

The e-Government State of Play: A Global Perspective

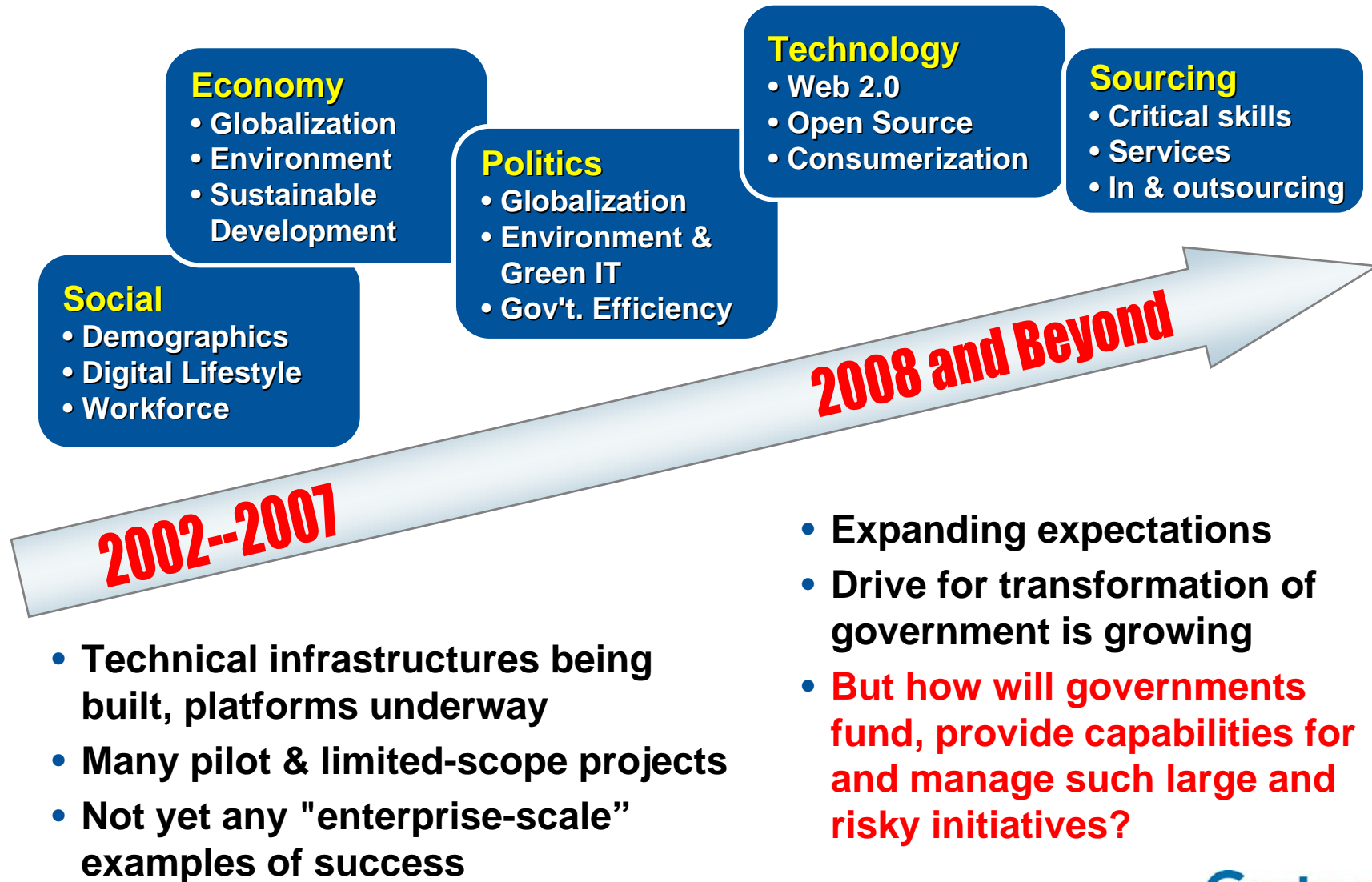
Heminder Ahluwalia

Please note: the terms e-Government and e-Governance are used interchangeably.

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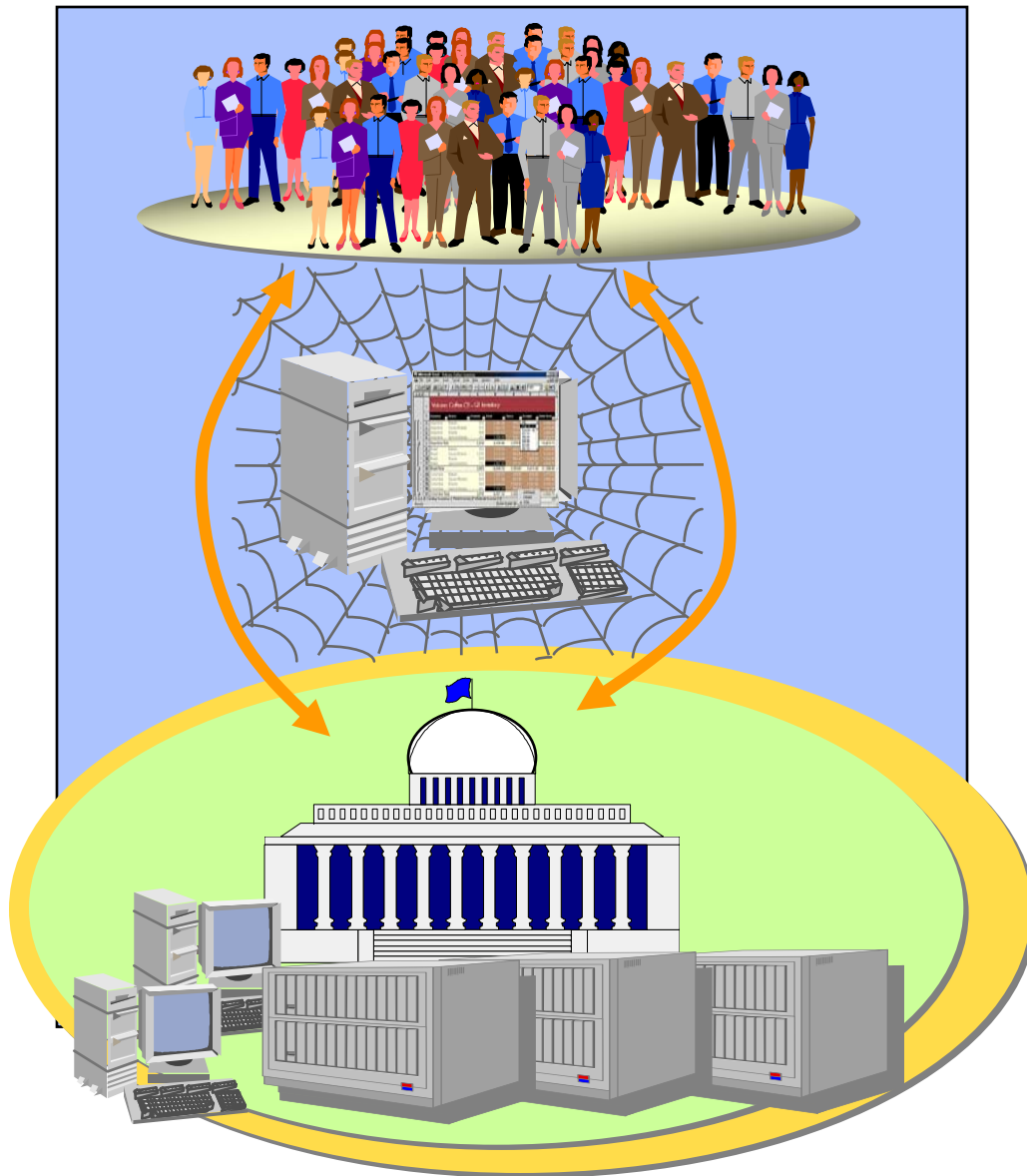
E-Government Is At a Crucial Junction



Key Issues

1. What is e-Government about fundamentally?
2. What key challenges do countries face when planning and implementing e-Government?
3. What best practices are emerging around the world from successful examples?

Defining e-Government



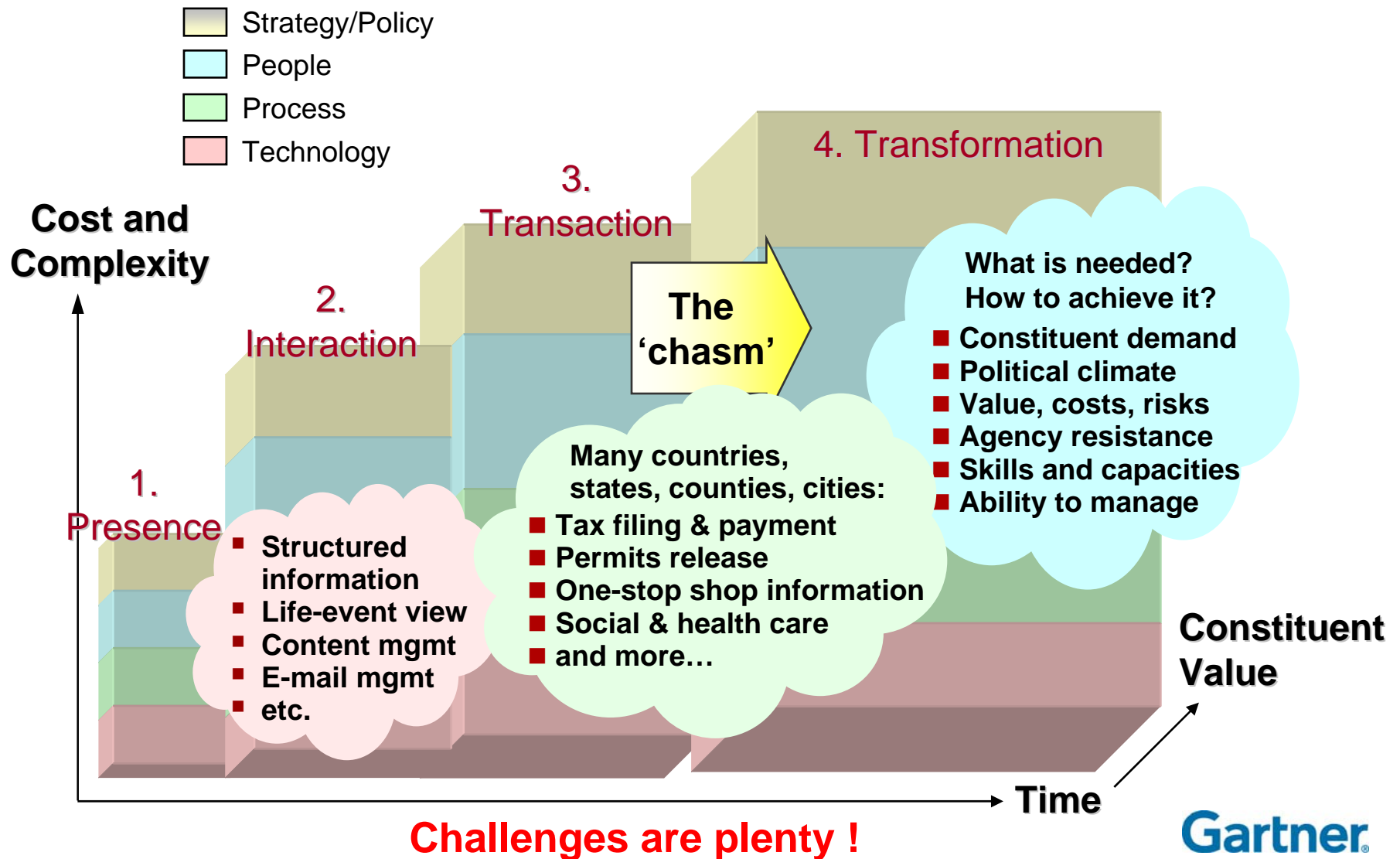
E-Government is ...

- The transformation of govt-sector internal and external relationships ...
- to optimize government service delivery, constituency participation and governance,
- through net-enabled operations, IT and communications

Evolved with the times!!

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An Evolutionary View of E-Government



Turning e-Gov Vision Into Reality Faces Many Challenges

- Constituents' expectations for service are rising due to their Internet experiences with private industry

Rising expectations of Constituents

- 24 x 7 x 365 availability
- Self-service
- Better access
- Location independent
- Customized services
- Immediate service and results
- Do more for less
- Customer focused
- Choice of delivery channel
- Better, faster, cheaper

- It is difficult to effect change in the govt-sector environment
- E-Gov funding requirements often don't match the way government operates
- Governance structures are not designed to support multidepartment and multi-layered e-government initiatives

Resulted in governments to focus on only Key Areas

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Recent e-Government Strategies

Highlight Key Focus Areas

A review of e-gov strategies from various countries shows important critical success factors –from the UK, EU, India, Australia:

- Have a deeper understanding of citizens' desires and behaviors with different channels
- Establish an effective governance structure for whole-of-government initiatives
- Focus on results and performance management
- Use an enterprise architecture approach.

Consider these ingredients for achieving greater uptake of services across departments and tiers – and for initiating sustainable transformation

Recent e-Government Strategies

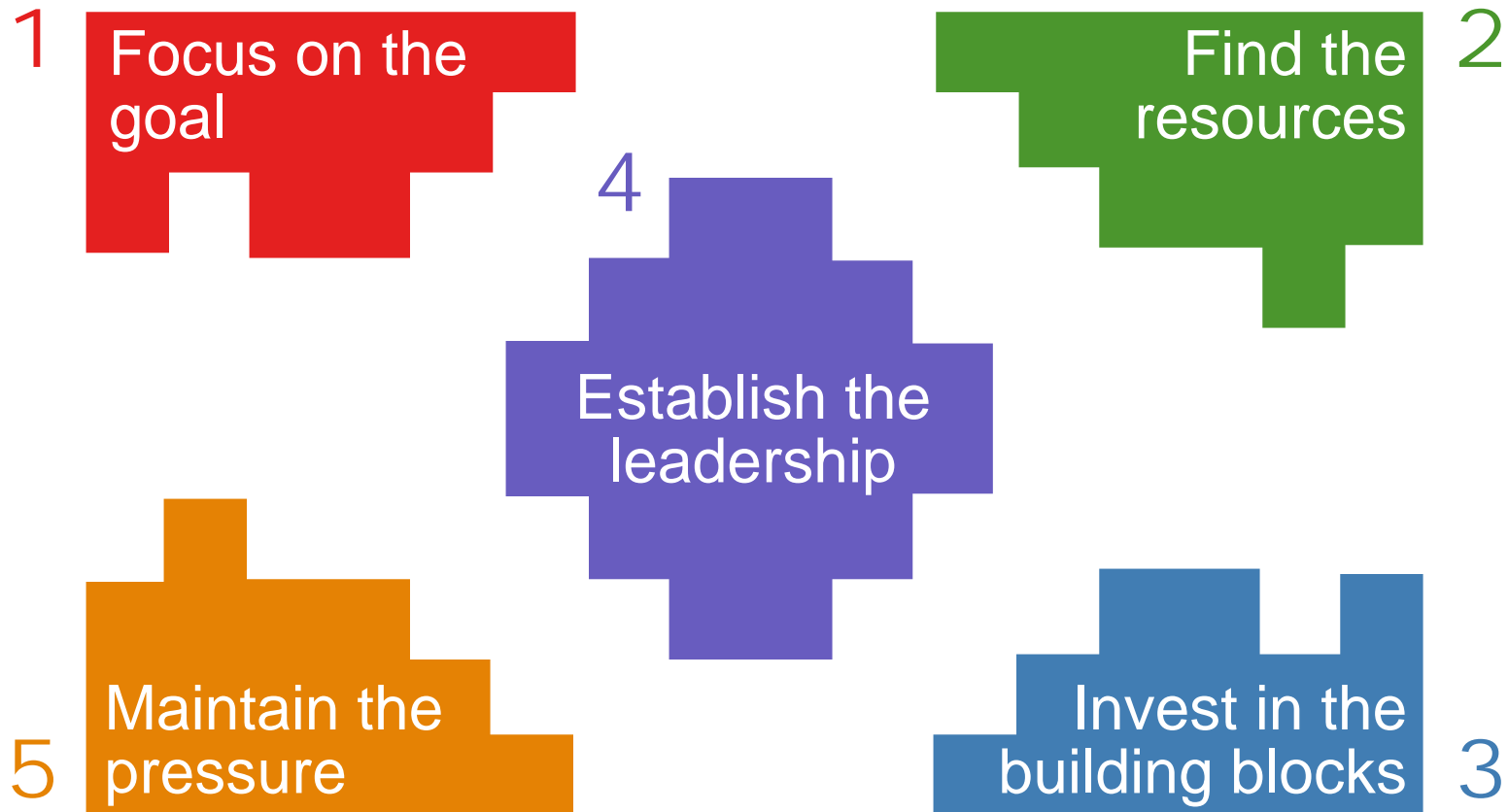
Highlight Key Focus Areas

- **Understanding the Front End: Barcelona**
 - Been a European leader for e-government
 - Catalyst → > 60% households have internet connection
 - Usage patterns → 30% maps, 20% cultural & leisure, 12% admin, rest misc.
 - Harnesses ability to provide, package, componentize services using SOA
- **Implementing Cross Government Governance: Switzerland**
 - Complex federal architecture: 4 languages, 3 tiers, 26 cantons
 - Objective: improve interactions with citizens & businesses, & internal administration
 - Framework: 3 reps from fed govt, 3 from cantons, 1 from cities/towns meet every 6 months. Assisted by Program Office reporting to DoF
 - Share responsibility for prioritization, funding, monitoring of key cross dept projects

Recent e-Government Strategies Highlight Key Focus Areas

- **Shifting Emphasis towards Enterprise Architecture: Singapore**
 - iGov2010 to target greater government integration
 - Provide extensive electronic citizen services, greater participation in policy making, increased adoption of shared services & processes
 - Extensive use of Enterprise Architecture to drive identification of cooperation among different agencies
 - Use of EA to focus on grants, licenses, industry development
- **Toward active Performance Monitoring: India & Australia**
 - Many governments are beginning to develop project assessment programs for their citizen centric projects
 - Australia: Demand and Value Assessment Method – template & assessment methodology to evaluate business cases of projects
 - India: Project progress and impact assessment & measurement program

The Fundamental Success Factors for e-Government



Your e-Government Strategy: Cubing your Circle

Focus on the goal



- Quantitative and qualitative
- Across all channels
- Embed measures in strategy
- Do not over-rely on history

- Costs
- Headcount
- Value for money
- Private partnerships
- Consolidation
- Transformation

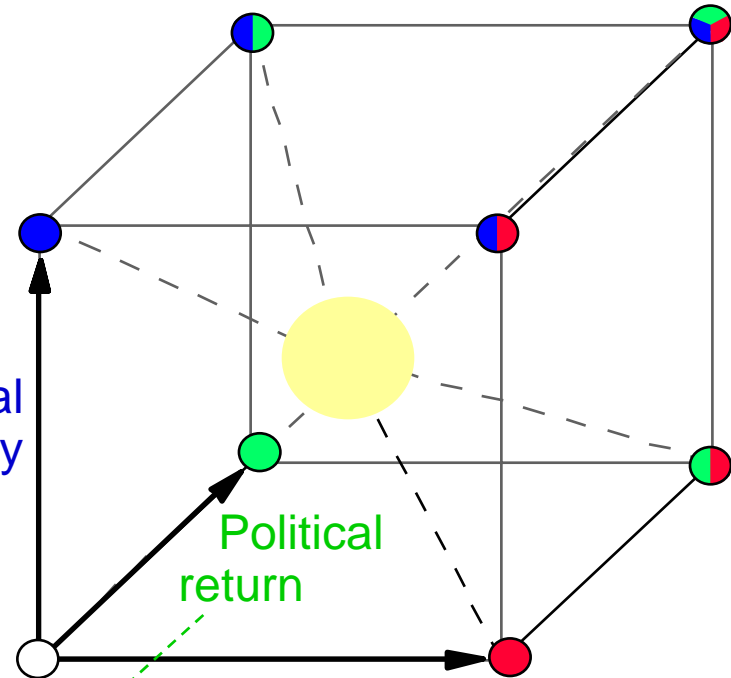
- Greater participation
- Closing the digital divide
- Economic Impact
- More-effective policy-making
- Greater transparency
- Greater accountability

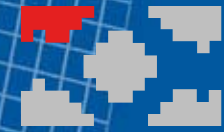
Operational
efficiency

Political
return

Constituent
service

- Greater constituent value
- Lower constituent cost
- Greater availability
- Constituent-centricity
- Fewer, more-effective interactions



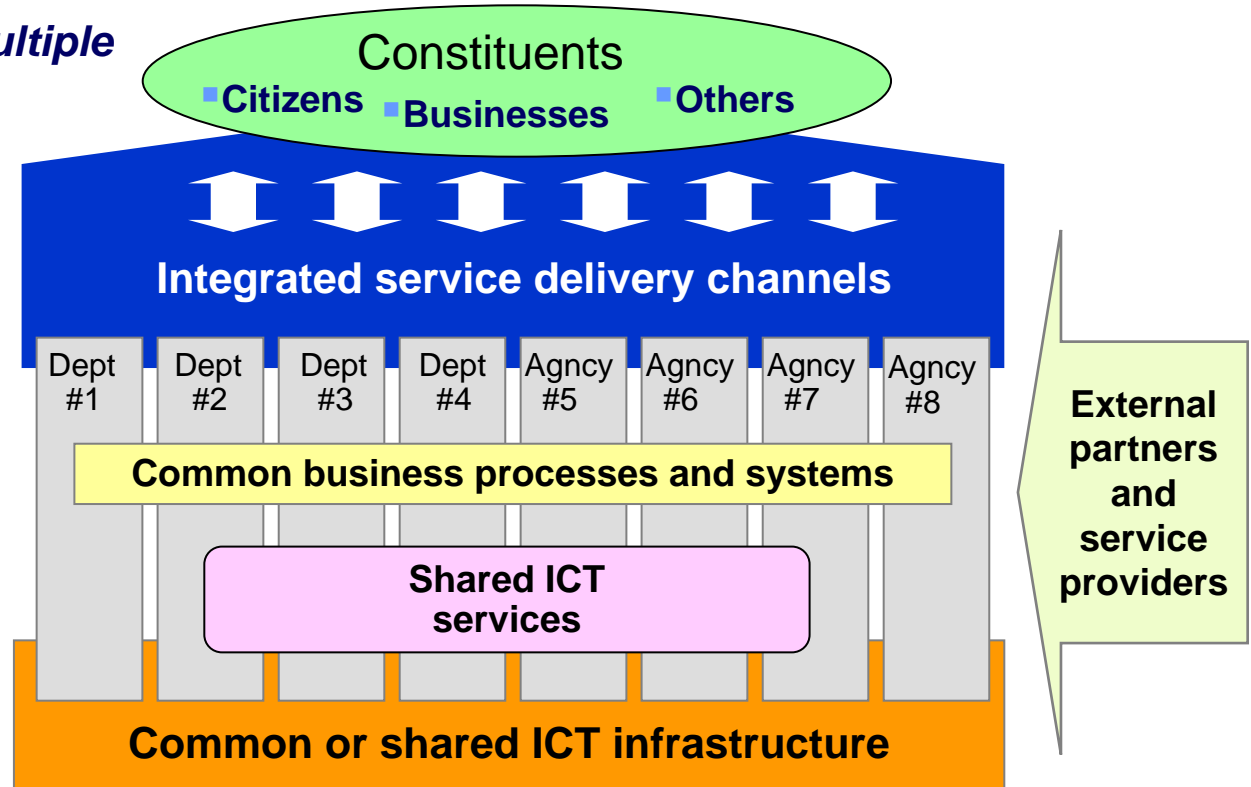


Define your 'Workable Model'

EXAMPLE:
drawn from multiple governments

Look at government from the outside-in

- Create the constituent vision
- Educate stakeholders so they focus on the right issues



Meet the core challenge: Transformational change

- Re-engineer the underlying business processes
- View ICT as a strategic enabler, not merely a support tool

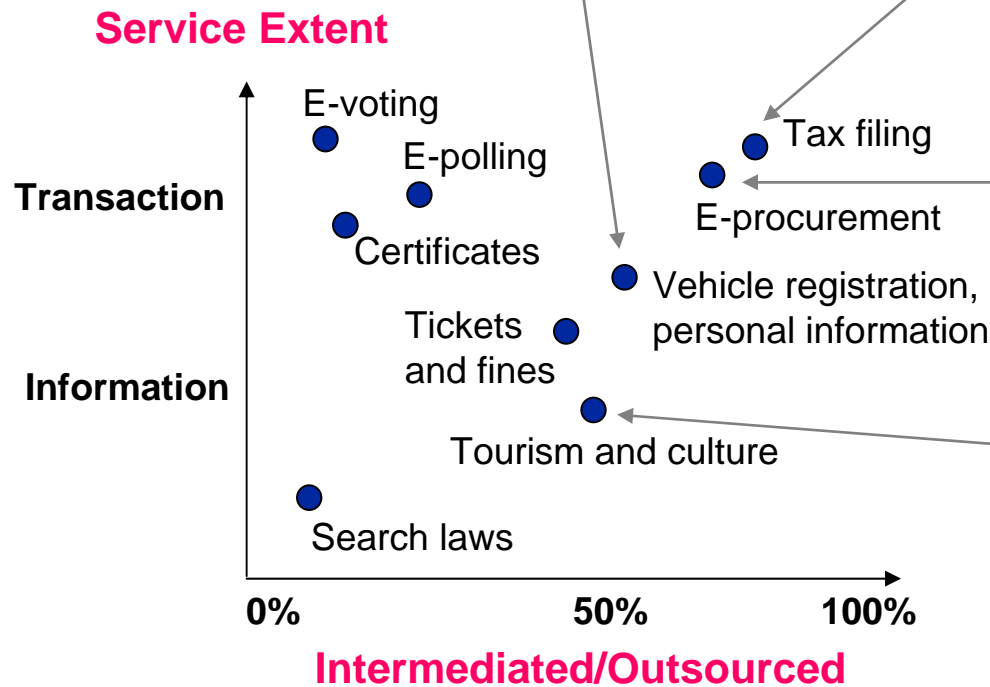
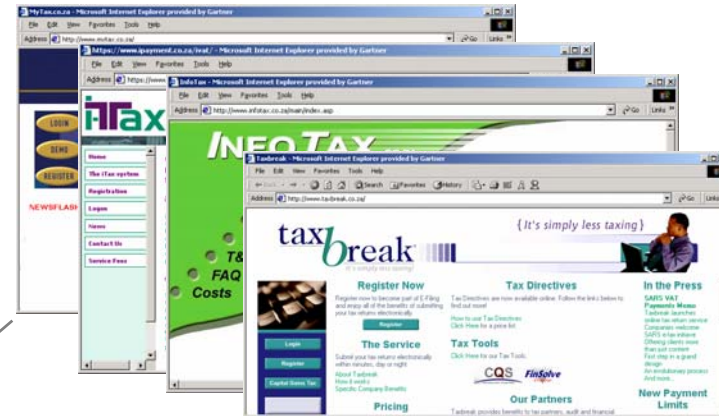


Consider Multiple Funding Methods for Finding the Resources – examples...

Funding sources	Description
Executive Order	Kick-starting innovative projects that might not otherwise be undertaken, using funds allocated by executive decree for that purpose.
Shared Infrastructure Fund	Using a surcharge on utilization rates to fund the build-out or update of IT infrastructure components, such as a common network.
Savings Reinvestment Fund	Allocating some percentage of savings or profits from previous projects to the IS organization to fund worthwhile new initiatives rather than returning to the general fund.
Usage/Transaction Fees	Adding-on fees, sometimes called transaction fees or convenience fees, for use of the electronic channels, are used to pay for systems development and operations.
Unused Appropriations	Allocating unused appropriations to the innovation fund rather than reverting to the general fund.
Grants	Using of grant money from other levels of government or foundations to fund specific projects that fit the grant's objectives.
Cost-sharing Arrangements/ Subscription Fees	Spreading the cost of developing new systems across other jurisdictions or consortium members.
Advertising/Sponsorship Fee	Selling Web site advertising space or sponsorships to generate revenue to offset operating costs.
Other Government Funds	Accepting funding from other governments, usually the national government, aimed at spurring adoption of common systems or standards.

The Dawn of the Next Generation

Find the Resources

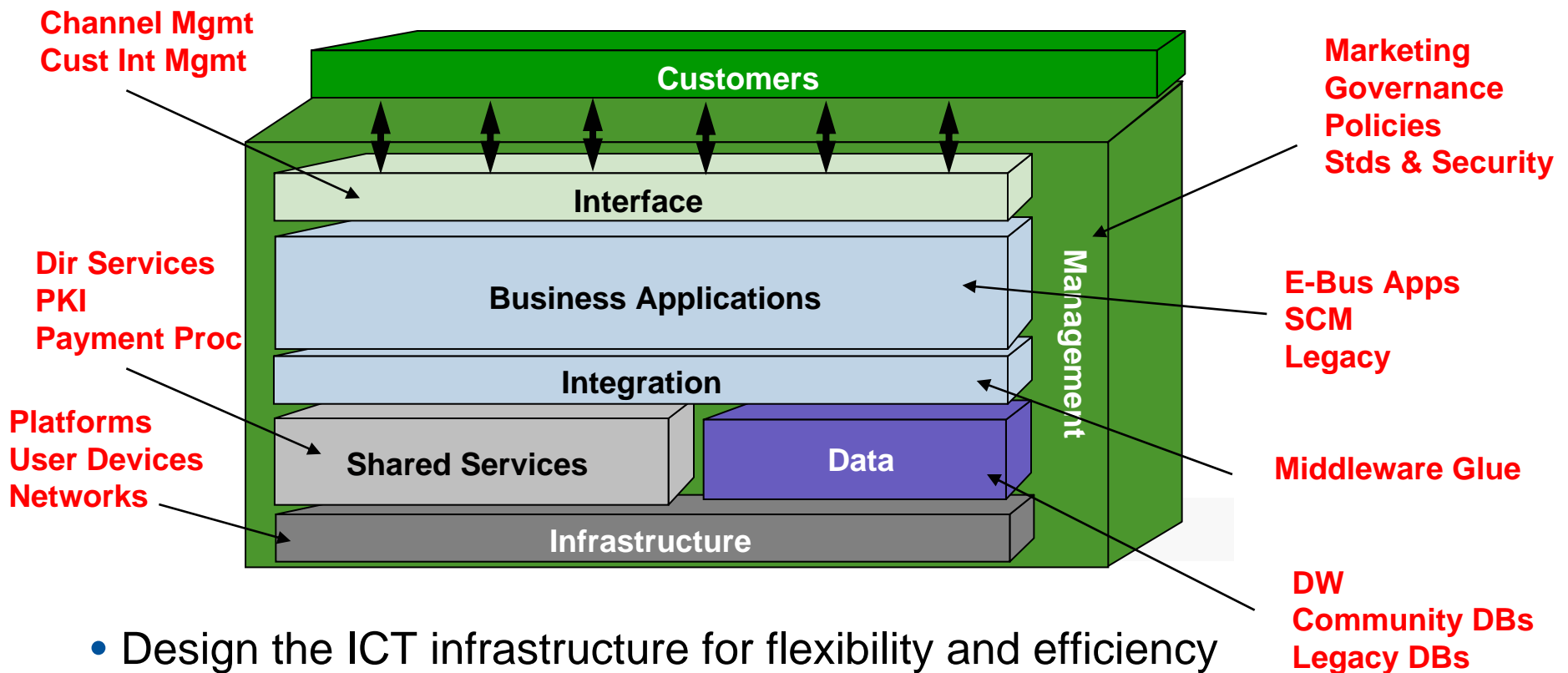


Define and Work Towards an Effective e-Gov Architecture

Building Blocks



- Establish reliable and secure networks and transaction systems



- Design the ICT infrastructure for flexibility and efficiency
 - Promote standards-based infrastructure for interoperability
 - Aim for multichannel architecture to support constituent preferences
 - Adopt a shared-services architecture for efficiency



Establish the Leadership

- Get **sponsorship** from the top
 - Sponsors set the stage for success and maintain momentum
 - They give initiatives legitimacy
- Use **champions** to push initiatives
 - Champions set the agenda, clear roadblocks, and gauge progress
 - Great champions think like orchestra leaders
- Create e-government **leadership roles**
 - Initiatives cut across multiple organization boundaries and require close coordination between IT and business
 - Use business and IT leaders co-ordinate the necessary integration
- **Empower leaders and managers** at all levels
 - They need a clear decision-making framework
 - Empower managers at all levels to take prudent risks, make decisions, commit resources, and hold people and vendors accountable

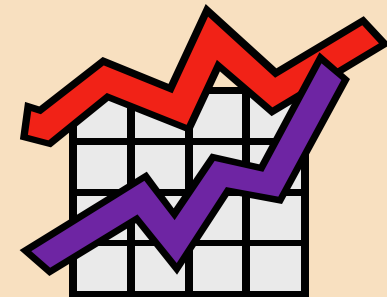


And Finally ... Maintain the Pressure



- Resolve political infighting and power struggles early
 - Form cross-government bodies to resolve cross-department issues
 - Coordinate with like-minded entities
- Assign clear responsibilities
- Plan thoroughly – especially ensure that resourcing and skills are adequate

- Set measurable objectives and track progress
 - Establish short- and long-term objectives
 - Track and report progress against them frequently
 - Take corrective action where warranted
- Hold people accountable – especially at senior level.



➤ **BE PERSISTENT – IT'S NOT EASY.**

➤ **RECOGNIZE & CELEBRATE THE SUCCESSES.**

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