

Challenges and Issues in e-Government Project Assessment

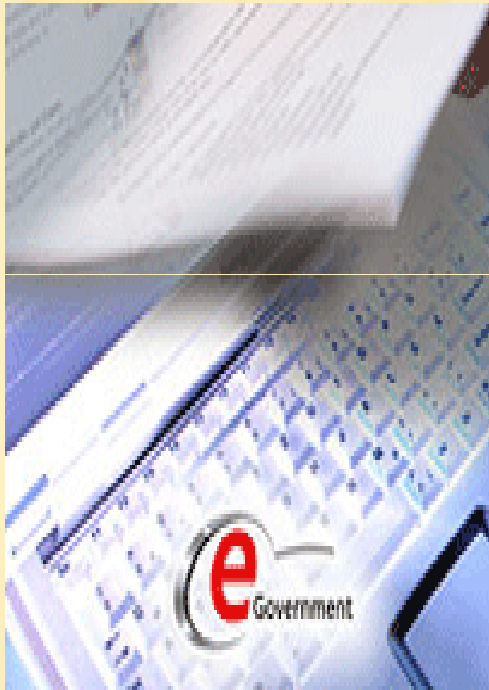
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Agenda



Setting the Context

Proposed Assessment Framework & Model

Piloting the Framework

Challenges – Food for Thought

Stakeholder Expectations

G2C, G2B, G2G, G2E

Government

- ✓ Immediate impact on service users
- ✓ Internal efficiency – process reforms
- ✓ Impact on internal employees
- ✓ ROI (Return on Investment)
- ✓ Sustainability
- ✓ Long term overall impact
- ✓ Replication

Service users (end customers)

- ✓ Cost of availing Govt. service
- ✓ Time for delivery of service
- ✓ Convenience of availing the service
- ✓ Compliance of RTI (Right to Information)
- ✓ Transparency in Govt. functioning

Public Private Partner

- ✓ ROI and business model
- ✓ Compliance to Service Levels
- ✓ Enhancement of service and reach



Assessment Complexities

Funding Agency

- ✓ ROI and business model
- ✓ Immediate impact on service users
- ✓ Institutionalization

Other stakeholders

- ✓ Academics - research and studies

Why e-Gov Project Assessment?

- To assess to what extent an e-Governance project is **delivering value** to its stakeholders
- To ensure that **funds** deployed provide commensurate value.
- To provide guidelines for **mid-term corrections** for project under implementation or roll-out
- To build the **trust and confidence** of stakeholders
- To create a **bench mark** for future projects
- To identify successful projects for **replication** and scaling up
- To learn **key determinants** from successful and failed projects
- To provide **guidelines** for shaping future e-governance projects

Key Issues for Project Assessment

- Assessment from whose perspective?
 - Different dimensions for different stakeholders
- Macro versus Micro Approach
- Quantitative versus Qualitative assessment
- Adopting a uniform assessment framework for different category of e-Gov projects
- Projects may have their specific goals and objectives
- Benchmarking projects for baseline assessment
- Assessing old (5 yrs+) and new projects (2 yrs+)
 - Assessment framework with variation of enhancement
- Developing best practices out of assessment studies

Select Existing Assessment Frameworks & Models

Generic Frameworks

- EAF - IIM-A and NISG
- eGEP – The e-Government Economics Project, European Union
- DAM-VAM Model - Australian Government
- Public Value Framework – CTG, US
- Impact Assessment Model - IIM-A
- Gartner New Assessment Framework, 2007 (under development)

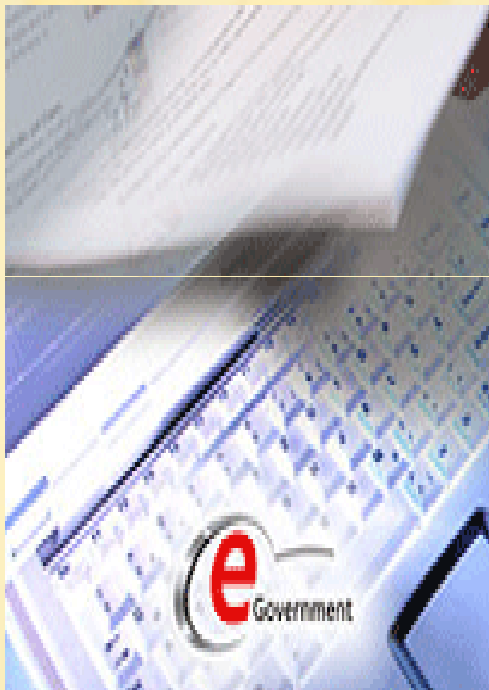
Other Assessments used for Awards

- Stockholm Challenge Awards
- CII-Exim Business Excellence Awards
- UK e-Government National Awards
- CSI-Nihilent e-Gov Awards 2005-06

Lessons Learned

- Most assessments focus on a specific objective and not a holistic approach.
- Some indicators are not measurable and are based on perception of the assessor.
- End beneficiary consultation is important.
- Assessment exercise is constrained by time & resources.
- Leave very less scope for self assessment.
- Need for a structured format to collect information from the project owners.
- Assessment studies need to bring out the learning's and scope for improvements.

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Research approach

This project assessment research is an attempt to address a project in an overall framework of e-Government service delivery to its stakeholders and to bring in value to the project owners

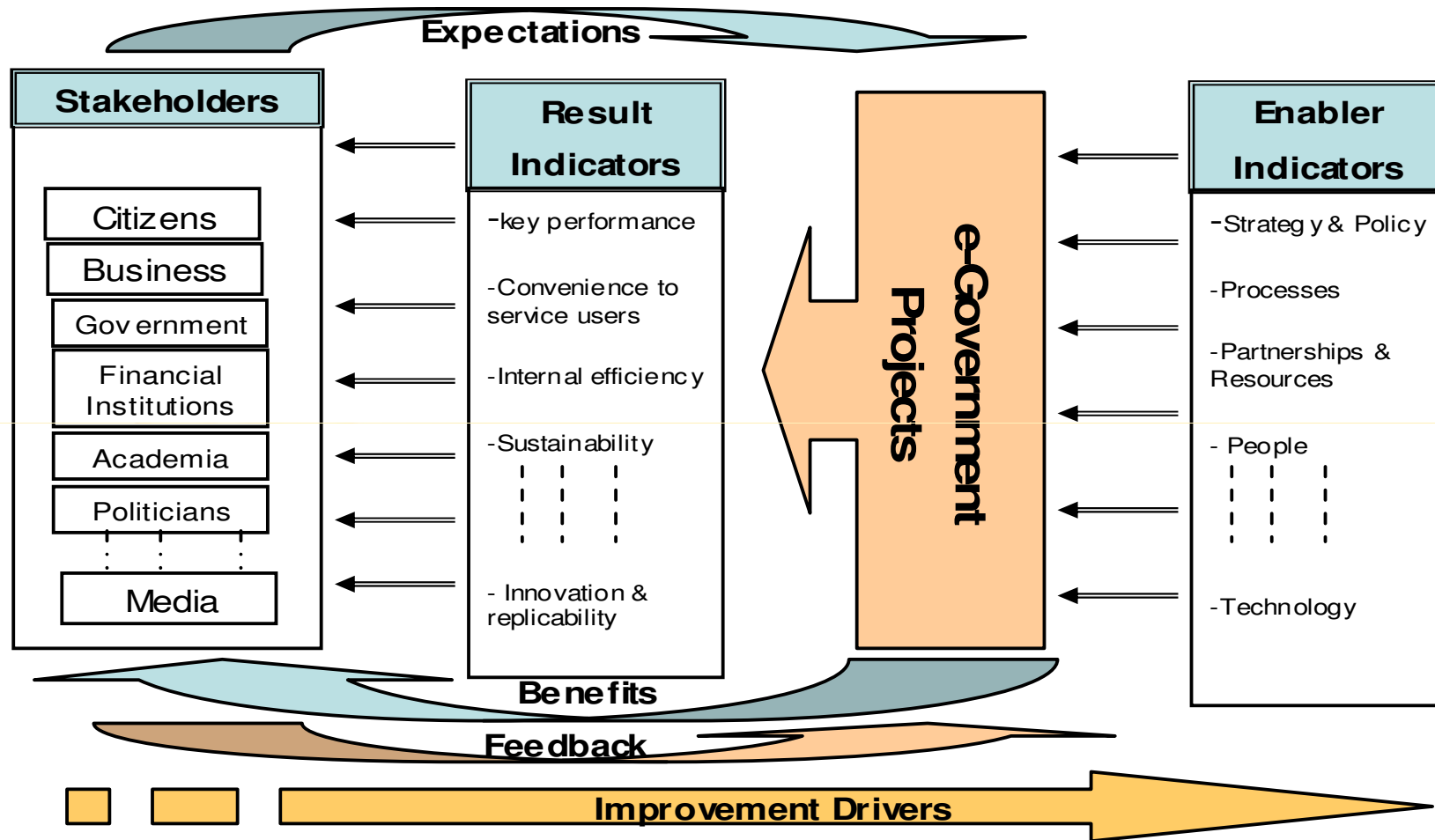
Assessment Framework

The Framework conveys that excellent **Results** with respect to performance, customers, people and society are achieved through **Enablers** in terms of leadership, policy & strategy, people, partnerships & resources, and processes

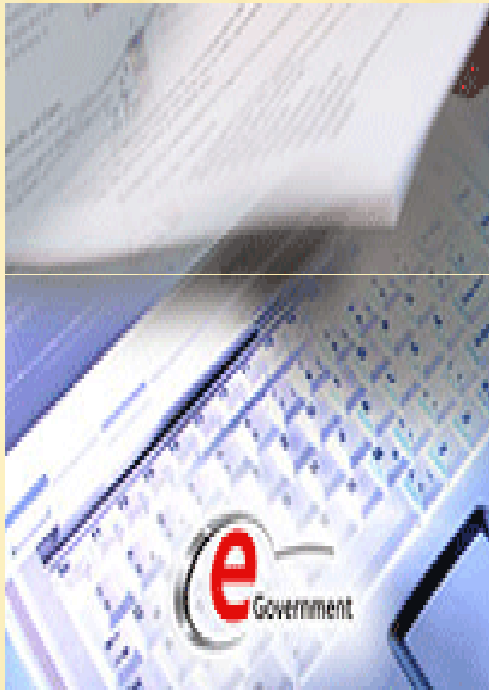
Best Practice:

- CII-EXIM Business excellence Award given in India, which studies the performance indicators based on enabler indicators on 50 – 50% basis
- CII – EXIM Model is based on European Quality Award, US Malcom Baldrige National - Japan, Quality Award

Proposed Assessment Model



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Computer Society of India



Nihilent
evolving ideas

CSI-Nihilent e-Governance Awards 2006-07

- > Best e-Governed States/Department
- > Best Project Awards
- > G2G, G2E, G2C, G2B
- > Award of Excellence



www.csinihilent-egovernanceawards.org

Assessment Indicators

(used in Pilot Project)

RESULT Indicators

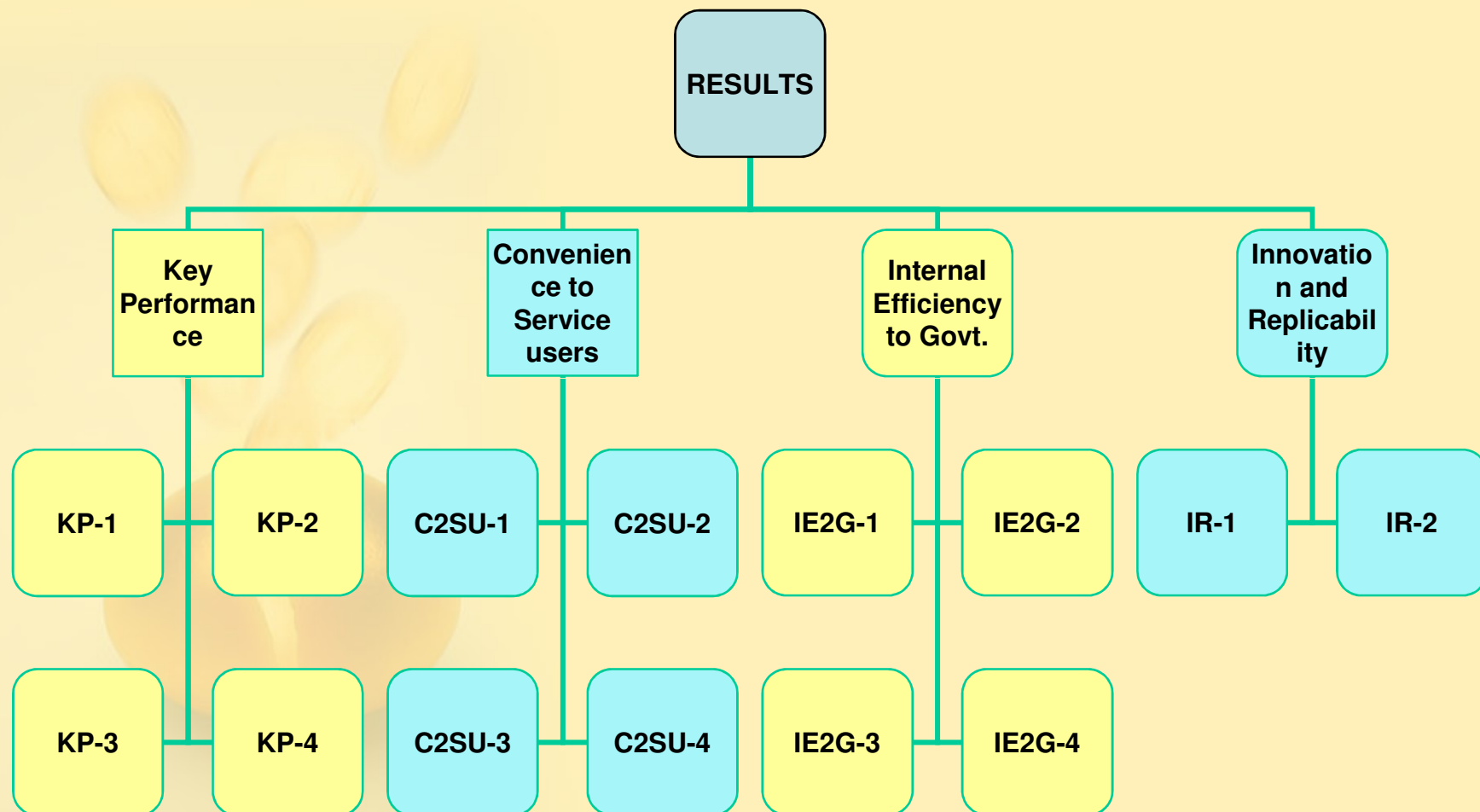
1. Key Performance
2. Internal Efficiency
(for Government)
3. Convenience to Service
Users
4. Innovation and
Replicability

ENABLER Indicators

1. Strategy and Policy
2. People
3. Technology
4. Processes
5. Partnership & Resources
6. Leadership

RESULTS Hierarchy

Indicators & Attributes



RESULT – 4 Indicators and 14 Attributes

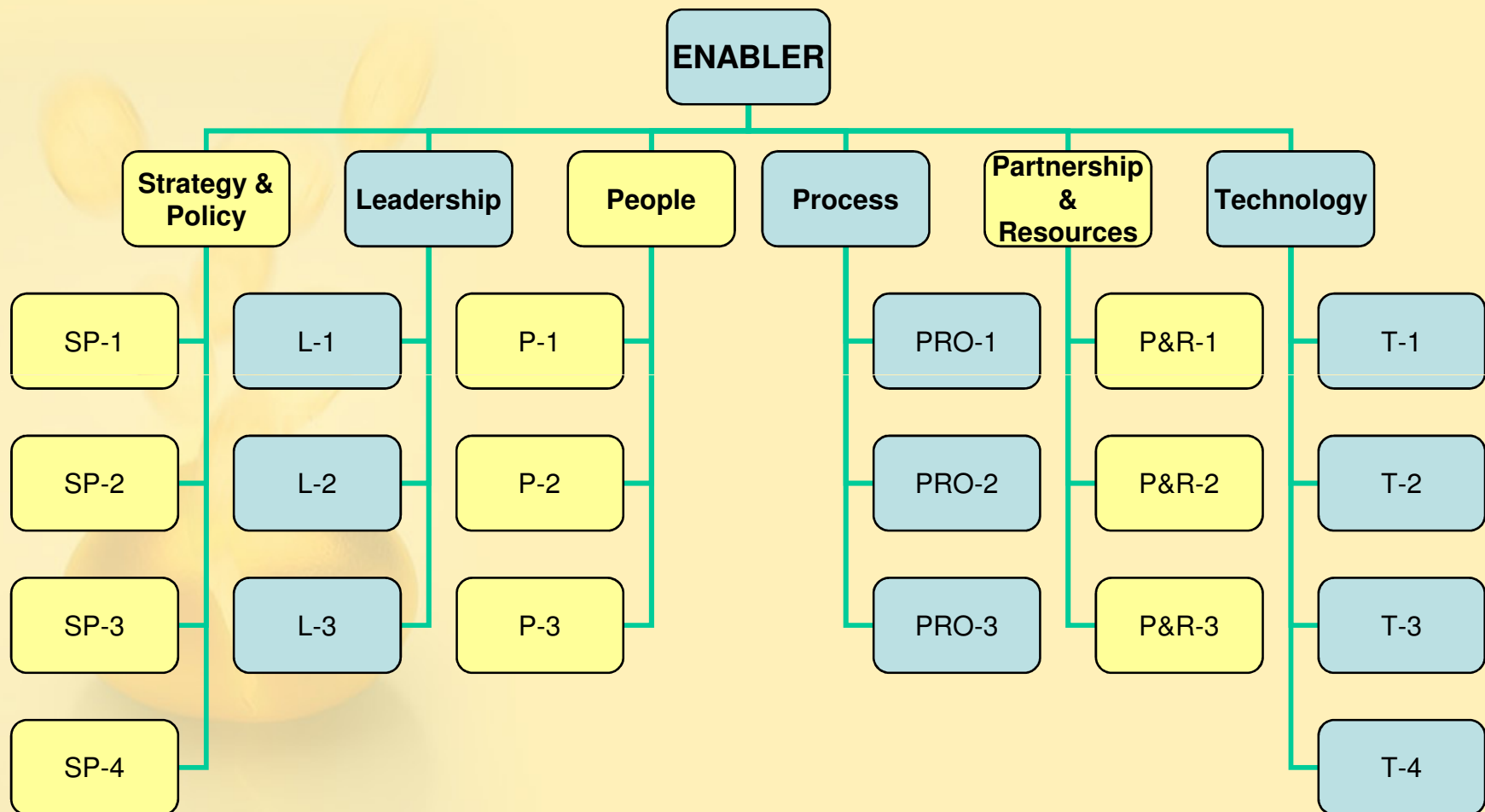
Result Indicator: CONVENIENCE TO SERVICE USERS

Selected Attributes :

1. Geographical spread and population coverage of the project, proximity to users
2. Enhancement/increase of no. of services, timings for delivering services, delivery channels over a period of years
3. Ease of availing service (in terms of reduction of touch points for users – single window approach, and reduction in no. of visits for the users to avail a particular service)
4. Stakeholders (external and internal) feed back incorporation into the project

ENABLER Hierarchy

Indicators & Attributes



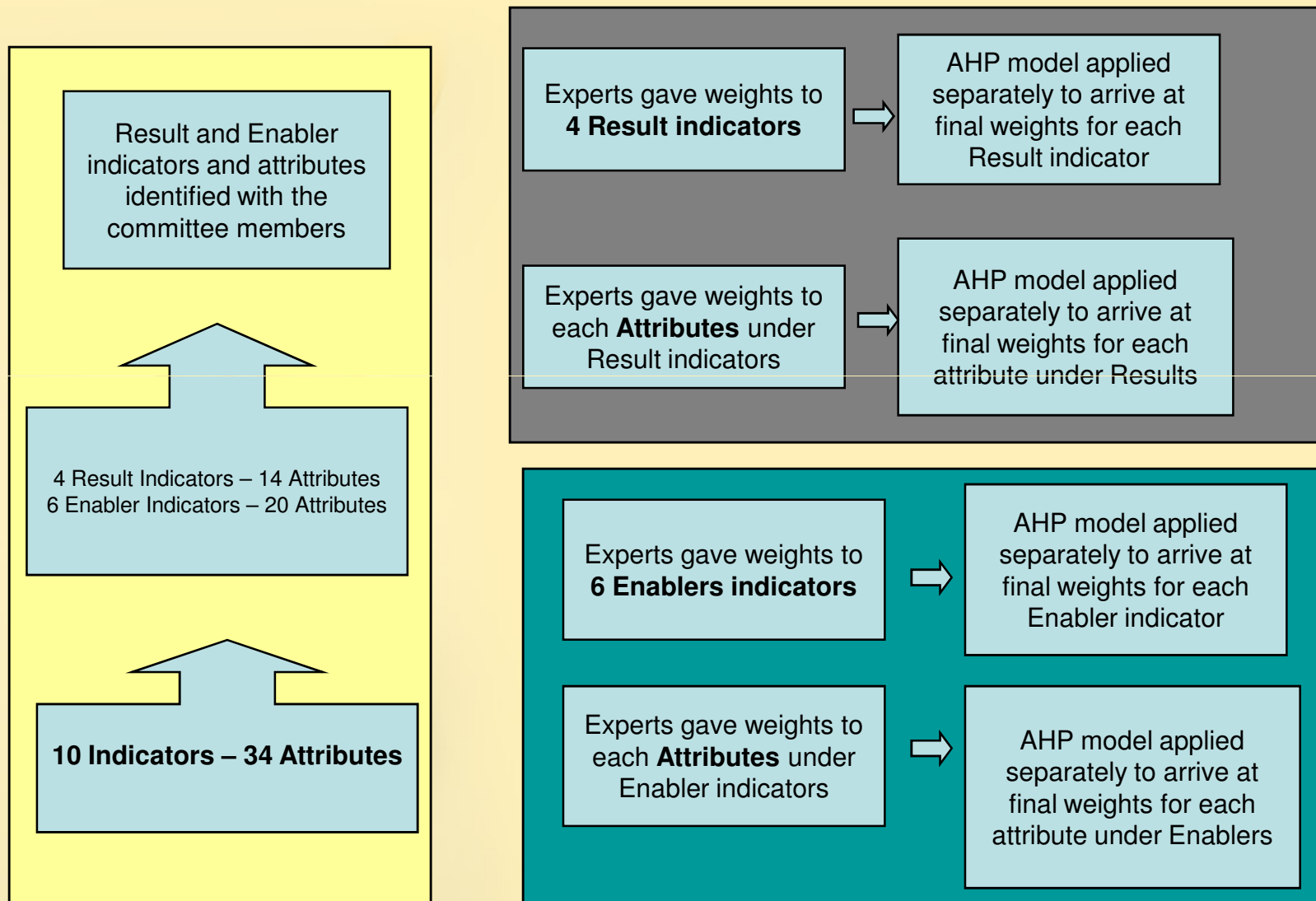
ENABLER – 6 Indicators and 20 Attributes

Enabler Indicator: Strategy & Policy

Selected Attributes :

1. Roadmap and plan for the project
2. Policies and strategy in place for project 3rd party
Audit and assessment
3. Customer (service users) feedback policy
4. Project Documentation policies

Assigning Weightages



AHP*

(Analytic Hierarchy Process)

AHP provides a structured framework for setting priorities on each level of the hierarchy using relative comparisons, a process of comparing each pair of decision factors at a given level of the model for their relative importance with respect to their parent.

***Prof Thomas L Saaty**

Pair-wise Comparison

(an illustration of Result indicators)

	Key Performance	Convenience to Service Users	Internal Efficiency to Government	Innovation & Replicability
Key Performance	1	1/3	1/3	1
Convenience to Service Users	3	1	1	3
Internal Efficiency to Government	3	1	1	3
Innovation & Replicability	1	1/3	1/3	1

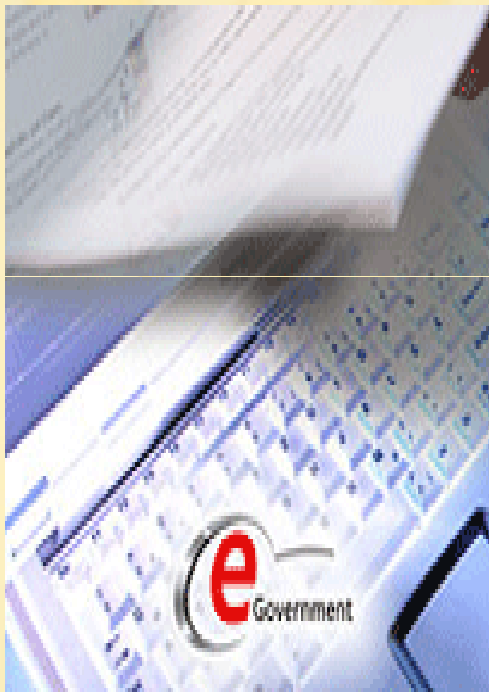
Result/Enabler Indicators/Attributes weights

Results Indicators	Expert1 Wt.	Expert 2 Wt.	Expert 3 Wt.	Expert4 Wt.	Average Wt.	AHP Wt.
Key Performance	30	25	20	32.5	26.875	27.91667
Convenience to Service Users	28	30	30	32.5	30.125	39.16667
Internal Efficiency (for Govt.)	20	20	30	17.5	21.875	16.45833
Innovation and Replicability	22	25	20	17.5	21.125	16.45833

Observations from Pilot Project

- Time constraint
- Variation in the initial weights assigned by individual experts to Result and Enabler – Indicators and Attributes
- Variation in understanding of the Result and Enabler assessment approach.
- Variation in scoring pattern during field assessment by different assessment teams.
- Very few projects have the Result and Enabler based information.

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- Use assessment framework in **early stage** of project conceptualization
- Provide **value** for the project owners
- **Learning's** for shaping future e-Gov projects
- Identify **best practices**
- Need of a **self-assessment** framework for project implementers
- A **generic framework** to address different categories of e-Gov projects
- Identify **base line** assessment indicators and **measurable attributes**
- Is it possible to assess the projects based on their **own pre-defined goals** combined with base line indicators?
- Use of **existing frameworks** as part of the proposed model
- **Awareness building** and **availability** of the assessment studies along with the methodology.



Thank you

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INDIA

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