

Digital Transformation Working Group

Course *On*

Government Digital Services Innovation

By

Government Services

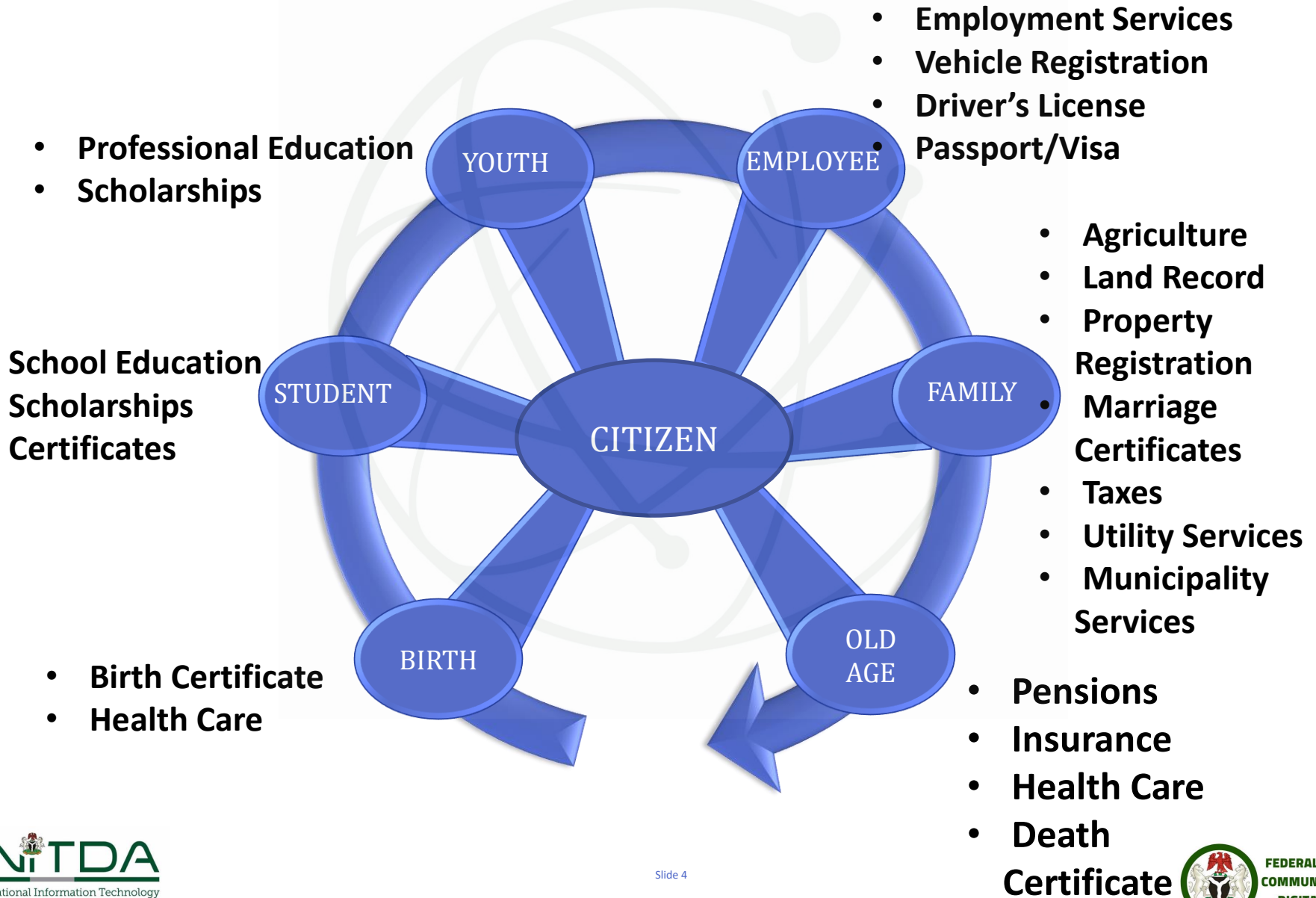
Service is the ‘action or process of serving’ or ‘an act of assistance’ or ‘a system providing a public need’.

- **Process consists of a series of intangible activities that normally, but not necessarily always, takes place in interactions between the provider and consumer.**
- **Government is into the business of addressing the needs of citizen through the lifecycle.**
- **Governments interact with citizens to provide ‘Services’.**
- **Every government department provides a set of services to its identified customer base.**
- **The delivery of such services would develop an image of the government among the customers and so making the delivery of services customer-friendly.**

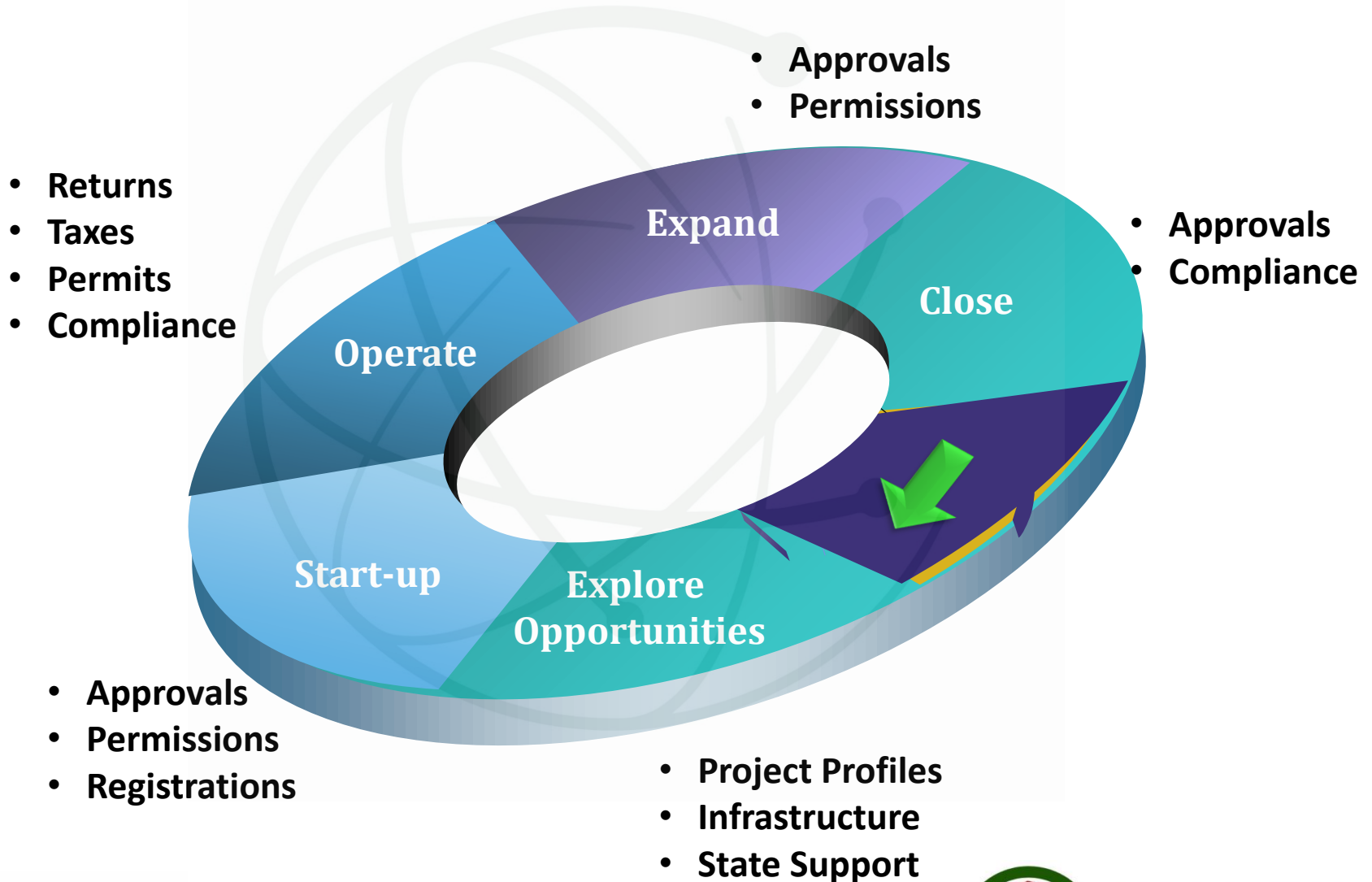
Understanding Government Services →

G2C	Government to Citizen
G2B	Government to Business
G2E	Government to Employee
G2G	Government to Government

Government to Citizen (G2C) Services - Lifecycle

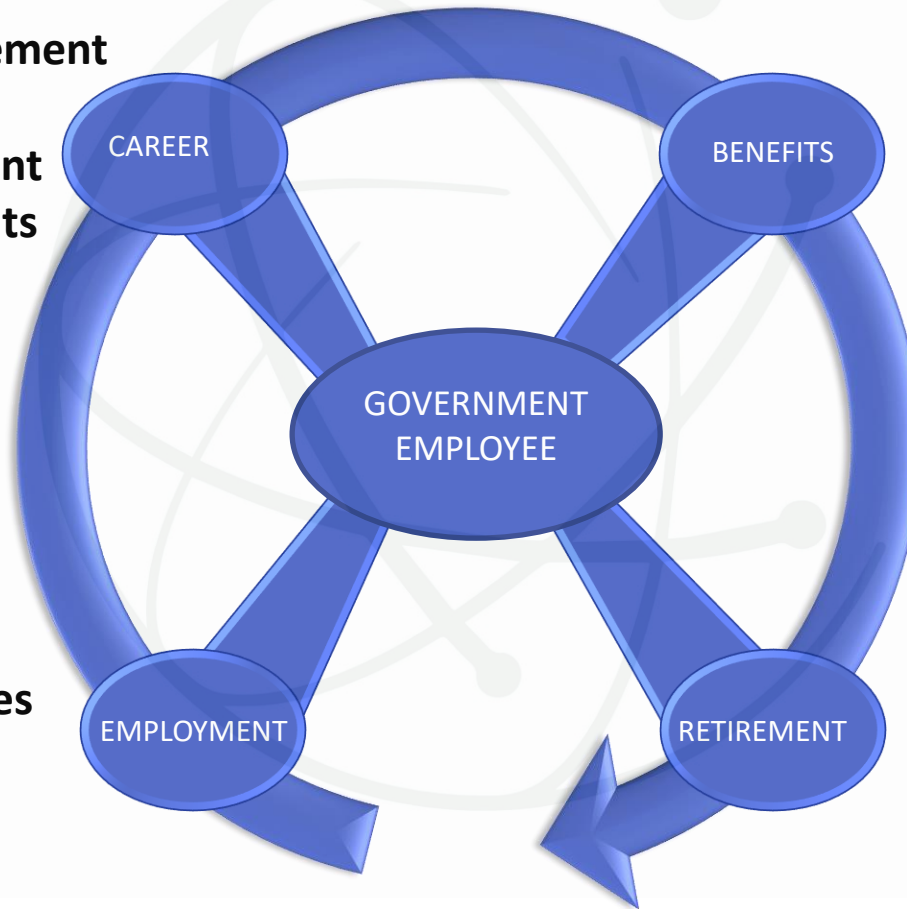


Government to Business(G2B) Services - Lifecycle



Government to Employee (G2E) Services - Lifecycle

- Career enhancement
- Job Training
- Skill Development
- Salary Increments



- Children Education Support
- Housing support
- Healthcare
- Taxes
- Utility Services

- Pensions
- Insurance
- Health Care

- Career Guidance
- Employment Services
- Interview
- Offer
- Joining

Service Classification

Services of government or any other organization are generally categorized into:

- **Information Services**
 - Includes those services that solely provide ‘information’ to customers and does not involve processing of any transactions or documents.
 - Information services have relatively simple back-office operations and can easily be E-Government-enabled.
- **Transaction Services**
 - Transactional Services include those services where customers require specific actions to be taken by the department.
 - Transactional services mandate a higher degree of customer interaction and more complex delivery operations than informational services.

Government Services Life cycle (illustrative)

SERVICE LIFE CYCLE

Procedures
for availing
service

Availability
of Forms

Submission
of
Application

Application
processing

Application
Status
Tracking

Issue certificate/
permission/
information

Information Services for Citizens during Lifecycle

Birth

- 'How' & 'Where' to register birth?
- 'How' and 'Where' to get birth certificate?
- 'What' healthcare services are offered for child?
- 'How' & 'Where' to get healthcare services?
- Children rights and government support

Student & Youth

- Government policies on education
- Information on Government schools, colleges, universities and education facilities, admission procedures
- Scholarships for students
- Student rights for education and government support
- Results of examinations

Employee

- Employment opportunities and procedures for selection
- Employee rights
- Employment selection results
- Government support programmes for employment
- How to register 'vehicles'?
- What are applicable taxes and how to pay taxes?
- How to obtain driving license?

Information Services for Citizens during Lifecycle

Family

- 'How' & 'Where' to register marriages?
- 'How' and 'Where' to get marriage certificate?
- What are applicable taxes?
- How to register property?
- Government healthcare programmes and approach for availing healthcare services

Old Age

- Government schemes for supporting old age citizens?
- Healthcare programmes and services for old age citizens?
- Pensions and how and where to avail services?

Information Services for Business Lifecycle - Illustrative

Start UP

- How to Start a business in the country or State?
- Processes, procedures and applicable payments?
- Licenses and permissions needed for business establishment?
- Application forms and where to submit the forms?
- Timelines for registration and obtaining certifications

Operate

- Applicable taxes for various categories of business?
- How much tax to be paid at what duration?
- Regulatory and compliance requirements to be followed during business operations?
- Various documents and information to be filed with the government?
- Government exemption policies?
- Penalties and legal implications for delays?

Expansion

- Information on additional permits/licenses needed for business operations expansion?
- Tax implications and liabilities?
- Government exemption policies?

Transaction Services for Citizens During Lifecycle

Birth

- Registration of birth
- Issuing birth certificate
- Providing healthcare services to child

Student & Youth

- Admissions into Schools/Colleges/Universities
- Payment of scholarships
- Conducting examinations and evaluations
- Issuing certificates

Employee

- Recruitment of employees
- Registration of vehicles
- Issuing driving license
- Receipt of taxes and issuing tax certificates

Family

- Registration of marriage and issuing marriage certificate
- Calculation of applicable taxes, issuing tax notices
- Property registration
- Provide healthcare services

Old Age

- Pensions and old age benefits processing and payments
- Provide healthcare services
- Issue death certificate

Transaction Services for Businesses During Lifecycle

Start UP

- Registration of Company
- Issuing permits and licenses

Operate

- Tax assessments and collection of taxes
- Tax exemptions
- Filing of returns and documents as per regulatory requirements

Expansion

- Permissions for business operations expansions

Government Services (Information and Transactions)

Each government service consist of a sub-set of:

- Information services
- Transaction services

e.g. Registration of a Company

Information Services	Transaction Services
How to register company?	Receipt of application forms and payments
Forms and documents needed for registration	Processing of application and registration
Applicable payments?	Issuing registration certificate
Status of registration processing?	

Role of IT in Service Delivery

e.g. Registration of a Company

Service	Category	Service Delivery Channels
How to register company?	Information	Website/Call Center/Dept. counter/CSC
Forms and documents needed for registration	Information	Website/Call Center/Dept. counter/CSC
Applicable payments?	Information	Website/Call Center/Dept. counter/CSC
Status of registration processing?	Information	Website/Call Center/Dept. counter/CSC
Receipt of application forms and payments	Transaction	Website/CallCenter/Dept. counter/CSC
Processing of application and registration	Transaction	Internal to government
Issuing registration certificate	Transaction	Website/e-mail/Dept. counter/CSC

Assessment of Current Situation

What has been done?

- **Several e-Governance initiatives at central/state/local government undertaken**
- **Significant investments made in IT enablement in various departments**
- **Several years of time and efforts of government and private sector consumed**

Key questions to be asked?

- **How many information and transaction services are delivered to citizens/business online?**
- **Is there a reduction in administrative burden for government and consumers?**
- **Are project/e-governance objectives achieved?**
- **Has there been any improvement in service delivery timelines?**
- **IN MANY PROJECTS, THE RESULTS ARE NOT SATISFACTORY**

Assessment of Current Situation

Reasons for current situation

- **Most projects are undertaken as automation of department functions/workflows – lack of services view.**
- **Lack of citizen/customer centricity in projects design/approach.**
- **Lack of ‘services’ point of view in project design.**
- **Departments have undertaken organization wide computerization at one go – leading to significant efforts with minimum/delayed results.**
- **Project sustainability impacted due to large size and complexity of engagements not delivering results for long durations.**
- **Limited resources, skill sets - lack of capacities and skill sets to manage large and complex IT projects leading to project failures/takeoff.**

Service Prioritization

- Identification of priority areas /services for e-Governance.
- Phasing of services for implementation under e-Governance based on priorities.

Need for Services View

- To identify stakeholders
- To assess the clear needs of services
- To understand information and transaction needs of stakeholders
- To design the projects to deliver the information needs and transaction services of stakeholders

Need for Prioritization

- To demonstrate early results
- To minimize the impact and maximise the results
- Limited resources and capacities existing with (funds and skill sets)
- Readiness of stakeholders

Service Prioritization Framework

Steps in service prioritization

- 1** **Compile The List of Services**
- 2** **Collect statistics and information about your services**
- 3** **Identify High Value Services which need to be E-governance-enabled**
- 4** **Prioritize the implementation of the high-value services**
- 5** **Validate and rationalize the results**

Service Prioritization Framework

Step 1: Compile the list of services

- Identify the stakeholders addressed/served by the department.
 - First level of classification (citizens, businesses, employees, other governments).
 - Sub-classification (e.g. of citizens served by Education Dept) – Parents, Higher education level students, university level students, private college owners.
- Identification of department functions/services to the stakeholder groups.
- Identification of list of information and transaction services stakeholder wise.

Service Prioritization Framework

Step 2: Collect information & statistics about the various services

- Collection of various operational information and statistics for the list of services identified in Step 1
- Illustrative Information and statistics for each service include:
 - Transaction volumes
 - Frequency of transactions
 - Transaction processing time
 - Number of customer visits
 - Time spent by the customer for follow-up and track progress

Service Prioritization Framework

Step 2: Collect information & statistics about the various services

Illustrative analysis of Municipal/City Services

	Transaction volumes (per year)	Frequency	Processing time
Birth registration	10,000	Once in lifetime	1 day
Death registration	4,000	Once in lifetime	1 day
Property tax assessment	3000	Once in lifetime	2 days
Property tax collection	100000	Twice in a year	30 minutes
Issuing building permission	1000	Once in lifetime	10 days
Vacant Land Tax Assessment	10	Once in lifetime	2 days
Vacant Land Collection	100	Once in a year	30 minutes
Court cases	10	NA	
Water tap connection	1000	Once in lifetime	2 days
Water tax payment	250000	Once in a month	30 minutes

Service Prioritization Framework

Step 3: Identify the high value services which need to be transformed into e-Governance

Assessment of services to identify those services that once made E-governance-enabled will deliver the maximum value to the 'department' and its 'citizens'.

Department Value Measures

- Enhancing existing revenues
- Setting up new revenue streams
- Reducing cost of processing transactions
- Delivering intangible benefits (e.g. boosting the image of the department)

Citizen Value Measures

- Minimizing the number of customer visits
- Reducing the time required for service
- Reducing the fees and charges associated with a service
- Reducing the time spent by the customer to follow-up and track the progress
- Reducing the time spent by the customer to file complaints, comments and suggestions

Service Prioritization Framework

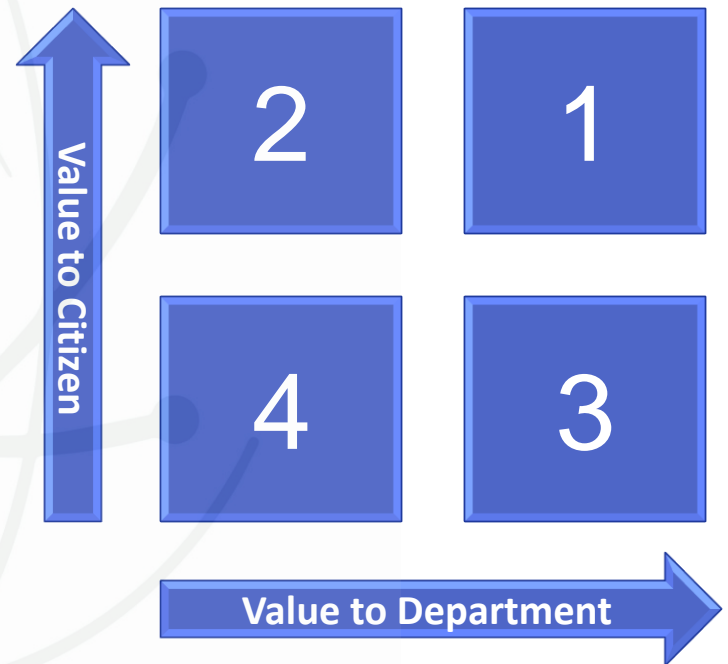
Step 3: Identify the high value services which need to be transformed into e-Governance

Measures for Value to Citizen

- Minimizing the number of customer visits to the department.
- Reducing the time required to deliver a service.
- Reducing the time spent by the customer for follow-up and track progress of the requested service.
- Reducing the time spent by the customer to file complaints.

Measures for Value to Department

- Reducing cost of processing transactions.
- Delivering intangible benefits.
- Increase transaction volumes.



Service Prioritization Framework

Step 4: Prioritize the implementation of high value services

- Identify when to implement each of the high value services identified for the department.
- The implementation priority for each high value service is defined based on the analysis of service visibility and service complexity.

Service Prioritization Framework

Step 4: Prioritize the implementation of the high value services

- **Service Visibility**
 - Describes how significantly and extensively can customers feel and experience the benefits achieved from delivering the service into e-Governance.
 - Services of high volume of transactions and a large customer base would be more visible to the Department customers than other services with a very limited customer base.
- **Service Complexity**
 - Describes how easy the service can be made E-governance-enabled.
 - Depends on a number of factors such as the degree of existing automation, number of external parties involved and the number of customer documents processed

Service Prioritization Framework

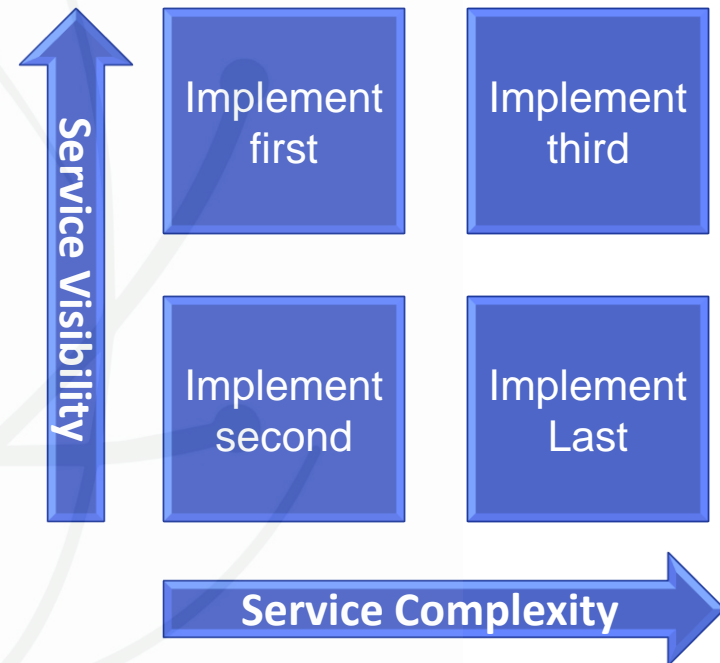
Step 4: Prioritize the implementation of the high value services

Measures for Service visibility

- Volume of transactions
- Customer base
- Intangible benefits

Measures for Service Complexity

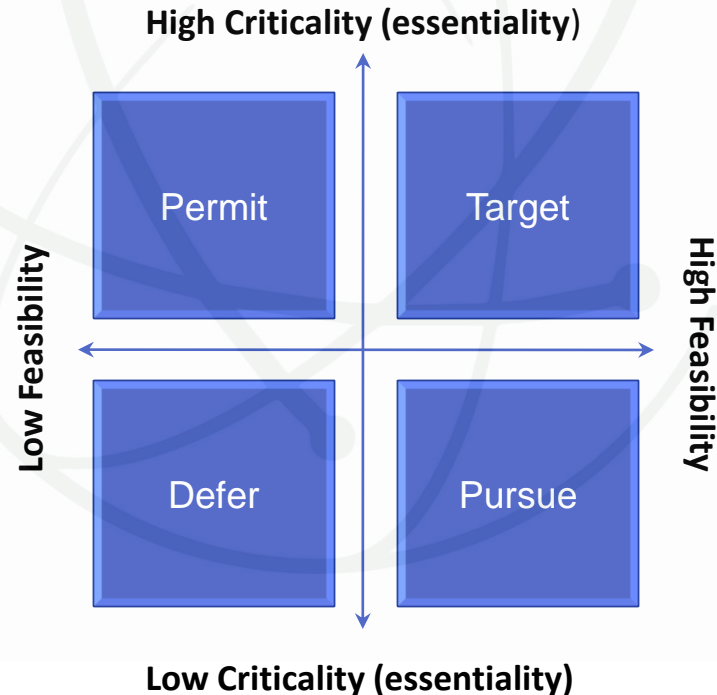
- Degree of existing automations
- Number of external agencies involved
- Number of customer documents processed



Service Prioritization Framework

Step 4: Prioritize the implementation of the high value services

Evaluate potential applications and e-government services based on their criticality (essentiality) and feasibility and prioritize the funding of those services based on the following framework:



Service Prioritization Framework

Step 5: Validate and rationalize the results

- **Validate the identified services/projects for e-Governance through department's survey, experience and knowledge of the customers.**
- **Verify that the high-value services *can* deliver benefits through e-Governance.**
- **Verify the feasibility of the implementation priorities assigned to the high-value services.**

Service Prioritization Framework

Benefits of Service Prioritization

- Identifies the services which are crucial to the stakeholders and which requires immediate IT enablement
- Enables process efficiency to the high priority services
- Increased user value and satisfaction
- Reduced administrative burden
- Strategic Fit with e-government strategy
- Increased visibility of efforts and benefits

What is e-Government?

It is the
transformation
of government to provide
Efficient, Convenient & Transparent
Services to the ***Citizens & Businesses***
through
Information & Communication Technologies

What is NOT e-Government

e-Government is not about 'e'

but about **Government !**

e-Government is not about **Computers & Websites**

but about **Citizens & Businesses!**

e-Government is not about *translating* processes

but about *Transforming* processes !

End of Session

References

1. Ashis Sanyal (2018), *A handbook on E-Governance Projects*
2. Nigeria Digital Economy Policy & Strategy 2019
3. KOICA Executive Course II