

Information and Communication Technology Agency of Sri Lanka

Detailed Study of the Lanka eGovernment Strategy Project

ICTA/AFC/IC/IC03/58

Sri Lanka eGovernment Strategy

December 2013



Executive Summary

Two nearly coterminous events, President Rajapaksa's push for creating the legal, policy, institutional and strategic background necessary for the rapid development of information technology in Sri Lanka and the Government of Sri Lanka's "e-Sri Lanka" initiative, have decisively determined the central role of Information and Communication Technologies (ICTs) as an instrument of national development in this island nation. In particular, the objective is to use ICT to foster social integration, peace, economic growth and poverty reduction. A key anticipated outcome is a more effective, citizen-centered, and transparent government through ICT-enabled governance, or eGovernment.

The Re-engineering Government Programme

The Information and Communication Technology Agency of Sri Lanka (ICTA), the implementing organization for these initiatives, aims to take the dividends of ICT to every village, to every citizen, to every business and to transform the way government works. ICTA has been implementing the Re-engineering Government Programme (Re-Gov), which aims to improve the efficiency of delivery and access mechanisms of the government. Re-Gov is a comprehensive and holistic pursuit of re-engineering public sector work processes with the strategic use of ICT towards a client-focused, distance-neutral service delivery to citizens and businesses with a high premium on efficiency and transparency.

A Unified eGovernment Strategy

Although much of what was targeted through Re-Gov has been achieved, the programme is still short of achieving the necessary transformation across government organizations for providing connected services. In the interim, new technological concepts such as mobile government, cloud computing, and social media have come to modify the contours of technology-related interventions. A need has been felt, therefore, for a unified eGovernment Strategy from a "Whole-of-Government" perspective that is in tune with the latest developments in the technology landscape, particularly those that offer new windows through which to engage the citizens.

High-Level Findings of the Current State

An “As Is Study” of the existing eGovernment in Sri Lanka was conducted in 2013 that led to the following high-level findings:

1. eGovernment efforts, though about a decade old in Sri Lanka now, are still far from an integrated exercise that would lead to a single whole-of-government treatment.
2. ICTA, the principal agency that has taken ownership of eGovernment in the country, does not have appropriate authorizing statues and governance mechanisms in place that will help it implement this programme in other line agencies of the Government, many of whom have steered clear of similar whole-of-government initiatives in the past.
3. With substantial eGovernment investments having already been made towards design and implementation of initiatives in the country and many more waiting in the wings, and the fact that GoSL is faced with resource constraints (not only financial resources but also human capabilities), it will make little sense for eGovernment to continue to be implemented in the country in the same fragmented, silo-manner of the past. An integrated approach is therefore deemed necessary for real economies to be brought about in government's own operations. Integration is not really a choice any more. It is the need of the hour.
4. Integrated service delivery leading to citizen convenience is a basic customer-service tenet and a development imperative now and failure to do this will lead to under-achievement of developmental outcomes.
5. It is therefore, incumbent upon ICTA to produce the landscape for integrated eGovernment and be prepared with a comprehensive and actionable eGovernment strategy before it goes about motivating line agencies to join the course. Authorizing directives and governance mechanisms are required for that, without which, line agencies may be tempted to think they have a choice and may just prefer to preserve the status quo (or the way things are).

This document is the output of an elaborate conceptualization of an integrated eGovernment strategy for the Government of Sri Lanka (GoSL), whose implementation over the next six years or so will help transform governmental operations and service delivery through utilizing economies of scale and scope, promoting re-use of resources by transcending organisational boundaries, embracing and embedding standardisation, re-orienting staff to service delivery and generally believing in a whole-of-government view.

OneGovernment 2020

GoSL's unified eGovernment strategy envisions a "Fully Integrated, Citizen-friendly, Cost-effective and Converged Service Delivery to ALL by 2020 through a responsive and networked government" also referred to as "OneGovernment 2020". To realize this vision five Strategic Thrust Areas have been identified each of which is associated with its respective goals as shown in the table below.

| Strategic Thrust Area | Description | Goal |
|---|---|--|
| Foundational Support and Infrastructure | This thrust area will comprise the areas of policy support, legal and quasi-legal framework, the institutional structure, technology infrastructure and the monitoring framework to be deployed to periodically assess the status of eGovernment in Sri Lanka. Interventions in this area, once actualized, will not need to be revisited frequently. | Foundational support structure for integrated eGovernment to be ready by the end of 2015. |
| Enabling Governance and Human Capacity | This thrust area will include the four areas of Standards/ Frameworks /Guidelines; Management/Compliance processes; Knowledge Orientation and Capacity Building; and research and innovation activities. Interventions here will be frequently revisited to ensure sustained success of eGovernment. | Prepare the complete Governance framework and build basic human capacities by the end of 2016. |
| Collaboration and Sharing | With cost-effectiveness being a basic driving force for the eGovernment strategy, this thrust area will include tangible elements to be shared across GoSL agencies to ensure cost- | All declared shared elements for a national eGovernment effort ready by the end of 2017. |

| Strategic Thrust Area | Description | Goal |
|------------------------|--|---|
| | effectiveness besides other benefits, for example, standardisation. | |
| Impact and Empowerment | This thrust area will imply actual customer-facing service delivery from a whole-of-government point of view. Broadly speaking, this will include the two large areas of (a) undertaking interventions of direct impact and visibility to stakeholders (for example, internal computerization efforts and providing ICT-enabled services); and (b) empowering citizens through eParticipation efforts including, though not limited to, the power of new media including social media. | Fully integrated and converged services to relevant stakeholders in at least 75% of GoSL agencies by the end of 2020. |
| Awareness and Outreach | This thrust area will include all interventions aimed at creating awareness of eGovernment in particular and the efficacy of ICT in general among stakeholders. Included within this will also be concerted interventions towards instituting a system of awards and incentives for eGovernment practitioners in the country. | 75% of citizenry covered for outreach by all common channels and media and initiate an international eGovernment engagement by the end of 2018. |

Synthesis of Strategies

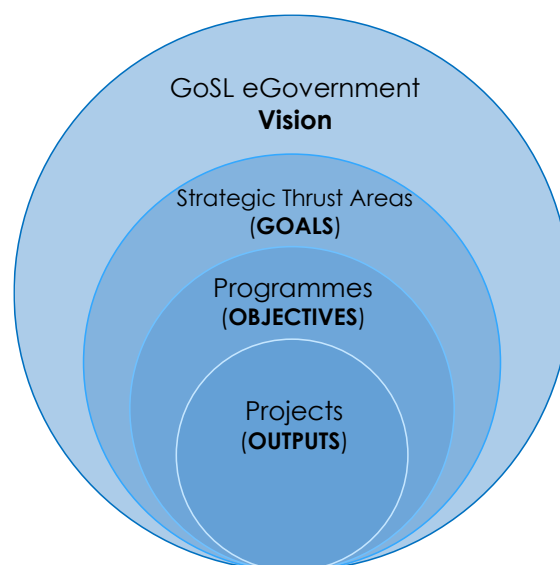
Each of the goals is sought to be achieved through an interplay of strategies in such a way that the Unified eGovernment Strategy is actually a synthesis of 15 strategies working in complete unison. The table below brings out the details.

| Thrust Area (# of strategies) | Strategies |
|---|--|
| Foundational Support and Infrastructure (5) | <ol style="list-style-type: none"> 1. Provide appropriate and adequate policy and legal support for government-wide adoption of eGovernment initiatives (represented by the notation "P"); 2. Provide an adequately and exclusively authorized Institutional Framework supported by the topmost levels of the Government and mandated with steering eGovernment in Sri Lanka on a government-wide basis (represented by the notation "I"); and 3. Provide and manage a robust and shared technology infrastructure available to stakeholders on a government-wide basis as the exclusive repository of all integration assets for eGovernment (represented by the notation "T"). 4. Increase international exchange and improve Sri Lanka's position in international eGovernment community by exchange of knowhow between eGovernment practitioners of Sri Lanka and those of other countries with which fruitful knowledge exchange can take place. (represented by the notation "R"); and 5. Enhance data availability on eGovernment adoption by GoSL and its entities through the installation and operationalization of an eGovernment Observatory (represented by the notation "E"). |
| Enabling Governance and Human Capacity (4) | <ol style="list-style-type: none"> 6. Involve relevant stakeholders to progressively finalise and disseminate all requisite standards, frameworks and guidelines for eGovernment integration to materialize on a government-wide basis across the three areas of Organisation, Information and Technical (represented by the notation "G"); and 7. Collaboratively define all management and compliance processes to be followed by agencies and handhold them to be integration-compliant on a sustained basis (represented by the notation "M"). 8. Design and conduct comprehensive and continued role-based capacity building of staff and officials across all levels and GoSL agencies to equip them with the knowledge, skills and attitude required to successfully implement eGovernment in their respective |

| Thrust Area (# of strategies) | Strategies |
|-------------------------------|---|
| Collaboration and Sharing (3) | <p>spheres of influence (represented by the notation "K"); and</p> <p>9. Continually undertake frontline research of practical relevance on eGovernment activities across the world and disseminate findings on best practices and trends in its varied areas (represented by the notation "N").</p> <p>10. Involve all stakeholders on a government-wide basis to agree upon facilities and modalities required for complete, converged and responsive service delivery to citizens (represented by the notation "S").</p> <p>11. Bring about Consistency and Uniformity in core data adoption and usage through preparation and sharing of the most fundamental identifier databases in line with metadata standards finalized (represented by the notation "U"); and</p> <p>12. Facilitate Economies of Scale and Scope through sharing of applications, sub-applications and modules among GoSL agencies (represented by the notation "A").</p> |
| Impact and Empowerment (2) | <p>13. Undertake comprehensive Business Process Re-engineering exercise with subsequent enablement of technology at the cluster level to provide fully integrated and converged services (represented by the notation "D").</p> <p>14. Enlist the continual participation of stakeholders on a GoSL-wide basis in the design and delivery of public information and services (represented by the notation "C").</p> |
| Awareness and Outreach (1) | <p>15. Undertake outreach activities to (a) spread awareness on GoSL's eGovernment efforts and its use to communities; (b) drive home the efficacy of ICT as a tool for development; and (c) motivate service providers and other stakeholders for their best service offerings (represented by the notation "O").</p> |

Programmes and Projects

The composite eGovernment Strategy for Sri Lanka, a synthesis of 15 strategies is to be implemented on a concurrent basis through Programmes that have been identified as the main vehicles to realize the strategies on the ground, with each programme being related to a strategy on a one-to-one basis. Programmes include within them projects that are associated with **outputs** and take place within pre-defined timeframes. A programme is, therefore, a group of projects.



The following table brings out the project recommended:

| Programme | Projects |
|--|--|
| <p>Programme O: Spreading awareness and undertaking such outreach activities as are necessary to uplift adoption and uptake of eGovernment by communities</p> | <ul style="list-style-type: none"> O1 Organize regular stream of events like workshops, national conferences to popularize and propagate eGovernment at all influential levels O2 Organize awareness raising events to drive home eGovernment advantages at grassroots levels with roadshows, films etc O3 Prepare computer-based tutorials and explore other avenues for inculcating basic awareness of computers and advantages of information technology among communities O4 Conceptualize and institutionalize a scheme of incentives and other measures for staff and officials in GoSL agencies and for citizens to adopt eGovernment offerings O5 Roll out Annual eGovernment Awards in the country among all GoSL agencies and eGovernment practitioners O6 Publication of the Annual State of eGovernment Report for the GoSL O7 eGovernment Branding and Publicity using other media and channels of choice |
| <p>Programme D: Comprehensive</p> | <p>D1 Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual</p> |

| Programme | Projects |
|--|---|
| <p>Business Process Re-engineering with subsequent enablement of technology to progressively (cluster-wise) provide end-to-end integrated services and internal functions of all GoSL agencies</p> | <p>&Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Land Management"</p> <p>D2Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Land Management" including complete computerization in and integrated service delivery by the agencies.</p> <p>D3Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Health"</p> <p>D4Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Health" including complete computerization in and integrated service delivery by the agencies.</p> <p>D5Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Agriculture"</p> <p>D6: Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Agriculture"including complete computerization in and integrated service delivery by the agencies.</p> <p>D7Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Trade and Industry"</p> <p>D8Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Trade and</p> |

| Programme | Projects |
|-----------|--|
| | <p>Industry” including complete computerization in and integrated service delivery by the agencies.</p> <p>D9Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Conservation and Environment"</p> <p>D10Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Conservation and Environment "including complete computerization in and integrated service delivery by the agencies.</p> <p>D11Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Transport and Aviation"</p> <p>D12Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Transport and Aviation "including complete computerization in and integrated service delivery by the agencies.</p> <p>D13Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Maritime Functions"</p> <p>D14Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Maritime Functions" including complete computerization in and integrated service delivery by the agencies.</p> <p>D15Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Education"</p> |

| Programme | Projects |
|-----------|--|
| | <p>D16Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Public Order and Safety" including complete computerization in and integrated service delivery by the agencies.</p> <p>D17Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster " Public Order and Safety "</p> <p>D18Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Public Order and Safety "including complete computerization in and integrated service delivery by the agencies.</p> <p>D19Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Justice"</p> <p>D20Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Justice" including complete computerization in and integrated service delivery by the agencies.</p> <p>D21Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Utilities"</p> <p>D22Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Utilities" including complete computerization in and integrated service delivery by the agencies.</p> <p>D23Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment</p> |

| Programme | Projects |
|--|---|
| | <p>implementation in GoSL agencies in the Cluster "Others"</p> <p>D24 Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Others" including complete computerization in and integrated service delivery by the agencies.</p> |
| <p>Programme C: Stakeholder participation in the design, delivery and evaluation of public services</p> | <p>C1 Consultancy to prepare a Detailed Project Report on the design of an umbrella eParticipation programme including guidelines to profitably harness emerging ICT for the development of eGovernment including (a) Social Media; and (b) Open Data for GoSL</p> <p>C2 Implementation of recommendations of Detailed Project Report on the design of an eParticipation programme and guidelines to profitably harness emerging ICT for the development of eGovernment including (a) Social Media; and (b) Open Data for GoSL</p> <p>C3 Design of a comprehensive tool for Citizen Feedback and Satisfaction Measurement on services delivered by GoSL agencies</p> |
| <p>Programme S: Setting up and operationalizing complete service delivery infrastructure required for converged and convenient service delivery</p> | <p>S1 Design of a Whole-of-Government Citizen Charter for GoSL and Template for Cluster-Specific Sub-Charters</p> <p>S2 Design of a comprehensive Grievance Redressal Mechanism for services delivered by GoSL agencies</p> <p>S3 Design of a comprehensive Multi-Channel Framework to serve as standard guidelines for agencies to aid the mapping of service components to devices and channels over which they are to be provided</p> <p>S4 Designing the One-Stop-Shop (Portal) for GoSL to serve as the unified gateway for citizen-convenient services to be provided by agencies including comprehensive search and discovery abilities</p> |

| Programme | Projects |
|--|--|
| | <p>S5Comprehensive Design of Multi-purpose Kiosks and Other Front Offices to serve as the last mile of access for integrated GoSL services</p> <p>S6Design of a Toll-Free Whole-of-Government Call Centre for integrated GoSL services</p> |
| <p>Programme U: Adoption, Usage and Sharing of the most fundamental, unique, core identifier databases</p> | <p>U1Conceptualization and Design of a Unique Identity Number for all Sri Lankan Citizens</p> <p>U2Preparation of a Detailed Feasibility Report for rolling out the Unique Identity Number for Sri Lankan citizens and operationalizing it through electronically-enabled multi-application Smart Cards</p> <p>U3Implementation of the Recommendations of the Detailed Feasibility Report for rolling out the Unique Identity Number for all Sri Lankan citizens and operationalizing it through electronically-enabled multi-application Smart Cards</p> <p>U4Consultancy for the Conceptualization and Design of a Unique Identity Number for all Land Parcels in Sri Lanka</p> <p>U5Preparation of a Detailed Feasibility Report for rolling out the Unique Identity Number for all Sri Lankan Land Parcels and operationalizing it through a comprehensive GIS-based Cadastral System for the country</p> <p>U6Implementation of the Detailed Feasibility Report for rolling out the Unique Identity Number for all Sri Lankan Land Parcels and operationalizing it through a comprehensive GIS-based Cadastral System for the country</p> |
| <p>Programme A: Conceptualize, Design and Develop and Share all common applications, sub-applications and modules among</p> | <p>A1Preparation of a Detailed Feasibility Report on the complete business, functional and technical design and delivery architecture of all shared applications relevant for GoSL agencies as cloud-based services</p> <p>A2Implementation of the Detailed Feasibility Report on the complete business, functional and technical design and delivery architecture of all shared</p> |

| Programme | Projects |
|---|--|
| GoSL agencies | <p>applications relevant for GoSL agencies as cloud-based services</p> <p>A3Preparation of a Detailed Feasibility Report on the complete business, functional and technical design and delivery architecture of all shared sub-applications and modules relevant for GoSL agencies as cloud-based services</p> <p>A4Implementation of the Detailed Feasibility Report on the complete business, functional and technical design and delivery architecture of all shared sub-applications and modules relevant for GoSL agencies as cloud-based services</p> |
| <p>Programme G: Collaborative finalization and dissemination of all standards, frameworks and guidelines required for integration in the three integration areas of Organisation, Information and Technical, and on other aspects of eGovernment</p> | <p>G1 Study and consultations towards finalizing Common Functional and Services Classification and the definition of a Whole-of-Government Functional Thesaurus</p> <p>G2 Study and consultations towards recommendation of a Common Structure/ Processes across organisations and standardisation of representation of processes through process maps</p> <p>G3 Study and consultations towards finalization of the National Data Dictionary/ Metadata Standard for adoption by GoSL and construction of a metadata repository for GoSL</p> <p>G4 Study and consultations towards finalization of Technology Interoperability Standards to be followed across Organisations under the aegis of GoSL</p> <p>G5 Consultancy to finalize Security guidelines for eGovernment in different GoSL Agencies</p> <p>G6 Study to finalize a template for Detailed Project / Detailed Feasibility Report for eGovernment implementation</p> <p>G7 Consultancy to design and finalize a template for the Digitally Enabled Process Manual/ Standard Operating Procedure Handbook for all GoSL clusters/agencies</p> |

| Programme | Projects |
|--|---|
| <p>Programme M: Collaborative finalization and dissemination of all management and compliance processes to be followed by agencies to be integration-compliant on a sustained basis</p> | <p>G8 Consultancy to design a Manual for Monitoring and Evaluation of eGovernment Interventions</p> <p>M1 Consultation and finalization of processes leading to the recommendation, approval and classification of standards (function/ process/ metadata/ service delivery/ other) for adoption across GoSL agencies</p> <p>M2 Consultation and finalization of processes to be followed for agencies to be declared “compliant” (with respect to function/ process/ metadata/ service delivery/ any other)</p> <p>M3 Design of processes to be followed for eGovernment Integration Audit Exercise for Assessment of Compliance in Agencies</p> <p>M4 Design of a Monitoring and Evaluation system, and annual exercise of assessment of Integration Maturity across agencies in GoSL</p> <p>M5 Consultancy to design and finalize guidelines for Independent Testing, Validation and Verification of all eGovernment solutions developed under the eGovernment Action Plan for the Government of Sri Lanka</p> |
| <p>Programme K: Design and Conduct Comprehensive and Continued Role-Based Capacity Building of Staff and Officials across all Levels and GoSL Agencies</p> | <p>K1 Development of a Unified eGovernment Capacity Building Strategy for GoSL</p> <p>K2 Design of eGovernment courses for officials and staff at all levels and across all GoSL agencies on a variety of subjects including Transparency and Accountability, Business Process Re-engineering, Common eGovernment Technology Platforms, Service Delivery Principles, eGovernment Integration, Hands-on Training on Common and Custom Software etc (in conformity with recommendations made in K1)</p> <p>K3 Conduct Continued and Sustained Capacity Building in line with Course definitions for all staff and officials of all GoSL agencies (in conformity with recommendations made in K1)</p> |
| <p>Programme N:</p> | <p>N1 Comprehensive Institutionalization of Research,</p> |

| Programme | Projects |
|--|--|
| Frontline Research of eGovernment activities across the World and Dissemination of Findings on Best Practices and Trends | <p>Development and Promotion of eGovernment in Sri Lanka</p> <p>N2 Setting up Communities of Practice in different areas of eGovernment Research</p> |
| Programme P: Providing adequate policy and legal support to integrated eGovernment initiatives | <p>P1 Study towards drafting a Public Administration Reform Working Paper</p> <p>P2 Amendments in the existing eGovernment Policy for the Government of Sri Lanka</p> <p>P3 Consultations and finalization of eGovernment Data Protection/ Privacy Principles and Guidelines to serve as input to a data protection legislation</p> <p>P4 Consultations and finalization of approaches/ recommendations for enforcement of eGovernment standards and guidelines among GoSL agencies</p> <p>P5 Consultations and finalization of approaches/ recommendations towards encouragement for adoption of eGovernment standards and guidelines among GoSL agencies</p> <p>P6 Study towards drafting an Electronic Service Delivery Enforcement Bill</p> <p>P7 Production of a template for Memoranda of Understanding for agreement on common process/data/ metadata standards & organisational role rationalization among GoSL agencies</p> <p>P8 Consultations and consolidation of recommendations for a Unified Cabinet Directive on eGovernment for all GoSL Agencies</p> |
| Programme I: Setting up and institutionalizing the eGovernment Institutional | <p>I1 Consultancy exercise to ratify the Terms of Reference of the eGovernment Institutional Framework and its constituent units and finalizing the complete organisation structure of the same</p> <p>I2 Operationalizing the eGovernment Institutional</p> |

| Programme | Projects |
|---|---|
| <p>Framework responsible for driving integrated eGovernment for the Government of Sri Lanka</p> | <p>Framework as recommended</p> <p>I3 Collaborative discussions and finalization of the Terms of Reference for eGovernment Ombudsman's Office and its constituent units and concluding an organisation structure for this Office and its relationship with other GoSL entities.</p> <p>I4 Operationalizing the eGovernment Institutional Framework as recommended</p> |
| <p>Programme T: Setting up and operationalizing complete technology infrastructure required for integrated eGovernment to be successfully realised</p> | <p>T1 Design and development of a web application to act as the exclusive and authentic electronic repository of functions and services thesaurus</p> <p>T2 Design and development of a web application to act as the exclusive and authentic repository of processes to be followed by agencies</p> <p>T3 Design and development of a web-based application to act as the exclusive and authentic source of metadata standards and repository for government-wide adoption</p> <p>T4 Design and development of a web-based application to act as the exclusive and authentic repository of all technical standards for government-wide adoption</p> <p>T5 Design of a Unified Data Centre and Unified Network Infrastructure appropriately disaster-recovered for government-wide adoption</p> <p>T6 Identification and design of Shared Gateways and Other Services</p> |
| <p>Programme R: Collaboration and Partnerships for knowledge exchange on eGovernment</p> | <p>R1 Feasibility study of Inter-Governmental exchange of knowledge and knowhow between GoSL entities and units from other identified country governments.</p> <p>R2 Implementation of recommendations of Feasibility Report.</p> <p>R3 Detailed Feasibility Report and Guidelines on Public Private Partnerships for eGovernment in Sri Lanka</p> |
| <p>Programme E: Installation and Operationalization</p> | <p>E1 Preparation of a Detailed Feasibility Report for the conceptualization, design, installation and operationalization of an eGovernment</p> |

| Programme | Projects |
|-------------------------------|--|
| of an eGovernment Observatory | Observatory for Sri Lanka. E2 Implementation of Detailed Feasibility Report for conceptualization, design, installation and operationalization of eGovernment Observatory. |

eGovernment Institutional Framework

Using eGovernment as a tool for service delivery and governmental efficiency from a whole-of-Government perspective requires that economies of scale are brought to bear, standardisation regimes are put in place, resources are consolidated and eGovernment efforts truly carry the imprint of a national initiative. For this to happen effectively, GoSL would need to have a dedicated institutional framework in place to drive the progress of eGovernment. This is also in line with international trends whereby Governments worldwide have taken responsibility to provide national leadership in the development and application of technology in their countries in line with their socio-economic priorities and need for efficient use of resources.

In the main, a triad of institutional structures is recommended to drive eGovernment efforts in the country, including:

- An Executive Office of eGovernment (EOG) to be headed by the Government Chief Information Officer (GCIO) and reporting to the Presidential Secretariat, as the apex-level decision making body responsible for timely production of strategies, allocation of funds and monitoring the development of eGovernment in the country;
- A Technical Office of eGovernment, housed within the ICTA and led by the Director, Re-engineering Government Programme, as the intermediate tier to act as the repository of technical expertise on eGovernment in the country and, among a slew of other responsibilities, accountable for the production of requisite standards and guidelines to ensure integrated eGovernment and ensuring their adherence by agencies; and
- A Cluster-level Chief Information Officer, where a cluster is conceptualized as a group of agencies inter-working in the same domain, and responsible principally for implementation of programmes and projects in conformity with pre-agreed standards and guidelines.

An Institutional Framework for Implementation of the eGovernment Strategy

A four-tiered **implementation** framework has also been recommended, aligned to the permanent institutional framework proposed above, top-down as follows:

- A High-Level Inter-Ministerial Committee headed by the Presidential Secretariat's Office to assume the topmost level of decision-making in the implementation process.
- The GoSL eGovernment Strategy Steering Committee headed by the GCIO (or upon a written delegation, by the Director, Re-engineering Programme of the ICTA) to be responsible for and empowered with taking all key technical and operational decisions for the eGovernment Strategy exercise;
- Programme Governance Committees responsible for the different programmes and headed in accordance with the content of the programme; and
- Project Management Groups to be responsible for all projects and headed respectively in line with competencies required.

Collaboration is the Key

Ultimately, an eGovernment Strategic Plan is only as good as its implementation on the ground. For a truly transformative impact of the plan on ground realities, towards a whole-of-government service delivery backed up by a fully integrated back-office, collaboration is an important implementation imperative. The envisaged level of collaboration is expected to transform government operations and service delivery even as a sub-optimal score on this count will undermine the results.

By invoking the concept of clusters and embracing standardisation, consolidation and sharing of resources supported by commensurate governance mechanisms, this plan, binds the practitioners to collaborate in their efforts and even rewards those who emerge winners in this respect.

OneGovernment 2020

VISION: Fully Integrated, Citizen-friendly, Cost-effective and Converged Service Delivery to ALL by 2020 through a responsive and networked government.

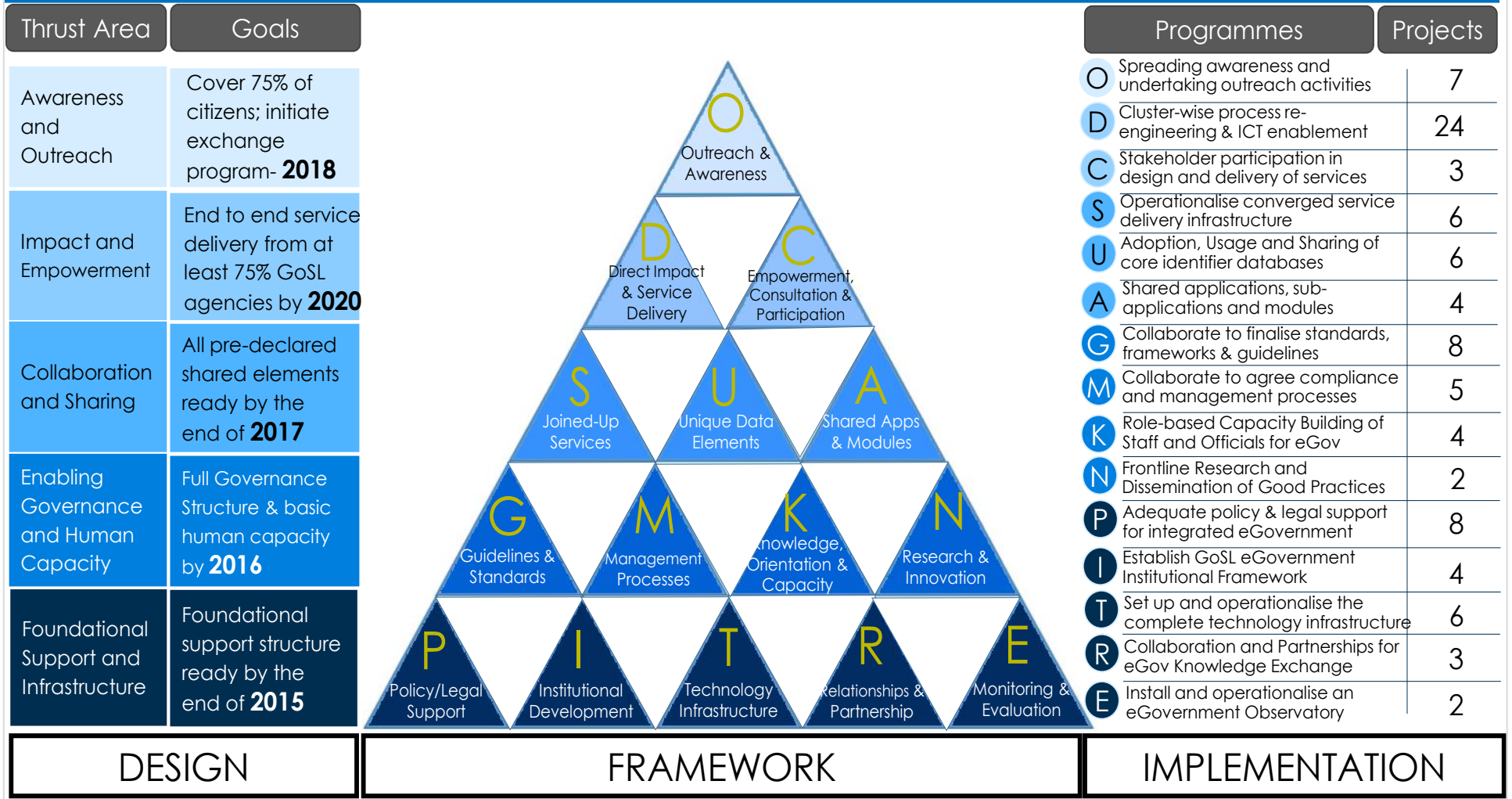


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Structure of the Report

This report is divided into four main parts contained in seven chapters.

The first part of the report, Chapter 1 and Chapter 2, provides respectively a brief background of the assignment and the strategic approach followed in the project.

The second part of the report, Chapter 3, provides the proposed Strategic Framework for the eGovernment Strategy.

The third part of the report, Chapter 4 and Chapter 5, provides respectively details of the recommended interventions (programmes and projects) proposed in the strategy and the Action Plan for implementation.

The fourth part, Chapter 6 and Chapter 7, offers the Institutional Framework for implementation of the eGovernment Strategy and Critical Success Factors for implementation and outlines the anticipated risks and proposes mitigation measures for the same.

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Part One

Project Background
Conceptual Framework for eGovernment Integration

1. Project Background and Context

BACK IN 2005, Mahinda Rajapaksa, the President of Sri Lanka, deemed it logical to take steps to create the legal, policy, institutional and strategic background necessary for the rapid development of information technology in Sri Lanka including providing computers and Internet facilities in all villages of the island nation. His intention has consistently been to provide facilities to streamline services offered by the public administration of the country, utilizing telecommunication and information technology. In particular, the President stressed on the need for information systems related to statistical data, emergency services and physical features.

1.1 The e-Sri Lanka Initiative

Marginally predating the President's pronouncements, in 2002, the Government of Sri Lanka (GoSL), launched "e-Sri Lanka" as a national development initiative, with the objective of using Information and Communication Technology (ICT) to foster social integration, peace, economic growth and poverty reduction. The principal development outcomes anticipated were: (a) more effective, citizen-centered, and transparent government; (b) empowerment of the rural poor, women and youth through increased and affordable access to information and communication tools; (c) developed leadership and skills in ICT; and (d) employment creation through the ICT industry, ICT-enabled services, and enhanced competitiveness of user industries and services.

The Information and Communication Technology Agency of Sri Lanka (ICTA), the implementing organization for e-Sri Lanka has concertedly been implementing programmes in the areas of building the National Information Infrastructure, Re-engineering Government, Investment Promotion and Private Sector Development, Developing ICT Human Resources and Societal Applications Development (or e-Society). ICTA aims to take the dividends of ICT to every village, to every citizen, to every business and to transform the way government works.

1.2 The Re-engineering Government Programme

The Re-engineering Government Programme (Re-Gov) is one of the main programmes of ICTA, which aims to improve the efficiency of delivery and access mechanisms of the government. The objectives of the programme require re-engineering government business processes and enabling those processes with ICTs. Re-Gov carried out a blue print study in 2004 which prepared a plan for implementing projects to achieve the following objectives:

- Interconnect government agencies to achieve a higher level of productivity through improved interaction;

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- Ensure that the stock of ICT equipment required for an efficient and effective e-government program is available;
- Ensure public service personnel are imparted with appropriate ICT skills required for an efficient and effective e-Government; and
- Create a "single window" for the citizens to access eServices provided by the few selected government organizations, making those public services "truly citizen centric": ensuring geographically non-discriminate delivery.

Re-Gov is to be implemented by re-engineering public sector work processes through the strategic use of ICT through:

- a client rather than organizational design of work;
- government accountability for service level standards to its clients;
- electronic sharing of data across agencies;
- always-on, user-friendly, distance-neutral information and service facilities to citizens and businesses;
- transparency in government operations.

However, although most of the performance indicators which were set at the inception of the programme have been achieved, the programme has not been able to achieve the transformation significantly across government organizations for providing connected services. Moreover the programme has not been able to optimally harness new technological concepts such as mobile government, cloud computing, social media and the like. Both in the case of public service delivery and internal operations within government agencies, a "Whole-of-Government" perspective is a crying need of the hour.

1.3 Objective of the Current Assignment

The objective of this exercise is to conceptualize and draft an integrated eGovernment strategy for the Government of Sri Lanka (GoSL), whose implementation over the next five years or so will help bridge most of the deficits observed in the "current state" of eGovernment in Sri Lanka. In particular the strategy must focus on transforming governmental operations and service delivery through utilizing economies of scale and scope, promoting re-use of resources by transcending organisational boundaries, embracing standardisation, re-orienting staff to service delivery and generally believing in a whole-of-government view.

2. Strategic Approach for Integrated eGovernment

This chapter brings out, in light of the discussion with stakeholders, and after due study of best practices realised in other prominent countries of the world where integrated efforts in eGovernment have been pursued concertedly, what the overall Vision, Goals, Thrust Areas, Programmes, Projects and the Action Plan must be that will act as a strategic framework for integrated eGovernment to be actualized.

Figure 1 brings out the approach followed for proposing recommendations consequent to the Current State Assessment. For every area in which recommendation was made, recourse was taken to (a) the understanding of the current state as revealed by the stakeholders participating in the exercise (STAKEHOLDER VIEW), (b) experience and expertise available with the consultant through

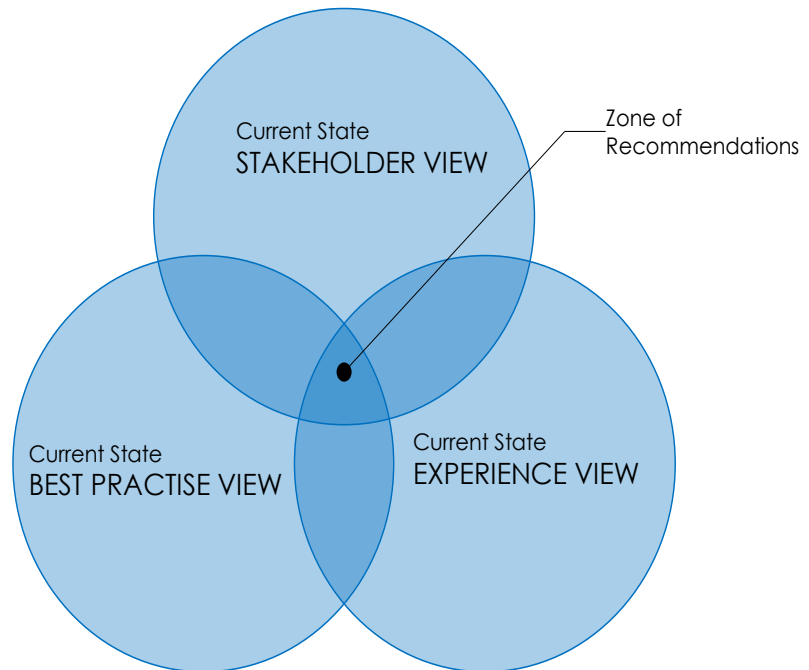


FIGURE 1 OVERALL APPROACH FOR MAKING RECOMMENDATIONS

undertaking assignments of similar nature (EXPERIENCE VIEW), and (c) experiences and lessons available from other countries though not with consultant's participation, and to literature available from multi-lateral sources including journals and other literature from prominent research houses, World Bank and its associated entities, the UN network, lessons from advances made in developed countries, etc (BEST PRACTICE VIEW). Recommendations essentially lie at the confluence of the three regions, described as the "Zone of Recommendations".

Since the rationale for the recommendations have already been made clear in the earlier "As Is and Benchmarking Report", this document will not revisit the same again but, instead, will concentrate on the gaps discovered, the resultant recommendations, and the strategy that needs to be pursued to implement the same.

| | Themes of Assessment | Approach for Analysis | | Identified Thrust Areas | Vehicles of Implementation | Details of Implementation |
|--|---|--|---|--|---|--|
| GoSL eGovernment Current State Assessment | THEME 1 THEME 2 THEME 3 | Enhance Expand Enhance Expand Enhance Expand | List of all Recommendations | SRI LANKA E-GOVERNMENT VISION | Thrust Area One Associated Goal PROGRAMME "1" | Action Plan for Implementation |
| eGovernment Trends and Best Practice Study | THEME 4 THEME 5 | Enhance Expand Enhance Expand | | | Thrust Area Two Associated Goal PROGRAMME "3" | PROGRAMME "2" |
| eGov Strategic Approach Guidelines | Based on the subject and global development and trends the subject area is broken down into several themes of interventions in which assessment would take place. For every theme (a) current state assessment is accompanied by (b) benchmarking study with best practices and global trends . | Countries and contexts are first identified to see if the benchmarking is tenable. After this, gap identification takes 2 forms: (a) existing interventions to be done differently ("ENHANCE") or (b) existing interventions are incomplete and new initiatives need to be taken up ("EXPAND") | Deliberations and consultations will lead to the Vision | Thrust Area Three Associated Goal PROGRAMME "5" | PROGRAMME "4" | Prioritization of Interventions |
| | | | | | PROGRAMME "6" | Project Outcomes |
| | | | | | | Project Ownership |
| | | | | | | Institutional Framework |
| | | | | | | Monitoring and Evaluation |
| | | | | From the current state, requirements for the Vision and the slew of broad recommendations, Strategic Thrust Areas (STAs) will be identified. Each of these STAs will be associated with a Goal as elaborated in this to be realised as part of the Vision. | Each of the thrust area would have a goal associated with it that will be realised through programme(s). Programmes, in turn, would consist of a set of projects and activities. They would be prioritized based on their logical relation. | Holistic Focus including Policy/Legal Clear Ownership Exclusive Institutional Framework Outcome based M&E Framework Evolutionary Approach that will proceed Cluster by Cluster |

FIGURE 2 STRATEGIC APPROACH FOR STRATEGY FORMULATION

2.1 Strategic Approach for Strategy Formulation

Figure 2 summarizes graphically the approach that has been adopted towards formulating the GoSL eGovernment Strategy with the accompanying Action Plan. The approach for evolving the strategy took the following stages.

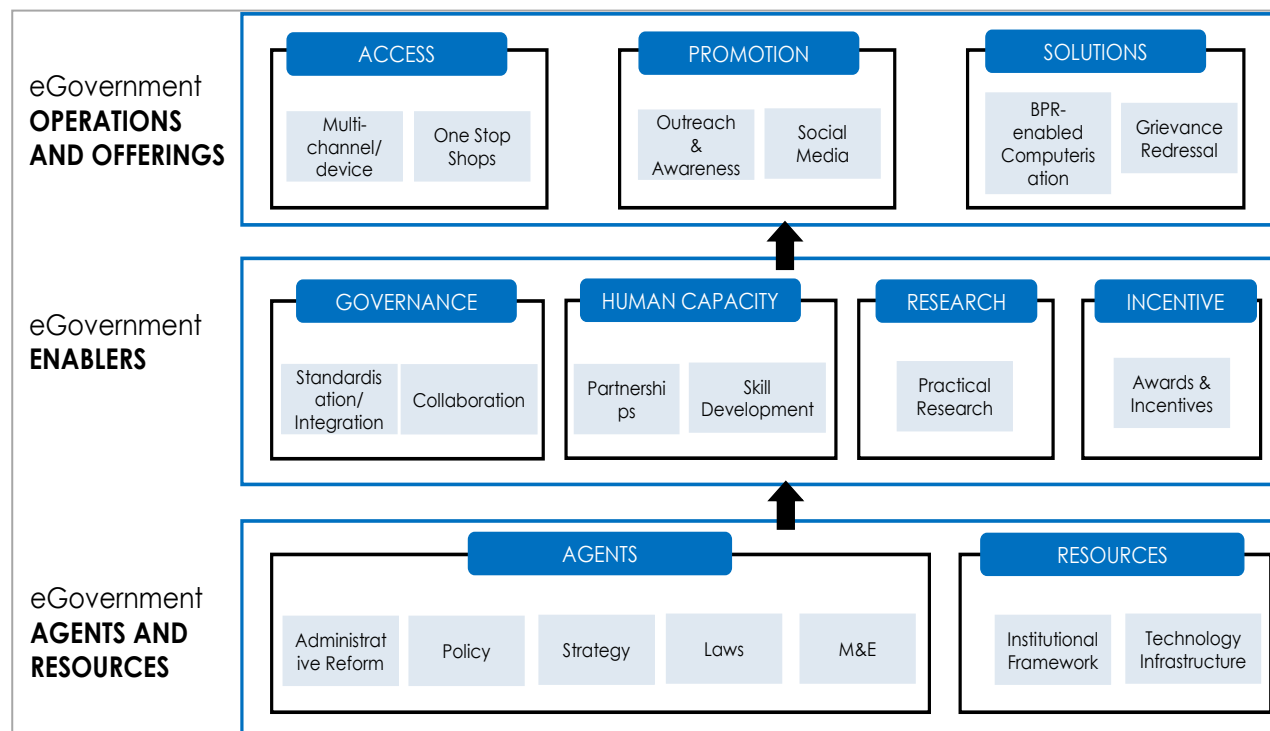


FIGURE 3 E-GOVERNMENT BUILDING BLOCKS CONCEPTUALIZATION FOR THE ASSIGNMENT

Stage 1: GoSL eGovernment Current State Assessment and Benchmarking with Best Practices

The current state for eGovernment integration was assessed in 3 layers of eGovernment with their respective constituent building blocks (Figure 3) as described below.

A. AGENTS AND RESOURCES

This layer represents largely the input layer in terms of resource, commitment and institutional availability to help develop eGovernment, and includes the following.

1. Agents, implying elements that work as catalysts on the resources, and include:
 - Founding principles of Administrative Reform on which eGovernment must be grounded;
 - eGovernment Policy which must spell out the political and executive focus for eGovernment at the topmost levels;
 - eGovernment Strategy to outline the roadmap for implementation;
 - Laws to provide legal basis for provision of eGovernment; and
 - A Monitoring and Evaluation mechanism for the implementation.

2. Resources, implying the factor inputs and include:
 - Human Resources encapsulated into a comprehensive institutional framework; and
 - Technology infrastructure comprising the storage, processing and network hardware on an appropriate architecture for eGovernment products and services to be provided.

B. E-GOVERNMENT ENABLERS

This layer, representing enablers and would include

1. Governance, implying processes to be managed in the most efficient way, and would include
 - Compliance Requirements and/or Guidelines for Standardisation and Integration; and
 - Compliance Requirements and/or Guidelines for Collaboration among stakeholders for resources.
2. Human Capacity, including elements of
 - Development of skills required with the officials to pursue eGovernment
 - Partnership arrangements with different stakeholders of eGovernment
3. Research, including practical research to ensure that eGovernment in practice is abreast with latest developments.
4. Incentives, including elements of regime that ensures that best practitioners of eGovernment are encouraged and retained in the system by awards or other instruments of encouragement.

C. E-GOVERNMENT OFFERINGS AND OPERATIONS

This layer representing the actual operations and offerings would include:

1. Access, or elements of the last-mile infrastructure that bring eGovernment within the reach of citizens and includes:
 - Multi-channel/Multi-device services and requirements for the same; and
 - One-stop Shops representing the single-window access.
2. Promotion, including elements to make customers aware of what is available and would include:
 - Outreach and Awareness, implying whole spectrum of activities to reach out to all stakeholders involved in eGovernment in a planned way; and
 - Social Media, implying usage of the same in enlisting the participation of citizens in the eGovernment effort.
3. Solutions, representing the eGovernment products for the citizens and include:
 - BPR-enabled computerized operations and service delivery to citizens and businesses; and
 - Grievance Redressal, or ensuring that what is promised is indeed delivered.

Concurrent with the Current State Assessment a Best Practice Study was also undertaken of practices being successfully followed elsewhere in the world in the sphere of eGovernment. This included a comprehensive study of best practices in countries such as US, UK, Australia, Germany, India, South Africa, Singapore and many others.

Stage 2: Analysis of Interventions

Analysis of interventions was done in the different building blocks with a view to whether:

- More activities or interventions needed to be taken up in addition to the ones that have already taken place in the country (**EXPANSION**); or
- The activities or interventions that were taken up needed to be conducted differently from the way they were carried out in the past (**ENHANCEMENT**).

Stage 3: Envisioning Integrated eGovernment for Sri Lanka

Based on the findings from the analysis of the Current State and the Best Practice study, the **Vision for eGovernment Integration in Sri Lanka** was conceptualized, discussed and then finalized. The Vision formulated is one that is long-term and realistic.

Stage 4: Identify Strategic Thrust Areas and Associated Strategic Goals

For the Vision formulated above to be realized, then Strategic Thrust Areas in which interventions were to be taken up were also conceptualized with each of the Strategic Thrust Areas being associated with a Goal that had to be met in the intervening years till the Vision is realised. As against the Vision, the Goals are of narrower remit but together work towards making integrated eGovernment happen in Sri Lanka along all the aspects covered in its conceptualization.

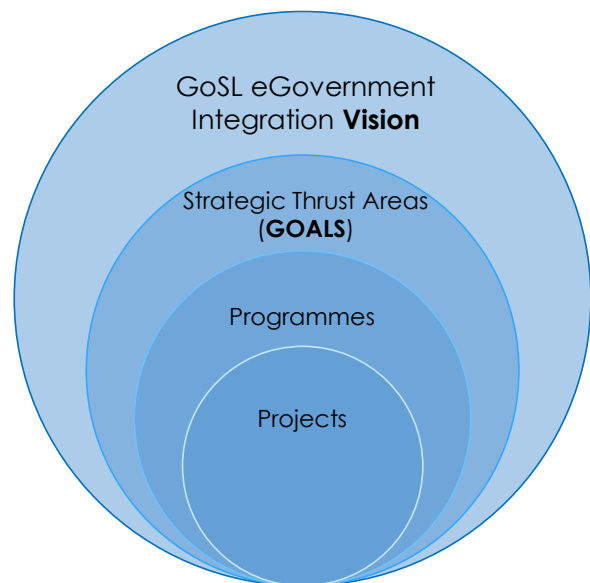


FIGURE 4 SRI LANKA E-GOVERNMENT STRATEGIC FRAMEWORK ARCHITECTURE

Stage 5: Formulation of Programmes and Projects for eGovernment Integration to realize the goals

Each of these Goals and Strategic Thrust Areas were then associated with different programmes through which the identified interventions would be implemented. A

programme has been conceptualized as an implementation vehicle that is long-term and associated with its own set of objectives and is, in turn, made up by many activities (each of which is of a much shorter term, and has defined outputs at the end of them), called projects. A typical project could be finite in time with a well-defined start and finish (for example, a research study to be undertaken), or could be defined as time-unbound or recurring (for example, the conduct of eGovernment capacity building).

Stage 6: Formulation of the Complete Action Plan for Integrated eGovernment in Sri Lanka

Once the different programmes and projects were defined, they were put together into an implementation plan, (the GOSL eGovernment Action Plan) that took into account the prioritization factors for eGovernment in the country, different pre-requisites and post-requisites for the projects, and the associated resource requirements for implementation of the Action Plan. Concurrently, it has been ensured that clear ownership structures are identified and the requisite institutional framework is also in place for the implementation of the plan.

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Part Two

Strategic Framework

3. The Integrated eGovernment Strategic Framework

Figure 4 above brings out the hierarchy of the strategic framework, comprising, as described above, the Vision, Strategic Thrust Areas (each of which is tied to a Goal), Programmes under each of these thrust areas and projects to be implemented under them.

3.1 VISION

The following have emerged from the eGovernment As-Is Study exercise:

1. eGovernment efforts, though about a decade old in Sri Lanka now, are still far from what should be an integrated exercise leading to a single whole-of-government treatment.
2. ICTA, the principal agency that has taken ownership of eGovernment in the country does not have appropriate authorizing statutes and governance mechanisms in place that will help it implement this programme in other line agencies of the Government, many of whom have steered clear of similar whole-of-government initiatives in the past.
3. However, with substantial eGovernment investments having already been designed and implemented in the country and many more waiting in the wings, and the fact that GoSL is faced with resource constraints (not only financial resources but also human capabilities), it will make little sense for eGovernment to continue to be implemented in the country in the same fragmented, silo-manner of the past. As an integrated approach is a must for real economies to be brought about in government's own operations, integration is not really a choice any more. It is the need of the hour.
4. Integrated service delivery leading to citizen convenience is a basic development imperative now and failure to do this will lead to under-achievement of developmental outcomes.
5. It is therefore, incumbent upon ICTA to produce the landscape for integrated eGovernment and be prepared with a comprehensive and actionable integrated eGovernment strategy before it goes about motivating line agencies to join the course. Authorizing directives and governance mechanisms are required for that, without which, line agencies may be tempted to think they have a choice and may just prefer to preserve the status quo (or the way things are).

The above considerations underpin the integrated eGovernment Vision statement (OneGovernment 2020) for Sri Lanka. The year 2020 has been identified as one when the Vision would be completely realized. The following is the eGovernment Integration Vision for Sri Lanka for the year 2020.

OneGovernment 2020

Fully Integrated, Citizen-friendly, Cost-effective and Converged Service Delivery to ALL by **2020** through a responsive and networked government.

3.2 STRATEGIC THRUST AREAS AND GOALS

To realize this Vision ("OneGovernment 2020") five large **Strategic Thrust Areas** have been identified as in Table 1.

TABLE 1 STRATEGIC THRUST AREAS AND THEIR DESCRIPTION

| Strategic Thrust Area | Description |
|---|--|
| Foundational Support and Infrastructure | <p>This strategic thrust area (STA) will include all components that render foundational support; interventions, therefore, in this Thrust Area will deliver the foundational structure upon which other interventions will come into play.</p> <p>This will comprise, broadly, the areas of policy support, legal and quasi-legal framework, the institutional structure, technology infrastructure and the monitoring framework to be deployed to periodically assess the status of eGovernment in Sri Lanka. Interventions in this area, once actualized, will not need to be revisited frequently.</p> |
| Enabling Governance and Human Capacity | <p>This thrust area will comprise interventions that use the support structure created under the first STA as a basis and lay down the rules of integrated eGovernment implementation for stakeholders to follow and for integrated service delivery to take place to the satisfaction of stakeholders.</p> <p>This will include the four broad areas of Standards/Frameworks/Guidelines; Management/Compliance processes; Knowledge Orientation and Capacity Building of stakeholders; and undertaking research and innovation activities. Unlike in the first STA interventions in this category will</p> |

| Strategic Thrust Area | Description |
|---------------------------|--|
| Collaboration and Sharing | <p>need to be frequently revisited to ensure sustained success of eGovernment integration efforts.</p> <p>With cost-effectiveness being a basic driving force for the integrated eGovernment strategy, this thrust area will include tangible elements that could be shared across GoSL agencies to ensure a high incidence of cost-effectiveness besides other benefits, for example, standardisation.</p> <p>This would include the three broad areas of (a) sharing of services; (b) sharing of core and unique data identifiers; and (c) sharing of applications and sub-applications (modules).</p> |
| Impact and Empowerment | <p>This thrust area will imply the actual customer-facing converged service delivery activity to the citizens from a whole-of-government point of view adequately supported by interventions in the other STAs so that integrated service delivery is not a phenomenon that is treated in isolation but, instead, is something that is enabled by considered internal processes and is anchored in an adequately empowered regulatory environment.</p> <p>Broadly speaking, this will include the two large areas of (a) undertaking interventions of direct impact and visibility to stakeholders (for example, internal computerization efforts and providing ICT-enabled services); and (b) empowering citizens through eParticipation efforts including, though not limited to, the power of new media including social media.</p> |
| Awareness and Outreach | <p>This thrust area will include all interventions aimed at creating awareness of eGovernment in particular and the efficacy of ICT in general among stakeholders. Included within this will also be concerted interventions towards instituting a system of awards and incentives for eGovernment practitioners in the country.</p> |

Further, each of the Strategic Thrust Areas (STAs) has been associated with a Goal. Table 2 brings out the STAs and their respective goals.

TABLE 2 STRATEGIC THRUST AREAS AND RESPECTIVE GOALS

| Strategic Thrust Area | Goal |
|---|---|
| Foundational Support and Infrastructure | To have the foundational support structure for integrated eGovernment ready by the end of 2015. |
| Enabling Governance and Human Capacity | To prepare the complete eGovernment Governance framework and build basic human capacities by the end of 2016. |
| Collaboration and Sharing | To have all declared shared elements for a national eGovernment effort ready by the end of 2017. |
| Impact and Empowerment | To provide fully integrated and converged services to relevant stakeholders in at least 75% of GoSL agencies by the end of 2020. |
| Awareness and Outreach | To cover at least 75% of the citizenry of Sri Lanka in eGovernment awareness and outreach efforts through all common channels and media (including social media) and initiate an international eGovernment engagement programme by the end of 2018. |

3.3 STRATEGIES TO ACHIEVE THE GOALS

Each of the Goals identified above is planned to be achieved through strategies. Thus, for example, the goal corresponding to the "Foundational Support and Infrastructure" Strategic Thrust Area is identified to be achieved by 5 (five) strategies. The following brings out the complete configuration of Strategic Thrust Areas, Goals and strategy (ies) to achieve the goals.

Strategic Thrust Area: FOUNDATIONAL SUPPORT AND INFRASTRUCTURE

As is apparent from the description above, this area includes the five sub-areas of (a) Legal and Policy Support; (b) Institutional Foundations; (c) a Robust Technology Infrastructure; (d) Lending Relationship Support; and (e) keeping track with a Monitoring and Evaluation Framework.

Accordingly, 5 (five) strategies have been identified to achieve this goal as follows:

1. Provide appropriate and adequate policy and legal support for government-wide adoption of eGovernment initiatives (represented by the notation "P");
2. Provide an adequately and exclusively authorized Institutional Framework supported by the topmost levels of the Government and mandated with steering eGovernment in Sri Lanka on a government-wide basis (represented by the notation "I"); and

3. Provide and manage a robust and shared technology infrastructure available to stakeholders on a government-wide basis as the exclusive repository of all integration assets for eGovernment (represented by the notation "T").
4. Increase international exchange and improve Sri Lanka's position in international eGovernment community by exchange of knowhow between eGovernment practitioners of Sri Lanka and those of other countries with which fruitful knowledge exchange can take place. (represented by the notation "R"); and
5. Enhance data availability on eGovernment adoption by GoSL and its entities through the installation and operationalization of an eGovernment Observatory (represented by the notation "E").

Strategic Thrust Area: ENABLING GOVERNANCE AND HUMAN CAPACITY

As is clear from the description above, this area includes providing for governance arrangements for eGovernment and consists in (a) Governance Principles and Rules; (b) Compliance arrangements with the same; (c) Human Capacity Building interventions; and (d) Undertaking Research and Innovation related activities.

Accordingly, 4 (four) strategies have been identified to achieve this goal as follows:

6. Involve relevant stakeholders to progressively finalise and disseminate all requisite standards, frameworks and guidelines for eGovernment integration to materialize on a government-wide basis across the three areas of Organisation, Information and Technical (represented by the notation "G"); and
7. Collaboratively define all management and compliance processes to be followed by agencies and handhold them to be integration-compliant on a sustained basis (represented by the notation "M").
8. Design and conduct comprehensive and continued role-based capacity building of staff and officials across all levels and GoSL agencies to equip them with the knowledge, skills and attitude required to successfully implement eGovernment in their respective spheres of influence (represented by the notation "K"); and
9. Continually undertake frontline research of practical relevance on eGovernment activities across the world and disseminate findings on best practices and trends in its varied areas (represented by the notation "N").

Strategic Thrust Area: COLLABORATION AND SHARING

This thrust area represents all elements necessary for collaboration and sharing and includes (a) common service delivery principles and shared infrastructure; (b) basic unique identifier databases expected to be of critical use across the board; and (c) a repository of common applications and modules that is expected to be of use across agencies and application systems.

Three strategies have been identified to achieve this goal as follows:

10. Involve all stakeholders on a government-wide basis to agree upon facilities and modalities required for complete, converged and responsive service delivery to citizens (represented by the notation "**S**").
11. Bring about Consistency and Uniformity in core data adoption and usage through preparation and sharing of the most fundamental identifier databases in line with metadata standards finalized (represented by the notation "**U**"); and
12. Facilitate Economies of Scale and Scope through sharing of applications, sub-applications and modules among GoSL agencies (represented by the notation "**A**").

Strategic Thrust Area: IMPACT AND EMPOWERMENT

This thrust area deals in the direct citizen interface and consists in (a) providing fully integrated and converged services to citizens supported by backend automation; and (b) empowering communities through their participation in service delivery and related matters.

Two strategies have been identified to achieve this goal as follows:

13. Undertake comprehensive Business Process Re-engineering exercise with subsequent enablement of technology at the cluster level to provide fully integrated and converged services (represented by the notation "**D**").
14. Enlist the continual participation of stakeholders on a GoSL-wide basis in the design and delivery of public information and services (represented by the notation "**C**").

Strategic Thrust Area: AWARENESS AND OUTREACH

This thrust area represents all interventions necessary to spread awareness on eGovernment activities of the GoSL and undertake outreach activities to drive home the efficacy of ICT as a utility for development for the community.

One strategy has been identified to achieve this goal as follows:

15. Undertake outreach activities to (a) spread awareness on GoSL's eGovernment efforts and its use to communities; (b) drive home the efficacy of ICT as a tool for development; and (c) motivate service providers and other stakeholders for their best service offerings (represented by the notation "**O**").

Further Figure 5graphically brings out this association.

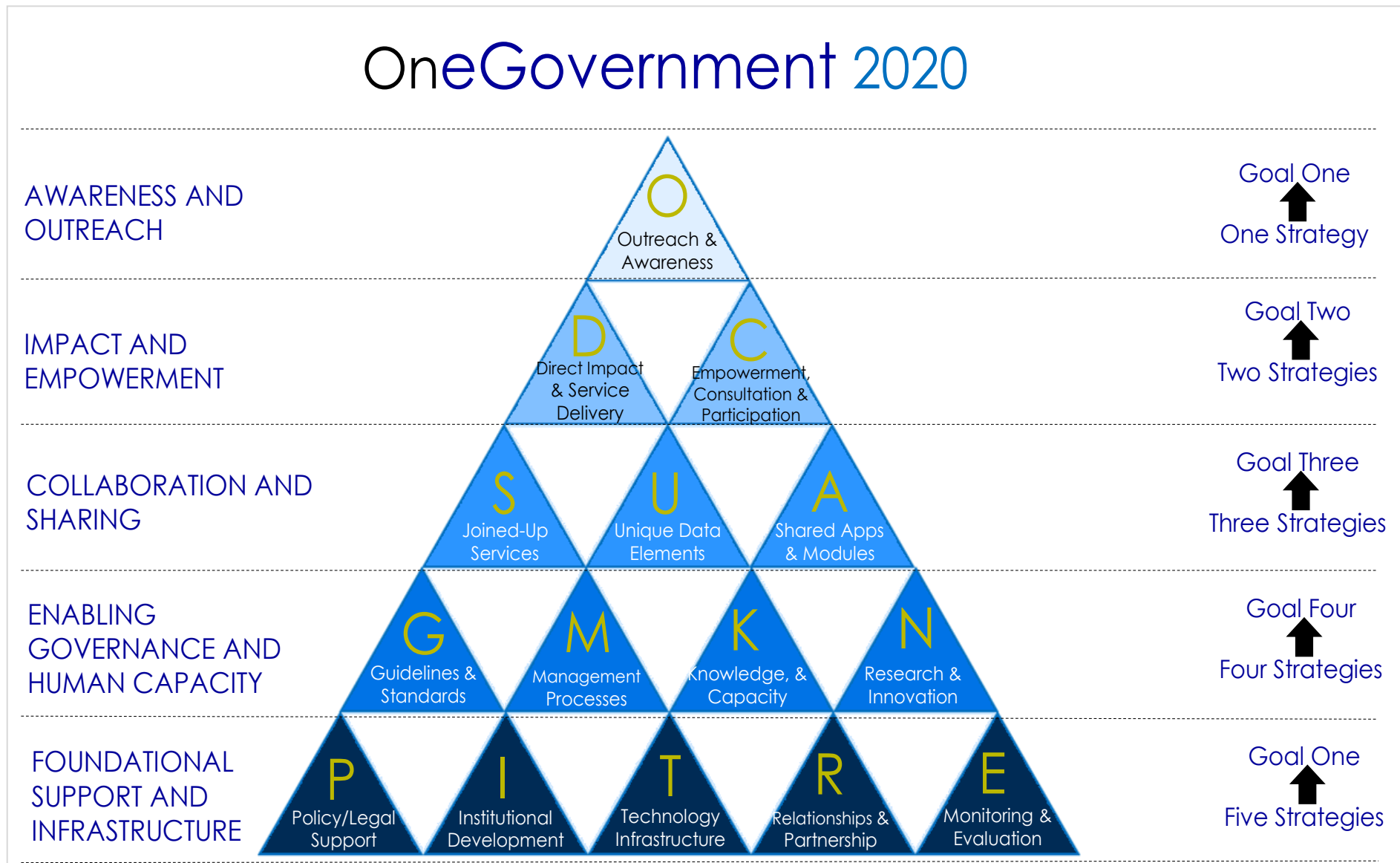


FIGURE 5 INTER-RELATIONSHIPS AMONG STRATEGIC THRUST AREAS, GOALS AND STRATEGIES

3.4 PROGRAMMES AND PROJECTS TO BE IMPLEMENTED

The composite eGovernment Strategy for Sri Lanka, therefore, is a synthesis of 15 strategies described above to implement on a concurrent basis and which, when grouped according to the thrust area in which they fall, accomplish the Strategic Goal assigned to the Strategic Thrust Area. Taken in unison they realize the complete eGovernment Vision for Sri Lanka.

Programme as a group of Projects

Programmes have been identified as the main vehicles to implement the strategies, with each programme implementing a strategy on a one-to-one basis, including within them projects that have been associated with **outputs** and take place within pre-defined timeframes. A programme is, therefore, a group of projects. Most projects are one-time activity that are implemented in a definite time-frame and result in an identified set of outputs; some of the projects, though, are also recurring in nature, being taken up periodically along similar dimensions and resulting in similar set of results.

Prioritization among Programmes and Projects

Whereas programmes run parallel and largely independently (except those in the thrust area of "Technology Infrastructure") and enjoy equal precedence, projects within a programme have logical sequencing (prioritization) associated with them determined by the factors of "criticality" of the project to attaining the objectives associated with the programmes and "feasibility" of its implementation, coupled with considerations of projects being themselves or requiring other projects to serve as pre-requisites. For example, the definition of the functional integration guidelines (under strategy "G" in the "Enabling Governance" thrust area) must necessarily precede the creation of its repository (under strategy "T" in the "Foundational Support" thrust area).

Programmes and Projects: The Essential Difference

A key point here is the difference between a project and a programme: whereas a project has definite and shorter timelines to it, a programme encompasses several projects which fall under the same strategy and call for similar set of competencies required to run them, and has a much longer time-frame associated with it. Programmes, being vehicles with which to implement strategies, are also identified with a set of strategic objectives they are intended to achieve. Given that a programme also includes activities that are recurring, there actually is no logical timeframe associated with it since the recurring activities will continue to be run year after year. Nevertheless since the target year for the Vision to be realised is 2020, all programmes will reach their completion status by the end of 2020.

CODIFICATION OF PROGRAMMES AND PROJECTS

For easy reference codes have been formulated to denote all programmes and projects. These codes are an extension of those earlier introduced in the section on strategies.

Codes Associated with Programmes

Since programmes, as implementing vehicles of strategies, are associated with the strategies on a one-to-one basis, they carry the same codes as the strategies they implement. For example, "T" is the code associated with the strategy "T" (Provide and manage a robust and shared technology infrastructure available to stakeholders on a government-wide basis as the exclusive repository of all integration assets for eGovernment). The programme that would implement this strategy ("Setting up and operationalizing complete technology infrastructure required for eGovernment integration to be successfully realised") would also carry the same code, "T".

Codes Associated with Projects

The codes associated with the project(s) that is/are associated with the programmes will inherit the programme code and then a sequential number. For example, under the above programme "T", the three projects recommended are as follows

- T1: Design of web application to act as an electronic repository of functions and services thesaurus
- T2: Design of a web application for a repository of processes
- T3: Design of a web-based application to act as a repository of metadata standards and repository
- T4: Design of a web-based application to act as a repository of all technical standards
- T5: Design of Unified Data Centre/ Networks
- T6: Shared Gateways and Other Services

3.5 FORMULATION OF PROGRAMMES AND PROJECTS UNDER WHICH INTERVENTIONS ARE REQUIRED

This section brings out the different strategies, programmes and projects that are being recommended to be taken up categorized according to the Strategic Thrust Areas in which they fall.

Strategic Thrust Area: **FOUNDATIONAL SUPPORT& INFRASTRUCTURE**

As discussed earlier five strategies have been identified under this thrust area to be implemented by their corresponding programmes as a suite of their respective projects as shown in Table 3.

TABLE 3 PROGRAMMES AND PROJECTS IN THE STRATEGIC THRUST AREA OF "FOUNDATIONAL SUPPORT"

| Strategy | Programme | Project Code | Project |
|---|---|--------------|--|
| Provide appropriate and adequate policy and legal support for government-wide adoption of eGovernment initiatives | Programme P: Providing adequate policy and legal support to eGovernment Integration initiatives | P1 | Study towards drafting a Public Administration Reform Working Paper |
| | | P2 | Formulating an eGovernment Integration Policy for the Government of Sri Lanka |
| | | P3 | Consultations and finalization of eGovernment Data Protection/ Privacy Principles and Guidelines to serve as input to a data protection legislation |
| | | P4 | Consultations and finalization of approaches/ recommendations for enforcement of eGovernment standards and guidelines among GoSL agencies |
| | | P5 | Consultations and finalization of approaches/ recommendations towards encouragement for adoption of eGovernment standards and guidelines among GoSL agencies |
| | | P6 | Study towards drafting an Electronic Service Delivery Enforcement Bill |
| | | P7 | Production of a template for Memoranda of Understanding for agreement on common process/data/ metadata standards & organisational role rationalization among GoSL agencies |
| | | P8 | Consultations and consolidation of recommendations for a Unified Cabinet Directive on eGovernment Integration to for all GoSL Agencies |
| Provide an adequately and | Programme I: Setting up and | I1 | Consultancy exercise to ratify the Terms of Reference of the |

| Strategy | Programme | Project Code | Project |
|---|--|--------------|---|
| exclusively authorized Institutional Framework supported by the topmost levels of the Government and mandated with steering the eGovernment Integration in Sri Lanka on a government-wide basis | institutionalizing the eGovernment Institutional Framework responsible for driving integrated eGovernment for the Government of Sri Lanka | | eGovernment Institutional Framework and its constituent units and finalizing the complete organisation structure of the same |
| | | I2 | Operationalizing the eGovernment Institutional Framework as recommended |
| | | I3 | Collaborative discussions and finalization of the Terms of Reference for eGovernment Ombudsman's Office and its constituent units and concluding an organisation structure for this Office and its relationship with other GoSL entities. |
| | | I4 | Operationalizing the eGovernment Institutional Framework as recommended |
| Provide and manage a robust and shared technology infrastructure available to stakeholders on a government-wide basis as the exclusive repository of all integration assets for eGovernment | Programme T: Setting up and operationalizing complete technology infrastructure required for eGovernment integration to be successfully realised. | T1 | Design and development of a web application to act as the exclusive and authentic electronic repository of functions and services thesaurus |
| | | T2 | Design and development of a web application to act as the exclusive and authentic repository of processes to be followed by agencies |
| | | T3 | Design and development of a web-based application to act as the exclusive and authentic source of metadata standards and repository for government-wide adoption |
| | | T4 | Design and development of a web-based application to act as the exclusive and authentic repository of all technical standards for government-wide adoption |

| Strategy | Programme | Project Code | Project |
|--|---|--------------|--|
| | | T5 | Design of a Unified Data Centre and Unified Network Infrastructure appropriately disaster-recovered for government-wide adoption |
| | | T6 | Design of a Repository of Shared Applications and Modules to serve as the exclusive and authentic source of all shared applications and/or modules identified for government-wide adoption |
| Increase international exchange and improve Sri Lanka's position in international eGovernment community by exchange of knowhow between eGovernment practitioners of Sri Lanka and those of other countries with which fruitful knowledge exchange can take place | Programme R: Collaboration and Partnerships for knowledge exchange on eGovernment | R1 | Feasibility study of Inter-Governmental exchange of knowledge and knowhow between Sri Lanka and other identified countries. |
| | | R2 | Implementation of recommendations of Feasibility Report. |
| | | R3 | Guidelines on sustainment of partnerships between ICTA and third-party service providers |
| Enhance monitoring and evaluation of eGovernment adoption by stakeholders through better data preparedness of GoSL in eGovernment in | Programme E: Installation and Operationalization of an eGovernment Observatory | E1 | Preparation of a Detailed Feasibility Report for the conceptualization, design, installation and operationalization of an eGovernment Observatory for Sri Lanka. |
| | | E2 | Implementation of Detailed Feasibility Report for conceptualization, design, installation and operationalization of eGovernment Observatory. |

| Strategy | Programme | Project Code | Project |
|---|-----------|--------------|---------|
| particular and ICT in general through the installation and operationalization of an eGovernment Observatory | | | |

Strategic Thrust Area: ENABLING GOVERNANCE& HUMAN CAPACITIES

As discussed earlier **four** strategies have been identified under this thrust area to be implemented by their corresponding programmes as a combination of their respective projects as shown in Table 4.

TABLE 4 PROGRAMMES AND PROJECTS IN THE STRATEGIC THRUST AREA OF "ENABLING GOVERNANCE"

| Strategy | Programme | Project Code | Project |
|--|--|--------------|--|
| Involve relevant stakeholders to progressively finalise and disseminate all requisite standards, frameworks and guidelines for eGovernment integration to materialize on a government-wide basis across the three areas of Organisation, Information and Technical | Programme G: Collaborative finalization and dissemination of all standards, frameworks and guidelines required for integration in the three integration areas of Organisation, Information and Technical. | G1 | Study and consultations towards finalizing Common Functional and Services Classification and the definition of a Whole-of-Government Functional Thesaurus |
| | | G2 | Study and consultations towards recommendation of a Common Structure/ Processes across organisations and standardisation of representation of processes through process maps |
| | | G3 | Study and consultations towards finalization of the National Data Dictionary/ Metadata Standard for adoption by GoSL and construction of a metadata repository for GoSL |
| | | G4 | Study and consultations towards finalization of Technology Interoperability Standards to be followed across Organisations under the aegis of GoSL |
| | | G5 | Consultancy to finalize Security guidelines for eGovernment in different GoSL Agencies |

| Strategy | Programme | Project Code | Project |
|---|--|--------------|---|
| | | G6 | Study to finalize a template for Detailed Project / Detailed Feasibility Report for eGovernment implementation |
| | | G7 | Consultancy to design and finalize a template for the Digitally Enabled Process Manual/ Standard Operating Procedure Handbook for all GoSL agencies |
| | | G8 | Consultancy to design a Manual for Monitoring and Evaluation of eGovernment Interventions |
| In tandem with the finalization of standards, frameworks and guidelines for eGovernment integration, collaboratively define all management and compliance processes to be followed by agencies and handhold them to be integration-compliant on a sustained basis | Programme M: Collaborative finalization and dissemination of all management and compliance processes to be followed by agencies to be integration-compliant on a sustained basis | M1 | Consultation and finalization of processes leading to the recommendation, approval and classification of standards (function/ process/ metadata/ ser. delivery/ other) for adoption across GoSL agencies |
| | | M2 | Consultation and finalization of processes to be followed for agencies to be declared "integration compliant" (with respect to function/ process/ metadata/ service delivery/ any other) |
| | | M3 | Design of processes to be followed for eGovernment Integration Audit Exercise for Assessment of Compliance in Agencies |
| | | M4 | Design of a Monitoring and Evaluation system, and annual exercise of assessment of Integration Maturity across agencies in GoSL |
| | | M5 | Consultancy to design and finalize guidelines for Independent Testing, Validation and Verification of all eGovernment solutions developed under the eGovernment Action Plan for the Government of Sri Lanka |
| Design and | Programme K: | K1 | Design of eGovernment courses |

| Strategy | Programme | Project Code | Project |
|---|--|--------------|--|
| conduct comprehensive and continued training of staff and officials across all levels and GoSL agencies in line with their respective roles for eGovernment in Sri Lanka to ensure skill development, upgradation in tandem with eGovernment requirements | Design and Conduct of a Comprehensive e-Leadership Capacity Building and Continued Role-Based Capacity Building of Staff and Officials across all Levels and GoSL Agencies | | for officials and staff at all levels and across all GoSL agencies on a variety of subjects including Transparency and Accountability, Business Process Re-engineering, Common eGovernment Technology Platforms, Service Delivery Principles, eGovernment Integration, Hands-on Training on Common and Custom Software etc |
| | | K2 | Conduct Continued and Sustained Capacity Building in line with Course definitions for all staff and officials of all GoSL agencies |
| | | K3 | Conduct Sustained e-Leadership Capacity Building of the topmost levels of the political and executive leadership in GoSL in line with course definitions agreed upon |
| | | K4 | Undertaking continued handholding and Orientation & Capacity Building Sessions with stakeholders of eGovernment integration. |
| Continually undertake frontline research of eGovernment activities across the world and disseminate findings on best practices and trends in its varied areas including service delivery and technology deployment | Programme N: Frontline Research of eGovernment activities across the World and Dissemination of Findings on Best Practices and Trends | N1 | Comprehensive Institutionalization of Research, Development and Promotion of eGovernment in Sri Lanka |
| | | N2 | Dissemination of eGovernment achievements and future plans through an Annual State of eGovernment Report of Sri Lanka |

Strategic Thrust Area:

COLLABORATION AND SHARING

OneGovernment 2020

As discussed earlier **three strategies** has been identified under this thrust area to be implemented by its lone programme as a group of projects as shown in Table 5.

TABLE 5 PROGRAMMES AND PROJECTS IN THE STRATEGIC THRUST AREA OF "COLLABORATION AND SHARING"

| Strategy | Programme | Project Code | Project |
|--|--|--------------|--|
| Involve all stakeholders on a government-wide basis to agree upon facilities and modalities required for complete, converged and responsive service delivery to citizens | Programme S: Setting up and operationalizing complete service delivery infrastructure required for converged and convenient service delivery | S1 | Design of a Whole-of-Government Citizen Charter for GoSL and Template for Cluster-Specific Sub-Charter s |
| | | S2 | Design of a comprehensive Grievance Redressal Mechanism for services delivered by GoSL agencies |
| | | S3 | Design of a comprehensive Multi-Channel Framework to serve as standard guidelines for agencies to aid the mapping of service components to devices and channels over which they are to be provided |
| | | S4 | Designing the One-Stop-Shop (Portal) for GoSL to serve as the unified gateway for citizen-convenient services to be provided by agencies including comprehensive search and discovery abilities |
| | | S5 | Comprehensive Design of Multi-purpose Kiosks and Other Front Offices to serve as the last mile of access for integrated GoSL services |
| | | S6 | Design of a Toll-Free Whole-of-Government Call Centre for integrated GoSL services |
| Bring about Consistency and Uniformity in core data adoption | Programme U: Adoption, Usage and Sharing of the most fundamental, | U1 | Consultancy for the Conceptualization and Design of a Unique Identity Number for all Sri Lankan Citizens |

| Strategy | Programme | Project Code | Project | |
|--|--|--------------|---------|--|
| and usage through preparation and sharing of the most fundamental identifier databases in line with metadata standards finalized (represented by the notation "U") | unique, identifier databases | core | U2 | Preparation of a Detailed Feasibility Report for rolling out the Unique Identity Number for Sri Lankan citizens and operationalizing it through electronically-enabled multi-application Smart Cards |
| | | | U3 | Implementation of the Recommendations of the Detailed Feasibility Report for rolling out the Unique Identity Number for all Sri Lankan citizens and operationalizing it through electronically-enabled multi-application Smart Cards |
| | | | U4 | Consultancy for the Conceptualization and Design of a Unique Identity Number for all Land Parcels in Sri Lanka |
| | | | U5 | Preparation of a Detailed Feasibility Report for rolling out the Unique Identity Number for all Sri Lankan Land Parcels and operationalizing it through a comprehensive GIS-based Cadastral System for the country |
| | | | U6 | Implementation of the Recommendations of the Detailed Feasibility Report for rolling out the Unique Identity Number for all Sri Lankan Land Parcels and operationalizing it through a comprehensive GIS-based Cadastral System for the country |
| Facilitate Economies of Scale and Scope through sharing of applications, | Programme A: Conceptualize, Design and Develop Share all common | | A1 | Preparation of a Detailed Feasibility Report on the complete business, functional and technical design and delivery architecture of all shared applications relevant |

| Strategy | Programme | Project Code | Project |
|--|--|--------------|--|
| sub-applications and modules among GoSL agencies (represented by the notation "A") | applications, sub-applications and modules among GoSL agencies | | for GoSL agencies as cloud-based services |
| | | A2 | Implementation of the Recommendations of the Detailed Feasibility Report on the complete business, functional and technical design and delivery architecture of all shared applications relevant for GoSL agencies as cloud-based services |
| | | A3 | Preparation of a Detailed Feasibility Report on the complete business, functional and technical design and delivery architecture of all shared sub-applications and modules relevant for GoSL agencies as cloud-based services |
| | | A4 | Implementation of the Recommendations of the Detailed Feasibility Report on the complete business, functional and technical design and delivery architecture of all shared sub-applications and modules relevant for GoSL agencies as cloud-based services |

Strategic Thrust Area: IMPACT AND EMPOWERMENT

As discussed earlier two strategies have been identified under this thrust area to be implemented by their corresponding programmes as a combination of their respective projects as shown in Table 6.

TABLE 6 PROGRAMMES AND PROJECTS IN THE STRATEGIC THRUST AREA OF "IMPACT AND EMPOWERMENT"

| Strategy | Programme | Project Code | Project |
|--|---|--------------|---|
| Undertake comprehensive Business Process Re-engineering exercise with subsequent | Programme D: Comprehensive Business Process Re-engineering with subsequent enablement of | D1 | Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Land |

| Strategy | Programme | Project Code | Project |
|--|--|--------------|--|
| enablement of technology at the cluster level to provide fully integrated and converged services (represented by the notation "D") | technology to provide integrated services and computerise internal functions progressively cluster-wise of all GoSL agencies | | Management" |
| | | D2 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Land Management" including complete computerization in and integrated service delivery by the agencies. |
| | | D3 | Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Health" |
| | | D4 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Health" including complete computerization in and integrated service delivery by the agencies. |
| | | D5 | Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Agriculture" |
| | | D6 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Agriculture" including complete computerization in and integrated service delivery by the agencies. |
| | | D7 | Comprehensive Business Process |

| Strategy | Programme | Project Code | Project |
|----------|-----------|--------------|---|
| | | | Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Trade and Industry" |
| | | D8 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Trade and Industry" including complete computerization in and integrated service delivery by the agencies. |
| | | D9 | Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Conservation and Environment" |
| | | D10 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster " Conservation and Environment " including complete computerization in and integrated service delivery by the agencies. |
| | | D11 | Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Transport and Aviation" |
| | | D12 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies |

| Strategy | Programme | Project Code | Project |
|----------|-----------|--------------|--|
| | | | in the Cluster " Transport and Aviation " including complete computerization in and integrated service delivery by the agencies. |
| | | D13 | Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Maritime Functions" |
| | | D14 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Maritime Functions" including complete computerization in and integrated service delivery by the agencies. |
| | | D15 | Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Education" |
| | | D16 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Public Order and Safety" including complete computerization in and integrated service delivery by the agencies. |
| | | D17 | Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster " |

| Strategy | Programme | Project Code | Project |
|----------|-----------|--------------|--|
| | | | Public Order and Safety " |
| | | D18 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Justice" including complete computerization in and integrated service delivery by the agencies. |
| | | D19 | Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Justice" |
| | | D20 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Utilities" including complete computerization in and integrated service delivery by the agencies. |
| | | D21 | Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Utilities" |
| | | D22 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Utilities" including complete computerization in and integrated service delivery by the agencies. |
| | | D23 | Comprehensive Business Process |

| Strategy | Programme | Project Code | Project |
|---|--|--------------|---|
| | | | Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Others" |
| | | D24 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Others" including complete computerization in and integrated service delivery by the agencies. |
| Enlist the continual participation of stakeholders on a GoSL-wide basis in the design and delivery of public information and services | Programme C: Stakeholder participation in the design, delivery and evaluation of public services | C1 | Consultancy to prepare a Detailed Project Report on the design and guidelines to profitably harness emerging ICT for the development of eGovernment including (a) Social Media; and (b) Open Data for GoSL |
| | | C2 | Implementation of recommendations of Detailed Project Report on the design and guidelines to profitably harness emerging ICT for the development of eGovernment including (a) Social Media; and (b) Open Data for GoSL |
| | | C3 | Design of a comprehensive tool for Citizen Feedback and Satisfaction Measurement on services delivered by GoSL agencies |

Strategic Thrust Area: **AWARENESS AND OUTREACH**

As discussed earlier one strategy has been identified under this thrust area to be implemented by its lone programme as a group of projects as shown in Table 7.

TABLE 7 TABLE 4PROGRAMMES AND PROJECTS IN THE STRATEGIC THRUST AREA OF "AWARENESS AND OUTREACH"

| Strategy | Programme | Project Code | Project |
|---|---|--------------|---|
| Undertake outreach activities to (a) spread awareness on GoSL's eGovernment efforts and its use to communities; (b) drive home the efficacy of ICT as a tool for development; and (c) motivate service providers and other stakeholders for their best service offerings (represented by the notation "O"). | Programme O: Spreading awareness and undertaking such activities as are necessary to uplift the adoption and uptake of eGovernment by communities | O1 | Organize regular stream of events like workshops, national conferences to popularize and propagate eGovernment at all influential levels |
| | | O2 | Organize awareness raising events to drive home eGovernment advantages at grassroots levels with roadshows, films etc |
| | | O3 | Prepare computer-based tutorials and explore other avenues for inculcating basic awareness of computers and advantages of information technology among communities |
| | | O4 | Conceptualize and institutionalize a scheme of incentives and other measures for staff and officials in GoSL agencies and for citizens to adopt eGovernment offerings |
| | | O5 | Roll out Annual eGovernment Awards in the country among all GoSL agencies and eGovernment practitioners |
| | | O6 | Publication of the Annual State of eGovernment Report for the GoSL |
| | | O7 | eGovernment Branding and Publicity using other media and channels of choice |

OneGovernment 2020

VISION: Fully Integrated, Citizen-friendly, Cost-effective and Converged Service Delivery to ALL by 2020 through a responsive and networked government.

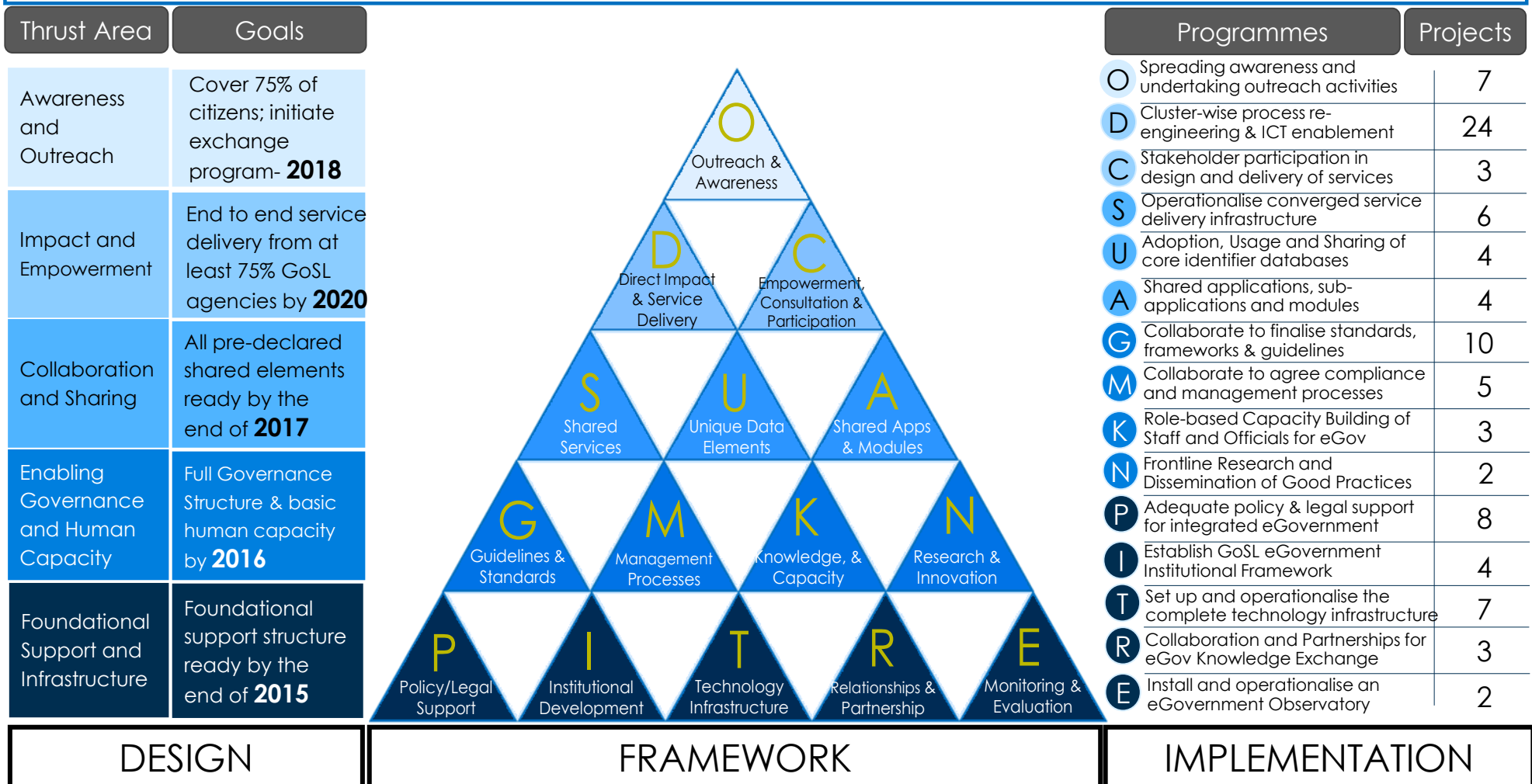


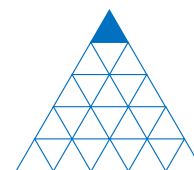
FIGURE 6 GO SL INTEGRATED E-GOVERNMENT STRATEGIC FRAMEWORK

Part Three

Recommended Interventions: Programmes and Projects
Action Plan for Implementation

4. Recommended Interventions- Programmes and Projects

4.1 Programme O: Spreading awareness and undertaking such outreach activities as are necessary to uplift adoption and uptake of eGovernment by communities



Programme Background and Context

eGovernment awareness building and outreach encompasses a range of activities including disseminating knowledge of initiatives by the government, encouraging citizens to adopt eGovernment as a way of interacting with and seeking service from public agencies, promoting and advertising eGovernment efforts and such other activities that the Government feels are required to promote the sustained adoption of eGovernment among citizens and businesses.

Today, with a multiplicity of media and channels through which awareness can be spread leading to higher adoption, a meaningful programme would include the following elements:

- CONVEYING the message of eGovernment including making apprising people of information and services on offer in particular and progress in development of eGovernment in general;
- ASSISTING, in making use of the eGovernment facilities being made available;
- REASSURING citizens that data specific to them are subject to the required norms of privacy and all information they send through the official channels are secure; and
- EVALUATING citizens' satisfaction levels from information and services that have been made available or on any other aspect of eGovernment.

Recommendations

The current state assessment of GoSL's eGovernment efforts have revealed shortcomings leading to the following recommendations to be addressed through this programme:

1. **HOLISTIC INTERVENTIONS FOR SPREADING E-GOVERNMENT AWARENESS:** The ambit of eGovernment outreach must include, at least, (a) awareness of eGovernment initiatives by GoSL, (b) knowledge of utility of ICT as a tool for life in general and eGovernment in particular, and (c) educating communities on important aspects of eGovernment.
2. **BUILDING TRUST AND CONFIDENCE IN ICT-ENABLED SERVICES:** Interventions must be made towards generating trust and confidence in ICT and services provision through ICT.
3. **BRANDING AND PUBLICITY:** Efforts must focus on building a whole-of-Government outlook leading to branding of GoSL eGovernment efforts. Communities must associate different eGovernment activities with the national umbrella eGovernment effort. For example, application forms to "traditional" customers must also mention source and location of the alternative electronic way of doing business. Agencies must also encourage front-line staff to encourage customers to go online next time they wish to transact business.

4. SPECIFIC INITIATIVES TO BE TAKEN UP: The comprehensive outreach programme must include all streams of intervention mentioned above: Convey, Assist, Reassure and Evaluate (CARE).
 - A variety of channels and devices must be deployed for outreach including the following (see Figure 7 that provides a suggested framework of outreach for GoSL):
 - New Media including Social media (Facebook, YouTube, Mobile Apps etc);
 - Conventional Online (normal Web-based features);
 - Printed publications (including newsletters, Annual Report (see below) and the like);
 - Assisted Telephone services including IVR-based Call centre facilities;
 - Electronic Media including Radio, TV, Community Radio etc;
 - Assistance at Nenasala centres and by other designated experts; and
 - Forums comprising regular events like Workshops, Seminars etc.
 - Organize regular stream of events like workshops, national conferences to popularize and propagate eGovernment at all influential levels;
 - Organize awareness raising events to drive home eGovernment advantages at grassroots levels with roadshows, films etc;
 - Undertake capacity building of local champions for implementation of the same.
 - Explore possibility of partnering with private sector service providers to bring cost of e-Services down, for example, by cross-advertisements.
5. DISSEMINATION OF E-GOVERNMENT ACHIEVEMENTS AND FUTURE PLANS THROUGH AN ANNUAL STATE OF EGOVERNMENT REPORT: An annual “State of the eGovernment Report” must be published by the institution responsible for eGovernment in Sri Lanka. At a minimum, the report must include the following broad topics:
 - Progress of Implementation of the eGovernment initiatives;
 - Impact of eGovernment on stakeholders;
 - List of ongoing and planned eGovernment interventions and the timelines associated;
 - List of appropriate case studies and best practices of eGovernment across the world and study findings of their success in their countries (as an output of research undertaken for eGovernment); and
 - Collaborative contributions from other partner stakeholders or other partner organisations.

Programme Objectives

In line with the above description the following would be the main programme objectives:

- to disseminate information through a variety of channels and media on the eGovernment interventions being taken up by GoSL and its agencies and plans for the future;
- to assist eGovernment consumers through convenient means with the use of information and services being provided by GoSL and its agencies;
- to reassure and build trust and confidence in eGovernment consumers on aspects of information security and data privacy; and
- to elicit feedback from eGovernment consumers and measure their satisfaction with GoSL's eGovernment offerings.

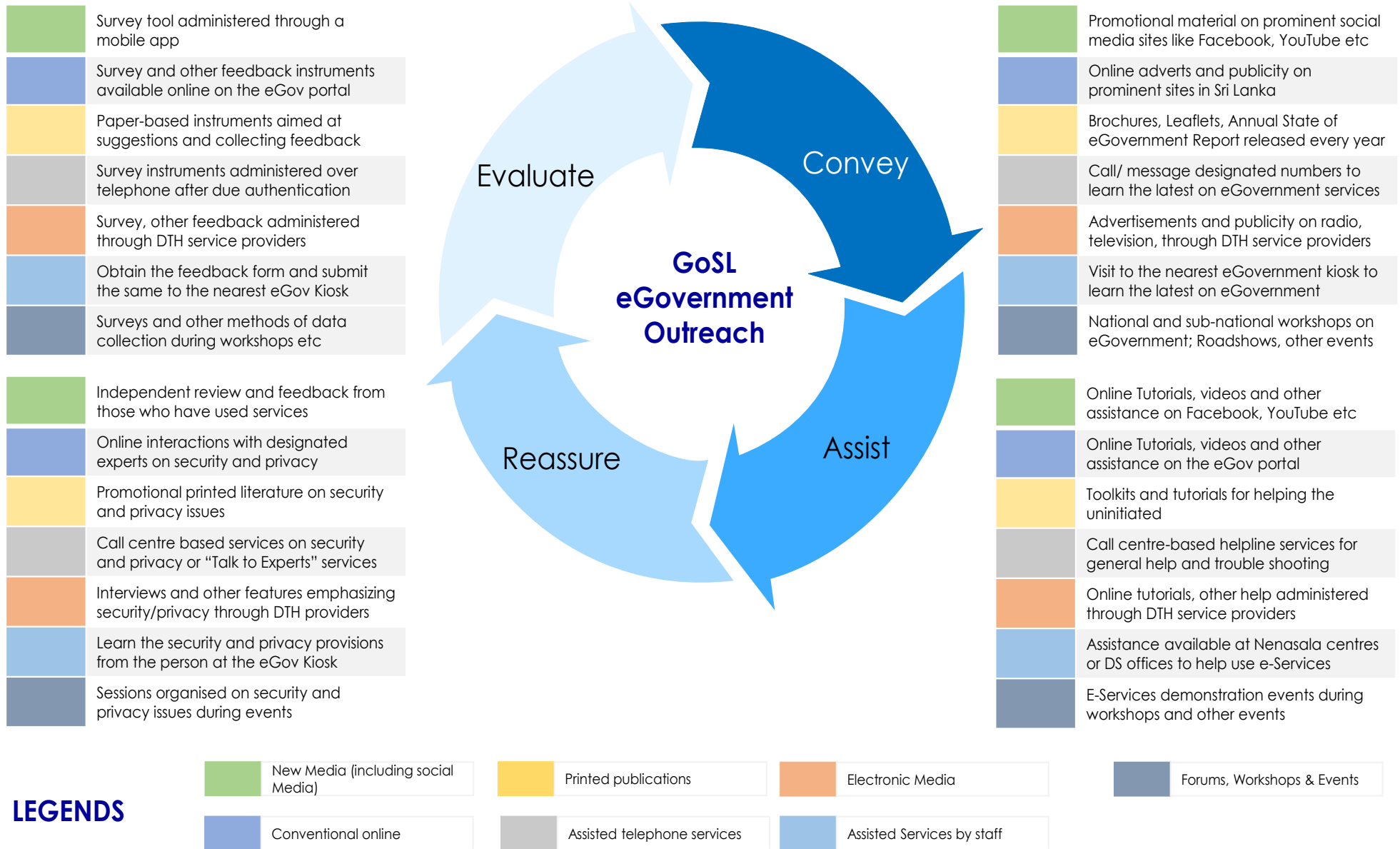


FIGURE 7 GoSL E-GOVERNMENT OUTREACH FRAMEWORK (CARE)

Constituent Projects, Outcomes and Dependencies

Table 8 brings out the list of projects, a brief description of the projects, and the expected outputs from them. Also included in the table are dependencies for the respective projects on outputs emerging from other interventions recommended in this strategy.

TABLE 8 DETAILS OF PROJECTS UNDER THE PROGRAMME "O"

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--|---|--|--------------|
| O1 | Organize regular stream of events like workshops, national conferences to popularize and propagate eGovernment at all influential levels | <p>Awareness generation activities are envisaged as part of a comprehensive plan to popularize and propagate eGovernment interventions from GoSL at the national level. Workshops and conferences are suggested at the national level wherein participants from stakeholder groups including government, private sector, academia, civil society and other stakeholders would be invited for an exchange of views and experiences on eGovernment.</p> <p>The central idea of these events would be (a) to spread awareness of GoSL's efforts and (b) promote eGovernment among the different stakeholder groups involved at the topmost levels. A comprehensive outreach plan must be prepared for the purpose.</p> | <ul style="list-style-type: none"> • Comprehensive eGovernment National Outreach Plan • Annual eGovernment Summit • Thematic eGovernment conferences at the national level (themes could be disciplines like agriculture, health and the like which could be aligned with clusters) | None |
| O2 | Organize awareness raising events to drive home eGovernment advantages at grassroots levels with roadshows, films etc | Besides the efforts at a national level as above this project aims at organizing grassroots level awareness and promotion campaigns with the central idea of spreading eGovernment awareness and involving local communities in the eGovernment effort as part | <ul style="list-style-type: none"> • Region-wise eGovernment Grassroots Awareness Initiative(eGAIN) • One Regional eGovernment Workshop with participation | O1 |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--|--|---|--------------|
| | | of a comprehensive eGovernment Grassroots Awareness Initiative (eGAIN). Films, roadshows, awareness campaigns etc conceived and organized by local communities are planned as part of this initiative. | from Government, Business, Academia, Civil Society and the Donor community <ul style="list-style-type: none"> • Roadshows, films, awareness campaigns etc in accordance with the plan | |
| O3 | Prepare computer-based tutorials and explore other avenues for inculcating basic awareness of computers and advantages of information technology among communities | This project is aimed at creating awareness and building skills in the usage of ICT as a tool to navigate everyday living. It is intended that the initiative be executed through a cadre of local champions (who could be the same as those involving themselves in the grassroots level campaign in O2 above). The project therefore has the three main components of (a) content design of computer-based tutorials to be made available; (b) capacity building of local champions to execute the work; and (c) creating awareness of this initiative through other projects under this programme aimed at awareness generation. A plan must be drawn out in accordance with which these activities must be executed. | <ul style="list-style-type: none"> • Community ICT Empowerment Plan • Capacity Building of "Local Champions" • Design and Production of Computer-based tutorials • Awareness Generation | O1, O2 |
| O4 | Conceptualize and institutionalize a scheme of incentives and other measures | Awards and Incentives have been recommended as a means to engage and encourage stakeholders of eGovernment, particularly the service providers (for example, | <ul style="list-style-type: none"> • Categories of eGovernment Incentives • Selection Process for individuals and institutions for | O1, Others |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|---|--|---|--------------|
| | for staff and officials in GoSL agencies and for citizens to adopt eGovernment offerings | GoSL officials and staff) and facilitators (for example, Nenasala owners and other partners). Whereas the project O6 deals with awards, this project has been conceived to act as the vehicle for recommending and following up on incentives. Incentives could be for both individuals and institutions, and could be financial (for example, an increment in the case of an individual, or an extra budgetary allocation for institutions meeting certain pre-decided criteria) or non-financial (for example, extra appraisal points in the case of an individual, or a more central role in eGovernment in the case of institutions). Objective and transparent processes must be followed in key decisions to identify those who qualify and are recommended for these incentives. | adjudication of the same • Declaration of Winners | |
| O5 | Roll out Annual eGovernment Awards in the country among all GoSL agencies and eGovernment practitioners | This project is intended to encourage practitioners of eGovernment through instituting a system of rewards and recognition on different aspects including service delivery, cost reduction, process re-engineering, open source adoption, integration and the like. The recognition should be done in the most transparent employing (a) a transparent application and evaluation process; (b) well-publicized and objective | • Categories of eGovernment Awards • Application and Selection Process for Awards and selection of jury for adjudication of the same • Nominations for eGovernment Awards in different categories • Declaration of | O1 |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|---|---|---|------------------------------------|
| | | criteria for recognition; and (c) selection of eminent persons of unquestionable repute into a selection panel and/or jury. A planning exercise needs to be commissioned to conceptualize this effort in terms of specific initiatives that must be taken up. | Winners | |
| O6 | Publication of the Annual State of eGovernment Report for the GoSL | This exercise aims at publicizing an annual "State of the eGovernment Report" by the institution responsible for eGovernment in Sri Lanka. While the report must aim to cover in general the progress of implementation of eGovernment, its impact on stakeholders and collaborative contributions from other partner stakeholders, inputs into this must duly come from findings emerging from the projects under Programme "N". The said report will also serve as an input for planning and course corrections into eGovernment implementation on a continual basis. | <ul style="list-style-type: none"> Annual State of eGovernment Report for the GoSL | Loosely coupled with Programme "N" |
| O7 | eGovernment Branding and Publicity using other media and channels of choice | As pointed out and recommended in Figure 7, there are a host of other alternatives besides the events mentioned above and the State of eGovernment Report. This exercise, will therefore consist in (a) recommending how other alternatives available are to be used with a particular reference to | <ul style="list-style-type: none"> GoSL's eGovernment Branding and Publicity Report Other Outputs¹ | None |

¹ This includes promotional material on new media including social media, brochures and leaflets, interviews and talk-shows, advertisement clips on audio-visual channels, branding at eGovernment outlets and work products and others including souvenirs based on the eGovernment Branding and Publicity Report.

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--------------|---|---------------------------------|--------------|
| | | branding of GoSL's whole-of-Government treatment; and (b) following it up with implementing the recommendations. | | |

Programme Governance Framework

A Programme Governance Committee will be constituted to oversee the implementation of this programme and its constituent projects. The Committee will be chaired by a representative from the ICTA, co-chaired by a representative from the Executive Office of eGovernment (see Programme I) and will have member representatives from other ministries (at least 5 other ministries), business community, civil society, voluntary organisations, civic bodies, judiciary and others.

Monitoring and Evaluation of the Programme

The following parameters could be used to evaluate the progress of the implementation of the programme:

- Timely completion of activities in line with the Action Plan;
- Frequency with which meetings are held within the group and with the eGovernment Steering Committee;
- Extent of participation of GoSL entities, business community and civil society in endeavour;
- Number of Annual eGovernment Summits held and their timeliness and regularity;
- Number of Thematic eGovernment Conferences held;
- Number of Films screened and Roadshows held;
- Number of Regional Conferences held;
- Extent of turnout in these events;
- Extent of international participation in these events;
- Extent of repeat participation in these events;
- Number of GoSL entities participating in this exercise by regularly deputing public officials for such training activities;
- Degree of increase in adoption, use and acceptability of ICT by communities in daily lives;
- Number of Local Champions trained and number of champions dropping out or continuing with the programme;
- Number of Computer-based Tutorials developed and chosen for adoption;
- Number of Computer-based Tutorials abandoned;
- Degree of enthusiasm of the eGovernment awards/incentives by different GoSL entities;
- Number of awards/incentive schemes instituted and the number of nominations received for the same; and
- Number of different GoSL entities from whom nominations received and selected for awards.

Management Structures and Monitoring Arrangements for the Projects

Table 9 brings out the project management structures that will be deployed for managing the different projects under this programme.

TABLE 9 MANAGEMENT STRUCTURE AND MONITORING ARRANGEMENT FOR PROJECTS UNDER PROGRAMME "O"

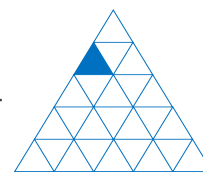
| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|--|---|---|
| O1 | Organize regular stream of events like workshops, national conferences to popularize and propagate eGovernment at all influential levels | Project Management Group headed jointly by a representative from the Executive Office of eGovernment (see Programme I), co-chaired by the ICTA and such other members as they jointly decide | <ul style="list-style-type: none"> • Timely completion of activities in line with the Action Plan; • Number of GoSL clusters and entities participating in the exercise; • Extent of participation in the events from outside the Government; • Performance of the project in terms of scope, cost, quality and time; • Regularity and Frequency with which the events are held; • Progressive growth in participation in events; • Extent of turnout at these events; • Extent of international participation in these events; and • Number of repeat visits by attendees, particularly from outside the country. |
| O2 | Organize awareness raising events to drive home eGovernment advantages at grassroots levels with roadshows, films etc | Project Management Group headed jointly by a representative from the ICTA and the Executive Office of eGovernment (see Programme I) and comprising member representatives from local bodies and such other members as decided | <ul style="list-style-type: none"> • Timely completion of activities in line with the Action Plan; • Number of regions, local communities rolling out these exercises; • Extent of participation in the events from among the community; • Performance of the project in terms of scope, cost, quality and time; • Regularity and Frequency with which the events are held; • Progressive growth in participation in events; • Extent of turnout at these events; • Width of coverage of topics in these events; and • Number and/or extent of repeat visits by community participants. |
| O3 | Prepare computer-based tutorials and explore other avenues for | Project Management Group headed jointly by a | <ul style="list-style-type: none"> • Timely completion of activities in line with the Action Plan; • Number of provinces/regions/communities |

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|---|--|---|
| | inculcating basic awareness of computers and advantages of information technology among communities | representative from the ICTA and the Executive Office of eGovernment (see Programme I) and comprising member representatives from local bodies and such other members as decided | <ul style="list-style-type: none"> participating in the exercise; • Extent of participation from outside the Government; • Number of Computer-based Tutorials developed; • Extent of sufficiency of content and coverage of the tutorials with respect to the requirements of eGovernment in the country; • Performance of the project in terms of scope, cost, quality and time; • Degree of uptake of the content developed; and • Degree of increase in the uptake of eGovernment services as a fallout of these events. |
| O4 | Conceptualize and institutionalize a scheme of incentives and other measures staff and officials in GoSL agencies and for citizens to adopt eGovernment offerings | Project Management Group headed by a representative from the Executive Office of eGovernment (see Programme I) and such other members as the Secretariat decides including at least 5 different agencies of GoSL actively involved in GoSL eGovernment efforts | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Timely completion of activities in line with the Action Plan; • Number of GoSL entities participating in the exercise; • Growth in participation of GoSL entities in the eGovernment incentives programme; • Growth in categories of eGovernment incentives programme; • Growth in the number of entities considered for incentives every year; • Performance of the project in terms of scope, cost, quality and time; • Regularity and Frequency with which incentives are provided; • Extent of satisfaction with incentive scheme rolled out and/or number of complaints received for the contrary; • Fallout of incentive scheme in terms of improvement in operations in the area in which incentives are given. |
| O5 | Roll out Annual eGovernment | Project Management | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise |

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|---|--|---|
| | Awards in the country among all GoSL agencies and eGovernment practitioners | Group headed jointly by a representative from the ICTA and the Executive Office of eGovernment and such other members as are jointly decided including members from civil society, business community, academia, government agencies and others. | <ul style="list-style-type: none"> • Constitution of the Project Management Group • Timely completion of activities in line with the Action Plan; • Number of provinces/regions/localities participating in the exercise; • Degree of transparency practiced in selecting award-winning candidates; • Extent of participation in the events from outside the Government and/or Regions; • Performance of the project in terms of scope, cost, quality and time; • Regularity and Frequency with which award-giving events are held; • Extent of turnout at these events particularly from the communities; • Growth in the number of awards instituted for eGovernment in the country; • Number of different entities winning the awards as against the same entity(ies) winning the award every year; and • Growth in turnout at the eGovernment awards event and degree of prominence achieved by the event in general and by the award-winning component in particular. |
| O6 | Preparation of the Annual State of eGovernment Report for the GoSL | Project Management Group headed jointly by a representative from the ICTA and the Executive Office of eGovernment and such other members as are jointly decided | <ul style="list-style-type: none"> • Timely completion of activities in line with the Action Plan; • Number of stakeholders contributing into the report; • Number of editions of the Annual eGovernment Report successfully completed and published; • Performance of the project in terms of scope, cost, quality and time; • Feedback on the Annual eGovernment Report from stakeholders within and outside GoSL; |

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|---|---|--|
| O7 | eGovernment Branding and Publicity using other media and channels of choice | Project Management Group headed jointly by a representative from the ICTA and the Executive Office of eGovernment and such other members as are jointly decided | <ul style="list-style-type: none"> • Number of copies of the report procured by external agencies; • Number of copies of the report published and growth in this number every year; • Number of repeat procurements of the report taking place from stakeholders; and • Degree of increase in the uptake of eGovernment services as a fallout of these events. |

4.2 Programme D: Comprehensive Business Process Re-engineering with subsequent enablement of technology to progressively (cluster-wise) provide end-to-end integrated services and internal functions of all GoSL agencies



Programme Background and Context

It is widely believed that the real gains resulting from the introduction of technology into operations of government agencies (namely internal efficiencies, better customer service, higher accountability and transparency and other associated goals) cannot happen if this effort is seen only as a problem of automation and implementation of modern technology.

Research indicates that there is widespread failure of eGovernment in developing/transitional countries with only about 15% of projects pursued being successes, compared to 35% that were total failures and 50% that were partial failures. Failure to undertake and internalize process refinement and other attendant changes are identified to be key reasons behind this shortfall.

Recent research also suggests that before implementing an eGovernment strategy the back office processes should first be changed with the help of Business Process Re-engineering, defined as the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical contemporary modern measures of performance, such as cost, quality, service, and speed. Transformation projects in the public sector revolve around eGovernment and BPR is a methodology to redesign taking advantages of IT capabilities.

Recommendations

The current state assessment of GoSL's eGovernment efforts have revealed shortcomings leading to the following recommendations to be addressed through this programme:

- **BPR MANDATORY BEFORE COMPUTERISATION:** BPR must compulsorily be taken up before embarking on any computerization exercise. Stakeholders must be informed about the objectives of BPR efforts emphasizing the benefits and allaying any misgivings. Key stakeholders (opinion formers or those vociferous in their resistance) must be included to participate in analysis and/or design of the eGovernment application.
- **USE OF PROTOTYPING:** Prototyping must be used to help stakeholders understand what information they really need.
- **ADOPTION OF BPR IN DEGREES:** BPR should be approached in degrees; integration at front office should take priority over back-office integration. In back-office integration, approach process re-engineering and integration within an organisation first and then across organisations.
- **STANDARDISATION OF BPR ACROSS GOSL AGENCIES:** The process of BPR needs to be (a) made more comprehensive including elements from referred case studies in the Assessment Phase; and (b) standardised across all agencies including exploring common, standard processes between agencies and deploying standard techniques of representing them.
- **BPR AS A MULTI-STAKEHOLDER CONSULTATIVE PROCESS:** The BPR exercise must necessarily involve the stakeholders (process users/owners) for whom it is meant the most. Before finalizing any structural changes, change management exercises should be conducted for all

the management staff. If BPR consultants ignore the respective departmental management staff, that can lead to a lot of resistance in the latter stages.

- CONTINUAL MONITORING OF BPR: Once the BPR recommendations have been put to use, the processes need to be followed for continual management control for results and periodical changes effected.
- INVOLVEMENT OF TOP MANAGEMENT OFFICIALS: Top management officials (at least at the departmental level) must be involved in this exercise for their continued support and ownership.
- SKILL PROFILE FOR BPR: A skill profile must be prepared for all staff and officials to ascertain any skill gaps and undertake regular and continual training/skill enhancement to improve skillset in specific applications and more generally. Certain skill areas could be required/preferred at recruitment and/or at the time of promotion.

Programme Objectives

This programme caters to eGovernment efforts in GoSL entities grouped into "clusters". Bringing them under the national effort offers the advantages of commonality of treatment and adherence to the same uniform framework across clusters. In essence there are two fundamental objectives for every eGovernment effort at the cluster level:

1. To use ICT to bring about citizen-centric service delivery from whole-of-cluster level gradually transitioning into a whole-of-GoSL level; and
2. To exploit ICT to bring about higher levels of internal efficiency and effectiveness in the internal operations of the different clusters and their constituent entities.

As such, therefore, the different objectives (both fundamental and derived) of this programme are the following:

A. OBJECTIVES RELATED TO CITIZEN-CENTRICITY OF SERVICE DELIVERY

The following objectives can be directly associated with citizen-centric service delivery:

- to enable transparency and accountability in governance and promote civic engagement through greater access to government information;
- to enhance the existing agency websites to an integrated one-stop shop (whole-of-cluster level gradually transitioning into a whole-of-GoSL level) that would provide information and services to citizens and businesses in a user-centric way;
- to bring about timeliness in provision of responses to requests for information and/or service by businesses and citizens by defining service delivery timelines for every cluster/agency under GoSL;
- to ensure that appropriate ICT channels and devices are used for service delivery in line with the need and circumstances of targeted communities for the respective services; and
- to ensure that traditional manual methods continue to co-exist with ICT-enabled delivery of information and services.

B. OBJECTIVES RELATED TO INTERNAL EFFECTIVENESS OF CLUSTERS AND THEIR CONSTITUENT ENTITIES

The following objectives can be directly associated with enhanced internal effectiveness of the GoSL entities:

- to ensure that there is appropriate alignment of the eGovernment Vision, Mission, Goals and Objectives of the agencies/clusters with the strategic objectives defined in the sectoral/cluster or agency level strategic plans;
- to ensure that the terms of reference of the different business units are defined unambiguously in a way that does not result in any conflict or confusion between the responsibilities and tasks to be performed by the business units;
- to ensure that the above definition of roles and responsibilities of the different business units are made known as completely as is possible to citizens to increase accountability and transparency in governance; and
- to ensure accessibility in information and service provision to ensure inclusion of communities geographically or otherwise marginalized.

C. OBJECTIVES RELATED TO INTERNAL EFFICIENCIES OF CLUSTERS AND THEIR CONSTITUENT ENTITIES

The following objectives can be directly associated with enhanced internal efficiencies:

- to ensure that appropriate re-engineering efforts are undertaken so that processes are most optimal under the given set of constraints;
- to exploit appropriate technology for the re-defined processes so as to facilitate faster process completion, clearer role-allocation and enhanced user-convenience;
- to evolve a set of key performance indicators that not just measure the efficiencies and effectiveness of the different processes but also lay out clear accountability mechanisms for the different parts of the processes; and
- to identify and bridge skill gaps in officials and staff of the GoSL entities commensurate with activities they are required to perform.

Projects to be Taken Up

Table 10 brings out the list of projects, a brief description of the projects, and the expected outputs from them. Also included in the table are dependencies for the respective projects on outputs emerging from other interventions recommended in this strategy.

TABLE 10 DETAILS OF PROJECTS UNDER THE PROGRAMME "D"

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--|--|--|---|
| D1 | Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on | This project will entail <ul style="list-style-type: none"> • an assessment of (a) the existing technology interventions within the Land Management Cluster (applications, hardware, networking etc), (b) processes followed within the Cluster, (c) skills available with officials and staff related to eGovernment | <ul style="list-style-type: none"> • Request for Proposal for implementation • Selection of an agency for implementation | All projects in the Programme G but loosely coupled |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--|---|---|--------------|
| | eGovernment implementation in GoSL agencies in the Cluster "Land Management" | requirements; <ul style="list-style-type: none"> • a review of best practices in using ICT for better service delivery and internal efficiencies within government agencies; • preparation of a detailed strategic roadmap for eGovernment within the Land Management Cluster; • functional and technology requirement specifications for the Cluster and overall approach by which services must be taken online; • Change management interventions required for a sustained uptake of ICT within the Cluster; and • a detailed Action Plan and budgetary requirement for implementation. | <ul style="list-style-type: none"> • Detailed Project Report as referred | |
| D2 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Land Management" including complete computerization in and integrated service delivery by the agencies. | This assignment would be the implementation of recommendations in the DPR and would include, principally, <ul style="list-style-type: none"> • Procurement of necessary hardware, system software, storage and network infrastructure for the Cluster; • Preparation of the Software Requirement Specifications for eGovernment applications; • Complete application development, testing, pilot implementation, and rollout of solutions and Go-Live across the Cluster at multiple locations; and • Conducting necessary training of staff and officials of the solutions developed. | <ul style="list-style-type: none"> • Request for Proposal for implementation; • Re-fashioned portal of the Cluster and its constituent entities and; • Complete automation of internal operations of Cluster and external service delivery | D1 |
| D3 | Comprehensive Business Process | This project will entail <ul style="list-style-type: none"> • an assessment of (a) the existing | <ul style="list-style-type: none"> • Request for Proposal for | All projects |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--|---|---|--|
| | Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Health" | <p>technology interventions within the Health Cluster (applications, hardware, networking etc), (b) processes followed within the Cluster, (c) skills available with officials and staff related to eGovernment requirements;</p> <ul style="list-style-type: none"> • a review of best practices in using ICT for better service delivery and internal efficiencies within government agencies; • preparation of a detailed strategic roadmap for eGovernment within the HealthCluster; • functional and technology requirement specifications for the Cluster and overall approach by which services must be taken online; • Change management interventions required for a sustained uptake of ICT within the Cluster; and • a detailed Action Plan and budgetary requirement for implementation. | <p>implementation</p> <ul style="list-style-type: none"> • Selection of an agency for implementation • Detailed Project Report as referred | <p>in the Program me G but loosely coupled</p> |
| D4 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Health" including complete computerization in and integrated service delivery | <p>This assignment would be the implementation of recommendations in the DPR and would include, principally,</p> <ul style="list-style-type: none"> • Procurement of necessary hardware, system software, storage and network infrastructure for the Cluster; • Preparation of the Software Requirement Specifications for eGovernment applications; • Complete application development, testing, pilot implementation, and rollout of solutions and Go-Live across the Cluster at multiple locations; and • Conducting necessary training of | <ul style="list-style-type: none"> • Request for Proposal for implementation; • Re-fashioned portal of the Cluster and its constituent entities and; • Complete automation of internal operations of Cluster | D3 |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|---|---|---|--|
| | by the agencies. | staff and officials of the solutions developed. | and external service delivery | |
| D5 | Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Agriculture" | <p>This project will entail</p> <ul style="list-style-type: none"> • an assessment of (a) the existing technology interventions within the AgricultureCluster(applications, hardware, networking etc), (b) processes followed within the Cluster, (c) skills available with officials and staff related to eGovernment requirements; • a review of best practices in using ICT for better service delivery and internal efficiencies within government agencies; • preparation of a detailed strategic roadmap for eGovernment within the AgricultureCluster; • functional and technology requirement specifications for the Cluster and overall approach by which services must be taken online; • Change management interventions required for a sustained uptake of ICT within the Cluster; and • a detailed Action Plan and budgetary requirement for implementation. | <ul style="list-style-type: none"> • Request for Proposal for implementation • Selection of an agency for implementation • Detailed Project Report as referred | All projects in the Program me G but loosely coupled |
| D6 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster " | <p>This assignment would be the implementation of recommendations in the DPR and would include, principally,</p> <ul style="list-style-type: none"> • Procurement of necessary hardware, system software, storage and network infrastructure for the Cluster; • Preparation of the Software Requirement Specifications for eGovernment applications; | <ul style="list-style-type: none"> • Request for Proposal for implementation; • Re-fashioned portal of the Cluster and its constituent entities | D5 |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--|--|---|--|
| | Agriculture " including complete computerization in and integrated service delivery by the agencies. | <ul style="list-style-type: none"> • Complete application development, testing, pilot implementation, and rollout of solutions and Go-Live across the Cluster at multiple locations; and • Conducting necessary training of staff and officials of the solutions developed. | and; <ul style="list-style-type: none"> • Complete automation of internal operations of Cluster and external service delivery | |
| D7 | Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Trade and Industry" | This project will entail <ul style="list-style-type: none"> • an assessment of (a) the existing technology interventions within the Trade and IndustryCluster(applications, hardware, networking etc), (b) processes followed within the Cluster, (c) skills available with officials and staff related to eGovernment requirements; • a review of best practices in using ICT for better service delivery and internal efficiencies within government agencies; • preparation of a detailed strategic roadmap for eGovernment within the Trade and IndustryCluster; • functional and technology requirement specifications for the Cluster and overall approach by which services must be taken online; • Change management interventions required for a sustained uptake of ICT within the Cluster; and • a detailed Action Plan and budgetary requirement for implementation. | <ul style="list-style-type: none"> • Request for Proposal for implementation • Selection of an agency for implementation • Detailed Project Report as referred | All projects in the Program me G but loosely coupled |
| D8 | Implementation of recommendations of Detailed | This assignment would be the implementation of recommendations in the DPR and would include, principally, | <ul style="list-style-type: none"> • Request for Proposal for implementation; | D7 |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--|--|---|--|
| | Project Report for eGovernment implementation in GoSL agencies in the Cluster "Trade and Industry" including complete computerization in and integrated service delivery by the agencies. | <ul style="list-style-type: none"> • Procurement of necessary hardware, system software, storage and network infrastructure for the Cluster; • Preparation of the Software Requirement Specifications for eGovernment applications; • Complete application development, testing, pilot implementation, and rollout of solutions and Go-Live across the Cluster at multiple locations; and • Conducting necessary training of staff and officials of the solutions developed. | <ul style="list-style-type: none"> • Re-fashioned portal of the Cluster and its constituent entities and; • Complete automation of internal operations of Cluster and external service delivery | |
| D9 | Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Conservation and Environment" | <p>This project will entail</p> <ul style="list-style-type: none"> • an assessment of (a) the existing technology interventions within the Conservation and EnvironmentCluster(applications, hardware, networking etc), (b) processes followed within the Cluster, (c) skills available with officials and staff related to eGovernment requirements; • a review of best practices in using ICT for better service delivery and internal efficiencies within government agencies; • preparation of a detailed strategic roadmap for eGovernment within the Conservation and EnvironmentCluster; • functional and technology requirement specifications for the Cluster and overall approach by which services must be taken online; • Change management interventions required for a sustained uptake of ICT within the | <ul style="list-style-type: none"> • Request for Proposal for implementation • Selection of an agency for implementation • Detailed Project Report as referred | All projects in the Program me G but loosely coupled |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|---|--|---|--|
| | | Cluster; and <ul style="list-style-type: none"> a detailed Action Plan and budgetary requirement for implementation. | | |
| D10 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster " Conservation and Environment " including complete computerization in and integrated service delivery by the agencies. | This assignment would be the implementation of recommendations in the DPR and would include, principally, <ul style="list-style-type: none"> Procurement of necessary hardware, system software, storage and network infrastructure for the Cluster; Preparation of the Software Requirement Specifications for eGovernment applications; Complete application development, testing, pilot implementation, and rollout of solutions and Go-Live across the Cluster at multiple locations; and Conducting necessary training of staff and officials of the solutions developed. | <ul style="list-style-type: none"> Request for Proposal for implementation; Re-fashioned portal of the Cluster and its constituent entities and; Complete automation of internal operations of Cluster and external service delivery | D9 |
| D11 | Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Transport and Aviation" | This project will entail <ul style="list-style-type: none"> an assessment of (a) the existing technology interventions within the Transport and AviationCluster(applications, hardware, networking etc), (b) processes followed within the Cluster, (c) skills available with officials and staff related to eGovernment requirements; a review of best practices in using ICT for better service delivery and internal efficiencies within government agencies; preparation of a detailed strategic roadmap for eGovernment within the Transport and AviationCluster; functional and technology | <ul style="list-style-type: none"> Request for Proposal for implementation Selection of an agency for implementation Detailed Project Report as referred | All projects in the Program me G but loosely coupled |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|---|--|---|---|
| | | requirement specifications for the Cluster and overall approach by which services must be taken online; <ul style="list-style-type: none"> • Change management interventions required for a sustained uptake of ICT within the Cluster; and • a detailed Action Plan and budgetary requirement for implementation. | | |
| D12 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Transport and Aviation" including complete computerization in and integrated service delivery by the agencies. | This assignment would be the implementation of recommendations in the DPR and would include, principally, <ul style="list-style-type: none"> • Procurement of necessary hardware, system software, storage and network infrastructure for the Cluster; • Preparation of the Software Requirement Specifications for eGovernment applications; • Complete application development, testing, pilot implementation, and rollout of solutions and Go-Live across the Cluster at multiple locations; and • Conducting necessary training of staff and officials of the solutions developed. | <ul style="list-style-type: none"> • Request for Proposal for implementation; • Re-fashioned portal of the Cluster and its constituent entities and; • Complete automation of internal operations of Cluster and external service delivery | D11 |
| D13 | Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation | This project will entail <ul style="list-style-type: none"> • an assessment of (a) the existing technology interventions within the Maritime Functions Cluster (applications, hardware, networking etc), (b) processes followed within the Cluster, (c) skills available with officials and staff related to eGovernment requirements; • a review of best practices in using | <ul style="list-style-type: none"> • Request for Proposal for implementation • Selection of an agency for implementation • Detailed Project | All projects in the Programme G but loosely coupled |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|---|--|---|-----------------------------|
| | in GoSL agencies in the Cluster "Maritime Functions" | ICT for better service delivery and internal efficiencies within government agencies; <ul style="list-style-type: none"> • preparation of a detailed strategic roadmap for eGovernment within the Maritime FunctionsCluster; • functional and technology requirement specifications for the Cluster and overall approach by which services must be taken online; • Change management interventions required for a sustained uptake of ICT within the Cluster; and • a detailed Action Plan and budgetary requirement for implementation. | Report as referred | |
| D14 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Maritime Functions" including complete computerization in and integrated service delivery by the agencies. | This assignment would be the implementation of recommendations in the DPR and would include, principally, <ul style="list-style-type: none"> • Procurement of necessary hardware, system software, storage and network infrastructure for the Cluster; • Preparation of the Software Requirement Specifications for eGovernment applications; • Complete application development, testing, pilot implementation, and rollout of solutions and Go-Live across the Cluster at multiple locations; and • Conducting necessary training of staff and officials of the solutions developed. | <ul style="list-style-type: none"> • Request for Proposal for implementation; • Re-fashioned portal of the Cluster and its constituent entities and; • Complete automation of internal operations of Cluster and external service delivery | D13 |
| D15 | Comprehensive Business Process Reengineering, Preparation of | This project will entail <ul style="list-style-type: none"> • an assessment of (a) the existing technology interventions within the Education Cluster(applications, | <ul style="list-style-type: none"> • Request for Proposal for implementation | All projects in the Program |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--|---|--|--------------------------|
| | digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Education" | hardware, networking etc), (b) processes followed within the Cluster, (c) skills available with officials and staff related to eGovernment requirements; <ul style="list-style-type: none"> • a review of best practices in using ICT for better service delivery and internal efficiencies within government agencies; • preparation of a detailed strategic roadmap for eGovernment within the EducationCluster; • functional and technology requirement specifications for the Cluster and overall approach by which services must be taken online; • Change management interventions required for a sustained uptake of ICT within the Cluster; and • a detailed Action Plan and budgetary requirement for implementation. | <ul style="list-style-type: none"> • Selection of an agency for implementation • Detailed Project Report as referred | me G but loosely coupled |
| D16 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Public Order and Safety" including complete computerization in and integrated service delivery by the agencies. | This assignment would be the implementation of recommendations in the DPR and would include, principally, <ul style="list-style-type: none"> • Procurement of necessary hardware, system software, storage and network infrastructure for the Cluster; • Preparation of the Software Requirement Specifications for eGovernment applications; • Complete application development, testing, pilot implementation, and rollout of solutions and Go-Live across the Cluster at multiple locations; and • Conducting necessary training of staff and officials of the solutions developed. | <ul style="list-style-type: none"> • Request for Proposal for implementation; • Re-fashioned portal of the Cluster and its constituent entities and; • Complete automation of internal operations of Cluster and external | D15 |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|---|---|---|---|
| D17 | Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster " Public Order and Safety " | <p>This project will entail</p> <ul style="list-style-type: none"> • an assessment of (a) the existing technology interventions within the Public Order and SafetyCluster(applications, hardware, networking etc), (b) processes followed within the Cluster, (c) skills available with officials and staff related to eGovernment requirements; • a review of best practices in using ICT for better service delivery and internal efficiencies within government agencies; • preparation of a detailed strategic roadmap for eGovernment within the Public Order and SafetyCluster; • functional and technology requirement specifications for the Cluster and overall approach by which services must be taken online; • Change management interventions required for a sustained uptake of ICT within the Cluster; and • a detailed Action Plan and budgetary requirement for implementation. | <p>service delivery</p> <ul style="list-style-type: none"> • Request for Proposal for implementation • Selection of an agency for implementation • Detailed Project Report as referred | All projects in the Programme G but loosely coupled |
| D18 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster " Public Order and | <p>This assignment would be the implementation of recommendations in the DPR and would include, principally,</p> <ul style="list-style-type: none"> • Procurement of necessary hardware, system software, storage and network infrastructure for the Cluster; • Preparation of the Software Requirement Specifications for eGovernment applications; • Complete application | <ul style="list-style-type: none"> • Request for Proposal for implementation; • Re-fashioned portal of the Cluster and its constituent entities and; | D17 |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|---|--|---|---|
| | Safety " including complete computerization in and integrated service delivery by the agencies. | development, testing, pilot implementation, and rollout of solutions and Go-Live across the Cluster at multiple locations; and <ul style="list-style-type: none"> • Conducting necessary training of staff and officials of the solutions developed. | <ul style="list-style-type: none"> • Complete automation of internal operations of Cluster and external service delivery | |
| D19 | Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Justice" | This project will entail <ul style="list-style-type: none"> • an assessment of (a) the existing technology interventions within the JusticeCluster(applications, hardware, networking etc), (b) processes followed within the Cluster, (c) skills available with officials and staff related to eGovernment requirements; • a review of best practices in using ICT for better service delivery and internal efficiencies within government agencies; • preparation of a detailed strategic roadmap for eGovernment within the JusticeCluster; • functional and technology requirement specifications for the Cluster and overall approach by which services must be taken online; • Change management interventions required for a sustained uptake of ICT within the Cluster; and a detailed Action Plan and budgetary requirement for implementation. | <ul style="list-style-type: none"> • Request for Proposal for implementation • Selection of an agency for implementation • Detailed Project Report as referred | All projects in the Programme G but loosely coupled |
| D20 | Implementation of recommendations of Detailed Project Report for | This assignment would be the implementation of recommendations in the DPR and would include, principally, <ul style="list-style-type: none"> • Procurement of necessary hardware, system software, | <ul style="list-style-type: none"> • Request for Proposal for implementation; • Re-fashioned | D19 |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|---|---|---|--|
| | eGovernment implementation in GoSL agencies in the Cluster "Justice" including complete computerization in and integrated service delivery by the agencies. | storage and network infrastructure for the Cluster; <ul style="list-style-type: none"> • Preparation of the Software Requirement Specifications for eGovernment applications; • Complete application development, testing, pilot implementation, and rollout of solutions and Go-Live across the Cluster at multiple locations; and • Conducting necessary training of staff and officials of the solutions developed. | portal of the Cluster and its constituent entities and; <ul style="list-style-type: none"> • Complete automation of internal operations of Cluster and external service delivery | |
| D21 | Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Utilities" | This project will entail <ul style="list-style-type: none"> • an assessment of (a) the existing technology interventions within the UtilitiesCluster(applications, hardware, networking etc), (b) processes followed within the Cluster, (c) skills available with officials and staff related to eGovernment requirements; • a review of best practices in using ICT for better service delivery and internal efficiencies within government agencies; • preparation of a detailed strategic roadmap for eGovernment within the UtilitiesCluster; • functional and technology requirement specifications for the Cluster and overall approach by which services must be taken online; • Change management interventions required for a sustained uptake of ICT within the Cluster; and a detailed Action Plan and budgetary requirement for implementation. | <ul style="list-style-type: none"> • Request for Proposal for implementation • Selection of an agency for implementation • Detailed Project Report as referred | All projects in the Program me G but loosely coupled |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--|---|---|---|
| D22 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Utilities" including complete computerization in and integrated service delivery by the agencies. | <p>This assignment would be the implementation of recommendations in the DPR and would include, principally,</p> <ul style="list-style-type: none"> • Procurement of necessary hardware, system software, storage and network infrastructure for the Cluster; • Preparation of the Software Requirement Specifications for eGovernment applications; • Complete application development, testing, pilot implementation, and rollout of solutions and Go-Live across the Cluster at multiple locations; and • Conducting necessary training of staff and officials of the solutions developed. | <ul style="list-style-type: none"> • Request for Proposal for implementation; • Re-fashioned portal of the Cluster and its constituent entities and; • Complete automation of internal operations of Cluster and external service delivery | D21 |
| D23 | Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Others" | <p>This project will entail</p> <ul style="list-style-type: none"> • an assessment of (a) the existing technology interventions within the Others Cluster (applications, hardware, networking etc), (b) processes followed within the Cluster, (c) skills available with officials and staff related to eGovernment requirements; • a review of best practices in using ICT for better service delivery and internal efficiencies within government agencies; • preparation of a detailed strategic roadmap for eGovernment within the Others Cluster; • functional and technology requirement specifications for the Cluster and overall approach by which services must be taken online; • Change management | <ul style="list-style-type: none"> • Request for Proposal for implementation • Selection of an agency for implementation • Detailed Project Report as referred | All projects in the Program G but loosely coupled |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|---|--|---|--------------|
| | | interventions required for a sustained uptake of ICT within the Cluster; and <ul style="list-style-type: none"> • a detailed Action Plan and budgetary requirement for implementation. | | |
| D24 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Others" including complete computerization in and integrated service delivery by the agencies. | This assignment would be the implementation of recommendations in the DPR and would include, principally, <ul style="list-style-type: none"> • Procurement of necessary hardware, system software, storage and network infrastructure for the Cluster; • Preparation of the Software Requirement Specifications for eGovernment applications; • Complete application development, testing, pilot implementation, and rollout of solutions and Go-Live across the Cluster at multiple locations; and • Conducting necessary training of staff and officials of the solutions developed. | <ul style="list-style-type: none"> • Request for Proposal for implementation; • Re-fashioned portal of the Cluster and its constituent entities and; • Complete automation of internal operations of Cluster and external service delivery | D23 |

Programme Governance Framework

A Programme Governance Committee will be constituted to oversee the implementation of this programme and its constituent projects. The Committee will be chaired by a representative from the Office of Executive Office of eGovernment (see Programme I), co-chaired by a representative from the ICTA and will have member representatives from other ministries (representing at least 10 clusters), business community, civil society, academia groups and other appropriate members.

Monitoring and Evaluation of the Programme

The following parameters could be used to evaluate the progress of the implementation of the programme:

- Timely completion of activities in line with the Action Plan;

- Frequency with which meetings are held within the group and with the GoSL eGovernment Steering Committee;
- Proportion of Clusters computerized and the extent of computerisation of Cluster agencies;
- Number of eServices rolled out as a proportion of the total number of eServices identified;
- Degree of adoption of eGovernment by GoSL staff and officials;
- Degree of adoption of eGovernment by external stakeholders;
- Extent of adoption of process reengineering recommendations as measured by the number of GoSL agencies adopting BPR in their internal operations;
- Degree of integration of the cluster/agency level eGovernment efforts in the departmental strategic plans; and
- Extent of impact of eGovernment on external stakeholders, including citizens as measured by the number of people who could potentially use eGovernment services offered by GoSL agencies.

Monitoring Arrangements for the Projects

As is apparent the programme is recommended to be implemented through 24 projects for 12 clusters which together will cover the span of the functions within the GoSL. Two projects each are recommended for every one of the 12 clusters with the first being a study to finalise an eGovernment Strategic Roadmap for the Cluster in question along with its constituent entities and the second being the subsequent implementation of the recommendations made in the Strategic Roadmap.

For the two projects recommended for a cluster, the following are proposed to be parameters on which evaluation of the project progress would be carried out:

- Drafting of the Terms of Reference for the exercise;
- Constitution of the Project Management Group;
- Number of different agencies participating;
- Timely completion of activities in line with the Action Plan;
- Extent of computerization within the cluster and its entities;
- Extent of adoption of eGovernment within the cluster and its entities as measured by persistence of manual operations within the cluster and its entities;
- Extent of adoption of eGovernment by external stakeholders as measured by (a) increased hits on the Cluster portal, (b) feedback provided on the portal, (c) proportion of electronic access to services extended by the Cluster to manual access of services;
- Extent of adoption of process reengineering recommendations;
- Elimination of process redundancies and bottlenecks, reduction of turnaround time, recommendation of process outsourcing;
- Better service-delivery to citizens;
- Reduced number of visits by the citizens to the offices of entities within the Cluster;
- Extent of clarity of understanding of roles to be played by different officials in the Cluster and its entities; and
- Enhanced Public Image for the Cluster and its entities.

Management Structures for the Projects

Table 11 brings out the project management structures that will be deployed for managing the different projects under this programme.

TABLE 11 MANAGEMENT STRUCTURE AND MONITORING ARRANGEMENT FOR PROJECTS UNDER PROGRAMME "D"

| Project Code | Name of the Project | Project Management Structure |
|--------------|--|--|
| D1 | Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Land Management" | Project Management Group headed jointly by a representative from the Ministry of Land Resources and ICTA and such other members as they jointly decide |
| D2 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Land Management" including complete computerization in and integrated service delivery by the agencies. | Project Management Group headed jointly by a representative from the Ministry of Land Resources and ICTA and such other members as they jointly decide |
| D3 | Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Health" | Project Management Group headed jointly by a representative from the Ministry of Health and ICTA and such other members as they jointly decide |
| D4 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Health" including complete computerization in and integrated service delivery by the agencies. | Project Management Group headed jointly by a representative from the Ministry of Health and ICTA and such other members as they jointly decide |
| D5 | Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Agriculture" | Project Management Group headed jointly by a representative from the Ministry of Agriculture and ICTA and such other members as they jointly decide |

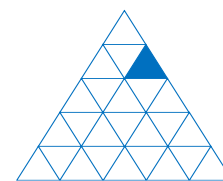
| Project Code | Name of the Project | Project Management Structure |
|--------------|---|--|
| D6 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster " Agriculture " including complete computerization in and integrated service delivery by the agencies. | Project Management Group headed jointly by a representative from the Ministry of Agriculture and ICTA and such other members as they jointly decide |
| D7 | Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Trade and Industry" | Project Management Group headed jointly by a representative from the Ministry of Trade and Industry and ICTA and such other members as they jointly decide |
| D8 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Trade and Industry" including complete computerization in and integrated service delivery by the agencies. | Project Management Group headed jointly by a representative from the Ministry of Trade and Industry and ICTA and such other members as they jointly decide |
| D9 | Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Conservation and Environment" | Project Management Group headed jointly by a representative from the Ministry of Environment and ICTA and such other members as they jointly decide |
| D10 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster " Conservation and Environment " including complete computerization in and integrated service delivery by the agencies. | Project Management Group headed jointly by a representative from the Ministry of Environment and ICTA and such other members as they jointly decide |
| D11 | Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual | Project Management Group headed jointly by a representative from the Ministry of Transport and ICTA and such other members as |

| Project Code | Name of the Project | Project Management Structure |
|--------------|---|---|
| | & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Transport and Aviation" | they jointly decide |
| D12 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Transport and Aviation" including complete computerization in and integrated service delivery by the agencies. | Project Management Group headed jointly by a representative from the Ministry of Transport and ICTA and such other members as they jointly decide |
| D13 | Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Maritime Functions" | Project Management Group headed jointly by a representative from the Ministry of Shipping and ICTA and such other members as they jointly decide |
| D14 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Maritime Functions" including complete computerization in and integrated service delivery by the agencies. | Project Management Group headed jointly by a representative from the Ministry of Shipping and ICTA and such other members as they jointly decide |
| D15 | Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Education" | Project Management Group headed jointly by a representative from the Ministry of Education and ICTA and such other members as they jointly decide |
| D16 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Public Order and Safety" including complete computerization in and integrated service delivery by the | Project Management Group headed jointly by a representative from the Ministry of Education and ICTA and such other members as they jointly decide |

| Project Code | Name of the Project | Project Management Structure |
|--------------|--|---|
| | agencies. | |
| D17 | Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster " Public Order and Safety " | Project Management Group headed jointly by a representative from the Ministry of Interior/Home and ICTA and such other members as they jointly decide |
| D18 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Justice" including complete computerization in and integrated service delivery by the agencies. | Project Management Group headed jointly by a representative from the Ministry of Interior/Home and ICTA and such other members as they jointly decide |
| D19 | Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Justice" | Project Management Group headed jointly by a representative from the Ministry of Law and Justice and ICTA and such other members as they jointly decide |
| D20 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Utilities" including complete computerization in and integrated service delivery by the agencies. | Project Management Group headed jointly by a representative from the Ministry of Law and Justice and ICTA and such other members as they jointly decide |
| D21 | Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Utilities" | Project Management Group headed jointly by a representative from the Ministry of Water Resources/Power and ICTA and such other members as they jointly decide |
| D22 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Utilities" including complete computerization in and | Project Management Group headed jointly by a representative from the Ministry of Water Resources/Power and ICTA and such other members as they jointly decide |

| Project Code | Name of the Project | Project Management Structure |
|--------------|---|---|
| | integrated service delivery by the agencies. | |
| D23 | Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on eGovernment implementation in GoSL agencies in the Cluster "Others" | Project Management Group headed jointly by a representative from the Executive Office of eGovernment (see Programme I) and ICTA and such other members as they jointly decide |
| D24 | Implementation of recommendations of Detailed Project Report for eGovernment implementation in GoSL agencies in the Cluster "Others" including complete computerization in and integrated service delivery by the agencies. | Project Management Group headed jointly by a representative from the Executive Office of eGovernment and ICTA and such other members as they jointly decide |

4.3 Programme C: Stakeholder participation in the design, delivery and evaluation of public services



Programme Background and Context

Effective citizen participation involving ICTs - eParticipation - is the use of ICTs to improve participation of citizens in governance, by facilitating contact between people, as well with their elected and appointed officials. eParticipation is considered to be a continuum of involvement for citizens with the help of ICTs to access public information, participation in public decision-making, and monitoring how government communities are being run.

In increasing extent of participation, eParticipation could be any of the following:

- A. INFORMATION – One-way relationship in which citizens receive information from governments, civil society organisations and the like; citizens, though informed, are viewed as users.
- B. CONSULTATION – Two-way interaction via forums, surveys, polls, etc and includes formulating opinions on issues already set out by government and active engagement in defining policy content.
- C. REPRESENTATION – Presence of citizens within institutions of decision-making which implies settings where citizens can set up the agenda and define policy contents therein.
- D. VOLUNTEERING – This includes settings wherein citizens could volunteer to be in policy making circles (conversely, for affirmative action, the most excluded and vulnerable can be called upon to participate).
- E. MONITORING – includes giving citizens the watchdog role where they monitor public policies and can evaluate public services.

Social Media

Internet technologies, particularly Web 2.0 technologies including social media have led to a horizontalization of power relations in cyberspace which can be observed in the digital discussions on the Internet and undermines the idea of a “centre”. It emerged from discussions during the current state assessment that eGovernment approaches for GoSL must not only take social media into consideration but must also use it to its advantage.

Open Data

Open data refers to the idea that certain data should be freely available to everyone to use and republish as they wish, without restrictions due to copyright, patents or other control mechanisms. The term "open data" is recent and has gained especially, with the launch of open-data government initiatives such as Data.gov of the US. It was felt during the current state discussions that GoSL should make data available for better public service with necessary checks and balances to ensure that data sharing, protection and privacy norms are respected. GoSL may choose not to make certain classes of data available; objective criteria for the sake of public order or larger national interests must therefore be drawn up.

Measurement of Citizen Satisfaction with eGovernment

Despite best efforts of governments to provide citizen-centric services it is common for gaps to exist between citizens' expectations and actual services provided. To address this it is necessary

for an organization to know what citizens expect and what level of service the organization needs to provide in order to satisfy these expectations. It emerged from the current state assessment that this gap must be bridged progressively by (a) defining and communicating service delivery characteristics (dimensions/ parameters) as objectively as possible; and (b) periodically eliciting clear and meaningful citizen feedback on service delivery and appropriately revising the service offering. With time, it could then be expected that this gap will be narrowed and citizen satisfaction will improve.

Recommendations

Specifically, the assessment of GoSL's eGovernment efforts has revealed shortcomings leading to the following recommendations to be addressed through this programme:

- **ONE UMBRELLA PROGRAMME FOR E-PARTICIPATION:** GoSL must initiate programmes for eParticipation that takes into account the continuum mentioned in this section. To make sure that synergies are taken advantage, it would be preferable to have all initiatives under one umbrella eParticipation programme. Further all channels of participation must be explored for these initiatives. For every initiative that is conceptualized foundations (in policy or law or by any other way) must also be put in place.
- **SOCIAL MEDIA AS ANOTHER WINDOW OF INTERACTION WITH COMPLETE POLITICAL OWNERSHIP:** GoSL and its agencies need to acknowledge social media as an alternative powerful medium and exploit it to advantage. However, effective use of social media will take place only when there is complete political ownership of the same.
- **INSTITUTIONALIZING FEEDBACK OBTAINED ON SOCIAL MEDIA PLATFORMS:** With proper authentication it should be explored as to how views obtained from different social media or other eParticipation platforms could be accommodated into the policy formulation or the legislation process. This should be institutionalized.
- **DEDICATED GROUP WITHIN THE INSTITUTIONAL FRAMEWORK FOR E-GOVERNMENT FOR SOCIAL MEDIA MATTERS:** Within the eGovernment institutional architecture there must be dedicated group that focuses on using social media for larger eGovernment objectives in at least the following areas:
 - Social media as a platform to understand public moods and expectations;
 - Social media as a platform for exchange of ideas and requests for comments on government policies along the e-Participation continuum;
 - Social media to handle crises; and
 - Social media to build political opinion.
- **INSTALLING A VERIFICATION REGIME:** Adequate steps must be taken to ensure that there is a verification regime in place whenever identity issues arise or irresponsible content upset public order and/or decency. Ideas must be formulated and implemented to make social media more inclusive instead of widening up digital divides.
- **DEPLOYING AN E-GOVERNMENT SATISFACTION MEASUREMENT TOOL:** Whereas the definition of service delivery parameters is being taken up as part of the Programme "S", a satisfaction measurement tool, similar to the Common Measurement Tool deployed by agencies in Canada and replicated in other countries, would need to be deployed as an integral part of this programme.

Programme Objectives

In line with the above description of this programme the following would be the main programme objectives:

- to conceptualize and put into operation effective and institutionalized methods of participation of citizens in the processes of governance through appropriate and citizen-convenient usage of ICTs;
- to harness the power of new media, including social media, and new norms of transparency, like open data, to bring about effective engagement of citizens in governance and information delivery; and
- to integrally and continually seek the feedback of service consumers in the design and provision of ICT-enabled public services in an effort to maximize their uptake.

Projects to be Taken Up

Table 12 brings out the list of projects, a brief description of the projects, and the expected outputs from them. Also included in the table are dependencies for the respective projects on outputs emerging from other interventions recommended in this strategy.

TABLE 12 DETAILS OF PROJECTS UNDER THE PROGRAMME "C"

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--|--|---|--------------|
| C1 | Consultancy to prepare a Detailed Project Report on the design of an umbrella eParticipation programme including guidelines to profitably harness emerging ICT for the development of eGovernment including (a) Social Media; and (b) Open Data for GoSL | <p>This project deals with the design of an umbrella eParticipation programme and preparation of guidelines and recommendations document to profitably harness ICT to bring about eParticipation in the country covering the entire continuum of eParticipation and making the best of all channels of reaching out to the citizens.</p> <p>Among other things this study is intended to look at how social media and open data could be exploited for eParticipation in line with recommendations made above.</p> | <ul style="list-style-type: none"> • Detailed Project Report • Request for Proposal Document (if study is external) | None |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|---|--|---|------------------------|
| C2 | Implementation of recommendations of Detailed Project Report on the design of an eParticipation programme and guidelines to profitably harness emerging ICT for the development of eGovernment including (a) Social Media; and (b) Open Data for GoSL | <p>This exercise will entail implementing the recommendations proposed in the project "C1". At the least, the following are expected:</p> <ul style="list-style-type: none"> • Recommendations for eParticipation platforms for citizen interaction involving multiple channels for the same; • Recommendations on how best to use social media (including over mobile devices) for community engagement; • Recommendations on making public sector information available to citizens | <ul style="list-style-type: none"> • eParticipation Platforms • Online Forums of Interaction on Social Media • Open Government/ Open Data platform with well-defined roles and rules of access | C1 |
| C3 | Design of a comprehensive tool for Citizen Feedback and Satisfaction Measurement on services delivered by GoSL agencies | <p>This project will deal principally with two outputs: (a) a tri-lingual tool with which to elicit citizen feedback on different aspects of service delivery; and (b) a tri-lingual citizen satisfaction measurement tool for services extended.</p> <p>The Common Measurement Tool used by agencies in Canada will serve as a useful template to start with. The tool should be such as to be administered through multiple channels. Periodical updates in the tool in line with citizen feedback will also be desirable.</p> | Citizen Feedback and Measurement Tool | S1, S2, S4, S5, S6, S7 |

Programme Governance Framework

A Programme Governance Committee will be constituted to oversee the implementation of this programme and its constituent projects. The Committee will be chaired by a representative from the ICTA (Director Re-Gov or a person deputed by him from the "Capacity Building and Communications" function²), co-chaired by a representative from the Executive Office of eGovernment and will have member representatives from other ministries (at least 5 of those actively involved in service delivery with public interaction), and other appropriate members from the civil society, those from the academic community and other eGovernment stakeholder groups. Other members from the ICTA could also be invited for programme level deliberations, depending upon requirements and at the discretion of ICTA.

Monitoring and Evaluation of the Programme

The following parameters could be used to evaluate the progress of the implementation of the programme:

- Timely completion of activities in line with the Action Plan;
- Extent of participation across stakeholder groups in the Programme Governance Committee;
- Frequency with which meetings are held within the group and with the eGovernment Steering Committee;
- Number of GoSL agencies and clusters preferring to use the Unified eParticipation windows developed under this programme;
- Number of channels and devices effectively used for eParticipation;
- Extent of sustained uptake/ Growth in uptake of eParticipation platforms by citizens;
- Extent to which citizen feedback on such forms has been institutionalized as an input into the processes of governance;
- Extent to which management processes related to eParticipation in general and social media/open data in particular have been defined and are being complied with;
- Degree of satisfaction recorded with eGovernment services; and
- Extent of adoption of the Satisfaction Measurement Tool by GoSL agencies and clusters.

Management Structures and Monitoring Arrangements for the Projects

Table 13 brings out the project management structures that will be deployed for managing the different projects under this programme.

TABLE 13 MANAGEMENT STRUCTURE AND MONITORING ARRANGEMENT FOR PROJECTS UNDER PROGRAMME "C"

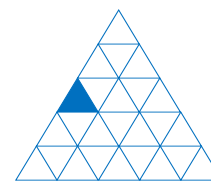
| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|--|---|---|
| C1 | Consultancy to prepare a Detailed Project Report on the design of an umbrella eParticipation programme including | Project Management Group headed by a representative from the ICTA, co-chaired by a representative of the Executive Office | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of different agencies participating • Extent of coverage of the continuum of eParticipation in the |

² See recommended eGovernment institutional framework under Programme I

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|---|---|--|
| | guidelines to profitably harness emerging ICT for the development of eGovernment including (a) Social Media; and (b) Open Data for GoSL | of eGovernment and such other members as they jointly decide including members from civil society, academia and other eGovernment stakeholders. | <p>recommendations</p> <ul style="list-style-type: none"> • Extent of development detail of management processes for institutionalization of feedback as an input into governance processes • Number of users enlisted in eParticipation platforms • Timeliness of acceptance of project deliverables and dissemination among a wider group of government entities |
| C2 | Implementation of recommendations of Detailed Project Report on the design of an eParticipation programme and guidelines to profitably harness emerging ICT for the development of eGovernment including (a) Social Media; and (b) Open Data for GoSL | Project Management Group headed by a representative from the ICTA, co-chaired by a representative of the Executive Office of eGovernment and such other members as they jointly decide including members from civil society, academia and other eGovernment stakeholders. | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of different agencies participating • Swiftness and completeness with which eParticipation recommendations are implemented • Swiftness and completeness with which eParticipation management processes are implemented • Number of users enlisted in eParticipation platforms • Number of entities following GoSL open data recommendations made in C1 • Timeliness of acceptance of project deliverables and dissemination among a wider group of entities |
| C3 | Design of a comprehensive tool for Citizen Feedback and Satisfaction Measurement on services delivered by GoSL agencies | Project Management Group headed by a representative from the ICTA, co-chaired by a representative of the Executive Office of eGovernment and such other members as they jointly decide | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of different stakeholder groups participating (GoSL agencies, citizen representatives) • Number of clusters/sectors opting to adopt the satisfaction measurement tool proposed in entirety • Extent of coverage of target service-seeker community across digital and |

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|---------------------|--|---|
| | | including members from civil society, academia and other eGovernment stakeholders. | non-digital divides (community, geography, gender, language, economic position) <ul style="list-style-type: none"> • Extent of coverage of satisfaction measurement criteria (Common Measurement Tool as a benchmark) • Degree of convenience in administering the tool to service-seekers • Timeliness of acceptance of project deliverables, wider dissemination and adoption for implementation |

4.4 Programme S: Setting up and operationalizing complete service delivery infrastructure required for converged and convenient service delivery



Programme Background and Context

Governments across the world are undertaking service delivery reform in recognition of the fact that current models for government service delivery have not kept pace with community expectations, advances in technology and the evolving imperatives of governance.

Specifically, the current state assessment has revealed the following principal concerns in this area:

- Within the current system, services are often fragmented, inhibiting existing programs from meeting the needs of the community and individuals, particularly those facing disadvantages. Service delivery does not fully take into account the specific needs and circumstances of the target citizens.
- Public service delivery is also facing a number of macro-challenges including developments in technology, competition with the private sector (in terms of efficiency levels) and increasing demands upon governance.
- The galloping uptake and democratization of mobile technologies, represented by mobile penetration rates outpacing PC penetration numbers, increasingly requires as much of the services to be rendered over mobile devices as possible.
- Even as the government keeps adding to the portfolio of “online” services, the latter persistently continue to be associated with the individual GoSL agency(ies) entrusted with providing them; this goes against a basic tenet of citizen-centric service delivery.
- Service Delivery Reform is increasingly driven by trends towards greater integration and shared services and infrastructure, to provide more efficient and less costly services.
- Amidst an increasing clamour for accountability in service provision, citizens feel that the government must adequately compensate them whenever performance breaches promised levels of service delivery.

Recommendations

Specifically, the assessment of GoSL’s eGovernment efforts has revealed shortcomings leading to the following recommendations to be addressed through this programme:

- SERVICE DELIVERY INTEGRATION PRINCIPLES AND SERVICE DELIVERY CHARTERS: Principles of service delivery integration should be clearly articulated and disseminated to aid practitioners whenever they need greater clarity.
- MULTI-CHANNEL PROVISION OF SERVICES: Citizen Convenience as a criterion is of paramount importance and services should be provided keeping in mind both the need and circumstance of the citizens which would, therefore, inform stakeholder segmentation.
- ONE STOP SHOPS: Using globally well-accepted criteria and characteristics integrated services from one-stop-shops should be provided. Furthermore, integration at front office must be attained first before realizing back-office integration to seamlessly link with integrated front-end service delivery.
- MULTI-PURPOSE KIOSKS AND FRONT OFFICES: Multi-purpose kiosks and/or front offices should be provided where PC and Internet penetration levels are low. Locationally relevant

amenities should be provided in order to increase footfalls at the centre and appropriate business models (including providing B2C services) should be tried. The last mile of an “authorized” government service delivery is best placed to play this role (for example Divisional Secretariat Offices and Grama Niladhari Offices, as appropriate). However, such efforts should not be duplicated with working Nenasalas.

Programme Objectives

In line with the above description of this programme the following would be the main programme objectives:

- to finalise and disseminate a set of service delivery principles and commitments from GoSL to serve as common guidelines to service providers and consumers alike in an effort to bridge the gap between public service expectations and delivery;
- to provide integrated public services to consumers according to the needs and circumstances of the target consumer segments through user-friendly applications on appropriate channels and devices;and
- to maximize the enforceability of service delivery commitments from GoSL agencies, legally or otherwise, through appropriate grievance redressal mechanisms.

Projects to be Taken Up

Table 14 brings out the list of projects, a brief description of the projects, and the expected outputs from them. Also included in the table are dependencies for the respective projects on outputs emerging from other interventions recommended in this strategy.

TABLE 14 DETAILS OF PROJECTS UNDER THE PROGRAMME "S"

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--|---|---|--------------|
| S1 | Design of a Whole-of-Government Citizen Charter for GoSL and Template for Cluster-Specific Sub-Charter s | This project will result in two outputs: (a) a whole-of-Government citizen charter declaring the government resolve for citizen convenience and efficiency in service delivery; and (b) a generic template for cluster-based (or sector-based or agency-based) service charters which can be customized for the demands of the sector/cluster/agency. | <ul style="list-style-type: none"> • GoSL Citizen Service Charter • Generic Template for Cluster-specific Citizen Service Charter | None |
| S2 | Design of a comprehensive Grievance Redressal Mechanism for | Analyzing the different types of commitments made through service delivery charters, this project will identify possible sources and the different types | Grievance Redressal Mechanism and Processes Report | S1 |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--|--|---|--------------|
| | services delivered by GoSL agencies | of grievances, appropriately classify them according to their criticality, volume of complaints and other such criteria, and recommend appropriate grievance redressal processes that need to be followed for satisfactory resolution of grievances. Processes thus finalized for grievance redressal will serve as important inputs into the projects S3 and P6. | | |
| S3 | Design of a comprehensive Multi-Channel Framework to serve as standard guidelines for agencies to aid the mapping of service components to devices and channels over which they are to be provided | This project involves finalizing a template that will serve as a guideline to agencies while they set out associating services and service components with channels/devices over which they are to be provided. Using the Multi-channel framework discussed earlier in assessment stage this project will result in detailed guidelines for recommending appropriate channels/ devices for service delivery taking into account both citizen needs and circumstances. Among other things, the framework should enable service seekers to switch seamlessly from one channel/device to another for the same service. | Multi-Channel Framework Report | S1 |
| S4 | Designing the One-Stop-Shop (Portal) for GoSL to serve as the unified gateway | Besides providing a one-stop-shop or a single-window delivery of all services from the same portal, the latter must also allow easy "findability", | Functional Design of eGovernment Portal enhancement | S1 |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|---|--|--|--------------|
| | for citizen-convenient services to be provided by agencies including comprehensive search and discovery abilities | search and discovery of services on the portal by the targeted users. Drawing from different examples ³ this project will make detailed recommendations on how the unified eGovernment portal for GoSL could be enhanced for service delivery. Examples to emulate include Austria, France etc | | |
| S5 | Comprehensive Design of Multi-purpose Kiosks and Other Front Offices to serve as the last mile of access for integrated GoSL services | Research based on field survey indicates that the uptake of public services rendered through Nenasalas is lower than desirable. This project will, therefore, deal with coming out with a revamped structural and operational design of shared Front Offices for unified citizen services including Nenasalas. Among other things, aspects that could be considered include different services that could be provided through them so as to result in an enhanced uptake of services (including other services, for example, B2C services, feasible revenue models etc) through the Divisional Secretariat Offices or Nenasalas or otherwise. | Feasibility Report for the Structural and Operational Design of Unified Front Offices for integrated public service delivery | S1 |
| S6 | Design of a Toll-Free Whole-of-Government Call | Among other channels, a Unified Call Centre facility is also proposed to be one way | Functional Design for a Unified Tri-Lingual Toll-Free | S1 |

³ A couple of examples from prominent one-stop portals in Europe have been provided for illustration in the Assessment Report

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|------------------------------------|---|--|--------------|
| | Centrefor integrated GoSL services | public services can be provided in an integrated manner. This exercise will require a comprehensive global study of call centre services (particularly in the realm of service delivery) to recommend a functional design for a Unified Tri-Lingual Toll-Free Whole-of-Government Call Centre for GoSL customers. | Whole-of-Government Call Centre for GoSL customers | |

Programme Governance Framework

A Programme Governance Committee will be constituted to oversee the implementation of this programme and its constituent projects. The Committee will be chaired by a representative from the Ministry of Public Administration and Home Affairs, co-chaired by a representative from the Office of the Executive Office of eGovernment and will have member representatives from other ministries (at least 5 other ministries for which public service delivery is a critical part of their mandate), business community, civil society, voluntary organisations, civic bodies, judiciary and the ICTA.

Monitoring and Evaluation of the Programme

The following parameters could be used to evaluate the progress of the implementation of the programme:

- Timely completion of activities in line with the Action Plan;
- Extent of participation across stakeholder groups in the Programme Governance Committee;
- Frequency with which meetings are held within the group and with the eGovernment Integration Steering Committee;
- Number of government agencies using the unified service delivery windows of the GoSL;
- Number of government agencies dropping out after joining the unified service delivery windows of the GoSL;
- Extent of uptake of eServices across all channels and devices;
- Extent of satisfaction as measured by the satisfaction measurement tool;
- Extent of economies of scale generated from within the government (number of staff released from service delivery to be re-deployed in more value-added work, savings in service delivery infrastructure expenditure, degree of paperlessness, sharing of applications etc); and
- Extent of the geographical and demographic coverage under the unified service delivery windows.

Management Structures and Monitoring Arrangements for the Projects

Table 15 brings out the project management structures that will be deployed for managing the different projects under this programme.

TABLE 15 MANAGEMENT STRUCTURE AND MONITORING ARRANGEMENT FOR PROJECTS UNDER PROGRAMME "S"

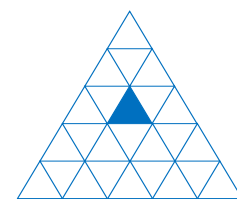
| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|---|--|---|
| S1 | Design of a Whole-of-Government Citizen Charter for GoSL and Template for Cluster-Specific Sub-Charters | Project Management Group headed jointly by a representative from the Ministry of Public Administration and Home Affairs and ICTA and such other members as they jointly decide | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of different stakeholder types participating • Number of different stakeholders participating • Number of clusters/sectors opting to adopt the sector charter template • Comprehensiveness and objectivity of the monitoring indicators covered • Timeliness of acceptance of project deliverables and dissemination among a wider group of target audience |
| S2 | Design of a comprehensive Grievance Redressal Mechanism for services delivered by GoSL agencies | Project Management Group headed jointly by a representative from the Ombudsman's Office in GoSL and ICTA and such other members as they jointly decide | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of different stakeholders participating • Number of clusters/sectors opting to adopt the grievance redressal mechanism proposed in entirety • Comprehensiveness and clarity with which potential grievances for redressal are captured • Degree of convenience in the redressal mechanisms are proposed for both the "aggrieved" and the "service provider" • Timeliness of acceptance of project deliverables, wider dissemination and adoption for implementation |

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|--|---|--|
| S3 | Design of a comprehensive Multi-Channel Framework to serve as standard guidelines for agencies to aid the mapping of service components to devices and channels over which they are to be provided | Project Management Group headed by a representative from the ICTA and such other members as ICTA decides including at least 5 different agencies of GoSL actively involved in rendering customer services | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of different stakeholder groups participating (GoSL agencies, citizen representatives) • Number of clusters/sectors opting to adopt the multi-channel framework proposed in entirety • Number of clearly defined customer segments and criteria deployed • Extent of coverage of available channels and devices • Timeliness of acceptance of project deliverables, wider dissemination and adoption for implementation |
| S4 | Designing the One-Stop-Shop (Portal) for GoSL to serve as the unified gateway for citizen-convenient services to be provided by agencies including comprehensive search and discovery abilities | Project Management Group headed by a representative from the ICTA and such other members as ICTA decides including at least 5 different agencies of GoSL actively involved in rendering customer services | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of different stakeholder groups participating (GoSL agencies, citizen representatives) • Number of clusters/sectors opting to adopt the satisfaction measurement tool proposed in entirety • Extent of coverage of target service-seeker community across digital and non-digital divides (community, geography, gender, language, economic position) • Extent of coverage of satisfaction measurement criteria (Common Measurement Tool as a benchmark) • Degree of convenience in administering the tool to service-seekers • Timeliness of acceptance of project deliverables, wider dissemination and adoption for implementation |
| S5 | Comprehensive Design of Multi- | Project Management | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise |

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|---|---|--|
| | purpose Kiosks and Other Front Offices to serve as the last mile of access for integrated GoSL services | Group headed by a representative from the ICTA and such other members as ICTA decides including at least 5 different agencies of GoSL actively involved in rendering customer services and including representatives from Nenasalas, Divisional Secretariat Offices and Grama Niladhari from different parts of the country | <ul style="list-style-type: none"> • Constitution of the Project Management Group • Number of different stakeholder groups participating (GoSL agencies, DS Office representatives, Nenasala Centres) • Number of clusters/sectors/entities /services opting to share (a) Common Front Offices and (b) Common Shared Staff • Extent to which government-at-the-doorstep is effectively realised • Extent of coverage of target service-seeker community across digital and non-digital divides (community, geography, gender, language, economic position) • Extent to which staff released from Front Offices for value-added work • Number of other B2C services coopted to be provided by Front Offices • Timeliness of acceptance of project deliverables, wider dissemination and adoption for implementation |
| S6 | Design of a Toll-Free Whole-of-Government Call Centre for integrated GoSL services | Project Management Group headed by a representative from the ICTA and such other members as ICTA decides including at least 5 different agencies of GoSL actively involved in rendering customer services | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of different stakeholder groups participating (GoSL agencies) • Number of clusters/sectors/entities /services opting to share (a) Common Call Centre and (b) Common Shared Outsourced Staff • Multilingual coverage of Call Centre • Number of end-to-end transactions possible • Extent of coverage of target service-seeker community across digital and non-digital divides (community, geography, gender, language, economic position) |

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|---------------------|------------------------------|--|
| | | | <ul style="list-style-type: none"> • Number of other B2C services (particularly SMEs) coopted to be provided by Front Offices • Clarity and comprehensiveness of coverage of service level agreements with service providers • Extent to which grievance redressal norms applicable to shared call centre facilities • Timeliness of acceptance of project deliverables, wider dissemination and adoption for implementation |

4.5 Programme U: Adoption, Usage and Sharing of the most fundamental, unique, core identifier databases



Programme Background and Context

The Current State Assessment process pointed to the need to adopt and share unique identifier databases for individuals and parcels of land.

A. Unique Identification Number for Every Citizen

Modelled on the Indian UID system, the following is a brief elaboration of the same.

A Unique Identification (UID) for every citizen of the country is at the core of any eGovernment suite of solutions. Public as well as private sector agencies across the country typically require proof of identity before providing individuals with services and the UID is meant to provide the same. Failing this, every time an individual tries to access a benefit or service, they must undergo a full cycle of identity verification. This duplication of efforts and multiple identities increase overall costs of identification, results in data inconsistencies downstream, escalates attendant costs, and cause extreme inconvenience to the individual.

The need to prove identity only once will also bring down transaction costs for the poor. A clear identity number would also transform the delivery of welfare programmes by making them more inclusive. It would enable the government to verify whether the intended beneficiaries actually receive funds/subsidies. A single, universal identity number will also be transformational in eliminating fraud and duplicate identities, since individuals will no longer be able to represent themselves differently to different agencies.

Common Features of a Unique Identification System

Some common features associated with a Unique Identification System are as follows:

- The purview of this initiative should be limited to the issue of unique numbers linked to a person's demographic and biometric information, or any other information uniquely associated with the person. The UID should only be a proof of identity and does not confer citizenship, for example.
- Existing public service providers can be involved as channels through which citizens can enroll and apply for a unique identification.
- Once the UID is rolled out other applications that carry individual-based identification should provide room in their applications for this identification number so that the UID for every citizen is positioned at the center of all services.
- The UID provision should be enabled through a mix of demand-side interventions (requiring, for example that every public service request must have this number as a mandatory requirement) and supply-side interventions (all agencies must come forth and integrate their applications with UID).
- Typically the basic information collected at the first stage of issuance of this number should include name, date of birth, place of birth, gender, father's name, address (permanent and present), an expiry date, a photograph, and finger prints.

- Public service agencies can even consider giving incentives to those who enroll and apply for getting themselves uniquely identified.

B. A Unique Land Identification System

A cadastral Land Information System is the basis used for the identification and protection of property by means of title registration and cadastral plans. Each parcel (or a piece of land) and its owners are registered and all spatial attributes consisting of location, boundaries and contents are described in a cadastral map. The system would improve land management in urban and rural areas. In urban areas, it would be a fundamental framework for planning, assessment and collection of rates and taxes. In rural areas, a system of this kind would increase investment in agricultural lands and property.

A Cadastral Information System (CIS), based on digital cadastral map in which attributes and map data on cadastral unit are stored in the same database, should be designed to support not only cadastral mapping or the land surveying and titling but also a variety of purposes such as identifying specific areas, determining limits of different status of land, sustainable development, social stability, land management and agricultural studies. This multipurpose system must be appropriately designed to serve the needs of development. Geographical Information System (GIS) can then be applied to modernize the management of land.

The CIS/GIS application would facilitate the systematic collection, updating, processing and distribution of spatial data or geo-reference data. The information in CIS/GIS is presented in two basic forms: as maps and tables. The geo-referencing technique can foster better decision making by allowing managers to conduct analyses. It can provide better information to support policy decision pertaining to land prices and demand, infrastructure planning, property identification and the like.

Typically the details that must be stored for each property are:

- the name, date of birth and address of land owner;
- the description of location of property;
- the number of parcels, size and area of each parcel; and
- additional information like title number, nature of ground use and all rights and restrictions.

Programme Objectives

In line with the above description of this programme the following would be the main programme objectives:

- to come out with a unique set of identifier numbers for every citizen of Sri Lanka in order to uniquely associate them with all government services that he/she avails or wishes to avail;
- to ensure that the unique set of identifier numbers and their associated attributes for every citizen is periodically updated to make it as current as possible and make this number available to all GoSL agencies and thereby reduce their own efforts in this direction;
- to ensure that this unique identifier numbers become vehicles of proving identity authentication across all public services and other private services that express interest in its usage;

OneGovernment 2020

- to come out with a unique set of identifiers that are geographically referenced for every land parcel and make these geodatabase available to all GoSL agencies who require them;
- to come up with a readily available geographically referenced land information system that could be used to visualise the results of all interventions that have been taken up by GoSL agencies; and
- to associate every such land identification identifier database with all attributes that could be commonly required and make this available as a visual tool to every GoSL agency and thus enable them in their decision making systems.

Projects to be Taken Up

Table 16 brings out the list of projects, a brief description of the projects, and the expected outputs from them. Also included in the table are dependencies for the respective projects on outputs emerging from other interventions recommended in this strategy.

TABLE 16 DETAILS OF PROJECTS UNDER THE PROGRAMME "U"

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--|--|--|--------------|
| U1 | Conceptualization and Design of a Unique Identity Number for all Sri Lankan Citizens | <p>The conceptualization/design of a UID for all Sri Lankans should include:</p> <ul style="list-style-type: none"> • Conceptualize the UID for every citizen on (a) whether it would be based on a combination of existing details about the individuals (say, date of birth, name etc), (b) whether any identification number could be adopted as a unique identity number for every citizen, or (c) whether it could be a randomly generated number; • Conceptualize and draft ways: <ul style="list-style-type: none"> ○ to ensure that all public service providers adopt UID as an authenticated proof of identity; ○ by which private service providers could adopt UID to their benefit; ○ to ensure that every citizen comes forth and applies to get UID; • Conceptualize ways by which the uniqueness of UID can be ensured for every citizen; • Conceptualize ways by which verification of data can be done; • Finalise a periodicity with which the data stored for every citizen is updated; | High Level Action Plan on Rolling out the Unique Identification Number (UID) | None |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--|---|---|--------------|
| | | <ul style="list-style-type: none"> • Agree on mechanisms by which data is in compliance with all prevalent data protection and privacy norms; • Disseminate findings of UID among stakeholders and take on board their recommendations on the same; • Prepare a high-level Action Plan on how the UID would be rolled out across the country. | | |
| U2 | Preparation of a Detailed Feasibility Report for rolling out the Unique Identity Number for Sri Lankan citizens and operationalizing it through electronically-enabled multi-application Smart Cards | <p>The preparation of the Feasibility Report should include at least the following:</p> <ul style="list-style-type: none"> • Functional Requirement Specifications for the system; • Mechanism by which it would be ensured that clean and correct data are stored in the database; • Complete set of processes to be followed once the citizen has enrolled and applied for a UID, the processes of verification thereafter and culminating in correctly associating the citizen with the number and making the number available to him; • Complete technology architecture (application, network and data); • Roles and responsibilities of different public officials in this process; • Feasibility of making a multi-application Smart Card based Unique Identification System and detailed functional and technology specifications for the same; • Best practices and lessons from other countries and the implications it has in the GoSL context; • Budgetary allocation for implementation of the multi-application Smart Card system; and • Views of all stakeholders likely to use the UID and feasibility of using the card as an authentication mechanism. | Detailed Feasibility Report for Rolling Out a Multi-application Smart Card based Unique Identification System | U1 |
| U3 | Implementati | The implementation of the Detailed | Multi- | U2 |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--|---|--|--------------|
| | on of the Recommendations of the Detailed Feasibility Report for rolling out the Unique Identity Number for all Sri Lankan citizens and operationalizing it through electronically-enabled multi-application Smart Cards | <p>Feasibility Report should include:</p> <ul style="list-style-type: none"> • Design and Development of the complete application; • Unit, System, Integration and Acceptance Testing of solution; • Supply and installation of the required hardware for the implementation; • Pilot implementation of the solution; • Operationalization/ Rollout of solution across the regions of the country; • Phased allocation of UIDs to citizens and notifications to GoSL agencies; • Operationalisation of applications off the cards used as a measure of authentication of identity. | application Smart Card based Unique Identification System | |
| U4 | Consultancy for the Conceptualization and Design of a Unique Identity Number for all Land Parcels in Sri Lanka | <p>The design of a Unique Identity Number for all Land Parcels should include:</p> <ul style="list-style-type: none"> • Conceptualize unique identity number for every land parcel (a) whether it would be based on existing record, (b) at what level of scale/detail must the same be captured, (c) whether the number itself could be a randomly generated number or any other representation; (d) what attributes would be captured with geographical description (land use, ownership etc); (e) whether this could be used as a proof of ownership; and (f) any other details that are thought relevant. • Conceptualise other geography-based themes that would be captured in this process (for example, soil etc) • Conceptualiseways by which the uniqueness associated with every land parcel can be maintained; • Conceptualisewaysby which | High Level Action Plan on Rolling out a GIS-based Cadastral System for Sri Lanka | None |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--|--|---|--------------|
| | | verification and/or ground-truthing of data can be done; <ul style="list-style-type: none"> Finalise a periodicity and mechanism with which the data stored is updated; Finalise mechanisms by which data stored against every land parcel is in compliance with all prevalent data protection and privacy norms; Disseminate findings among stakeholders; Prepare a high-level Action Plan on how LIS would be rolled out. | | |
| U5 | Preparation of a Detailed Feasibility Report for rolling out the Unique Identity Number for all Sri Lankan Land Parcels and operationalizing it through a comprehensive GIS-based Cadastral System for the country | The preparation of the Detailed Feasibility Report should include: <ul style="list-style-type: none"> Functional Requirement Specifications for the system; Mechanism to ensure that clean and correct data are stored in the database; Processes to be followed for registration of land parcels, the processes of verification thereafter and correctly associating land parcels with the number; Complete technology architecture (application, network and data); Roles and responsibilities different public officials would perform; Feasibility of making a comprehensive GIS-based Cadastral System for the country including detailed functional and technology specifications for the same; Best practices and lessons from other countries and the implications it has in the GoSL context; Budgetary allocation for the implementation of the GIS-based Cadastral System | Feasibility Report for a GIS-based Cadastral System for Sri Lanka | U4 |
| U6 | Implementation of the Detailed | The implementation of the Detailed Feasibility Report should include: <ul style="list-style-type: none"> Design and Development of the | GIS-based Cadastral Information | U5 |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--|---|---------------------------------|--------------|
| | Feasibility Report for rolling out the Unique Identity Number for all Sri Lankan Land Parcels and operationalizing it through a comprehensive GIS-based Cadastral System for the country | <p>complete application;</p> <ul style="list-style-type: none"> • Unit, System, Integration and Acceptance Testing of the solution developed; • Supply and installation of the required hardware for the implementation; • Pilot implementation of the solution; • Operationalization and Rollout of the solution across the regions of the country; • Allocation of the Unique Identification Numbers to land parcels in the country; • Operationalisation of applications used. | System | |

Programme Governance Framework

A Programme Governance Committee will be constituted to oversee the implementation of this programme and its constituent projects. The Committee will be chaired by a representative from the Ministry of Public Administration and Home Affairs, co-chaired by a representative from the Executive Office of eGovernment and will have member representatives from other ministries (at least 5 other ministries for which public service delivery is a critical part of their mandate), business community, civil society, voluntary organisations, civic bodies, judiciary and the ICTA.

Monitoring and Evaluation of the Programme

The following parameters could be used to evaluate the progress of the implementation of the programme:

- Timely completion of activities in line with the Action Plan;
- Frequency with which meetings are held within the group and with the eGovernment Advisory Committee;
- Number of people for whom Unique Identification Numbers have been rolled out as measured against the plan drawn for the same;
- Number of services from the GoSL that require this number as an identification number and the number of agencies that have modified their own applications and services to accommodate the same;
- Extent of information stored into the multi-application Smart Card based identification system and the number of applications/services that take the card as an input;
- Extent of the geographical area covered under the Land Identification System;

- Number of agencies and/or services that access the geodatabase prepared and integrate them into their applications; and
- Adherence to the periodicity regime with which information is updated.

Management Structures and Monitoring Arrangements for the Projects

Table 17 brings out the project management structures that will be deployed for managing the different projects under this programme.

TABLE 17 MANAGEMENT STRUCTURE AND MONITORING ARRANGEMENT FOR PROJECTS UNDER PROGRAMME "U"

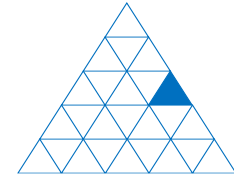
| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|--|--|---|
| U1 | Consultancy for the Conceptualization and Design of a Unique Identity Number for all Sri Lankan Citizens | Project Management Group headed jointly by a representative from the Ministry of Public Administration and the Executive Office of eGovernment and such other members as they jointly decide | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Drafting the Terms of Reference for the study and, if relevant, timeliness of awarding of any external contracts to consultants or of conducting the study required; • Number of GoSL agencies opting to be a part of the exercise; • Extent of clarity brought forth on how the initiative will be taken forward; • Timeliness of the acceptance of the project outputs and moving forward to the next stage. • Timeliness of acceptance of project deliverables and dissemination among a wider group of government entities |
| U2 | Preparation of a Detailed Feasibility Report for rolling out the Unique Identity Number for Sri Lankan citizens and operationalizing it through electronically-enabled multi-application Smart Cards | Project Management Group headed jointly by a representative from the Ministry of Public Administration and the Executive Office of eGovernment and such other members as they jointly decide | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of GoSL agencies continuing to be a part of the exercise; • Extent of study of best practices and/or lessons learnt in this area by other countries and degree to which this has been used for recommendations; • Extent of involvement of major technology vendors involved in this area; • Extent of clarity brought forth on how |

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|--|--|---|
| U3 | Implementation of the Recommendations of the Detailed Feasibility Report for rolling out the Unique Identity Number for all Sri Lankan citizens and operationalizing it through electronically-enabled multi-application Smart Cards | Project Management Group headed jointly by a representative from the Ministry of Public Administration and the Executive Office of eGovernment and such other members as they jointly decide | <p>the initiative will be taken forward;</p> <ul style="list-style-type: none"> • Timeliness of the acceptance of the project outputs including budgetary allocations required and moving forward to the next stage. • Timeliness of acceptance of project deliverables and dissemination among a wider group of entities • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of GoSL agencies continuing to be a part of the exercise; • Extent of study of best practices and/or lessons learnt in this area by other countries and degree to which this has been used for recommendations; • Timeliness with which procurement is conducted; • Adherence to the implementation timelines that were proposed; • Number of applications and services that are successfully tested through the Smart Card. • Number of Smart Cards and applications that are rolled out. • Timeliness of acceptance of project deliverables and dissemination among a wider group of government entities |
| U4 | Consultancy for the Conceptualization and Design of a Unique Identity Number for all Land Parcels in Sri Lanka | Project Management Group headed jointly by a representative from the Ministry of Land Administration and the Executive Office of eGovernment and such other | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Drafting the Terms of Reference for the study and, if relevant, timeliness of awarding of any external contracts to consultants or of conducting the study required; • Number of GoSL agencies opting to be a part of the exercise; |

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|--|--|--|
| | | members as they jointly decide | <ul style="list-style-type: none"> • Extent of clarity brought forth on how the initiative will be taken forward; • Timeliness of the acceptance of the project outputs and moving forward to the next stage. • Timeliness of acceptance of project deliverables and dissemination among a wider group of entities |
| U5 | Preparation of a Detailed Feasibility Report for rolling out the Unique Identity Number for all Sri Lankan Land Parcels and operationalizing it through a comprehensive GIS-based Cadastral System for the country | Project Management Group headed jointly by a representative from the Ministry of Land Administration and the Executive Office of eGovernment and such other members as they jointly decide | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of GoSL agencies continuing to be a part of the exercise; • Extent of study of best practices and/or lessons learnt in this area by other countries and degree to which this has been used for recommendations; • Number of themes and attributes recommended to be captured; • Extent of involvement of major technology vendors involved; • Extent of clarity brought forth on how the initiative will be taken forward; • Timeliness of the acceptance of the project outputs including budgetary allocations required and moving forward to the next stage. • Timeliness of acceptance of project deliverables and dissemination among a wider group of entities |
| U6 | Implementation of the Recommendations of the Detailed Feasibility Report for rolling out the Unique Identity Number for all Sri Lankan Land Parcels and operationalizing it | Project Management Group headed jointly by a representative from the Ministry of Land Administration and the Executive Office of eGovernment and such other | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of GoSL agencies continuing to be a part of the exercise; • Extent of study of best practices and/or lessons learnt in this area by other countries and degree to which this has been used for recommendations; |

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|--|--------------------------------|--|
| | through a comprehensive GIS-based Cadastral System for the country | members as they jointly decide | <ul style="list-style-type: none"> • Timeliness with which any procurement activity is conducted; • Adherence to the implementation timelines that were proposed; • Number of applications and services that are successfully linked to the Geographical Information System developed. • Number of such applications that are successfully rolled out. • Timeliness of acceptance of project deliverables and dissemination among a wider group of entities |

4.6 Programme A: Conceptualize, Design and Develop and Share all common applications, sub-applications and modules among GoSL agencies



Programme Background and Context

Research reveals that most services extended by governments involve the inter-working of more than one government agency and this would, therefore, require the citizen to interface with all the government agencies that the service is administered through. This makes it not just inconvenient for the customer as he/she has to approach different government agencies separately but also makes the internal management of such services highly inefficient since every such agency ends up duplicating work already done elsewhere thus expending far more resources than would optimally be required.

Integrated eGovernment is an answer to this problem as it makes it convenient for the citizen (who would now need to approach just a "one-stop-shop" catering to all of government's services) as well as makes internal operations of government agencies far more efficient. Standardisation is one key instrument which helps achieve integration through re-use of resources, thus avoiding duplication of work.

The current state assessment has shown standardisation takes place across services, functions, processes, sub-processes, data and infrastructure. Re-use is possible on each of the components mentioned above.

Whereas the use of a Unified Data Centre, ICT Network Infrastructure and Service Delivery Infrastructure represent instances of re-use/sharing of infrastructure components and has been covered under the Programme T, initiatives under Programme G have shown how re-use is possible through standardisation of services, functions, processes and sub-processes. These standard components have been captured into a repository in projects under Programme T. The real benefit, however, of standardisation of processes and sub-processes comes in the form of re-use of applications and sub-applications (which are based on these processes and sub-processes). This programme deals with the re-use of applications and sub-applications (modules) made possible through (a) standardizing processes and sub-processes, and (b) exploring commonalities among them.

The current state assessment has shown that:

1. There are operations in certain functional areas within GoSL agencies which are the same across all agencies since they are governed by the same rules and data (or in other words, the processes to be followed in these areas are common across agencies). Examples for this include, though are not limited to, financial management, personnel management, asset management, and the like. This would imply that the **same application could be shared** across all GoSL agencies in these functional areas.
2. In certain other areas a part of the operations followed therein are the same or similar across all agencies (for example, registration of a customer or a service seeker through filling up a form). In other words parts of the complete applications for these areas are the same since the underlying processes and/or sub-processes are same. This would imply that, should

standards be followed in process description for these operations and application development take place along modular lines, components of the application (**sub-application or modules**) could be shared across agencies.

Recommendations

To effect cost-reduction, remove duplications, institutionalize standardisation, make for rapid deployment of solutions and present a whole-of-Government view the following were among the recommendations offered as part of the As-Is Study and Benchmarking Report for consolidation of different elements of eGovernment and make for their shared delivery:

- **ONLINE REPOSITORIES FOR TECHNICAL RESOURCES:** Online repositories providing technical standards, support, best practice guidance, toolkits and centrally agreed XML schemas (if agreed upon) should be made available. FAQs, and advice on training and toolkits, and the management processes to be followed must be conveniently provided for access.
- **ONLINE REPOSITORY FOR METADATA AND DATA RESOURCES:** An online repository for all metadata resources and data elements also needs to be set up and operationalised. The repository should have enhanced search, discovery and access facilities with well-defined access protocols.
- **ONLINE REPOSITORY for shared applications:** For a sizeable chunk of the generic product based solutions, the same can be shared across agencies since within the GoSL some systems are likely to be the same and are not domain dependent. Such solutions indicatively include Infrastructure and Assets Management, Human Resources Management, Financial Management and Office records management.
- **SHARED MODULES:** In a similar vein a large number of processes are likely to share some common sub-processes (steps of the process) which can then be developed as modules. As and when required these modules will be accessed by the users or developers in an effort to accelerate solution development,
- **SHARED RESOURCES:** Besides the online repository, shared resources should be provided in at least the following respects: data centre, government networks, shared call centre, shared front offices/kiosks, shared IT support staff, shared applications and application components, and the like.

Programme Objectives

In line with the above description of this programme the following would be the main programme objectives:

- to identify and design a set of common applications that are applicable to all GoSL agencies and could be made available for use on a shared and collaborative basis to render citizen-centric services or manage internal agency operations in a cost-effective way;
- to make available such common applications from a shared infrastructure to all GoSL agencies on a shared basis;
- to identify and design a set of common sub-applications and modules, resulting from process standardisation, that could be made available for use on a shared and collaborative basis to GoSL agencies in an overall effort to introduce standardisation and cost-effectiveness; and
- to make available such common sub-applications and/or modules from a shared infrastructure to all GoSL agencies on a shared basis.

Projects to be Taken Up

Table 18 brings out the list of projects, a brief description of the projects, and the expected outputs from them.

TABLE 18 DETAILS OF PROJECTS UNDER THE PROGRAMME "A"

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--|--|--|--------------|
| A1 | Preparation of a Detailed Feasibility Report on the complete business, functional and technical design and delivery architecture of all shared applications relevant for GoSL agencies as cloud-based services | <p>The preparation of the Detailed Feasibility Report should include at least the following:</p> <ul style="list-style-type: none"> • Drawing up a feasibility of all applications that can be shared across GoSL agencies including Human Resources Management Systems, Financial Management Systems, Inventory and Asset Management Systems and the like; • Comprehensive Business Process Reengineering, Preparation of digitally-enabled Process Manual & Detailed Project Report on implementation of the identified shared application systems; • An in-depth review of best practices in the area of using ICT for shared cloud-based applications; • A detailed strategic roadmap including the complete solution architecture for shared cloud-based applications; • Functional and Technology Requirement Specifications for shared cloud-based applications; • Change management interventions that may be required for a sustained uptake of ICT within GoSL agencies for the same; and • A detailed Action Plan and budgetary requirement for implementation of shared cloud-based applications. | Technical and Functional Design Document | G1, G2 |
| A2 | Implementation of the Detailed | The implementation of the Feasibility Report must include at least the following | Shared applications deployed | A1 |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--|---|--|--------------|
| | Feasibility Report on the complete business, functional and technical design and delivery architecture of all shared applications relevant for GoSL agencies as cloud-based services | <ul style="list-style-type: none"> • Procurement of necessary hardware, system software, storage and network infrastructure for providing cloud-based services; • Preparation of the Software Requirement Specifications for the applications required to be implemented; • Complete application development, testing, pilot implementation, and rollout of solutions and Go-Live across agencies at multiple locations; and • Conducting necessary training of staff and officials. | across all GoSL agencies | |
| A3 | Preparation of a Detailed Feasibility Report on the complete business, functional and technical design and delivery architecture of all shared sub-applications and modules relevant for GoSL agencies as cloud-based services | <p>The preparation of the Detailed Feasibility Report for all sub-applications should include at least the following:</p> <ul style="list-style-type: none"> • Drawing up a feasibility of all sub-applications/modules that can be shared across GoSL agencies; • An in-depth review of best practices in the area of using ICT for shared cloud-based sub-applications/modules; • Functional and Technology Requirement Specifications for shared cloud-based sub-applications/modules; • Documentation to promote, facilitate and mandate a sustained uptake of sub-applications/modules within GoSL agencies; and • A detailed Action Plan and budgetary requirement for implementation of shared cloud-based applications. <p>Whereas, in the case of shared applications it may be a one-shot process, for sub-applications and/or</p> | Technical and Functional Design Document | G1, G2 |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|---|--|---|--------------|
| | | modules this may be an ongoing process as more sub-applications may reveal themselves as amenable to be shared across agencies as the requirements' capture proceeds with the projects under Programme D. In other words, not all sub-applications/modules may be identified as common after the first two clusters are designed as the clusters after that may reveal some more. | | |
| A4 | Implementation of the Detailed Feasibility Report on the complete business, functional and technical design and delivery architecture of all shared sub-applications and modules relevant for GoSL agencies as cloud-based services | <p>The implementation of the Feasibility Report must include at least the following</p> <ul style="list-style-type: none"> • Procurement of necessary hardware, system software, storage and network infrastructure for providing cloud-based services; • Preparation of the Software Requirement Specifications and other documentation; • Complete module development, testing, and incorporation across agencies at multiple locations; and • Conducting necessary awareness/training of technical staff. | Shared sub-applications and modules made available to all GoSL agencies | A3 |

Programme Governance Framework

A Programme Governance Committee will be constituted to oversee the implementation of this programme and its constituent projects. The Committee will be chaired by a representative from the ICTA, co-chaired by a representative from the Executive Office of eGovernment and will have member representatives from other ministries (at least 5), and appropriate members from the ICTA.

Monitoring and Evaluation of the Programme

The following parameters could be used to evaluate the progress of the implementation of the programme:

- Timely completion of activities in line with the Action Plan;
- Extent of participation across stakeholder groups in the Programme Governance Committee;
- Frequency with which meetings are held within the group and with the eGovernment Advisory Committee;
- Promptness with which the technologies included in this programme are made available and the number of stakeholder entities/clusters using them;
- Promptness with which troubleshooting is done whenever required;
- Extent of multi-stakeholder participation in deliberations including at the topmost levels;
- Frequency of usage of common applications and modules across entities;
- Number of GoSL agencies using the common applications made available;
- Number of GoSL agencies using the common sub-applications/modules made available;
- Number of complaints/ degree of satisfaction with the cloud-based services thus provided;
- Downtime of the common applications and sub-applications/modules made available; and
- Extent of detail of the service delivery parameters agreed.

Management Structures and Monitoring Arrangements for the Projects

Table 19 brings out the project management structures that will be deployed for managing the different projects under this programme.

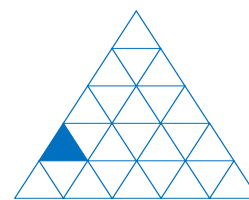
TABLE 19 MANAGEMENT STRUCTURE AND MONITORING ARRANGEMENT FOR PROJECTS UNDER PROGRAMME "A"

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|--|---|---|
| A1 | Preparation of a Detailed Feasibility Report on the complete business, functional and technical design and delivery architecture of all shared applications relevant for GoSL agencies as cloud-based services | Project Management Group headed by a representative from ICTA and such other members as ICTA decides including representatives from at least 5 GoSL agencies from at least 2 clusters | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of different agencies participating • Timely completion of activities in line with the Action Plan; • Extent of coverage of common functions that are catered to by the shared applications; • Number of services accessible through the shared applications; • Extent to which Agency's requirements are catered to by these applications; • Extent of involvement of Agencies in the exercise to help design and implement applications; |

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|--|---|---|
| | | | <ul style="list-style-type: none"> • Timeliness of acceptance of project deliverables and dissemination among a wider group of government entities |
| A2 | Implementation of the Recommendations of the Detailed Feasibility Report on the complete business, functional and technical design and delivery architecture of all shared applications relevant for GoSL agencies as cloud-based services | Project Management Group headed by a representative from ICTA and such other members as ICTA decides including representatives from at least 5 GoSL agencies from at least 2 clusters | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of different agencies participating • Swiftness with which the application administration team is formed and institutionalized; • Extent of content contribution including revenue generation sources from bodies outside of the GoSL by using these applications which could be provided as cloud-based services; • Incidence of reports of shared applications not working; • Extent of adherence to guidelines made available for the applications; and • Extent of success in revenue-generation from identified sources. • Timeliness of acceptance of project deliverables and dissemination among a wider group of government entities |
| A3 | Preparation of a Detailed Feasibility Report on the complete business, functional and technical design and delivery architecture of all shared sub-applications and modules relevant for GoSL agencies as cloud-based services | Project Management Group headed by a representative from ICTA and such other members as ICTA decides including representatives from at least 5 GoSL agencies from at least 2 clusters | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Extent of coverage in common functions that are catered to by the shared sub-applications; • Number of services that require and/or are using the shared sub-applications; • Extent to which Agency's requirements are catered to by these sub-applications; • Extent of involvement of Agencies in |

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|--|---|---|
| | | | the exercise to help design and implement applications; <ul style="list-style-type: none"> • Timeliness of acceptance of project deliverables and dissemination among a wider group of government entities |
| A4 | Implementation of the Recommendations of the Detailed Feasibility Report on the complete business, functional and technical design and delivery architecture of all shared sub-applications and modules relevant for GoSL agencies as cloud-based services | Project Management Group headed by a representative from ICTA and such other members as ICTA decides including representatives from at least 5 GoSL agencies from at least 2 clusters | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of different agencies participating • Swiftness with which the application administration team is formed and institutionalized; • Incidence of reports of shared sub-applications not working; • Extent of adherence to guidelines made available for the sub-applications; and • Timeliness of acceptance of project deliverables and dissemination among a wider group of government entities |

4.7 Programme G: Collaborative finalization and dissemination of all standards, frameworks and guidelines required for integration in the three integration areas of Organisation, Information and Technical, and on other aspects of eGovernment



Programme Background and Context

This programme essentially looks at standards and guidelines that relate to (a) integration in GoSL's eGovernment efforts; and (b) aspects of eGovernment besides integration.

A. STANDARDISATION RELATED TO INTEGRATION

As eGovernment evolves and citizen expectations rise, the importance of integrated service delivery mounts. A key determinant of success in a well-developed eGovernment is the ability of multiple and diverse government organizations to share and integrate information. Though traditionally interoperability frameworks have been considered from a narrow standpoint of technology, recent trends indicate that such an approach would be inadequate in meeting the requirements of integrated service delivery from a whole-of-government perspective.

Greater effectiveness and efficiency, it is felt, can be brought about by adopting at least the following practices:

- Aligning and standardizing functions of the government with its objectives and, downstream, by aligning and standardizing organisation designs and structures with the different roles that need to be performed for processes related to the said functions; and
- Aligning and standardizing processes and information assets across government entities with the overall idea to re-use them (and thereby, the applications that run them) and thus avoid cost increase besides facilitating staff mobility across departments;
- Harmonizing technology assets across government entities to facilitate exchange of information within and across government agencies.

The three areas of integration above (Organisational, Informational and Technical) have, therefore, been decided to be adopted as the categories of a comprehensive "Interoperability Framework". This all-encompassing technology-enabled improvement of the government itself – its structure, processes, information, workforce, culture, technology - can drive and sustain the eGovernment integration momentum.

B. STANDARDISATION RELATED TO OTHER ASPECTS OF E-GOVERNMENT

For better standardisation beyond matters of integration as discussed above, the following have also been considered.

1. DIGITALLY ENABLED PROCESS MANUAL/STANDARD OPERATING PROCEDURE HANDBOOK FOR ALL CLUSTERS/GOSL AGENCIES

While practically all agencies have their strategic plans defined, it is also noticed that they do not have operational manuals that capture the different processes that need to be executed in performance of the activities mandated for them. The Business Process Re-engineering

exercise mentioned in the programme D offers GoSL an opportunity to have comprehensive digitally enabled process manuals to be prepared for all clusters and their constituent agencies. The process manuals are actually a key deliverable for all projects under the programme D.

2. DETAILED PROJECT AND/OR FEASIBILITY REPORTS

Every implementation exercise under the eGovernment implementation is preceded by a design and a conceptualization exercise which lays out all details of implementation through a report generically called the “Detailed Project Report” or the “Detailed Feasibility Report”. It is felt that in order that all details required as part of the implementation are comprehensively covered a standardised template for the “Detailed Project Report” needs to be arrived at so that common minimum requirements out of such reports are always fulfilled.

3. PROCUREMENT GUIDELINES FOR ALL PROCUREMENT ACTIVITIES FOR E-GOVERNMENT

Currently there are no procurement guidelines that have been drafted keeping eGovernment requirements exclusively in view. Besides, there being no standard formats or templates for eGovernment procurement, guidelines are missing in so far as the structure of Request for Proposal or tender documents for eGovernment is concerned as also are guidelines related to evaluation of eGovernment bids.

4. PROCUREMENT-RELATED DOCUMENTS

Procurement across the board follow common rules and processes often determined either by a central procurement legislation or other quasi-legal instruments. In this context all procurement related documents including all bidding (necessarily including Request for Proposal document) need to be standardized and finalized for each of the procurement types as described above. These documents need to be arrived at after a detailed study of similar documents that are being followed by other client entities like the World Bank, UNDP and the like and those of other countries successfully practicing eGovernment. In particular, the Request for Proposal must be in line with recommendations advanced in the section B (“Procurement Guidelines”) mentioned above.

5. SECURITY GUIDELINES FOR EGOVERNMENT SOLUTIONS

The security guidelines for eGovernment systems must bring out considerations which implementing staff must bear in mind while developing, supporting, maintaining or using applications. The guidelines also need to be read and understood in conjunction with other GoSL policies and guidelines in vogue, as well as global standards for information security like the ISO 27001.

The primary objectives which security for systems must satisfy are

- CONFIDENTIALITY, or the prevention of unauthorized disclosure of information stored or processed on eGovernment systems;
- INTEGRITY, or the prevention of deliberate, accidental or unauthorized alteration of information; and
- AVAILABILITY, or the prevention of accidental or unauthorized deliberate destruction or deletion of information necessary for operations.

Recommendations

The current state assessment of GoSL's eGovernment efforts have revealed shortcomings leading to the following recommendations to be addressed through this programme:

1. **CLUSTER BY CLUSTER INTEGRATION:** Instead of attempting organisational, informational and technical integration across all agencies at the same time it could be approached cluster by cluster. To start with a couple of clusters could be attempted. Typical clusters recommended include Health, Social Service, Education, Agriculture, Trade and Industry and the like. To aid practitioners in this respect, underlying principles of integration in each category of integration should be clearly articulated and disseminated. For example, policy choices (web services, XML based information exchange services, browser-based applications and such like) should be made before the discussion process begins with the wider set of stakeholders.
2. **RATIONALIZATION OF ORGANISATION STRUCTURES:** Rationalization of organisation structures should be attempted together with process standardisation to maximize staff interoperability. Process standardisation should FOLLOW process classification exercise rather than attempting to standardize the same in an unstructured manner. BPMN must be the standard required to be followed and there must be adequate capacity building sessions for users to grasp the model completely.
3. **STANDARDISATION OF METADATA REPOSITORIES:** Nation-wide standards for metadata resources should be evolved in consultation with stakeholders. Dublin Core should be used as a starting point and extra elements in line with requirements should be introduced. The standard should not be overly prescriptive and room should be left for the different sectors to introduce elements of their own to meet their particular requirements even as the nation-wide standards are retained as the basic minimum. ISO 11179 should be used as complementary standards particularly on processes to be followed for standardisation.
4. **DRAFTED IN A CLUSTER AND THEN ROLLED OUT ACROSS THE GOVERNMENT:** Although, global practices indicate that a cluster/sector/department based approach will not be the one to follow for technical integration, the first set of standards could be arrived at after consultations at a sector/cluster level during the pilot stage of implementation of the eGovernment integration strategic plan. Once these have been finalised and documented, for a wider application, the agreed standards could be circulated for comments and only when all stakeholders duly accounted for have agreed.
5. **GOVERNANCE ARRANGEMENTS FOR ORGANISATIONAL, INFORMATIONAL AND TECHNICAL INTEGRATION:** Governance mechanisms need to be put in place for organisational, informational and technical integration including the following:
 - a. roles including those of process owners, process users, process stewards and process custodians should be defined, though options of one person fulfilling more than one role could also be considered;
 - b. similarly, roles including those of data owners, data users, data stewards and data custodians should be defined, though options of one person fulfilling more than one role could also be considered;
 - c. process lifecycle needs to be defined and institutionalized in terms of initiation, adoption, regularization and retirement of the processes;
 - d. similarly, information lifecycle needs to be defined and institutionalized in terms of initiation, adoption, regularization and retirement of the processes;

- e. agreements/MoUs and other instruments of compliance need to put in place to ensure formalized adherence to organisational, informational and technical integration guidelines.
 - f. Compliance and Management Processes: Compliance and management processes towards the formulation of new standards, retiring of old ones and re-definition of new standards should be properly and unambiguously defined. Similarly processes and procedures related to the usage of standards and shared services/infrastructure must be clearly defined and their implementation periodically audited.
 - g. Linkage with Funding and Incentives structures: For better compliance instruments of compliance need to properly conceptualized and disseminated including the linkage with funding (or its denial), incentives prompting compliance etc (See next section also for this).
6. STANDARD TEMPLATES FOR PROCESS MANUALS: The Standard Template for Process Manuals to be prepared must include the following:
- An overall structure defining the functions and processes hierarchy as derived from the strategies and objectives of the Cluster and its constituent entities;
 - A textual and a graphic template in which all the above processes should be considered including clear definition of process objectives, outputs, process maps and indicators by which successful execution of the processes can be measured;
 - Notations for representing the digital enablement of the different steps of the processes, including portal/mobile/multipurpose community centre/physical visit etc;
 - Formats and templates for capturing any data associated with different steps of the process; and
 - Mechanisms to register grievance of the citizen if there is a shortfall in what has been committed through the process manual.
 - Compliance requirement for the process manual by different clusters/entities.
7. STANDARD TEMPLATE FOR A DETAILED PROJECT REPORTS: The Standard Template for a Detailed Project Report must contain at least the following
- General objectives and scope of the study for which the report is being commissioned and how these study objectives tie up with any larger objectives from which these may have been derived;
 - Specific outputs from the exercise whose realization would help meet these objectives;
 - A review of best practices across the world in the domain of study which could be profitably emulated;
 - A general strategic approach required for meeting these objectives;
 - Where relevant, an action plan and budgetary allocation required to perform the recommended activities and tasks under this project; and
 - Any institutional arrangements required to perform and/or oversee the performance of the tasks and activities identified.
8. STANDARDISED MANUAL FOR MONITORING AND EVALUATION: A key aspect of any planned intervention is to monitor and evaluate the implementation in order to assess the pace and quality of progress and effect correctives in time. Among others, the following are some of the practices followed internationally in this area:
- A set of parameters measuring different aspects of the implementation process is often used to monitor and evaluate the progress and each of these parameters is associated with indicator(s) that must be objectively verifiable and immune from individual discretionary assessments.

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- There are four large areas wherein assessments need to be carried out including for Inputs (factor resources required for the project), Outputs (or the immediate result from processing inputs), Outcome (project level goals and objectives being sought) and Impact (implying the developmental impacts). Different indicators could be deployed for measurement in each of these categories.
 - An adequately authorized and dedicated institutional framework is often entrusted to undertake monitoring and evaluation of these processes at close supervision.
9. SECURITY GUIDELINES: Security guidelines must focus on each of the following aspects
- PROMOTIVE, or the set of guidelines that need to be kept in mind for promoting awareness of the centrality and criticality of security issues;
 - PREVENTIVE, or the set of guidelines that need to be kept in mind on continual basis to pre-empt breaches of security; and
 - CURATIVE, or the set of guidelines that need to be kept in mind in order we are able to respond to security breaches or untoward events if and when they do take place.

The Security guidelines must cover at least (a) Security Awareness and Orientation; (b) Information and Control; (c) Physical Controls; (d) Logical Controls; (e) Internal Network Controls; (f) External Network Controls; (g) Personnel Security Controls; (h) Computing Environment Management; and (i) Business Continuity Planning.

Programme Objectives

In line with the above description of this programme the following would be the main programme objectives:

- to arrive at a set of templates, frameworks and guidelines that will lend consistency and standardisation to all eGovernment efforts of different GoSL agencies;
- to collaboratively finalise a set of standards and guidelines to define, describe and represent logical entities in the three areas of organisational functions and processes, information assets and technology resources with a view to maximizing their reuse and interoperation from a whole-of-government perspective;
- to ensure that such standards and guidelines are aligned with what obtains internationally as recommended by global standards bodies and/or is the common practise of leading eGovernment nations of the world; and
- to pursue progressive implementation of such standards and guidelines in the three areas in as loosely coupled manner as is practicable.

Projects to be Taken Up

Table 20 brings out the list of projects, a brief description of the projects, and the expected outputs from them. Also included in the table are dependencies for the respective projects on outputs emerging from other interventions recommended in this strategy.

TABLE 20 DETAILS OF PROJECTS UNDER THE PROGRAMME "G"

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--------------|-------------------------------|---------------------------------|--------------|
| G1 | Study and | This project will involve the | Whole-of- | None |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|---|--|--|-------------------------------|
| | consultations towards finalizing Common Functional and Services Classification and the definition of a Whole-of-Government Functional Thesaurus | preparation of a directory for functions, sub-functions and services appropriately classified from a whole-of-Government perspective. Examples provided earlier in the project (Australia, UK) can be used as a guideline. Work under this project will be an ongoing activity that will proceed cluster-wise following a consultative process and define common functions and services from a whole-of-GoSL point of view. | Government Functions' Thesaurus | |
| G2 | Study and consultations towards recommendation of a Common Structure/Processes across organisations and standardisation of representation of processes through process maps | This exercise will consist in two parts: (a) preparation of a process dictionary; and (b) finalization of a process map representation standard. Standards proposed by the Business Process Modeling Network (bpmn.org) are recommended to be adopted as a GoSL standard across agencies for the second component of the project. For the first, drawing from the recommendations emerging from G1 this project, following a consultative process, will lead to the identification of common, similar and unique processes across GoSL agencies to be catalogued in the process dictionary. Compilation of this dictionary will proceed cluster-wise. | Process Map representation standard using BPMN guidelines Whole-of-Government Process Repository/Dictionary | G1 but loosely coupled |
| G3 | Study and consultations towards finalization of the National Data | This exercise will consist in two parts: (a) preparation of a GoSL-wide metadata standard; and (b) finalization of a GoSL-wide metadata repository (or the | GoSL-wide Metadata Standard GoSL-wide | G1 and G2 but loosely coupled |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|---|---|---|--------------|
| | Dictionary/ Metadata Standard for adoption by GoSL and construction of a metadata repository for GoSL | <p>national data dictionary). For the first component standards proposed by Dublin Core and ISO 11179 are recommended to be adopted as a starting point while drawing from examples like the ones identified earlier in the project (including the leading eGovernment countries of the world). GoSL standard across agencies for the second component of the project.</p> <p>For the second, using the standard that has been adopted in the first component and drawing from the recommendations emerging from the project G1 (if available) this component, following a consultative process, will lead to building the GoSL-wide metadata repository for the country to be catalogued accordingly. Concluding and finalizing this repository will proceed cluster-wise. Gradually, as more clusters are included the repository and the standard will both loose the cluster or sector-focus.</p> | Metadata Repository | |
| G4 | Study and consultations towards finalization of Technology Interoperability Standards to be followed across Organisations under the aegis of GoSL | This exercise will conceptually consist in three parts: (a) agreement on the type of standards to be adopted; and (b) finalization of technology standards based on what has been agreed upon in (a); and (c) preparation of guidelines and toolkits (if required) for sharing of common ICT infrastructure components including the Unified Data Centre and the Unified | <p>GoSL-wide Technology Interoperability Standards</p> <p>GoSL-wide Shared Infrastructure and Facilities Usage Guidelines</p> | None |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|---|---|--------------------------------------|--------------|
| | | <p>Government Network.</p> <p>For the first component agreement needs to be arrived at on the type of standards (whether open, international, industry or any other). GoSL has already adopted open standards for technology components under eGovernment. The second component will deal with preparation of standards and guidelines (assuming open standards) in the 6 domains of Security, Discovery, Interconnection, Interpretation, Data Exchange, and Presentation. The third component will cover guidelines to be followed by client government agencies for usage of common shared ICT facilities including the Unified Data Centre and the Unified Government Network. The second component will lead to building the GoSL-wide technology interoperability standard to be catalogued accordingly.</p> <p>Concluding and finalizing this repository will proceed cluster-wise. Gradually, though, as more and clusters are included the repository for the second component will lose the sector-orientation.</p> | | |
| G5 | Consultancy to finalize Security guidelines for eGovernment in different GoSL | The exercise for the preparation of Security Guidelines for eGovernment in GoSL would include the drafting of the Security Guidelines document, | GoSL eGovernment Security Guidelines | None |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--|---|--|------------------------|
| | Agencies | discussions with multiple stakeholders across agencies; adoption of the Security Guidelines for GoSL eGovernment efforts ; and wider dissemination among the appropriate eGovernment stakeholders. | | |
| G6 | Study to finalize a template for Detailed Project / Detailed Feasibility Report for eGovernment implementation | The exercise for the preparation of template for Detailed Project / Detailed Feasibility Report for eGovernment in GoSL would include the drafting of the template document, discussions with multiple stakeholders across agencies; adoption of the template for GoSL eGovernment efforts ; and wider dissemination among the appropriate eGovernment stakeholders. | GoSL Detailed Project Report Template | G7 but loosely coupled |
| G7 | Consultancy to design and finalize a template for the Digitally Enabled Process Manual/Standard Operating Procedure Handbook for all GoSL agencies | The exercise for the preparation of the template for Digitally Enabled Process Manual/Standard Operating Procedure Handbook would include the drafting the template for Digitally Enabled Process Manual/Standard Operating Procedure Handbook document for GoSL clusters and agencies; adoption of the template; and wider dissemination among the appropriate eGovernment stakeholders. | GoSL Digitally Enabled Process Manual/Standard Operating Procedure Handbook Template | None |
| G8 | Consultancy to design a Manual for Monitoring and Evaluation of eGovernment Interventions | This exercise would result in the production of a Manual for monitoring and evaluation of eGovernment interventions that will include, among other things, (a) the processes to be followed; (b) guidelines to be adhered to; and (c) a standard template for monitoring and evaluation of eGovernment interventions that | GoSL Manual for Monitoring and Evaluation of eGovernment Interventions | None |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--------------|---|---------------------------------|--------------|
| | | could be customized to the specific requirements of projects. | | |

Programme Governance Framework

A Programme Governance Committee will be constituted to oversee the implementation of this programme and its constituent projects. The Committee will be chaired by a representative from the ICTA, co-chaired by a representative from the Executive Office of eGovernment and will have member representatives from other ministries (at least 5), domestic IT companies and/or IT associations and appropriate members from the ICTA. By invitation, at the instance of the chair/co-chair experts from the IT industry could also be brought in in addition to the above representation.

Monitoring and Evaluation of the Programme

The following parameters could be used to evaluate the progress of the implementation of the programme:

- Timely completion of activities in line with the Action Plan;
- Extent of participation across stakeholder groups in the Programme Governance Committee;
- Frequency with which meetings are held within the group and with the eGovernment Advisory Committee;
- Number of government agencies/ sectors/ clusters adopting and implementing the guidelines finalized for the GoSL;
- Number of government agencies/ sectors/ clusters dropping out after joining in initially;
- Extent to which the different tracks pointed out operate independently or interdependently;
- Extent of re-use made possible of processes, sub-processes, information, applications and other resources within and across entities; and
- Extent of alignment achieved with international standards and/or what is practised on more developed countries from an eGovernment perspective.

Management Structures and Monitoring Arrangements for the Projects

Table 21 brings out the project management structures that will be deployed for managing the different projects under this programme.

TABLE 21 MANAGEMENT STRUCTURE AND MONITORING ARRANGEMENT FOR PROJECTS UNDER PROGRAMME "G"

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|--|---|--|
| G1 | Study and consultations towards finalizing Common Functional and Services Classification and | Project Management Group headed jointly by a representative from the Ministry of Public | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of different agencies participating • Extent of completeness of the |

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|---|--|---|
| | the definition of a Whole-of-Government Functional Thesaurus | Administration and Home Affairs and ICTA and such other members as they jointly decide | <p>functions and sub-functions thus standardised</p> <ul style="list-style-type: none"> • Number of clusters/sectors opting to adopt the functional and services classification • Number of clusters/sectors agreeing to share the functional and services classification through a shared online repository • Number of entities re-orienting their internal organisation structures with what is agreed • Timeliness of acceptance of project deliverables and dissemination among a wider group of government entities |
| G2 | Study and consultations towards recommendation of a Common Structure/Processes across organisations and standardisation of representation of processes through process maps | Project Management Group headed jointly by a representative from the Ministry of Public Administration and Home Affairs and ICTA and such other members as they jointly decide | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of different agencies participating • Extent of completeness of the processes thus standardised • Number of clusters/sectors/ entities to adopt process standardisation and process description • Number of clusters/sectors/entities agreeing to share the processes through a shared online repository • Number of entities re-orienting their internal processes with what is agreed • Timeliness of acceptance of project deliverables and dissemination among a wider group of entities |
| G3 | Study and consultations towards finalization of the National Data Dictionary/ Metadata Standard for | Project Management Group headed jointly by a representative from the ICTA and a member from the | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of different agencies participating • Number of clusters/sectors/ entities |

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|---|---|--|
| | adoption by GoSL and construction of a metadata repository for GoSL | domestic IT industry or association and such other members as they jointly decide including the involvement of experts in this area | <p>opting to adopt the data standardisation and data description and representation</p> <ul style="list-style-type: none"> • Number and extent of data elements standardised and shared • Number of clusters/sectors/entities agreeing to share metadata through a shared online repository • Number of entities re-orienting their internal data models with what is agreed • Timeliness of acceptance of project deliverables and dissemination among a wider group of government entities |
| G4 | Study and consultations towards finalization of Technology Interoperability Standards to be followed across Organisations under the aegis of GoSL | Project Management Group headed jointly by a representative from the ICTA and a member from the domestic IT industry or association and such other members as they jointly decide including the involvement of experts in this area | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of different stakeholder groups participating including domestic IT industry or association and/or experts • Number of clusters/sectors/entities opting to adopt the technical standards and guidelines emerging from the project • Number and extent of entity or cluster-level technical standards and guidelines shared • Number of clusters/sectors/entities agreeing to adhere to the technical standards and guidelines shared through the online repository • Number of entities/ clusters agreeing to dismantle entity level ICT infrastructure facilities and opt for the common infrastructure made available by ICTA • Number of entities/ clusters availing benefits of common applications (including m-Apps) and databases made available through the |

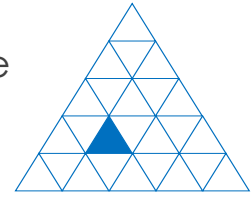
| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|---|--|--|
| | | | repository • Timeliness of acceptance of project deliverables and dissemination among a wider group of government entities |
| G5 | Finalize Security guidelines for eGovernment in different GoSL Agencies | Project Management Group headed jointly by a representative from the ICTA, co-headed by a representative of the Executive Office of eGovernment with a member from the domestic IT industry or association and such other members as they jointly decide including the involvement of experts in this area | • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Timely completion of activities in line with the Action Plan; • Number of GoSL clusters/agencies participating in the exercise for finalizing security guidelines; • Extent of coverage of security guidelines as compared to what is practiced elsewhere or what is required of standards; • Performance of the project in terms of scope, cost, quality and time; • Number of guidelines developed, finalised for adoption, institutionalized and renewed/ discontinued based on emerging realities; and • Extent of adoption of the security guidelines document by the GoSL clusters/agencies including compliance and subjecting themselves to the periodical checks. |
| G6 | Finalize a template for Detailed Project / Detailed Feasibility Report for eGovernment implementation | Project Management Group headed jointly by a representative from the ICTA, co-headed by a representative of the Executive Office of eGovernment and such other members as they jointly decide | • Timely completion of activities in line with the Action Plan; • Number of Clusters and agencies participating in the exercise for finalizing Detailed Project Report or Detailed Feasibility Report templates; • Extent of detailing in the design of the templates; • Performance of the project in terms of scope, cost, quality and time; • Number of different templates developed, finalised for adoption, institutionalized and renewed/ discontinued based on emerging |

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|---|---|--|
| | | including the involvement of experts in this area | realities; and <ul style="list-style-type: none"> • Extent of adoption of the templates by the Clusters and agencies including compliance and subjecting themselves to the periodical checks. |
| G7 | Consultancy to design and finalize the Digitally Enabled Process Manual/Standard Operating Procedure Handbook for all GoSL agencies | Project Management Group headed jointly by a representative from the ICTA, co-headed by a representative of the Executive Office of eGovernment and such other members as they jointly decide including the involvement of experts in this area | <ul style="list-style-type: none"> • Timely completion of activities in line with the Action Plan; • Number of Clusters/Agencies participating in the exercise for finalizing a template for the Digitally enabled Process Manual; • Comprehensiveness of the coverage of the template in terms of activities (how detailed), roles (of staff/officials), time (time to be taken for different steps), technology-enablement of the different steps of the processes, forms and formats to be used at every step of the different processes, outputs to be generated for the different steps of the processes and the overall benefit/outcome of the processes; • Swiftiness with which the Digitally enabled Process Manual is finalized and operationalised; • Performance of the project in terms of scope, cost, quality and time; • Number of type of processes recommended to be covered (whether all processes or any a part of them); and • Extent of adoption of the process manual template by the Clusters and agencies including compliance and subjecting themselves to the periodical checks. |
| G8 | Consultancy to design a Manual for Monitoring and Evaluation of eGovernment Interventions | Project Management Group headed by a representative from the ICTA and such other members as it | <ul style="list-style-type: none"> • Timely completion; • Number of Clusters participating; • Extent of detailing in design; • Performance of the project in terms of scope, cost, quality and time; and • Number of different templates developed, finalised for adoption, |

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| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|---------------------|------------------------------|---|
| | | selects | institutionalized and renewed/ discontinued based on emerging realities. |

4.8 Programme M: Collaborative finalization and dissemination of all management and compliance processes to be followed by agencies to be integration-compliant on a sustained basis



Programme Background and Context

Left to themselves, different organisations would likely develop their own intrinsic standards (if at all) in each of three different categories of organisational, informational and technical integration so as to maximize independence in the pursuit of eGovernment in their agencies. This would often depend upon preferences and convenience of individuals manning key senior positions. However, even as standardization and re-use have their advantages (economies of scale, greater staff mobility, quicker response to emergent situations, release of staff for value-added work etc) challenges of staff resistance also need to be borne in mind. These result from fears of downsizing, loss of status and identity and previous implementation failures, and are generally due to inadequate consultation with staff by management during the design and implementation of the transformation process.

It is only because the benefits accruing from following pre-agreed standards, principles and practices far outweigh their perceived shortcomings that eGovernment standards, guidelines and protocols must be pursued.

As covered in the Programme P institutionalization of eGovernment standards must follow the twin approaches of enforcement and encouragement for the same. There is, therefore, a premium placed on pursuing standardisation in eGovernment by agencies. Also, investments incurred in making this possible would be too high for compliance to be left to processes of self-regulation that individual agencies might opt to pursue. Indeed, as the recommendations made earlier in the As-Is Study and Benchmarking Report show, there are clear tangible benefits resulting from an agency being "compliant" including, though not limited to, being entitled to more funds for eGovernment design and implementation. In fact, as is the practise in many countries, the converse (that is, not being "compliant") must also attract penalties.

Third Party Independent Quality Check on eGovernment Solutions Developed

To generate the confidence of communities in eGovernment services provided by GoSL, it is required that these services deliver value. If not conceptualised and implemented properly, citizens and the business will not be able to use the services and the risks may exceed the benefits of such services leading to frustration and loss of confidence in the whole system. It is therefore imperative that stakeholders' requirements are understood and appropriately reflected while developing solutions. Common areas of challenge would also be the establishment of Service Level Agreement measurement and monitoring system and security of application and data to ensure privacy and avoid data corruption.

Every solution that emerges must be subject to independent third-party processes that adequately test and certify the solutions as meeting pre-assigned standards (integration or otherwise) acceptable of the same. In case where global standards and norms are available

such services will also ensure that solutions meet the requirements of the applicable norms (for example, ISO 27001 for information security).

In light of the above, this programme focusses on all interventions that are directed at capturing management processes behind the finalization of standards; and independent and objective verification of eGovernment requirements including compliance by agencies. The programme also aims at the institutionalization of a periodical assessment of the progress of standardisation efforts being taken up by GoSL agencies.

Recommendations

The current state assessment of GoSL's eGovernment efforts have revealed shortcomings leading to the following recommendations to be addressed through this programme:

- **COMPLIANCE AND MANAGEMENT PROCESSES:** Compliance and management processes towards the formulation of new standards, retiring of old ones and re-definition of new standards should be properly and unambiguously defined. Similarly processes and procedures related to the usage of standards and shared services/infrastructure must be clearly defined and their implementation periodically audited.
- **RATIONALIZATION OF STANDARDS:** Although open standards are ideal the choice of standards should be rationalized keeping in mind (a) the domestic software industry capability; (b) mix and match of standards that are non-open but could be either the norm globally or could be agreed upon by domestic software industry. The choice of standards should not be too restrictive and must give adequate flexibility to the departments/sectors to arrive at, wherever required, sector-specific standards. The minimum compliance level for a department to be considered "compliant" must be specified. Standards could be categorized into three different categories of Mandatory, Recommended and Optional.
- **STANDARDS LIFECYCLE:** Standards lifecycle needs to be defined and institutionalized in terms of initiation, adoption, regularization and retirement of the processes; and
- **INSTRUMENTS OF COMPLIANCE:** Agreements/MoUs and other instruments of compliance need to put in place to ensure formalized adherence to standards and guidelines.

Programme Objectives

In line with the above description of this programme the following would be the main programme objectives:

- to collaboratively and objectively finalise and institutionalize all management processes and criteria involved in the proposal, recommendation, approval, classification, adoption, regularization and retirement of standards in the areas of functions, processes, metadata, service delivery or any other attribute involved in eGovernment from a whole-of-Government perspective;
- to collaboratively and objectively finalise and institutionalize all management processes and criteria involved in declaring a particular GoSL agency "compliant" or otherwise;
- to conduct periodical monitoring and evaluation of the progress of standardisation pursued by GoSL agencies on pre-announced criteria; and
- to disseminate results of such monitoring and evaluation efforts with a view to update policy makers of such progress and to encourage the collaborative pursuit of standardisation among GoSL agencies.

Projects to be Taken Up

Table 22 brings out the list of projects, a brief description of the projects, and the expected outputs from them. Also included in the table are dependencies for the respective projects on outputs emerging from other interventions recommended in this strategy.

TABLE 22 DETAILS OF PROJECTS UNDER THE PROGRAMME "M"

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--|---|---|---|
| M1 | Consultation and finalization of processes leading to the recommendation, approval and classification of standards (function/ process/ metadata/ ser. delivery/ other) for adoption across GoSL agencies | <p>This project will involve a consultative process that would be aimed at capturing all processes for proposal, recommendation, approval, classification, adoption, regularization and retirement of standards in the areas of functions, processes, metadata, service delivery or any other attribute involved in eGovernment integration from a whole-of-Government perspective, along with the role assignments for different steps of the process. Roles for the different steps of the process would rest with designated positions in the institutional framework proposed for eGovernment integration.</p> <p>Among other things this project will also recommend voluntary "Communities of Practice (CoPs)" to be set up as a mechanism to encourage research in eGovernment standards and guidelines. CoPs can also</p> | Standards Finalization Process Handbook | All projects under the Programme G but can proceed telescopically |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--|--|---------------------------------------|--------------|
| | | independently propose new standards and guidelines to be included. | | |
| M2 | Consultation and finalization of processes to be followed for agencies to be declared "compliant" (with respect to function/ process/ metadata/ service delivery/ any other) | As being declared "compliant" would make GoSL agencies eligible for benefits covered under the Programme P, this project will capture all processes required to be followed by GoSL agencies towards the same. It is suggested that instead of following a "full or none" approach integration compliance be measured in degrees with partial compliance also earning agencies some advantages. The output of this project must objectively define, therefore, all cases of partial compliance and the corresponding benefits that this would entitle agencies to. | Standards Compliance Process Handbook | M1 |
| M3 | Design of processes to be followed for eGovernment Integration Audit Exercise for Assessment of Compliance in Agencies | Following on the above processes, this assignment will be a suo-moto or "on request" audit exercise carried out by designated teams of the proposed institutional framework to assess compliance to standards and principles by agencies. Such exercises will serve as the principal vehicles of interaction between the agencies and the experts and give the latter a window to understand | Compliance Audit Report | M2 |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|---|---|---------------------------------|--------------|
| | | problems that agencies face while also serving as an aid to monitoring and evaluation of the standardisation process being followed by agencies (see below). The primary purpose of this project will be to conduct audits on compliance as a requirement for an agency to be declared "compliant" or otherwise. | | |
| M4 | Design of a Monitoring and Evaluation system, and annual exercise of assessment of Integration Maturity across agencies in GoSL | <p>A secondary purpose of the above audit exercise would be to undertake a more comprehensive monitoring process of integration much on the lines on which assessment was carried out in the current project with the resultant tool (that is, the framework that was used in the current project) being updated periodically and appropriately for any new "parameters" to be included or existing ones to be dropped or suitably amended. Stakeholder consultations for the same must be done before administering the tool to agencies.</p> <p>Whereas M3 above will result in an agency being declared "compliant" this project will actually place a particular agency in aranking scheme of 1</p> | Maturity Assessment Report | M3 |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|---|--|---|--------------|
| M5 | Consultancy to design and finalize guidelines for Independent Testing, Validation and Verification of all eGovernment solutions developed under the eGovernment Action Plan for the Government of Sri Lanka | through 5. This study to design and finalize guidelines for Independent Testing, Validation and Verification of all eGovernment solutions developed under the eGovernment Action Plan of GoSL would require the preparation of the Detailed Project Report for Third Party Certification Services. The exercise must therefore include (a) drafting the requirements for third party certification services for eGovernment solutions after discussions with multiple stakeholders across clusters and agencies; adoption of the Terms of Reference for the Third party Certification services body; and wider dissemination among appropriate eGovernment stakeholders. | Detailed Project Report on Guidelines for Third Party Certification Services for GoSL eGovernment Solutions | M1, G6, G7 |

Programme Governance Framework

A Programme Governance Committee will be constituted to oversee the implementation of this programme and its constituent projects. The Committee will be chaired by a representative from the ICTA, co-chaired by a representative from the Executive Office of eGovernment and will have member representatives from other ministries (at least 5), and other appropriate members from the ICTA. By invitation, at the instance of the chair/co-chair experts from the IT industry could also be brought in in addition to the above representation.

Monitoring and Evaluation of the Programme

The following parameters could be used to evaluate the progress of the implementation of the programme:

- Timely completion of activities in line with the Action Plan;
- Extent of participation across stakeholder groups in the Programme Governance Committee;

- Frequency with which meetings are held within the group and with the eGovernment Integration Steering Committee⁴;
- Number of government agencies/ sectors/ clusters expressing their keenness to be declared “compliant”;
- Increase in the number of compliant agencies with time;
- Number of government agencies/ sectors/ clusters dropping out after joining in initially;
- Number of Communities of Practice constituted;
- Number of new standards and guidelines proposed by CoPs constituted;
- Number of stakeholder GoSL agencies following norms formulated under this programme;
- Number of editions of the Annual State of eGovernment Integration Report;
- Industry and/or Global Recognition accorded to the Report; and
- Number of copies distributed of the Annual State of eGovernment Integration Report.

Management Structures and Monitoring Arrangements for the Projects

Table 23 brings out the project management structures that will be deployed for managing the different projects under this programme.

TABLE 23 MANAGEMENT STRUCTURE AND MONITORING ARRANGEMENT FOR PROJECTS UNDER PROGRAMME “M”

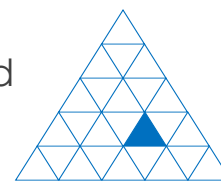
| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|--|--|--|
| M1 | Consultation and finalization of processes leading to the recommendation, approval and classification of standards (function/ process/ metadata/ ser. delivery/ other) for adoption across GoSL agencies | Project Management Group headed by a representative from the ICTA and such other members as ICTA decides including representatives from at least 5 other GoSL agencies covering more than 2 clusters | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of different agencies participating • Extent of completeness of coverage in processes finalised (functions, sub-functions, processes, service delivery/ others) • Number of clusters/sectors/ entities agreeing with the management processes finalised • Number of clusters/sectors/ entities following the management processes thus finalised • Timeliness of acceptance of project deliverables and dissemination among a wider group of government entities |

⁴ Please see a later report of this Assignment on description of Institutional Framework and institutional responsibilities for implementation

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|--|--|---|
| M2 | Consultation and finalization of processes to be followed for agencies to be declared "compliant" (with respect to function/ process/ metadata/ service delivery/ any other) | Project Management Group headed by a representative from the ICTA and such other members as ICTA decides including representatives from at least 5 other GoSL agencies covering more than 2 clusters | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of different agencies participating • Extent of agreement on the processes for "compliance" by agencies not originally a part of the Project Management Group • Ease with which any resultant disputes are resolved; • Finesse with which different classes of compliance are conceptualized; • Number of entities re-orienting their internal processes to drive themselves towards compliance • Timeliness of acceptance of project deliverables and dissemination among a wider group of entities |
| M3 | Design of processes to be followed for eGovernment Integration Audit Exercise for Assessment of Compliance in Agencies | Project Management Group headed by a representative from the ICTA and such other members as ICTA decides including representatives from at least 5 other GoSL agencies covering more than 2 clusters | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of different agencies participating • Extent of agreement by stakeholders on audits to be carried out for "compliance" by ICTA • Ease with which any resultant disputes are resolved; • Extent to which lapses detected in audit exercises or any other recommendations are followed through by agencies • Timeliness of acceptance of project deliverables and dissemination among a wider group of entities |
| M4 | Design of a Monitoring and Evaluation system, and annual exercise of | Project Management Group headed jointly by a representative from | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of different stakeholder |

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|---|--|---|
| | assessment of Integration Maturity across agencies in GoSL | the ICTA and a member from the Executive Office of eGovernment and such other members as they jointly decide | <p>groups participating in the M&E assessment</p> <ul style="list-style-type: none"> • Number of changes effected in the Maturity Assessment Tool • Number of editions of such surveys conducted • Extent of improvement in rankings of agencies out of participation in such exercises • Ease with which any resultant disputes on ranking or any other matter is resolved • Timeliness of acceptance of project deliverables and dissemination among a wider group of government entities |
| M5 | Consultancy to design and finalize guidelines for Independent Testing, Validation and Verification of all eGovernment solutions developed under the eGovernment Action Plan for the Government of Sri Lanka | Project Management Group headed jointly by a representative from the ICTA and a member from the Executive Office of eGovernment and such other members as they jointly decide to design the Table of Contents of the Report. | <ul style="list-style-type: none"> • Timely completion of activities in line with the Action Plan; • Number of agencies participating in the exercise for finalizing portfolio of third party certification services; • Swiftness with which the entity (ies) for certification is/are set up; • Performance of the project in terms of scope, cost, quality and time; • Number of certification services developed, finalized for adoption, and institutionalized; and • Extent of adoption of the certification services as a pre-requisite to the acceptance of solutions to the implementation vendors. |

4.9 Programme K: Design and Conduct of a Comprehensive e-Leadership Capacity Building and Continued Role-Based Capacity Building of Staff and Officials across all Levels and GoSL Agencies



Programme Background and Context

It is widely acknowledged that availability of skilled workforce with good capacity for learning is essential for eGovernment, along with other factors like leadership, regulatory frameworks, financial resources, organizational conditions, and ICT infrastructure. A survey of eGovernment projects carried out by the World Bank revealed that successful eGovernment projects spend at least 10% of their budgets on training.

Human capacity building for eGovernment is based on the agreed set of skills that are not restricted to technical competencies. In fact, organisations like the OECD, CIO University, UK Office of the e-Envoy have elaborated in detail on eGovernment skill-sets that could be required for eGovernment strategies to be successfully executed.

The As-Is Study and Benchmarking Report revealed several shortfalls and shortcomings in this score, summarized as below:

1. There is generally a shortage of resident IT skills in government departments which proves to be one of the most difficult barriers in the implementation of eGovernment.
2. The difficulty of attracting and retaining the right IT talent is also a major barrier; GoSL agencies are often pitted in direct competition with the private sector for scarce resources in a small country. The turnover rates of IT staff from public sector are generally on the rise because payment and conditions cannot compete with those of private sector organisations.
3. Structural issues such as improper orientation, fragmentation and poor relations/communication between functional departments are also a very difficult challenge. Strong government leadership and responsive management processes are often found missing.
4. GoSL officials must understand and value eGovernment as the resources they would be willing to allocate would depend on their understanding of technology and benefits that will ensue. Without adequate knowledge and skills to develop or even to understand strategies government officials often take to eGovernment interventions as transactional one-off ventures with limited outcome possibilities rather than as part of larger country-wide or state-wide strategies that takes into account all dimensions to maximize the chances of success.
5. The local IT industry is dependent upon initiatives taken up by the GoSL. However, GoSL is often forced to go beyond the country's borders to access skills, something that may not go well with either the local industry or of the leadership itself.
6. The low level of ICT (information and communication technology) literacy and skills of eGovernment users is a major problem.

Recommendations

The current state assessment of GoSL's eGovernment efforts have revealed shortcomings leading to the following recommendations to be addressed through this programme:

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- A. **DEVELOPMENT OF A UNIFIED CAPACITY BUILDING STRATEGY:** A unified capacity building strategy needs to be developed for all staff and officials in order that they are able to partake of the benefits of and make use of eGovernment products and services. Goals, objectives, expected benefits, outcomes and impacts of training must be collaboratively worked out by stakeholders. The strategy needs to be followed with an Action Plan that will outline the different steps that need to be taken to realise the objectives of such a strategy.

At a minimum the Capacity Building strategy needs to cover, (a) the different stakeholder groups for whom capacity building would be undertaken; (b) respective knowledge domains ("courses") and their interdependencies in which capacities need to be developed; (c) modalities and methods of instruction (see below); (d) periods for which such capacity building needs to be carried out; (e) a comprehensive workplan for the conduct of capacity building; (f) institutional responsibility for driving and taking ownership of capacity building interventions; (g) possible partners and modalities of their engagement in the capacity building interventions including the services that they would provide; and (h) an elaborate monitoring and evaluation system by which the implementation progress of the strategy could be assessed. Integrally, the strategy must also, on the basis of consultations, recommend the positive impact of eGovernment training and skill acquisition on the career paths of dedicated eGovernment professionals.

- B. **INVOLVEMENT OF MEMBERS OF PUBLIC ACADEMIA IN CAPACITY BUILDING EFFORTS:** Efforts must be made to develop in-house capacity on eGovernment within the agencies of GoSL. Expertise existing within public academic institutions in the government needs to be exploited and they could be brought on board not just as a source of expertise but also for other resources like training infrastructure etc.

- C. **ADOPTION OF MULTIPLE DELIVERY OPTIONS FOR CAPACITY BUILDING**
Multiple delivery options need to be explored for capacity building, in particular for training of stakeholders; this could include classrooms, online training sessions, computer-based tutorials, interactive courseware and the like.

- D. **COVERAGE OF CAPACITY BUILDING**
The coverage of capacity building will be such that it can be sustained over a period of time and must not be linked necessarily to any particular information system under implementation. An indicative coverage of the capacity building contents has already been provided in the As-Is Study and Benchmarking Report. The following stakeholder groups need to be considered for extending capacity building services as shown in Table 24.

TABLE 24 STAKEHOLDER GROUPS FOR HUMAN CAPACITY BUILDING

| Stakeholder Group | Description |
|-------------------|---|
| Group A | This group includes political leadership, top executive leadership of departments and the leadership level officials of the institution responsible for eGovernment. This would include the Ministers and senior members of the political and executive establishments. |
| Group B | This group would be constituted by the unit-level functional leadership of |

| Stakeholder Group | Description |
|-------------------|---|
| | the departments. |
| Group C | This group would include the CIO's of the GoSL agencies/ bodies. |
| Group D | This group would be constituted by the middle-management level leadership in the respective units of the departments. |
| Group E | This group would comprise all other staff in the departments from the functional side ("user community" within the government departments). |
| Group F | This group would be constituted by the user community of eGovernment outside the departments |

Programme Objectives

In line with the above description of this programme the following would be the main programme objectives:

- to establish together with key stakeholders, the goals, objectives, and expected benefits, outcomes and impacts of training key agency Heads, Ministers, Judges, Legislators, and CIOs, and monitoring and evaluations parameters and indicators;
- to establish, together with key stakeholders, the eGovernment training needs, as well as strategies for training design and delivery;
- to design and develop (or select) course outlines, trainer and trainee manuals (handouts, workbooks, case studies etc.), and on-line, audio-visual and/or multimedia material for the target audience;
- to select training venues (ensuring a conducive environment), and develop training schedules detailing training resources, and roles and responsibilities;
- to deliver training and knowledge sharing programs;
- to monitor and evaluate training and make improvements based on participants and evaluators feedback; and
- to develop and build in-house training capacity.

Projects to be Taken Up

Table 25 brings out the list of projects, a brief description of the projects, and the expected outputs from them. Also included in the table are dependencies for the respective projects on outputs emerging from other interventions recommended in this strategy.

TABLE 25 DETAILS OF PROJECTS UNDER THE PROGRAMME "K"

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--|--|---|--------------|
| K1 | Development of a Unified eGovernment Capacity Building Strategy for GoSL | This project will lead to a Unified Human Capacity Development Strategy for all eGovernment stakeholders of the GoSL's eGovernment | GoSL Unified eGovernment Human Capacity Building Strategy | None |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--|---|--|--------------|
| | | <p>effort. The central idea of this would be to develop, in line with a needs assessment exercise conducted as part of this project, key Knowledge, Skills and Attitude required for eGovernment instead of building competencies in specific areas of interest. Please note too that this initiative would not necessarily involve training on any specific ICT application or tool, although the latter cannot be completely ruled out for illustration purposes.</p> | | |
| K2 | Design of eGovernment courses for officials and staff at all levels and across all GoSL agencies on a variety of subjects including Transparency and Accountability, Business Process Re-engineering, Common eGovernment Technology Platforms, Service Delivery Principles, eGovernment Integration, | <p>Among other things, and as a recommendation of K1, the following activities would need to be performed:</p> <ul style="list-style-type: none"> • Finalisation of mode of capacity building design and delivery • Assessment of Current Capabilities including need and skill gap analysis • Identification of Goals, objectives, and expected benefits, outcomes and impacts of capacity building • Design and develop course outlines, course categories, course pre-requisites, course manuals | <ul style="list-style-type: none"> • Terms of Reference for the exercise • eGovernment Courses and Syllabi, Pre-requisites, Training Schedule and Duration • Design of Certificates and Award Criteria • Identification of Trainers and Target Audiences | K1 |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--|--|--|--------------|
| | Hands-on Training on Common and Custom Software etc (in conformity with recommendations made in K1) | <ul style="list-style-type: none"> Develop training schedules detailing venues, resources, roles and responsibilities Requirements of In-house training capacity | | |
| K3 | Conduct Sustained e-Leadership Capacity Building of the topmost levels of the political and executive leadership in GoSL in line with course definitions agreed upon (in conformity with recommendations made in K1) | <p>This project will comprise principally the following:</p> <ul style="list-style-type: none"> Execution of the Training Plans recommended in K1 Monitoring and Evaluation of the execution of plans as in K1 | Appropriately oriented GoSL political and executive leadership | K1, K2 |
| K4 | Conduct Continued and Sustained Capacity Building in line with Course definitions for all staff and officials of all GoSL agencies (in conformity with recommendations made in K1) | <p>This project will comprise principally the following:</p> <ul style="list-style-type: none"> Execution of the Training Plans recommended in K1 Monitoring and Evaluation of the execution of plans as in K1 | Appropriately trained GoSL public officials | K1, K2 |
| K5 | Study the current status of CIO program and reformulate the CIO program | This project is expected to identify the existing status of CIO program and propose a framework to reformulate CIO program for next 5 years | CIO reformulation | |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--|---|--|--------------|
| K6 | Establish Collaboration with state/government training providers | <ul style="list-style-type: none"> Collaborate with government training providers (such as SLIDA) and integrate eGovernment related modules to government officials capacity building/training programs Introducing new training programs with collaboration with state/government institutions | Collaboration with SLIDA for government capacity building programs Introduction of new courses on eGovernment/related domains | |
| K7 | CIO conferences and workshops (local) | This project will comprise principally the following: <ul style="list-style-type: none"> Conduct continuous CIO conferences and workshop on an annual basis Workshops are expected to cover upcoming topics, technologies, latest developments on eGovernment domain These conferences are expected to provide a stage to discuss eGovernment best practices, achievements, experiences, findings in a large gathering comprising other stakeholders | Knowledgeable and uptodate CIOs Documented Case studies | |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--|--|--|--------------|
| K8 | Develop courses for develop academic and professional qualifications on eGovernment among CIOs | <p>This project will comprise principally the following:</p> <ul style="list-style-type: none"> • Development/improve of CIO capacity building framework in line with HR Capacity building framework/strategy • Conduct courses on Certificate, Diploma and Master level degree programs on eGovernment • Conduct professional training/certification programs for CIOs | Both academic/professional y sound CIOs | |
| K9 | CIO study tours | <ul style="list-style-type: none"> • Provision of study tours for potential CIOs in related countries on an annual basis. • Initiate short internship program | Highly competent and motivated CIOs | |
| K10 | Recognize best CIO(s) for organizational achievements | <ul style="list-style-type: none"> • This project aims towards recognition of competent CIOs. This project will evaluate achievements of CIOs on an annual basis and recognize them with valuable awards scheme. | CIO assessment and awards on an annual basis | |
| K11 | CIO capacity building scheme | <ul style="list-style-type: none"> • This is a scheme where CIOs could go through certain training/certifications and funds | Competent and Professional CIOs | |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|---------------------|---|---|--------------|
| | | will be reimbursed upon successful completion | | |
| K12 | CIO innovation fund | This fund is expected to provide grants for CIOs to execute small eGovernment projects on an annual basis. CIOs will recognize and projects will be expand on successful completion | Encourage Innovation and enhance eGovernment implementation | |

Programme Governance Framework

A Programme Governance Committee will be constituted to oversee the implementation of this programme and its constituent projects. The Committee will be chaired by a representative from the ICTA, co-chaired by a representative from the Executive Office of eGovernment and will have member representatives from other ministries (at least 5), and other appropriate members from the ICTA.

Monitoring and Evaluation of the Programme

The following parameters could be used to evaluate the progress of the implementation of the programme:

- Timely completion of activities in line with the Action Plan;
- Frequency with which meetings are held within the group and with the eGovernment Steering Committee;
- Extent to which completion or otherwise of eGovernment training is linked to professional advancement of public officials of the GoSL;
- Number of agencies of GoSL complying with the recommendations that emerge from this programme;
- Number of agencies of GoSL wholeheartedly participating in this exercise by regularly deputing public officials for such training activities;
- Degree of increase in the adoption, use and acceptability of eGovernment solutions (including technology solutions as well as other initiatives like BPR) after the training;

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- Overall proportion of public officials applying for eGovernment trainings, seriousness of participation with which training is attended, dropouts during training;
- Number of public officials dropping out of eGovernment training after taking up one or more of such training initiatives;
- Number of public officials taking up the complete suite of eGovernment training being offered;
- Number of external stakeholders taking up the eGovernment training being offered; and
- Number of public officials taking up active eGovernment roles within the government after completing their training.

Management Structures and Monitoring Arrangements for the Projects

Table 26 brings out the project management structures that will be deployed for managing the different projects under this programme.

TABLE 26 MANAGEMENT STRUCTURE AND MONITORING ARRANGEMENT FOR PROJECTS UNDER PROGRAMME "K"

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|--|--|---|
| K1 | Development of a Unified eGovernment Capacity Building Strategy for GoSL | Project Management Group headed by a representative from the ICTA and such other members as ICTA decides including representatives from at least 5 other GoSL agencies covering more than 2 clusters and including members from the SLIDA ⁵ | <ul style="list-style-type: none"> • Timely completion of activities in line with the Action Plan; • Number of agencies participating in the exercise for finalizing the complete suite of eGovernment training courses, high level contents of these courses, inter-course pre-requisites, course duration, batch size, target group of trainees and the like; • Performance of the project in terms of scope, cost, quality and time; • Number of different modes of instruction recommended; • Extent to which non-government agencies' involvement is recommended; and • Extent of clarity of indicators with which to measure the performance of K1. |
| K2 | Design of eGovernment courses for officials and staff at all levels and across all GoSL agencies | Project Management Group headed by a representative from the ICTA and such other | <ul style="list-style-type: none"> • Timely completion of activities in line with the Action Plan; • Number of agencies participating in the exercise for finalizing the complete suite of eGovernment training courses, high level contents |

⁵ Sri Lanka Institute of Development and Administration

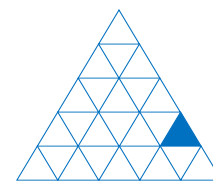
| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|---|--|--|
| | on a variety of subjects including Transparency and Accountability, Business Process Re-engineering, Common eGovernment Technology Platforms, Service Delivery Principles, eGovernment Integration, Hands-on Training on Common and Custom Software etc | members as ICTA decides including representatives from at least 5 other GoSL agencies covering more than 2 clusters and including members from the SLIDA | <p>of these courses, inter-course pre-requisites, course duration, batch size, target group of trainees and the like;</p> <ul style="list-style-type: none"> • Performance of the project in terms of scope, cost, quality and time; • Number of courses fully designed and developed, finalised for adoption, and institutionalized; • Number of agencies actively participating in this exercise and contributing into the design and development of eGovernment training courses; and • Extent to which such designed and developed courses are integrated into the professional development programmes of the public officials. |
| K3 | Conduct Sustained e-Leadership Capacity Building of the topmost levels of the political and executive leadership in GoSL in line with course definitions agreed upon (in conformity with recommendations made in K1) | Project Management Group headed jointly by a representative from the ICTA and the Executive Office of eGovernment and such other members as they decide including representatives from at least 5 other GoSL agencies covering more than 2 clusters and including members from the SLIDA | <ul style="list-style-type: none"> • Timely completion of activities in line with the Action Plan; • Number of agencies participating in the exercise; • Extent to which such eGovernment training courses are made mandatory for public officials for their professional advancement • Percentage turnout for such courses; • Performance of the project in terms of scope, cost, quality and time; • Number of courses offered; • Number of eGovernment faculty available to regularly offer such courses; and • Extent to which agencies and other organs of academia have offered their services as faculty. |
| K4 | Conduct Continued and Sustained Capacity Building in line with Course definitions | Project Management Group headed by a representative from the ICTA and | <ul style="list-style-type: none"> • Timely completion of activities in line with the Action Plan; • Number of agencies participating in the exercise for rolling out the complete suite of eGovernment |

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|--|--|---|
| | for all staff and officials of all GoSL agencies (in conformity with recommendations made in K1) | such other members as ICTA decides including representatives from at least 5 other GoSL agencies covering more than 2 clusters and including members from the SLIDA | <p>training courses among their officials;</p> <ul style="list-style-type: none"> • Extent to which such eGovernment training courses are made mandatory for public officials for their professional advancement • Percentage turnout of public officials for such training courses; • Performance of the project in terms of scope, cost, quality and time; • Number of courses offered; • Number of eGovernment faculty available to regularly offer such courses; • Extent to which agencies and other organs of academia have offered their services as faculty to take eGovernment training courses for GoSL officials; and • Extent to which such courses are integrated into the professional development programmes of the public officials. |
| K5 | Study the current status of CIO program and reformulate the CIO program | Project Management Group headed by a representative from the ICTA and such other members as ICTA decides including representatives and CIOs from at least 5 other GoSL agencies covering more than 2 clusters and a representative from MTIT | <ul style="list-style-type: none"> • Timely completion of activities in line with the Action Plan; • Number of agencies/CIOs/respondents participating in the exercise |
| K6 | Establish Collaboration with state/government training providers | Project Management Group headed by a representative from the ICTA and | <ul style="list-style-type: none"> • Timely completion of activities in line with the Action Plan; • Agreement/understanding document with SLIDA and other government training providers |

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|--|---|---|
| | | such other members as ICTA decides including representatives | |
| K7 | CIO conferences and workshops (local) | Project Management Group headed by a representative from the ICTA and such other members as ICTA decides including representatives and top level/cluster level CIOs | <ul style="list-style-type: none"> • Timely completion of activities in line with the Action Plan; • Number of workshops and conferences • Number of participants • Workshop feedback |
| K8 | Develop courses for develop academic and professional qualifications on eGovernment among CIOs | Project Management Group headed by a representative from the ICTA and such other members as ICTA decides including representatives and SLIDA representatives | <ul style="list-style-type: none"> • Timely completion of activities in line with the Action Plan; • Annual Course plan |
| K9 | CIO study tours | Project Management Group headed by a representative from the ICTA, MTIT and such other members as ICTA decides including representatives | <ul style="list-style-type: none"> • Timely completion of activities in line with the Action Plan; • Number of study tours • Number of participants • Participants Feedback |
| K10 | Recognize best CIO(s) for organizational achievements | Project Management Group headed by a representative from the ICTA, MTIT and such other members as ICTA | <ul style="list-style-type: none"> • Annual CIO awards • Number of applications/shortlisted CIOs |

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|------------------------------|--|---|
| | | decides including representatives | |
| K11 | CIO capacity building scheme | Project Management Group headed by a representative from the ICTA, MTIT and such other members as ICTA decides including representatives | <ul style="list-style-type: none"> • Number of applications • Number of certified/qualified CIOs through the scheme • Funds disbursed |
| K12 | CIO innovation fund | Project Management Group headed by a representative from the ICTA, MTIT and such other members as ICTA decides including representatives | <ul style="list-style-type: none"> • Number of applications • Number of projects initiated • Number of projects completed • Number of projects continued • Funds disbursed |

4.10 Programme N: Frontline Research of eGovernment activities across the World and Dissemination of Findings on Best Practices and Trends



Programme Background and Context

eGovernment as a topic for research, and research as an agent of innovation, has grown dramatically: there are estimated to be over twenty million Web pages referring to eGovernment. Research would contribute to innovativeness in various ways including:

- putting in place innovative solutions;
- investigating new concepts, frameworks and solutions;
- carrying out studies and analyses of complex interdependency factors;
- contributing to international standardisation and integration efforts; and
- transferring knowledge and skills to governmental application fields.

Undertaking eGovernment research comprehensively entails integrating findings from different disciplines of research such as public administration sciences, computer sciences, economics and public governance, jurisprudence, social and socio-technological sciences, and the like. Despite developments there are several problems, principal among which is that there is a relative absence in eGovernment research of practical recommendations offering clear guidance on eGovernment.

Recommendations

As there is insignificant advancement made in terms of eGovernment research in Sri Lanka, it is recommended that GoSL take this up in full earnest for the following reasons:

- Undertaking a multi-disciplinary research involving a multiplicity of stakeholders will ensure that there is an ownership from stakeholders outside the GoSL for eGovernment;
- With research taking place within constraints of practical relevance, GoSL agencies would be aware of the latest developments that could be profitably used for eGovernment;
- Such research will also have relevance for the budding ICT industry in Sri Lanka and may in the long run produce high-quality expertise within the country.
- GoSL could trigger this process by establishing a Community of Practice on integration aspects of eGovernment research within its own ranks and through its own resources;
- In parallel GoSL could arrange to have sponsored five research projects after evaluation based on well-defined criteria; and
- GoSL would publish the typical areas in which eGovernment research would need to focus.

Table 27 brings out a few illustrative areas for GoSL to take up research in.

TABLE 27 ILLUSTRATIVE AREAS FOR E-GOVERNMENT RESEARCH

| Technical | Social | Organisational |
|--|---|--|
| <ul style="list-style-type: none"> • Flexible Technology that can adapt to change | <ul style="list-style-type: none"> • Lack of Participation • Citizen Demographics | <ul style="list-style-type: none"> • Change Management • Policy Alignment • Coordination and Ownership • Public and Private Sector Roles |

| Technical | Social | Organisational |
|---|--|---|
| <ul style="list-style-type: none"> • Shared Services • Security and Privacy • Identification and Authorisation • Scalable Solutions • Management of Technology and Technology Solutions • Technology Standardisation • User Interfaces and Metaphors for Interaction | <ul style="list-style-type: none"> • Value-added benefits and Incentives • Citizen-Centric Processes • Access to Infrastructure • Resistance to Change • Education and Training • Engagement | <ul style="list-style-type: none"> • Institutional Learning and Knowledge Management • Metrics and Evaluation of eGovernment • Risk Management • Professionalism and Project Management • Funding Principles and research • Organisational Culture and Change • Citizen-Government Interaction |

Two initiatives are recommended as part of this programme as described below.

A. Comprehensive Institutionalization of Research, Development and Promotion of eGovernment in Sri Lanka

This project aims at establishing an institutional set up dedicated exclusively for conducting eGovernment research and disseminating its findings through, among other things, the Annual State of eGovernment Report for Sri Lanka. Research on eGovernment must, at a minimum, cover the following topics:

- Advances in mobile technologies and their deployment for public service delivery;
- Evolving models of public service delivery across the world including collaborative business models (through Public Private Partnerships, for example), and the like;
- Advances in technology and its appropriate exploitation for eGovernment service delivery; this must include technologies and interventions like Cloud Computing, Crowd Sourcing, Service Oriented Architecture, social media and other similar advancements with a particular focus on developing countries; and
- Advances in shared services including shared infrastructure, shared resources, shared applications and other such ventures that can potentially bring about cost reduction for ICT-enabled public services delivery.

B. Setting up Communities of Practice

Whereas the first initiative recommended above represents a permanent institutional setup for taking up research for the purposes of deploying the same for eGovernment in GoSL, Communities of Practices are more loosely formed and do not necessarily have to function within the boundaries of any of GoSL's entities including the ICTA.

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In fact, through this project, on an ongoing basis, effort will be to advertise prominent areas where CoPs are sought to be formed by groups of individuals regardless of their employment affiliations. Processes will be defined by which proposals for formation of a Community of Practice are received, evaluated and then declared as a "recognised" CoP within GoSL eGovernment efforts. For such recognised CoPs some assistance, financial or otherwise, could also be provided. To trigger this process, and in keeping with the theme of this strategic Plan ("One Government"), it is proposed that two CoPs be set up by staff constituting the Research wing of eGovernment on (a) "eGovernment Integration" and (b) eGovernment Business Models.

Programme Objectives

In line with the above description of this programme the following would be the main programme objectives:

- to increase awareness of case studies taking place and best practices being deployed across the world in the sphere of eGovernment in order that GoSL can not only position Sri Lanka relatively with respect to other countries but also learn from others' experiences;
- to undertake exclusive research in technology advancements taking place across the world with a view to deploying them in Sri Lanka once their suitability to the context has been assessed;
- to compare contemporary experience of Sri Lanka in eGovernment with other countries for mutual benefit;
- to collaborate with their counterparts in other countries in order to bring about a smooth knowledge exchange between Sri Lanka and the other countries, and to disseminate GoSL experiences on a larger platform;
- to initiate discussions within the country on relevant case studies, trigger discussions on their suitability in the Sri Lanka context and subsequent deployment of interventions; and
- to contribute directly into the annual State of eGovernment Report for GoSL after contextualizing it to local settings.

Projects to be Taken Up

Table 28 brings out the list of projects, a brief description of the projects, and the expected outputs from them. Also included in the table are dependencies for the respective projects on outputs emerging from other interventions recommended in this strategy.

TABLE 28 DETAILS OF PROJECTS UNDER THE PROGRAMME "N"

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|---|--|---|------------------------------|
| N1 | Comprehensive Institutionalization of Research, Development and Promotion of eGovernment in Sri Lanka | This project will define the terms of reference of this research wing, job descriptions of its constituent staff, areas where research needs to be conducted, methods to be followed for | <ul style="list-style-type: none"> • Terms of Reference of the Research, Development and Promotion Group • Job Description of | Synchronized with project 11 |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|---|--|---|--------------|
| | | dissemination of research findings including in the Annual State of eGovernment Report, participation in international knowledge exchanges on eGovernment research and other related activities. With time the unit could broaden its scope to ICT for Development, beyond eGovernment. | <ul style="list-style-type: none"> the members constituting the group Reporting relationships of the group with entities outside the group | |
| N2 | Setting up Communities of Practice in different areas of eGovernment Research | In line with recommendations made above and following on the project N1, this exercise will define the processes towards formation of Communities of Practices on specific areas of eGovernment research. Among other things, based on the recommendations emerging from N1 this project will also include the modalities of ploughing back research findings into eGovernment implementation processes ⁶ . | <ul style="list-style-type: none"> Communities of Practice on eGovernment Integration and eGovernment Business Models Processes for inducting a new CoP and facilities to be provided | N1 |

Programme Governance Framework

A Programme Governance Committee will be constituted to oversee the implementation of this programme and its constituent projects. The Committee will be chaired by a representative from

⁶ It is indicatively suggested that at least twice every year research symposiums be held where all Communities of Practice share their research findings with the Director, Re-engineering Government and other members the latter chooses to invite. The Director (Re-Gov) will cause to be incorporated such findings of the CoPs' work into eGovernment implementation as he feels appropriate.

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the ICTA and will have member representatives from other ministries, academia (at least 3 institutions), business community and other appropriate members from the ICTA.

Monitoring and Evaluation of the Programme

The following parameters could be used to evaluate the progress of the implementation of the programme:

- Timely completion of activities in line with the Action Plan;
- Frequency with which meetings are held within the group and with the eGovernment Advisory Committee;
- Extent of participation of the GoSL agencies, academia, business community and civil society in this endeavour;
- Number of academic and research institutes participating in this programme;
- Number of areas of research taken up;
- Number of research publications produced and disseminated;
- Extent to which eGovernment research is made available internationally;
- Quality of feedback from stakeholders on research findings that are made public;
- Extent to which research findings are ploughed back into eGovernment programmes and projects;
- Extent to which research findings are disseminated on regional and global levels;
- Increase in the number of researchers willing to undertake research in this area from outside of GoSL, particularly from the academic institutions; and
- Extent to which research findings are relied upon by stakeholders outside the GoSL for their operations.

Management Structures and Monitoring Arrangements for the Projects

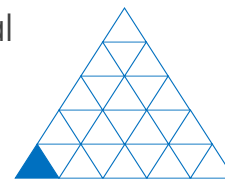
Table 29 brings out the project management structures that will be deployed for managing the different projects under this programme.

TABLE 29 MANAGEMENT STRUCTURE AND MONITORING ARRANGEMENT FOR PROJECTS UNDER PROGRAMME "N"

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|---|--|---|
| N1 | Comprehensive Institutionalization of Research, Development and Promotion of eGovernment in Sri Lanka | Project Management Group headed by a representative from the ICTA and such other members as ICTA decides including representatives from academia and civil society | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Timely completion of activities in line with the Action Plan; • Extent of participation in the project from stakeholders outside the GoSL, particularly from the academia; • Performance of project in terms of scope, cost, quality and time; • Comprehensiveness with which the Terms of Reference for the research |

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|---|--|---|
| | | | <p>group is drafted;</p> <ul style="list-style-type: none"> • Coverage of skillsets among people recruited/brought on board for research; • Timeliness and completeness with which recommendations are adopted by the authorities and the research body is institutionalized; • Extent to which resources for research are found within, first the GoSL, and then, within the country; and • Timeliness and completeness with which such identified resources come on board. |
| N2 | Setting up Communities of Practice in different areas of eGovernment Research | Project Management Group headed by a representative from the ICTA and such other members as ICTA decides including representatives from academia, business community and civil society | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of CoP proposals received and CoPs formed • Swiftness with which the first CoP is formed • Extent of detail with which processes for CoPs are defined; • Growth in the number of CoPs with time; and • Timeliness of acceptance of project deliverables and dissemination among a wider group of entities |

4.11 Programme P: Providing adequate policy and legal support to integrated eGovernment initiatives



Programme Background and Context

Public policies to realize eGovernment visions are positive signals governments give to their constituencies, within and beyond their national boundaries, and are one way to ensure that initiatives following policy pronouncements last beyond their tenure. Policies, with objectives and/or focus areas, influence the development of strategies and action plans.

A policy focus at the topmost political and executive echelons on eGovernment will convey unmistakable levels of sincerity of purpose of the topmost decision making levels, with or without their direct involvement. Furthermore, it will also lend the same focus a reasonable degree of continuity in treatment even in the face of a possible change at the leadership levels.

As a matter of laying a strong foundation, therefore, few other interventions can provide as strong a basis as would an eGovernment policy. In fact, aligning the integrated eGovernment strategic framework with the more general policy directions of government ensures that the framework is closely aligned with the overall priority of GoSL. Conversely without the political will and ownership to fund, manage and organize a cross-ministerial eGovernment initiative it will be a challenge to obtain the sustained participation of GoSL entities, much less exploits synergies among them.

Recommendations

The current state assessment of GoSL's eGovernment efforts have revealed shortcomings leading to the following recommendations to be addressed through this programme:

- **WHOLE-OF-GOVERNMENT APPROACH TO BE INTEGRATED INTO TOP LEVEL POLICIES AND STRATEGIES FOR ADMINISTRATIVE AND/OR PUBLIC SERVICE REFORM:** Aspects largely considered under-emphasized in the current eGovernment policy include those that relate to integrated service delivery supported by appropriate back-office integration efforts. Therefore, while dealing with provision of services to communities or while executing internal management functions, it is imperative that new policies and strategies for administrative (public service) reform and/or eGovernment must include integrated service delivery and a whole-of-government focus. A Working Paper that brings about "Connected Government" that gives whole-of-government responses to public service delivery and towards maximising internal effectiveness / efficiency and serve as input to policy makers could be drafted. This would be considered whenever refinements are made into the existing eGovernment policy or a new one is formulated.
- **EGOVERNMENT INTEGRATION PRINCIPLES AND POLICY COVERAGE:** Overarching principles for eGovernment integration that would come in handy must be defined into the eGovernment Policy for practitioners in instances where greater clarity is required. Though the eGovernment Draft Policy 2013 conveys GoSL's unmistakable intent towards eGovernment integration, coverage is a little subdued on integration. In particular, the following two objectives are recommended to be included:
 1. Use eGovernment to present an integrated whole-of-government view to all its stakeholders, internal and external; and

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2. Maximize citizen convenience and internal efficiency through re-engineering, standardisation and consolidation of all components of government including functions, processes, data and technology and ensuring its continued compliance.
- **FUND ALLOCATION:** As the overarching theme of this strategy is “One Government” fund allocation must now be centralised to integrated eGovernment effort. Similarly Incentivized fund allocation measures could be considered for “integration-compliant” assignments as well as for compliance to finalised standards and guidelines in other areas of eGovernment (see Programme “G”). Well-defined processes must be laid out to declare a government agency compliant or otherwise.
 - **LEGAL AND STATUTORY FOUNDATIONS:** The legal or para-legal foundation must be firmly put in place and enforced. Dimensions to be covered must include, at the least, provisions towards
 1. enabling freedom of information provisions through search and discovery and access facilities;
 2. making required changes in the organisational statutes upon standardisation of processes;
 3. bringing about semantic coherence (consistency in data definitions) in the meanings of terms used in laws/statutes/directives/circulars, processes, data elements etc;
 4. Formulating laws/ statutes/ directives/circulars that enable the enforcement of the integration guidelines among the agencies to the extent recommended; and
 5. enforcement of data protection directives applicable in GoSL including empowering appropriate authorities to confirm compliance in line with the data protection statutes applicable.
 - **COMPLIANCE WITH GUIDELINES:** Compliance should be pursued through the twin strategies of enforcement and encouragement.

Enforcement and encouragement measures could include:

 - enforcement through legal or para-legal measures (including laws, directives, circulars, bye-laws, rules etc) ;
 - ensuring that extra funds are allocated for compliant projects;
 - conversely, fund allocation could be reduced for projects that go against prescribed guidelines and standards.
 - incentives (or disincentives) to foster a ‘culture of re-use’ in the system;
 - accord recognition (through an event or otherwise) to agencies that are compliant; and
 - Community of Practice (comprising users, suppliers and other stakeholders) for standards that acts as a support group for standards that are approved or adopted.

Programme Objectives

In line with the above description of this programme the following would be the main programme objectives:

- to refine and reframe policy objectives to bring it in conformity with new imperatives emerging from the need to have service delivery and internal operations from an integrated whole-of-government perspective;
- to undertake appropriate interventions that will reflect GoSL's perception of eGovernment as an added facet of a larger public sector and/or administrative reform;
- to propose appropriate measures that will help GoSL encourage the adoption of eGovernment directives and guidelines across all agencies that are a part of GoSL;

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- to propose an enabling legal framework for eGovernment aligned with Sri Lankan constitutional provisions, the legislative and regulatory environment, is tuned to eGovernment and ICT industry requirements, and is in keeping with international best practices of this area;
- to bring into effect such orders, directives, rules and regulations that will serve as instruments of enforcement to public officials across GoSL agencies for practices required to be followed for eGovernment from a "One Government" perspective; and
- to bring into force an appropriate instrument of enforcement that provides for use of personal information in a manner that creates a trusted framework for collection, exchange and use of personal data within and across GoSL agencies while recognizing the right of privacy of individuals to personal information.

Projects to be Taken Up

Table 30 brings out the list of projects, a brief description of the projects, and the expected outputs from them. Also included in the table are dependencies for the respective projects on outputs emerging from other interventions recommended in this strategy.

TABLE 30 DETAILS OF PROJECTS UNDER THE PROGRAMME "P"

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|---|---|---|--------------|
| P1 | Study towards drafting a Public Administration Reform Working Paper | The purpose behind this exercise is to bring about a Working Paper ⁷ on "Connected Government" that emphasizes the importance of whole-of-government responses to achieving the desired outcomes in both public service delivery and towards maximizing internal effectiveness / efficiency. The Working Paper would serve to convey that eGovernment integration is firmly rooted in administrative and/or public service reform imperatives and is not to be seen in isolation. This will serve to make eGovernment integration as an integral part of such reform and will obviate any possibility of this being seen as a "technology" initiative. | Working Paper on "eGovernment as an Administrative Reform Imperative" | None |

⁷ A Working Paper in this context is considered a comprehensive concept note, prepared after due process of deliberations with public agencies, that emphasizes the integral place of eGovernment in administrative reform as a key facet of the latter. This deliverable will be presented to authorities at the highest levels of Government for them to adapt (if necessary) and adopt it as and when they embark on public service/administrative reform. Whereas the Working Paper as a deliverable from this project will be seen as a technical note, once adopted by the highest levels of the Government as a "White Paper" or part of a larger policy, it will acquire characteristics of a policy mandate.

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|---|---|--|------------------|
| P2 | Amendments in the existing eGovernment Policy for the Government of Sri Lanka | Like the previous exercise this also involves preparation of a Working Paper listing out overarching principles that any eGovernment intervention, wherever relevant, would follow as has been discussed above. As a draft of the eGovernment Policy is already current a couple of policy objectives have been suggested earlier in this section. Suggestions contained in this paper will need to be factored into the eGovernment Policy for eGovernment integration to be truly part of a larger policy focus. | Working Paper on eGovernment Policy | P1, if available |
| P3 | Consultations and finalization of eGovernment Data Protection/ Privacy Principles and Guidelines to serve as input to a data protection legislation | The Data Protection Act for Sri Lanka is already in the process of being drafted for subsequent adoption and enactment. Pending this, this exercise would generate an omnibus Privacy Policy to be disclosed in every government effort made to collect, process and share data. Principles for privacy policy are as covered in in the As-Is Study and Benchmarking Report and will be in sync with global norms in this area including European Union Council Directive 95/46/EC entitled "Directive on the Protection of Individuals with regard to the Processing of Personal Data and the Free Movement of Such Data" which was adopted in 1995. | eGovernment Privacy Policy | None |
| P4 | Consultations and finalization of approaches/ recommendations | Similar to what other countries have done this project will require coming up with draft recommendations in the form of a Working Paper on the different | Working Paper on enforcement of eGovernment standards and guidelines among | P2 |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--|---|---|--------------|
| | tions for enforcement of eGovernment standards and guidelines among GoSL agencies | ways in which standards and guidelines in eGovernment can be enforced across agencies. A few of these recommendations as practiced in other countries have already been made in the "As Is Study and Benchmarking" Report. The Working Paper then needs to be presented to higher competent authorities and needs to be enforced through appropriate instrumentalities. | GoSL agencies | |
| P5 | Consultations and finalization of approaches/ recommendations towards encouragement for adoption of eGovernment standards and guidelines among GoSL agencies | Similar to what other countries have done this project will require coming up with draft recommendations in the form of a Working Paper on the different ways in which integrated initiatives in eGovernment can be encouraged across agencies. A few of these recommendations as practiced in other countries have already been made in the "As Is Study and Benchmarking" Report. The Working Paper then needs to be presented to higher competent authorities and appropriate instrumentalities need to be finalized for the recommendations to be followed through to implementation. | Working Paper on encouragement of eGovernment Integration among GoSL agencies | P2 |
| P6 | Study towards drafting an Electronic Service Delivery Enforcement Bill | In line with what is contained in the Service Delivery Charter(s) and the Grievance Redressal processes based on the same this project deals with legally enforceable provisions for electronic service delivery by public agencies in a transparent/ accountable manner. The output could be a | Draft Legislation for Electronic Service Delivery by GoSL agencies | S1, S2 |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|---|---|--|--|
| | | draft legislation that, upon completion of the legislative process could be formalized into an Act. The Electronic Service Delivery Bill of India mentioned in the "As Is Study and Benchmarking" Report could be used as a starting point. Alternatively, this could also be a Cabinet Directive. | | |
| P7 | Production of a template for Memoranda of Understanding for agreement on common process/data/metadata standards & organisational role rationalization among GoSL agencies | Pending the coming into force of a legally enforceable instrument in the form of an Act or Directive or any other measure, the outputs of this assignment is meant to ensure that crucial time is not lost in the beginning of the implementation process. This project, therefore, will be a template for agreement on standards and guidelines under consideration which the cluster members commit themselves to. The MoUs which will include governance mechanisms for enforcement of the agreement will then be enforced within agencies by the respective CEOs. The "As Is Study and Benchmarking" Report offers a few examples in this area which could be used as guidance. | Memoranda of Understanding Template for adoption of eGovernment standards and guidelines among agencies that are a part of a cluster | All projects in the Programmes "G" and "M" |
| P8 | Consultations and consolidation of recommendations for a Unified Cabinet Directive on eGovernment | This project will come at the end after recommendations that require to be enforced have been made. Essentially, outputs of all such projects, except those that require legislations to be enacted, will be compiled and recast into a Unified Cabinet Directive for eGovernment. ICTA will then present this unified | Draft Unified Cabinet Directive for eGovernment | All projects in this Action Plan under Programmes P, I, G, M, and S. |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--------------------------|--|---------------------------------|--------------|
| | to for all GoSL Agencies | paper to the Sri Lankan CIO Office who would then take it up with the Executive Office of eGovernment. | | |

Programme Governance Framework

A Programme Governance Committee will be constituted to oversee the implementation of this programme and its constituent projects. The Committee will be chaired by a representative from the Executive Office of eGovernment, co-chaired by a representative from the ICTA and will have member representatives from other ministries (at least 5), and other appropriate members from the domestic IT industry and/or its association, civil society representatives and select other members from the business community and academia.

Monitoring and Evaluation of the Programme

Parameters that could be used to evaluate implementation progress of the programme include:

- Timely completion of activities in line with the Action Plan;
- Extent of participation across stakeholder groups in the Programme Governance Committee;
- Frequency with which meetings are held within the group and with the eGovernment Steering Committee;
- Success in the passage of new legislations as proposed;
- Comprehensiveness of coverage of the Unified Cabinet Directive;
- Extent of participation from key ministries of the GoSL;
- Extent of sustained success of the eGovernment “enforcement” measures;
- Extent of sustained success of the eGovernment “encouragement” measures;
- Degree of uptake of electronic citizen and business services;
- Promptness with which new legislations and/ or directives are cleared;
- Inclusion of fund availability as linked with success in adopting eGovernment standardisation requirements;
- Extent of participation of the apex political levels at key meetings (as against being attended by deputies);and
- Promptness with which institutional arrangements for eGovernment are created.

Management Structures and Monitoring Arrangements for the Projects

Table 31 brings out the project management structures that will be deployed for managing the different projects under this programme.

TABLE 31 MANAGEMENT STRUCTURE AND MONITORING ARRANGEMENT FOR PROJECTS UNDER PROGRAMME “P”

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|--|---------------------------------|--|
| P1 | Study towards drafting a Public Administration | Project Management Group headed | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project |

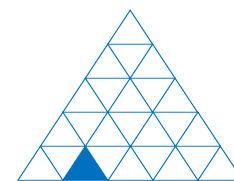
| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|---|--|--|
| | Reform Working Paper | jointly by a representative from the Ministry of Public Administration and Home Affairs and ICTA and such other members as they jointly decide | <p>Management Group</p> <ul style="list-style-type: none"> • Number of different GoSL agencies participating • Extent of alignment with past public service and/or administrative reform measures • Extent of agreement on the Working Paper from key public agencies in GoSL • Promptness with which the Working Paper is formally adopted by GoSL • Timeliness of acceptance of project deliverables and dissemination among a wider group of government entities |
| P2 | Amendments in the existing eGovernment Policy for the Government of Sri Lanka | Project Management Group headed jointly by a representative from the Executive Office of eGovernment and Home Affairs and ICTA and such other members as they jointly decide | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of different GoSL agencies participating • Extent of alignment with past or current eGovernment policies • Extent of agreement on the Working Paper from key public agencies in GoSL that have implemented eGovernment • Promptness with which the Working Paper is inducted into the eGovernment policy and then formally adopted by GoSL • Timeliness of acceptance of project deliverables and dissemination among a wider group of government entities |
| P3 | Consultations and finalization of eGovernment Data Protection/ Privacy Principles and Guidelines to serve as input to a data protection | Project Management Group headed jointly by a representative from the ICTA and a member from the domestic IT industry | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of different GoSL agencies and members of the domestic industry participating • Extent of alignment with latest |

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|--|---|---|
| | legislation | or association and such other members as they jointly decide including the involvement of legal experts in this area | international practices in data protection <ul style="list-style-type: none"> • Extent of agreement of the Privacy Policy from key GoSL agencies and from members of the domestic IT offshore industry (for data protection) • Promptness with which the Privacy Policy is adopted and then institutionalized • Timeliness of acceptance of project deliverables and dissemination among a wider group of government entities |
| P4 | Consultations and finalization of approaches/ recommendations for enforcement of eGovernment standards and guidelines among GoSL agencies | Project Management Group headed jointly by a representative from the Ministry of Finance and a member from ICTA and such other members as they jointly decide | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of Project Management Group • Number of different GoSL agencies participating • Extent of agreement on enforcement prescriptions from key GoSL agencies • Promptness with which the Working Paper is adopted and then institutionalized through an appropriate instrument • Ease with which any resultant disputes on the contents are addressed • Timeliness of acceptance of project deliverables and dissemination among a wider group of government entities |
| P5 | Consultations and finalization of approaches/ recommendations towards encouragement for adoption of eGovernment standards and guidelines among GoSL agencies | Project Management Group headed jointly by a representative from the Ministry of Finance and a member from ICTA and such other members as they jointly decide | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of Project Management Group • Number of different GoSL agencies participating • Extent of agreement on encouragement prescriptions from key GoSL agencies • Promptness with which the Working Paper is adopted and then institutionalized through an |

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|---|---|--|
| | | | appropriate instrument <ul style="list-style-type: none"> • Ease with which any resultant disputes on the contents are addressed • Timeliness of acceptance of project deliverables and dissemination among a wider group of government entities |
| P6 | Study towards drafting an Electronic Service Delivery Enforcement Bill | Project Management Group headed jointly by a representative from the Executive Office of eGovernment and a member from the ICTA and such other members as they jointly decide including the involvement of legal experts in this area | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of Project Management Group • Number of different GoSL agencies participating • Extent of agreement of the electronic service delivery prescriptions from key GoSL agencies • Promptness with which the Enforcement Note is adopted and then institutionalized through an appropriate instrument • Ease with which any resultant disputes on the contents are addressed • Timeliness of acceptance of project deliverables and dissemination among a wider group of government entities |
| P7 | Production of a template for Memoranda of Understanding for agreement on common process/data/metadata standards & organisational role rationalization among GoSL agencies | Project Management Group headed by a representative from the ICTA and such other members as ICTA decides including representatives from at least 5 other GoSL agencies covering more than 2 clusters | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of different GoSL clusters/agencies participating • Number of different GoSL clusters/agencies adopting the template and finalizing cluster-level MoUs • Comprehensiveness of coverage of the MoU template • Extent of increase in the number of MoUs with time • Timeliness of acceptance of project deliverables and dissemination among a wider group of government |

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|--|---|---|
| P8 | Consultations and consolidation of recommendations for a Unified Cabinet Directive on eGovernment to for all GoSL Agencies | Project Management Group headed jointly by a representative from the Executive Office of eGovernment and a member from the ICTA and such other members as they jointly decide including the involvement of legal experts in this area | <p>entities</p> <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of Project Management Group • Number of different GoSL agencies participating • Extent of agreement on recommendations for the Unified Directive from key GoSL agencies • Promptness with which the draft Unified Directive is adopted and then institutionalized • Comprehensiveness of coverage of the original directive and extent to which such contents are accepted • Timeliness of acceptance of project deliverables and dissemination among a wider group of government entities |

4.12 Programme I: Setting up and institutionalizing the eGovernment Institutional Framework responsible for driving integrated eGovernment for the Government of Sri Lanka



Programme Background and Context

eGovernment has revolutionized the way we store, access, and deliver information critical in shaping the effectiveness of a government agency. For GoSL, desirous of using eGovernment as a tool for service delivery and governmental efficiency from a whole-of-Government perspective, it is important that economies of scale are brought to bear, standardisation regimes are put in place, resources are consolidated and eGovernment efforts truly carry the imprint of a national initiative. For this to happen effectively, GoSL would need to have an organizational structure in place to drive the development of eGovernment strategies and oversee their implementation.

This is also in line with international trends whereby Governments worldwide have taken responsibility to provide national leadership in the development and application of technology in their countries in line with government's socio-economic priorities and need for the efficient use of its own resources. This is being achieved by the establishment of an administrative structure within government, with specific responsibilities to develop a national vision for eGovernment and to prepare an implementation plan with key strategies having specific goals to realize the vision, and an action plan for their achievement.

Discussions during the current state assessment led to the conclusion that the national-level institutional framework responsible for eGovernment must fulfill at least the following functions (Table 32).

TABLE 32 FUNCTIONAL RESPONSIBILITIES FOR THE NATIONAL LEVEL INSTITUTIONAL FRAMEWORK FOR E-GOVERNMENT

| Function | Description |
|---|---|
| Development of an eGovernment Vision and Strategies | Implies developing a national vision for eGovernment and developing strategies to realize this vision, including an action plan for their implementation |
| Development of an eGovernment Policy | Entails establishing a unified eGovernment policy for all entities involved in public administration, including policies and objectives related to the use of information resources within the Government |
| Stakeholder Consultations | Includes consulting widely with all sections of society to obtain ideas and encourage participation in the process, and to obtain commitment |
| Putting in place a legal foundation | Means establishing a legal framework for eGovernment and following-up on the necessary decrees, laws, and regulations needed for the achievement of strategies |
| Standards, Frameworks and Guidelines | Implies ensuring that the country is aligned with international standards and developments in ICT as well as regulation and enforcement of all standards, frameworks and guidelines that are collaboratively agreed upon as part of the implementation process that enable full |

| Function | Description |
|---|---|
| | compatibility locally and internationally |
| Monitoring and Evaluation | Includes the designing the mechanism for monitoring and evaluating the implemented policies and procedures; this will also include statistical analyses to make recommendations on what needs to be taken up |
| Undertaking Research and Innovation | Involves exploring and evolving new ways of discharging eGovernment functions in a more efficient and cost-effective way keeping in mind the developments in this space globally across other countries of the world successfully practicing eGovernment |
| Promoting eGovernment Awareness and Adoption | Includes the spread awareness of the need for and efficacy of ICT, and taking up initiatives that would encourage the adoption of ICT in the economy and in society in general and in availing of eGovernment services in particular |
| Extending Strategic Advisory and Policy Making Inputs | Making inputs to the government in the required domains which would help the government when they formulate policies and plans |
| Becoming the exclusive authority for all technical matters related to eGovernment | Implies that all eGovernment efforts proposed to be taken up will either (a) emanate from the central exclusive authority; or (b) when initiatives are proposed by other entities in whose jurisdiction such eGovernment efforts will be implemented, the same must have prior technical approval of the exclusive authority before funds are sanctioned. |
| Steering Implementation of eGovernment | Taking responsibility for implementing eGovernment in the country through various interventions |
| Taking Ownership and Management of all Shared Infrastructure | Implies taking responsibility for implementing eGovernment in the country including, though not limited to, a Unified Data Centre, ICT Networks, Service Delivery Infrastructure, eGovernment Helpdesks/Call Centre and the like |
| Becoming the official representative of eGovernment | Implies representing eGovernment within the country and beyond, including working as the single point of contact in all eGovernment exchange interventions that are taken up |

Recommendations

The Assessment Phase for GoSL eGovernment integration revealed shortcomings, with the following attendant recommendations, that would be addressed through this programme:

- Institutional structures responsible to drive/steer eGovernment from a whole-of-government perspective must be established that must (a) involve topmost political and executive levels; (b) involve key ministries; and (c) have the involvement of the head of the government to minimize possibility of turf wars and to streamline coordination efforts.
- The ICTA, best placed to steer integration efforts, must be embedded in a network of e-leadership institutions and enabled by a clear authorizing environment that must (a) internalize ICTA's mandate and authority within the government network for all matters related to ICT in the country, including eGovernment; and (b) go beyond the implementation of the e-Sri Lanka Development Project. That will give its place permanence and impart a

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long-term focus on the initiatives that it takes up even as it gives government agencies the template for interaction with ICTA.

- ICTA's association with an agency from within the Government should be made unambiguous and clear. It is recommended that, in the initial stages, ICTA should work under the Government CIO Office with appropriate and due support from the CIO Council.

To lend teeth to the institutional framework governance mechanisms and processes must be established that would clearly drive home ICTA's authority in a national-level eGovernment effort.

National-level Executive Office for eGovernment

An **Executive Office of eGovernment** (EOG) as illustrated in Figure 8 is proposed to be set up. The EOG will be headed by the Government Chief Information Officer (GCIO) who will have the following support structure available at his/her disposal:

- A. As the head of the Executive Office of eGovernment, the GCIO will be directly assisted by a team of 4 persons respectively looking after the functions of (1) Policy and Programme formulation; (2) Technology Design and Deployment; (3) Capacity Building and Communications; and (d) Monitoring and Evaluation.
- B. A Secretariat attached to the GCIO Office which will be responsible for coordination with stakeholders and such other secretarial assistance as may be required from time to time.
- C. ACIO Council that would directly interact with the EOG and bring on board any issue of direct concern to the clusters' implementation efforts or otherwise.
- D. A Technical Office of eGovernment housed completely within the ICTA and headed by the Director, Re-engineering Government Programme of the ICTA reporting (for technical matters) to the Executive Office of eGovernment and the ICTA Board and Leadership Team (for administrative matters and for collaboration) (see Figure 8).

Besides the above entities, consultative processes need to take place (a) between the EOG and the ICTA leadership team for any alignments that may be required with the latter's evolving role and mandate; and (b) between the EOG and the Inter-Ministerial ICT Committee to bring eGovernment in Sri Lanka in alignment with ICT interventions being taken up in the country.

Functions to be Rendered

Three entities mandated to play a critical role in driving eGovernment in Sri Lanka include,

1. The Executive Office of eGovernment;
2. The Technical Office of eGovernment housed within the ICTA; and
3. Cluster-level set-ups for eGovernment in the respective clusters.

Within the boundaries of the institutional architecture represented in Figure 8, Table 33 brings out details of the functional responsibilities of these entities⁸.

⁸ Notwithstanding the functional allocation in Table 33, the following hold at all points in time:

- Nothing in the functional allocation responsibilities shall discourage stakeholders from coming up with suggestions for new proposals for eGovernment; such suggestions may be from any one of the three entities mentioned.
- The Presidential Secretariat shall have summary powers on all matters related to eGovernment.
- In principle all technical matters will be approved by the Technical Office of eGovernment housed within the ICTA based on internal work allocation therein

TABLE 33 DETAILS OF FUNCTIONAL RESPONSIBILITIES OF ENTITIES IN THE INSTITUTIONAL FRAMEWORK

| Functions | Role | | |
|---|--|--|--|
| | Executive Office of eGovernment | Technical Office of eGovernment (within ICTA) | Cluster-level eGovernment |
| eGovernment Vision and Strategy | Approval of the Vision and Strategy | Formulation of the eGovernment Vision and Strategy | Collaborative inputs |
| eGovernment Policy | Formulation of the eGovernment Policy to be approved by Presidential Secretariat | Formulation of the eGovernment Policy, if desired by the EOG | Collaborative inputs, if required |
| New legislation and/or quasi-legal directives | Revision, if required and proposal to Presidential Secretariat | Formulation of new legislation and/or quasi-legal directives | Collaborative inputs, if required |
| Standards, Frameworks and Guidelines | Enforcement of standards, frameworks and guidelines | Formulation of all Standards, Frameworks and Guidelines and their enforcement with clusters, if desired by the EOG | Collaborative inputs on formulation |
| Research and Innovation Proposals | Funding approval | Formulation of all research and innovation proposals | Collaborative inputs |
| Other Proposals | Funding approval | Formulation of all other proposals | Initiation of proposals and collaborative inputs |
| eGovernment Awareness and Outreach | Participation where required | Implementation of all eGovernment Awareness and Outreach initiatives | Collaborative participation |
| Control and Operations of all shared infrastructure and resources | User | All responsibility for control and operations of shared infrastructure and resources | User |
| Steering Implementation of eGovernment projects | Any support required by Technical Office/ICTA | Programme/project level monitoring and evaluation, compliance checks and other technical matters | Implementation and submission of outputs |
| Official Representation of eGovernment | Full responsibility for official representation of GoSL | Delegated responsibility for official representation of Sri Lanka eGovernment | Inputs and participation, where required |

- Funding approvals of all projects shall be made by the EOG based on the existence of the requisite technical approvals. In case the nature of proposals is inherently financial (for example, incentives or disincentives to cluster-level entities on adherence to or breaching standards and guidelines), such proposals will require pre-sanction from the EOG before work on the formulation of such proposal commences.

| Functions | Role | | |
|--|---|---|---------------------------|
| | Executive Office of eGovernment | Technical Office of eGovernment (within ICTA) | Cluster-level eGovernment |
| Monitoring and Evaluation of eGovernment | Whole of GoSL monitoring and evaluation | Programme and Project level monitoring of eGovernment initiatives | Inputs, where required |
| Budgetary allocations for eGovernment | Proposing budgetary requirement to the Presidential Secretariat; approval to the ICTA | Preparation of an Annual Plan for eGovernment pointing to budgetary requirement for the next financial year | Inputs, where required |

Composition of the Executive Office of eGovernment

The Executive Office of eGovernment (EOG) will be headed by the Government CIO (also called the Chief eGovernment Officer). He shall be assisted by a team of two officers besides a secretarial support required for the purposes of officiating in this role. Indicatively, subject to changes made by the GCIO, the two officers will assist the GCIO by looking after (a) new initiatives and proposals, including strategies, policies and matters related thereto; and (b) existing eGovernment initiatives including (in a major role) monitoring and evaluation of eGovernment as a whole at a country level. In performance of their roles they would be cause to be delegated, through the GCIO, such work to the Technical Office as they deem required.

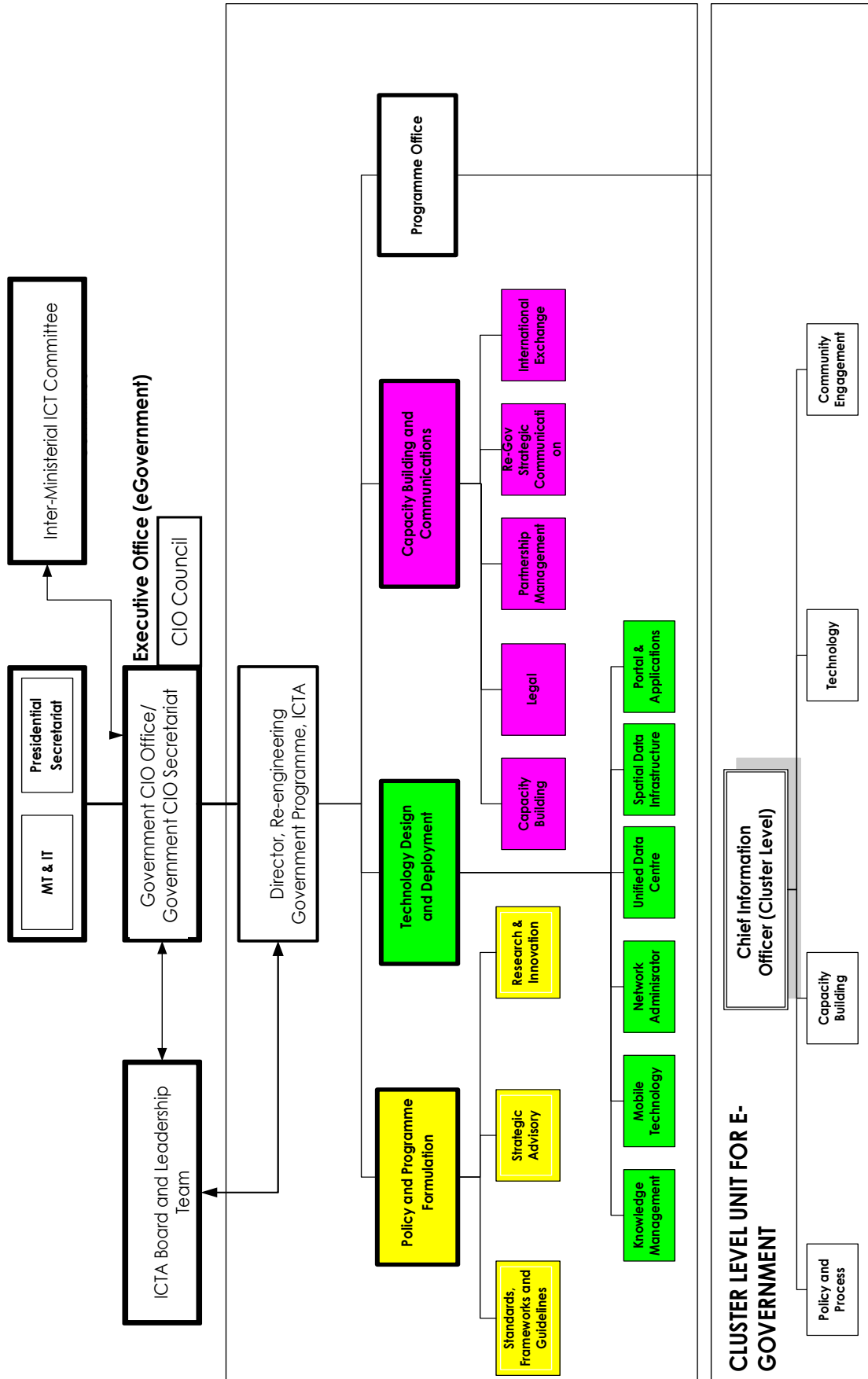
Terms of Reference of the Chief eGovernment Officer

The Terms of Reference of the Chief eGovernment Officer, principally include, though are not limited to the following tasks and responsibilities:

- Timely and periodical review of progress of implementation of eGovernment Action Plan;
- Undertake timely production of new eGovernment strategies, updating eGovernment policy and attendant matters of strategic interest in response to stakeholder needs;
- Ensuring timely responses to any questions asked in the National Parliament on eGovernment;
- Participate in a leadership and advisory role in strategic meetings for e-Government;
- Ensure an adequate delegation of responsibilities to and participation of other members of his/her team so that the latter may, in his/her absence or whenever the need arises, independently perform all activities related to e-Government;
- Ensure that adequate funding support is available for proposals emerging from the Technical Office on eGovernment and to make sure that timely and appropriate budgetary allocation is made for eGovernment at the start of every financial year;
- Ensure that GoSL clusters and agencies adhere to applicable standards, frameworks and guidelines drawn up by the Technical Office/ICTA in their pursuit of eGovernment and to take up such measures to encourage/enforce such adherence as he/she deems fit for the purpose;
- Provide timely interventions to resolve any arising disputes between the stakeholders in their collective pursuit of eGovernment;
- Regularly collaborate with the Inter-Ministerial Committee on ICT to ensure that eGovernment is fully aligned with measures being taken in the realm of ICT or to attend to any other arising issue;

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- Regularly collaborate with the ICTA Leadership team to take on board their suggestions in taking decisions on eGovernment; and
- Ensure an adequate performance of all tasks that are delegated to the Chief eGovernment Officer by the Presidential Secretariat Office over and above what has been mentioned above.



Reporting, line of approval, progressive decision-making ← → Collaboration, coordination, status update, occasional advisory units

FIGURE 8 PROPOSED GOVERNMENT INSTITUTIONAL FRAMEWORK FOR GOALS

The Technical Office of eGovernment- Composition and Functions

Essentially the functions rendered by the office will be in four conceptual categories

- Policy and Programme Formulation;
- Technology Development and Deployment;
- Capacity Building and Communications; and
- Monitoring and evaluation of Programmes/Projects as part of pre-agreed strategies and action plans (such as this one) through a Programme Office.

A. POLICY AND PROGRAMME FORMULATION

Policy and programme formulation entails the design of all policy and programme inputs including, though not limited to, the following:

1. Standards, Frameworks and Guidelines

- This includes the conceptualization, design, administration, monitoring and enforcement of all standards, frameworks and guidelines that are considered important for adoption and adherence by the practicing organisations and as mentioned in this strategy document.
- This automatically implies bringing on board inputs related to standards, frameworks and guidelines that are in force for every programme that is considered for implementation.

2. Strategic Advice

- This includes extending policy and strategic advice on all matters related to eGovernment in the country.
- In particular, this includes formulating new strategic plans for eGovernment (such as this one) or effecting amendments into an existing strategy document. This also includes putting in place modifications in an existing eGovernment policy document either to maintain compatibility with a new strategy finalised or in response to some other developments.
- This function automatically includes providing need-based strategic and policy advice whenever requested.

3. Research and Innovation

- This includes all research and statistical activities of eGovernment in the country;
- In particular this implies producing the State of eGovernment Report every year including conducting the eGovernment Readiness surveys and computing the Readiness index every year;
- This, therefore, automatically implies the inclusion of new parameters for readiness assessment into the readiness Index as also of amending the old ones.

B. TECHNOLOGY DESIGN AND DEPLOYMENT

Technology Design and Deployment entails the design and deployment of all technology and technology-related components including, though not limited to, the following:

1. Knowledge Management

- This includes all knowledge management activities within the public services across all GoSL agencies.

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- By extension, therefore, this also includes the construction and operation of a Knowledge Management/eGovernment Integration portal and its periodical enhancement as and when required.
2. Mobile Technology
 - This includes the design and operation of all mobile-based services from the public services in Sri Lanka.
 - By implication, this function encompasses providing expertise in so far as mobile-based technologies is concerned to other stakeholders on a need-basis (for example to provide help to the partnership management function on partnerships with mobile service providers).
 3. Network Administrator
 - This function includes the administration, management and support of the Unified Network (LGN) and all aspects related thereto.
 4. Data Centre Administrator
 - This function includes the administration, management and support of the Unified Data Centre and all middleware components hosted therein (LankaGate) and all aspects related thereto.
 5. Service Delivery Infrastructure Administrator
 - This function implies the coordination, development, administration, management and support of the Unified Service Delivery Infrastructure (namely, the Citizen Service Centres) and all aspects related thereto.
 6. Portal and Applications Administrator
 - This function includes the administration, management and support of the Unified GoSL portal that has been recommended under this plan and all aspects related thereto. This also includes all applications, sub-applications and modules available on a shared basis to GoSL clusters and entities.

C. E-GOVERNMENT CAPACITY BUILDING AND COMMUNICATIONS

Capacity Building and Communications entails the design and conduct of all capacity building and communications inputs including, though not limited to, the following:

1. Capacity Building
 - This function includes the conceptualization, design, coordination, and conduct of all training and educational inputs required for the smooth implementation of the eGovernment Action Plan and to internalize eGovernment among staff and officials. This also implies making necessary collaborative arrangements with important partners like University of Colombo etc.
 - The function covers the professional profiling of GoSL employees and suggesting a training roadmap for them in line with the roles they play, in consultation with the respective agencies/clusters.

2. Legal

- The legal function includes providing legal expertise wherever required to all eGovernment activities of the country.
- Specifically, though not exclusively, this function also includes providing inputs to (a) drafting contractual terms and conditions at the stage when the Request for Proposals are drafted, (b) compliance with the same while such contracts are executed, (c) providing partnering agencies their expertise whenever required in their implementation.
- This function also includes provision of inputs into drafting Memoranda of Understanding with such entities with which partnerships are formed for eGovernment in the country.

3. Partnership Management

- This function includes exploring, developing and maintaining partnership options between the eGovernment institutional setup and other stakeholders with a view to enabling eGovernment in the country.

4. Re-Gov Strategic Communication

- This function includes the management of all eGovernment events in the country at all levels including at the central level, regional level and at the level of the local administration;
- This includes identifying target audiences for each of these events, sending invites for these events, planning and shall ensure the smooth conduct of these events; and
- By extension this also includes all communication to be made over social media channels (including necessarily through authorized presence on Facebook, YouTube and Twitter)⁹.

5. International Exchange

- This function includes all activities that amount to representing GoSL eGovernment outside the country all international eGovernment exchange programmes with different countries;
- By implication this function includes working out necessary collaborative arrangements with eGovernment experts and profitably involving them in the Sri Lankan eGovernment effort.

D. PROGRAMME OFFICE

The fourth function of the Technical Office is that of monitoring and evaluation of individual programmes and projects with the aid of objectively verifiable indicators, a sample set of which has been provided under the programme and project description in this document. It should be noted that whereas this function looks after monitoring and evaluation at an individual programme and project level, the same function in the EOG focuses on eGovernment development for GoSL as a whole through a readiness or some other index conceptualized for the purpose. Processes must be defined which will cause to be transmitted to the Technical Office/ Programme Office data relevant for the set of indicators associated with every programme/ project.

Terms of Reference of the Director, Re-engineering Government Programme

⁹ Depending on the response and uptake this could acquire the form of a separate function at a later stage.

The Terms of Reference of the Chief eGovernment Officer, include, though are not limited to the following tasks and responsibilities:

- Facilitate the provision of timely information for progress review eGovernment implementation;
- Undertake timely and periodical review of the progress of implementation of specific programmes and projects;
- Provide such assistance as may be desired by the EOG to undertake timely production of new eGovernment strategies, updating eGovernment policy and attendant matters of strategic interest in response to stakeholder needs;
- Duly equip the EOG with information to ensure timely responses to any questions asked in the National Parliament on eGovernment;
- Participate, whenever required, in a leadership and advisory role in strategic meetings for e-Government;
- Duly apportion responsibilities among new/existing staff of ICTA to fulfill all functions identified for the Technical Office while ensuring that requisite technical expertise is always available at hand;
- Formulate new proposals based on emerging requirements and make timely requests for funding approvals to EOG in order to minimize time lag for implementation;
- Ensure that GoSL clusters and agencies adhere to applicable standards, frameworks and guidelines drawn up by the Technical Office/ICTA in their pursuit of eGovernment and to take up such measures to encourage/enforce such adherence as he/she deems fit for the purpose;
- Regularly collaborate with the ICTA Leadership team to take on board their suggestions in taking decisions on eGovernment; and
- Ensure satisfactory performance of all services from the shared data, infrastructure, applications and resources that is made available by ICTA to GoSL clusters/agencies;
- Ensure adequate follow-up and implementation of the decisions taken at all “strategic” meetings for eGovernment in Sri Lanka;
- Take a leading role in forging new partnerships between ICTA and other external bodies whenever required for the purposes of eGovernment in the country;
- Ensure an adequate delegation of responsibilities to duly empowered staff/officials within the Technical Office in such a manner that the latter may, in his/her absence or whenever the need arises, independently perform all activities related to e-Government; and
- Ensure an adequate performance of all tasks delegated by the EOG or the Presidential Secretariat Office over and above what has been mentioned above.

Institutional Arrangements at the Cluster Level

It is suggested that every cluster that has been conceptualized have a Chief Information Officer (CIO), either in an ex-officio or in an exclusive capacity who would be responsible for all eGovernment efforts within the Cluster. The CIO shall be responsible for and represent all eGovernment efforts within the Cluster. For every cluster it is also suggested that the CIO constitute the following teams to adequately meet the eGovernment needs of the cluster:

- Policy and Process Team;
- Capacity Building Team;
- Technology Team; and
- Community Engagement Team.

Briefly the units are suggested to make the contributions as follows:

a) Policy and Process Team

The Policy and Process Team would

- Coordinate and make available all major eGovernment related policies, legislations, orders, declarations/decrees, government circulars of significance at the national, regional and local levels;
- Function as the knowledge repository of all services, functions, sub-functions, processes and their constituent sub-processes (process steps) that are a part of the cluster and its constituent entities;
- Function as the knowledge repository of information requirements for all such processes and their constituent steps as well as roles responsible for performing such steps;
- In such capacity would be the sole entity responsible for standardisation of services, functions, sub-functions, processes and their constituent sub-processes (process steps) as well as their respective information requirements with a view of bringing to the fore commonality of processes and sub-processes across functions and services;
- Ensure that the standardised representation of functions, processes and associated information are in conformity with the agreed principles of organisational and informational integration/ interoperability;
- Officiate as the governing authority for representation and description of functions, processes and associated information and in such capacity would be responsible for associating every process/information with its owners, users, and custodian and for performing other roles associated with the process/information lifecycle;
- Be responsible for making available all the above knowledge to the technology team for the latter to host the same on platform that is accessible to users of such knowledge on a need-to-know/use basis;
- Determine the process re-engineering requirements for functions/ processes in the cluster and propose a roadmap and process to accomplish the same;
- Convey their own understanding of the bottlenecks that have arisen from a process, legal and policy perspective and the remedies they think are the most appropriate;
- Review from a functional perspective all work products emerging in the eGovernment exercise and suggest any changes or amendments required to be made therein; and
- On all matters entrusted, be responsible for continuously liaising with the Working Group on Organisational Aspects of eGovernment Integration to ensure that (a) the latter is updated with the latest developments from the clusters; and (b) its own efforts are in alignment with what is centrally agreed.

b) Capacity Building Team

The Capacity Building Team would

- Arrange to make available all literature and expertise relevant to have a complete understanding of the skillsets available in the respective Clusters that are relevant to eGovernment activities;
- Draw up a comprehensive roster of roles played by officials in the performance of functions and processes associated with different services of the cluster and thereby determine the different skillset requirements of officials in the cluster;

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- Ensure that the professional upgradation process of officials are in conformity with the principles of organisational integration/interoperability, one of whose imperatives is to maximise staff mobility;
- Be responsible for professional profiling of different officials in the cluster and thus determine their capacity building requirements for efficiently discharging their work from an eGovernment perspective;
- Help understand the degree of collaboration existing among the officials and staff in sharing of knowledge and documentation, the desire among the officials and the staff for such knowledge sharing and, therefore, the need for such interventions;
- Determine the eGovernment awareness building and communication requirement towards officials in the cluster and propose a roadmap and process to accomplish the same;
- Convey their own understanding of the bottlenecks that have arisen in this area and the remedies they think are the most appropriate; and
- On all matters entrusted, be responsible for continuously liaising with the Working Group on Organisational Aspects of eGovernment Integration to ensure that (a) the latter is updated with the latest developments from the clusters; and (b) its own efforts are in alignment with what is centrally agreed.

c) Technology Team

The Technology Team would

- Coordinate and make available all major documentation related to the deployment of IT solutions in agencies of the cluster; this must include documentation related to the procurement history of such work;
- Convey its own understanding of bottlenecks that have arisen from a technology perspective and the remedies they think are the most appropriate;
- Be responsible for proposing technology-enabled solutions to capture the functions, sub-functions, processes and their steps including re-engineering interventions done into them with a view to maximizing standardisation and reusability;
- Be responsible for proposing technology-enabled database designs to capture the description and representation of information assets at the cluster-level in keeping with the principles of informational interoperability already agreed upon;
- Be responsible for maintaining an updated inventory of all technology assets at the cluster-level including ICT infrastructure (storage, network), access devices including PCs, and other peripheral elements that make up the technology hardware landscape at the cluster-level;
- Also be responsible for maintaining a roster of all applications, sub-applications and modules emerging from the cluster-level functional and process description with a view to maximizing standardisation and reusability;
- From time to time communicate consolidated requirements of ICT infrastructure required by agencies that constitute the cluster;
- Maintain and share where applicable the list of all official tie-ups with technology vendors (whether application, infrastructure or services) and details of such tie-ups;
- Ensure that all technology design and development activities that take place are in conformity with pre-agreed standards and principles of technical integration/ interoperability;
- Function, whenever required for troubleshooting, as a liaison between agencies of the cluster and those from the central team responsible for technology repair and restoration; and

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- On all matters entrusted, be responsible for continuously liaising with the Working Group on Technical Aspects of eGovernment Integration to ensure that (a) the latter is updated with the latest developments from the clusters; and (b) its own efforts are in alignment with what is centrally agreed.

d) Community Engagement Team

The Community Engagement Team would

- Be responsible for preparation of the Cluster-level Service Delivery Charter and, in so doing, will also be responsible for aligning it with the GoSL-wide Charter for Service Delivery that is valid across all clusters;
- Function as the knowledge repository for community-related information like demographics, socio-economic profile including ownership of assets like a computer, telephone, mobile and the like, as also the traditional practices in order to make service provision as customer centric as is possible;
- Adopt the use of the multi-channel framework agreed to recommend the channel and device choices of service delivery to different customer segments;
- Be responsible for preparing instruments for eliciting citizen feedback on services delivered to them in order to effect improvements in service delivery in line with citizen expectations;
- Be responsible for preparing the service delivery parameters at a cluster-level (whether as a part of the Citizen Charter or outside of it) for cluster services extended;
- Be responsible for taking up initiatives to communicate directly with citizens on matters pertaining to service delivery;
- Be responsible for aligning service delivery charter and parameters with service delivery principles and standards already agreed upon;
- In the event of breach of service delivery and the matter being taken to the Ombudsman by the citizen, be responsible for furnishing details as regards service delivery to the Ombudsman in order to resolve any arising disputes as smoothly and expeditiously as possible; and
- On all matters entrusted, be responsible for continuously liaising with the Working Group on Service Delivery of eGovernment Integration to ensure that (a) the latter is updated with the latest developments from the clusters; and (b) its own efforts are in alignment with what is centrally agreed.

The **Cluster CIO** will maintain close supervision of the performance of each of these functions associated with the four teams and shall be the single most preferred point of contact for information related to the cluster on eGovernment. Conversely, he shall also voice his opinion and in so doing shall represent the cluster to the Council of Cluster CIOs. He/she would also be responsible for laying down processes for sharing updated information on each of these functions with the central team/ Technical Office who would then maintain their repository on a whole-of-Government basis.

Other Entities of the eGovernment Institutional Framework

The following entities also exist as a part of the larger eGovernment institutional setup and have not been adequately described above:

- **Agency Level eGovernment Officer:** Deliberations and finalization of issues at the cluster level to be followed by constituent agencies will be shared with the agencies through an agency

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level eGovernment Officer; the latter will ensure that such directives and guidelines drawn up at the cluster level are adhered to in the operations of the agency.

- **Inter-Ministerial Committee on ICT:** The Executive Office of eGovernment will have collaborative discussions with this committee to ensure that eGovernment efforts are aligned with initiatives being pursued for the larger purposes of using ICT for development in Sri Lanka.

Programme Objectives

In line with the above description of this programme the following would be the main programme objectives:

- to put in place an institutional framework housed in the ICTA and exclusively responsible for driving eGovernment in the country;
- to draft and agree upon a Terms of Reference for this new institutional entity and its constituent professional units and Job Descriptions for key personnel within the country;
- to take on board views of all appropriate stakeholders for this new institutional setup as also opinion of private sector and civil society before formally setting it up so as to have the continued participation of all concerned in the working of the institution;
- to draft and agree upon a legislation that will lend legal foundation to this new setup; and
- to take on board practices prevalent elsewhere in other countries where eGovernment has been successfully implemented through institutions set up exclusively for the purpose.

Projects to be Taken Up

Table 34 brings out the list of projects, a brief description of the projects, and the expected outputs from them. Also included in the table are dependencies for the respective projects on outputs emerging from other interventions recommended in this strategy.

TABLE 34 DETAILS OF PROJECTS UNDER THE PROGRAMME "I"

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|---|---|---|--------------|
| I1 | Consultancy exercise to ratify the Terms of Reference of the eGovernment Institutional Framework and its constituent units and finalizing the complete organisation structure of the same | This project includes finalisation of the Terms of Reference for the EOG, agreeing upon and finalizing the different functional units, agreeing upon and finalizing the reporting architecture, determining manpower composition of each of the functional units, finalizing the job description for every key functionary, agreeing upon the inter-relationships of the EOG with other organs of GoSL, and making recommendations for the law which will bring EOG into force. | <ul style="list-style-type: none"> • Terms of Reference of the EOG and Job Descriptions as described on the left • Organisation Design Report for the EOG | None |
| I2 | Operationalizing the eGovernment Institutional Framework as recommended | This exercise will comprise adopting the recommendations of the earlier assignment (I1), identifying the resources who will make up the EOG, undertaking external recruitment wherever | <ul style="list-style-type: none"> • Executive Office of eGovernment for GoSL | I1 |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|---|--|--|--------------|
| | | required, drafting the enactment to bring into force the EOG and proclaim the new law, and formalize and set up the EOG. | | |
| I3 | Collaborative discussions and finalization of the Terms of Reference for eGovernment Ombudsman's Office and its constituent units and concluding an organisation structure for this Office and its relationship with other GoSL entities. | Based on the findings emerging from the exercise S2 this project is intended to finalise the Organisation Design of the institutional structure responsible for customer grievance redressal against breaches in public service delivery, and, going to the next stage, finalizing a Terms of Reference for this structure and drawing up detailed job descriptions for the different roles involved. Furthermore, the organisation design must clearly lay out the different functional responsibilities involved to cater to the complete redressal process in consonance with the activities and responsibilities emerging from the exercise S2. Both forms of institutional structure, as an adjunct to the existing Ombudsman's Office as well as an independent one, should be considered. | Detailed Organisation Design of the Institutional Structure responsible for Customer Grievance Redressal on a government-wide basis for GoSL | S2 |
| I4 | Operationalizing the eGovernment Institutional Framework as recommended | Based on the recommendations emerging from the exercise I3 this assignment will include (a) selection of individuals for the different roles outlined in the institutional structure; and (b) preparation of a working note for the Executive Office of eGovernment to aid the latter in according this structure the requisite authority through an appropriate instrument. | Selection of Individuals and Constitutions of the eGovernment Ombudsman's Office Appropriate authorization from Executive Office of eGovernment | I3 |

Programme Governance Framework

A Programme Governance Committee will be constituted to oversee the implementation of this programme and its constituent projects. The Committee will be chaired by a representative from the ICTA, co-chaired by a representative from the Office of Presidential Secretariat and will have member representatives from other ministries (at least 5), and other appropriate members from the ICTA. By invitation, at the instance of the chair/co-chair experts from the IT industry could also be brought in in addition to the above representation.

Monitoring and Evaluation of the Programme

The following parameters could be used to evaluate the progress of the implementation of the programme:

- Timely completion of activities in line with the Action Plan;
- Extent of participation across stakeholder groups in the Programme Governance Committee;
- Frequency with which meetings are held within the group and with the eGovernment Advisory Committee;
- Promptness with which the eGovernment Institutional Framework is operationalised;
- Clarity of roles in the institutional framework and ease with which required resources are inducted;
- Extent of involvement of the topmost political and executive levels in the institutional framework;
- Extent of multi-stakeholder participation in deliberations including at the topmost levels;
- Promptness with which the eGovernment Ombudsman's Office is operationalised;
- Clarity of roles and ease with which required resources are inducted;
- Extent to which conflicts with the existing Ombudsman's Office is managed;
- Number of sectors/ ministries/ clusters/ entities opting to be a part of the re-orientation sessions and number of such sessions conducted;
- Feedback on efficacy received from such sessions; and
- Completeness of coverage of the re-orientation activities in terms of areas in which integration must be achieved.

Management Structures and Monitoring Arrangements for the Projects

Table 35 brings out the project management structures that will be deployed for managing the different projects under this programme.

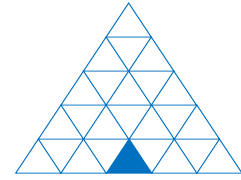
TABLE 35 MANAGEMENT STRUCTURE AND MONITORING ARRANGEMENT FOR PROJECTS UNDER PROGRAMME "I"

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|--|---|--|
| 11 | Consultancy exercise to ratify the Terms of Reference of the eGovernment Institutional Framework and its constituent units | Project Management Group headed jointly by a representative from the Presidential Secretariat and ICTA and such | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of different agencies participating • Promptness with which the Terms of Reference of the institutional |

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|---|---|---|
| | and finalizing the complete organisation structure of the same | other members as they jointly decide | framework is ratified <ul style="list-style-type: none"> • Extent of clarity of roles and responsibilities of individuals involved • Comprehensiveness of coverage of functions to be performed by the institution • Type of instrumentality recommended by which the agency will be authorized • Timeliness of acceptance of project deliverables and dissemination among a wider group of government entities |
| 12 | Operationalizing the eGovernment Institutional Framework as recommended | Project Management Group headed jointly by a representative from the Presidential Secretariat and ICTA and such other members as they jointly decide | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Ease with which individuals are selected for the key roles and completeness of the organisational staff requirement • Promptness with which the instrumentality recommended is brought into force • Timeliness of acceptance of project deliverables and dissemination among a wider group of entities |
| 13 | Collaborative discussions and finalization of the Terms of Reference for eGovernment Ombudsman's Office and its constituent units and concluding an organisation structure for this Office and its relationship with other GoSL entities. | Project Management Group headed jointly by a representative from the ICTA and the Executive Office of eGovernment and such other members as they jointly decide | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of different agencies participating • Promptness with which the Terms of Reference of the eGovernment Ombudsman and staff is ratified • Extent of clarity of roles and responsibilities of individuals involved • Comprehensiveness of coverage of functions to be performed by the eGovernment Ombudsman • Type of instrumentality recommended |

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|---|---|---|
| | | | by which the agency will be authorized (part of the existing Ombudsman's Office or a new institution) <ul style="list-style-type: none"> • Timeliness of acceptance of project deliverables and dissemination among a wider group of government entities |
| 14 | Operationalizing the eGovernment Institutional Framework as recommended | Project Management Group headed jointly by a representative from the ICTA and the Executive Office of eGovernment and such other members as they jointly decide | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Ease with which individuals are selected for the key roles and completeness of the organisational staff requirement • Promptness with which the instrumentality recommended is brought into force • Timeliness of acceptance of project deliverables and dissemination among a wider group of entities |

4.13 Programme T: Setting up and operationalizing complete technology infrastructure required for integrated eGovernment to be successfully realised



Programme Background and Context

Sharing technology resources and using technology infrastructure elements to realize such sharing lies at the very core of integrated eGovernment efforts since, one way or the other, all citizen services and internal functions will eventually be made available to stakeholders using ICT resources, be they ICT applications or infrastructure components. Therefore, whereas the other programmes focus on arriving at common standards, guidelines, principles and protocols for eGovernment and on defining application requirements, this programme concentrates on providing the technical wherewithal necessary for making such all other efforts possible.

There are two intrinsic dimensions to this programme- (a) providing technology platform to share the "soft" knowledge that has been agreed upon in the other programmes; and (b) sharing ICT resources themselves among GoSL agencies. Both will achieve cost-reduction through economies of scale besides other related benefits like freeing up staff for more value-added activities, better management of technology resources, more effective collaboration and, ultimately, better service provision to GoSL customers.

A. Sharing Standards, Guidelines and Other Knowledge Resources emerging from the Other Programmes

Online repositories must serve as a shared platform to make available to all stakeholders all standards, guidelines, principles that are agreed upon as part of the other programmes.

B. Sharing ICT resources among GoSL agencies

The following ICT resources (infrastructure and applications) can be shared across agencies:

- A UNIFIED DATA CENTRE WITH DISASTER RECOVERY: In today's age of web-based applications, high economies of scale can result with a Unified Data Centre that will host all application systems. The data centre must also have a suitable disaster recovery facility that must again be shared.
- A GOSL-WIDE ICT NETWORKING FACILITY: Similarly, a Government-wide ICT networking facility with high availability and adequate in-built security and redundancy that will connect all agencies would ensure that agencies have the network backbone through which to connect with stakeholders and at presented by the Lanka Government Network.
- COMMON HELPDESKS: For trouble-shooting and general assistance on all application systems as well as infrastructure to both internal and external (citizens and businesses) users there must also be Common Helpdesks in the shape of IVR-enabled Call Centres that would provide 24X7 services. This aspect has already been dealt under another programme.
- SHARED INFORMATION SYSTEMS: Since all agencies operate under the same common rules (except those that relate specifically to the different functional areas) there are

many areas that hold out the potential of common application systems being developed to cater to their common requirements. Typically, these areas would include Human Resources Management Systems, Financial Management Systems, Knowledge Management, Inventory and Asset Management Systems and the like. It would not make much sense for agencies to develop these applications separately if they follow the same rules regardless of their functional orientation.

- SHARING THE SAME SERVICE DELIVERY INFRASTRUCTURE: Similarly, the last mile of service delivery multi-purpose kiosks and Front Offices (Divisional Secretariats and Grama Niladharis) is another piece of infrastructure that can be shared. This service delivery facility appropriately scattered throughout country's geography can reach out most optimally and cost-effectively to communities.
- SHARING THE SAME MIDDLEWARE SERVICES: Yet another type of shared infrastructure service is a shared middleware services, (a) to act as a common gateway to connect applications to common services available across the board like payment systems (LGPS), mobile services (like GovSMS) and others; and (b) to provide search, discovery and interconnection services typically for data exchange. At the moment such shared middleware services are represented by the LankaGate.

Recommendations

The current state assessment of GoSL's eGovernment efforts have revealed shortcomings leading to the following recommendations to be addressed through this programme:

- ONLINE REPOSITORIES FOR TECHNICAL RESOURCES: Online repositories providing technical standards, support, best practice guidance, toolkits and centrally agreed XML schemas (if agreed upon) should be made available. FAQs, and advice on training and toolkits, and the management processes to be followed must be conveniently provided for access.
- ONLINE REPOSITORY FOR METADATA AND DATA RESOURCES: An online repository for all metadata resources and data elements also needs to be set up and operationalised. The repository should have enhanced search, discovery and access facilities with well-defined access protocols.
- ONLINE THESAURUS/ PUBLICS SECTOR VOCABULARY: An online thesaurus/ publics sector vocabulary needs to be set up and operationalised with well-defined rules of access.
- ONLINE REPOSITORY FOR PROCESSES: An online repository for standard processes also needs to be set up.
- ONLINE RESOURCES FOR SERVICE DELIVERY: Online repositories including service delivery guidelines, best practices, links to latest research trends, toolkits and such like should be conveniently provided to stakeholders under a role-driven access arrangement.
- SHARED RESOURCES: Besides the online repository, shared resources should be provided in at least the following respects: data centre, government networks, shared call centre, shared front offices/kiosks, shared IT support staff, shared applications and application components, and the like.

Programme Objectives

In line with the above description of this programme the following would be the main programme objectives:

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- to design a set of common online repositories that would house all agreed standards and guidelines in the areas of service delivery, organisational, informational and technical integration and make the same available in appropriate and convenient ways to stakeholders including GoSL agencies;
- to identify a set of ICT infrastructure elements that GoSL agencies could collaboratively share to render citizen-centric services or manage internal agency operations in a way that brings about economies of scale;
- to select a set of service providers to whom the operations and maintenance of the shared applications and infrastructure can be outsourced in order to free the GoSL agencies from work that does not lie in their core areas of competence;
- to set up and operationalise a comprehensive Service Delivery Infrastructure in the form of Multi-purpose Community Service Centres that will take all GoSL eGovernment services as close to the doorsteps of the citizens as possible;
- to enfranchise under the GoSL's eGovernment Strategic Plan other Citizen Information Centres and extend eGovernment services through them using the service delivery infrastructure already in place;
- to design and make available centrally a set of common gateways, services and middleware components including interfaces with third-party suppliers and service providers usually required in the provision of electronic services; and
- to select an appropriate Public Private Partnership basis for outsourcing the operations and maintenance of the shared infrastructure elements thus identified.

Projects to be Taken Up

Table 36 brings out the list of projects, a brief description of the projects, and the expected outputs from them. Also included in the table are dependencies for the respective projects on outputs emerging from other interventions recommended in this strategy.

TABLE 36 DETAILS OF PROJECTS UNDER THE PROGRAMME "T"

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|---|---|--|--------------|
| T1 | Design and development of a web application to act as the exclusive and authentic electronic repository of functions and services thesaurus | Following the project G1 which will achieve a comprehensive classification of functions, sub-functions and services from a whole-of-government perspective this project will convert its outputs into a web-based repository of functions and services. This logical repository has to be appropriately catalogued, indexed with convenient search and discovery facilities to help easy location. The As-Is Study | Technical and Functional Design Document; and Web-based application to act as the electronic repository for functions and services | G1 |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|---|---|---|--------------|
| | | and Benchmarking Report brings out a couple of examples that could be used as guidance. This repository would serve as the most exclusive and authentic place to find the correct classifications. | | |
| T2 | Design and development of a web application to act as the exclusive and authentic repository of processes to be followed by agencies | Following the project G2 which will result in a comprehensive classification of processes and their components (sub-processes) from a whole-of-government perspective this project will convert its outputs into a web-based repository of the list of processes thus captured. As has been recommended these processes need to captured using BPMN standards. This logical process dictionary has to be appropriately catalogued, indexed with convenient search and discovery facilities to help easy location. The As-Is Study and Benchmarking Report brings out an example that could be used as guidance. This repository would serve as the exclusive and authentic place to find the standard processes. | Technical and Functional Design Document; and Web-based application to act as the electronic repository for processes | G2 |
| T3 | Design and development of a web-based application to act as the exclusive and authentic source of metadata standards and repository for | Following the project G3 which will result in a national metadata standard and a metadata repository from a whole-of-government perspective this project will convert its outputs into a web-based repository of metadata resources to be used by GoSL agencies. As has been recommended such metadata | Technical and Functional Design Document; and Web-based application to act as the electronic | G3 |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--|---|---|--------------|
| | government-wide adoption | need to captured using the pre-agreed standards as in G3. This metadata repository has to be appropriately catalogued, indexed with convenient search and discovery facilities to help easy location. The As-Is Study and Benchmarking Report brings out an examples that could be used as guidance. This repository would serve as the exclusive and authentic place to find approved metadata resources. | repository for metadata | |
| T4 | Design and development of a web-based application to act as the exclusive and authentic repository of all technical standards for government-wide adoption | Following the project G4 which will result innational technical integration standards from a whole-of-government perspective this project will convert its outputs into a web-based repository of technical standards and guidelines to be used by GoSL agencies. This technical standards' repository has to be appropriately catalogued, indexed with convenient search and discovery facilities to help easy location. The As-Is Study and Benchmarking Report brings out examples that could be used as guidance. This repository would serve as the exclusive and authentic place to find approved technical resources. | Technical and Functional Design Document; and Web-based application to act as the electronic repository for technical standards | G4 |
| T5 | Design of a Unified Data Centre and Unified Network Infrastructure appropriately | This project will involve the preparation of technical and commercial design for the unified ICT infrastructure elements including a Unified Data Centre and Unified Whole- | Functional and Technical Design Document; and a | None |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|---|---|---|-------------------------|
| | disaster-recovered for government-wide adoption | of-GoSL ICT Network Infrastructure backbone. The project will also require the preparation of common guidelines of usage to be followed by agencies desirous of usage of such shared infrastructure facilities. As an extra source of viability sharing these infrastructure elements with entities outside GoSL through cloud-based services could also be tried (particularly SMEs). | Robust, Scalable, Reliable Government-wide Unified Data Centre and Unified Network Infrastructure | |
| T6 | Identification and design of Shared Gateways and Other Services | This project will design and make available centrally a set of common gateways, services and middleware components including interfaces with third-party suppliers and service providers usually required in the provision of electronic services. Common examples in this include access to payment gateways, mobile services, GIS applications centrally available and the like. As an extra boost of viability sharing these gateways and services with entities outside GoSL could also be tried (particularly SMEs). | Functional Design Document; and a Shared Gateway to act as the only platform for interconnection and other services | To proceed cluster-wise |

Programme Governance Framework

A Programme Governance Committee will be constituted to oversee the implementation of this programme and its constituent projects. The Committee will be chaired by a representative from the ICTA, co-chaired by a representative from the Executive Office of eGovernment and will have member representatives from other ministries (at least 5), and other appropriate members from the ICTA. By invitation, at the instance of the chair/co-chair experts from the IT industry could also be brought in, in addition to the above representation.

Monitoring and Evaluation of the Programme

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The following parameters could be used to evaluate the progress of the implementation of the programme:

- Timely completion of activities in line with the Action Plan;
- Extent of participation across stakeholder groups in the Programme Governance Committee;
- Frequency with which meetings are held within the group and with the eGovernment Advisory Committee;
- Promptness with which the technologies included in this programme are made available and the number of stakeholder entities/clusters using them;
- Promptness with which troubleshooting is done whenever required;
- Number of entities opting to share common ICT infrastructure elements proposed in this programme and dismantle/abandon plans of going for their own facilities;
- Extent of multi-stakeholder participation in deliberations including at the topmost levels;
- Frequency of usage of common applications and modules across entities; and
- Number of entities using the same ICT support staff retaining a minimal level with their own.

Management Structures and Monitoring Arrangements for the Projects

Table 37 brings out the project management structures that will be deployed for managing the different projects under this programme.

TABLE 37 MANAGEMENT STRUCTURE AND MONITORING ARRANGEMENT FOR PROJECTS UNDER PROGRAMME "T"

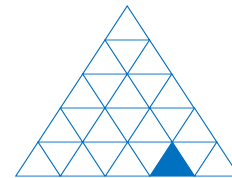
| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|---|---|--|
| T1 | Design and development of a web application to act as the exclusive and authentic electronic repository of functions and services thesaurus | Project Management Group headed by a representative from ICTA and such other members as ICTA decides including representatives from at least 5 GoSL agencies from at least 2 clusters | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of different agencies participating • Extent of ease with which search and discovery can be carried out in the repository within categories • Extent of ease with which linkages can be detected across categories (for example, from functions to processes) • Number of clusters/sectors/ entities opting to use the functional and services repository built • Number of clusters/sectors agreeing to share the functional and services classification through a shared online repository • Timeliness of acceptance of project deliverables and dissemination among a wider group of government |

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|--|---|---|
| | | | entities |
| T2 | Design and development of a web application to act as the exclusive and authentic repository of processes to be followed by agencies | Project Management Group headed by a representative from ICTA and such other members as ICTA decides including representatives from at least 5 GoSL agencies from at least 2 clusters | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of different agencies participating • Extent of ease with which search and discovery can be carried out in the repository within categories • Extent of ease with which linkages can be detected across categories (for example, from processes to data) • Number of clusters/sectors/ entities opting to use the processes repository built • Number of clusters/sectors agreeing to share any new processes through a shared online repository • Timeliness of acceptance of project deliverables and dissemination among a wider group of government entities |
| T3 | Design and development of a web-based application to act as the exclusive and authentic source of metadata standards and repository for government-wide adoption | Project Management Group headed by a representative from ICTA and such other members as ICTA decides including representatives from at least 5 GoSL agencies from at least 2 clusters | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of different agencies participating • Extent of ease with which search and discovery can be carried out in the repository within categories • Extent of ease with which linkages can be detected across categories (for example, from data to processes) • Number of clusters/sectors/ entities opting to use the metadata repository built • Number of clusters/sectors agreeing to share new metadata elements through a shared online repository |

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|--|---|---|
| | | | <ul style="list-style-type: none"> • Timeliness of acceptance of project deliverables and dissemination among a wider group of government entities |
| T4 | Design and development of a web-based application to act as the exclusive and authentic repository of all technical standards for government-wide adoption | Project Management Group headed by a representative from ICTA and such other members as ICTA decides including representatives from at least 5 GoSL agencies from at least 2 clusters | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of different agencies participating • Extent of ease with which search and discovery can be carried out in the repository • Number of clusters/sectors/ entities opting to use the technical standards' repository built • Number of clusters/sectors agreeing to share new technical standards through a shared online repository • Timeliness of acceptance of project deliverables and dissemination among a wider group of government entities |
| T5 | Design of a Unified Data Centre and Unified Network Infrastructure appropriately disaster-recovered for government-wide adoption | Project Management Group headed by a representative from ICTA and such other members as ICTA decides including representatives from at least 10 GoSL agencies | <ul style="list-style-type: none"> • Timely completion of activities in line with the Action Plan; • Extent of coverage of the Unified Data Centre/Unified Disaster Recovery facility in terms of the number of agencies utilizing this shared facility; • Extent of involvement of the private sector including number of B2C services being provided using the Unified Data Centre/Unified Disaster Recovery facility Infrastructure created by providing co-location or managed services; • Parameters for availability, reliability, scalability, security of the shared ICT Infrastructure facility created; • Number of other value-added services being provided by the shared ICT Infrastructure facility created; |

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|---|---|---|
| T6 | Identification and design of Shared Gateways and Other Services | Project Management Group headed by a representative from ICTA and such other members as ICTA decides including representatives from at least 10 GoSL agencies | <ul style="list-style-type: none"> • Extent of success of ownership and management of the shared ICT Infrastructure facility created; • Extent of adherence to guidelines made available for running the shared ICT Infrastructure facility created; • Extent of success in revenue-generation from shared ICT Infrastructure facility created; and • Timeliness of acceptance of project deliverables and dissemination among a wider group of entities. <ul style="list-style-type: none"> • Timely completion of activities in line with the Action Plan; • Extent of coverage of common functions that are catered to by the shared gateways and services; • Number of services accessible through the shared gateways and services; • Swiftness with which administration team is formed and institutionalized; • Extent of content contribution including revenue generation sources from bodies outside GoSL by using these shared gateways and services which could be provided as cloud-based services; • Incidence of reports of shared gateways and services not working; • Extent of adherence to guidelines made available for the shared gateways and services; and • Extent of success in revenue-generation from identified sources; and • Timeliness of acceptance of project deliverables and dissemination among a wider group of entities. |

4.14 Programme R: Collaboration and Partnerships for knowledge exchange on eGovernment



Programme Background and Context

In this programme two types of partnership possibilities are explored:

- Bilateral and/or multi-lateral partnerships between GoSL and other non-government entities, preferably though not necessarily in Sri Lanka to collectively engage in the provision of eGovernment offerings; and
- International partnerships between the GoSL and other suitable national governments with whom eGovernment products, knowledge and services could be exchanged to the mutual profit of the participating governments.

A. BILATERAL AND/OR MULTI-LATERAL PARTNERSHIP BETWEEN GOSL AND OTHER NON-GOVERNMENT ENTITIES

Public Private Partnerships (PPP) happen when a government entity ties up with a non-government/private partner to together provide eGovernment products and services to citizens. PPP has often been the model that government entities have taken recourse to, particularly when volumes are large and are expected to go up. Appropriately sharing responsibility, revenue and risks, PPPs represent a good way to bring together public sector sensitivities and private sector efficiency.

There are no PPP initiatives of note in eGovernment in Sri Lanka currently. However, taking a cue from successful PPP eGovernment case studies implemented in several countries, it emerged from the current state assessment indicated that a feasibility study would be in order for GoSL to embrace PPP for eGovernment in a well-planned way.

B. INTERNATIONAL PARTNERSHIPS BETWEEN THE GOSL AND OTHER SUITABLE NATIONAL GOVERNMENTS

It is a truism that sharing of case studies and best practices gives us access to lessons learnt elsewhere and often provides us learning without having to undergo experiences that they are derived from. Such sharing accords us at least the following advantages

- It helps us gain access to information, experiences, resources and expertise that were once used successfully and which can be done successfully again;
- It helps us avoid mistakes earlier made thus saving precious resources; learning from someone else's mistake is better than learning from one's own;
- It also gives people the extra dose of confidence required before they begin any piece of work particularly if the practice has been tried successfully before; and
- Conversely, it also enables us to counter any threats to following a particular practice.

Best Practice Visits in this Plan

The current state assessment revealed that for most projects that are advisory in nature, it would help to have best practice visits as an integral component of such planning exercises so that stakeholders are given first-hand exposure to successful experience in other countries. This would make for the stakeholders awareness of the main issues to be more nuanced and practical.

International Exchange

With the twin objective of achieving an international exposure as also of improving Sri Lanka's position in the international eGovernment community this programme aims at bringing about exchange of knowhow and knowledge between eGovernment practitioners of Sri Lanka and those of other appropriate countries with whom a mutually beneficial partnership can be driven.

Interventions Planned

Two interventions are planned in line with the purpose of the programme:

1. There needs to be a feasibility study of the type and frequency of these exchange programmes. The output of this study will not only identify specific countries with which an exchange could take place but will also recommend the type of exchange. Such exchange could be short focused visits or longer postings that are worked out between two countries as part of a larger government-to-government collaborative effort. The latter, for instance, could take place when a government decides to depute one of its staffs as an advisor to another country on "deputation".
2. The second intervention will be to implement what the feasibility report recommends in terms of bringing about this exchange of staff. It is suggested that such exchange with other identified countries be two-way, that is GoSL should not only be sending out officials to other countries but will also be receiving their counterparts from other countries.

Recommendations

The following recommendations are intended to be addressed through this programme:

- A. A feasibility study is required to be done on the potential for bilateral and multi-lateral PPPs to provide eGovernment products and service to citizens. The study must provide at least:
 - Areas in eGovernment that could be considered for PPP;
 - Possible partners for such an exercise;
 - Financial Outlays required by the Government if any and investment to be made by the partners in the endeavour and their subsequent likely return on the same;
 - Model of PPP that would be the most appropriate;
 - Distribution of risks and responsibilities among the different players
 - Possible values of business expected and
 - Benefits it would bring to all concerned stakeholders.
- B. Similarly a feasibility study is also required to be done on the international exchange programme that should have as its output at least the following:
 - Type of exchange envisaged (knowledge exchange, best practices study, exchange of staff, advisory support)
 - Possible countries and communities that could be considered
 - Details of offering to be made to the respective countries; and
 - Whether this could form a part of an existing international endeavour; and
 - Any other reason that the GoSL might consider for the international exchange.

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Programme Objectives

In line with the above description of this programme the following would be the main programme objectives:

- to bring about an inter-governmental exchange of eGovernment knowledge and knowhow between GoSL entities and those of governments in other identified countries to help Sri Lankan eGovernment practitioners get a firsthand experience of eGovernment practices in those countries;
- to bring about a greater visibility of Sri Lanka's eGovernment efforts among other countries and develop Sri Lanka as their valuable knowledge partner;
- to motivate GoSL eGovernment practitioners to emulate successful eGovernment practices in other countries through knowledge acquired from such exchange initiatives; and
- to carry out a feasibility study for Public Private Partnerships in eGovernment with a view to using the findings of this study to deploy this model in different eGovernment endeavours in Sri Lanka.

Projects to be Taken Up

Table 38 brings out the list of projects, a brief description of the projects, and the expected outputs from them. Also included in the table are dependencies for the respective projects on outputs emerging from other interventions recommended in this strategy.

TABLE 38 DETAILS OF PROJECTS UNDER THE PROGRAMME "R"

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|---|--|--|--------------|
| R1 | Feasibility study of Inter-Governmental exchange of knowledge and knowhow between Sri Lanka and other identified countries. | The exercise for the preparation of a Detailed Feasibility Report for Inter-governmental and other exchange on eGovernment by Sri Lanka would include (a) drafting the Detailed Feasibility Report document, accompanied by discussions with multiple stakeholders across agencies; (b) adoption of the same by GoSL to serve as a roadmap; and (c) wider dissemination among appropriate stakeholders among GoSL clusters and agencies. The Detailed Feasibility Report must include an | Detailed Feasibility Report for Inter-governmental and other exchange on eGovernment | None |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--|---|---|--------------|
| | | identification of Countries/entities for Inter-Governmental and other Exchange; identification of Modes of Such Engagement; frequency of Engagement and must produce an itinerary for the same. This must be aligned with GoSL's priority in international relationships. | | |
| R2 | Implementation of recommendations of Feasibility Report. | This exercise would entail the implementation of the recommendations of the Feasibility Report would include (a) drafting of Inter-Governmental MoUs between Sri Lanka and other Governments or their entities; (b) identification and Finalisation of Modes of Engagement between them; and (c) undertaking country visits and receiving delegations from other countries. | Memoranda of Understanding between GoSL and other governments and/or their entities, or other forms of agreements | R1 |
| R3 | Detailed Feasibility Report and Guidelines on Public Private Partnerships for eGovernment in Sri Lanka | The exercise for the preparation of a Detailed Feasibility Report for the potential of Public Private Partnerships in eGovernment in Sri Lanka would include (a) drafting the "PPP in eGovernment for Sri Lanka" document, accompanied by discussions with multiple stakeholders across agencies; (b) adoption of the same by GoSL to serve as a guideline for | Detailed Feasibility Report on the Potential for PPPs for eGovernment in Sri Lanka | None |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--------------|--|---------------------------------|--------------|
| | | adoption of PPP as a model for eGovernment; and (c) wider dissemination among appropriate stakeholders among GoSL clusters and agencies. | | |

Programme Governance Framework

A Programme Governance Committee will be constituted to oversee the implementation of this programme and its constituent projects. The Committee will be chaired by a representative from the ICTA, co-chaired by a representative from the Executive Office of eGovernment and will have member representatives from other ministries (at least 5), and other appropriate members from the ICTA. By invitation, at the instance of the chair/co-chair experts from the IT industry could also be brought in in addition to the above representation.

Monitoring and Evaluation of the Programme

The following parameters could be used to evaluate the progress of the implementation of the programme:

- Timely completion of activities in line with the Action Plan;
- Frequency with which meetings are held within the group and with the eGovernment Steering Committee;
- Number of countries identified (including the diversity of governance structures in them) with which GoSL can have inter-governmental exchange of information;
- Number of countries into which trips are taken up during the implementation of the programme;
- Number of trips successfully taking place into the identified countries (including different types of such trips);
- Sustainability of this effort over a period of time (number of return trips, general reception, number of ministries interacting, number of repeat visits, number of experts who undertake return visits to Sri Lanka);
- Extent of change incorporation into the original plan of action for GoSL eGovernment Action Plan as an outcome of such visits;
- Performance of officials who undertake such trips as compared to those who do not;
- Number of Memoranda of Understanding signed between Sri Lanka and other countries for this mutual exchange of expertise;
- Number of experts received from other countries for eGovernment;
- Number of stakeholders (from both sets of countries) opting to drop out of this programme and their reasons for doing the same;
- Number of areas identified within GoSL's eGovernment for trying out PPP and number of areas where it is trialled;

- Extent of success achieved in such PPP endeavours; and
- Number of other areas where PPP is deployed after testing out in the initial domains.

Management Structures and Monitoring Arrangements for the Projects

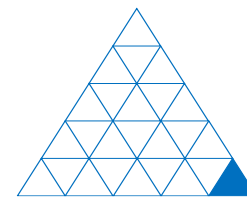
Table 39 brings out the project management structures that will be deployed for managing the different projects under this programme.

TABLE 39 MANAGEMENT STRUCTURE AND MONITORING ARRANGEMENT FOR PROJECTS UNDER PROGRAMME "R"

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|---|---|---|
| R1 | Feasibility study of Inter-Governmental exchange of knowledge and knowhow between Sri Lanka and other identified countries. | Project Management Group headed by a representative from the Executive Office of eGovernment, co-chaired by representative from the ICTA and such other members as ICTA decides | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise; • Constitution of the Project Management Group; • Number of different agencies participating; • Extent of involvement/ active participation from the topmost levels of the Government; • Adherence to the implementation timelines that were proposed; and • Timeliness and completeness with which recommendations are adopted by the authorities. |
| R2 | Implementation of recommendations of Feasibility Report. | Project Management Group headed by a representative from the Executive Office of eGovernment, co-chaired by representative from the ICTA and such other members as ICTA decides | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Number of different agencies participating • Degree to which recommendations of R1 are put into implementation; • Number of agencies collaborating in the exercise; • Number of agencies that have sent representatives for the exchange programme with other countries; • Number of advisory positions opened up for representatives of other countries; • Adherence to the implementation timelines that were proposed; and • Timeliness and completeness with which recommendations are adopted by the authorities. |
| R3 | Guidelines on sustainment of | Project Management | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise |

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|---|---|---|
| | partnerships between ICTA and third-party service providers | Group headed by a representative from the ICTA and such other members as ICTA decides including representatives from at least 5 other GoSL agencies substantially extending public services | <ul style="list-style-type: none"> • Constitution of the Project Management Group • Number of different agencies participating • Timely completion of activities in line with the Action Plan; • Number of agencies participating in the exercise for study of PPP feasibility and finalizing PPP guidelines; • Extent of coverage of the initiatives taken into consideration for PPP; • Performance of the project in terms of scope, cost, quality and time; and • Extent of adoption of the PPP feasibility and finalizing PPP guidelines by agencies including compliance and subjecting themselves to the periodical checks. • Timeliness of acceptance of project deliverables and dissemination among a wider group of entities |

4.15 Programme E: Installation and Operationalization of an eGovernment Observatory



Programme Background and Context

In the assessment phase a general shortfall has been observed in terms of data availability particularly relating to eGovernment and ICT in the country. This relates both to availability of statistical data as well as eGovernment literature in the country produced and/or published by GoSL.

Without the benefit of data being readily available, policy makers would always find themselves under-equipped with information on which they can arrive at key policy and strategic decisions. Additionally, international agencies (for example, International Telecommunications Union, World Economic Forum etc) regularly engage in comparison of eGovernment advancement/readiness and ICT development among countries, and make requests for data to governments of countries being considered. Several developing countries have dedicated ICT indicators portal that fulfill this purpose. A comprehensive eGovernment/ICT Observatory is therefore recommended.

Since ICT as a domain is much larger than eGovernment it is recommended that, to begin with, the Observatory is one for eGovernment. However, with time, this could upgrade itself into an ICT Observatory for Sri Lanka.

Recommendations

The following initiatives are envisaged to improve the general state of data readiness for ICT and eGovernment in the country:

- **STREAMLINE PROCESS OF E-GOVERNMENT DATA COLLECTION:** A streamlined process of eGovernment data collection and analysis needs to be put in place. Clear and unambiguous role allocation in data collection and analysis, and effective collaborative arrangements among stakeholders would bring about a common understanding of what data must be collected.
- **DEVELOP AN E-GOVERNMENT READINESS FRAMEWORK:** For a start an eGovernment Readiness Framework is recommended to serve as a ready set of parameters for which data would need to be collected. The Readiness Framework will equip eGovernment leadership with a useful tool to gauge the advancement of eGovernment in Sri Lanka.
- **UNDERTAKE DATA COLLECTION TO UPDATE E-GOVERNMENT READINESS FOR SRI LANKA:** Every year the eGovernment readiness index needs to be re-visited and the figures revised. Parts of the readiness framework will likely involve data collection through surveys among GoSL entities, businesses and communities besides policy makers. This must happen in two steps
 - Finalizing the list of parameters on which the readiness would be based in a particular year; and
 - Updating the values of the same every year through collection of data.
- **INCLUDE E-GOVERNMENT READINESS IN THE STATE OF E-GOVERNMENT REPORT:** To really gauge the progress of eGovernment development in the country, an annual report on “State of eGovernment in Sri Lanka” needs to be prepared to include an analysis of eGovernment interventions taken up, lessons learnt, impact of eGovernment on stakeholders, assessment of

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efficacy of initiatives, further interventions envisaged and any other parameters deemed relevant.

- CAPACITY BUILDING OF DATA COLLECTORS: The group of people entrusted with data collection through surveys must be enriched with functional expertise.
- WORK CLOSELY WITH THE CENTRAL STATISTICAL ORGANISATION FOR SRI LANKA: There must be group of research and analysis personnel who would be tasked with monitoring international and national eGovernment trends, indicator concepts and definitions and the production of the "State of the eGovernment Report". This group must take responsibility for all research and analysis activities and must actively liaise with the Central Statistical Organisation in Sri Lanka.

Programme Objectives

In line with the above description of this programme the following would be the main programme objectives:

- to equip policy makers with data to help formulate policies and strategies for eGovernment and ICT-led development;
- to undertake comprehensive analysis, documentation, dissemination of activities in eGovernment with a view to making available information to citizens and business entities;
- to accord due priority to eGovernment/ICT data collection, analysis and dissemination by undertaking comprehensive data collection exercises on an annual basis with coverage across all stakeholder groups;
- to arrive at a set of agreed objective indicators to measure preparedness for eGovernment, and to measure benefits expected to be derived from the same; and
- to arrive at a clear definition of roles and responsibilities in the sphere of eGovernment and ICT data collection and analysis.

Projects to be Taken Up

Table 40 brings out the list of projects, a brief description of the projects, and the expected outputs from them. Also included in the table are dependencies for the respective projects on outputs emerging from other interventions recommended in this strategy.

TABLE 40 DETAILS OF PROJECTS UNDER THE PROGRAMME "E"

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|---|--|--|---|
| E1 | Preparation of a Detailed Feasibility Report for the conceptualization, design, installation and operationalization of an eGovernment Observatory for Sri | As part of the design for the eGovernment observatory this exercise must result in at least the following: <ul style="list-style-type: none"> • an eGovernment Readiness Framework complete with the list of indicators and their mode of collection of | Detailed Feasibility Report including an eGovernment Readiness Framework | None but closely working with Programme "N" |

| Project Code | Project Name | Brief Description | Expected Outcome of the Project | Dependencies |
|--------------|--|---|---------------------------------|--|
| | Lanka. | data; <ul style="list-style-type: none"> • Repository of literature to be made available to stakeholders • design of the survey exercise • Training of data collectors for the survey • Clear allocation of roles and responsibilities for the exercise; and • Design of a portal (observatory) to disseminate results of this exercise | | |
| E2 | Implementation of Detailed Feasibility Report for conceptualization, design, installation and operationalization of eGovernment Observatory. | This exercise will imply the implementation of recommendation of the Detailed Feasibility Report of project "E1". Among other things, this includes <ul style="list-style-type: none"> • Adoption of the eGovernment Readiness Framework; • Data collection for the first year for which the framework would be deployed; • Capacity building of staff and working arrangements with the CSO; and • Installation and operationalization of the eGovernment Observatory. | GoSL eGovernment Observatory | E1, but closely working with Programme "N" |

Programme Governance Framework

A Programme Governance Committee will be constituted to oversee the implementation of this programme and its constituent projects. The Committee will be chaired by a representative from the ICTA, co-chaired by a representative from the Central Statistical Office in Sri Lanka and will

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have member representatives from other ministries (at least 5), and other appropriate members from the ICTA.

Monitoring and Evaluation of the Programme

The following parameters could be used to evaluate the progress of the implementation of the programme:

- Timely completion of activities in line with the Action Plan;
- Frequency with which meetings are held within the group and with the eGovernment Steering Committee;
- Frequency with which the eGovernment Readiness report findings are refreshed periodically;
- Recognition of the findings of the updated versions of the eGovernment Readiness among GoSL entities as an indicator of eGovernment advancement in the country;
- Number of GoSL clusters and entities and external agencies using the readiness data and findings for their own operations;
- Swiftness with which the eGovernment Observatory is installed;
- Degree to which the Observatory is taken as the most preferred point of reference for data related to eGovernment in particular and ICT in general for Sri Lanka;
- Degree of recognition of the eGovernment Observatory among other governments and other multi-lateral entities with whom continual interactions take place (see Programme R); and
- Extent to which the eGovernment Observatory is able to meet GoSL eGovernment and/or ICT data requirements.

Management Structures and Monitoring Arrangements for the Projects

Table 41 brings out the project management structures that will be deployed for managing the different projects under this programme.

TABLE 41 MANAGEMENT STRUCTURE AND MONITORING ARRANGEMENT FOR PROJECTS UNDER PROGRAMME "E"

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|--|--|---|
| E1 | Preparation of a Detailed Feasibility Report for the conceptualization, design, installation and operationalization of an eGovernment Observatory for Sri Lanka. | Project Management Group headed by a representative from the ICTA and such other members as ICTA decides including representatives from at least 5 other GoSL agencies covering more than 2 clusters | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise • Constitution of the Project Management Group • Timely completion of activities in line with the Action Plan; • Comprehensiveness of the coverage and depth of the Feasibility Report produced by the consultants for the Observatory; • Extent of involvement, inter-working and alignment with Central Statistical Office; • Performance of the project in terms of |

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|--|--|---|
| | | | <p>scope, cost, quality and time;</p> <ul style="list-style-type: none"> • Swiftness with which the Feasibility Report is accepted and adopted for implementation; • Extent of participation of the GoSL entities in consultation exercises for the Observatory, particularly the Readiness Report; • Extent of participation of communities/constituencies in consultation exercises for the Observatory, particularly the Readiness Report; • Extent of participation of businesses in consultation exercises for the Observatory, particularly the Readiness Report; • Extent of participation of academia in consultation exercises for the Observatory, particularly the Readiness Report; and • Growth in participation with time of each of these stakeholders for the Observatory, particularly the Readiness Report. |
| E2 | Implementation of Detailed Feasibility Report for conceptualization, design, installation and operationalization of eGovernment Observatory. | Project Management Group headed by a representative from the ICTA and such other members as ICTA decides including representatives from at least 5 other GoSL agencies covering more than 2 clusters | <ul style="list-style-type: none"> • Drafting of the Terms of Reference for the exercise; • Constitution of the Project Management Group; • Timely completion of activities in line with the Action Plan; • Performance of the project in terms of scope, cost, quality and time; • Regularity and Frequency with which surveys are undertaken and readiness results are refreshed; • Number of hits registered on the portal for the observatory; • Number of requests for eGovernment and/or ICT data made to the observatory from within the GoSL and outside it; • Number of copies of the Readiness |

| Project Code | Name of the Project | Project Management Structure | Project Monitoring Arrangements |
|--------------|---------------------|------------------------------|--|
| | | | <p>Report requested by stakeholders;</p> <ul style="list-style-type: none"> • Coverage of the eGovernment Observatory in international eGovernment literature; and • Growth in the number of requests for eGovernment/ICT research data being made from within and outside the GoSL, including from other countries of the region. |

5. Workplan for the Project

In line with the description above Figure 9 through Figure 20 provide the proposed workplan to be followed for the project.

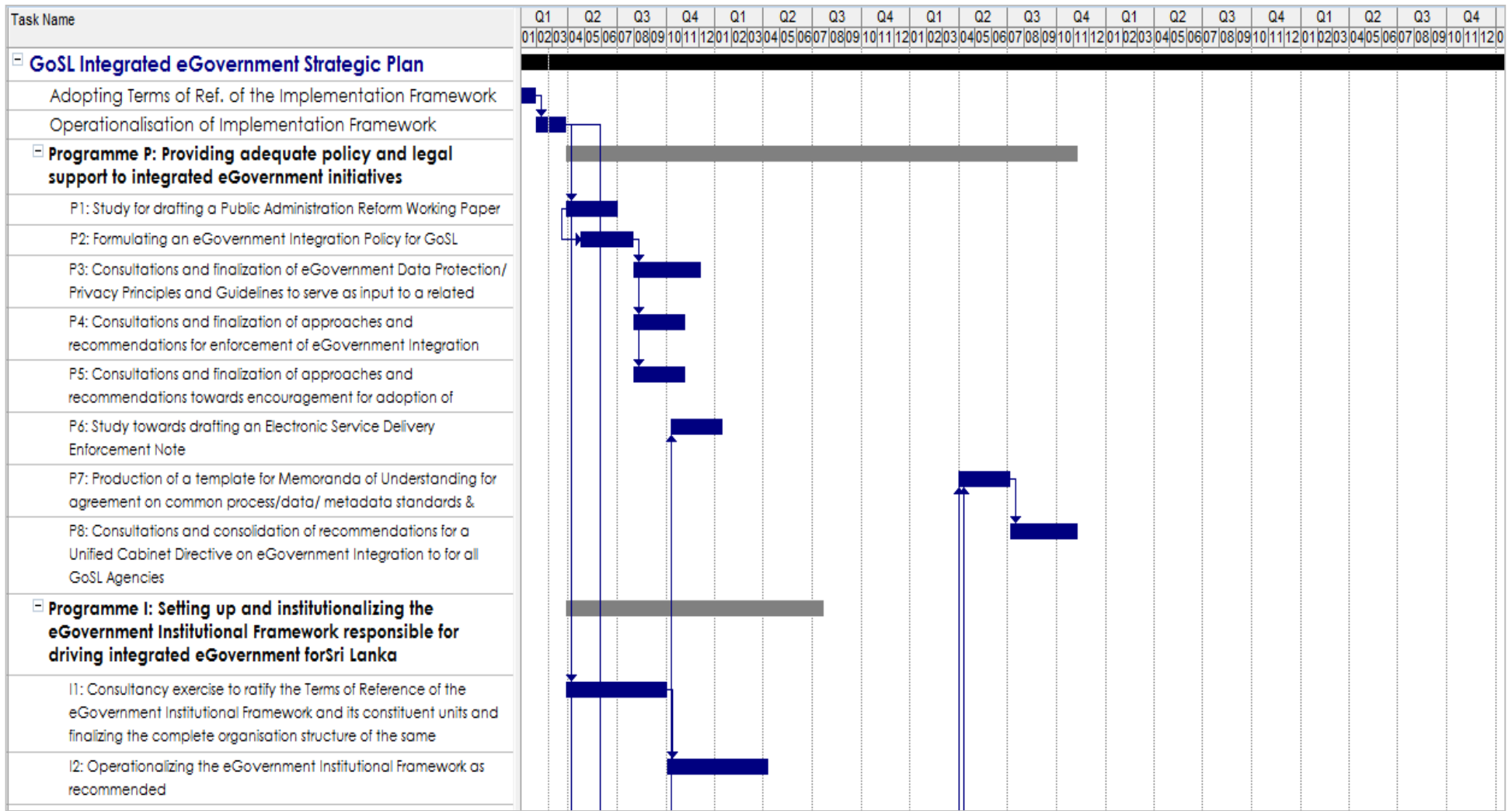


FIGURE 9 GoSL INTEGRATED E-GOVERNMENT STRATEGIC WORKPLAN (PART 1)

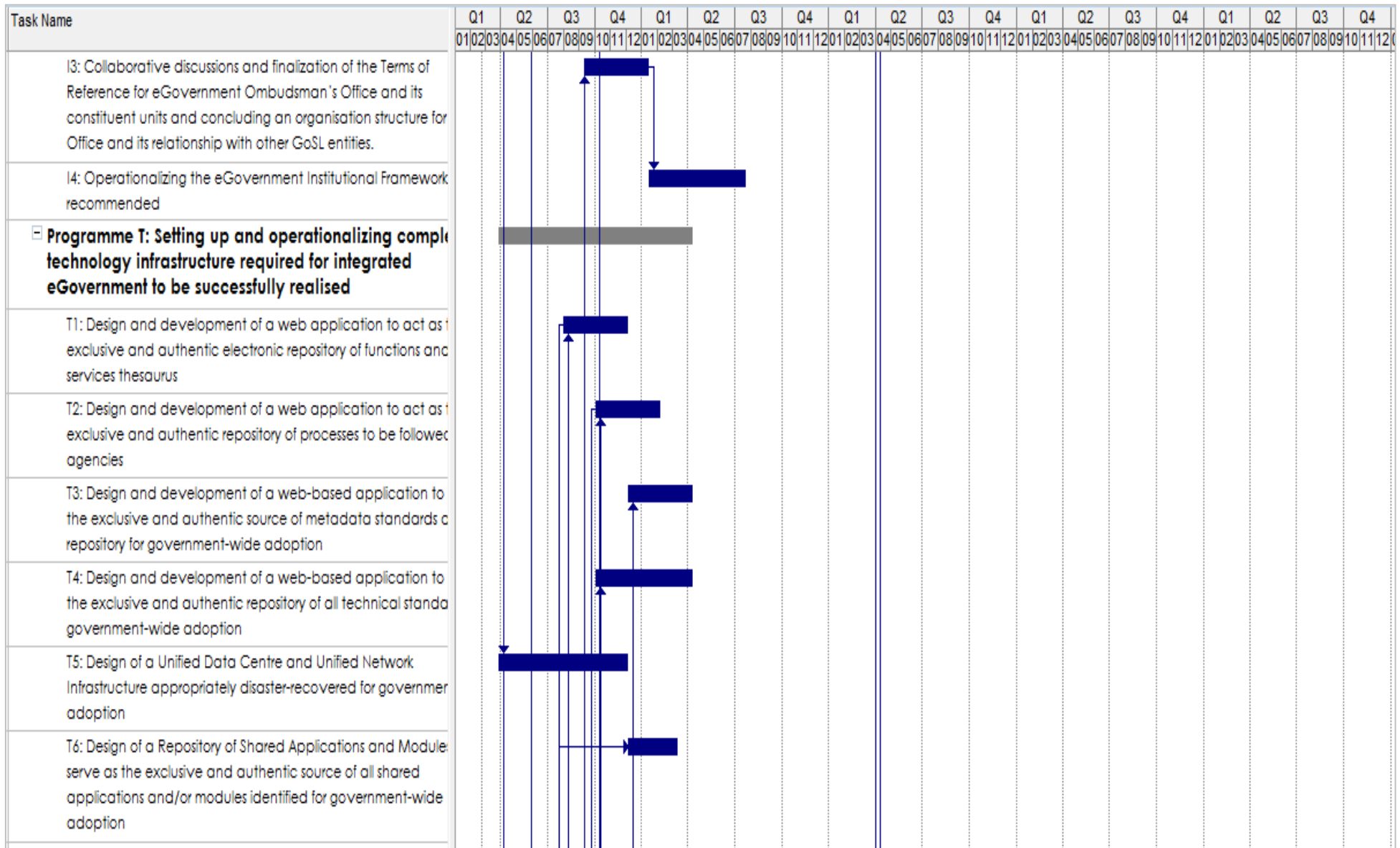


FIGURE 10 GOSL INTEGRATED E-GOVERNMENT STRATEGIC WORKPLAN (PART 2)

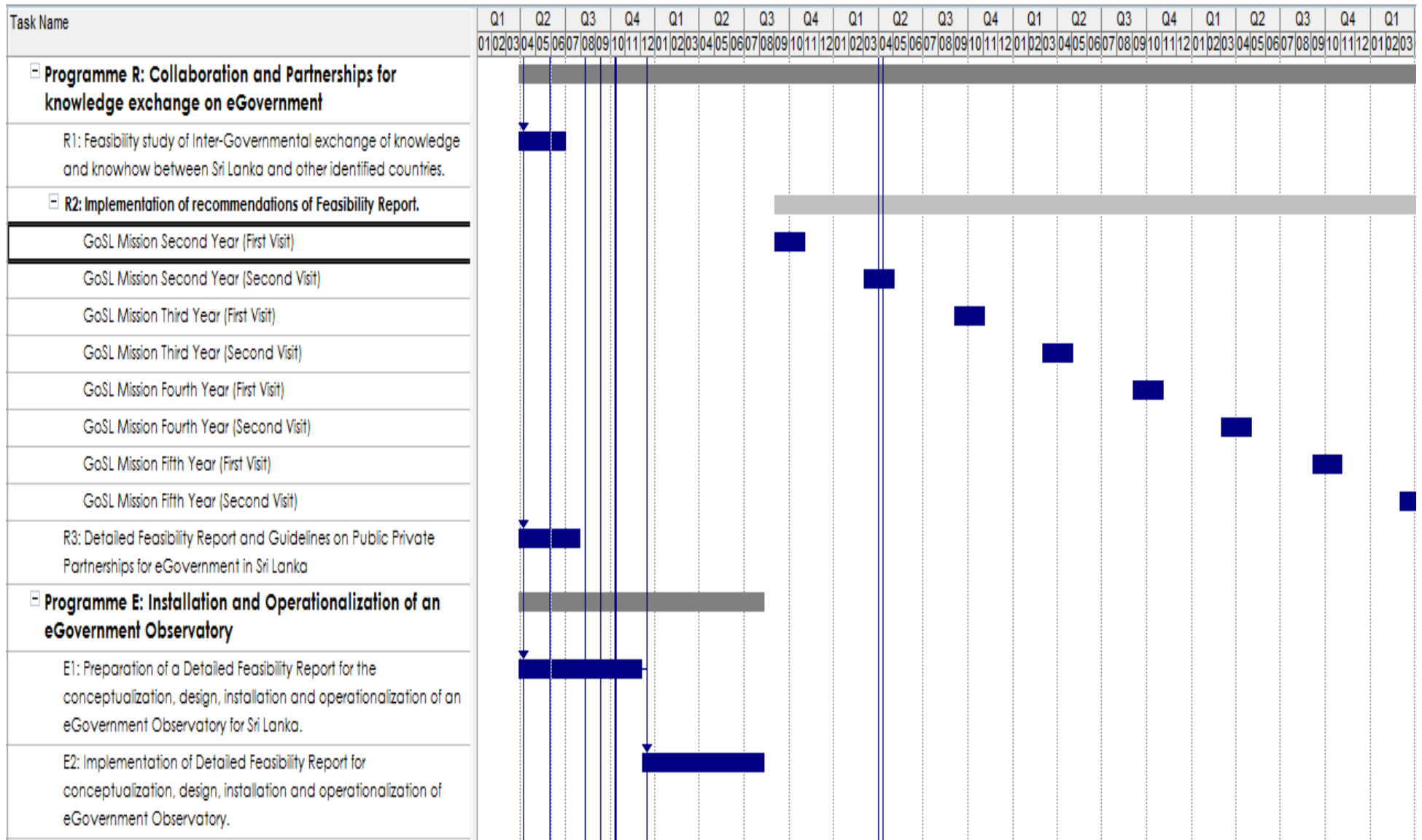


FIGURE 11 GOSL INTEGRATED E-GOVERNMENT STRATEGIC WORKPLAN (PART 3)

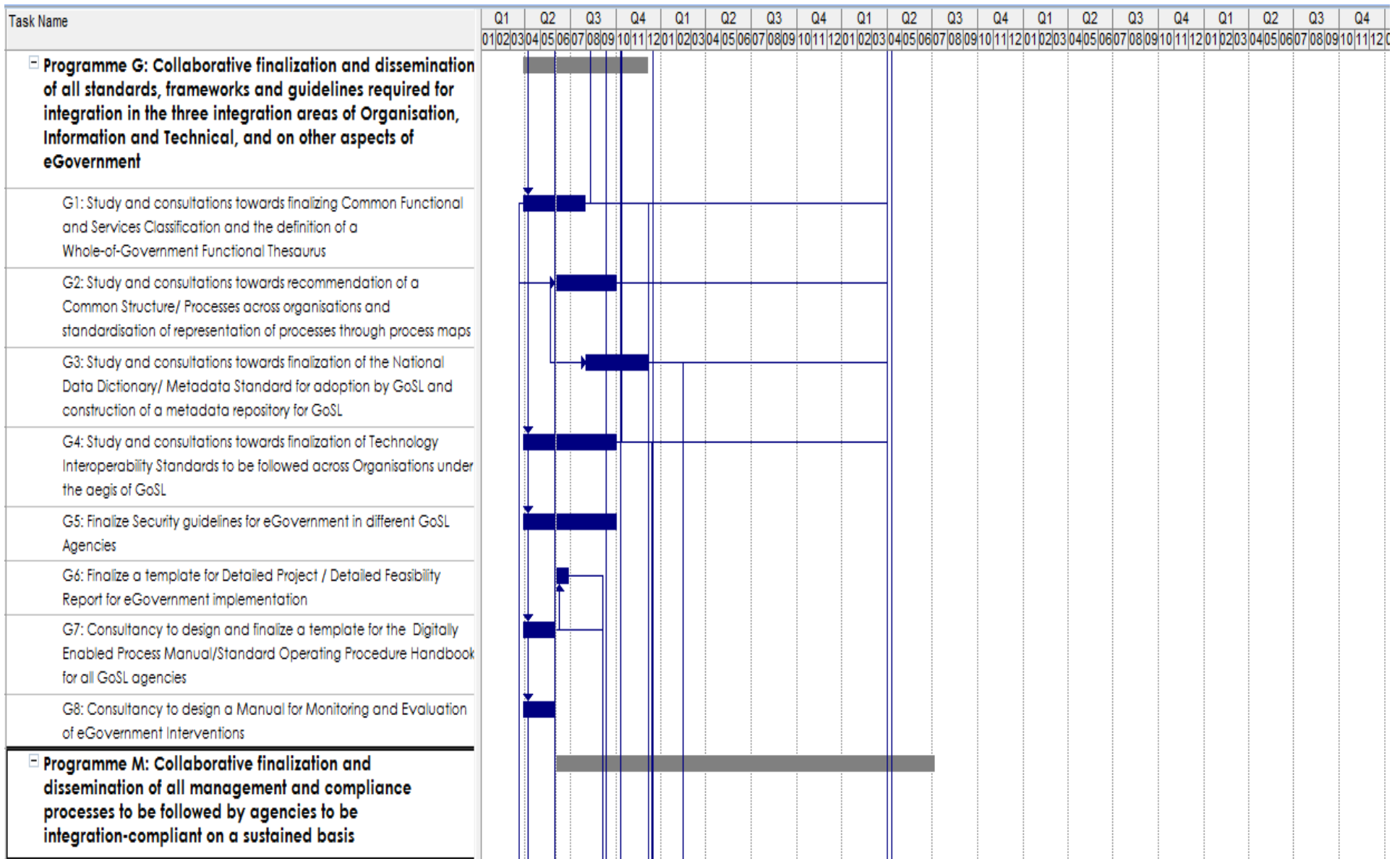


FIGURE 12 GOSL INTEGRATED E-GOVERNMENT STRATEGIC WORKPLAN (PART 4)

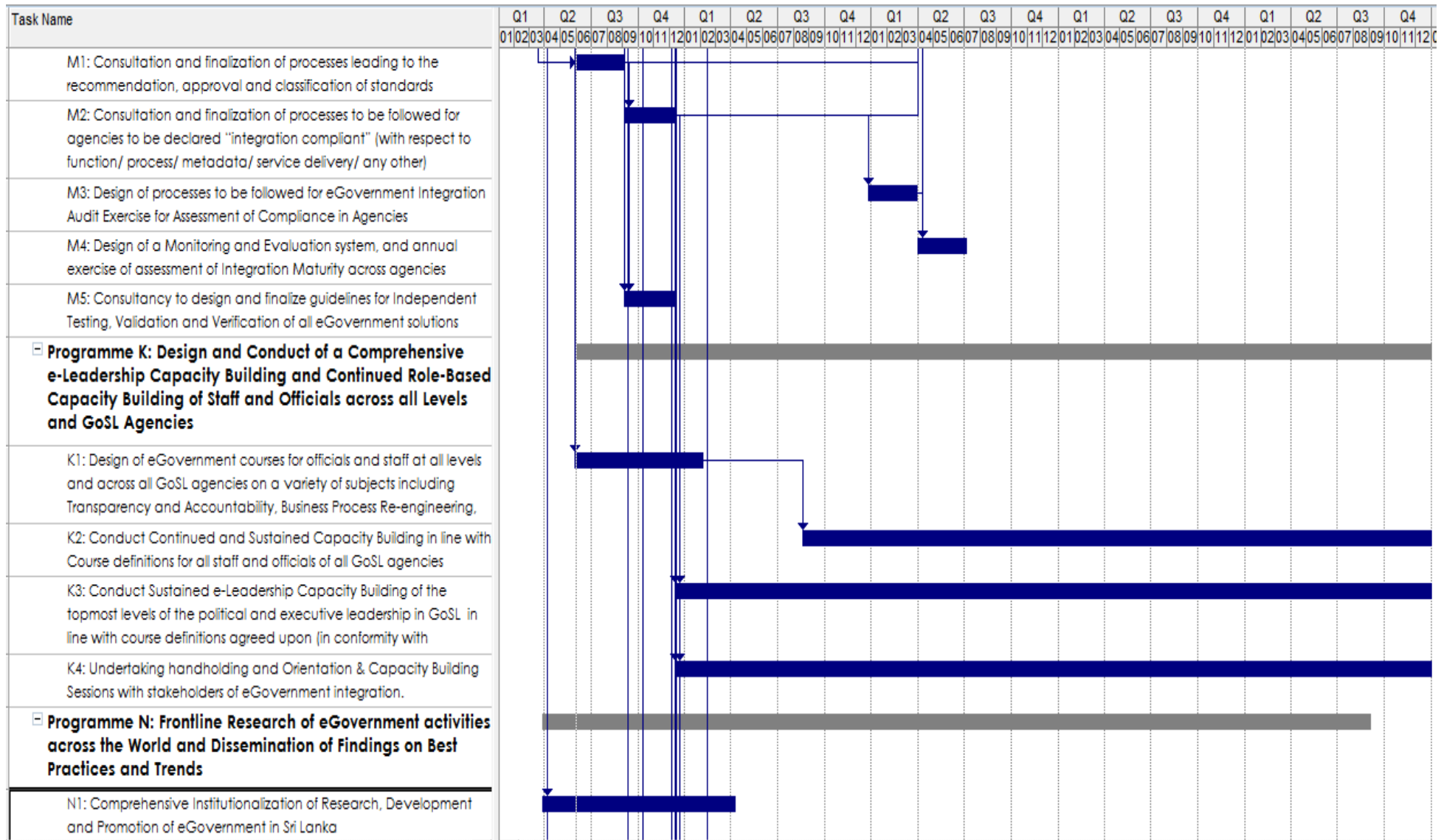


FIGURE 13 GOSL INTEGRATED E-GOVERNMENT STRATEGIC WORKPLAN (PART 5)

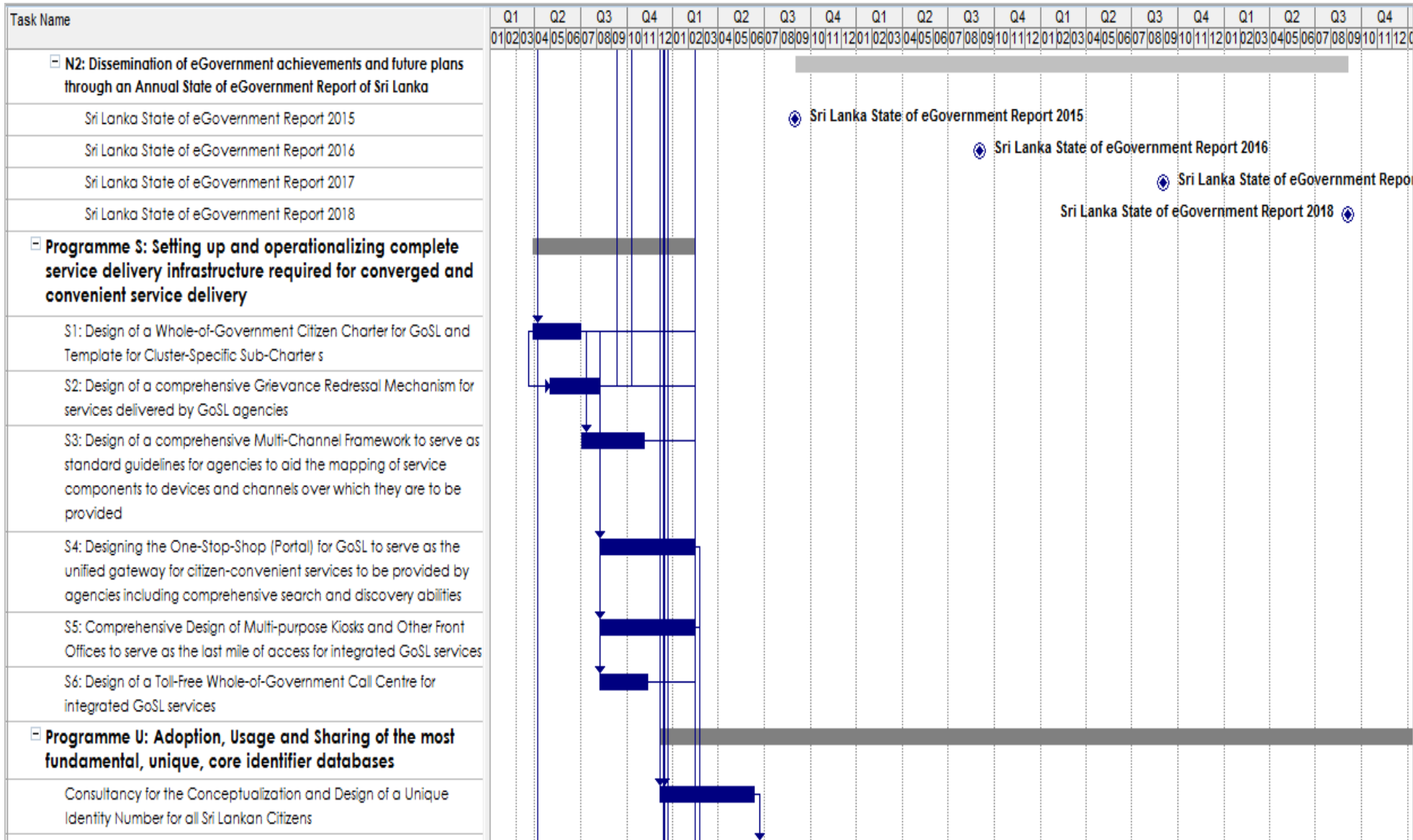


FIGURE 14 GOSL INTEGRATED E-GOVERNMENT STRATEGIC WORKPLAN (PART 6)

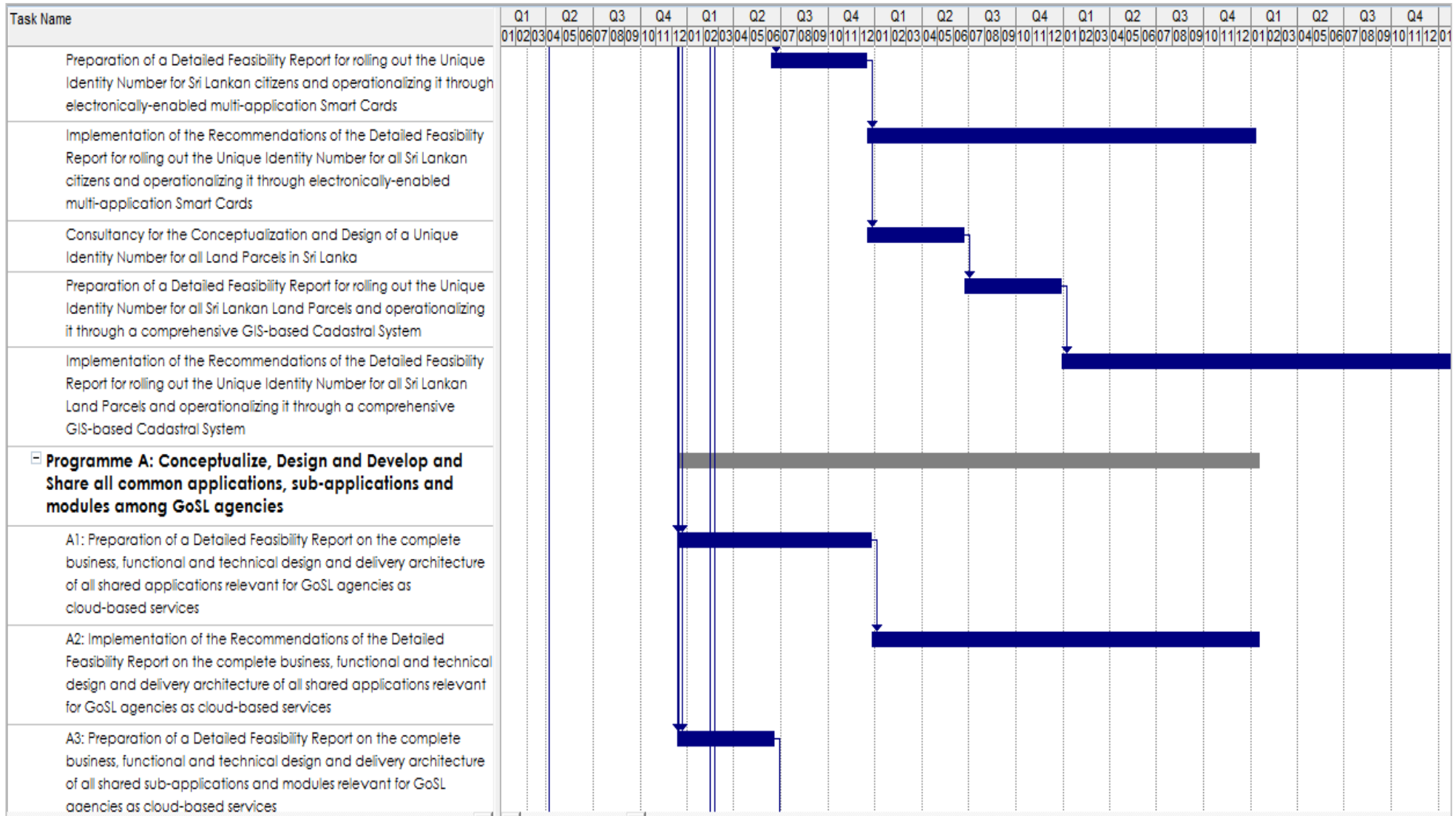


FIGURE 15 GOSL INTEGRATED E-GOVERNMENT STRATEGIC WORKPLAN (PART 7)

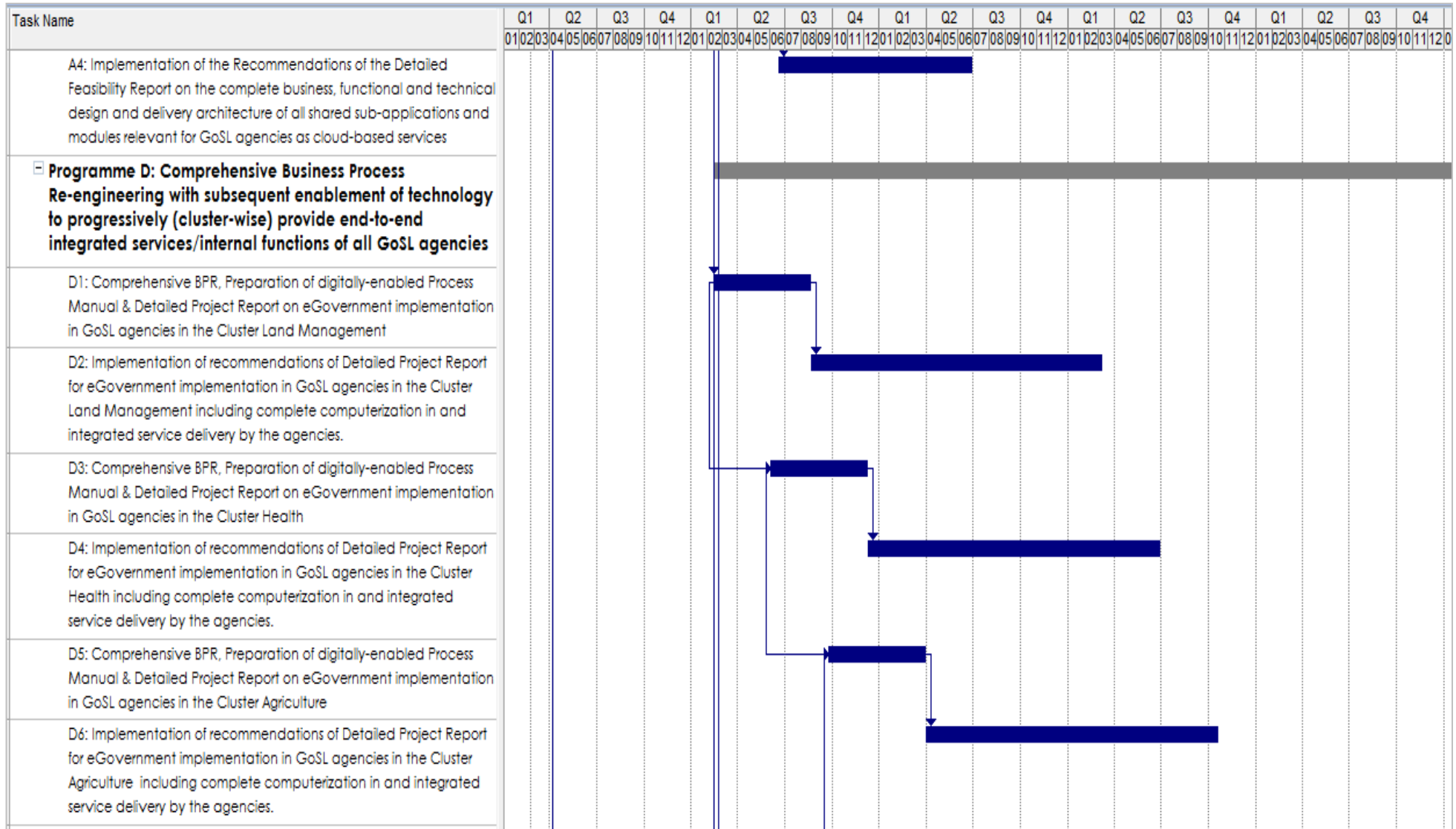


FIGURE 16 GOSL INTEGRATED E-GOVERNMENT STRATEGIC WORKPLAN (PART 8)

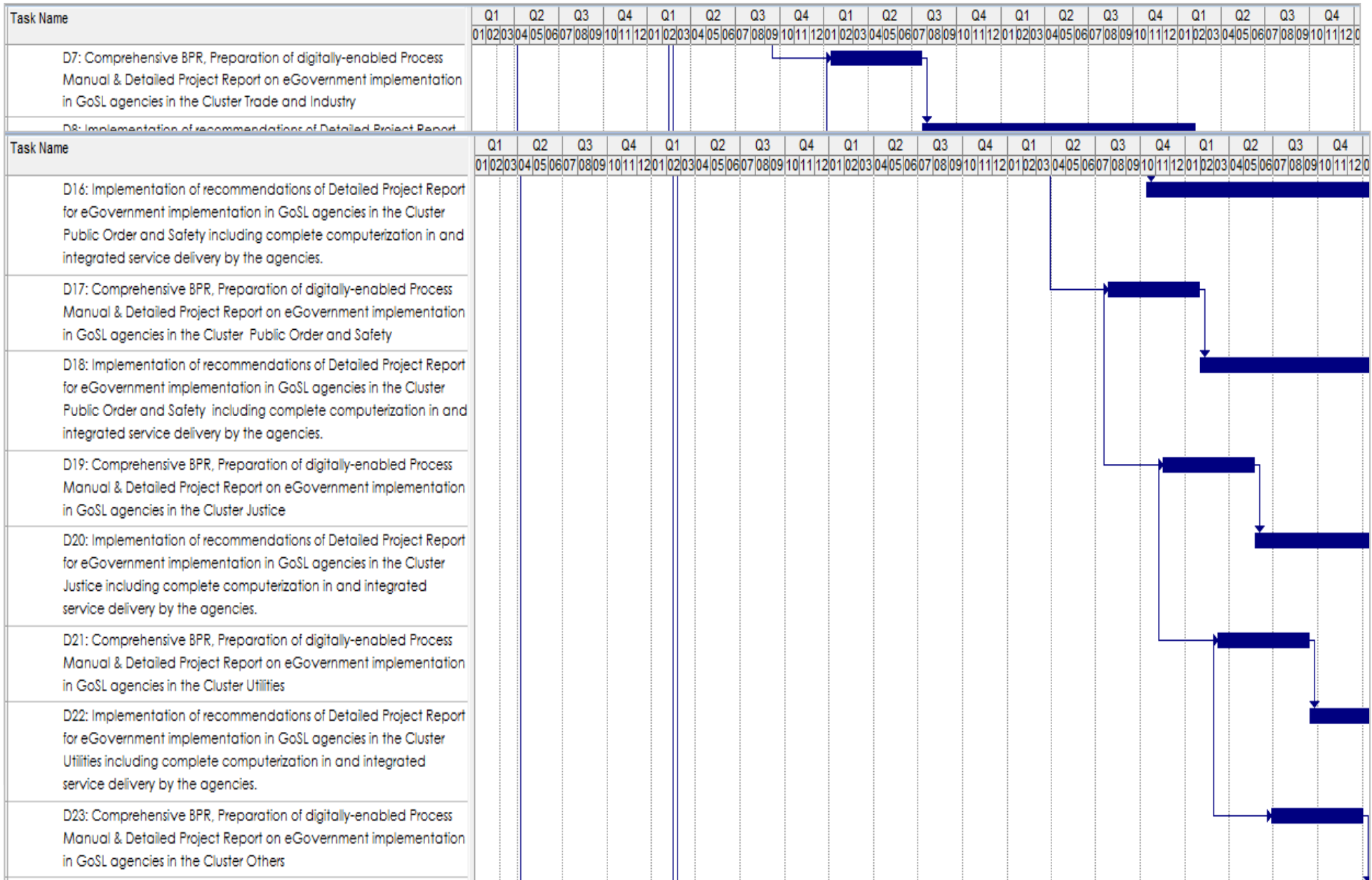


FIGURE 18 GOSL INTEGRATED E-GOVERNMENT STRATEGIC WORKPLAN (PART 10)

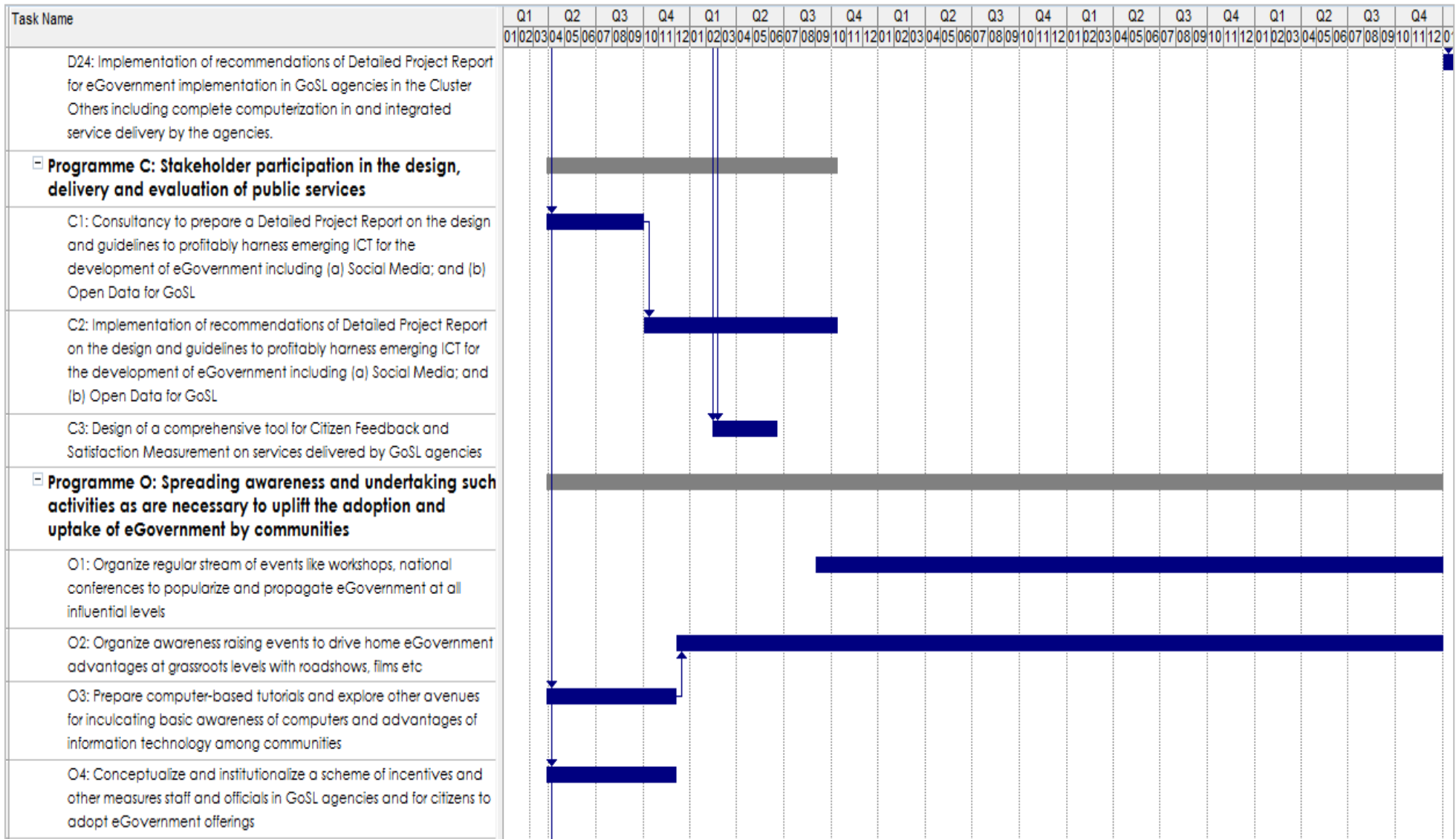


FIGURE 19 GOSL INTEGRATED E-GOVERNMENT STRATEGIC WORKPLAN (PART 11)

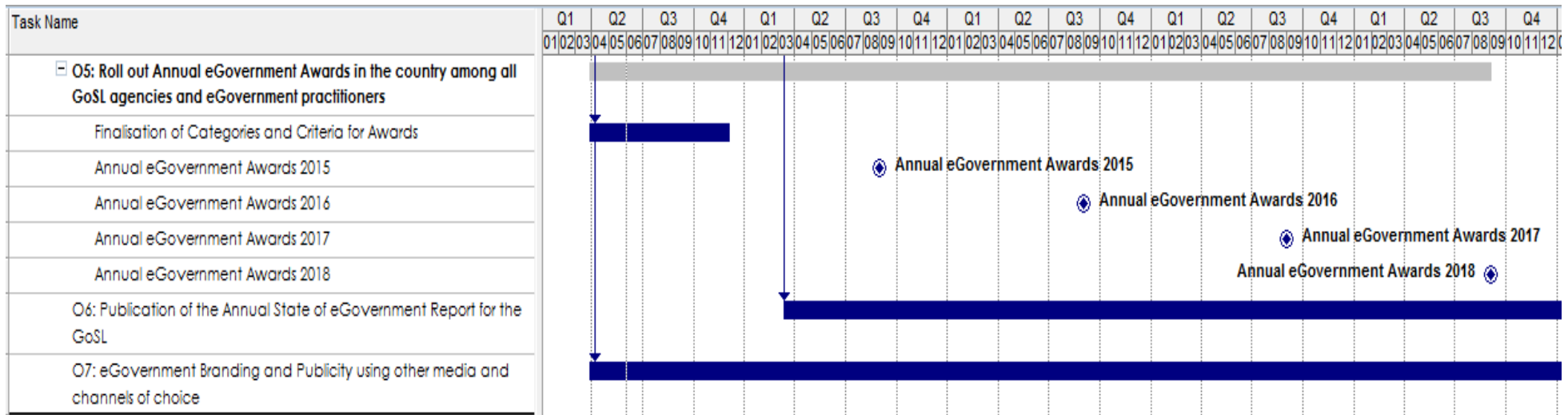


FIGURE 20 GOSL INTEGRATED E-GOVERNMENT STRATEGIC WORKPLAN (PART 12)

Part Four

Institutional Structure for Implementation
Critical Success Factors
Implementation Risks and Mitigation Measures

6. Institutional Structure for the Implementation of the Strategic Plan

The institutional framework for implementation will be effectively the vehicle to be used to implement eGovernment initiatives proposed in the strategy. This structure is important for the following reasons:

- The structure will ensure continued and consistent leadership, involvement and ownership of the initiatives that are planned and thus comfort implementers with a sense of continuity and commitment, be it from political or from the executive.
- The structure will also make for clear ownership and accountability structures by detailing unambiguous roles and responsibilities for participating entities, even as they enable collaboration among them.
- A well-defined frameworks will house competency-based units and thereby ensure that the appropriate and compatible skill sets are deployed for the initiatives from within existing resources, while, at the same time providing adequate room for induction from outside.
- The institutional structure will also have built into it the requisite monitoring and evaluating mechanisms which define terms under which a review of initiatives would be taken up and thus facilitate regular stock-taking of the progress achieved during implementation.

Figure 21 gives a complete snapshot of the institutional structure recommended. Essentially, a four-tier set up has been recommended as also shown, for better illustration, in Figure 22.



FIGURE 21 FOUR-TIERED STRUCTURE FOR IMPLEMENTATION

Whereas key decision making has been left for the top two layers, the bottom three are operationally responsible for all activities to be undertaken as part of the eGovernment Strategy.

Learnings from the assessment exercise and elsewhere have required the consultant to consider the following while recommending the institutional structure:

A. EXTRA TEETH BY INVOLVING THE PRESIDENTIAL SECRETARIAT AT KEY REPORTING LEVELS WITHOUT NECESSARILY INSULATING PROGRAMME HEADS FROM THAT OFFICE

The assessment phase, as indeed other reports available in the public domain, of the assignment has indicated that authorizing and governance mechanisms are required for centrally driven eGovernment initiatives to be successful. Recommendations to address this shortcoming have been made in the strategy. However, pending the actualization of those initiatives and required authorization to come into force, the institutional structure recommends a High-Level Inter-Ministerial Committee headed by the Presidential Secretariat's Office to assume the topmost level of decision-making in the implementation process. At the same time, programme heads have not been insulated from this level since interaction between Programme Heads and the Presidential Secretariat's Office has been recommended to be a half-yearly feature. This will add as an extra motivation for Programme Heads to success in their endeavours.

B. FIREWALLING THE TECHNICAL OPERATIONAL LEVELS FROM DECISION MAKING

Although the Office of the Presidential Secretariat is involved at the topmost decision making layer, the technical operations component of the institutional structure has been insulated from that Office by not requiring day-to-day operations to go to the Presidential Secretariat's Office for approval. Approval, when required for routine administrative matters could be had from the ICTA CEO himself in accordance with the latter's powers.

C. LAYING DOWN CLEAR ROLES AND RESPONSIBILITIES BUT PROVIDING ADEQUATE FLEXIBILITY

The institutional structure unambiguously details clear roles and responsibilities to entities and individuals involved thus providing them with both clarity and accountability for actions they would need to take. At the same time, within the overall responsibility that accrues to them adequate flexibility has been provided to them. For example, the constitution of the Programme Governance Committee and the Project Management Groups has both been left to the respective individuals heading the groups.

D. MONITORING THE IMPLEMENTATION PROCESS THROUGH PERIODICAL STATUS REPORTS

To guard against a lukewarm implementation and results not being known till late in the implementation schedule, timely monitoring has been made a mandatory feature of the implementation process with status reports required to be submitted at every level (see later).

E. DAY TO DAY FOLLOW UP WITH AN EXCLUSIVE SECRETARIAT

To enable a day-to-day follow up from the eGovernment Strategy Steering Committee which will have the key role of anchoring the implementation process a Secretariat has been attached to that office. The Secretariat will fulfill this requirement of maintaining a close watch on the implementation process and will have direct window to the Chairperson of the Steering Committee to apprise him/her of developments as they unfold.

F. INVOLVING MULTIPLE MINISTRIES WITHOUT NECESSARILY GIVING IT A MINISTERIAL ORIENTATION

The eGovernment Strategy implementation has to be and must appear to be neutral to all ministries and must be governed by objective processes of decision making. In order for this to happen the committee at the apex level of this institutional structure has been structured to involve multiple ministries (if feasible, by rotation, while retaining key ministries like Finance) so that no particular ministry feels excluded from the decision making process. Besides, the Steering Committee also has room for the involvement of multiple ministries' representatives.

Summarizing, therefore, for the operational layer, the following are three kinds of bodies recommended:

1. The GoSL eGovernment Strategy Steering Committee headed by the GCIO (or upon a written delegation by the Director, Re-engineering Programme of the ICTA) to be responsible for and empowered with taking all key technical and operational decisions for the eGovernment Strategy exercise (also see Terms of Reference later);
2. The Programme Governance Committee, responsible for the different programmes and headed in accordance with the content of the programme; and
3. Project Management Groups to be responsible for all projects and headed respectively in line with competencies required.

6.1 Terms of Reference of Entities in the Institutional Structure for Implementation of the Government Strategy

The following represents indicative Terms of Reference for some of the key entities that constitute the institutional structure for implementation.

6.1.1 Terms of Reference for the High Level Inter-Ministerial Committee on eGovernment Strategy (eGIMC)

The constitution of the Inter-Ministerial Committee for the eGovernment Strategy (eGIMC) shall formally trigger the commencement of the implementation of eGovernment Strategy. Through a group of meetings the eGIMC must formally adopt a Terms of Reference for itself in its role of rendering advising, overseeing, monitoring and related functions for the plan. The eGIMC must also decide upon a quorum (a minimum representation of its members) in any meeting where key decisions are taken.

An indicative Terms of Reference for the body is as follows.

1. Constitution of the eGovernment Integration Steering Committee

One of the first things that the eGIMC shall do is to constitute and set up the eGovernment Strategy Steering Committee (eGSSC). This shall be done in consultation with the head of the eGSSC.

2. Approving and Communicating the Annual Budgetary Requirements

Upon receiving communication from the eGSSC on the annual budgetary requirements for each year, the eGIMC would, in consultation with other members of the eGIMC, formally

approve the annual budgetary requirement of the implementation of the eGovernment Strategy, subject to appropriate changes it feels necessary. The said budget would include a programme-wise budgetary allocation. The approval, therefore, would imply an approval for the programme-wise budgets. At the level of the eGSSC, programme-wise budgets would be fixed and any diversion from one programme to another would require the approval of the eGIMC.

In the same vein, in principle, and wherever required, for all matters the technical sanction (approval) would be forthcoming from the eGIMC while the administrative sanctions (approvals) would come from within the ICTA, using current processes in operation in ICTA.

3. State of eGovernment Report

While the eGSSC would also be the sole authority to formally endorse all deliverables of the eGovernment Strategy, the "State of eGovernment Report" would be launched into public domain every year by the Presidential Secretariat.

4. Monitoring the implementation Process

The head of the eGSSC would closely interact with the head of the eGIMC to apprise him (her) of the progress of implementation or on anything else (s)he feels fit. Formally, every six months the eGIMC would organize a Status Workshop to assess the progress of implementation wherein all Programme Heads will individually need to appraise the eGIMC of the progress of implementation in their respective spheres. The head of the eGSSC will summarize for the entire eGovernment Strategy in such a meeting.

6.1.2 Terms of Reference for the GoSL eGovernment Strategy Steering Committee (eGSSC)

The eGovernment Strategy Steering Committee (eGSSC) will be the single body at the operational level that would be responsible for and would be authorized with driving, promoting, developing, advising, governing and monitoring the implementation of the eGovernment Strategy.

Key functions the eGSSC would render are as follows.

1. Rolling out the eGovernment Strategy

The eGSSC would collaboratively adopt its own Terms of Reference, and set up Programme Governance Committees (PGCs) for implementation and monitoring of individual programmes. The eGSSC would also roll out a General Terms of Reference for monitoring of individual programmes which shall be adopted by the Programme Governance Committees (PGCs).

The eGSSC would collaboratively agree upon the timelines adopted and indicators with associated targets agreed upon by the PGCs for their respective programmes. For this purpose the PGCs would submit their individual action plans, along with indicators and targets at least two weeks in advance of eGSSC's meeting for the purpose. This process

would take place at the beginning of every year of the implementation, except the first year, for which the Workplan delivered as part of this assignment would suffice.

2. Monitoring the eGovernment Strategy

The eGSSC would convene a meeting of its members on at least a monthly basis to formally take stock of progress of the programmes whose implementation is underway. This process would be facilitated by implementation reports for the 15 programmes sent by respective PGCs at least a week in advance of the meeting of the eGSSC. The implementation reports must carry, at a minimum, the following information:

- list of projects underway;
- progress on the projects as measured by
 - adherence to timelines as adopted by the PGCs;
 - self-evaluation of the projects by the PGCs in terms of indicators that were set out to measure the implementation progress;
- reasons for slippage of time, if any;
- measures proposed by the PGCs to address the slippage;
- ways in which indicators were measured or are proposed to be measured;
- progress in terms of meeting targets associated with indicators;
- reasons the PGCs feel are responsible for any shortfall in meeting targets associated with indicators;
- measures proposed by the PGCs to bring about better performance on the indicators, if the targets associated with the indicators have not been met; and
- any other observations which the PGCs feel is important to highlight to the eGSSC.

The eGSSC would take on board suggestions of the PGCs and evaluate the efficacy of the measures being proposed. Should the Committee think appropriate it would suggest changes in the PGCs' approach.

The eGSSC would also evaluate repercussions of any under-achievement in a programme (in terms of time, or otherwise) on any of the other programmes. Should it detect any such fallout, it would communicate the same to the affected programme's PGC and ask for concomitant changes to be introduced in the PGC's plans.

3. Endorsing and Communicating the Annual Budgetary Requirements

The eGSSC would also endorse and communicate budgetary requirements every year. This process would be facilitated by Annual Budgetary Requirement Reports for the 15 programmes sent by respective PGCs at least a month in advance of the meeting of the eGSSC in which this would be taken up.

4. Risk Mitigation

The eGSSC would also need to take stock of any emerging risks and such other imminent possibilities that it thinks would significantly affect the smooth running of the eGovernment Strategy. The eGSSC, while addressing this issue would also come out with mitigation strategies to tackle such risks and highlight them to the eGIMC.

5. Inclusion/Exclusion/Amendment for the Projects

The eGSSC would also need to deliberate on (a) the inclusion of any new project in any programme which it thinks has become important and therefore needs to be included, or (b) the deletion of any project which it thinks is no longer required or is no more feasible to implement, or (c) changing the contours of the project by taking into account any finding that was not known at the time the project was conceived. In all of these cases, the requisite changes would be made by the Committee/Taskforce in charge of overseeing the programme itself. Also, in all of these cases the eGSSC would fully take into account changes on account of inter-linkages between the different programmes.

6. eGovernment Strategy Representation and Approval of Deliverables

On representation aspects for the eGovernment Strategy, be it to stakeholders in Sri Lanka or to audiences abroad, the head of the eGSSC, in consultation with eGIMC, be the sole authority as he would have the complete knowledge, technical or otherwise, to do the same.

The eGSSC would also be the sole authority to formally endorse all deliverables of the eGovernment Strategy that are for public circulation or otherwise. However, as mentioned above, the "State of eGovernment Report" would be launched into public domain every year by the Presidential Secretariat.

7. Any Other Matter

The eGSSC would take on board for deliberation and decision-making any other matter highlighted by the PGCs that demand its intervention. Conversely, the eGSSC would take into consideration all matters over and above the ones referred to above that it collectively decides to take up.

6.1.3 Terms of Reference of the Secretariat to the eGovernment Strategy Steering Committee

The eGSSC may not be in a position to undertake the ground work required for the set of activities to be taken up. It is proposed, that, a 1-2 member Secretariat be also constituted who would do the necessary follow-up and coordination required to be undertaken for the purpose.

Brief Terms of Reference for the Secretariat is as follows

- The Secretariat to the eGSSC will be the single-body responsible for undertaking follow-up measures required upon decisions taken by the eGSSC as well as the eGIMC, unless otherwise required and communicated by the eGIMC/eGSSC itself.
- The Secretariat shall maintain written record of all minutes and deliberations at the eGSSC meetings for the eGovernment Strategy, and will be facilitated by an authorized email identification to help elicit and receive information on matters related.
- The Secretariat shall function as an always-available interface between the PGCs and the eGSSC.
- The Secretariat will ensure that all implementation and budgetary requirement reports are obtained from PGCs requisite days in advance of the eGSSC's meeting. Should any delays arise the Secretariat will accordingly schedule the meeting so as to give members of eGSSC adequate time required to go through the PGCs' deliverables.

- The Secretariat will send out the formal invitation for the meeting of the eGSSC at least seven days in advance after due consultation with the members on their availability.
- The Secretariat will collate all individual reports coming in from PGCs into a single document and highlight, where appropriate, action areas that demand attention from the eGSSC during its meeting. In such highlighting it will either use its own discretion, or work on general guidelines from the eGSSC or be informed by the PGCs.
- The Secretariat will also ensure that all logistical arrangements are in place for the eGSSC meeting to run smoothly without interruption.
- For the Annual Budget Reports sent in from the PGCs, the Secretariat will collate and highlight areas that represent deviation from what was originally planned in order to expedite proceedings during the eGSSC's meetings.
- Working under the eGSSC's directions, the Secretariat will also undertake the required coordination efforts between the different PGCs and between members of the eGSSC itself.
- The Secretariat will also undertake such other responsibilities which the eGSSC thinks are required and are of secretarial nature to facilitate smooth implementation of the eGIS.

6.1.4 Terms of Reference for the Programme Governance Committees (PGCs)

The constitution of the Programme Governance Committees (PGCs) by the eGSSC for the implementation of the individual programmes shall formally trigger the commencement of the programme. The PGC will also adopt the Terms of Reference as laid out by the eGSSC. The PGC will be the single body responsible for executing, monitoring and evaluating its programme.

Key functions the PGC would render are as follows:

1. Rolling out the Programme

The PGC would collaboratively decide on timelines to be adopted, and the indicators with targets to be associated with the implementation of its programme. This process would take place at the commencement of every project that falls under the programme and at such other times that the PGC feels necessary. The PGC would convene a meeting for taking stock of the programme on a fortnightly basis.

2. Monitoring the Programme

The PGC would collaboratively prepare and submit to the eGSSC Monthly Implementation Reports for its programme. The implementation reports must carry, at a minimum, the following information:

- list of projects underway;
- progress on the projects as measured by adherence to timelines as adopted by the PGC;
- self-evaluation of the projects in terms of indicators that were set out to measure the implementation progress;
- reasons for slippage of time, if any;
- measures proposed by the PGC to address the slippage;
- ways in which indicators were measured or are proposed to be measured;
- progress in terms of meeting targets associated with indicators;
- reasons the PGC feels are responsible for any shortfall in meeting targets associated with indicators;

- measures proposed by the PGC to bring about better performance on the indicators, if the targets associated with the indicators have not been met; and
- any other matter which the PGCs consider important to highlight.

3. Endorsing and Communicating the Annual Budgetary Requirements

The PGC will ensure to have ready for submission the Annual Budgetary Requirement for the coming year at least a month in advance of the deadline or any other date that is communicated by the eGSSC.

4. Risk Mitigation

The PGC would also need to take stock of any emerging risks and such other imminent possibilities that it thinks would significantly affect the smooth running of the programme. The PGC, while addressing this issue would also suggest mitigation strategies to tackle such risks. Such risks should be included in its Monthly Implementation Report submissions to the eGSSC.

5. Inclusion/Exclusion/Amendment for the Projects

The PGC would also need to advance suggestions on (a) the inclusion of any new project in any programme which it thinks has become important and therefore needs to be included, or (b) the deletion of any project which it thinks is no longer required or is no more feasible to implement, or (c) changing the contours of the project by taking into account any finding that was not known at the time the project was conceived. Again, such suggestions should be included in its Monthly Implementation Report submissions to the eGSSC.

6. Any Other Matter

The PGC would also have within its scope any other matter highlighted by the eGSSC that the latter feels is required to be taken up.

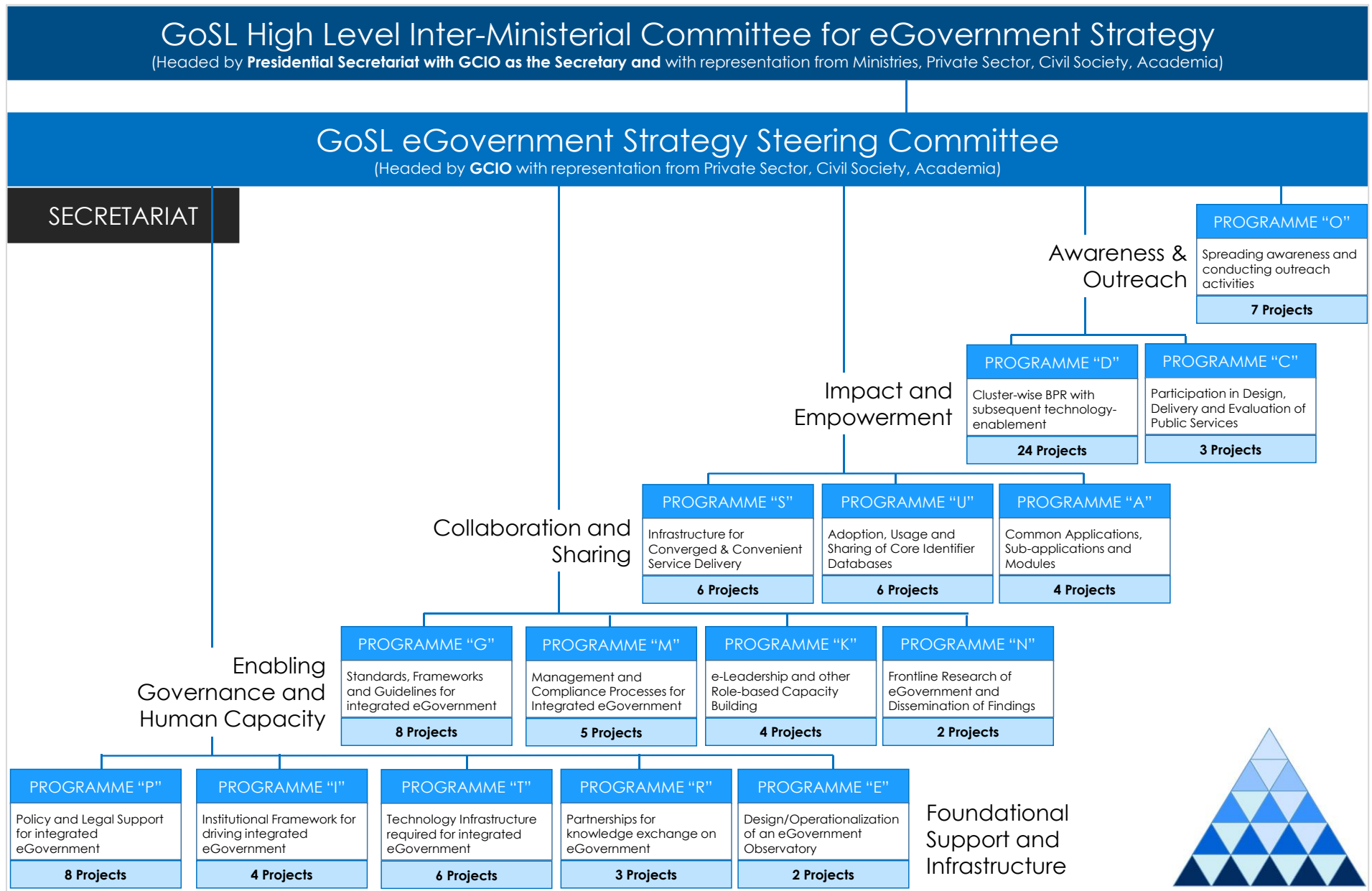


FIGURE 22 COMPLETE INSTITUTIONAL STRUCTURE FOR IMPLEMENTATION

7. Critical Success Factors and Implementation Risks

7.1 Critical Success Factors

The following are identified as some of the key Critical Success Factors that would influence the implementation of this strategy:

1. Coming on Board of all stakeholders (particularly GoSL agencies)
Being a national level strategic plan the ambit of the plan covers all agencies of the GoSL. Should the involvement be less than envisaged the benefits emanating out of this exercise will be less than expected. This may even set an unwelcome precedent. It is necessary, therefore, to have the involvement of all agencies of the GoSL in this exercise in a win-win spirit.
2. Continued Budgetary Support
Since the implementation plans spans across five years it is important that there be sustained commitment and budgetary support required for the Action Plan all through its course. In fact, across agencies, there must be continued political and executive commitment which is a pre-requisite for a successful implementation of this plan.
3. Consistent and Continued Commitment
It is recommended that preferably the set of people who were associated with the planning be retained in key roles for its implementation. Being really a comprehensive exercise, a change in the team composition during its implementation may just mean that the finer nuances painstakingly conceptualized during the planning phase may just get lost during its implementation.
4. Proper selection/ recruitment of individuals
The eGovernment Institutional Framework will be a newly constituted unit formed as a result of recommendations. Care must be taken while selecting individuals who take up these roles since they play a very central role in the overall implementation of the plan
5. Expectation Management
Concerted measures are required for managing expectation of the eGovernment Plan from stakeholders in all quarters. There is a need to convey that the plan is not really a panacea or that it would deliver results overnight and that this essentially will deliver the best results only in the long term.
6. Due Representation to all Groups

While committees, taskforces and other institutional structures have been formed at different levels (for example, the project and programme levels) and owners have been assigned for the different projects identified to be taken up, team composition has been deliberately kept open. However, every effort needs to be made to rope in as many stakeholder groups of interest as is possible without causing undue delay in the implementation.

7.2 Implementation Risks and their Mitigation Measures

The following risks are felt pertinent at this stage to analyse

- Lack of Consistent and Continued political and executive support
- Non-availability of funds
- Expecting results too soon
- Partial implementation
- Delay in implementation
- Going by the book
- Inadequate collaboration between stakeholders
- Change at the helm of affairs
- Irregular monitoring

Table 42 presents each of these risks and analyses possible mitigation measures for each of them.

TABLE 42 IMPLEMENTATION RISKS AND MITIGATION MEASURES

| Risk | Description | Impact, if risks materialize | Mitigation Measure(s) |
|--|---|--|---|
| Lack of Consistent and Continued political and executive support | Both political and executive support is important here, since even as the former lends direction, the latter is the part that would ensure execution as envisaged. Also, it is important that the support not just be | Implementation will suffer, on account of the following reasons <ul style="list-style-type: none"> • If political leadership is not matched by executive commitment, the implementation will languish as actual achievements will fall short of requirements of strategic directions; • On the other hand, if excellence in execution is not | Mitigation measures considered during the formulation of the plan include, inter alia, the following. <ul style="list-style-type: none"> • The process of assessment and analysis has involved and taken into consideration views from all stakeholders who participated in the planning process, thus ensuring that not only are their views taken on board but also that they have a role and hence sense of ownership for the plan itself. • Further initiatives during the plan implementation must keep these considerations |

| Risk | Description | Impact, if risks materialize | Mitigation Measure(s) |
|---------------------------|--|---|---|
| | consistent with strategies that constitute the plan but also be continued without any major lapses. | supported by political leadership's support, many activities may get delayed beyond the executive's control, thus cutting into their envisaged benefits. | paramount to minimise impact of this risk. |
| Non-availability of funds | Measures recommended as part of the plan must be supported with a continued supply of adequate funding as required | Inadequate availability of funds would have the following impact <ul style="list-style-type: none"> • Being not in a position to implement everything, the decision makers would then choose between different projects and programmes. The holistic focus of the plan would then be impaired. • Stakeholders who are not involved would lose interest. • There is a chance of interdependencies not being considered completely while picking and choosing from among projects and programmes. • Many activities where a | The formulation of strategies and programmes has taken up mitigation measures to address this risk in the following ways. <ul style="list-style-type: none"> • Making programmes as loosely coupled as possible ensures that partial implementation risks are minimized. • Sequencing within a programme among the projects ensures that the ones accorded highest priority are taken up on board first to deliver quick results. • This action plan itself takes into account pre-requisites for the implementation of the projects. • It is also recommended that wherever a planning exercise is recommended to be taken up, it is actually done so. The pruning of the costs could be done through (a) calling individual consultants rather than consultancy firms, where individual consultants would be able to extend necessary expertise, and (b) undertaking a comprehensive internal |

| Risk | Description | Impact, if risks materialize | Mitigation Measure(s) |
|-----------------------------------|--|---|--|
| | | <p>comprehensive planning is required either done internally or through external consultancies, would head immaturely into the implementation without the support of the planning.</p> | <p>planning exercise in lieu of external consultants.</p> <ul style="list-style-type: none"> • During the implementation of the plan, the above need to be borne in mind. |
| <p>Expecting results too soon</p> | <p>There is a chance that in the over-eagerness to implement the plan, too much is attempted to be delivered and too soon without considering how realistic that would be.</p> | <p>The implementation may turn out to be unplanned and ad-hoc. Delivery in all programmes may not be properly tested and hence may be susceptible to errors, thus eroding the stakeholders' interest in the initiatives</p> | <ul style="list-style-type: none"> • As far as possible the implementation plan recommended as part of this report must be followed. • Any course corrections or changes to the same must be deliberated well among the stakeholders before coming to a solution. • Standard timeframes assumed as part of the implementation are comfortable. • Interdependencies ensure that for any activity to be taken up, the pre-requisites are taken on board first. |
| <p>Delay in implementation</p> | <p>Delay in implementation could arise owing to many reasons for example, non-availability of stakeholders, delay in necessary approvals, delay in the</p> | <p>Delay in the implementation would result in stakeholders losing interest. Also, an inordinate delay may also result in key stakeholders not being available at all, for example owing to transfers and the like.</p> | <p>This issue has been addressed through the following means</p> <ul style="list-style-type: none"> • The action plan gives sufficient time for such activities as the formation of institutional structures that would look into the plan implementation. • Where recommendations are made for effecting significant changes in the institutional arrangements, interim measures have been |

| Risk | Description | Impact, if risks materialize | Mitigation Measure(s) |
|--|--|--|--|
| | <p>formation of the requisite institutional structures for implementation and the like.</p> | | <p>recommended which would make for a smooth transition (for example through MoUs as contained in Programme P).</p> <ul style="list-style-type: none"> • All stakeholders are involved right from the early stages so that their continued involvement is ensured. |
| <p>Going by the book</p> | <p>Projects in the plan are based mainly on findings as of 2013; however, technology being a fast-evolving field realities are prone to changes. Going by the book may not always deliver the required results. What is required is find out measures that need to be taken in the light of emerging realities</p> | <p>Whereas the issues to be addressed may remain largely the same, strategies and measures required to address them may well change with time keeping in mind emerging realities. Impact of going by the book may be undertaking interventions that are not in sync with emerging realities and thus would make for underachievement of the results. Synergies across programmes and projects would also suffer.</p> | <ul style="list-style-type: none"> • It is recommended, therefore that every exercise be preceded by a planning with a wide stakeholder participation so as to bring on board emerging issues. • Such cross-stakeholder meetings are envisaged at three tiers, the project, the programme and finally the steering committee level. • To get abreast with emerging requirements, an exclusive research unit has been recommended that has been tasked with research and analysis activities. • The State of the eGovernment Integration Report will become a compendium of activities in eGovernment integration and continue to inform stakeholders of the latest developments. |
| <p>Inadequate collaboration between stakeholders</p> | <p>Inadequate collaboration would not make for timely inputs from the different stakeholder groups as to</p> | <p>The implementation would suffer since if there is inadequate participation from the stakeholders</p> <ul style="list-style-type: none"> • Advisory and functional inputs from across different areas of | <ul style="list-style-type: none"> • Collaborative requirements of the plan have been kept in mind by involving stakeholders across different areas of activity by giving ownership initiatives to stakeholders for many programmes and projects and leaving it completely to |

| Risk | Description | Impact, if risks materialize | Mitigation Measure(s) |
|-------------------------------|--|---|--|
| | <p>what is required to be done in light of emerging realities. Delays would also result in all activities where the delayed activity is a pre-requisite.</p> | <p>involvement would not come in timely.</p> <ul style="list-style-type: none"> • The execution support and facilitation from the different groups would languish too. • Implementation would get delayed thus delaying all activities which have this delayed activity as a pre-requisite. | <p>them as to how they would like to execute the institutional and collaborative aspects of the implementation.</p> <ul style="list-style-type: none"> • This would make for high buy-in, involvement and ownership from the stakeholders. |
| Change at the helm of affairs | Change at the top level whether executive or political can hinder the progress of activities of the plan | Replacements may not associate themselves as closely as did their predecessors. Also, it would take some time for them to learn the nuances emerging from the planning exercise. It is likely that the implementation would get delayed thus affecting a whole list of interventions. | <ul style="list-style-type: none"> • At the executive level at the top a group rather than individuals have been associated in discussions; it is unlikely that all of them would be deployed elsewhere. • Political leadership and direction though has been assumed and is critical for a smooth implementation of the plan. |
| Irregular monitoring | Monitoring structures based on objectively verifiable indicators and timely milestones are a good way to | <ul style="list-style-type: none"> • The project or the programme execution wing would be bereft of any timely advisory inputs for their efforts. • Stakeholder interests may also | <ul style="list-style-type: none"> • Mitigation measures include the recommendation of a Secretariat to be constituted which would be tasked exclusively with monitoring the implementation of the programmes on a timely basis¹⁰. • At the programme level, too, |

¹⁰ Please see a subsequent report for institutional aspects of implementation for the assignment.

| Risk | Description | Impact, if risks materialize | Mitigation Measure(s) |
|------|---|---|---|
| | monitor the implementation of the plan. | wane as a result. <ul style="list-style-type: none"> • A ready stock take of the status of the implementation will likely elude the top level planners. | monitoring frequency have been recommended, based on indicators and milestones. |

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