Transforming Governance
A Decade of eGovernance and the Next Wave of Governance Reforms

January 2015

Agenda

1. **The Decade Gone by and Vision for the next five years**

2. **Challenges and Opportunities**

3. **Seven Changes in Paradigm**

   Trend#1: Assisted Service to Mobile First If not Mobile Only

   Trend#2: Solutions for Departments/Ministries to Solutions for Citizens / Businesses

   Trend#3: Management Driven Policy to Enabling Inclusive Decision Making

   Trend#4: Large and Stand-alone Systems to Smart and Integrated Systems

   Trend#5: Individual Initiatives to Institutional Initiatives

   Trend#6: Multiple Download of Information to Need fulfilment of G2C Services Online

   Trend#7: Outsourcing and Deferred payment to Shared Services and PPP

The Decade Gone by and Vision for the next five years

A large number of successful projects have been implemented across center and states that bears testimony to the progress that has been made in the last decade.

➢ **Key Notable Changes in the Last Decade:**

i.   Making eGovernance integral to Government reform

ii.   Government departments moved from buying hardware or software to buying services and solutions

iii. Cost and time in accessing the government services has reduced

iv.   IT infrastructure is created that can support and scale up to meet the need for the next five years

➢ **Vision for the Next Five Years**

i.   Seven changes in paradigm suggested for the next five years *(elaborated in subsequent slides)*

ii.   Action items are defined for each of the suggested paradigm, which if undertaken by the Government, will place it in a better position to handle this transition

Challenges and Opportunities

➤ Challenges

- Approach for Project development

- Preparation of detailed action plans as part of their initial scoping

- inadequate focus on capacity building and leadership development

- IT companies are losing interest in participating in eGovernance projects

➤ Opportunities

- The Digital India Programme

- Path breaking IT development platform, Analytics, IoT, Cloud

- Initiatives of the Government such as Unique ID, Jan Dhan accounts and Digital Locker

Trend#1: Assisted Service to Mobile First If not Mobile Only

Overview

To really transform Governance, Government needs to set itself a goal of providing all services, including those that are transactional in nature, on mobile – this will force process transformation.

Suggestive Key Action Items

Suggestive Timelines

Policy

i. Updating the Electronic Delivery of Services Bill to consider latest technology and service delivery through mobile using Aadhaar — **1 Year**

ii. Promoting manufacturing of low cost smart phones in the country under the Make in India program — **1 Year**

iii. Provisioning of low cost internet services to every individual on mobile, under the BharatNet program — **1 Year**

Process

i. Government needs to overhaul its back end processes and enable backend integration of systems — **Ongoing**

Technology

i. A multi-lingual single mobile platform must be developed in which all services can be accessed

ii. Applications should be designed in such a way that they can even work offline — **3 Years**

Initiatives

i. Government may need to develop more mobile friendly services in official languages of India — **1 Year**

ii. Government must create awareness among citizens about accessing Government services online — **Ongoing**

Trend#2: Solutions for Departments/Ministries to Solutions for Citizens / Businesses

Overview

The focus going forward needs to be to understand the need of citizens/ businesses and then converge various Government departments into a single unit with the aim to provide better service to citizens.

Suggestive Key Action Items

Suggestive Timelines

Policy

i.   Enabling collaboration between various government departments

Ongoing

ii. Government should facilitate adherence to interoperability standards/criteria

Ongoing

Process

i.   SLAs should be signed with internal stakeholders / internal agencies to ensure that each department successfully implements internal reforms

Ongoing

Technology

i.   Single window access of multiple service

3 Years

ii. Single Identification of across all government systems. Citizens, businesses, NGO not to provide same information again and again

3 Years

Initiatives

i.   independent body for dispute management/resolution for inter-departmental issues

3 Years

ii. Regular surveys to seek citizen feedback on the reforms made

1 Year

Trend#3: Management Driven Policy to Enabling Inclusive Decision Making

Overview

eParticipation should become an inherent component of all eGovernance project designs. There has been a paradigm shift from leaders / managers deciding policy for everyone to everyone helping government to design policy.

Suggestive Key Action Items

Suggestive Timelines

Policy

i. Develop e-participation policy — **6 Months**

ii. Public interface unit to be setup in each ministry / department that will be one-stop shop for all interactions with the public — **6 Months**

Technology

i. Use of mobile technology, social media, websites/portals, online polls to encourage inclusive decision making — **1 Years**

ii. Establish common platforms which can be leveraged by various ministries / departments — **3 Years**

Initiatives

i. Digital Literacy programme to be implemented — **Ongoing**

ii. Govt. employees to be sensitized on importance of inclusive decision making and e-participation — **Ongoing**

Trend#4: Large and Stand-alone Systems to Smart and Integrated Systems

Overview

There is a need to move towards "Innovative solutions from Collaborative technologies". Hence, the next phase should focus on the adoption of smarter technologies as compared to complex large systems, with Governance-IT alignment through simplified and standardized enterprise architecture.

Suggestive Key Action Items

Category	Action Items	Suggestive Timelines
Policy	i. Identify and design Enterprise Architecture at the Centre and State Level	**Ongoing**
	ii. Design incentive packages for using smart technologies	**Ongoing**
Process	i. Cost-benefits to be considered in identifying projects	**Ongoing**
	ii. Government must provide incentive and financial support to private players, NGOs to promote use of latest technologies and innovative solutions	**1 Year**
Technology	i. Providing high speed internet access to citizens	**3 Years**
	ii. Setting up of additional incubation centers for technology start-ups	**3 Years**
Initiatives	i. Centre of excellence to be developed to nurture innovation	**3 Year**
	ii. Skill development to be promoted in smart technology entrepreneurship	**1 Year**

Trend#5: Individual Initiatives to Institutional Initiatives

Overview

It is important to segregate "leadership sponsorship" with "individual initiatives". While leadership sponsorship provides strength to a project, individual initiative makes the project / change brittle. It is critically important that we build institutional capacity to take-up eGovernance projects spanning Ministries, Department and Centre-State.

Suggestive Key Action Items

Suggestive Timelines

	Action Items	Timeline
Policy	i. Fixing the tenure and outcomes of project leaders for at-least 5 years in eGovernance project	**6 Months**
	ii. Sector experts to be brought in from the Industry for a fixed duration to lead critical projects	**Ongoing**
	iii. Creation of a CIO cadre in Government	**6 Months**
Process	i. All Digital Government Transformation Projects to be monitored and reviewed at the PMO/CMO/CS level	**Ongoing**
Technology	i. MIS/Dashboard on the performance of individuals across different e-Governance projects	**1 Year**
	ii. E-Learning modules to build capacity of the project champions and team	**1 Year**
Initiatives	i. Creation of Centre of Excellence or Leadership Academy for capacity building of Government Officials	**2 Years**
	ii. Identification of capacity building requirements and design a roadmap for implementation across all levels	**1 Year**

Trend#6: Multiple Download of Information to Need fulfilment of G2C Services Online

Overview

We see examples after examples of citizens and businesses coming to government offices or availing through online transaction. This needs to change. The Government has increasingly all the data of the needy citizens to reach out to them and provide support rather than people reaching out to Government for support.

Suggestive Key Action Items

Suggestive Timelines

Policy	Policy intervention for review citizen databases and how they can be leveraged to assess the needs of citizens	**1 Year**
Process	Data Analytics and Business Intelligence tools to be leveraged for to do a demand assessment to fulfil citizen's needs	**Ongoing**
Technology	Data Analytics and Business Intelligence to be provided can be made available as a platform to government departments	**1 Year**
Initiatives	Capacity Building needs to be done by engaging the services / hiring of "Data Scientists" within each Department Regular surveys to seek citizen feedback on the reforms made	**2 Year**

Trend#7: Outsourcing and Deferred payment to Shared Services and PPP

Overview

Development of Government wide shared service centers will help build capacity and increase efficiency. At the same time, a win-win partnership with private players that is based on equality will help scale up eGovernance and make it all pervasive.

Suggestive Key Action Items

Suggestive Timelines

Policy	Notifying a policy on PPP projects in eGovernance domains	1 Year
Process	The Government should focus on Strengthening controls & Standardization of processes above aspects while conceptualizing PPP Projects	Ongoing

KPMG

Thank You

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