Digital Transformation

Opportunities & Challenges

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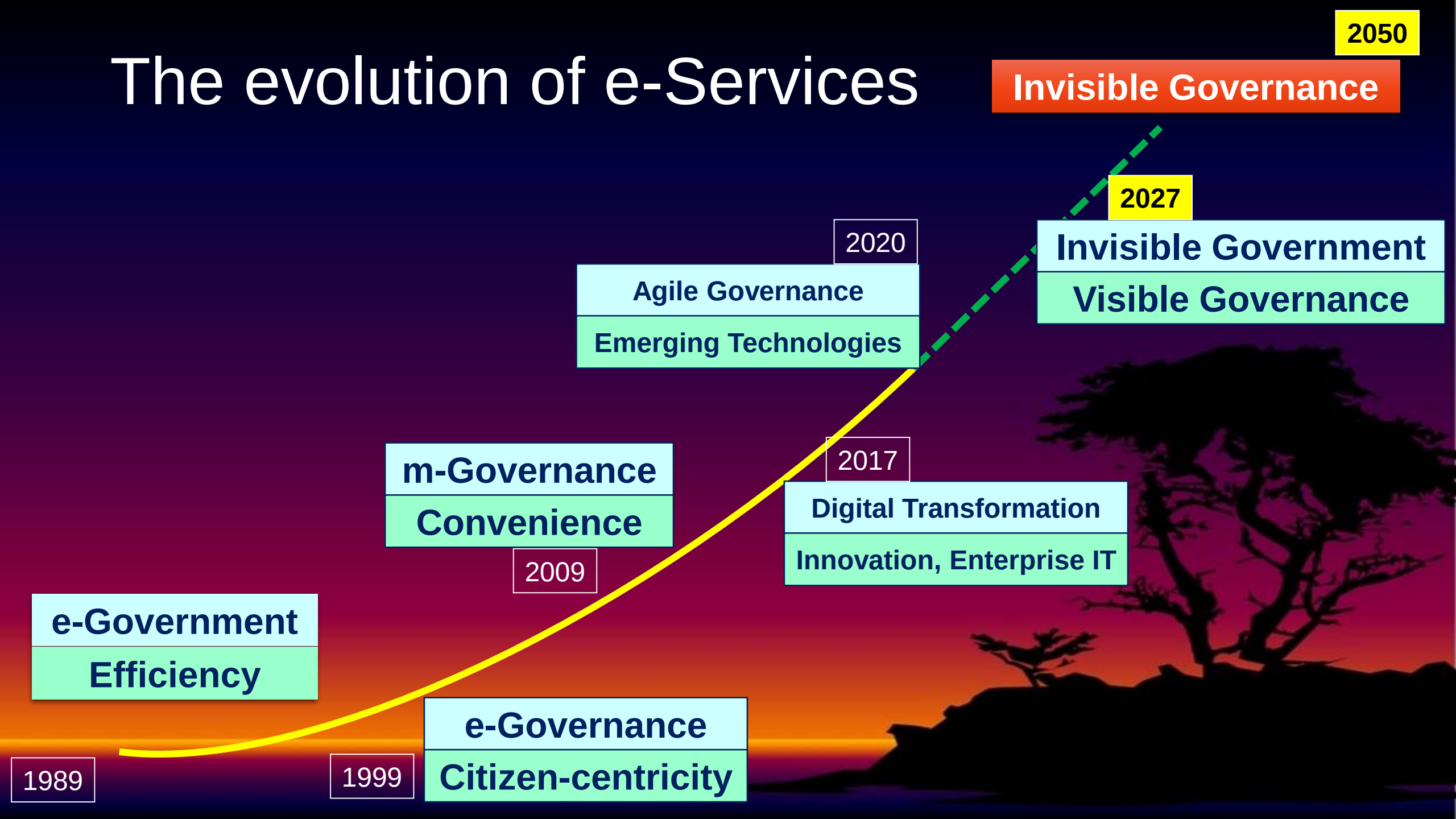
World Economic Forum

28 Oct 2022

The evolution of e-Services



My digital journey !

20 eGov Projects

10 National Frameworks

1990's

Social Pensions
COMPACT
CARD
e-Seva

2000's

e-Procurement (AP & Karnataka), AP Online
MCA21, BangaloreOne, **Passport Seva**

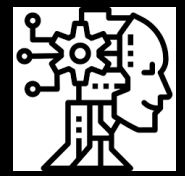
2010-14

WebLand, **Mee Seva, eTAAL**
MeghRaj, CORE, e-Office

2015-20

BharatNet, IndEA 1.0
Digital Service Standard
Agile IndEA, **NDHB, PMJAY**
Aadhaar Seva Kendra

2021....



[InDEA 2.0]
NDEAR-S, [NDEAR-H]
[IDEA], AYUSH GRID
AI4AI, [FIRST Cancer Care]

[WIP]

Lessons learnt

- e-Governance is NOT about ‘e’, but about ‘Governance’
- Do not **TRANSLATE** processes – **TRANSORM** them.
- Prioritize citizen **VALUE**
- Design for scalability and sustainability
- Build capacities and competencies
- **Think Big, Start Small, Scale Fast**

.. a platform for digital inclusion

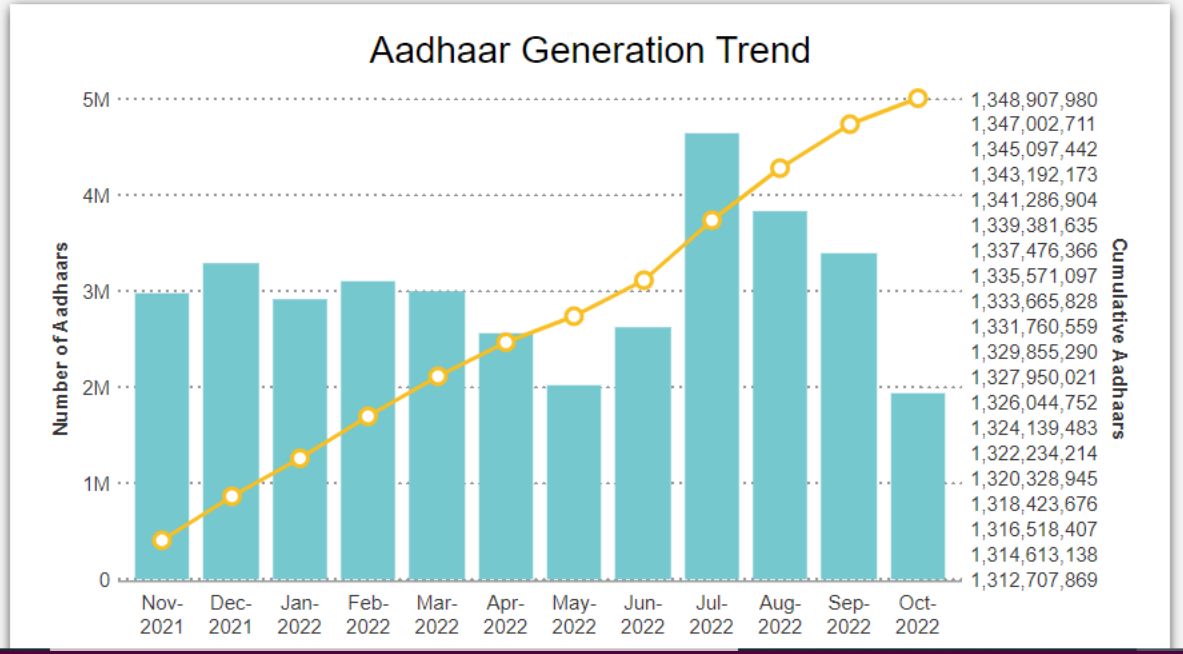
Aadhaar Vision

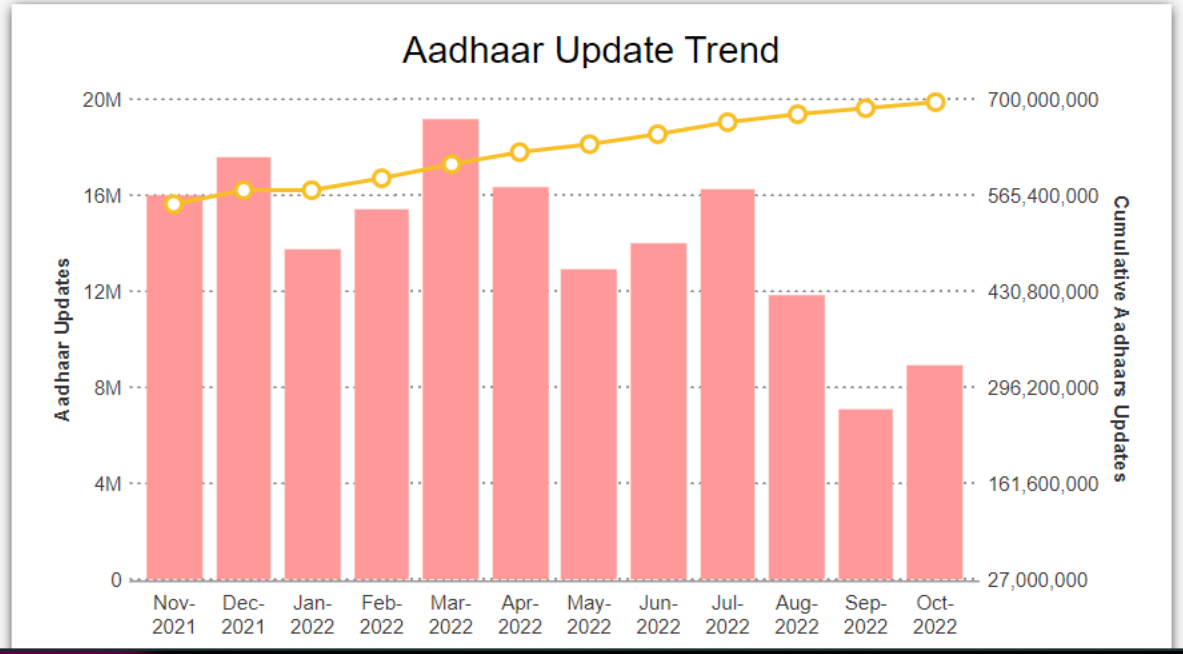
*To empower residents of India with a **unique identity** and a digital platform to **authenticate** anytime, anywhere.*

Aadhaar Enrolment & Updates (as on 28 Oct 2022)

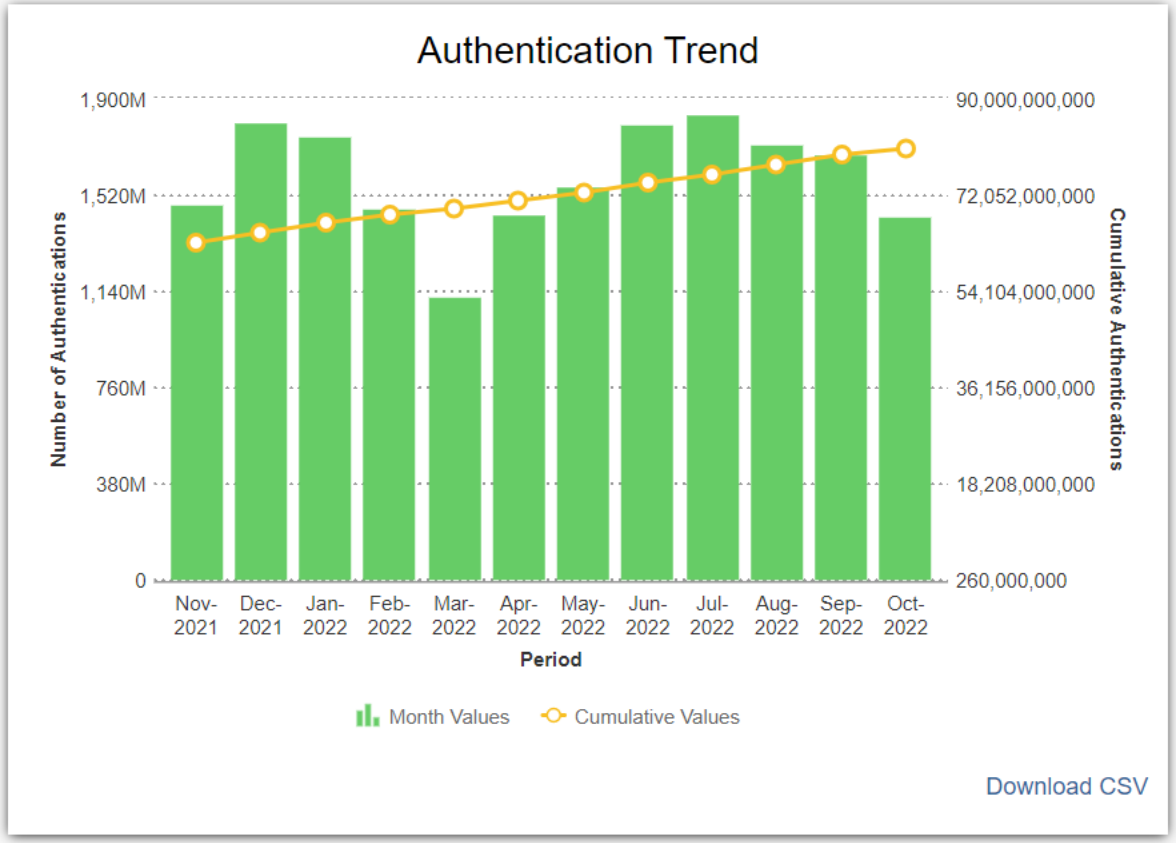
Welcome to AADHAAR Dashboard

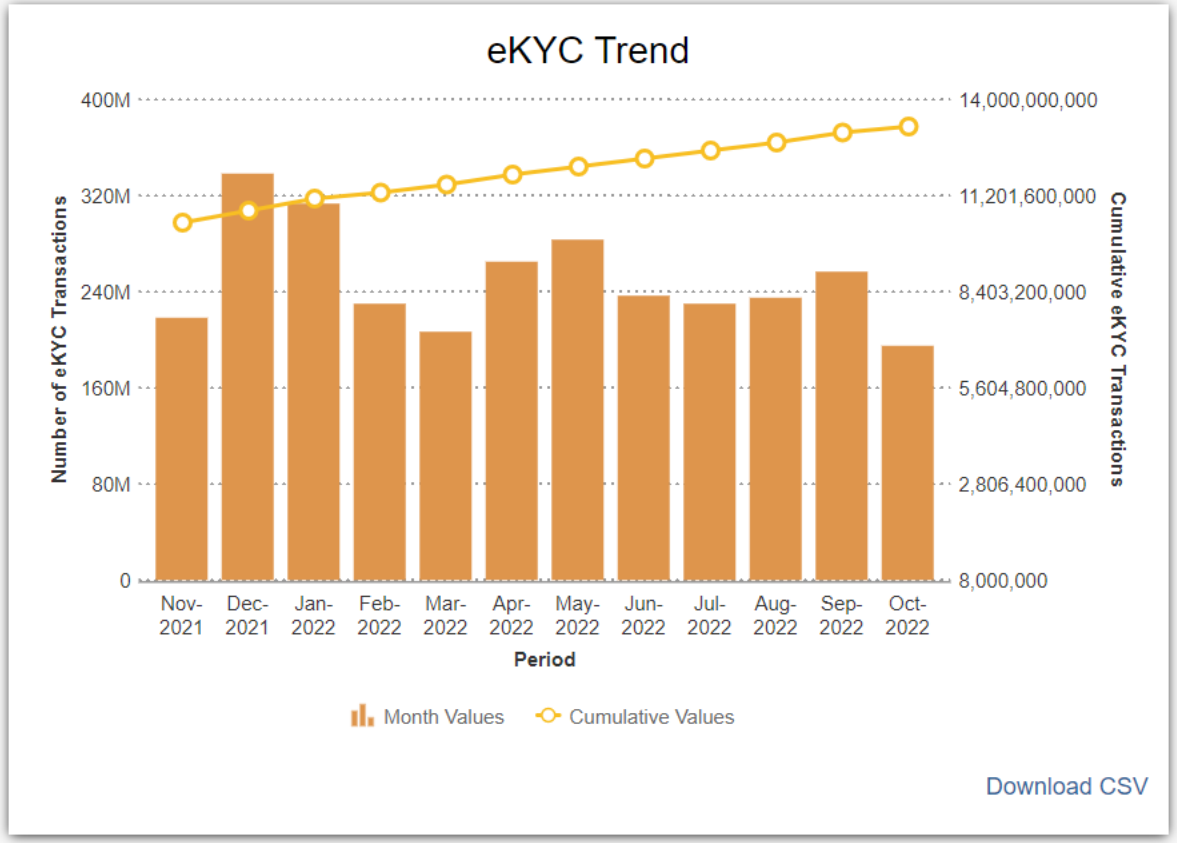
Enrolment	Update	Authentication	eKYC
1,351,776,069	694,280,909	80,812,338,444	13,196,242,847
Aadhaar Generated	Aadhaar Updated	Authentication Done	eKYC Done





Aadhaar Authentication & eKYC (as on 28 Oct 2022)



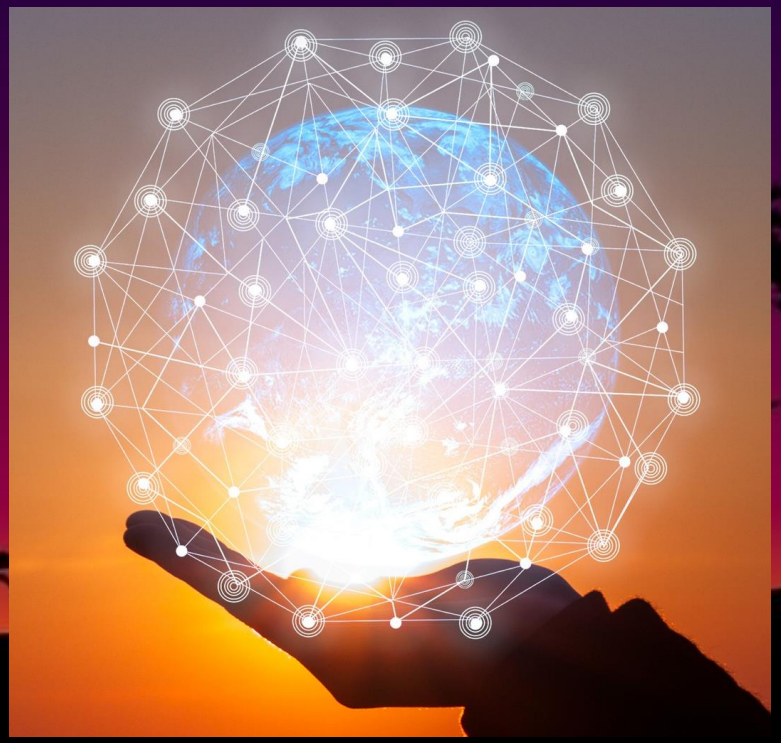


It is happening!

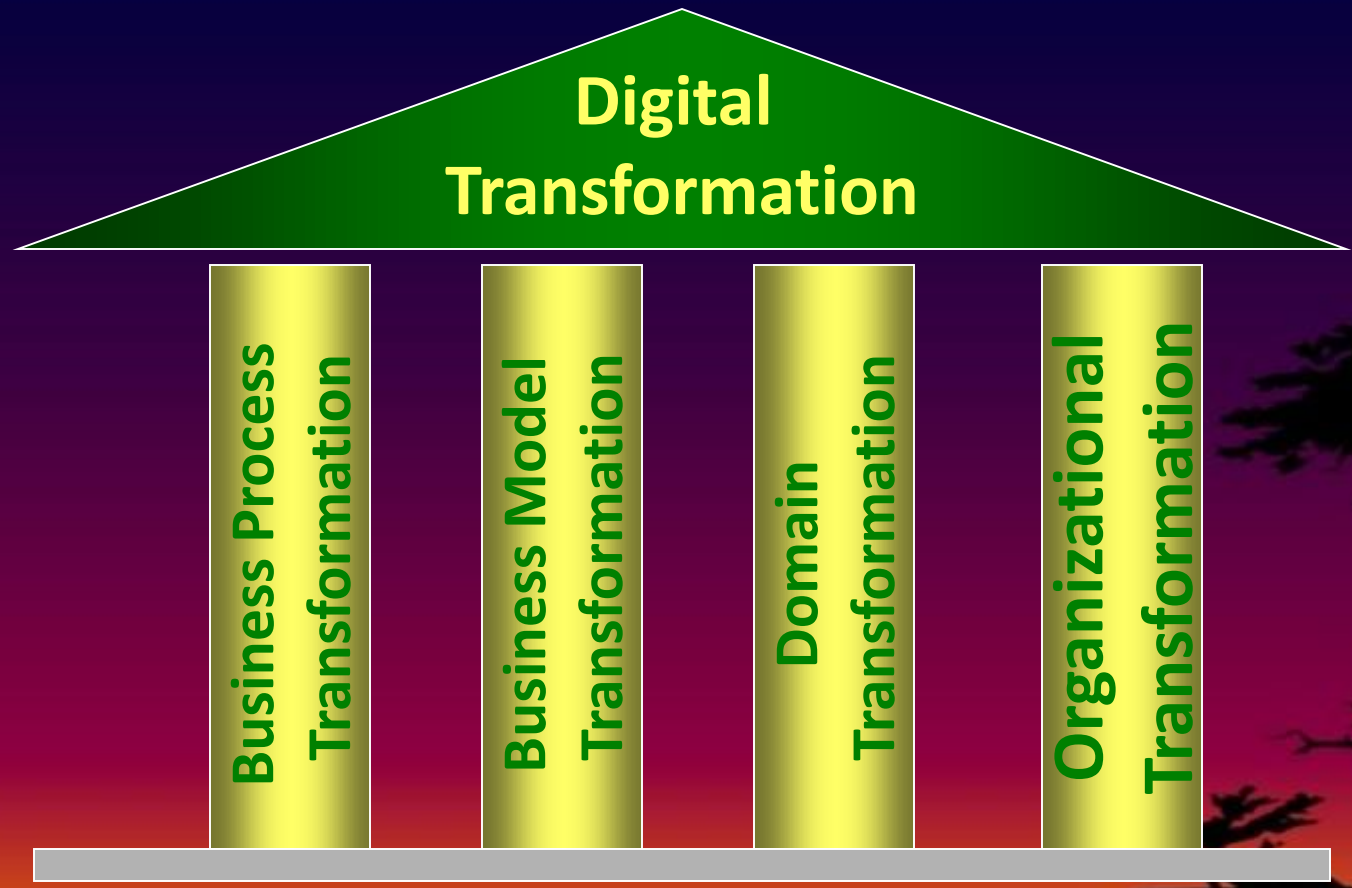
https://etaal.gov.in

Digital Transformation
- a definition

“ ***Digital Transformation*** *is a fundamental change in how an organization delivers* ***value*** *to its customers ”*



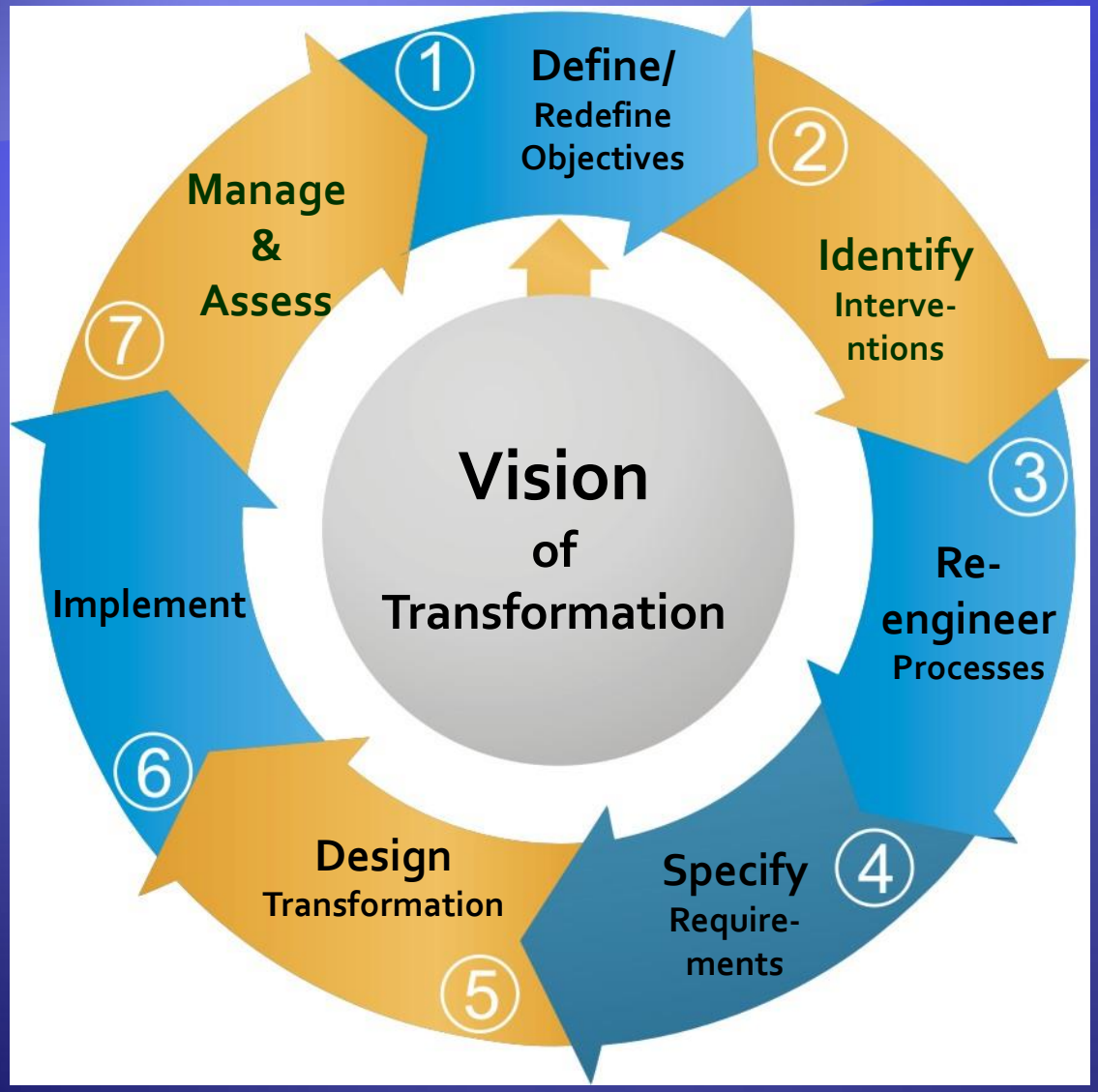
The Four Pillars of Digital Transformation



Principles of Digital Transformation

1. Align IT Objectives to Business Goals
    - ‘begin with the *end* in mind !’
2. Be bold in setting the scope
    - take a holistic view of the entire operations of the enterprise
3. Focus on Architecture & Standards
4. Adopt Adaptive Design & Agile Execution
5. Aim to **DISRUPT !**

Transformation Life Cycle (TLC)



We face challenges at each stage of Digital Transformation

Challenges of Digital Transformation
-systemic

- '**Immediate**' supersedes '**Important**'
- Lack of architectural & design capabilities
- We can't 'procure' Transformation
- Resistance to Organizational & Domain Transformation
- Hesitation in adopting bold business models

Challenges of Digital Transformation
-operational

- Procurement Management
- Program / Project Management
- Data Management
- Strategic Control
- SLA Management

How to address the Challenges?

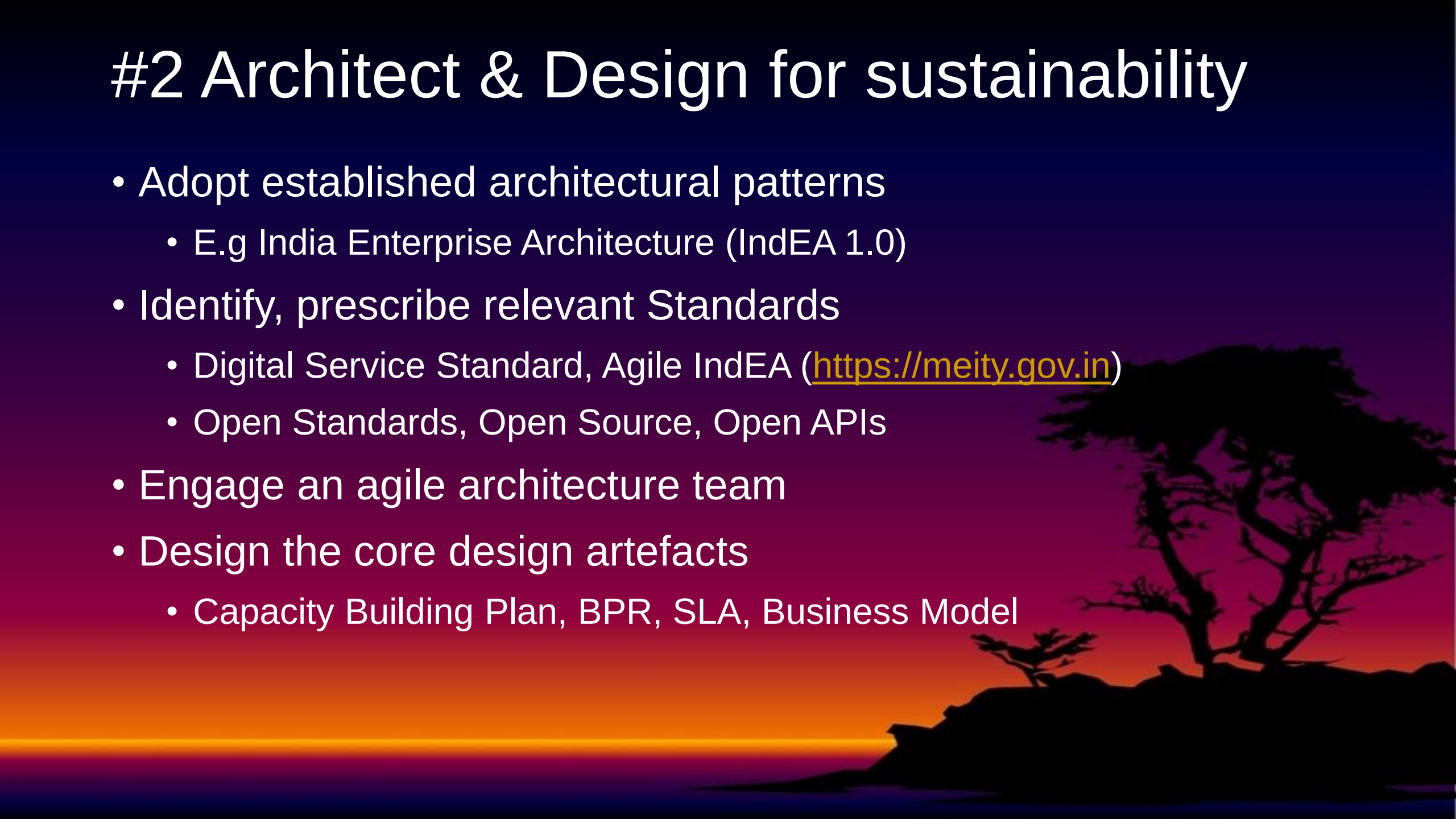
A few suggestions!

#1 Set the Right Objectives

- Differentiate ENDS and MEANS
  - Objectives are about ‘ends’ – WHAT impact do we want to create?
- Design SMART Objectives (Drucker)
  - Specific, Measurable, Achievable, Relevant & Time-bound
- Pursue ‘transformational objectives’
  - Efficiency, Effectiveness, Quality, Value, Excellence

#2 Architect & Design for sustainability

- Adopt established architectural patterns
  - E.g India Enterprise Architecture (IndEA 1.0)
- Identify, prescribe relevant Standards
  - Digital Service Standard, Agile IndEA (https://meity.gov.in)
  - Open Standards, Open Source, Open APIs
- Engage an agile architecture team
- Design the core design artefacts
  - Capacity Building Plan, BPR, SLA, Business Model



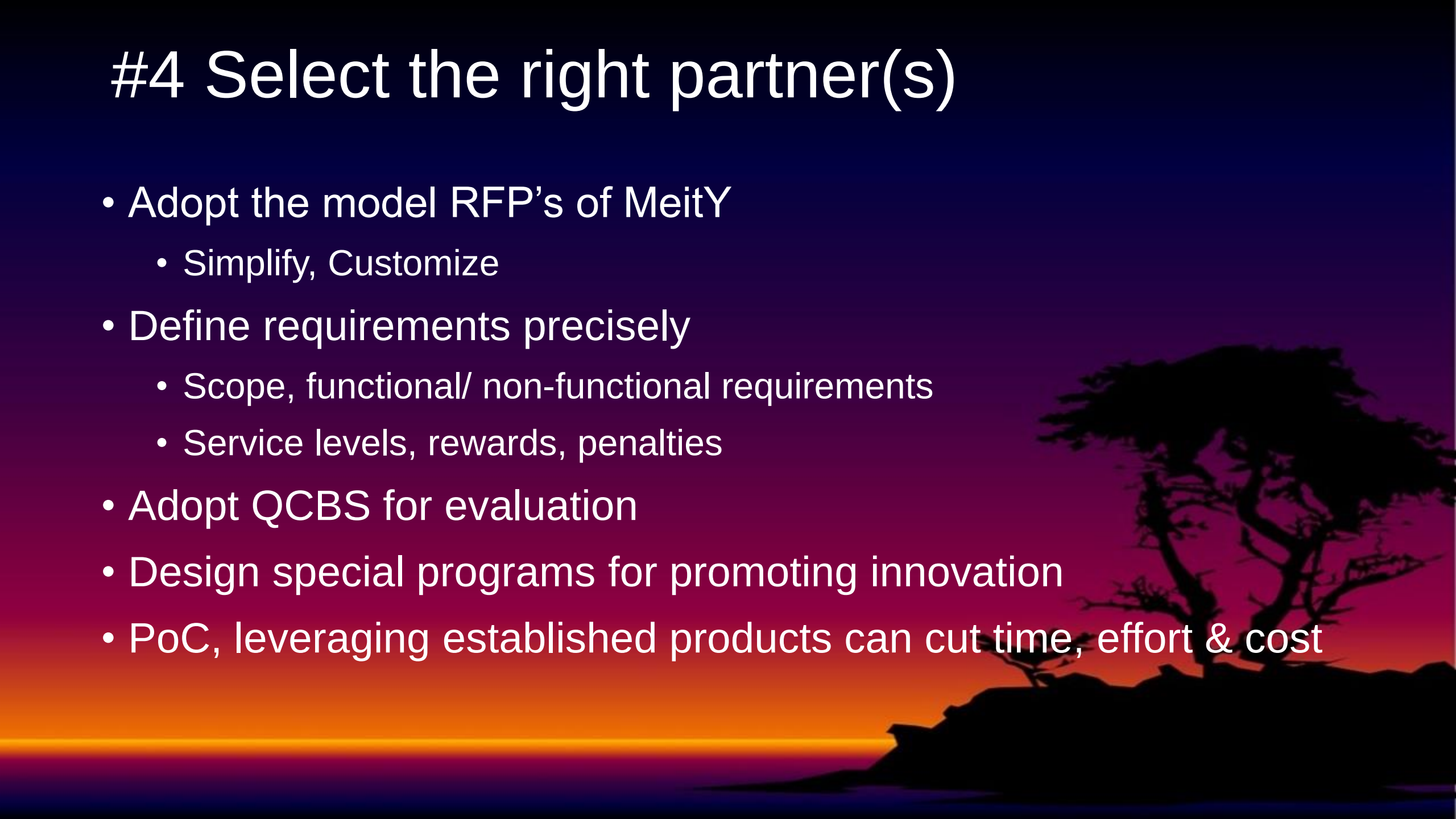
#3 Transform processes

6 Targets of BPR
1. Forms
2. Business rules
3. Workflows
4. Reports, MIS
5. Delivery Channels
6. User Interfaces

6 Thumb Rules of BPR
1. Elimination
2. Optimization
3. Standardization
4. Integration
5. Automation
6. Self-Service

#4 Select the right partner(s)

- Adopt the model RFP’s of MeitY
  - Simplify, Customize
- Define requirements precisely
  - Scope, functional/ non-functional requirements
  - Service levels, rewards, penalties
- Adopt QCBS for evaluation
- Design special programs for promoting innovation
- PoC, leveraging established products can cut time, effort & cost



#5 Manage the Project effectively

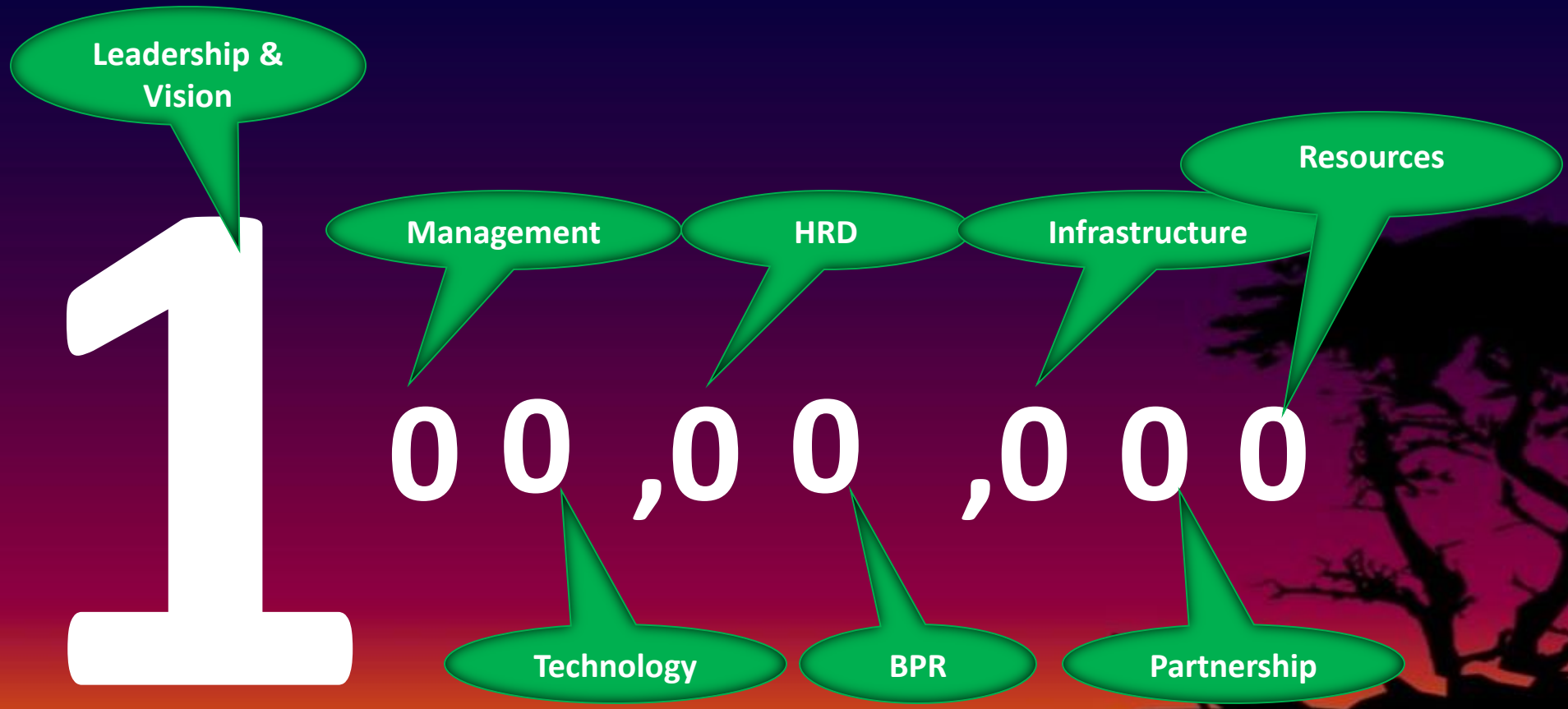
- Establish PMU of appropriate size
  - Bid Process Management, Project monitoring
  - SLA Management, Quality Management
- Establish effective governance structure
  - Empowered Committee (for policy, strategy decisions)
  - Steering Committee (for operational decisions)
- Establish strategic control framework
- Obtain continuous feedback

Emerging trends in public service delivery

- From **systems** to **ecosystems**
- From **IT** to **ET**
- From citizen-*centric* to citizen-*driven*

Exciting times are ahead!

Value of ONE !!


Leadership & Vision
Management
HRD
Infrastructure
Resources
1 0 0 ,0 0 0 ,0 0 0
Technology
BPR
Partnership

Thank You

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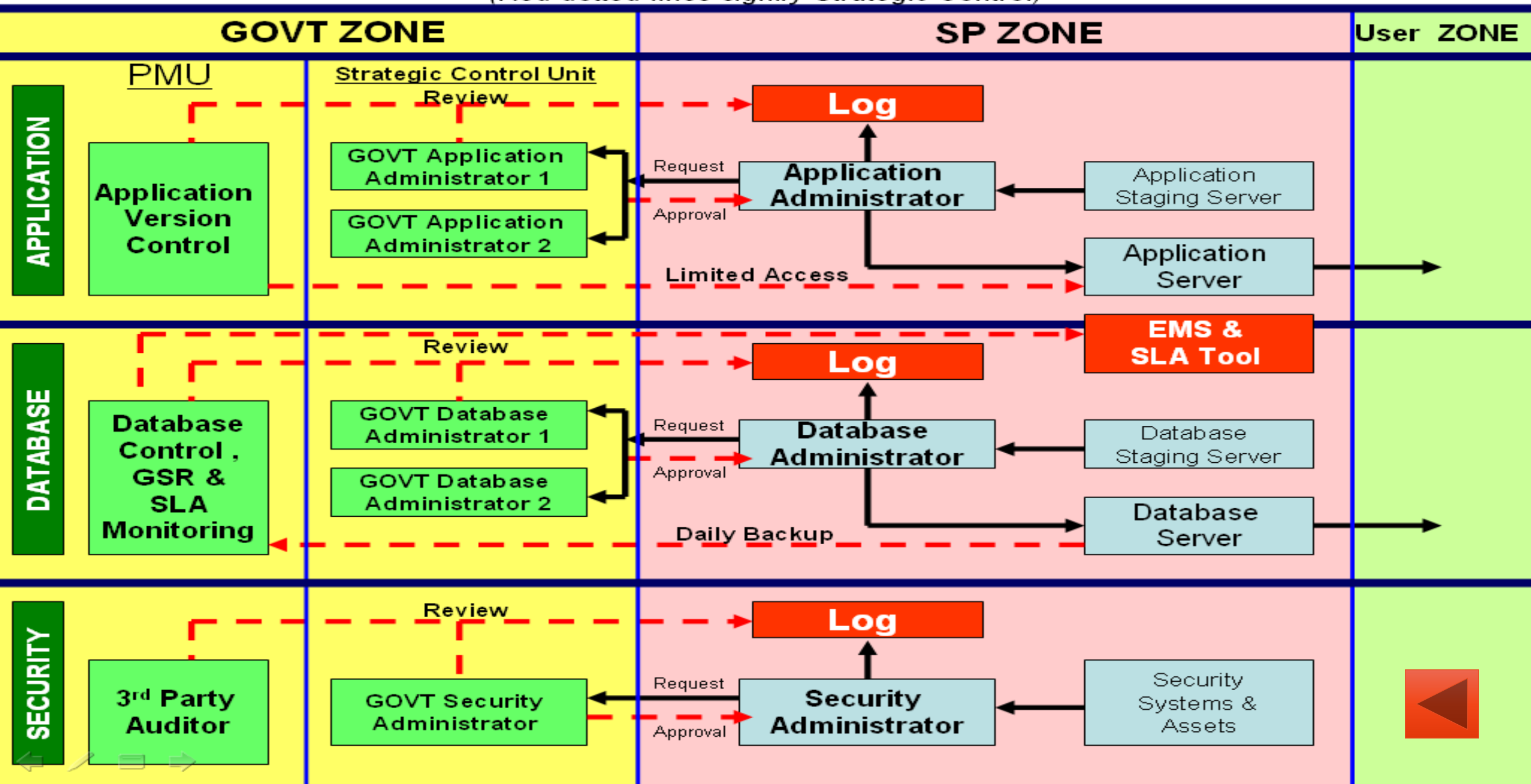
Framework of Strategic Control

(Red dotted lines signify Strategic Control)