Course: e-Governance Project Lifecycle

Day 1: Session 2

e-Governance Project Development LifeCycle
Agenda

- Essential Elements of e-Governance projects
- Need for a holistic approach
- e-Governance Project Development lifecycle
- Key outputs at each phase of life cycle
Essential elements of e-Government projects

- Vision and strategy
- Business Process Re-engineering
- Enterprise Architecture
- Software development and IT Infrastructure implementation
- Business model
- Legal Framework
- Change Management
- Training and Capacity Building
- Project and Program Management
- Monitoring & Evaluation…
Need for a Holistic Approach

Why do we need a new approach…

- e-Governance projects are complex projects
- Software procurement is a new area for government
- Terms like Enterprise Architecture, SOA, Digital Rights Management, etc. are not clearly understood
- Procurement norms and criteria are different
- New business models are required
- New legal frameworks are required

Essential to understand the e-Governance Project Lifecycle
e-Governance Project Lifecycle (eGLC)

1. e-Governance Strategy Development
2. Current State Assessment
3. Future State Definition
4. Implementation approach and sourcing
5. Develop and implement IT system
6. Operate and sustain

Project Management Office/Unit
Change Management and Communications
e-Governance Project Lifecycle (eGLC)

1. Needs Assessment
   - Define clear vision & objectives
   - Prioritization of services and projects
   - Incorporate domestic and global learnings
   - Identify institutional structures & capacities for implementation
   - Define funding requirements
   - Define monitoring and evaluation approach...

2. Current State Assessment
   - Critical assessment of current business processes and pain areas
   - Best practices in similar environments
   - Assess legal framework and current limitations
   - Assess current ICT systems and their ability to support future plans
   - Assessment of current capacities at all levels and their preparedness for e-governance...

3. Future State Definition
   - Process reengineering and to –be process definition
   - Identity IT enablement opportunities and requirements
   - Define changes to the legal and regulatory environment
   - Develop People change and capacity building plan
   - Develop project awareness and communication requirements...

4. Implementation approach and sourcing
   - Define implementation approach and phasing plan (functional and geographic)
   - Assess detailed funding requirements and business model
   - Develop vendor evaluation and selection criteria
   - Develop KPIs and performance levels for services and systems
   - Develop RFP
   - Bid evaluation and vendor selection

5. Develop and implement T system
   - Definition of detailed functional and technical requirements
   - System design and development
   - Software quality assurance, acceptance testing and auditing
   - Training and capacity building
   - Objectives and benefits evaluation and reinforcement
   - Change management and project communications
   - Sustained change, capacity building and communications..

6. Operate and sustain
   - System operations and maintenance
   - Software change management
   - Rollout services and systems (functionality and geography)
   - Objectives and benefits evaluation and reinforcement
   - Change management and project communications
   - Sustained change, capacity building and communications..

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e-Governance Project Lifecycle (eGLC)

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Phase 1: e-Governance Strategy Development

Key Activities

• Needs Assessment
• Define clear vision & objectives
• Prioritization of services and projects
• Incorporate domestic and global learnings
• Identify institutional structures & capacities for implementation
• Define funding requirements
• Define monitoring and evaluation approach…
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Phase 1: Vision & Strategy Development

e-Governance Strategy
e-Governance Strategy development typically includes:

- Assessment of department functions and services
- Services listing and prioritization based on vision and objectives
- Identification of projects for achieving the vision and objectives and prioritization of projects
- Definition of expected benefits, outputs and outcomes
- Definition of implementation roadmap and timelines
- Definition of institutional structures required, including roles and responsibilities for implementation of identified projects
- Assessment of funding requirements for implementation of strategy
- Risk assessment and mitigation measures definition…
- Monitoring & Evaluation framework
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Phase 2: Current State Assessment

- To perform an in-depth assessment of business functions and services identified for coverage under e-Governance project to understand:
  - current approach for performing the business functions and service delivery
  - the key challenges and to identify improvement areas
  - stakeholder needs and expectations
  - good practices and learnings from similar implementations in similar domains
  - current systems (IT) implemented in the department, coverage and gaps
  - organization structures and people capacities etc
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Phase 2: Current State (As-Is) Assessment

As-Is Assessment is carried out along the following dimensions:

- Business Processes
- People
- IT Systems

As-Is Assessment
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Phase 2: Current State Assessment

Key Outputs/Deliverables

As-Is Processes
- Process maps
- Pain points
- Initial improvement areas
- Stakeholder needs

As-Is IT Environment
- IT Systems
- Scope and functionality
- Strengths and gaps
- IT Infrastructure (network, security, data center)...

As-Is People Environment
Organizational structures
- Roles and responsibilities
- Capacities and skill sets
- Change barriers...
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Phase 3: Define Future State (To-be definition)

• To define how the identified business functions and services shall be performed going forward
• To define the new business processes
• To define IT solutions and services for automation of new business processes
• To define people change management, capacity building and communication requirements for project implementation
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Phase 3: Define Future State (To-be definition)

To-be definition is performed along the following dimensions:
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Phase 3: Define Future State (To-be definition)

Key Outputs/Deliverables

To-be Processes
- To-be business processes
- New process KPIs/metrics
- Changes to the legal and policy environment

To-be IT Environment
- Functional Architecture and Requirements specifications
- Enterprise Architecture covering Application, data, network, security, data center architecture
- Data digitization and migration strategy
- SLAs

To-be People Environment
- Institutional structures needed for project implementation
- Training and Capacity building plan
- Change Management Plan
- Communications Management Plan
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Phase 4: Implementation approach and sourcing

Key Activities

- Implementation Approach and Plan
- Business Model Definition
- RFP and Contract Development
- Vendor Evaluation and Selection
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Phase 4: Implementation approach and sourcing

Key Outputs/Deliverables

- Implementation Approach and Plan
- Implementation timelines
- Identification of key stakeholders and their roles and responsibilities
- Monitoring and Evaluation (M & E) Plan

- Project investments and costs
- Business/implementation model
- Payment terms
- SLAs

- Procurement approach
- Request for Proposals (RFP)
- Contract Documents/Agreements

- Pre-bid minutes and clarifications
- Vendor evaluation reports
- Vendor (s) identification
- Signed contract documents
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**Project Management Office/Unit**

**Change Management and Communications**
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Phase 5: Develop and Implement IT System
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Project Management Office/Unit
Change Management and Communications

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Project Management Office/Unit

- **Composition:**
  - Consists of management and operations team from Government with experts/support staff from private sector entities
  - Reports to project leadership team for seeking necessary guidance and support
  - To be intact throughout the project lifecycle till successful stabilization of the systems and operations
  - Size of team, roles and responsibilities may vary from phase to phase

- **Objectives**
  - To provide direction and to manage the project throughout the lifecycle
  - To ensure project development and implementation inline with the overall vision and objectives
  - To operationalise the project strategy inline with the defined timelines
  - To ensure application of learnings and best practices across initiatives/geographies/functions
  - Coordinate, monitor and track the project activities….
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Change Management and Communications

- Generally is driven by Project Management Office/Unit
- Objective is to address and manage the ‘people’ related aspects in the project implementation including:
  - Managing the people change in terms of addressing the resistance
  - Managing people resistance to change
  - Communicating the project vision, objectives and benefits to all the stakeholders
  - To build skill sets and capacities across various levels in the organization to adopt new processes and systems