Course: e-Governance Project Lifecycle

Day 1: Session 3

Service Identification & Prioritization
Agenda

- Government service delivery framework/model
- Identification, categorization and definition of services
- Service value analysis and prioritization framework
- Preparation of services implementation roadmap
Government Services

• *Service is the ‘action or process of serving’ or ‘an act of assistance’ or ‘a system providing a public need’*

• Every government department provides a set of services to its identified customer base

• Citizens expect the Government to address their needs

• ‘Services’ are required through the complete lifecycle of a citizen or business

• The manner of delivering the services and the ease with which the citizens can avail the services creates an image of the government in the minds of the citizens
# Understanding Government Services

<table>
<thead>
<tr>
<th>G2C</th>
<th>Government to Citizen</th>
</tr>
</thead>
<tbody>
<tr>
<td>G2B</td>
<td>Government to Business</td>
</tr>
<tr>
<td>G2E</td>
<td>Government to Employee</td>
</tr>
<tr>
<td>G2G</td>
<td>Government to Government</td>
</tr>
</tbody>
</table>
Government to Citizen (G2C) Services - Lifecycle

- Professional Education
- Scholarships
- School Education
- Scholarships
- Certificates
- Birth Certificate
- Health Care
- Employment Services
- Vehicle Registration
- Driver’s License
- Passport/Visa
- Agriculture
- Land Record
- Property Registration
- Marriage Certificates
- Taxes
- Utility Services
- Municipality Services
- Pensions
- Insurance
- Health Care
- Death Certificate
Government to Business (G2B) Services - Lifecycle

- Approvals
- Permissions

- Returns
- Taxes
- Permits
- Compliance

- Approvals
- Compliance

- Project Profiles
- Infrastructure
- State Support

- Approvals
- Permissions

- Explore Opportunities
- Operate
- Expand
- Close
- Start-up
Government to Employee (G2E) Services - Lifecycle

**CAREER BENEFITS**
- Career enhancement
- Job Training
- Skill Development
- Salary Increments

- Children Education Support
- Housing support
- Healthcare
- Taxes
- Utility Services

- Career Guidance
- Employment Services
- Interview
- Offer
- Joining

- Pensions
- Insurance
- Health Care
Service Classification

Services of government or any other organization are generally categorized into:

• **Information Services**
  - Includes those services that solely provide ‘information’ to customers and does not involve processing of any transactions or documents.
  - Information services have relatively simple back-office operations and can be easily be E-Government-enabled

• **Transaction Services**
  - Transactional Services: includes those services where customers require specific actions to be taken by the department.
  - Transactional services mandate a higher degree of customer interaction and more complex delivery operations than informational services.
Government Services Life cycle (illustrative)

SERVICE LIFE CYCLE

- Procedures for availing service
- Availability of Forms
- Submission of Application
- Application processing
- Application Status Tracking
- Issue certificate/permission/information
Information Services for Citizens during lifecycle

**Birth**
- ‘How’ & ‘Where’ to register birth?
- ‘How’ and ‘Where’ to get birth certificate?
- ‘What’ healthcare services are offered for child?
- ‘How’ & ‘Where’ to get healthcare services?
- Children rights and government support….

**Student & Youth**
- Government policies on education
- Information on Government schools, colleges, universities and education facilities, admission procedures
- Scholarships for students
- Student rights for education and government support
- Results of examinations……

**Employee**
- Employment opportunities and procedures for selection
- Employee rights
- Employment selection results
- Government support programmes for employment
- How to register ‘vehicles’?
- What are applicable taxes and how to pay taxes?
- How to obtain driving license?..........
Information Services for Citizens during lifecycle

Family

• ‘How’ & ‘Where’ to register marriages?
• ‘How’ and ‘Where’ to get marriage certificate?
• What are applicable taxes?
• How to register property?
• Government healthcare programmes and approach for availing healthcare services

Old Age

• Government schemes for supporting old age citizens?
• Healthcare programmes and services for old age citizens?
• Pensions and how and where to avail services?
Information Services for Business lifecycle - Illustrative

**Start UP**
- How to Start a business in the country or State?
- Processes, procedures and applicable payments?
- Licenses and permissions needed for business establishment?
- Application forms and where to submit the forms?
- Timelines for registration and obtaining certifications

**Operate**
- Applicable taxes for various categories of business?
- How much tax to be paid at what duration?
- Regulatory and compliance requirements to be followed during business operations?
- Various documents and information to be filed with the government?
- Government exemption policies?
- Penalties and legal implications for delays????

**Expansion**
- Information on additional permits/licenses needed for business operations expansion?
- Tax implications and liabilities?
- Government exemption policies?
## Transaction Services for Citizens during lifecycle

<table>
<thead>
<tr>
<th>Category</th>
<th>Services Provided</th>
</tr>
</thead>
</table>
| **Birth**         | • Registration of birth  
                     • Issuing birth certificate  
                     • Providing healthcare services to child                                    |
| **Student & Youth**| • Admissions into Schools/Colleges/Universities  
                     • Payment of scholarships  
                     • Conducting examinations and evaluations  
                     • Issuing certificates                                                     |
| **Employee**      | • Recruitment of employees  
                     • Registration of vehicles  
                     • Issuing driving license  
                     • Receipt of taxes and issuing tax certificates                               |
| **Family**        | • Registration of marriage and issuing marriage certificate  
                     • Calculation of applicable taxes, issuing tax notices  
                     • Property registration  
                     • Provide healthcare services                                                |
| **Old Age**       | • Pensions and old age benefits processing and payments  
                     • Provide healthcare services  
                     • Issue death certificate                                                    |
Transaction Services for Businesses during lifecycle

Start UP
- Registration of Company
- Issuing permits and licenses

Operate
- Tax assessments and collection of taxes
- Tax exemptions
- Filing of returns and documents as per regulatory requirements

Expansion
- Permissions for business operations expansions
Government Services (information and transactions)

- Each government service consist of a sub-set of:
  - Information services
  - Transaction services

*e.g. Registration of a Company*

<table>
<thead>
<tr>
<th>Information Services</th>
<th>Transaction Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>How to register company?</td>
<td>Receipt of application forms and payments</td>
</tr>
<tr>
<td>Forms and documents needed for registration</td>
<td>Processing of application and registration</td>
</tr>
<tr>
<td>Applicable payments?</td>
<td>Issuing registration certificate</td>
</tr>
<tr>
<td>Status of registration processing?</td>
<td></td>
</tr>
</tbody>
</table>
## Role of IT in Service Delivery

e.g. Registration of a Company

<table>
<thead>
<tr>
<th>Service</th>
<th>Category</th>
<th>Service Delivery Channels</th>
</tr>
</thead>
<tbody>
<tr>
<td>How to register company?</td>
<td>Information</td>
<td>Website/Call Center/Dept counter/CSC</td>
</tr>
<tr>
<td>Forms and documents needed for registration</td>
<td>Information</td>
<td>Website/Call Center/Dept counter/CSC</td>
</tr>
<tr>
<td>Applicable payments?</td>
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<td>Status of registration processing?</td>
<td>Information</td>
<td>Website/Call Center/Dept counter/CSC</td>
</tr>
<tr>
<td>Receipt of application forms and payments</td>
<td>Transaction</td>
<td>Website/Call Center/Dept counter/CSC</td>
</tr>
<tr>
<td>Processing of application and registration</td>
<td>Transaction</td>
<td>Internal to government</td>
</tr>
<tr>
<td>Issuing registration certificate</td>
<td>Transaction</td>
<td>Website/e-mail/Dept counter/CSC</td>
</tr>
</tbody>
</table>
Service Prioritization

• Identification of priority areas/services for e-Governance
• Phasing of services for implementation under e-Governance based on priorities

Need for Services View

• To identify stakeholders
• To assess the clear needs of services
• To understand information and transaction needs of stakeholders
• To design the projects to deliver the information needs and transaction services of stakeholders

Need for Priorisation

• To demonstrate early results
• To minimize the impact and maximise the results
• Limited resources and capacities existing with (funds and skill sets)
• Readiness of stakeholders
Service Prioritization Framework

Steps in service prioritization

1. Compile The List of Services
2. Collect statistics and information about your services
3. Identify High Value Services which need to be E-governance-enabled
4. Prioritize the implementation of the high-value services
5. Validate and rationalize the results
Service Prioritization Framework

Step 1: Compile the list of services

- Identify the stakeholders addressed/served by the department
  - First level of classification (citizens, businesses, employees, other governments)
  - Sub-classification (e.g. of citizens served by Education Dept) – Parents, Higher education level students, university level students, private college owners…
- Identification of department functions/services to the stakeholder groups
- Identification of list of information and transaction services stakeholder wise
Step 2: Collect information & statistics about the various services

• Collection of various operational information and statistics for the list of services identified in Step 1

• Illustrative Information and statistics for each service include:
  • Transaction volumes
  • Frequency of transactions
  • Transaction processing time
  • Number of customer visits
  • Time spent by the customer for follow-up and track progress
Step 2: Collect information & statistics about the various services

Illustrative analysis of Municipal Services

<table>
<thead>
<tr>
<th>Service</th>
<th>Transaction volumes (per year)</th>
<th>Frequency</th>
<th>Processing time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Birth registration</td>
<td>10,000</td>
<td>Once in lifetime</td>
<td>1 day</td>
</tr>
<tr>
<td>Death registration</td>
<td>4,000</td>
<td>Once in lifetime</td>
<td>1 day</td>
</tr>
<tr>
<td>Property tax assessment</td>
<td>3000</td>
<td>Once in lifetime</td>
<td>2 days</td>
</tr>
<tr>
<td>Property tax collection</td>
<td>100000</td>
<td>Twice in a year</td>
<td>30 minutes</td>
</tr>
<tr>
<td>Issuing building permission</td>
<td>1000</td>
<td>Once in lifetime</td>
<td>10 days</td>
</tr>
<tr>
<td>Vacant Land Tax Assessment</td>
<td>10</td>
<td>Once in lifetime</td>
<td>2 days</td>
</tr>
<tr>
<td>Vacant Land Collection</td>
<td>100</td>
<td>Once in a year</td>
<td>30 minutes</td>
</tr>
<tr>
<td>Court cases</td>
<td>10</td>
<td>NA</td>
<td></td>
</tr>
<tr>
<td>Water tap connection</td>
<td>1000</td>
<td>Once in lifetime</td>
<td>2 days</td>
</tr>
<tr>
<td>Water tax payment</td>
<td>250000</td>
<td>Once in a month</td>
<td>30 minutes</td>
</tr>
</tbody>
</table>
## Service Prioritization Framework

### Step 3: Identify The High Value Services Which Need To Be Transformed Into e-Governance

Assessment of services to identify those services that once made E-governance-enabled will deliver the maximum value to the ‘department’ and its ‘citizens’

<table>
<thead>
<tr>
<th><strong>Department Value Measures</strong></th>
<th><strong>Citizen Value Measures</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Enhancing existing revenues;</td>
<td>• Minimizing the number of customer visits</td>
</tr>
<tr>
<td>• Setting up new revenue streams;</td>
<td>• Reducing the time required for service</td>
</tr>
<tr>
<td>• Reducing cost of processing transactions; and</td>
<td>• Reducing the fees and charges associated with a service;</td>
</tr>
<tr>
<td>• Delivering intangible benefits (e.g. boosting the image of the department)</td>
<td>• Reducing the time spent by the customer to follow-up and track the progress</td>
</tr>
<tr>
<td></td>
<td>• Reducing the time spend by the customer to file complaints, comments and suggestions</td>
</tr>
</tbody>
</table>
Service Prioritization Framework

Step 3: Identify The High Value Services Which Need To Be Transformed Into e-Governance

Measures for Value to Citizen

• Minimizing the number of customer visits to the department
• Reducing the time required to deliver a service
• Reducing the time spent by the customer for follow-up and track progress of the requested service
• Reducing the time spent by the customer to file complaints.

Measures for Value to Department

• Reducing cost of processing transactions
• Delivering intangible benefits
• Increase transaction volumes
Step 4: Prioritize The Implementation of The High Value Services

- Identify when to implement each of the high value services identified for the department
- The implementation priority for each high value service was defined based on the analysis of service visibility and service complexity
Service Prioritization Framework

Step 4: Prioritize The Implementation of The High Value Services

Service Visibility

• Describes how significantly and extensively can customers feel and experience the benefits achieved from delivering the service into e-Governance.
• Services of high volume of transactions and a large customer base would be more visible to the Department customers than other services with a very limited customer base.

Service Complexity

• Describes how easy the service can be made e-Governance-enabled.
• Depends on a number of factors such as the degree of existing automation, number of external parties involved and the number of customer documents processed.
Service Prioritization Framework

Step 4: Prioritize The Implementation of The High Value Services

Measures for Service visibility
- Volume of transactions
- Customer base
- Intangible benefits

Measures for Service Complexity
- Degree of existing automations
- Number of external agencies involved
- Number of customer documents processed
Service Prioritization Framework

Step 4: Prioritize The Implementation of The High Value Services

- Evaluate potential applications and e-government services based on their criticality and feasibility and prioritize the funding of those services based on the following framework:

```
          High Criticality
            ↓
  Low Feasibility  |  High Feasibility
            ↑
          Low Criticality

1. Target
2. Pursue
3. Permit
4. Defer
```

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Service Prioritization Framework

Step 5: Validate and Rationalize The Results

- Validate the identified services/projects for e-Governance through department’s survey, experience and knowledge of the customers
- Verify that the high-value services can deliver benefits through E-governance.
- Verify the feasibility of the implementation priorities assigned to the high-value services
Service Prioritization Framework

Benefits of Service Prioritization:

• Identifies the services which are crucial to the stakeholders and which requires immediate IT enablement
• Enables process efficiency to the high priority services
• Increased user value and satisfaction
• Reduced administrative burden
• Strategic Fit with e-government strategy
• Increased visibility of efforts and benefits.....