



# Pointers for making e-Governance happen

Making e-Governance happen  
DQ Seminar, Chennai

IT for Change  
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# Agenda

- Some learning from our history of IT in Private sector and E-Governance
  - Technology /Application
  - Culture
  - Processes
  - Institutions and Partners

**Failures are stepping stones to success ... if you learn from them**



# E-Governance is not about Technology

- IT department should NOT own the movement
  - However IT department needs to evangelize other departments
  - Get user departments to participate
  - Sessions on 'orienting' users on what the new ICTs are all about
    - Building an IT culture
    - Possibilities and limitations
- Needs and Requirements need to dominate discourse, not platform or architecture
- ICT is a whole host of technologies and all need to be understood and deployed as relevant
  - On-line and Off-line networks
  - Content vs. application
  - Services as distinct from connectivity and content/application

**To err is human ... To really foul things up ... requires a computer**



# E-Governance is not just utility bill payment

- E-Governance sometimes appears synonymous with payment of bills to Government
  - Trivial impact on governance
    - Financial Accounts as the first item of computerization in corporate sector
- Need to do a real analysis of the impact of the 'e' in different sectors / risk-reward payoff
  - Pick up the big sectors, where payoff is immense.
    - Agriculture
    - Education
    - Health
    - Law and Justice
- E-Governance needs to focus on basic goals of governance

**Drink deep .. Else taste not, the Pierian spring**



# Culture of Governance

- E-Governance is about culture

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- It is a Change / Transformation project
  - Awareness of Technology
  - Comfort with technology
  - Mastery
    - Technology a tool to make governance easier, simpler, quicker
  - Benefits from change
  - Issues with not changing (sometimes fear is a bigger driver)
  - Need to have a formal Change Management project before / along with any computerization activity
    - Make a Perspective Plan (long term) that can serve as a guide for projects and path

**The battle for the mind is the mother of all battles**



# Processes

- Same process, with automation provide marginal or no benefit
  - File and Letter Management systems
- Corporate Sector
  - Process Re-engineering has preceded success in automation
- Identify objective and value to be delivered
- Study and scrutinize current approaches to delivering value
  - Question each assumption
  - Discard processes not relevant anymore
  - Create processes where needs are unmet
  - Modify processes for sharper value delivery

**Soft factors as critical**



# IT Processes

- Need to rigorously follow the IT processes too
  - Understand and document requirements
    - Objectives should be clear and specific
  - Make appropriate design and platform choices
  - Implement in a phased manner
  - Accept new requirements as a part of the process
  
- An IT implementation project needs the firing of all cylinders ... any less effort is doomed to failure
  - Sufficient 'escape velocity' to overcome 'gravity' of inertia
- Continuous monitoring and risk management, change strategy and tactic as required
- Understand IT to necessarily be an iterative process

**Short cuts lead nowhere**



# Partners in e-Governance

- Need to clearly understand
  - Locus of ownership
  - Locus of control
- Community not as an afterthought
- Dialogue as a process to sense needs
  - E-seva
  - Akshaya
- Private enterprise for innovation and effort
- 'Experts' foisting their expertise on community is a paradigm that will not work
- E-Governance networks
  - National Repository of experiences, applications and content
  - Active sharing and re-use and loop back of experiences - NISG

**Participants, not Recipients**





## Need

- Domain Experts
  - Agriculture, Education, Health, Law
- User Interface Experts
- Evangelizers
- Community Organizations, which interface with communities and are not averse to technology
- Facilitators, Animators who can build bridges across multiple stakeholders

**Expertise across disciplines ...**

# Single Point Contact Model for Service Delivery - A concept



- Used successfully by almost all service providers of scale
  - Call Centre / Service Centres
- Will address all needs of citizens across 'departments' within Government.
- The User Interface department will manage internal complexities and get back required response to the citizen in reasonable time (internal and external SLA)
- Successfully tried in Australia (CentreLink)
- Process and Structure re-engineering required

**User as centre of attention**



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Thank You

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