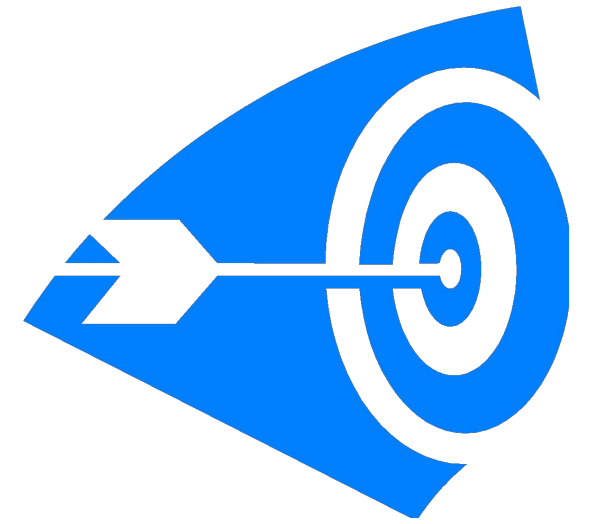


# Course: e-Governance Project Lifecycle

## Day 1: Session 1

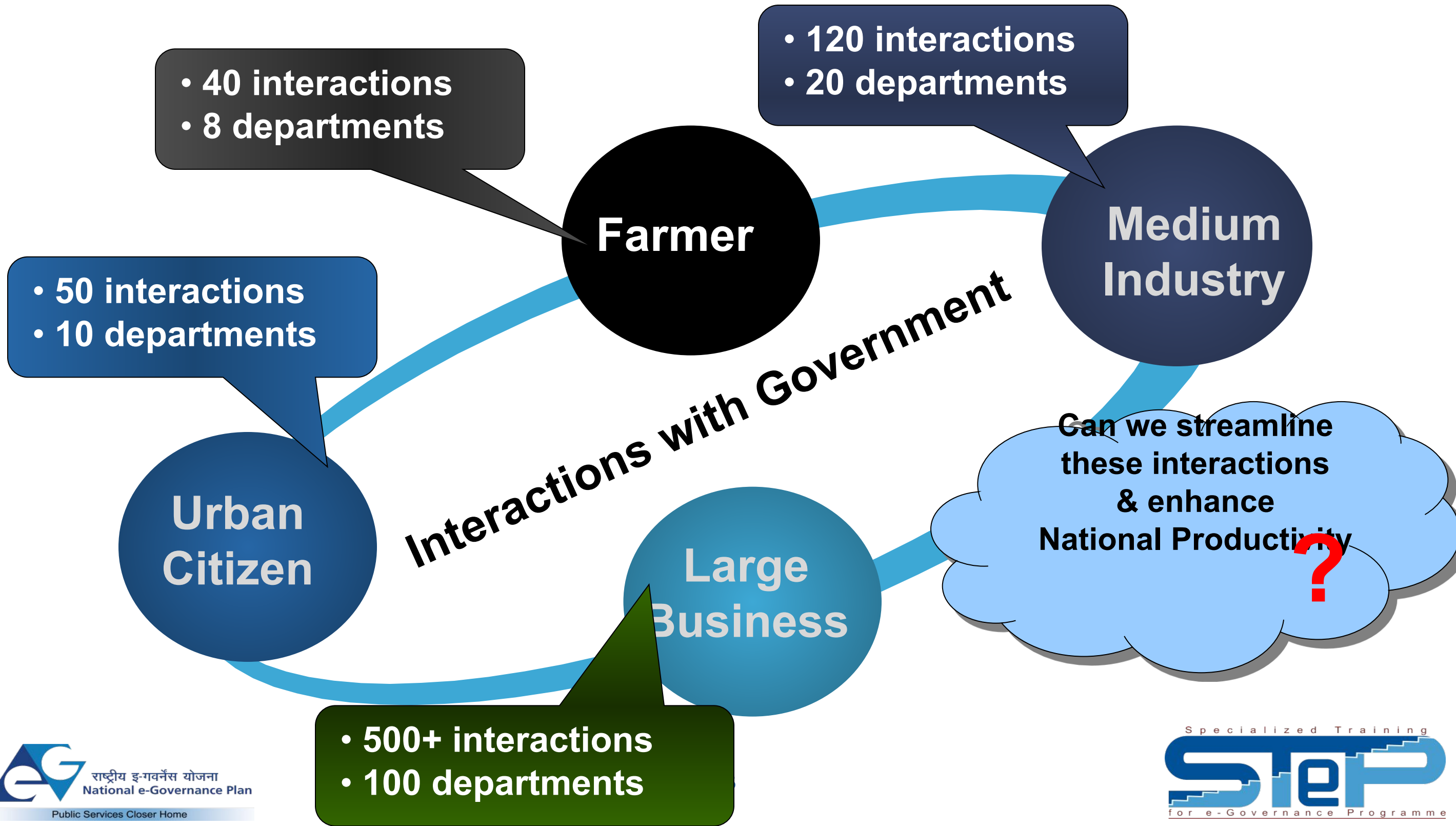
### Introduction to e-Governance

# Agenda

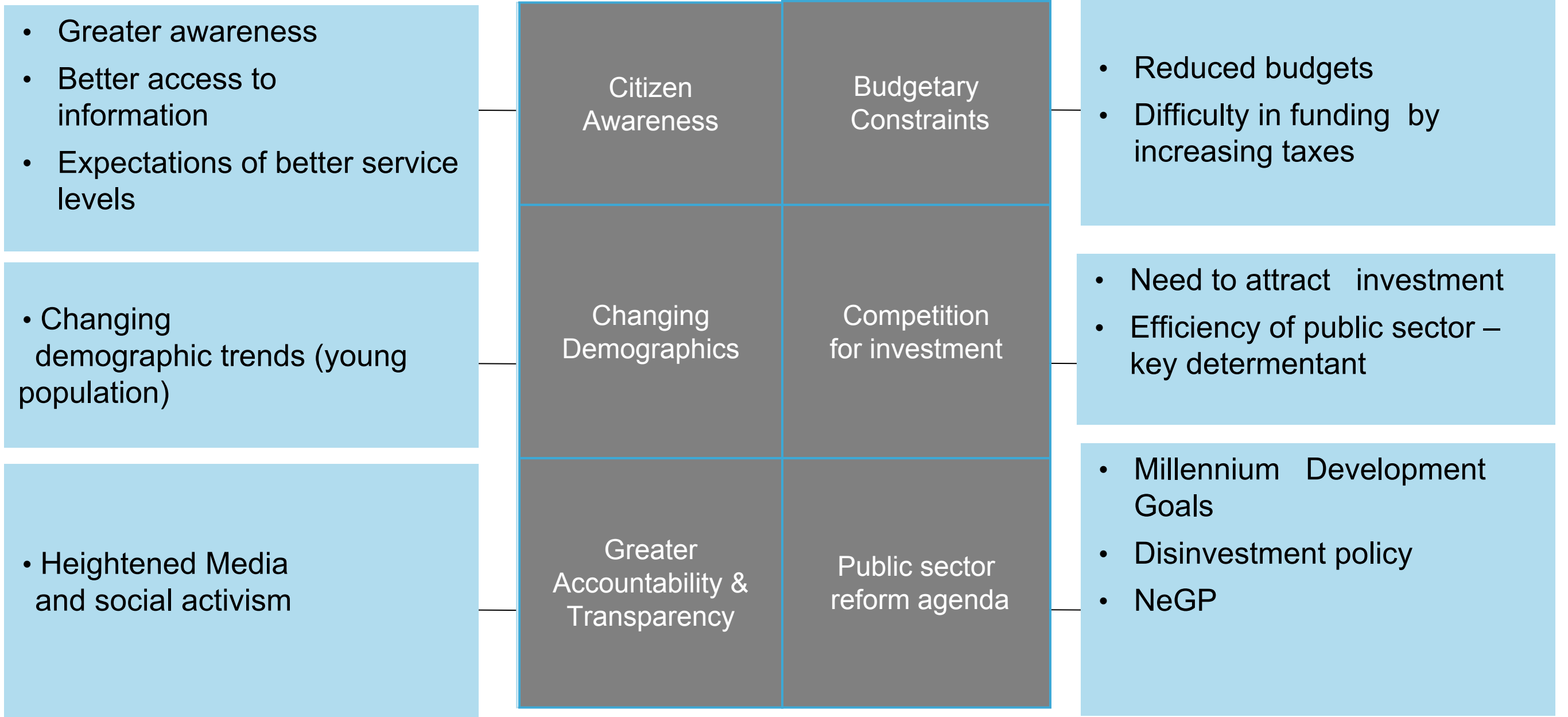


- Challenges in Government
- Definition of e-Government and e-Governance
- Key objectives and benefits of e-Governance implementation
- Essential Elements of e-Governance projects
- Need for a holistic approach
- e-Governance Project Development lifecycle
- Key outputs at each phase of life cycle

# Today's Scenario

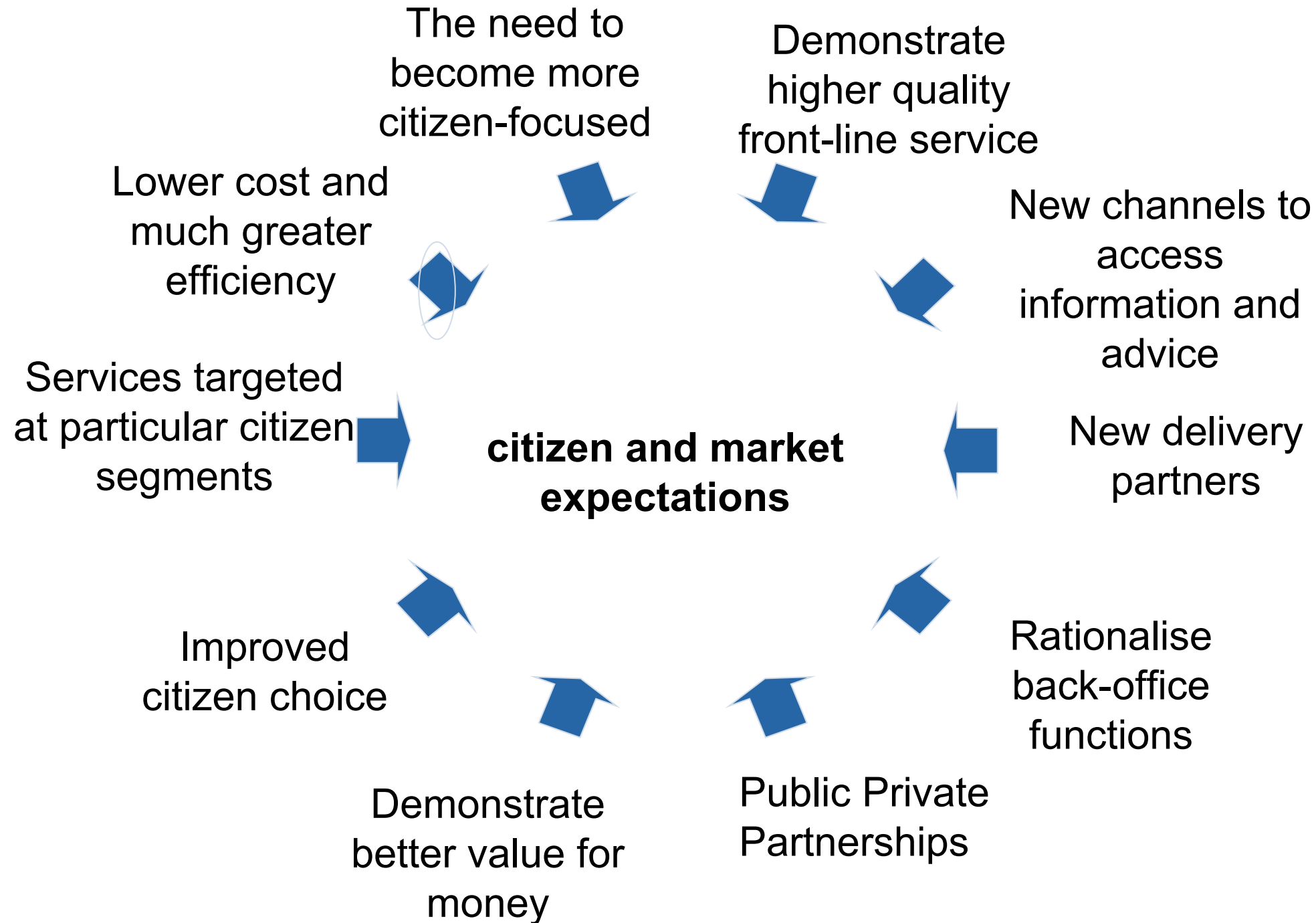


# Need for Transformation in Government.. (1/2)



# Need for Transformation in Government.. (2/2)

## Growing citizen and market expectations...



# 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.....

e-Governance uses  
Technology as a tool  
for reforming  
government

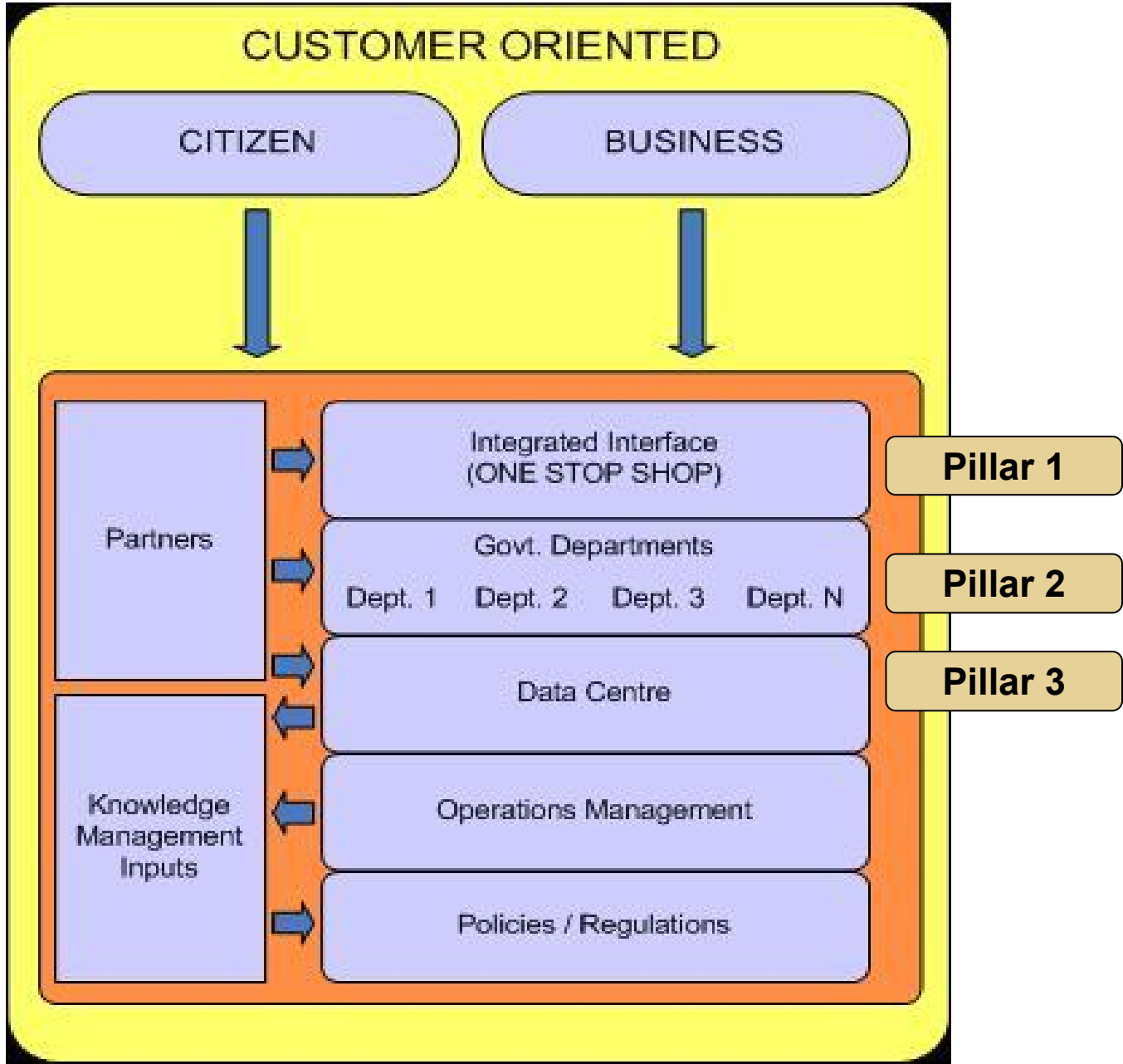
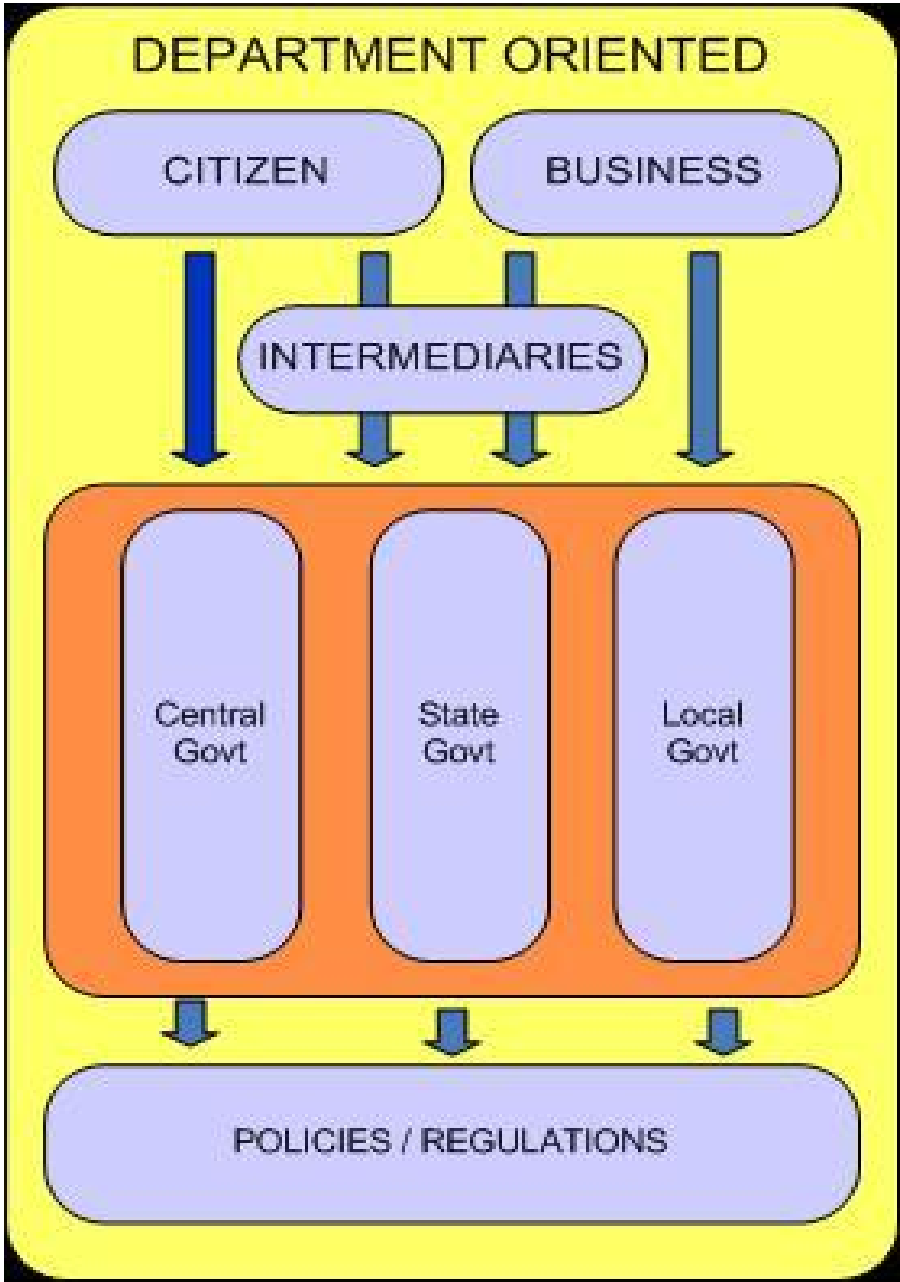
# So what is e-Government?

## 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\*

paragraph 83, Report of the Working Group on Convergence and e-Governance for The Tenth Five Year Plan (2002-2007), Planning Commission, November, 2001

# Transformation from department oriented to customer oriented...





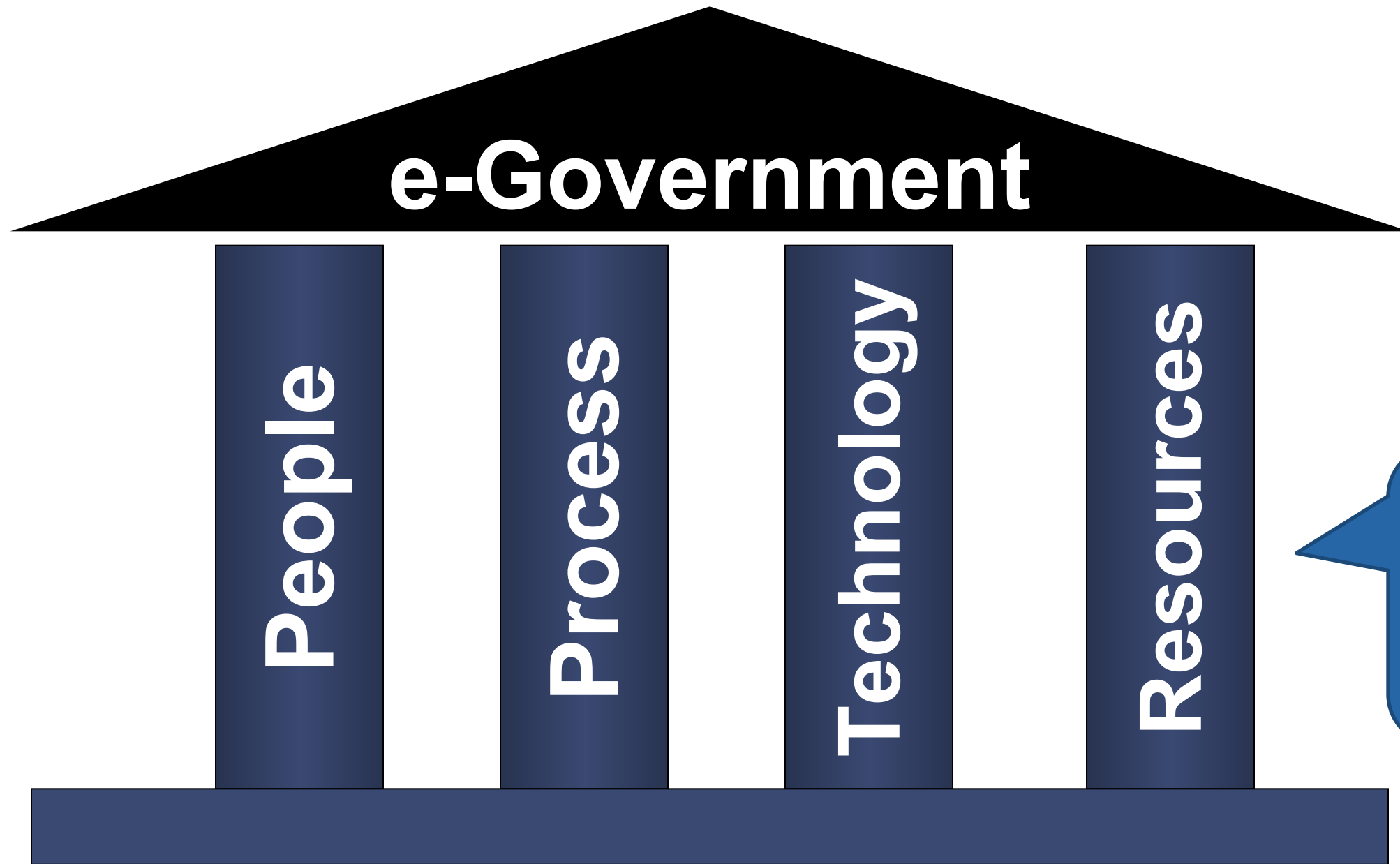
# Key elements of e-Governance

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-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

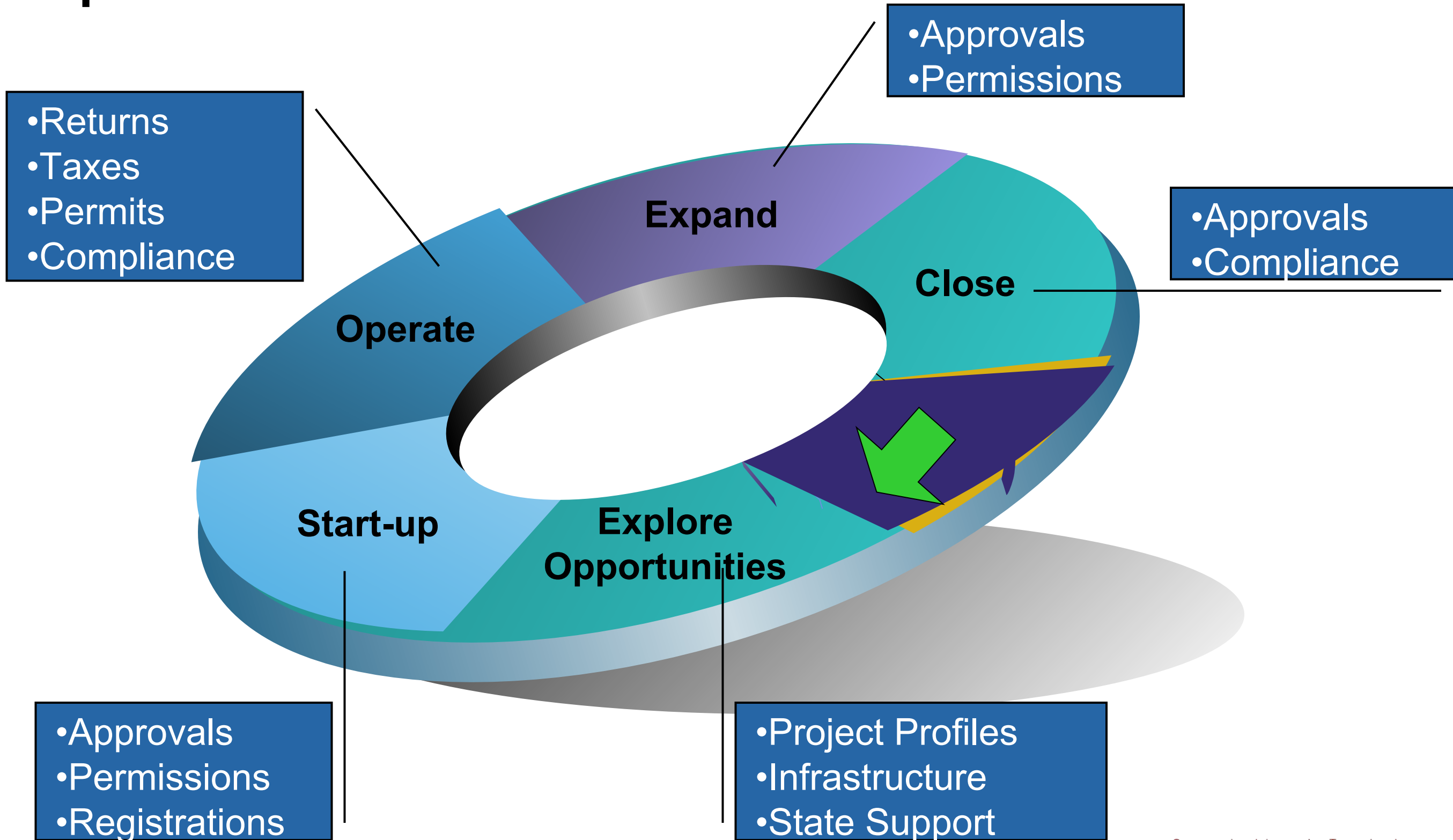
- **G2C (Government to Citizen):** deals with the relationship between government and citizens. G2C allows citizens to access government information and services instantly, conveniently, from everywhere, by use of multiple channels.
- **G2B (Government to Business):** consists of e-interactions between 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



... from cradle to grave

# Examples of G2B services



# 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



Slide 16



# Benefits from e-Governance

## Improving Services

- .Customer satisfaction
- .Potential savings
- .Efficient interactions

## 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

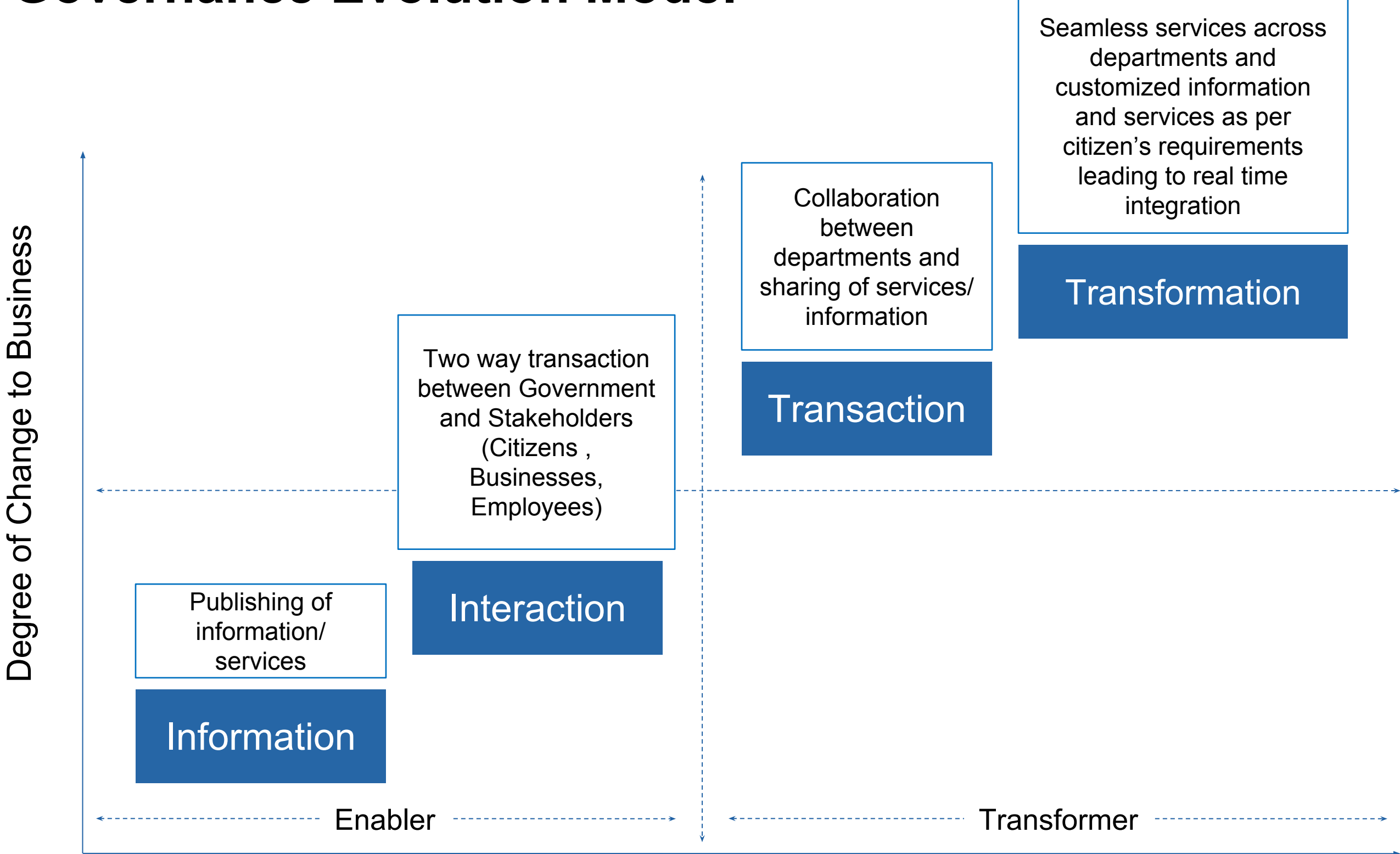


# Benefits to citizens

- 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



## Role of e-Governance

# Essential elements of e-Government projects

## Essential elements of e-Governance 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

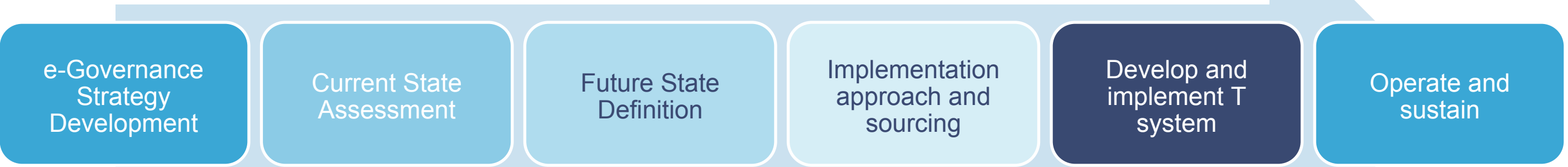
5. Develop and implement IT system

6. Operate and sustain

Project Management Office/Unit

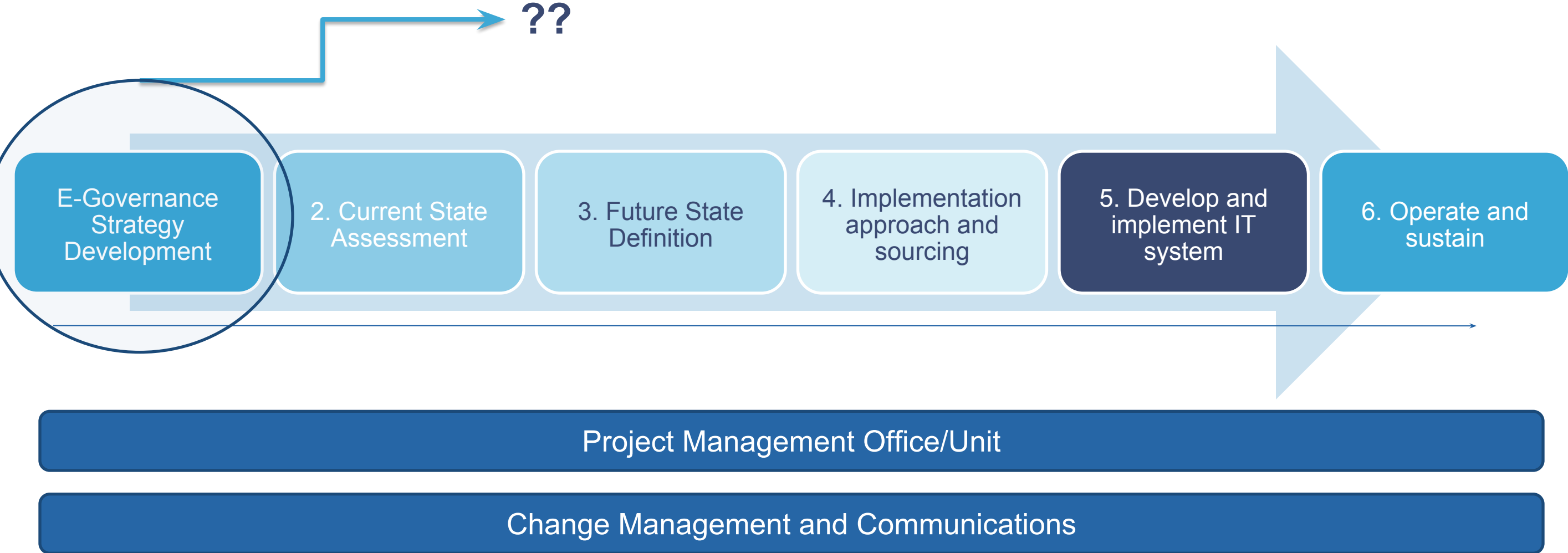
Change Management and Communications

# e-Governance Project Lifecycle (eGLC)



e-Governance Strategy Development	Current State Assessment	Future State Definition	Implementation approach and sourcing	Develop and implement T system	Operate and sustain
Needs Assessment	Critical assessment of current business processes and pain areas	Process reengineering and to-be process definition	Define implementation approach and phasing plan (functional and geographic)	Definition of detailed functional and technical requirements	System operations and maintenance
Define clear vision & objectives	Best practices in similar environments	Identify IT enablement opportunities and requirements	Assess detailed funding requirements and business model	System design and development	Software change management
Prioritization of services and projects	Assess legal framework and current limitations	Define changes to the legal and regulatory environment	Develop vendor evaluation and selection criteria	Software quality assurance, acceptance testing and auditing	Rollout services and systems (functionality and geography)
Incorporate domestic and global learnings	Assess current ICT systems and their ability to support future plans	Develop People change and capacity building plan	Develop KPIs and performance levels for services and systems	Training and capacity building	Objectives and benefits evaluation and reinforcement
Identify institutional structures & capacities for implementation	Assessment of current capacities at all levels and their preparedness for e-governance..	Develop project awareness and communication requirements...	Develop RFP	Change management and project communications	Sustained change, capacity building and communications..
Define funding requirements			Bid evaluation and vendor selection	Project documentation	
Define monitoring and evaluation approach...				Project go-live	

# e-Governance Project Lifecycle (eGLC)





# e-Governance Project Lifecycle (eGLC)

## 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)

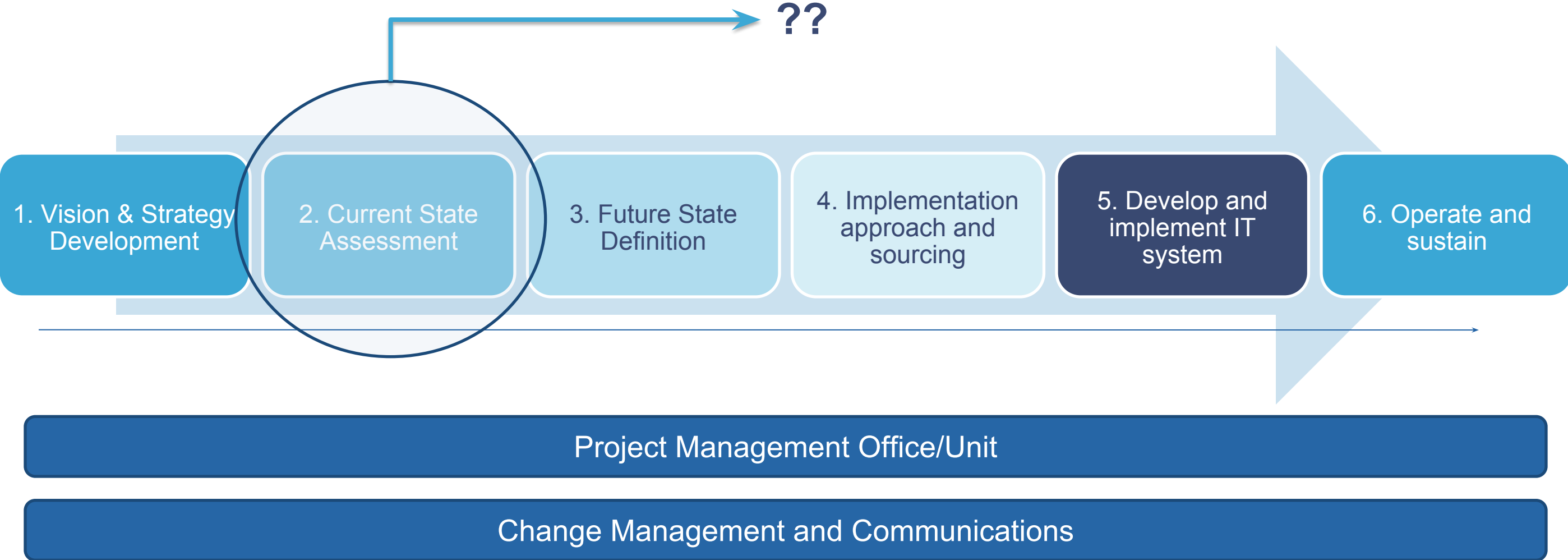
## Phase 1: Vision & Strategy Development

### 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

# e-Governance Project Lifecycle (eGLC)



# e-Governance Project Lifecycle (eGLC)

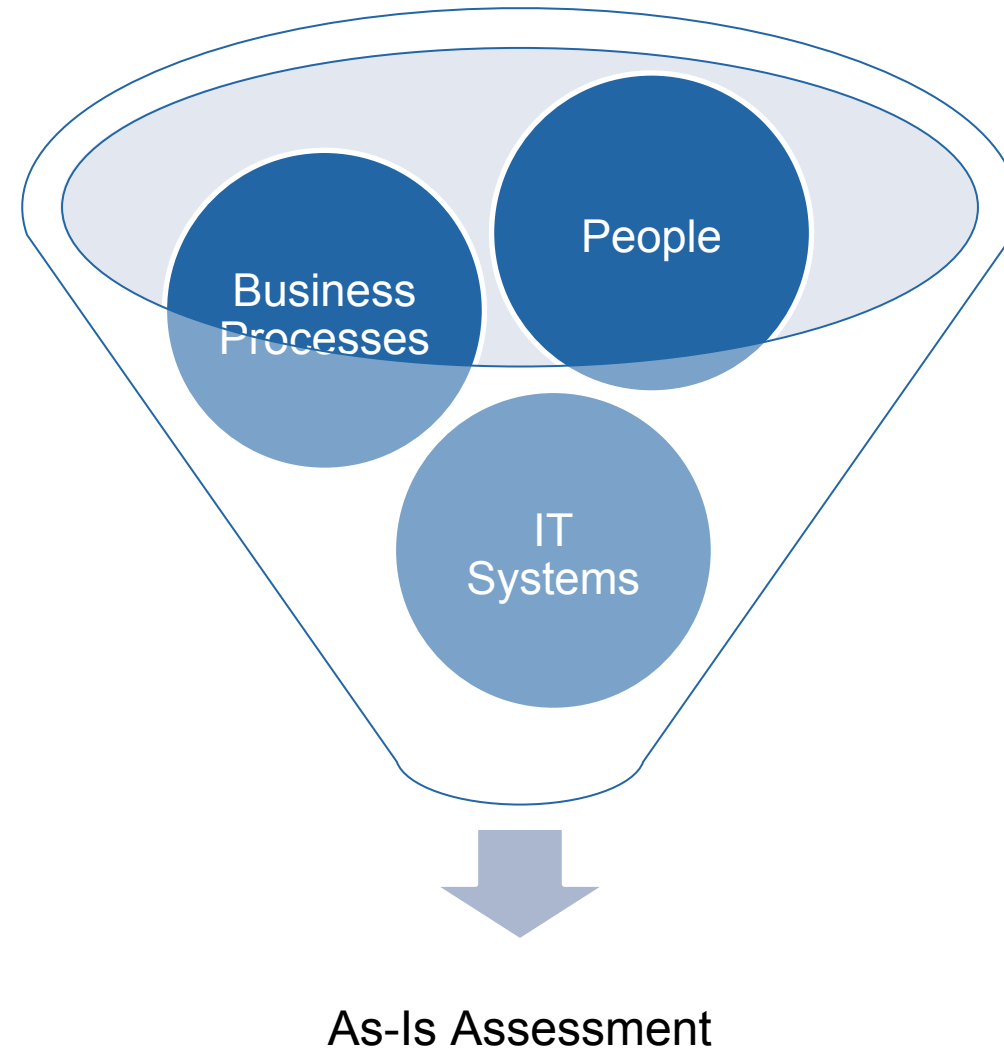
## Phase 2: Current State Assessment

- 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

# 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

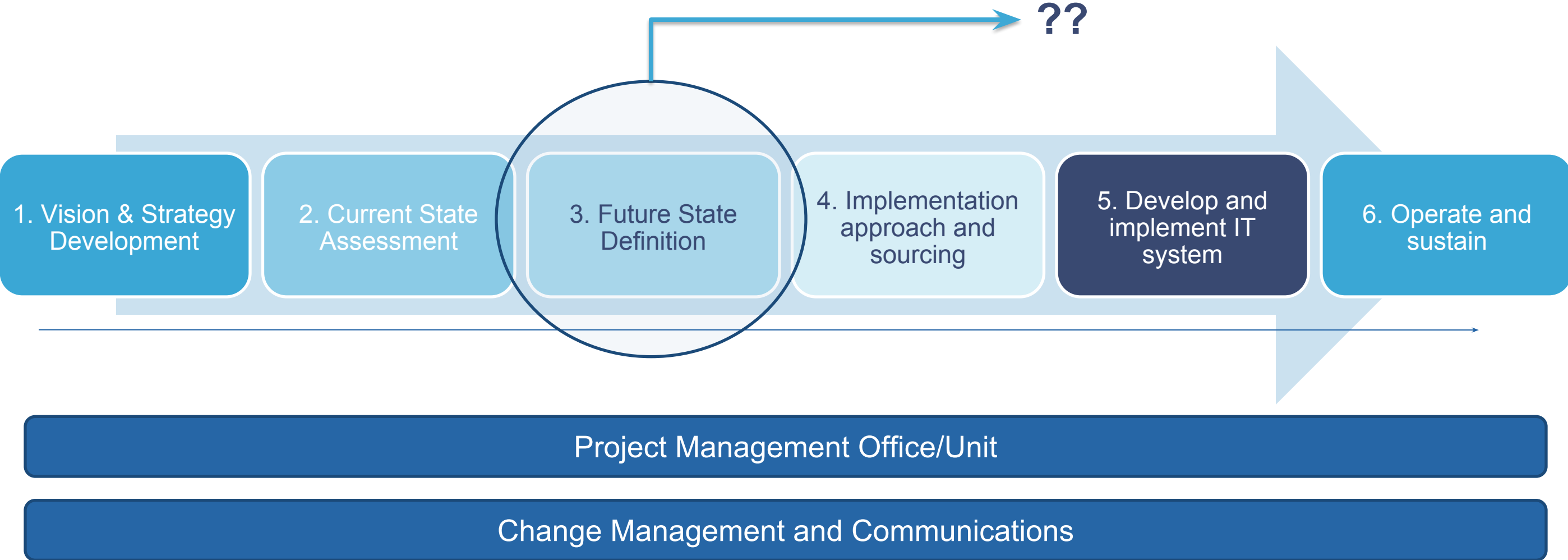
#### As-Is IT Environment

- 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..

# e-Governance Project Lifecycle (eGLC)



# e-Governance Project Lifecycle (eGLC)

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

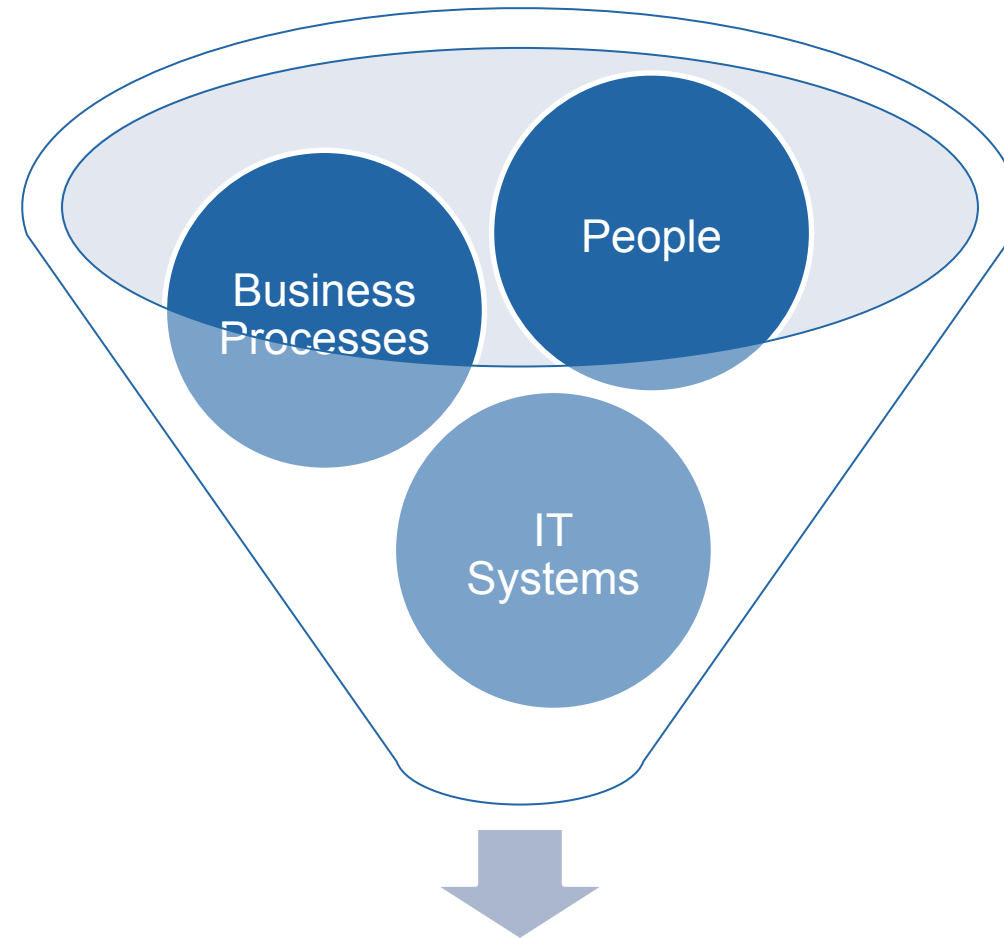
- To define how the identified business functions and services shall be performed going forward
- To define the new business processes
- To define IT solutions and services for automation of new business processes
- To define people change management, capacity building and communication requirements 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:



To-be Definition

# 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

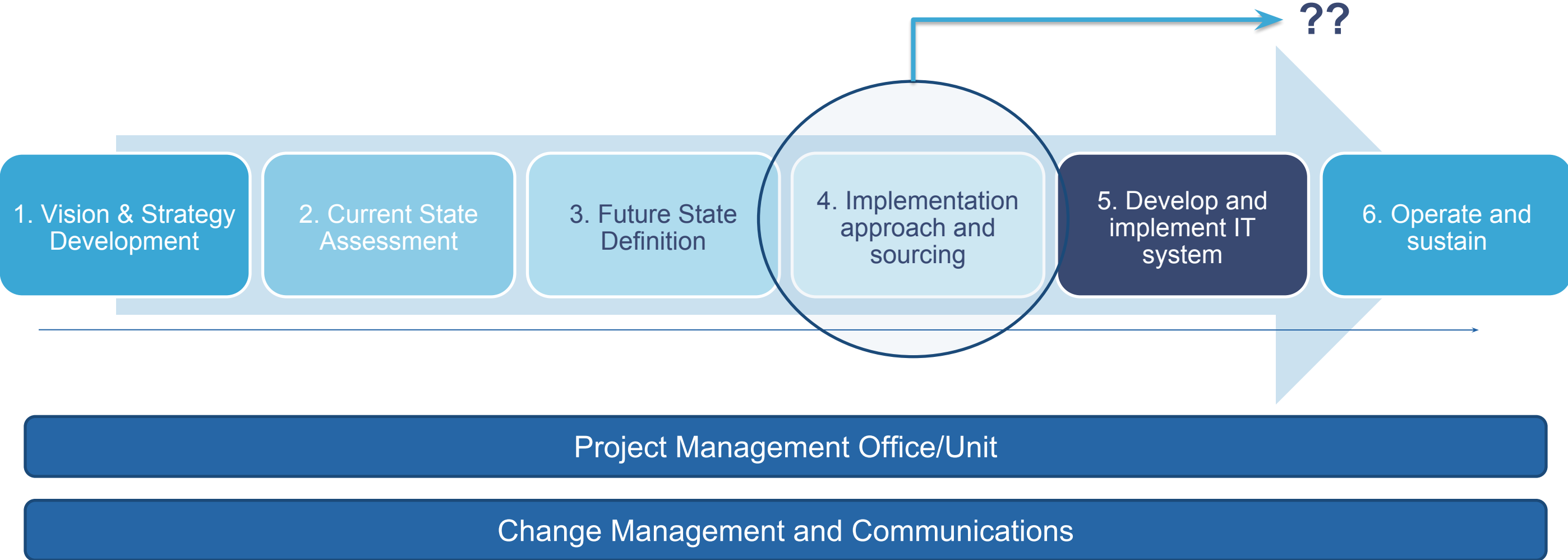
#### To-be IT Environment

- 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

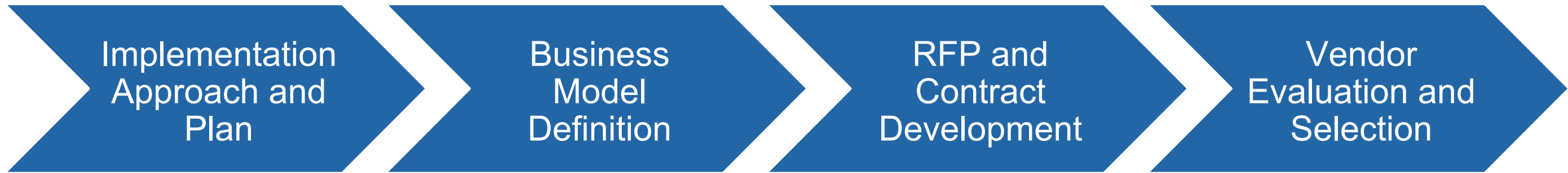
# e-Governance Project Lifecycle (eGLC)



# e-Governance Project Lifecycle (eGLC)

## Phase 4: Implementation approach and sourcing

### Key Activities



# e-Governance Project Lifecycle (eGLC)

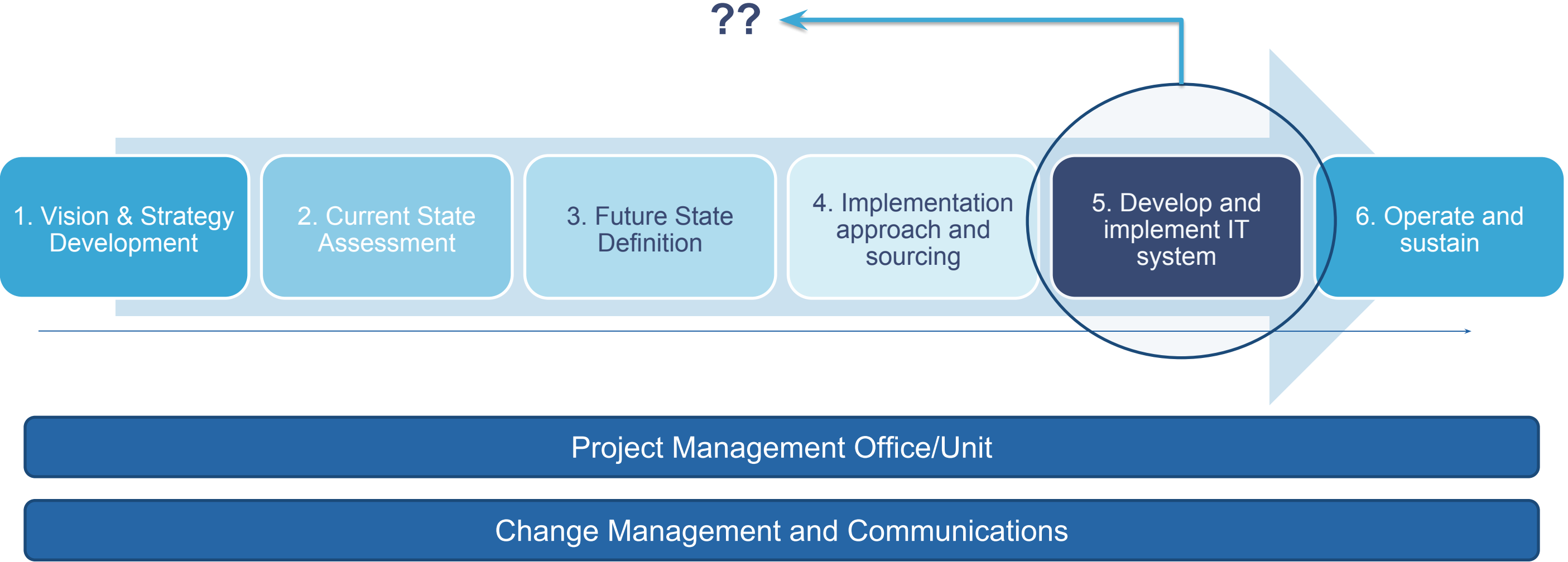
## Phase 4: Implementation approach and sourcing

### Key Outputs/Deliverables



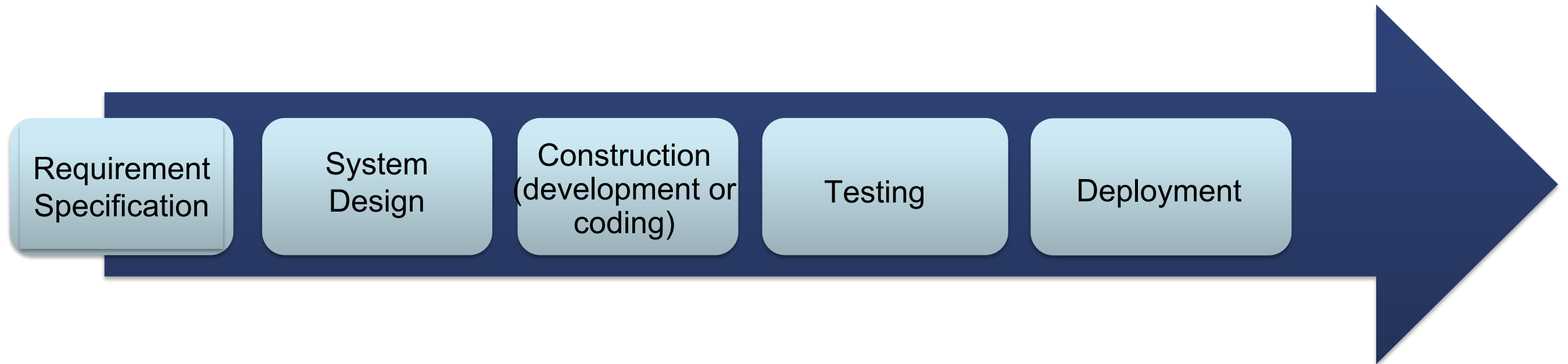
- Implementation Approach and Plan
- Implementation timelines
- Identification of key stakeholders and their roles and responsibilities
- Monitoring and Evaluation (M & E) Plan
- Project investments and costs
- Business/implementation model
- Payment terms
- SLAs
- Procurement approach
- Request for Proposals (RFP)
- Contract Documents/Agreements
- Pre-bid minutes and clarifications
- Vendor evaluation reports
- Vendor (s) identification
- Signed contract documents

# e-Governance Project Lifecycle (eGLC)

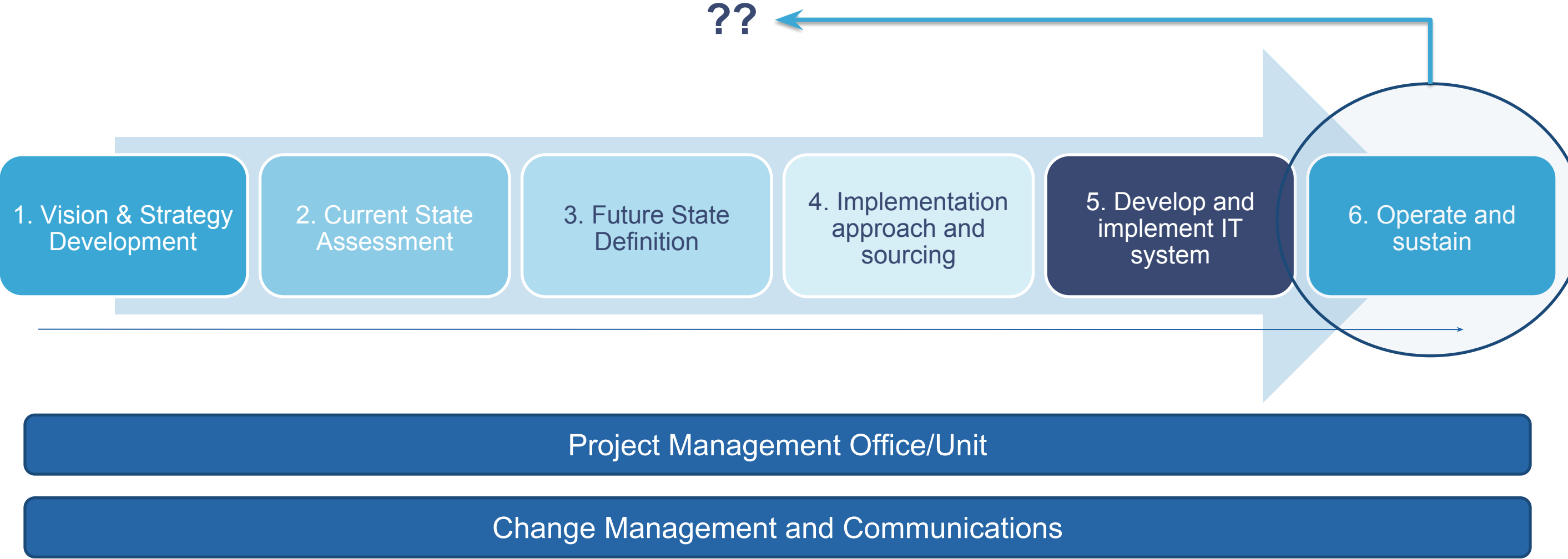


# e-Governance Project Lifecycle (eGLC)

## Phase 5: Develop and Implement IT System

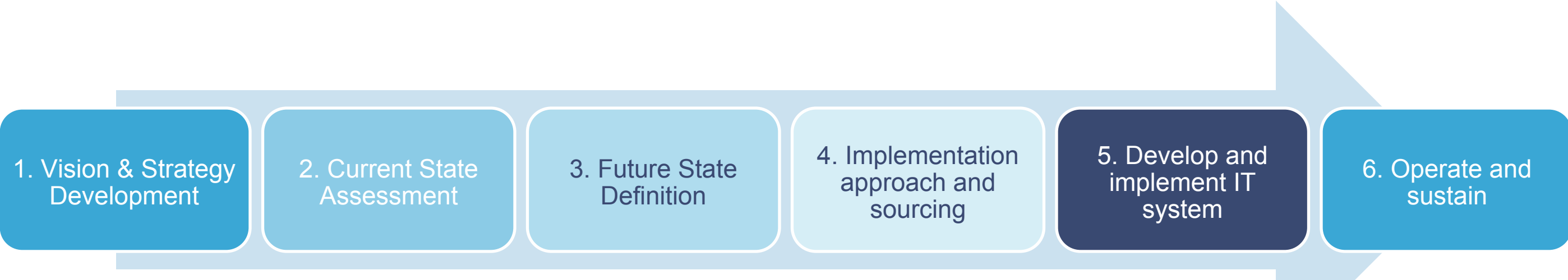


# e-Governance Project Lifecycle (eGLC)





# e-Governance Project Lifecycle (eGLC)



Project Management Office/Unit

Change Management and Communications

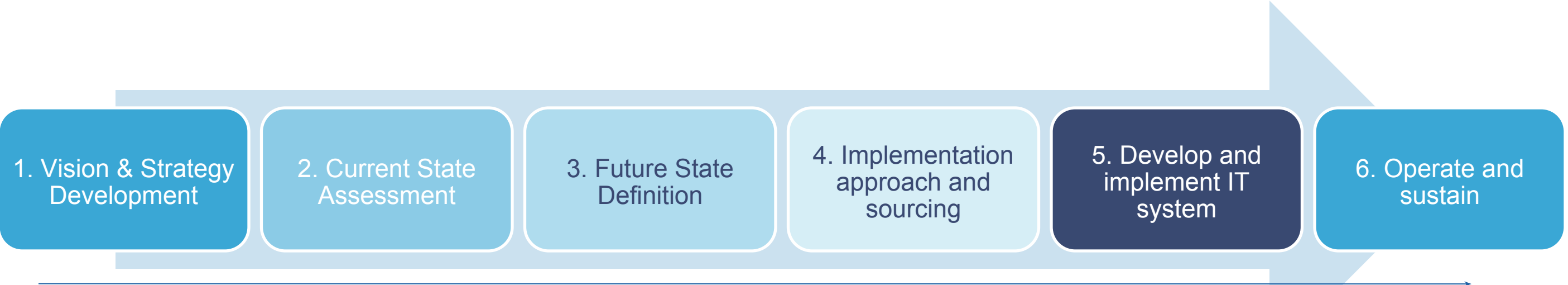
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# e-Governance Project Lifecycle (eGLC)

## 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 through out 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.....

# e-Governance Project Lifecycle (eGLC)



Project Management Office/Unit

Change Management and Communications

?? ←

# 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