e-GOVERNANCE PROJECT LIFE CYCLE
E-governance Project life cycle

1. Vision & Strategy Development
2. Current State Assessment
3. Future State Definition
4. Implementation approach and sourcing
5. Develop and implement IT system
6. Operate and sustain

Project Management Office/Unit

Change Management and Communications
Need for a more robust approach for e-governance

- To support government’s education organizations to:
  - Get it right **first time**
  - Orient project designs with **stakeholder focus and needs**
  - Achieve heightened focus on **business and stakeholder benefits**
  - **Prioritization** of requirements in line with business and stakeholder needs
  - Support in adoption of **best practices** and right approach at each phase
  - Manage the **private sector participation** and project delivery to the results
  - **Phased implementation** with minimal impact and maximum results to stakeholders
Essential elements of e-government project

- Vision and strategy
- Government Process Re-engineering (BPR/FPR)
- Enterprise Architecture
- Software development and IT Infrastructure implementation
- Business model
- Legal Framework
- Change Management
- Training and Capacity Building
- Project and Program Management
- Monitoring & Evaluation...

IT is only a component
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Change Management and Communications
**e-Governance Project Life Cycle (eGLC)**

**PHASE 1: VISION & STRATEGY DEVELOPMENT**

- **KEY ACTIVITIES**
  - Needs Assessment
  - Define clear vision & objectives
  - Prioritization of services and projects
  - Incorporate domestic and global learnings
  - Identify institutional structures & capacities for implementation
  - Define funding requirements
  - Define monitoring and evaluation approach...
e-Governance Project Life Cycle (eGLC)

**Phase 1: Vision & Strategy Development Typically Includes**

- Assessment of department functions and services
- Services listing and prioritization based on vision and objectives
- Identification of projects for achieving the vision and objectives and prioritization of projects
- Definition of expected benefits, outputs and outcomes
- Definition of implementation roadmap and timelines
- Definition of institutional structures required, including roles and responsibilities for implementation of identified projects
- Assessment of funding requirements for implementation of strategy
- Risk assessment and mitigation measures definition...
- Monitoring & Evaluation framework
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To perform an in-depth assessment of business functions and services identified for coverage under e-Governance project to understand:

- Current approach for performing the business functions and service delivery
- The key challenges and to identify improvement areas
- Stakeholder needs and expectations
- Good practices and learnings from similar implementations in similar domains
- Current systems (IT) implemented in the department, coverage and gaps
- Organization structures and people capacities etc
PHASE 2: CURRENT STATE (AS-IS) ASSESSMENT

As-Is Assessment is carried out along the following dimensions:
e-Governance Project Life Cycle (eGLC)
PHASE 2: CURRENT STATE ASSESSMENT

❖ KEY OUTPUTS/DELIVERABLES

**As-Is Processes**
- Process maps
- Pain points
- Initial improvement areas
- Stakeholder needs

**As-Is IT Environment**
- IT Systems
- Scope and functionality
- Strengths and gaps
- IT Infrastructure (network, security, data center)...

**As-Is People Environment**
- Organizational structures
- Roles and responsibilities
- Capacities and skill sets
- Change barriers..
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PHASE 3: DEFINE FUTURE STATE (TO-BE DEFINITION)

- To define how the identified business functions and services shall be performed going forward
- To define the new business processes
- To define IT solutions and services for automation of new business processes
- To define people change management, capacity building and communication requirements for project implementation
To-be definition is performed along the following dimensions:
e-Governance Project Life Cycle (eGLC)

PHASE 3: DEFINE FUTURE STATE (TO-BE DEFINITION)

KEY OUTPUTS/DELIVERABLES

**To-be Processes**
- To-be business processes
  - New process KPIs/metrics
  - Changes to the legal and policy environment

**To-be IT Environment**
- Functional Architecture and Requirements specifications
- Enterprise Architecture covering Application, data, network, security, data center architecture
- Data digitization and migration strategy
- SLAs

**To-be People Environment**
- Institutional structures needed for project implementation
- Training and Capacity building plan
- Change Management Plan
- Communications Management Plan
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PHASE 4: IMPLEMENTATION APPROACH AND SOURCING

KEY ACTIVITIES/OUT PUTS/DELIVERABLES

- Implementation Approach and Plan
  - Implementation Approach and Plan
  - Implementation timelines
  - Identification of key stakeholders and their roles and responsibilities
  - Monitoring and Evaluation (M & E) Plan

- Business Model Definition
  - Project investments and costs
  - Business/implementation model
  - Payment terms
  - SLAs

- RFP and Contract Development
  - Procurement approach
  - Request for Proposals (RFP)
  - Contract Documents/Agreements

- Vendor Evaluation and Selection
  - Pre-bid minutes and clarifications
  - Vendor evaluation reports
  - Vendor (s) identification
  - Signed contract documents
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### PHASE 5: DEVELOP AND IMPLEMENT IT SYSTEM

<table>
<thead>
<tr>
<th>Requirement Specification</th>
<th>System Design</th>
<th>Construction (development or coding)</th>
<th>Testing</th>
<th>Deployment</th>
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<tr>
<td>Definition of detailed functional and technical requirements</td>
<td>System design and development</td>
<td>Software quality assurance, acceptance testing and auditing</td>
<td>Training and capacity building</td>
<td>Project documentation, Project go-live</td>
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<td>Change management and project communications</td>
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**PHASE 6: OPERATE AND SUSTAIN**

- **KEY ACTIVITIES**
  - System operations and maintenance
  - Software change management
  - Rollout services and systems (functionality and geography)
  - Objectives and benefits evaluation and reinforcement
  - Sustained change, capacity building and communications..
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PROJECT MANAGEMENT OFFICE/UNIT

- OBJECTIVES
  - To provide direction and to manage the project throughout the lifecycle
  - To ensure project development and implementation inline with the overall vision and objectives
  - To operationalise the project strategy inline with the defined timelines
  - To ensure application of learnings and best practices across initiatives/geographies/functions
  - Coordinate, monitor and track the project activities.....

- COMPOSITION:
  - Consists of management and operations team from Government with experts/support staff from private sector entities
  - Reports to project leadership team for seeking necessary guidance and support
  - To be intact throughout the project lifecycle till successful stabilization of the systems and operations
  - Size of team, roles and responsibilities may vary from phase to phase
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CHANGE MANAGEMENT AND COMMUNICATIONS

- Generally is driven by Project Management Office/Unit
- Objective is to address and manage the ‘people’ related aspects in the project implementation including:
  - Managing the people change in terms of addressing the resistance
  - Managing people resistance to change
  - Communicating the project vision, objectives and benefits to all the stakeholders
  - To build skill sets and capacities across various levels in the organization to adopt new processes and systems
e-Governance Project Lifecycle (eGLC)

- Needs Assessment
- Define clear vision & objectives
- Prioritization of services and projects
- Incorporate domestic and global learnings
- Identify institutional structures & capacities for implementation
- Define funding requirements
- Define monitoring and evaluation approach...

- Critical assessment of current business processes and pain areas
- Best practices in similar environments
- Assess legal framework and current limitations
- Assess current ICT systems and their ability to support future plans
- Assessment of current capacities at all levels and their preparedness for e-governance..

- Process reengineering and to-be process definition
- Identity IT enablement opportunities and requirements
- Define changes to the legal and regulatory environment
- Develop People change and capacity building plan
- Develop project awareness and communication requirements...

- Define implementation approach and phasing plan (functional and geographic)
- Assess detailed funding requirements and business model
- Develop vendor evaluation and selection criteria
- Develop KPIs and performance levels for services and systems
- Develop RFP
- Bid evaluation and vendor selection

- Definition of detailed functional and technical requirements
- System design and development
- Software quality assurance, acceptance testing and auditing
- Training and capacity building
- Change management and project communications
- Project documentation
- Project go-live

System operations and maintenance
Software change management
Rollout services and systems (functionality and geography)
Objectives and benefits evaluation and reinforcement
Sustained change, capacity building and communications..