

# **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

2006:  
NeGP, 27  
MMPs

2011: M-  
Governance; 4  
new MMPs

2013:  
Cloud,  
integrated  
services

2014:  
Digital  
India



1990-  
2006:  
Individual  
dept. &  
state  
level  
initiatives

2008:  
NSDG  
Go-Live

2012:  
National  
Policy on  
IT

2014:  
NeGP 2.0  
(proposed)



# Policies for e-Gov: Overview

## Legal Framework

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

## National/ Program Level Framework

- National e-Governance Plan (2006)
  - 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)
- e-Pramaan: Framework for e-Authentication (2012)
- Open Data (2012)
- GI Cloud (2013)

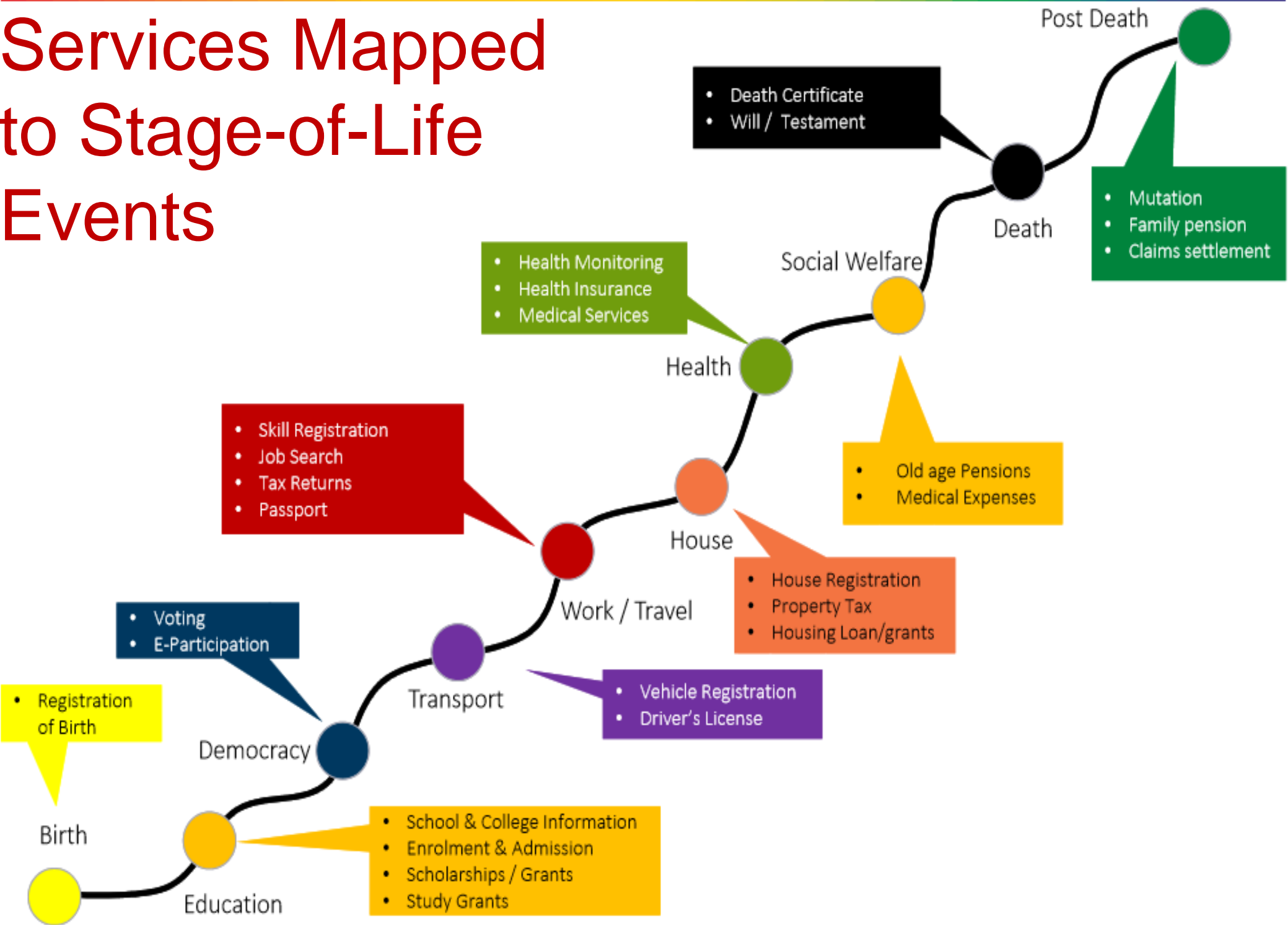


# Vision of NeGP

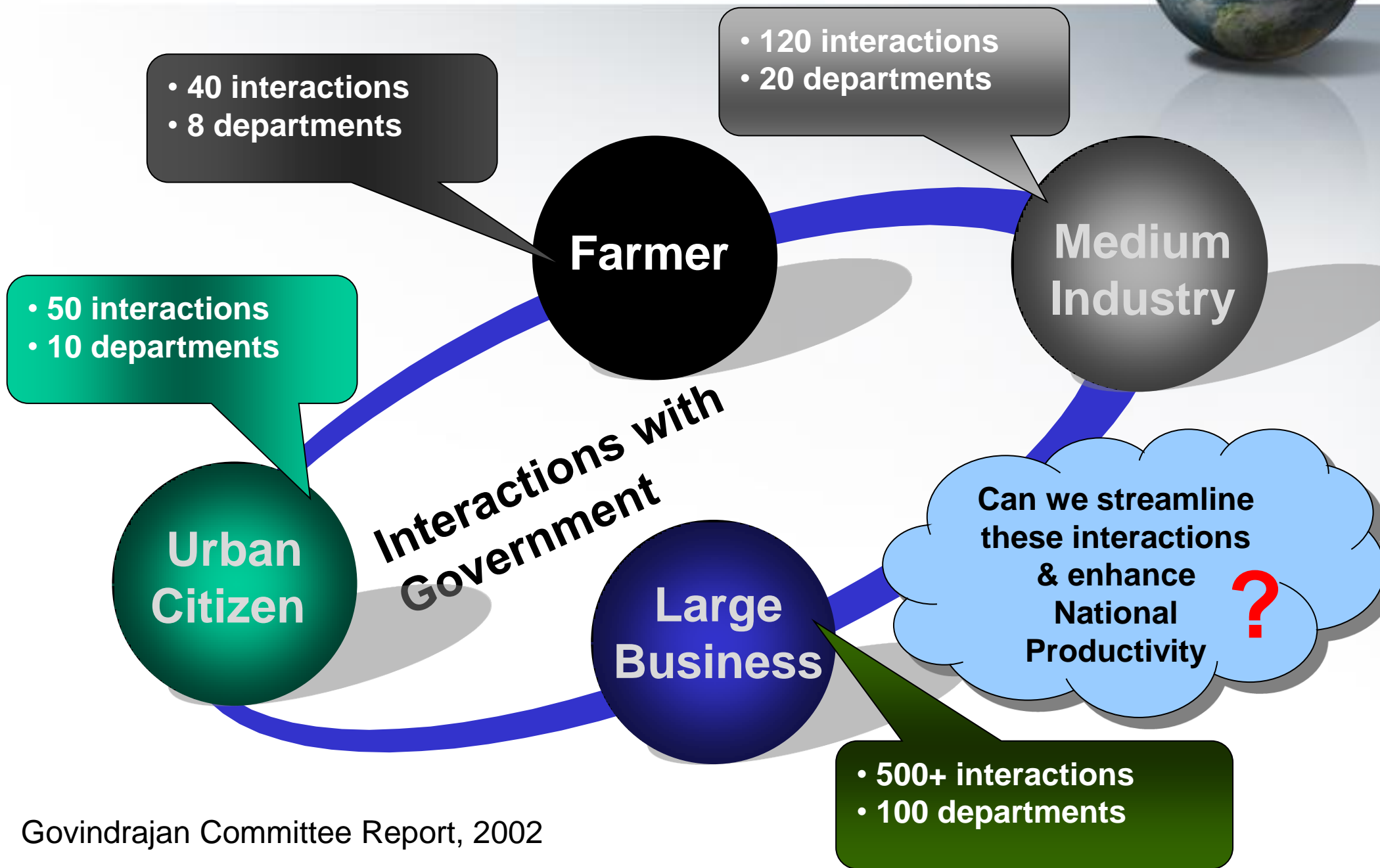
“Make all Government services accessible to the **COMMON MAN IN HIS LOCALITY**, through Common Service Delivery Outlets and ensure **EFFICIENCY. TRANSPARENCY & RELIABILITY** of such services at **AFFORDABLE COSTS** to realize the **BASIC NEEDS** of the common man”

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



# The Issue





# 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



## eKranti

(NeGP 2.0)

# Digital India

## NeGP

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

**222 MMP Services**  
**466 mn transactions/month**

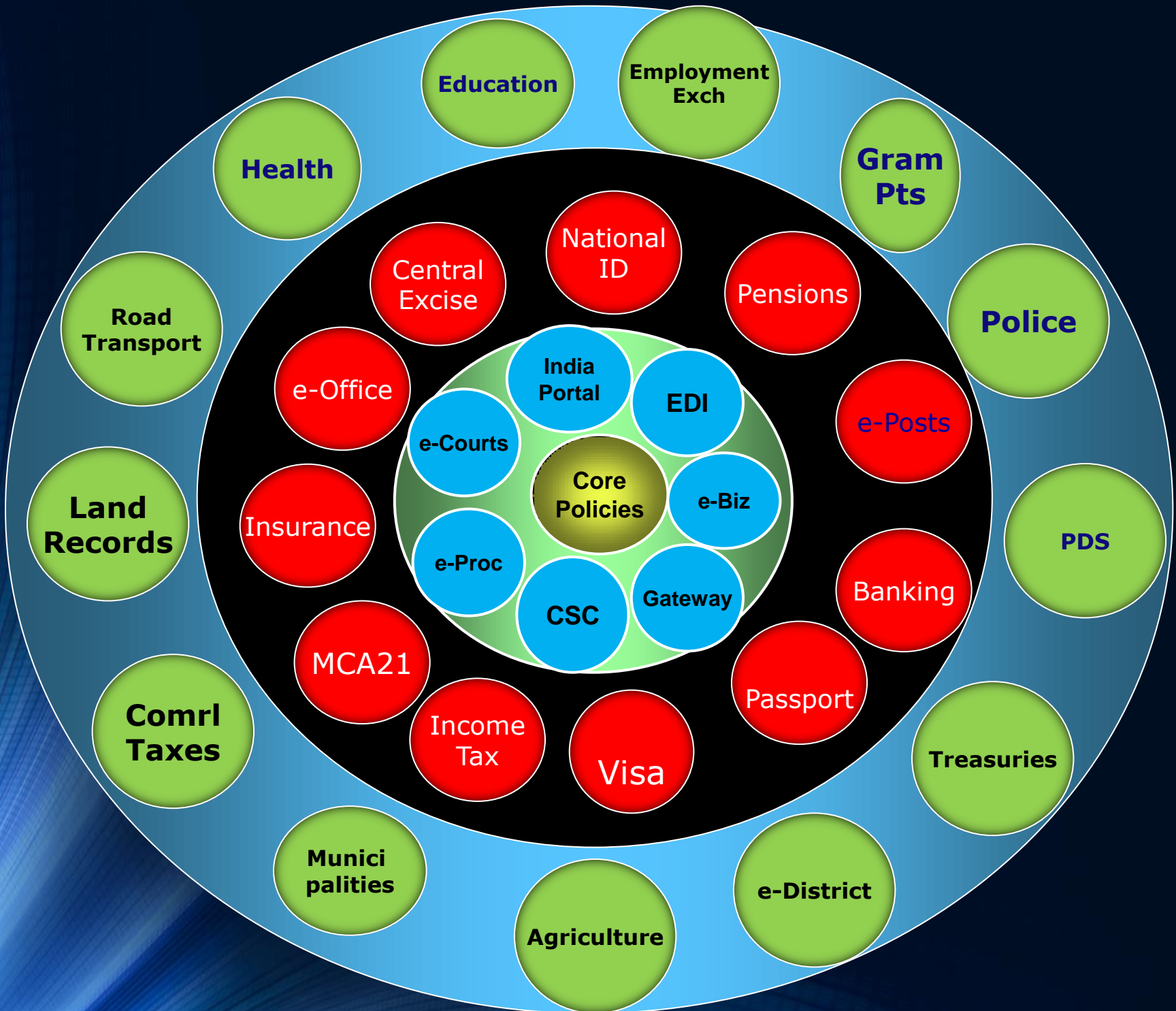
- Transformation and not Translation
- GPR to be mandatory in every MMP
- Integrated Services and not Individual Services
- Infrastructure on Demand
- Cloud by Default
- Mobile First
- Fast Tracking Approvals

**13 New MMPs**

Digital Infrastructure as a Utility to Every Citizen

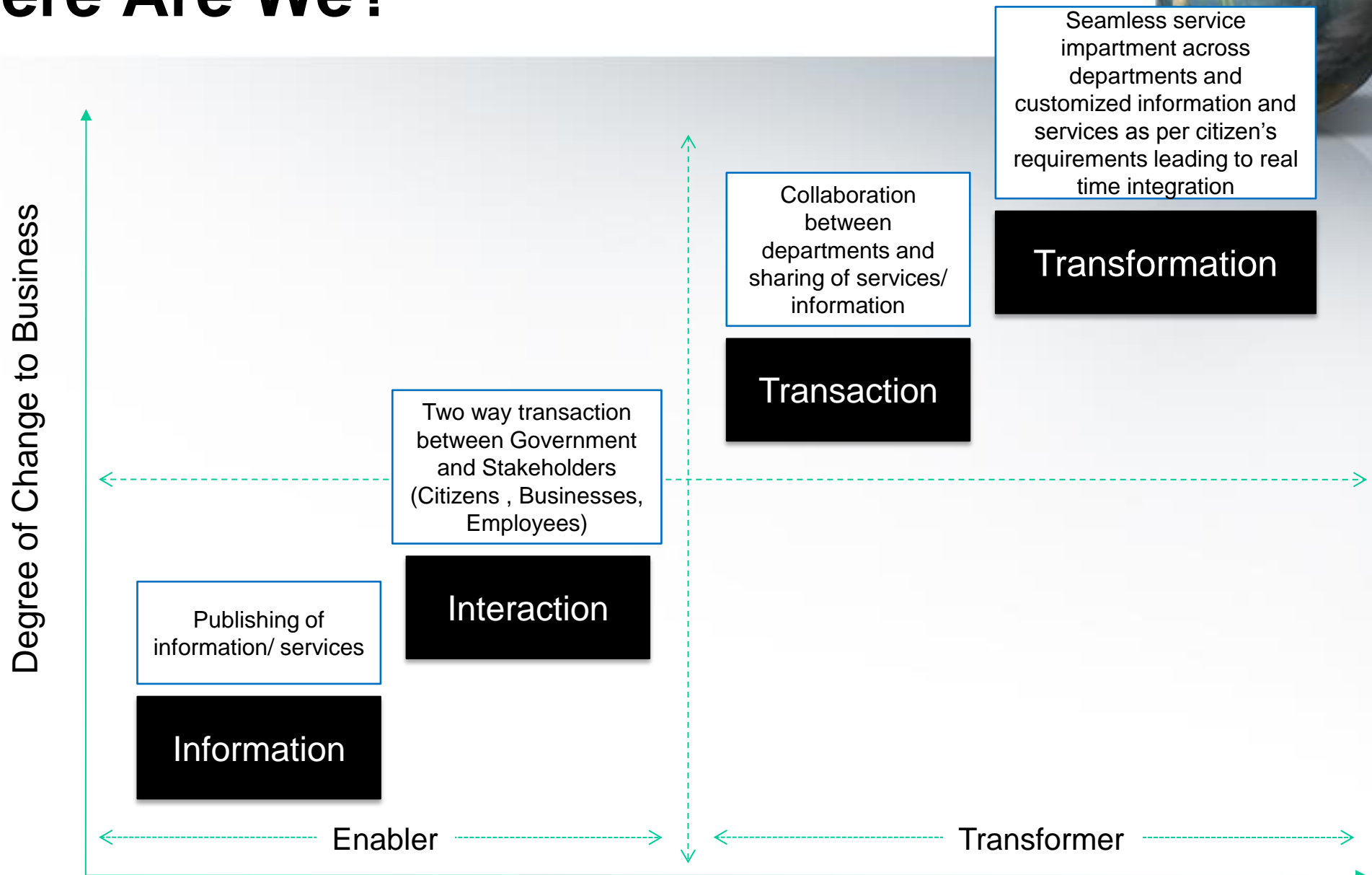
Governance & Services on Demand

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**

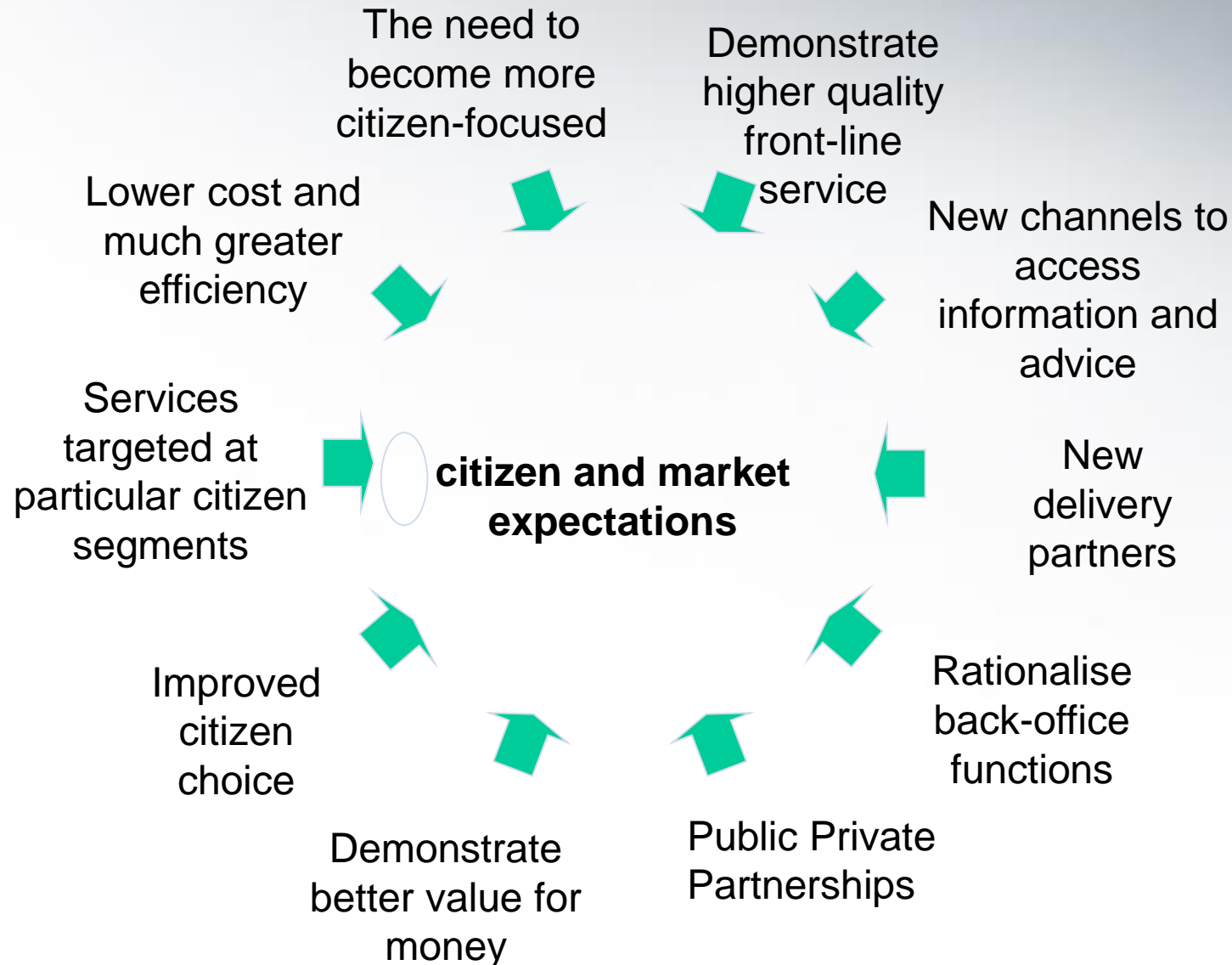
but about **citizens & businesses!**

e-Government is not about ***translating*** processes

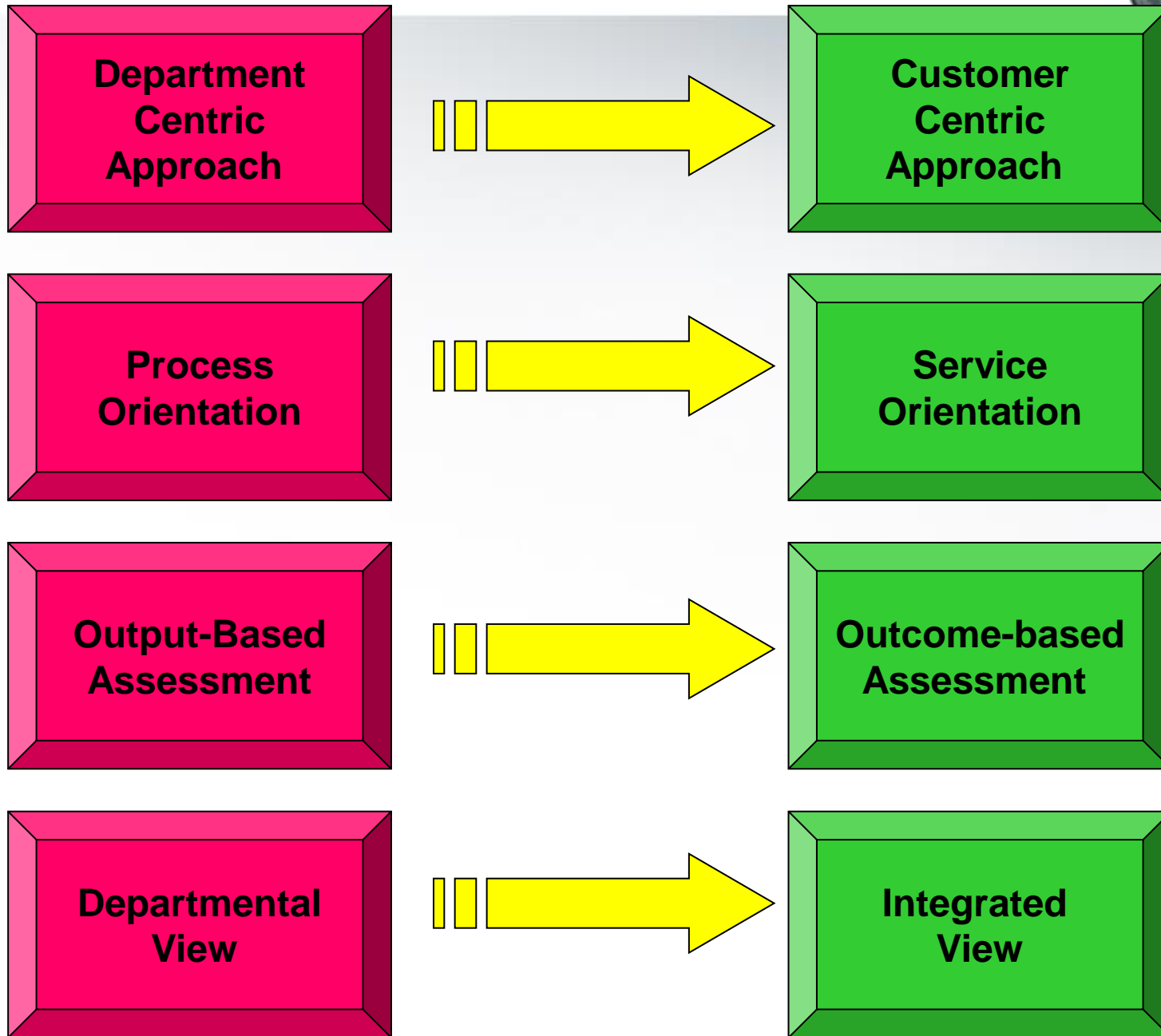
but about ***transforming*** processes !

# Need for Transformation in Government..

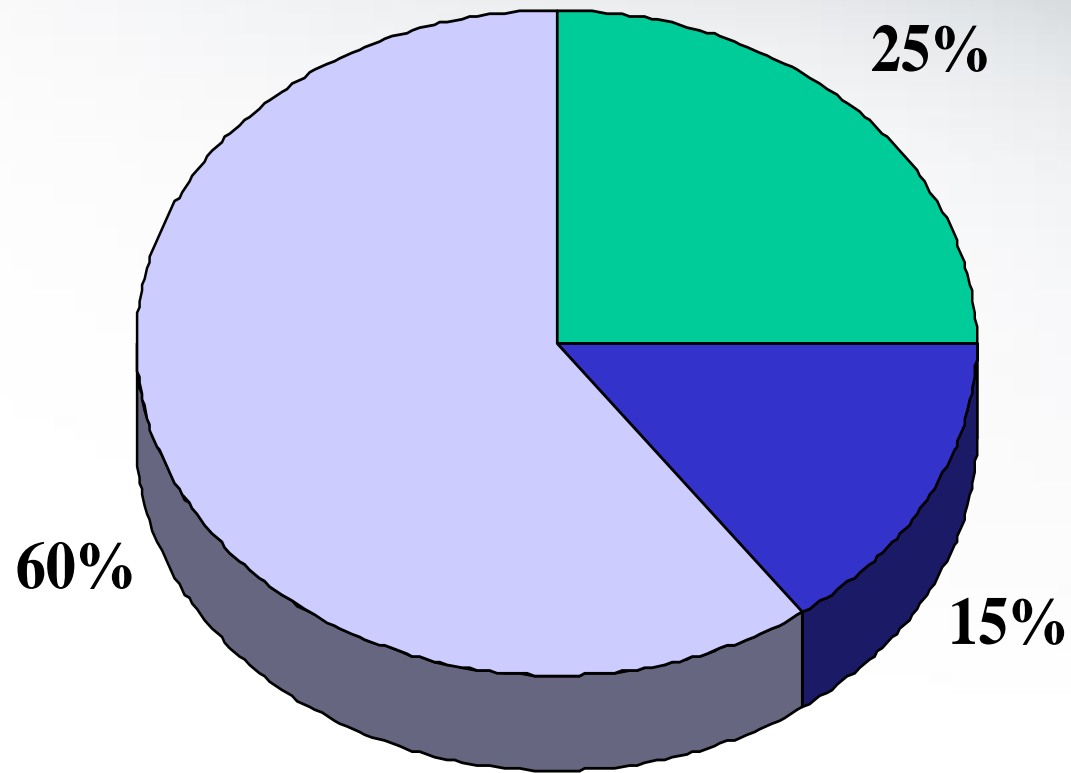
Growing citizen and market expectations...



# Ingredients of Transformation



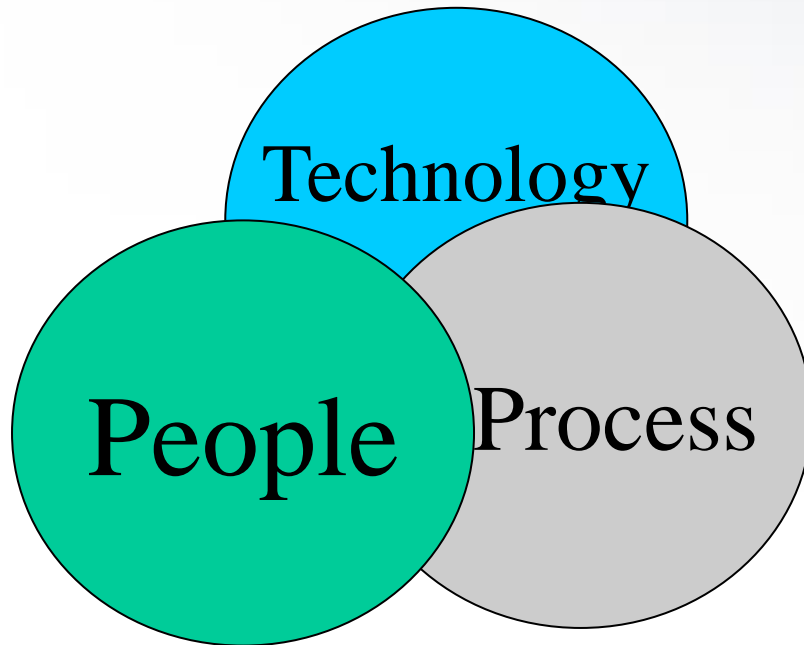
# Proportion of PPT in a *computerization* project



 Process  People  Technology

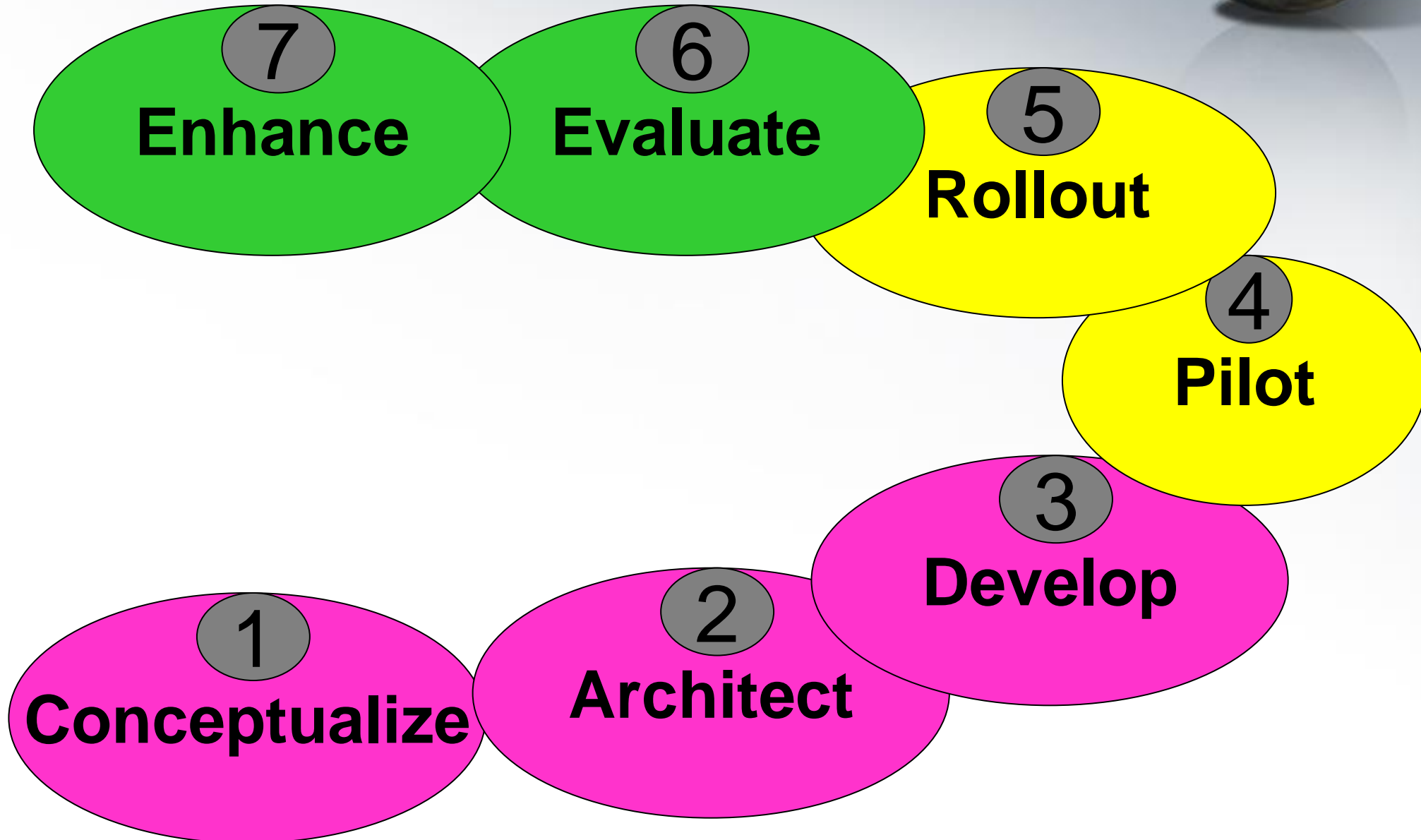


# Enablers of e-Government



- 20 % Technology
- 35 % Business Process Reengineering
- 40 % Change Management
- 5% Luck !

# 7 Steps in Implementation



# 1. Conceptualization



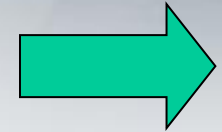
- **Develop a Vision**
  - Bordering on the impossible !
- **Define a Mission**
  - A Slogan that motivates
- **Spell-out Objectives**
  - Benefits to ALL Stakeholders
  - Stakeholder consultation
- **Define Services**
  - Transformation
- **Lay down Specific Outcomes**
  - Measurable Parameters

# 2. Architecture



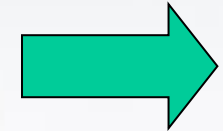
- **Process Architecture**

- Government Process Reengineering



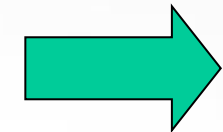
- **Technology Architecture**

- Information, Application, Database, Data Access, Network, Middleware, Security, Platform, Componentware, Directory Services, System Management
- 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

**Spend Quality Time  
here**

# 4. Pilot



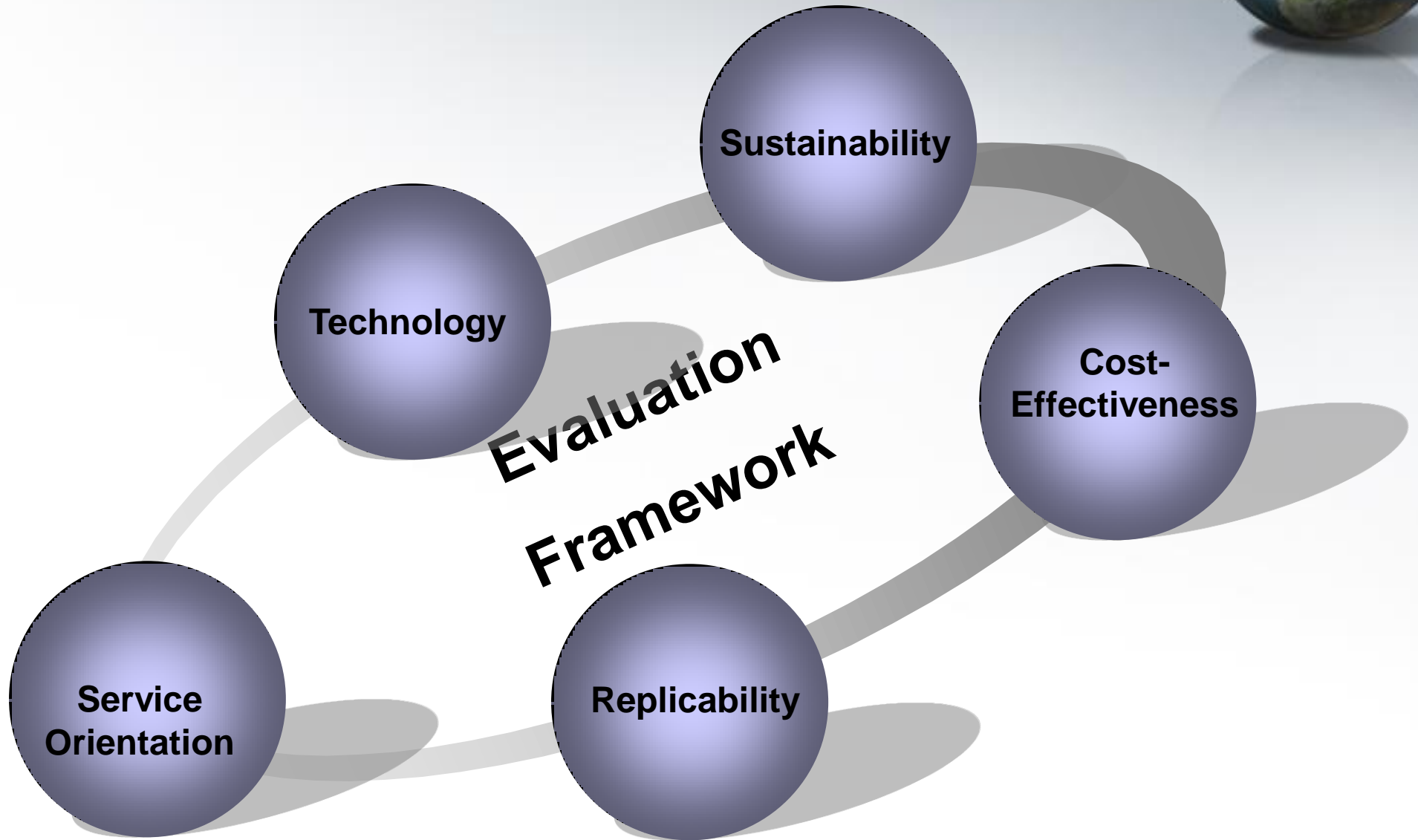
- Why Pilot?
  - A More thorough debugging
  - A more innovative product
  - Early course correction OR ‘Go-No-GO’ decision
  - A more reliable Business Model
- Scope of the Pilot
  - Functionality
  - Geographical Coverage

# 5. Rollout



- Phasing
  - Functionality
  - Geography
- Resource Planning
  - Financial
  - Managerial
  - People
  - PPP
- Stakeholder Consultation
- Project Management

# 6. Evaluation





# 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 failure
  - Initiatives not implemented
  - Initiatives abandoned immediately
- 50% of eGov projects are partial failure
  - Main stated goals not achieved
  - Initial success but failure after an year for one group but failure for others

**Most Failures are  
rooted in  
improper  
Project Development  
&  
Project Management**

**We need an  
effective  
institutional mechanism  
to improve  
Success Rate**

Projects are successes  
benefited  
ults

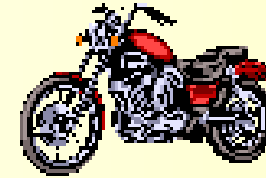


## Why do projects fail?

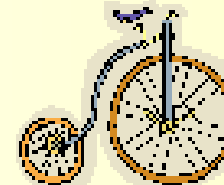
What the user wanted -



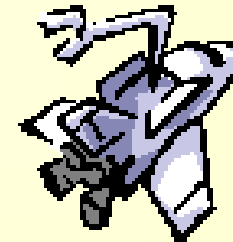
What the budget allowed for -



What the timescale allowed for -



What the technician designed -



What the user finally got -



# e-Governance Project Lifecycle (eGLC)

## e-Governance Strategy Development

## Current State Assessment

## Future State Definition

## Implementation approach and sourcing

## Develop and implement T system

## Operate and sustain

### 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...

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..

Process **reengineering** and to –be process definition

**Identify 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...

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

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

System **operations and maintenance**

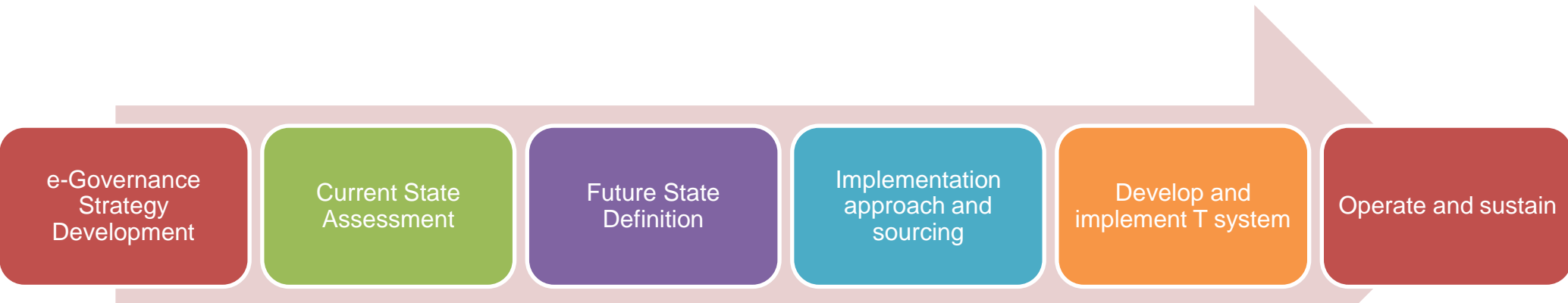
Software **change management**

**Rollout services** and systems (functionality and geography)

**Objectives and benefits** evaluation and reinforcement

**Sustained change**, capacity building and communications..

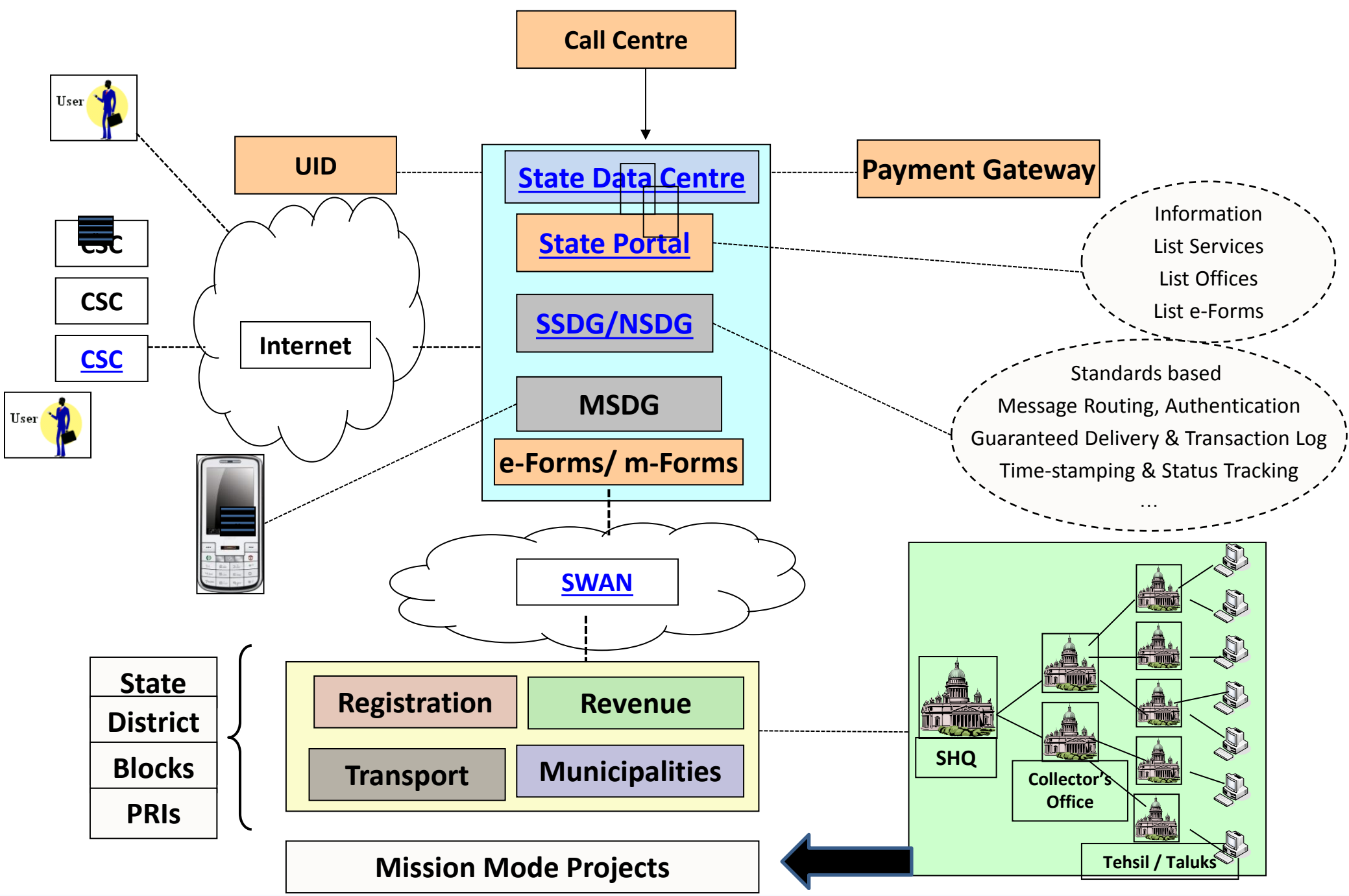
# e-Governance Project Lifecycle (EGLC)



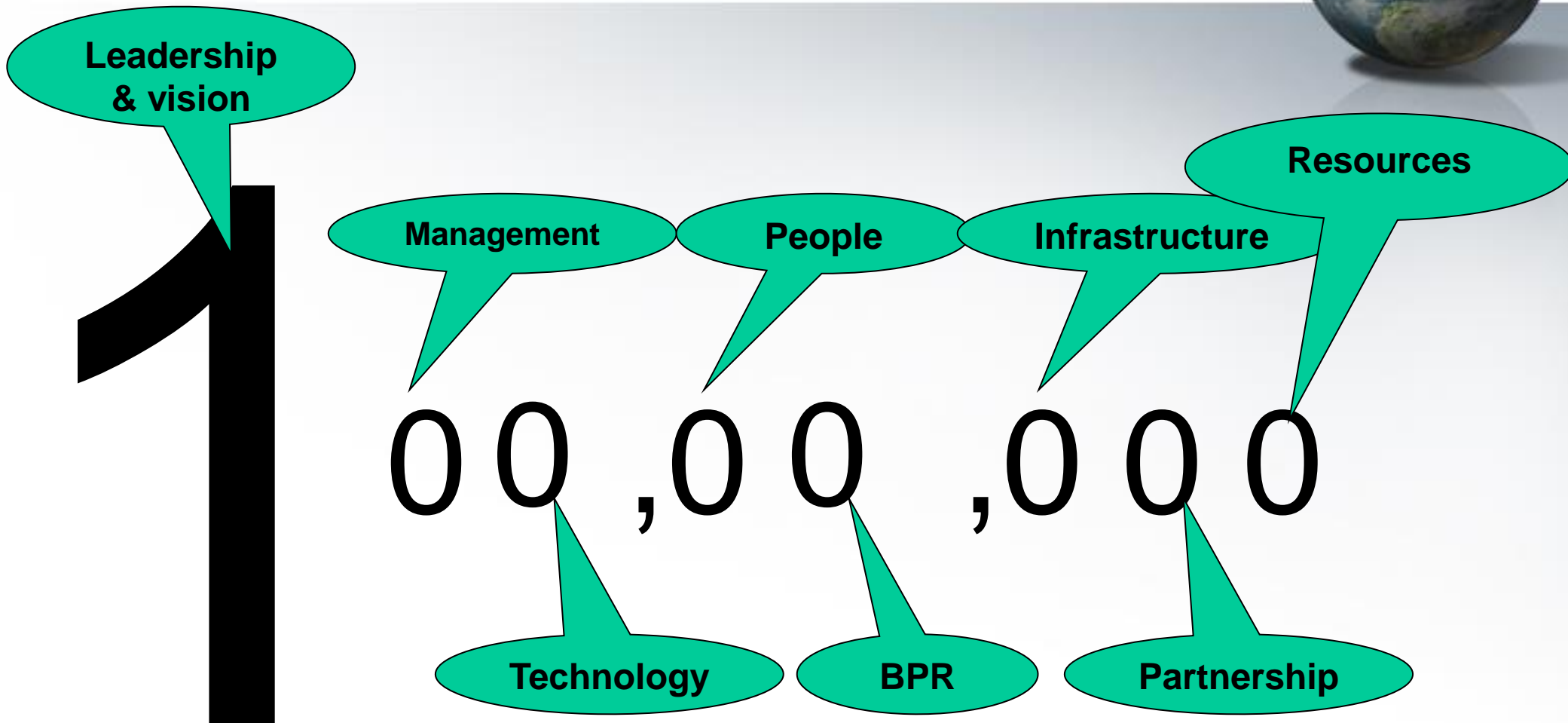
Needs Assessment	Critical assessment of current business processes and pain areas	Process reengineering and to-be process definition	Define implementation approach and phasing plan (functional and geographic)	Definition of detailed functional and technical requirements	System operations and maintenance
Define clear vision & objectives		Identity IT enablement opportunities and	Assess detailed	System design and development	Software change management
Prioritization of	Best practices in				
Project Management Office/Unit					
Change Management and Communications					
Incorporate domestic and global learners	Assess legal framework	Define changes to the	Develop	assurance, acceptance and geography)	
Identify structures & capacities for implementation	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	building	reinforcement
Define funding requirements		Develop project awareness and communication requirements...	Develop RFP	Change management and project communications	Sustained change, capacity building and communications..
Define monitoring and evaluation approach...	Assessment of current capacities at all levels and their preparedness for e-governance..		Bid evaluation and vendor selection	Project documentation	
				Project go-live	



# Service Delivery Platform



# Value of Zero !!

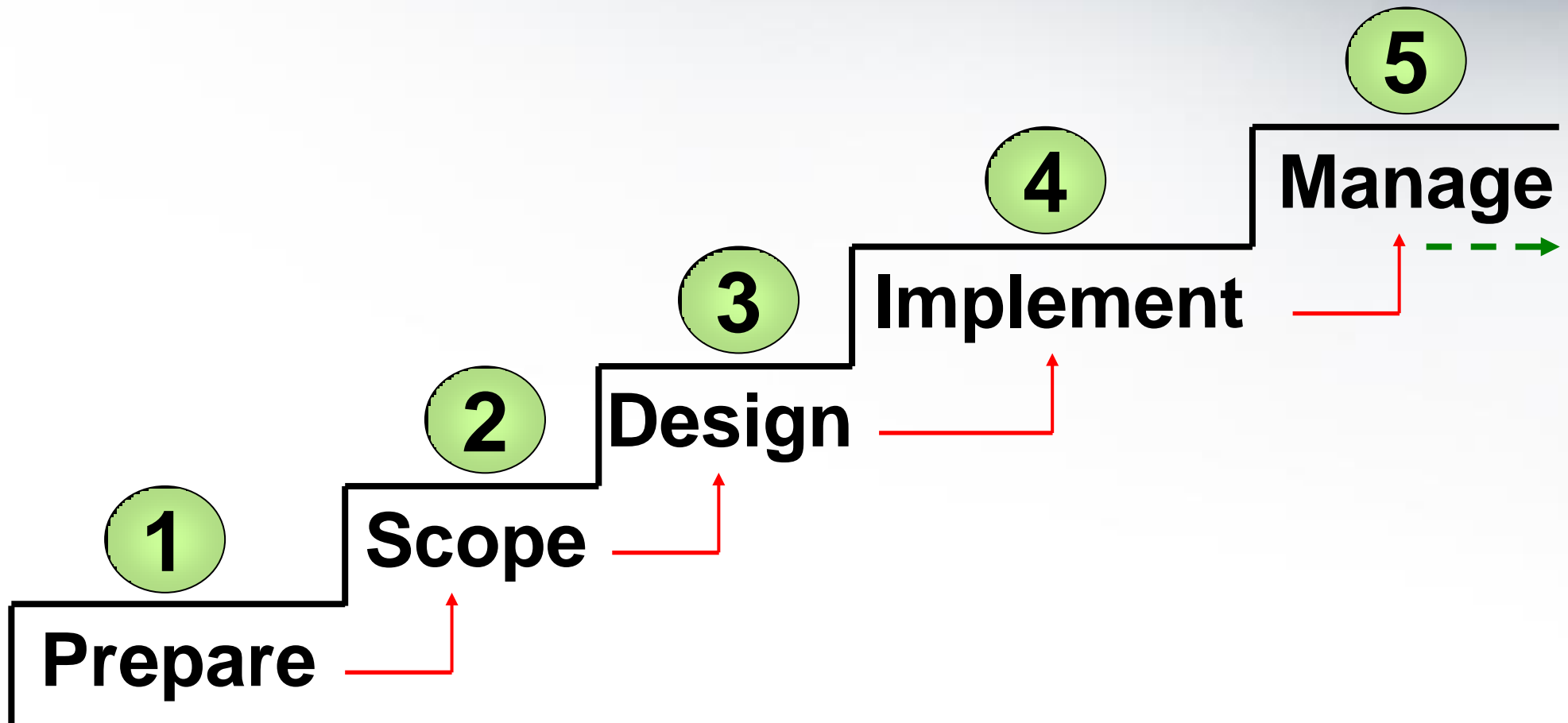


# Thank You

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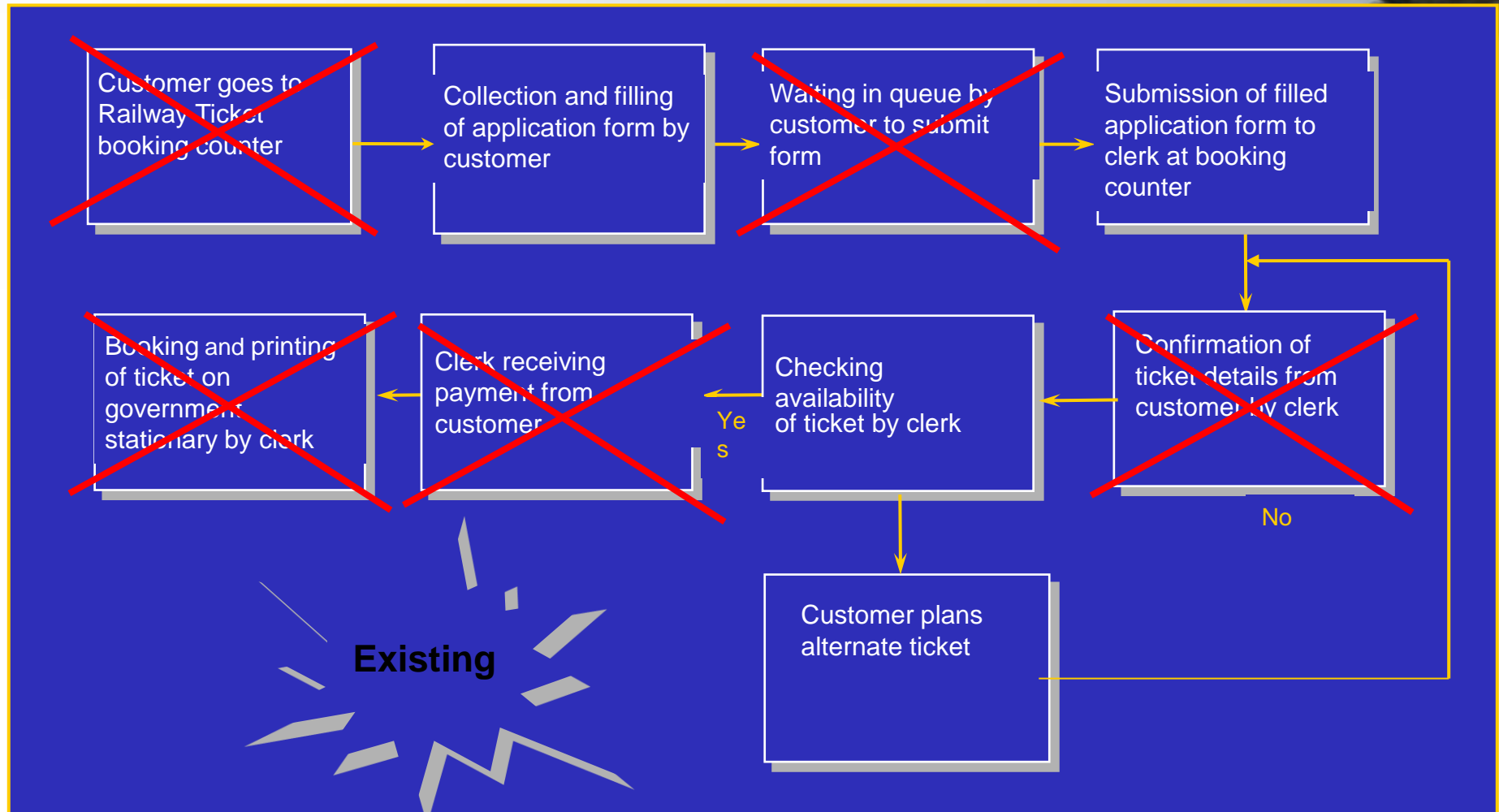


# 5-Step Methodology for BPR



# Identifying Non-Value Add activities

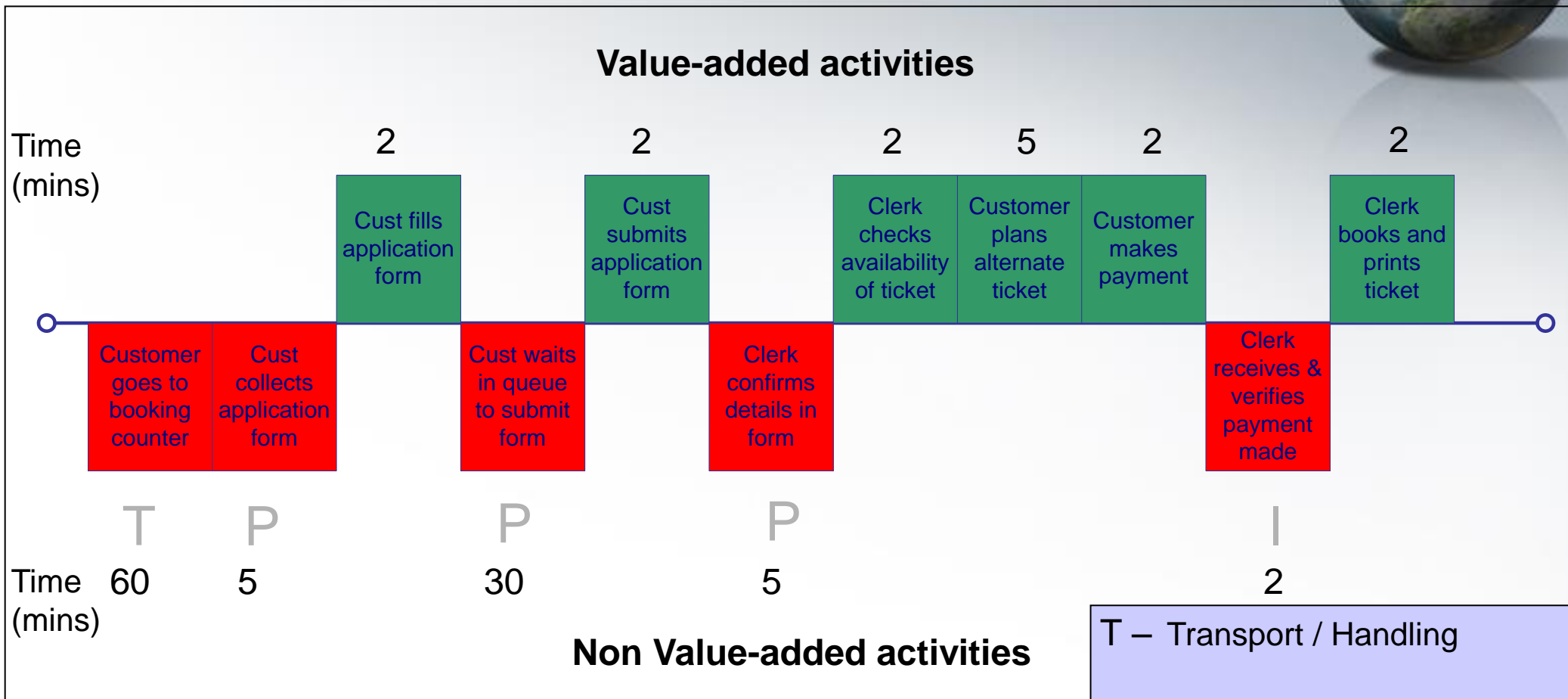
## Railways – Ticket booking at counter



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

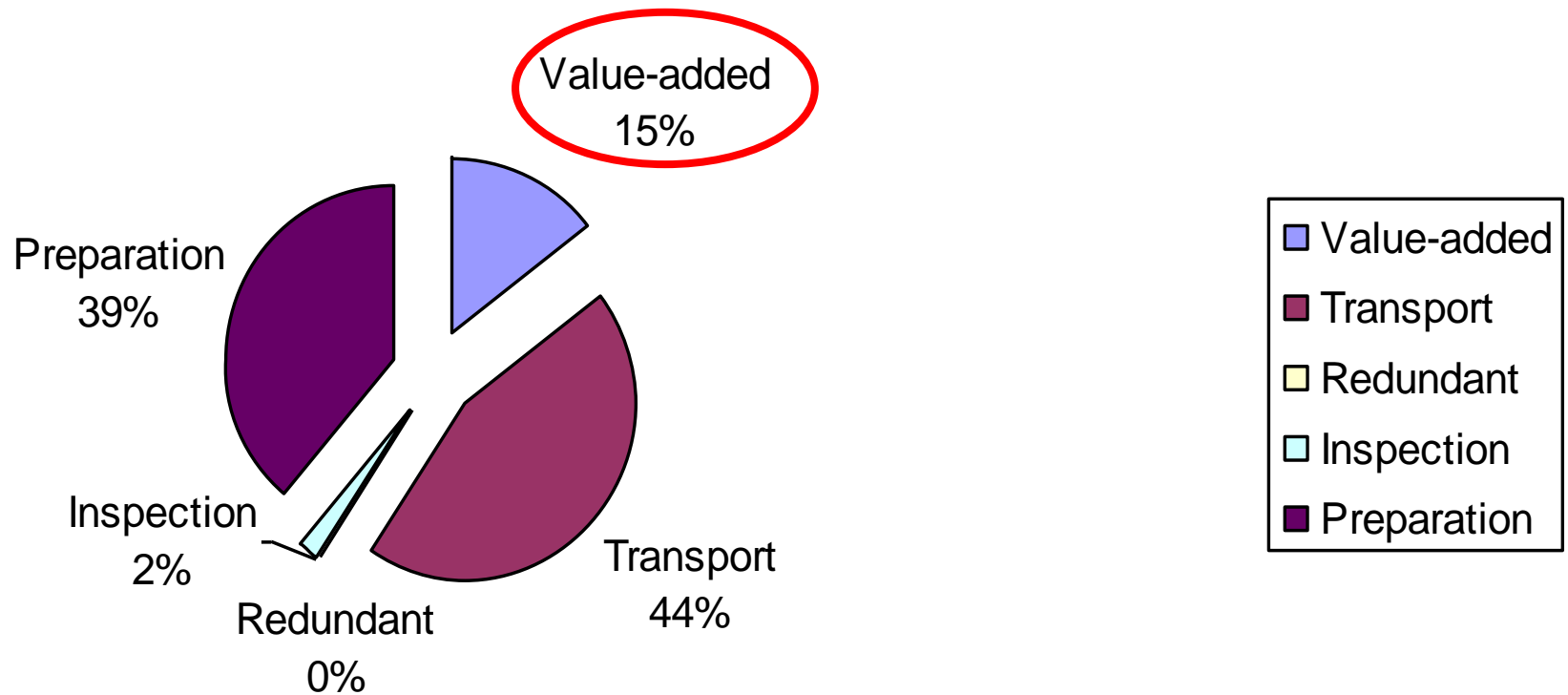
**Before**

# Railways Ticket booking – Non-Value Added activities



Average time taken to book a ticket: 120 minutes

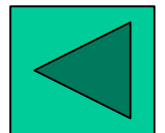
# Railways Ticket booking – Value Added Ratio



# 6 Thumb Rules for GPR



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

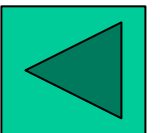




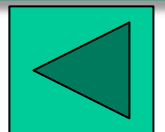
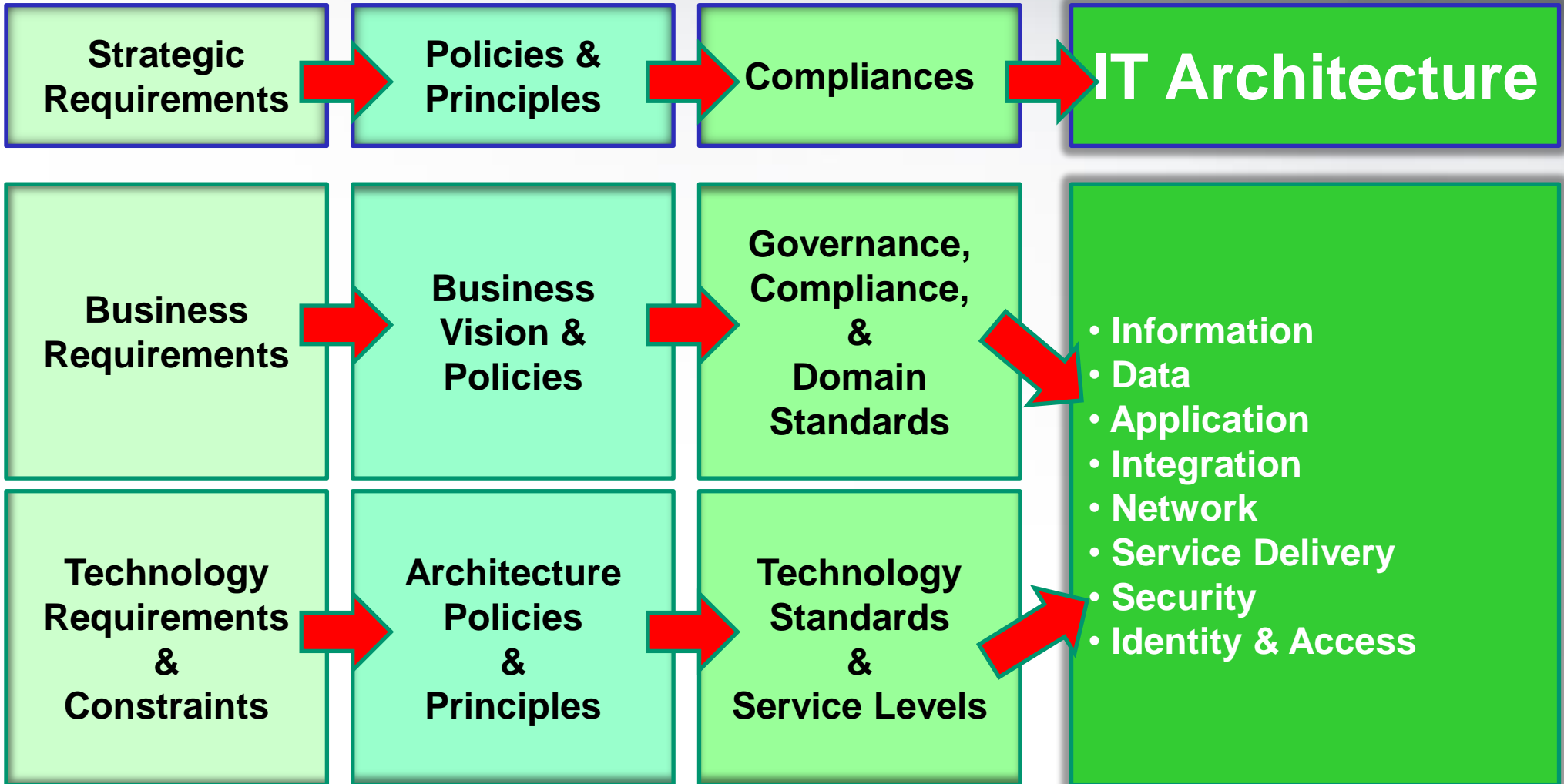
# Target 6 Process Artifacts



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



# Architecture of IT Architecture



# The Transformation Teams

