Course: e-Governance Project Lifecycle

Day 1: Session 1

Introduction to e-Governance
Agenda

➢ Challenges in Government

➢ Definition of e-Government and e-Governance

➢ Key objectives and benefits of e-Governance implementation

➢ Essential Elements of e-Governance projects

➢ Need for a holistic approach

➢ e-Governance Project Development lifecycle

➢ Key outputs at each phase of life cycle
Today's Scenario

Interactions with Government

Farmer
- 50 interactions
- 10 departments
- 120 interactions
- 20 departments

Urban Citizen
- 50 interactions
- 10 departments

Medium Industry
- 40 interactions
- 8 departments

Large Business
- 500+ interactions
- 100 departments

Can we streamline these interactions & enhance National Productivity?
Need for Transformation in Government.. (1/2)

- Greater awareness
- Better access to information
- Expectations of better service levels

- Changing demographic trends (young population)

- Heightened Media and social activism

- Citizen Awareness
- Budgetary Constraints

- Changing Demographics
- Competition for investment

- Greater Accountability & Transparency
- Public sector reform agenda

- Reduced budgets
- Difficulty in funding by increasing taxes

- Need to attract investment
- Efficiency of public sector – key determinant

- Millennium Development Goals
- Disinvestment policy
- NeGP
Need for Transformation in Government.. (2/2)

Growing citizen and market expectations...

The need to become more citizen-focused

Demonstrate higher quality front-line service

New channels to access information and advice

New delivery partners

Rationalise back-office functions

Public Private Partnerships

Demonstrate better value for money

Improved citizen choice

Services targeted at particular citizen segments

Lower cost and much greater efficiency
Technology as an enabler in Government reforms

- ICTs have been an integral part of many public sector reform agendas and have helped governments successfully in:
  - Increasing convenience to the citizens in availing government services
  - Increasing speed and quality of service delivery
  - Citizen empowerment through access to information and transparency in service delivery
  - Reduce corruption
  - Cost reduction and revenue growth for government
  - Improve compliance with government regulations
So what is e-Government?

Definitions (Planning Commission):

- It is the *transformation* of government to provide Efficient, Convenient & Transparent Services to the Citizens & Businesses through Information & Communication Technologies.

- e-Government is the transformation of public sector internal and external relationship through Internet-enabled operations, information and communication technology in order to optimize government service delivery and governance.

- e-Governance or ‘electronic governance’ is basically the application of Information and Communications Technology to the processes of Government functioning in order to bring about ‘Simple, Moral, Accountable, Responsive and Transparent’ (SMART) governance*

Transformation from department oriented to customer oriented…
Key elements of e-Governance

Watch out for the 4 key business imperatives of e-Government:

• Application of Information and Communication Technology and use of electronic delivery channels (e.g. Internet)

• Delivers key and tangible business benefits (e.g. enhances revenues)

• Involves new operational framework (e.g. processes & organization)

• Fosters efficient and effective communication internally and externally

e-Governance is not about the tool (Technology), but about the good governance made possible by using these tools effectively…
The four pillars of e-Governance

e-Government

People  Process  Technology  Resources

e-Governance is a holistic initiative in which Technology is only a pillar
What is NOT e-Governance

- e-Government is not about ‘e’ but about government!
- e-Government is not about Computers & Websites but about citizens & businesses!
- e-Government is not about translating processes but about transforming processes!
Government service categories

- **G2C (Government to Citizen)**: deals with the relationship between government and citizens. G2C allows citizens to access government information and services instantly, conveniently, from everywhere, by use of multiple channels.

- **G2B (Government to Business)**: consists of e-interactions between government and the private sector. The opportunity to conduct online transactions with government reduces red tapism and simplifies regulatory processes.

- **G2G (Government to Government)**: Governments depend on other levels of government within the state to effectively deliver services and allocate responsibilities. In promoting citizen-centric service, a single access point to government is the ultimate goal, for which cooperation among different governmental departments and agencies is necessary. G2G facilitates the sharing of databases, resources and capabilities, enhancing the efficiency and effectiveness of processes.

- **G2E (Government to Employees)**: deals with the relationship between the Government and its employees
Examples of G2C Services

- Birth Certificate
- Health Care

- School Admission
- Scholarships
- e-Learning
- Examination Results

- 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

... from cradle to grave
Examples of G2B services

- Approvals
- Permissions
- Registrations
- Returns
- Taxes
- Permits
- Compliance
- Approvals
- Permits
- Approvals
- Compliance
- Project Profiles
- Infrastructure
- State Support
- Operate
- Start-up
- Explore Opportunities
- Expand
- Close
Examples of G2G Services

- Workplace
- Workflow Automation
- Video Conferencing
- MIS
- Back-office Support
- GIS

- Productivity
- Performance Mgt.
- Budget
- Treasuries
- Planning
- e-Assembly

Enhancing internal functions of government is as important a mandate for e-Governance as is G2C and G2B services.
Examples of G2E Services

**Human Resources**
- Recruitment
- Training
- Establishment
- e-Learning

- Budget
- Finance
- Administration
- Messaging
- Workflow
Benefits from e-Governance

<table>
<thead>
<tr>
<th>Improving Services</th>
<th>Enhancing Citizen Participation</th>
<th>Increasing Operational Efficiencies</th>
<th>Redefining Communities</th>
<th>Improving Policy Formulation</th>
<th>Securing and Protecting Society</th>
<th>Enhancing Economic Development</th>
</tr>
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<tbody>
<tr>
<td>● Customer satisfaction</td>
<td>● Citizen input/feedback</td>
<td>● Increase productivity/morale</td>
<td>● Enable virtual citizen &amp; business communities</td>
<td>● Assimilation and decision support</td>
<td>● Timely information</td>
<td>● Attract investment</td>
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<td>● Potential savings</td>
<td>● Information</td>
<td>● Share infrastructure cost</td>
<td>● Contributor to economic development</td>
<td>● Information gathering and analysis</td>
<td>● Collaborate and interoperate</td>
<td>● Reduce business burdens</td>
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<td>● Efficient interactions</td>
<td>● Campaigns</td>
<td>● Improve process/cycle time</td>
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Enhancing Citizen Participation
- Citizen input/feedback
- Information
- Campaigns

Increasing Operational Efficiencies
- Increase productivity/morale
- Share infrastructure cost
- Improve process/cycle time

Redefining Communities
- Enable virtual citizen & business communities
- Contributor to economic development

Improving Policy Formulation
- Assimilation and decision support
- Information gathering and analysis

Securing and Protecting Society
- Timely information
- Collaborate and interoperate

Enhancing Economic Development
- Attract investment
- Reduce business burdens
- Enable businesses
- Develop/attract workforce
Benefits to citizens

- Reduced transaction time and elapsed time
- Less number of trips to Government offices
- Expanded time window and convenient access
- Reduced corruption-need for bribes, use of influence
- Transparency-clarity on procedures/documents
- Less uncertainty in estimating time needed
- Fair deal and courteous treatment
- Less error prone, reduced cost of recovery
- Empowered to challenge action-greater accountability
- Levy of use charges
e-Governance Evolution Model

Information

Interaction

Transaction

Transformation

Publishing of information/services

Two way transaction between Government and Stakeholders (Citizens, Businesses, Employees)

Collaboration between departments and sharing of services/information

Seamless services across departments and customized information and services as per citizen’s requirements leading to real time integration

Degree of Change to Business

Role of e-Governance

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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…

IT is only a component
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)

- **Needs 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...

- **Define clear vision & objectives**
  - 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...

- **Prioritization of services and projects**
  - 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
  - Bid evaluation and vendor selection

- **Incorporate domestic and global learnings**
  - 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..

- **Identify institutional structures & capacities for implementation**
  - 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..

- **Define funding requirements**
  - 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..

- **Define monitoring and evaluation approach**
  - 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..

- **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
  - Change management and project communications
  - Objectives and benefits evaluation and reinforcement

- **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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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…
**e-Governance Project Lifecycle (eGLC)**

**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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Change Management and Communications
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
e-Governance Project Lifecycle (eGLC)

Phase 2: Current State (As-Is) Assessment

As-Is Assessment is carried out along the following dimensions:
e-Governance Project Lifecycle (eGLC)

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
e-Governance Project Lifecycle (eGLC)

Phase 3: Define Future State (To-be definition)

To-be definition is performed along the following dimensions:
e-Governance Project Lifecycle (eGLC)

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
e-Governance Project Lifecycle (eGLC)

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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Phase 5: Develop and Implement IT System

- Requirement Specification
- System Design
- Construction (development or coding)
- Testing
- Deployment
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Project Management Office/Unit
Change Management and Communications

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e-Governance Project Lifecycle (eGLC)

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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e-Governance Project Lifecycle (eGLC)

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