

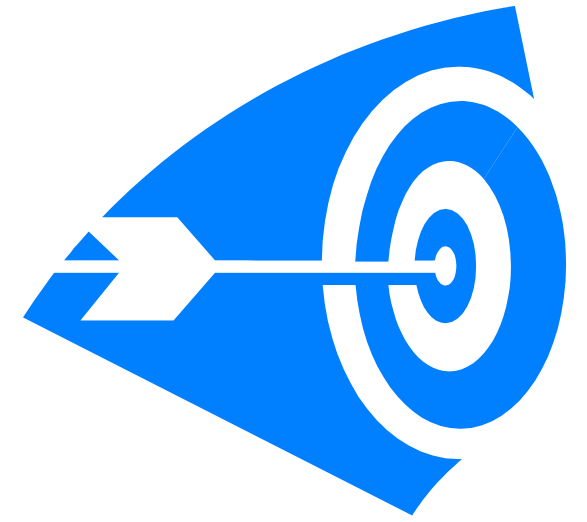
Course: DPR Preparation

Day 1

Session 2

Stakeholder & Problem Identification

Agenda



- Stakeholder Identification
- Problem Identification
- Challenges in Problem Identification
- Problem Statement
- Root Cause Analysis

Stakeholders

Who is a Stakeholder?

- A person, group or organisation that has a direct or indirect stake in the project.
- A stakeholder (in Project Management terms) is anyone who is affected and who can affect, in one way or another, the project.
- A 'stakeholder' is any person or entity impacted by a project. The impact may be positive or negative.
- Stakeholder Segmentation
 - Citizens
 - Businesses
 - Partners (suppliers and other government agencies)

Stakeholder Mapping: Understanding the Key stakeholders

Who are the key stakeholders?

Some of the key stakeholders in an e-Governance Project are:

- Individuals such as Secretaries, Head of Ministries, Heads of Directorates;
- Project sponsor, Project manager, Heads of budgeting and spending units in pilot Ministries; Business process owners; Funding Agencies
- Consultants, Vendor/ Intermediaries
- Divisions, departments or units, employees, user groups, legal entities, or location / geography (e.g., headquarters, plant, location, state, country), citizens

All these stakeholders can perceive the same project in different ways depending upon their Expectations

Stakeholder Engagement Strategy

Stakeholder Identification

- Determine who your key stakeholder are and their key groups and sub-groups

Stakeholder Analysis

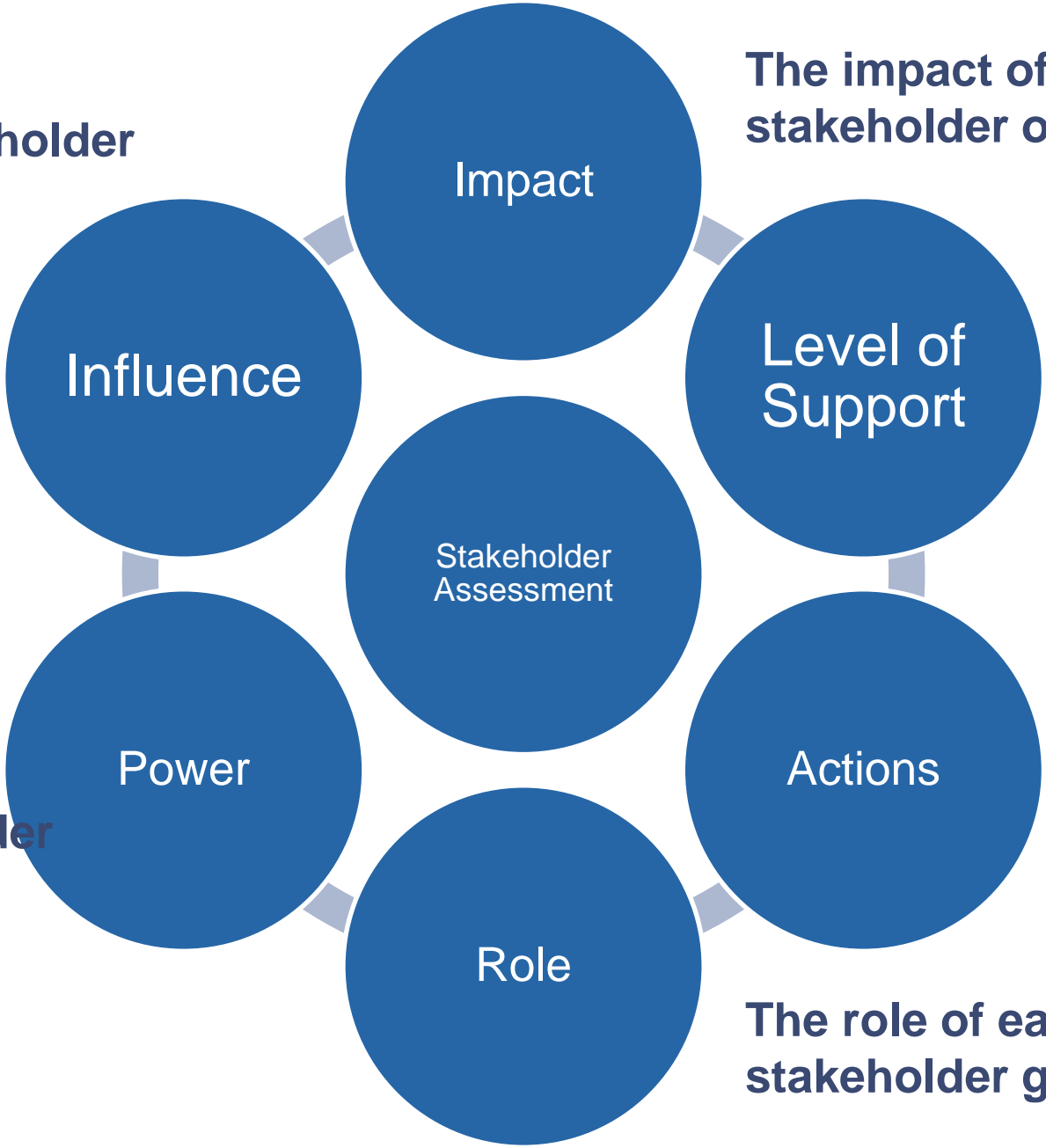
- How they will be affected, in what way, to what degree and what influence they can have on your project.

Stakeholder Assessment: Assessing the Key stakeholders

Stakeholder assessment defines the power, influence, impact on the project and support required from the stakeholders and stakeholder groups.

The influence of each stakeholder or stakeholder group

The impact of the project on each stakeholder or stakeholder group



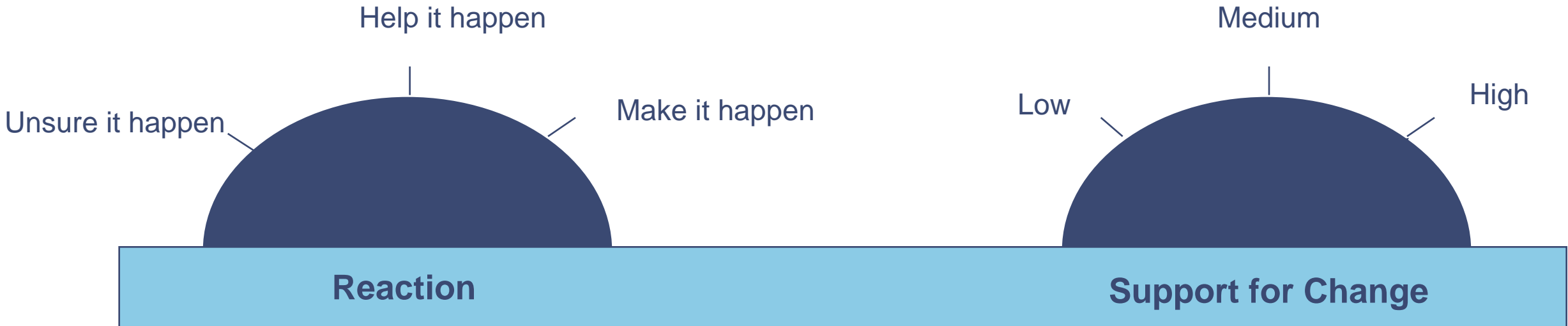
The level of support required by each stakeholder or stakeholder group

Actions to be initiated post stakeholder assessment

The role of each stakeholder or stakeholder group

Stakeholder Mapping: Understanding the Key stakeholders

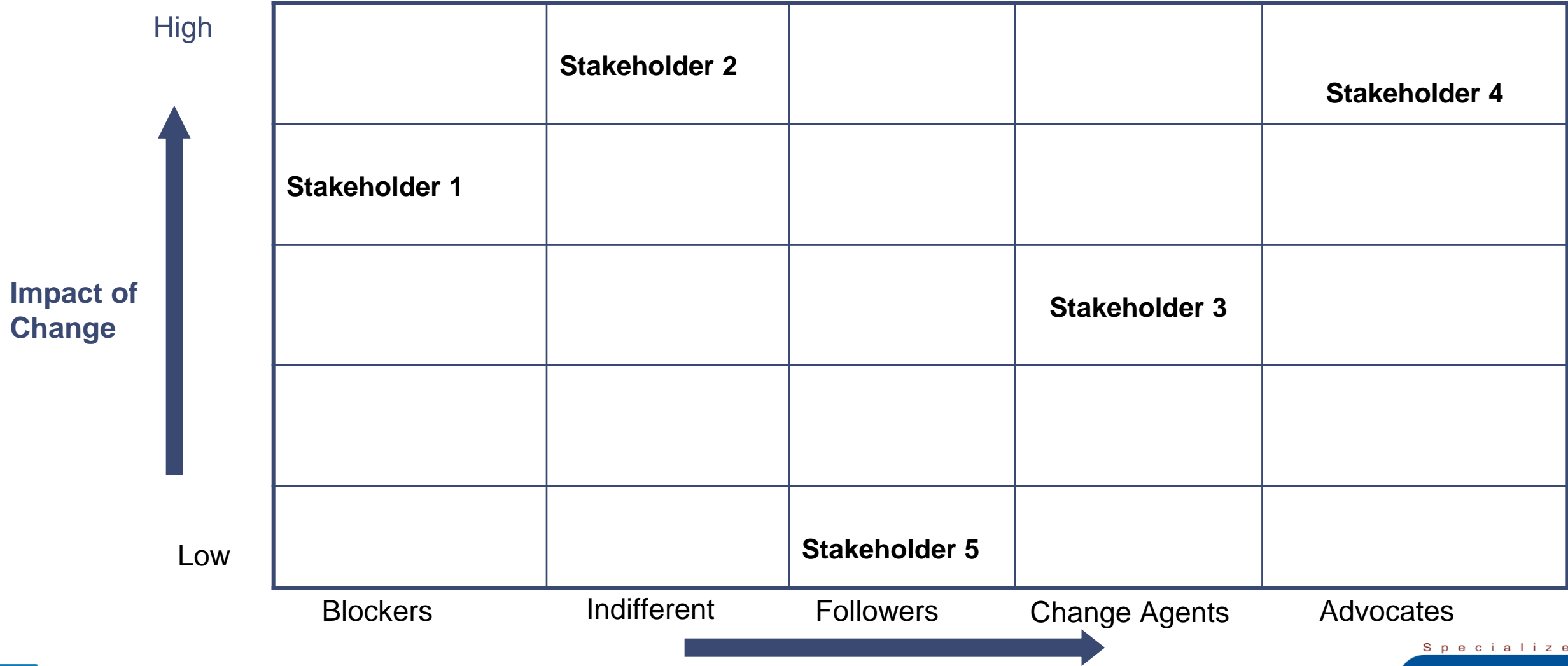
Following **parameters** are used with a rating scale to assess and map various stakeholder groups in organization.



Stakeholder Mapping: Understanding the Key stakeholders

Stakeholder Mapping: Impact vs. Influence

Stakeholder map groups stakeholders on a matrix to represent how much influence and impact stakeholders have in current state and how essential their support is in the change program.



Degree of Support
Slide 8

Stakeholder Mapping: Understanding the Key stakeholders

Need for Stakeholder Engagement in e-Governance projects

- Determine the level and type of stakeholder activities required to inform, involve and engage with them.
- Invest the appropriate resources to engage with stakeholders who are 'critical'
- Make sure that the Stakeholders are aware of their roles and responsibilities in ensuring success.
- Minimize resistance to the programme through stakeholder engagement strategies and prevent the programme from being derailed
- Build a vision & hunger for success for the programme & generate enthusiasm for the change

Stakeholder Mapping: Understanding the Key stakeholders

- Identify the extended audience for project communications and the project-related information that each stakeholder or stakeholder group should receive and with what frequency;
- Ensure that all of the project dependencies have been identified and their impact understood

Stakeholder Engagement in an e-Governance programme is an ongoing activity

- Stakeholders may move up and down the map as the project progresses so this work should be revisited on a regular basis.
- List of stakeholders may also change throughout the life-cycle of the project.

Problem Identification

Illustrative problems reported in Government Services

- It takes lot of time to get the service
- It calls for too many visits to the department for completion of service
- It is expensive to complete the transaction
- The welfare benefits of government are not reaching the eligible families
- Healthcare services not delivered on time
- Land records management framework not ensuring ownership of the properties
- It takes very long to get the welfare benefits...

How are the problems or needs identified?

- Concerns raised by customers (citizens/businesses)
- Concerns raised by internal stakeholders - employees
- Through independent research/media

Need for proactive methods for problem identification?

Many successful government/private sector organizations 'listen' to the customers to identify and 'address' their problems and needs at a very early stage

- To build confidence in the citizens
 - To enhance overall image of the organization
 - To minimize the impact of the problems to larger segment of citizens
- The most proactive and caring governments today are able to attract maximum investments in the country or globally

Which problems can be identified proactively?

Governments can incorporate citizen feedback into strategic decisions/directions:

- What citizen needs exist that we are not currently meeting?
- What services citizens feel are unnecessary?
- What services citizens feel are painful?
- What services citizens feel are complex?
- How does our service compare to other (state) governments?
- What are the current world class levels of performance?

Citizen feedback data can also be used to drive process improvements

How can we get inputs from Customer Experience

At the point of service delivery

- Filling up of questionnaires/forms by citizens during or upon completion of the service/Transaction
- Observe the service delivery points/environments to identify the problems/challenges encountered by the customers

At other points

- Focused surveys on identified stakeholder groups through questionnaires, workshops, group discussions, one to one interviews..
- Independent market research/survey by professional organizations
- Experience it yourself
- Feedback mechanisms/helpdesks/call centers for receiving feedback..
- Online polls

Need for defining the 'problem' correctly

To find right answers/right solutions, it is important to understand/ define the problems or needs right...

Common challenges with Needs/Problems reported/identified..

The services are of very poor quality

There is no transparency in government services

I am not satisfied with the services

We need to computerize this process/workflow (problems don't define solutions)

It is too expensive to deal with government

None of these problem statements hint at the real 'problems' – they don't identify the specific problems or specific needs with a specific service/specific task or specific output...

Such problems are difficult to resolve....

Understanding Problem Statements

What is a Problem Statement?

- A Problem Statement is a specific description of the current situation of the problem that will be addressed by the organization in measurable terms

Why develop a problem statement?

- To develop a shared understanding of the problem that the organization is trying to address

Understanding Problem Statements

Example of good problem statements (*illustrative only*)

- Only 40% of the ration items distributed through PDS are reaching eligible families
- It takes approximately two months to obtain death certificate
- It requires minimum of ten visits to get the pension amount sanctioned....
- Process for Passport Issuance on Turn Around Time metric is operating at only 38% within SLA
- It takes 2-4 hours to get the railway reservation done in Metro cities in India for reservations across the counter...

So what makes a good Problem Statement?

A good Problem Statement

- States the effect and not the cause (What is wrong & not Why it is wrong)
- Focuses on the gap (between “What Is” & “What should be”)
- Is measurable (How often, How much, When)
- Is specific (avoids broad & ambiguous categories)
- Is a statement, not a question
- Focuses on the “Pain Area” (How Customers / Citizens, Employees and the Government are affected)

Writing Good Problem Statements?

Focus on the following questions

- Which outputs don't meet expectations?
- When and where do the problems occur?
- How big is the problem?
- What is the impact of the problem?

Things to be careful of / avoid

- Avoid pre-determined solutions
- Do not blame people
- Ensure that the problem statement is easily understandable by all
- Avoid including “lack of”, “due to” since they may imply solutions and thus mislead team members

Identifying Root Causes

- Once current processes have been documented along with the data it is useful to identify the root causes of problems.
- Identifying the root cause of process dysfunction enables you to ensure that the process redesign solves the root cause, rather than simply addressing a symptom of a problem that will occur again.
- It also allow you to determine how many processes are affected by a single root cause. The more process problems a root cause creates, the higher priority it is for being addresses quickly and effectively.

A Cause-Effect diagram is a structured approach to exhaustively determine perceived sources (causes) of a problem (effect)

Why use it?

- To help the team organize and graphically display all the knowledge it has about the problem

What does it do?

- It helps unearth all possible causes for the problem at hand by capturing views of all members
- It creates a consensus around the problem and builds support for resulting solutions
- It focuses the team on causes rather than symptoms
- Organizing data serves as a guide for discussion and inspires more ideas

Cause & effect diagram for “India’s defeat in a cricket match”

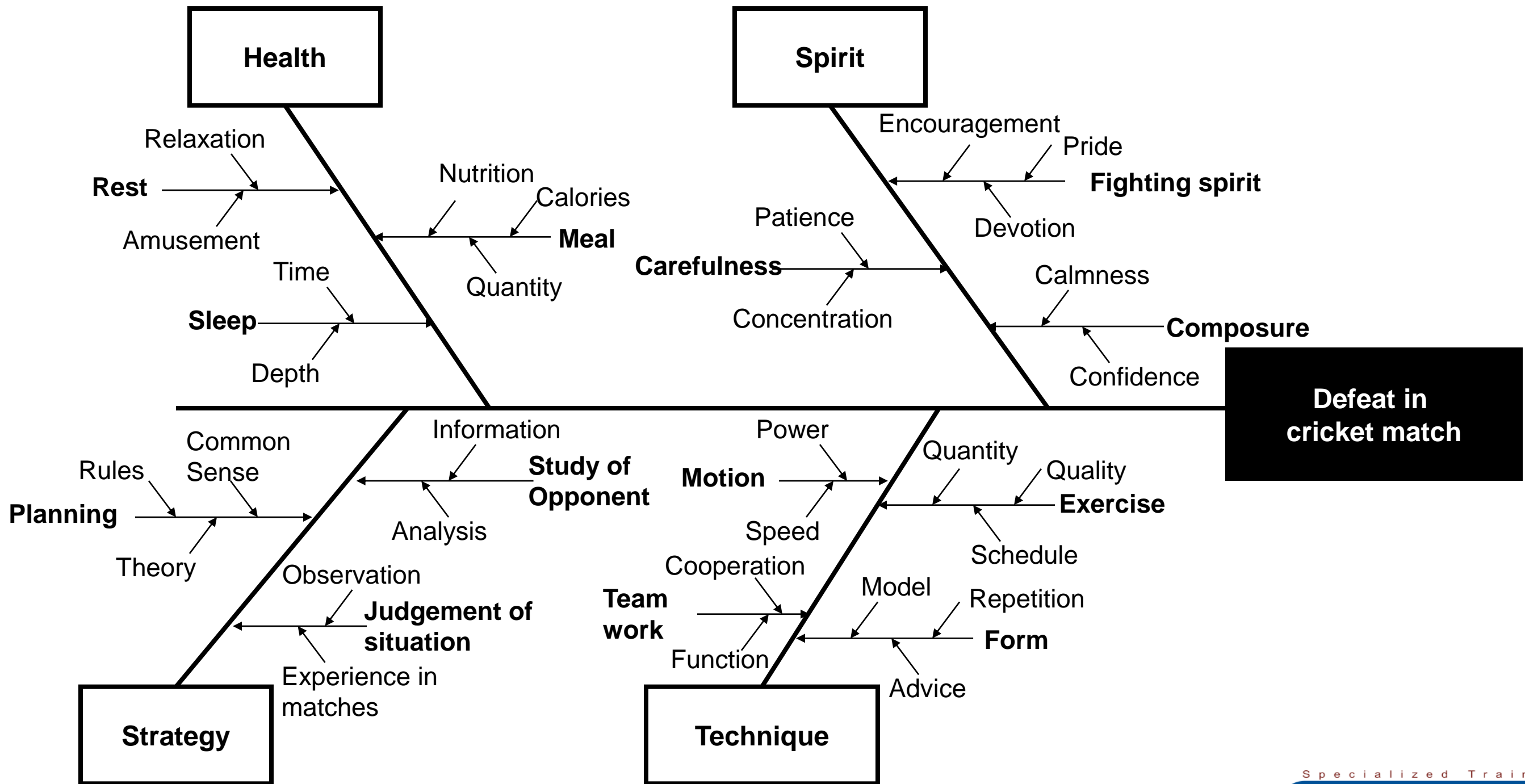
Identify all possible causes....

- Planning
- Sleep
- Study of opponent
- Judgment of situation
- Composure
- Meal
- Carefulness
- Form
- Team work
- Fighting spirit
- Motion
- Rest
- Exercise

Affinitize causes into categories...



Cause & Effect diagram for “Indian cricket team’s defeat”



History of the Fishbone Diagram

- Ishikawa diagrams (also called fishbone diagrams or cause-and-effect diagrams) are diagrams that show the causes of a certain event.
- They were first proposed in the 1960s, by Kaoru Ishikawa who pioneered quality management processes in the Kawasaki shipyards, and in the process became one of the founding fathers of modern management. They are considered one of the seven basic tools of quality control

Brainstorming tool – 5 Whys approach

The 5 Whys is a question-asking method used to explore the cause / effect relationships underlying a particular problem

Used to come up with the root causes for the problem at hand

Continue asking Why till you get to a root cause (need not necessarily be at the 5th Why...)

Continue with the 5 whys process till all the possible root causes are covered

5 Whys approach – Example 1

The following example demonstrates the basic process of 5 Whys:

My car will not start. (the effect)

- *Why? - The battery is dead. (first why)*
- *Why? - The alternator is not functioning. (second why)*
- *Why? - The alternator belt has broken. (third why)*
- *Why? - The alternator belt was well beyond its useful service life and has never been replaced. (fourth why)*
- *Why? - I have not been maintaining my car according to the recommended service schedule. (fifth why, a root cause)*
- *Why? - Replacement parts are not available because of the extreme age of my vehicle. (sixth why, optional footnote)*

How to draw a fish-bone diagram?

Take the problem as the end effect

Take a large sheet of paper and write the effect in the right hand middle in a block

Draw the center bone / line

Begin by using the 5-Why methodology & build the bones of the diagram

Lines should flow towards the “effect” and touch with the arrow heads

Start from right with a main “Why” category bone and add sub-categories bones to the main line

At every level ask Why this is caused / What causes this?

Keep asking this question and build the fishbone until the causes are specific enough to verify – Be sure to work from the level of symptom to cause

General thumb rule is to ask “Why” five times to reach to a verifiable cause

How to draw a fish-bone diagram?

10. For every cause that is not a sub-category to the earlier “Why” and is a distinct family/ category of cause, add a new bone to the diagram
11. Build the major categories/ families (bones) towards the left
12. Brain storm to collect all the possible causes that the team knows
13. Build the diagram by linking the brainstormed causes under appropriate categories
14. Refine categories where necessary
15. It is a good practice to bring-in more and more people to look at the Fishbone diagram to add to the cause
16. Circle the causes that seem most probable
17. Some of these causes can be taken up for measurement & verification

Exercise: Define a Problem Statement

Rules

- Discuss on your tables and develop a suitable problem statement based on the current situation
- Present your Problem Statement to the workshop participants and get feedback

Time Frame

- 10 Minutes for the exercise
- 15 Minutes for discussion

Exercise: Draw a Fishbone Diagram for your selected process

Rules

- Select one of the key effects identified as a problem in the selected process
 - Use one of the processes for which a problem statement has been defined previously
- As a group, discuss the effect and its related causes
 - Use the 5 Whys method
- Draw a fishbone diagram using the select effect and its related causes
- Present your Fishbone diagram to the workshop participants and get feedback

Time Frame

- 20 Minutes for the exercise
- 10 Minutes for discussion

End of Session