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**National e-Government Strategies:
Designing for Success**

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Government Priorities & e - Government Strategy



**E-Government Strategy has to originate from Government Priorities
Governance Strategy is NOT an extension of e-Government Strategy**

E-Government Leadership

- ❖ Most people in government do not appreciate that e-government needs government leadership more than IT leadership
- ❖ To lead the transformation one needs
 - ❖ A thorough understanding of how government functions
 - ❖ A broad understanding of what ICTs can do
- ❖ Need to first present the goals in government/ layman's terms; after approval, translate goals into tasks for technical and other personnel

NeGS: Factors to be considered

1. Governance environment
2. Overall e-readiness
3. E-Government principles
4. Other relevant factors

1. Governance environment

- 1.1 Policies, Priorities & Strategies
- 1.2 Form & Structure of governance
- 1.3 Decision making processes

1.1(1) Typical Government Priorities that can be achieved through e-government

- ❖ improving citizen service quality
- ❖ enhancing access to citizen services
- ❖ increasing transparency
- ❖ increasing revenues
- ❖ enabling better financial control
- ❖ reducing costs
- ❖ increasing efficiency
- ❖ Better monitoring of programs

1.1(2) Priorities are set by Government, not e-government!

- ❖ Priorities are set by the government, e-government only helps to achieve them
- ❖ Because e-government can achieve something, it does not necessarily become a government priority, for eg.
 - Centralization v decentralization
 - Simplifying procedures/ Reducing red tape
 - Improving investment/ business climate
 - Increasing transparency

1.1(3) Policies, Priorities & Strategies (India)

- ❖ Improving citizen services (higher awareness, media)
- ❖ Focus on poor, rural areas
- ❖ Improving investment climate
- ❖ Easing burden of regulatory compliance
- ❖ Right To Information
- ❖ PPP
- ❖ Etc.

1.2 Form & Structure of governance

- ❖ Democracy or other
- ❖ Federal or unitary - local bodies
- ❖ Distribution of powers (constitution)
- ❖ Current extent of technology adoption (backend computerization)

1.3 Decision making processes

- ❖ Ownership of project by line ministries/ departments
- ❖ Approval processes (EFC, Cabinet)
- ❖ Drivers across government
- ❖ Aligning e-Government decision making with established Government processes as far as possible while assigning clear responsibilities

2. E-readiness environment in the country

- ❖ Primary indicators (tele-density: fixed/ mobile, PC & Internet penetration, cable/ satellite TV)
 - Telecom infrastructure growth
- ❖ Use of ICTs in the economy, society
- ❖ Literacy, e-literacy
- ❖ Growth of IT Industry, IT HR availability & spread

3. e-Governance principles

- ❖ Enterprise architecture & SOA
- ❖ Open standards & vendor neutrality
- ❖ Presence, interaction, transaction, transformation
- ❖ Program and project management

3.4 Separating Program and Project level Issues Is Important

- ❖ Program level issues e.g.
 - common infrastructure
 - standards
 - overall architecture
 - PPP policies, legal issues

- ❖ Project Level issues e.g.
 - services and service levels
 - milestones and timelines

4. Other relevant factors

- ❖ Languages
- ❖ Culture (rapid adoption of tech, changes)
- ❖ Soft factors
- ❖ Value for money in local context

E-Government is a Multi-disciplinary field

- ❖ Governance
- ❖ Technology
- ❖ Process reengineering
- ❖ People, Organizational Behaviour
- ❖ Project & Program Management
- ❖ PPP & Financial structuring
- ❖ Legal aspects
- ❖ Contract management, SLAs

Building the Right Capacity holds the Key

- ❖ People do what they know how to do
- ❖ Wrong team/ skills → Wrong goals/ results
- ❖ Build the team dynamically as the skills needed become clear
- ❖ Retain flexibility while building the team - skills needed may change
- ❖ HR is a constant challenge in this sector

Multiple Stakeholders

- ❖ Citizens/ businesses
- ❖ Government
- ❖ Employees
- ❖ Financial Institutions
- ❖ Private sector (IT industry, consulting firms)
- ❖ NGOs/ CSOs
- ❖ Academic institutions

Stakeholder Consultation is vital

- ❖ Building consensus on vision, strategy
 - Reconciling expectations of all stakeholders
- ❖ Conveying how major government goals will be met
 - Getting high-level buy-in, support
- ❖ Gaining the confidence of employees
- ❖ Letting people know what to expect
- ❖ Preparing for change
- ❖ Making each one aware of the role they need to play
- ❖ Communicating the objectives continuously

Stagger delivery, lower risks

- ❖ Align timelines with government
- ❖ Goals should not be too long term (2-3 year limit)
 - window of opportunity concept
- ❖ Goals should match resources (especially HR)
- ❖ Demonstrate, don't propose
- ❖ Start small, scale fast

In Conclusion

Whatever a government wants to do, e-government can probably help do it better and faster - but only if the right strategy is adopted

ICTs are radically changing how governments function

Thank You