



Next Generation Organizational Models for e-Government

Randeep Sudan
Lead ICT Policy Specialist
Global ICT Department, The World Bank



Next Generation Organizational Models for e-Government

Key questions

- Whether centralized or decentralized?
- Whether focused on technology or the business?
- Whether public or private?
- Whether large or small?
- Whether doer or influencer?
- Whether hierarchical or flat?



Centralized or decentralized?

- Centralized
 - Korea's Presidential Committee on Government Innovation and Decentralization
 - Singapore's InfoComm Development Authority
 - USA's Office of Management and Budget
 - Canada's Treasury Board
- Decentralized
 - De facto decentralization – the case of Pakistan
 - e-Government Directorate under the Ministry of Information Technology
 - Little influence over provinces or other ministries
- Federated organizations might be the preferred option
 - Centralization of standards, shared infrastructure, applications



Technology or the business?

- “There is no such thing as an IT project anymore; there are only business projects”

Commentator in Information Week.

(<http://www.informationweek.com/management/showArticle.jhtml?articleID=207000231>).

- “the reason that (companies) are failing is not because they’re hiring bad CIOs, but because the CIOs really don’t get their businesses.”

Richard Brennen of Spencer Stuart



Type Z Organization: ICICI

- ICICI Bank is India's largest private sector bank
 - Assets of \$56 billion, 614 branches, 2,200 ATMs, 20 million customers
- McKinsey Interview with K.V.Kamath
 - [McKinsey on IT](#): Who is responsible for technology at ICICI?

[K.V.Kamath](#): I am...There is no CIO. Technology is embedded in every business, and the head of the business runs the technology.



Public or private?

- National Institute of Smart Government, India
 - Public private partnership (NASSCOM, Government of India, State Governments, Financial Institutions)
- ICT Agency in Sri Lanka
 - Board drawn from public sector, private sector, academia, and civil society
 - Private sector professionals at private sector salaries
- InfoComm Development Authority, Singapore
- Public agency with increased capacity to deal with public private partnerships



Large or small?

- Australia: 100
- Austria: 25
- Canada: 212
- Finland: 9
- New Zealand: 85
- Singapore: 650
- South Africa: 12
- Switzerland: 35
- United Kingdom: 100
- United States: 7

Source: Gartner, The Emerging Role of the National Government CIO, November 16, 2005.



- Gartner
 - By 2015, the IT profession will split into four domains of expertise: technology, information, processes and relationships
 - By 2015, most IT organizations will break into two parts: one working on sourcing and delivery of infrastructure, the other on architecture and change

Source: Gartner Research, IT Organizations Are in Transition, December 17, 2007

- Service Oriented Architecture needs new skill sets
 - Service Development Specialist
 - BPM/Orchestration Specialist
- Have core staff to ensure continuity, leverage skills from the market
- Small organizational footprint



The networked organization

- Andhra Pradesh
 - Stephen Yeo, Raj Reddy, Jonathan Liebenau, Dewang Mehta...
- Advisory committees
 - Practitioners, companies, academia
- Global partnerships
 - CORFO: Thunderbird School of Global Management, Glendale Arizona
- Global Forum on Government Transformation
- Small organization with a large network



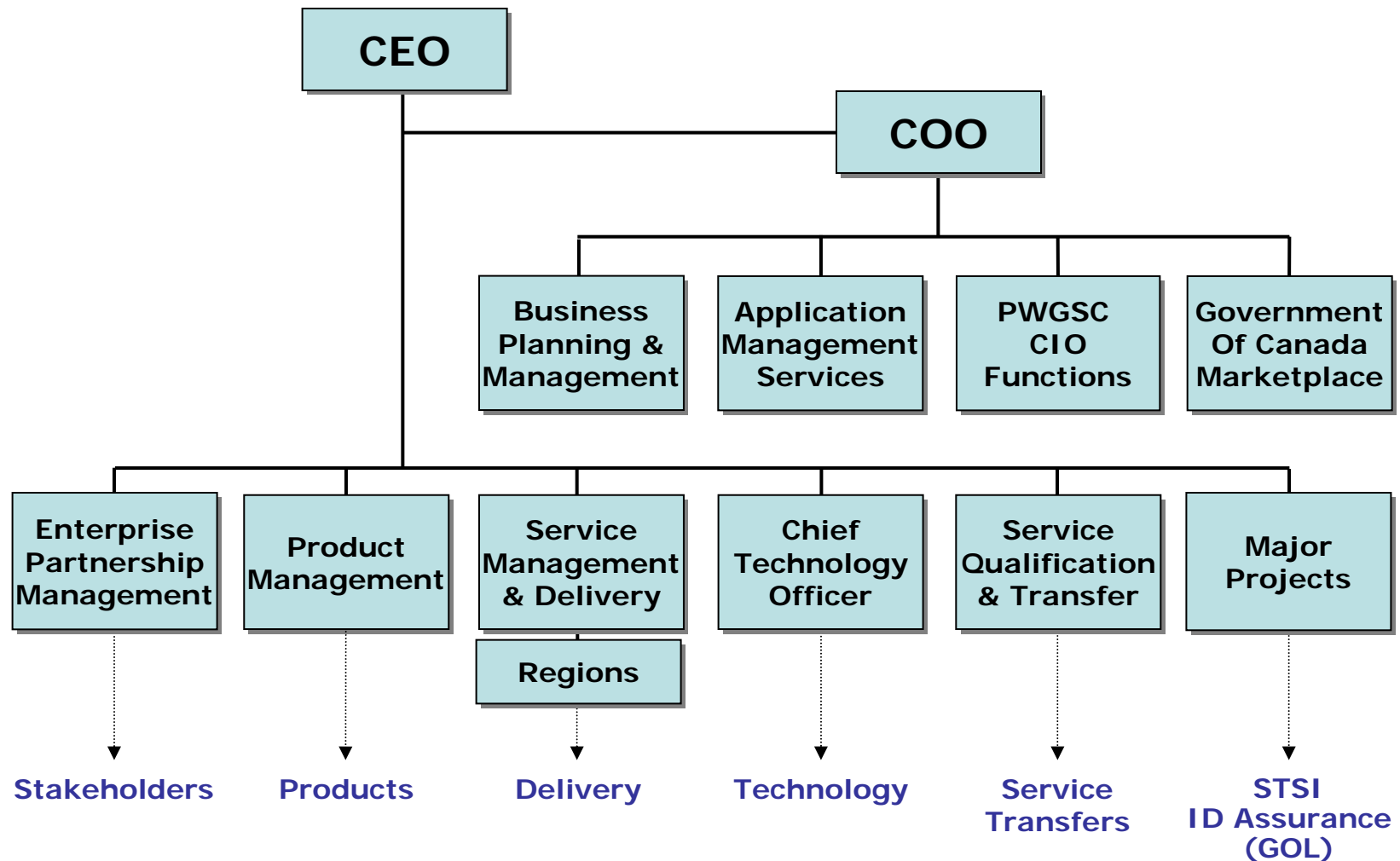


Doer or influencer?

- Less to do
 - Nicholas Carr: The Big Switch – utility computing
 - Software as a Service
 - Outsourcing, multi-sourcing, smart-sourcing
- More
 - Interoperability
 - Service Oriented Architecture
 - Shared infrastructure and applications



Canada's IT-Shared Services Organization



Source: Jirka Danek, IT Shared Services, September 12, 2006

www.afceaottawa.ca/uploads/AFCEA_Sept11_2006JirkaDanek_Ev3.ppt www.afceaottawa.ca/uploads/AFCEA_Sept11_2006JirkaDanek_Ev3.ppt



- Level 3 Platforms

- “As a developer...you don't need your own servers, your own storage, your own database, your own bandwidth, nothing... in fact, often, all you will really need is a browser. The platform itself handles everything required to run your application on your behalf” – Marc Andreessen

Source: Marc Andreessen, The three kinds of platforms you meet on the Internet, September 16, 2007
<http://blog.pmarca.com/2007/09/the-three-kinds.html>

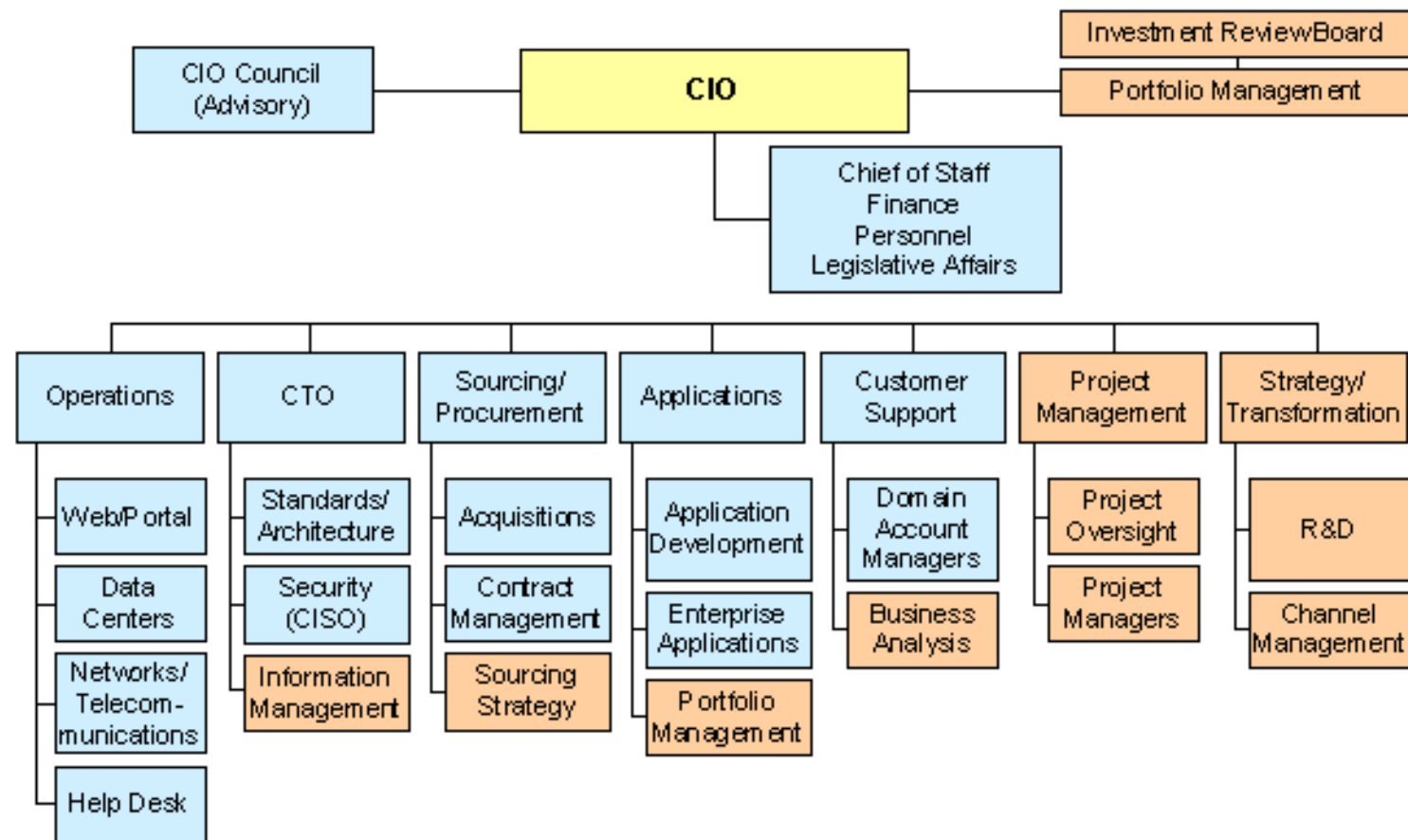
- Ning, Salesforce.com, Amazon's Elastic Compute Cloud (EC2), Simple Storage Service (S3)

- Web 2.0

- Mashups



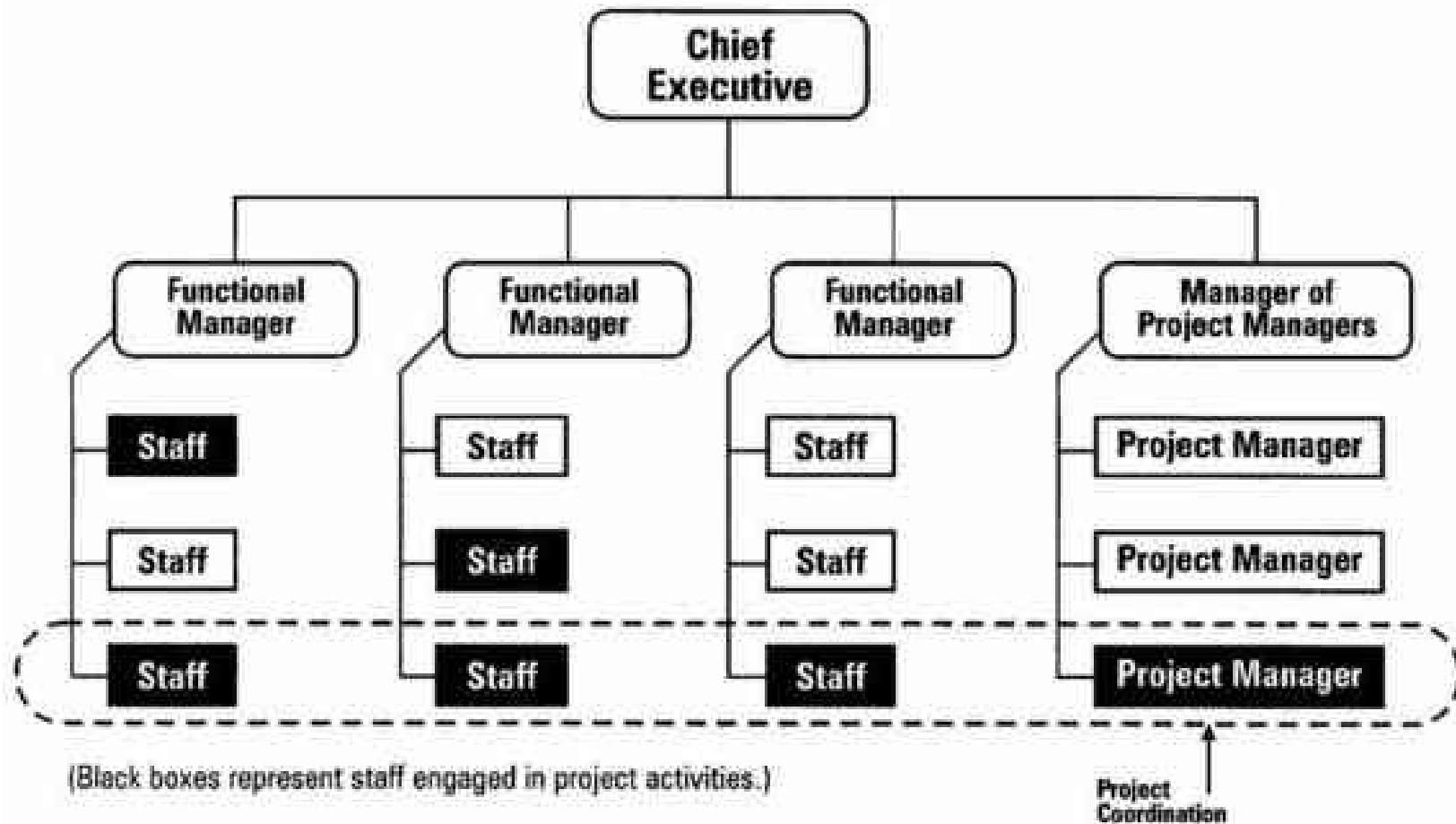
Hierarchical or flat?



- Functional responsibilities at the support level
- Roles that are added as the IT organization evolves to enable and drive



The Matrix Organization



Source: <http://www.visitask.com/matrix-organization.asp>



In conclusion

The next generation e-government organization

- Whether centralized or decentralized?
 - Federated
- Whether focused on technology or the business?
 - Business
- Whether public or private?
 - More public, more focus on public-private partnerships
- Whether large or small?
 - Small with a large network of relationships
- Whether doer or influencer?
 - Enabler and facilitator
- Whether hierarchical or flat?
 - Matrix organization



Thank You



Additional Slides



Change the only constant

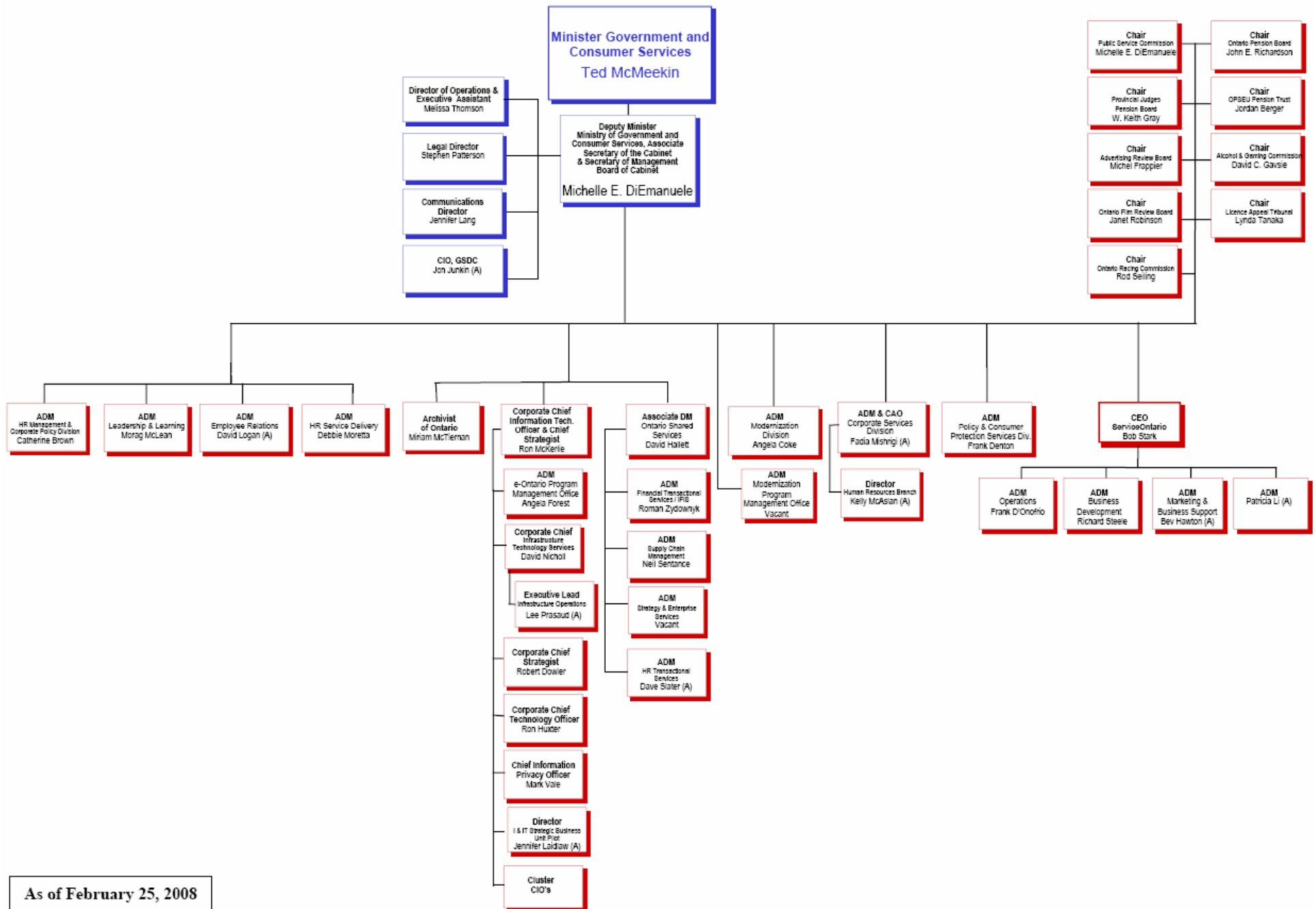
	Past	Future
Focus	Technology	Business domains and processes
Applications	Monolith	Modular, Service Oriented Architecture, Mobile
Application development	Centralized	Decentralized Web 2.0
IT Infrastructure	In-House	Cloud computing, Amazon's S3
Skills	Technical	Business relationships Sourcing
Business models	Owned	Outsourced, multi-sourced



What decisions need to be made? An illustrative list

- Strategic
 - Prioritization of business processes
 - Budgets
 - Shared infrastructure and services
 - Architecture
 - Privacy
 - Strategic sourcing
- Tactical
 - Standards
 - Security
 - Operations (applications, technical infrastructure, project management)
 - Procurement
 - Monitoring and Evaluation

ONTARIO: MINISTRY OF GOVERNMENT AND CONSUMER SERVICES



As of February 25, 2008

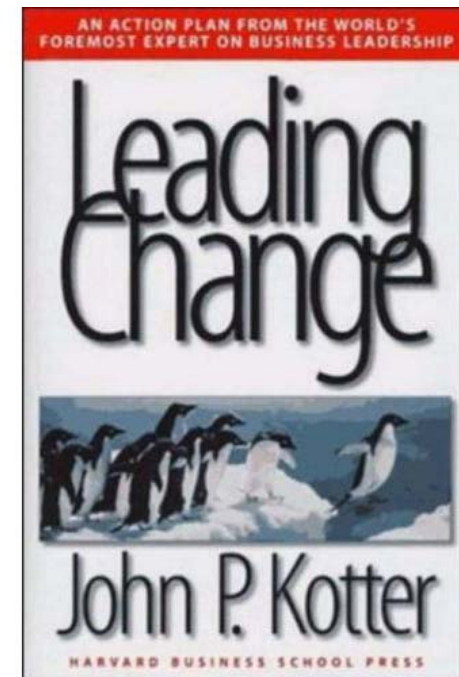


- “The OGCIO was set up on 1 July 2004 to provide leadership for the development of information and communications technology (ICT) within and outside the Government.”
Website of the Office of the Government Chief Information Officer,
The Government of Hong Kong, Special Administrative Region
(<http://www.ogcio.gov.hk/eng/about/ewelcome.htm>).



Leading Change, John P. Kotter

- Establishing a sense of Urgency
- Creating a guiding coalition
- Developing a vision and strategy
- Communicating the changed vision
- Empowering broad-based action
- Generating short-term wins
- Consolidating gains and producing more change
- Anchoring new approaches in culture





- A 'platform' is a system that can be programmed and therefore customized by outside users
- Level 1: Access API
 - A Level 1 platform's apps run elsewhere, and call into the platform via a web services API to draw on data and services – Flickr
- Level 2: Plug-in API
 - A Level 2 platform's apps run elsewhere, but inject functionality into the platform via a plug-in API – Facebook. Most likely, a Level 2 platform's apps *also* call into the platform via a web services API to draw on data and services.
- Level 3: Runtime environment
 - A Level 3 platform's apps run inside the platform itself – the platform provides the "runtime environment" within which the app's code runs.



- Elastic Compute Cloud (EC2)
 - Amazon Elastic Compute Cloud (Amazon EC2) is a web service that provides resizable compute capacity in the cloud. It is designed to make web-scale computing easier for developers.
- Simple Storage Service (S3)
 - Amazon S3 provides a simple web services interface that can be used to store and retrieve any amount of data, at any time, from anywhere on the web.



SOA Competency Centers

- Typical skills for an SOA project
 - Project Leader/Architect
 - Data Specialist
 - Security Specialist
 - Native Systems Specialist
 - Service Development Specialist
 - BPM/Orchestration Specialist
 - Governance Specialists
 - Testing and Deployment Specialist
 - Project Archivists
 - External Services Specialists
- SOA Governance most critical

Source: David S.Linthicum, SOA Project Staffing Planning, SOAInstitute.org, available at <http://www.soainstitute.org/articles/article/article/soa-project-staffing-planning.html>