e Gov Project Development Lifecycle

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Objectives

- Identify the key challenges

- Explain the need for a holistic approach

- Describe the e-Governance Project Development lifecycle

- Identify the key outputs at each phase of life cycle

Challenges in e-Government Projects- till 2014

- Many of the projects are towards computerization, but not enablement (**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

- IT systems not meeting the business requirements – common challenge

Challenges in e-Government Projects cont---

- 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

- Bad RFP's

- And many more…

Some Key Factors Contributing to Current Environment

- Project design incompatible with current readiness and environment.

- Least time spent by the organizations in planning and design.

- Lack of clear and measurable project goals, objectives and anticipated benefits.

- Minimal focus on key project enablers (GPR, People Change, Capacity Building).

- Minimal focus on project and systems quality assurance.

- Poor communication to the stakeholders and users on objectives and benefits.

Some Key Factors Contributing to Current Environment

- Inadequate resources for project (people and funding).

- Senior leadership attention towards e-Governance initiatives is not much – often regarded as a low priority.

- Lack of stable project and permanent leadership with managerial powers to drive projects.

Need for a More Robust Approach for e-Governance

The approach shall support government or public sector organizations to:

- Get it right first time

- Orient project designs with customer focus and needs

- Prioritization of requirements in line with business and stakeholder needs

- Adoption of best practices and right approach at each phase

- Manage the private sector participation and project delivery to the results

- Phased implementation

Essential Elements of e-Government Project

Essential elements of e-Gov project

- Vision and strategy

- Government 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

e-Governance Project Lifecycle (e-GLC)

| 1. e-Governance Strategy Development | 2. Current State Assessment | 3. Future State Definition | 4. Implementation approach & sourcing | 5. Develop and implement IT system | 6. Operate and sustain |

Project Management Office/Unit

Change Management and Communications

e-Governance Project Lifecycle (e-GLC)

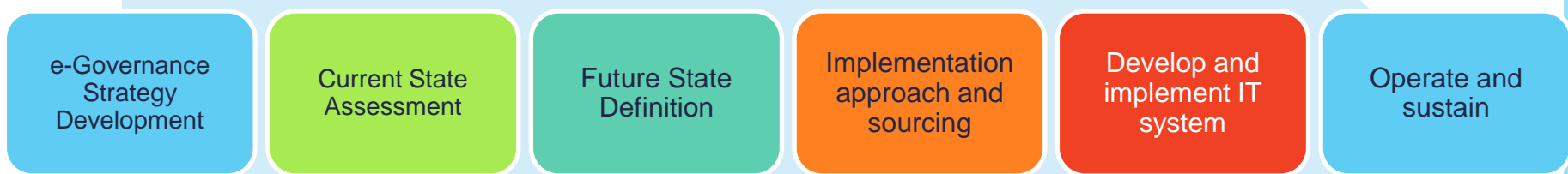| e-Governance Strategy Development	Current State Assessment	Future State Definition	Implementation approach and sourcing	Develop and implement IT system	Operate and sustain

e-Governance Strategy Development

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

Develop vendor evaluation and selection criteria

Develop KPIs and performance levels for services and systems

Develop RFP

Bid evaluation and vendor selection

Develop and implement IT 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-GLC vs Software Development Lifecycle (SDLC)

SDLC

- Focuses activities performed at each stage of a software development

- Methodology used from the conception phase through to the delivery

- Focuses on technical artifacts and right approach for software design, development , implementation and management

- Focuses on technical and process related aspects of software

- Focuses Software Quality Assurance to get the end product inline with defined requirements

e-GLC

- SDLC is an integral part and only a component of e-GLC

- e-GLC focuses on business and stakeholder needs and priorities

- Outcomes and benefits oriented approach

- All encompassing with focus on other critical enablers (GPR, people, legal, M & E)

How Different is E-Government Life Cycle from SDLC?

e-Government Project Life Cycle

e-Governance Strategy Development	Current State Assessment	Future State Definition	Implementation approach and sourcing	Develop and implement IT system	Operate and Sustain

Software Development Life Cycle

Requirement Specification	System Design	Construction (development or coding)	Testing	Deployment

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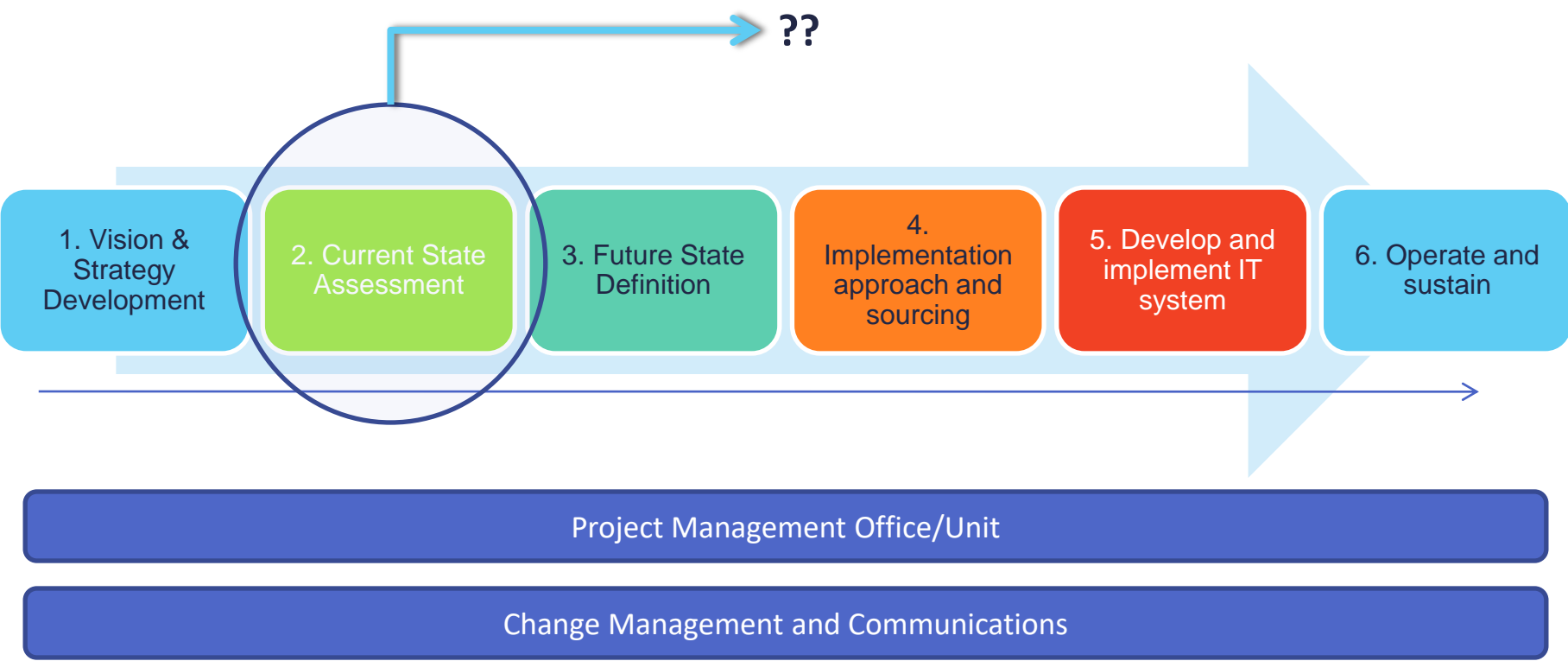
e-Governance Project Lifecycle (e-GLC)

Phase 1: e-Governance Strategy Development

Key Activities

- Needs Assessment

- Define clear vision & objectives

- Prioritization of services and projects

- Incorporate domestic and global learning

- Identify institutional structures & capacities for implementation

- Define funding requirements

- Define monitoring and evaluation approach

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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

Phase 2: Current State (As-Is) Assessment

As-Is Assessment is carried out along the following dimensions:

Business Processes

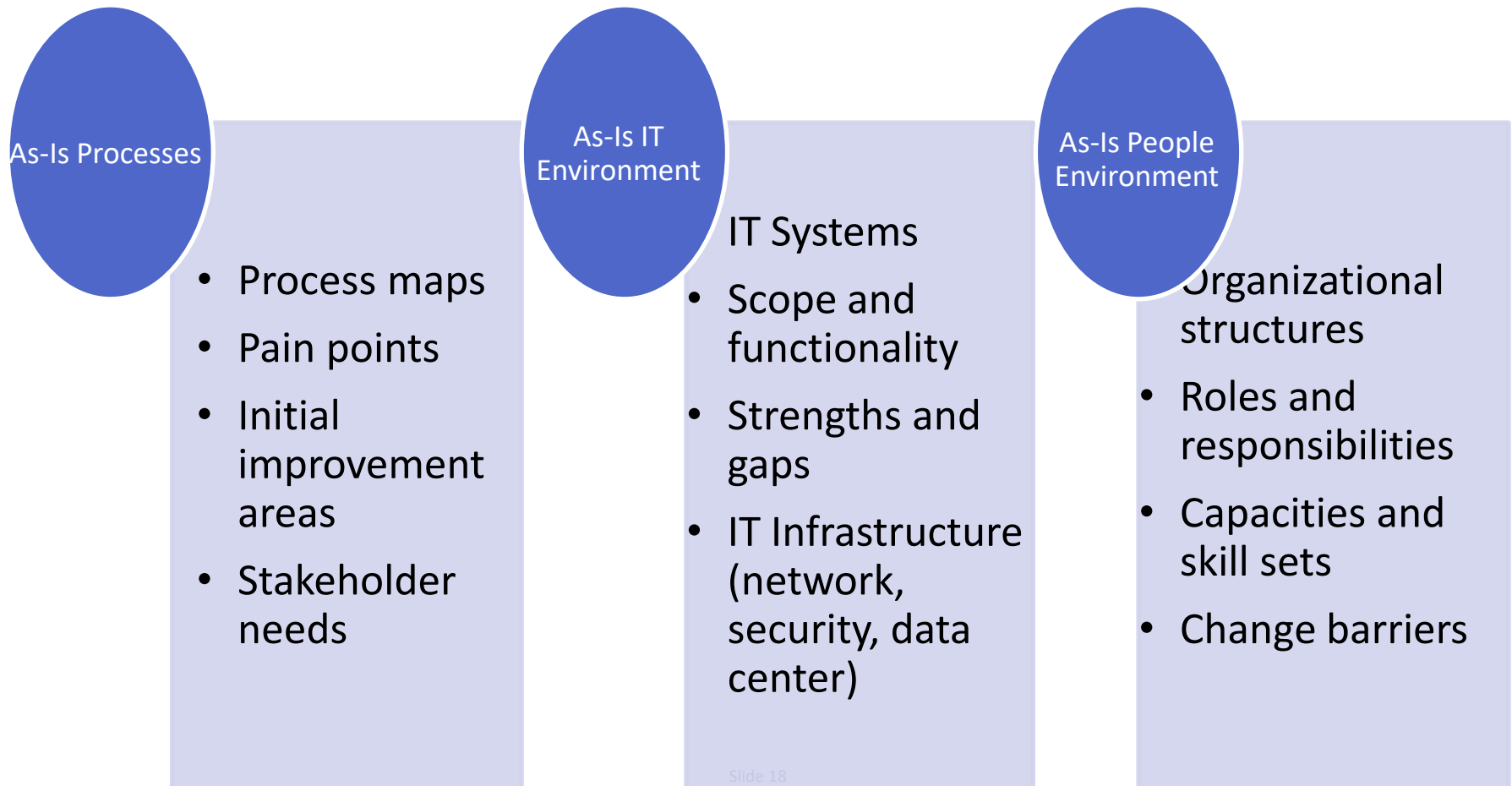People

IT Systems
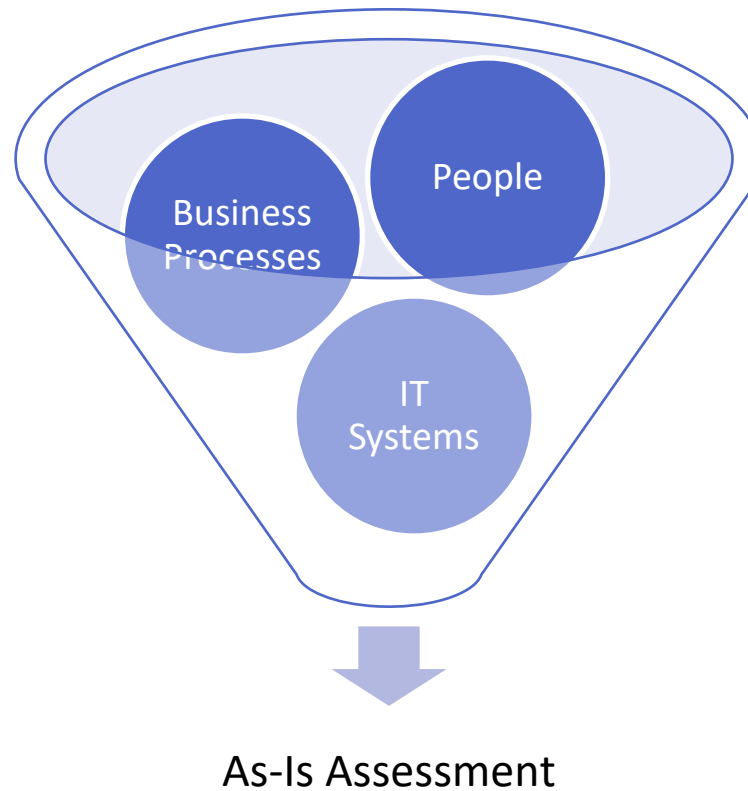
As-Is Assessment

e-Governance Project Lifecycle (e-GLC)

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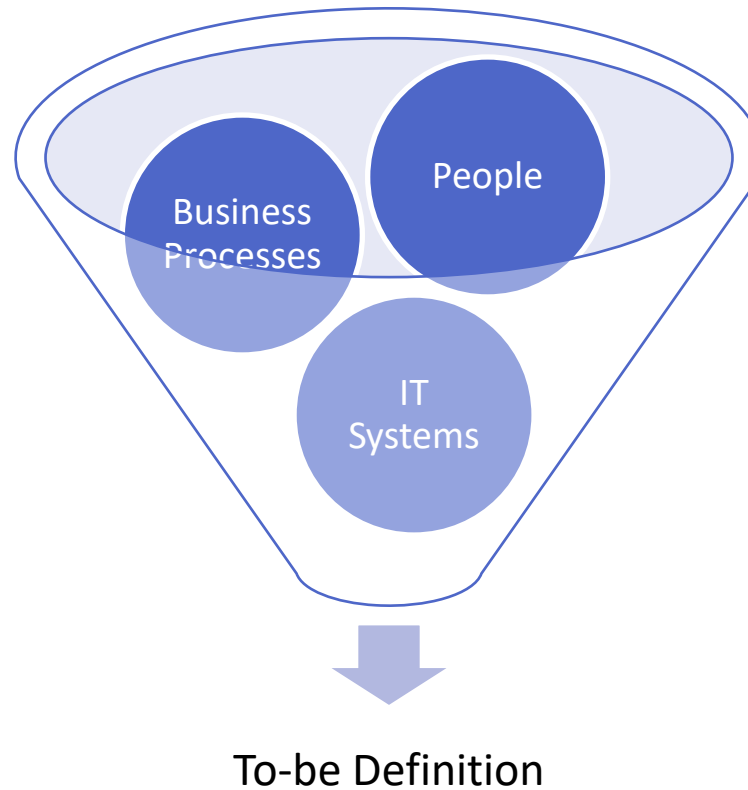
Phase 3: Define Future State (To-be definition)

- 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

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

To-be definition is performed along the following dimensions:

To-be Definition

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

Key Outputs/Deliverables

To-be Processes

- To-be business processes
- New process KPIs/metrics
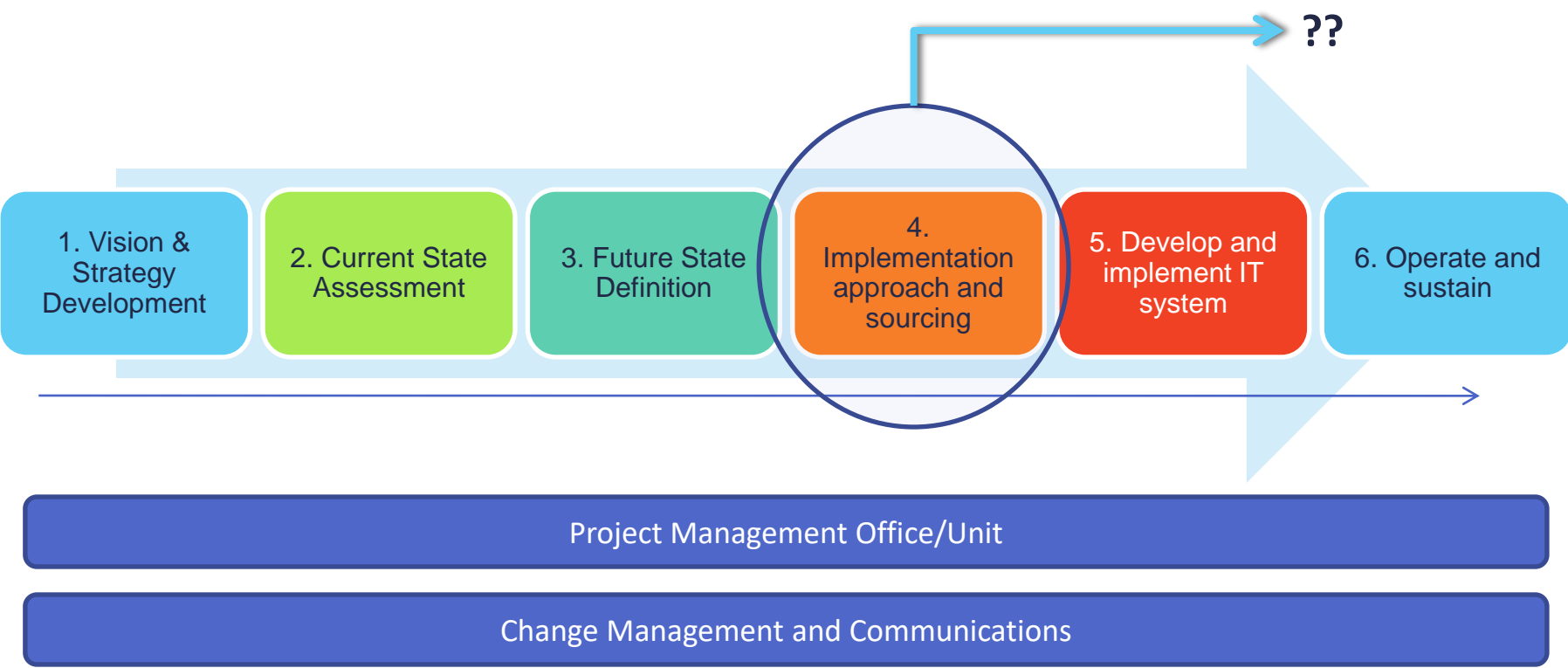- Changes to the legal and policy environment

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 (e-GLC)

Phase 4: Implementation approach and sourcing

Key Outputs/Deliverables

| Implementation Approach and Plan	Business Model Definition	RFP and Contract Development	Vendor Evaluation and Selection

- 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/impl ementation model
- Payment terms
- SLAs

- Procurement approach
- Request for Proposals (RFP)
- Contract Documents/A greements

- Pre-bid minutes and clarifications
- Vendor evaluation reports
- Vendor (s) identification
- Signed contract documents
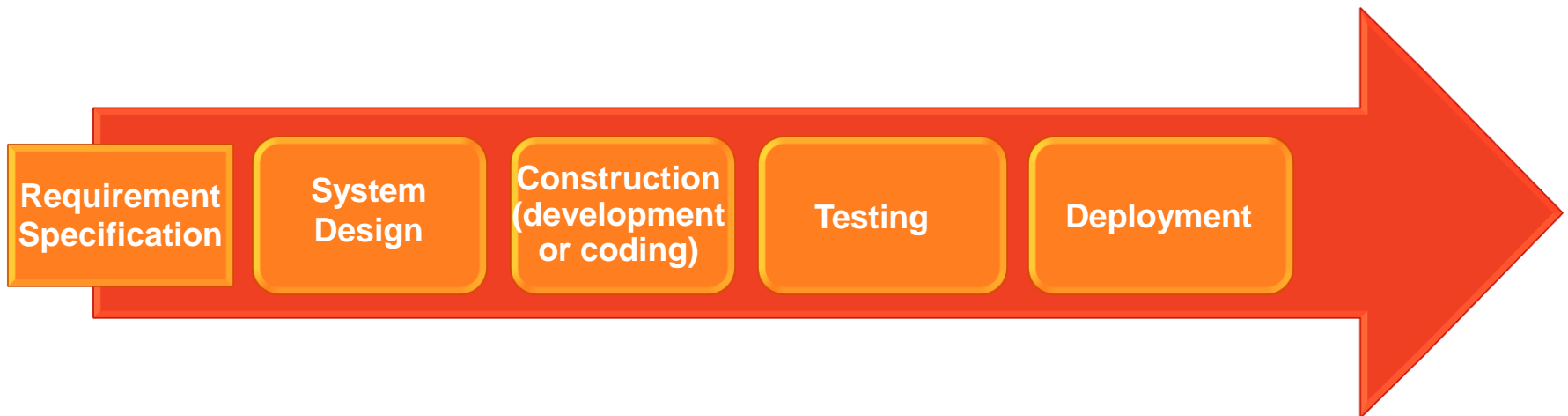
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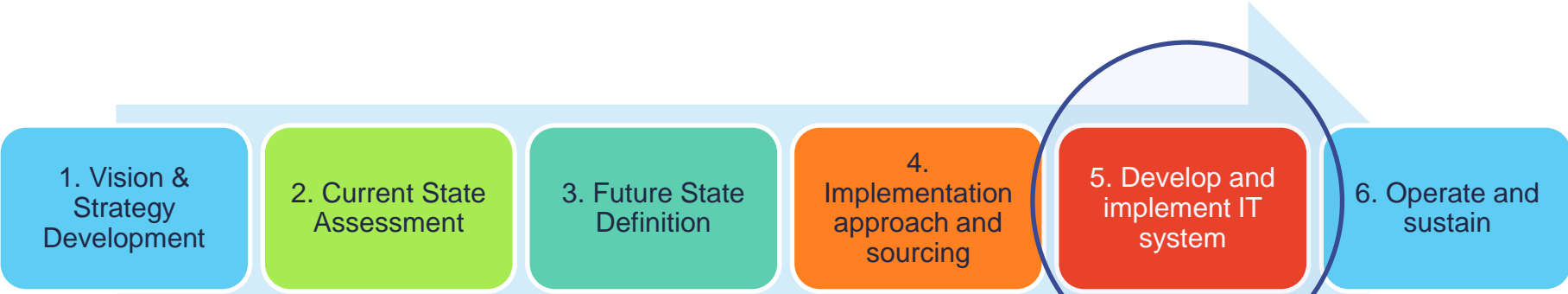
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Phase 5: Develop and Implement IT System

| Requirement Specification | System Design | Construction (development or coding) | Testing | Deployment |

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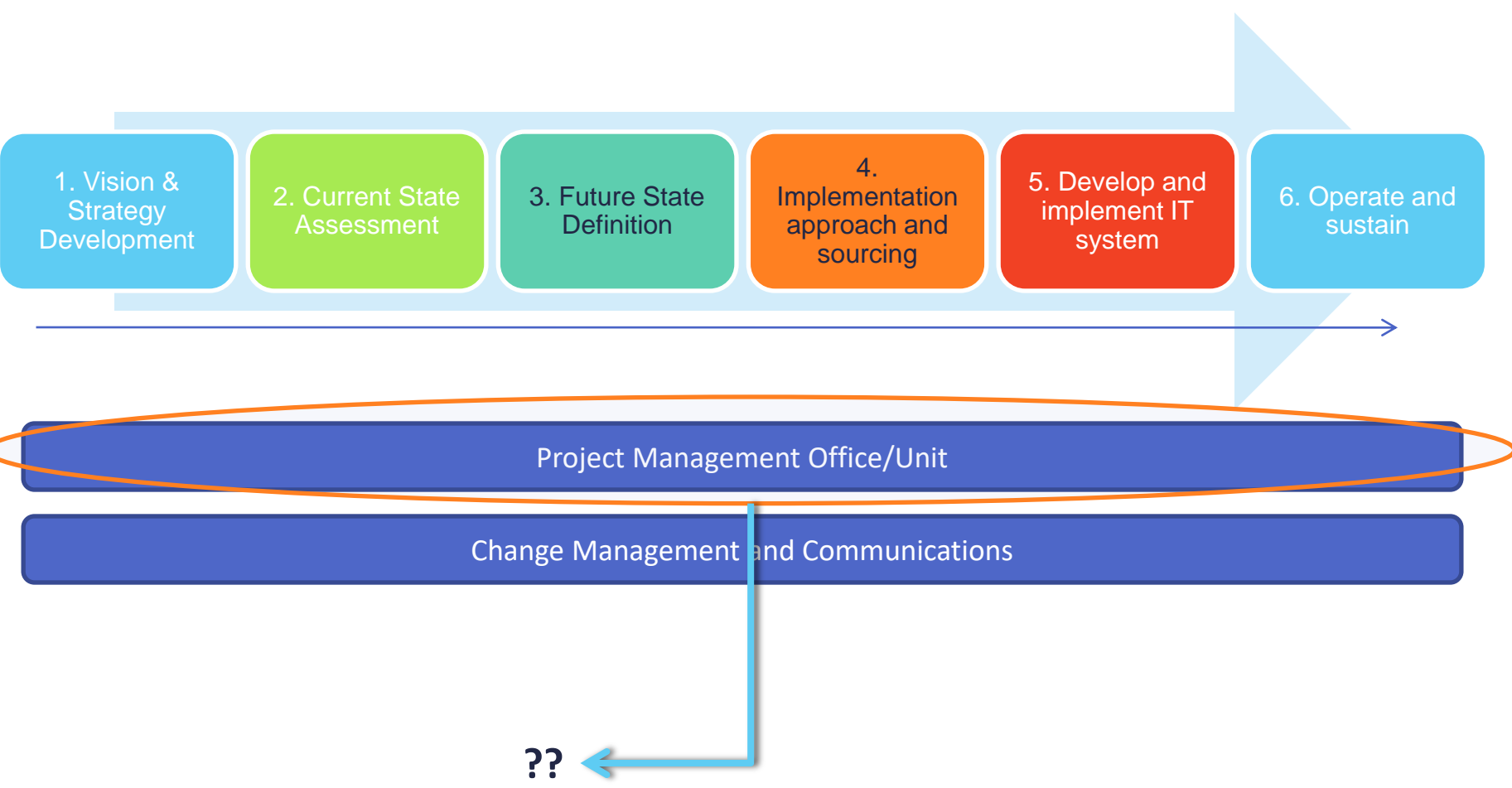| 1. Vision & Strategy Development | 2. Current State Assessment | 3. Future State Definition | 4. Implementation approach and sourcing | 5. Develop and implement IT system | 6. Operate and sustain |

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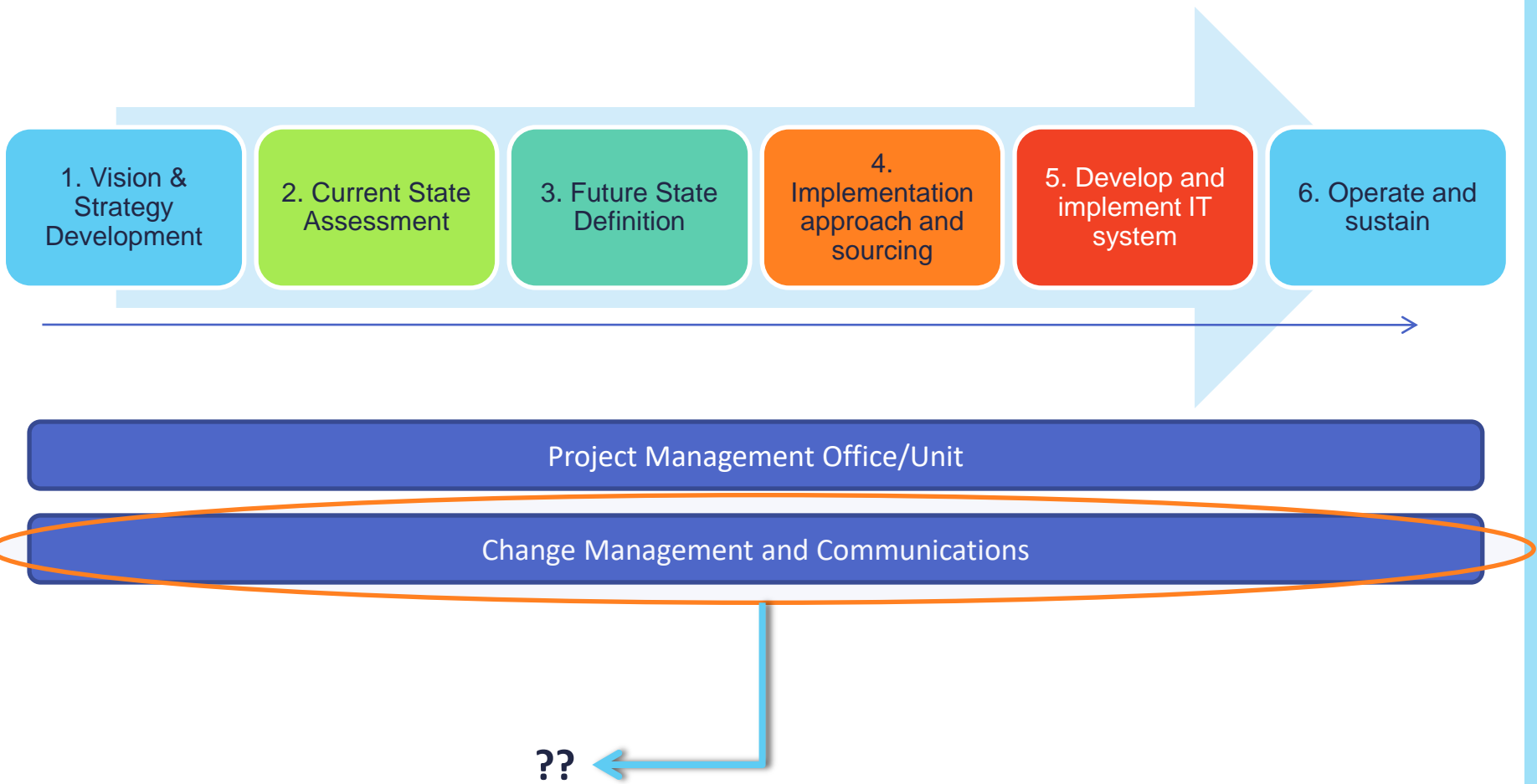## Project Management Office/Unit

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

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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

End of Session

Thank You