e-Government Project Planning

...on Executive Leadership’s shoulders

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Agenda

- India: in perspective
- Evolution of e-Governance in India
- Policies for e-Governance - An overview
- NeGP- e-Kranthi- Digital India
- Transformation
  - the essence of e-Government
- Implementation Dynamics
- Critical Success Factors
- Role of Executive Leadership/Champions
- Overall Project Lifecycle
India: in perspective

- Population: >1.25 billion
- 600,000+ villages, 70% population rural
- Multi-ethnic, Multi-religious society
- Multi-lingual: 22 Official languages
- Multi-party, Multi-tiered democracy
- 36 States & UTs; 240,000 + Local Bodies
- Accelerating GDP growth
- Rapidly growing IT/Services sector
- Explosive telecom growth
  - 243 million internet users and 106 million active social media users
  - 938 million telecom subscribers
  - 65.33 million broadband subscribers
Evolution of e-Governance in India

Pre-1990: Railways, Office automation

1990-2006: Individual dept. & state level initiatives

2006: NeGP, 27 MMPs

2008: NSDG Go-Live

2011: M-Governance; 4 new MMPs

2012: National Policy on IT

2013: Cloud, integrated services

2014: NeGP 2.0 (proposed)

2014: Digital India
Policies for e-Gov: Overview

**Legal Framework**
- IT Act, 2000
- ESD Rules
- EDS Bill (Proposed)

**National/Program Level Framework**
- 31 Mission Mode Projects (MMPs) now 45 MMPs
- National Policy on IT (2012)
- NeGP 2.0 (in principle approved)
- Digital India

**Domain Level Policies**
- Standards for e-Governance
- Framework for Mobile Governance (2012)
- Framework for Social Media (2012)
- Citizen Engagement Framework (2012)
- Open Data (2012)
- GI Cloud (2013)
Vision of NeGP

“Make all Government services accessible to the COMMON MAN IN HIS LOCALITY, through Common Service Delivery Outlets and ensure EFFICIENCY. TRANSPARENCY & RELIABILITY of such services at AFFORDABLE COSTS to realize the BASIC NEEDS of the common man”

1. In his Locality
2. Common Service Delivery Outlet
3. Efficiency, Transparency & Reliability
4. Affordable costs
5. Basic Needs
Services Mapped to Stage-of-Life Events

- **Birth**
  - Registration of Birth

- **Education**
  - School & College Information
  - Enrolment & Admission
  - Scholarships / Grants
  - Study Grants

- **Democracy**
  - Voting
  - E-Participation

- **Transport**
  - Vehicle Registration
  - Driver’s License

- **Work / Travel**
  - House Registration
  - Property Tax
  - Housing Loan/grants

- **House**
  - Old age Pensions
  - Medical Expenses

- **Health**
  - Health Monitoring
  - Health Insurance
  - Medical Services

- **Social Welfare**
  - Death Certificate
  - Will / Testament
  - Mutation
  - Family pension
  - Claims settlement

- **Post Death**
The Issue

Can we streamline these interactions & enhance National Productivity?

Govindrajan Committee Report, 2002
Transforming Governance

citizens

Services a click away
Services available anytime from online &mobile platforms

Government

Automated
Efficient & Transparent
Cost effective
Agile

online documents/certificates/databases

Workflow automation

Seamlessly integrated across departments or jurisdictions

Unique, lifelong, online digital identity

Restructure & Revamp applications & schemes

Common Platforms (catalyst)

Open Policies, standards

Infrastructure as a utility & demand based

New technologies
Journey to Transforming Governance

- Centralised initiative, decentralised implementation
- Common infrastructure
- Standards
- MMPs
- PPP

222 MMP Services
466 mn transactions/month

13 New MMPs

Transformation and not Translation
- GPR to be mandatory in every MMP
- Integrated Services and not Individual Services
- Infrastructure on Demand
- Cloud by Default
- Mobile First
- Fast Tracking Approvals

Digital Infrastructure as a Utility to Every Citizen
Governance & Services on Demand
Digital Empowerment of Citizens
e-Governance Maturity Model
Where Are We?

Role of e-Governance
In the 2014 UN E-Government Survey, India ranks 118 out of 193 countries
What is NOT e-Government?

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!
Need for Transformation in Government...

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

citizen and market expectations
Ingredients of Transformation

- Department Centric Approach
- Process Orientation
- Output-Based Assessment
- Departmental View
- Customer Centric Approach
- Service Orientation
- Outcome-based Assessment
- Integrated View
Proportion of PPT in a computerization project
Enablers of e-Government

- 20% Technology
- 35% Business Process Reengineering
- 40% Change Management
- 5% Luck!
7 Steps in Implementation

1. Conceptualize
2. Architect
3. Develop
4. Pilot
5. Rollout
6. Evaluate
7. Enhance
1. Conceptualization

- Develop a Vision
  - Bordering on the impossible!

- Define a Mission
  - A Slogan that motivates

- Spell-out Objectives
  - Benefits to ALL Stakeholders
  - Stakeholder consultation

- Define Services
  - Transformation

- Lay down Specific Outcomes
  - Measurable Parameters
2. Architecture

• Process Architecture
  – Government Process Reengineering

• Technology Architecture
  – Consultative Approach

• People Architecture
  – Policy Level, e-Gov Champions, CIOs, Operational Level

• Resource Architecture
  – Business Model, Viability, Sustainability, PPP, User Charges, SLA
3. Development

- Functional Requirement Specification
- System Requirement Specification
- Coding
- Testing
- Deployment
  - Documentation, Version Management, ALM
4. Pilot

• Why Pilot?
  – A More thorough debugging
  – A more innovative product
  – Early course correction OR ‘Go-No-GO’ decision
  – A more reliable Business Model

• Scope of the Pilot
  – Functionality
  – Geographical Coverage
5. Rollout

- Phasing
  - Functionality
  - Geography

- Resource Planning
  - Financial
  - Managerial
  - People
  - PPP

- Stakeholder Consultation

- Project Management
6. Evaluation

Evaluation Framework

- Technology
- Sustainability
- Cost-Effectiveness
- Replicability
- Service Orientation
Critical Success Factors

- Holistic Approach
- Transformation as Goal
- Architectures
- Capacity Building
- Partnership
- Leadership
Critical Failure Factors

- Lack of Stakeholder Involvement, Customer-focus
- Department-Centric approach
- Not devoting quality time of Sr Managers
- Delay in decision-making
  - An Empowered Committee would help
- Overruns
  - Cost
  - Time
- Organizational buy-in/ ownership
- Too much of GPR
- Too little GPR
- Lack of Sustainable Business Model
- Lack of proper Architecture
Challenges in current environment (e-Government Projects)

- Many of the projects are towards computerization, but not modernization (reason: As-Is computerization)
- Significant investments into projects with minimal impact/improvement in service delivery and administration
- Minimal online or self services to the stakeholders
- IT enabled processes with no improvement in the service levels
- Projects not completed in time – delayed for years
Challenges in current environment (e-Government Projects)

- Low return on investment (value in terms of reduction in service delivery timelines, administrative burden, improvement in SLA’s, quality of service.....)
- Failure in meeting defined project objectives (if any, are defined)
- Poor quality of the product & services (performance of product and vendor)
- Vendor lock-in
- And many more…
Success & Failure Rate

• 35% of eGov projects are total failures
  – Initiatives not implemented
  – Initiatives abandoned immediately

• 50% of eGov projects are partial failures
  – Main stated goals not achieved
  – Initial success but failure after an year
  – Success for one group but failure for others

• 15% of eGov projects are successes
  – All stakeholders benefited
  – No adverse results

Most Failures are rooted in improper Project Development & Project Management

We need an effective institutional mechanism to improve Success Rate
Why do projects fail?

What the user wanted -

What the budget allowed for -

What the timescale allowed for -

What the technician designed -

What the user finally got -
e-Governance Project Lifecycle (eGLC)

**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...

**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...

**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...

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

**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
- Project documentation
- Project go-live

**Operate and sustain**
- System operations and maintenance
- Software change management
- Rollout services and systems (functionality and geography)
- Objectives and benefits evaluation and reinforcement
- Sustained change, capacity building and communications
e-Governance Project Lifecycle (EGLC)

Needs Assessment
- Critical assessment of current business processes and pain areas
- Process reengineering and to-be process definition
- Identity IT enablement opportunities and
- Define implementation approach and phasing plan (functional and geographic)
- Definition of detailed functional and technical requirements
- System operations and maintenance
- Software change management

Define clear vision & objectives
- Best practices in
- Define implementation approach and phasing plan (functional and geographic)
- System design and development

Prioritization of services
- Needs Assessment
- Critical assessment of current business processes and pain areas
- Process reengineering and to-be process definition
- Identity IT enablement opportunities and
- Define implementation approach and phasing plan (functional and geographic)
- Definition of detailed functional and technical requirements
- System operations and maintenance
- Software change management

Incorporate domestic and global learning
- Best practices in
- Define implementation approach and phasing plan (functional and geographic)
- System design and development

Identify institutional structures & capacities for implementation
- Incorporate domestic and global learning
- Needs Assessment
- Critical assessment of current business processes and pain areas
- Process reengineering and to-be process definition
- Identity IT enablement opportunities and
- Define implementation approach and phasing plan (functional and geographic)
- Definition of detailed functional and technical requirements
- System operations and maintenance
- Software change management

Define funding requirements
- Needs Assessment
- Critical assessment of current business processes and pain areas
- Process reengineering and to-be process definition
- Identity IT enablement opportunities and
- Define implementation approach and phasing plan (functional and geographic)
- Definition of detailed functional and technical requirements
- System operations and maintenance
- Software change management

Define monitoring and evaluation approach...
- Needs Assessment
- Critical assessment of current business processes and pain areas
- Process reengineering and to-be process definition
- Identity IT enablement opportunities and
- Define implementation approach and phasing plan (functional and geographic)
- Definition of detailed functional and technical requirements
- System operations and maintenance
- Software change management

Project Management Office/Unit
- Needs Assessment
- Critical assessment of current business processes and pain areas
- Process reengineering and to-be process definition
- Identity IT enablement opportunities and
- Define implementation approach and phasing plan (functional and geographic)
- Definition of detailed functional and technical requirements
- System operations and maintenance
- Software change management

Change Management and Communications
- Needs Assessment
- Critical assessment of current business processes and pain areas
- Process reengineering and to-be process definition
- Identity IT enablement opportunities and
- Define implementation approach and phasing plan (functional and geographic)
- Definition of detailed functional and technical requirements
- System operations and maintenance
- Software change management

- Needs Assessment
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Service Delivery Platform

Call Centre

State Data Centre

State Portal

SSDG/NSDG

MSDG

e-Forms/ m-Forms

Payment Gateway

Information
List Services
List Offices
List e-Forms

Standards based
Message Routing, Authentication
Guaranteed Delivery & Transaction Log
Time-stamping & Status Tracking

User

UID

Internet

CRS

CSC

CSC

MSDG

SSDG/NSDG

SWAN

State
District
Blocks
PRIs

Registration
Revenue
Transport
Municipalities

Mission Mode Projects

SHQ

Collector's Office

Tehsil / Taluks
Value of Zero!!

Leadership & vision

Management

People

Infrastructure

Resources

Technology

BPR

Partnership

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Thank You

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5-Step Methodology for BPR

1. Prepare
2. Scope
3. Design
4. Implement
5. Manage
Identifying Non-Value Add activities

Railways – Ticket booking at counter

Customer goes to Railway Ticket booking counter

Collection and filling of application form by customer

Waiting in queue by customer to submit form

Submission of filled application form to clerk at booking counter

Yes

Confirmation of ticket details from customer by clerk

No

Clerk receiving payment from customer

Checking availability of ticket by clerk

Customer plans alternate ticket

Average time taken to book a ticket: 2 to 3 hours

Before
Railways Ticket booking – Non-Value Added activities

Value-added activities

<table>
<thead>
<tr>
<th>Time (mins)</th>
<th>Activity</th>
<th>T</th>
<th>P</th>
<th>P</th>
<th>P</th>
<th>I</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer goes to booking counter</td>
<td>Cust collects application form</td>
<td>60</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cust fills application form</td>
<td>Cust submits application form</td>
<td></td>
<td>30</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cust waits in queue to submit form</td>
<td>Clerk confirms details in form</td>
<td></td>
<td>5</td>
<td></td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Clerk checks availability of ticket</td>
<td>Customer plans alternate ticket</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Customer makes payment</td>
<td>Clerk books and prints ticket</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Non Value-added activities

<table>
<thead>
<tr>
<th>Time (mins)</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>T – Transport / Handling</td>
<td></td>
</tr>
<tr>
<td>P – Preparation</td>
<td></td>
</tr>
<tr>
<td>I – Inspection</td>
<td></td>
</tr>
</tbody>
</table>

Average time taken to book a ticket: 120 minutes
Railways Ticket booking – Value Added Ratio

- **Preparation**: 39%
- **Transport**: 44%
- **Inspection**: 2%
- **Redundant**: 0%

**Value-added**

- **15%**
6 Thumb Rules for GPR

1. Elimination
   • NVAs
2. Optimization
   • Cycle time, Cost, Quality
3. Standardization
4. Integration
5. Automation
6. Self-service
Target 6 Process Artifacts

1. Forms
2. Business Rules
3. Workflows
4. Reports & MIS
5. KM Structures
6. Delivery Channels
Strategic
Requirements

Business
Requirements

Technology
Requirements
&
Constraints

Policies &
Principles

Business
Vision &
Policies

Architecture
Policies &
Principles

Governance,
Compliance,
&
Domain
Standards

Technology
Standards &
Service Levels

Compliances

IT Architecture

- Information
- Data
- Application
- Integration
- Network
- Service Delivery
- Security
- Identity & Access

Architecture of IT Architecture
The Transformation Teams

- Concept Team
- Implementing Agency Team
- Project Team
- Consultant Team
- PMO Team

Steps:
- Conceptualization
- Design
- Development
- Testing
- Maintenance

- Step 0-1
- Steps 2-5
- Step 6
- Step 7