

Whole of Government Approach to E-Government Implementation: The Seychelles Experience

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The Seychelles: A SIDS



- * Population: <100,000;
- * 115 islands;
- * 1 layer of Government;
- * EEZ: 1.2 million sqKm;
- * Economy: Tourism, Fisheries, Financial Services;
- * 150% mobile penetration;
- * 47% of population using Internet
- * Developed telecoms market & Infrastructure; 4 operators;
- * High Human Resource Development Index
- * Literacy rate >94%
- * Existing broadband infrastructure: FTTC, FTTH, 3G+>4G
- * IDI above world average (only one of two African countries in this category)



Conceptualisation: Policy Framework



- * National ICT Policy Macro-Level statements of direction in:
 - * ICT Infrastructure
 - * Legal & Regulatory Framework
 - * Human Resource Development
 - * Industry / Business
 - * Government



Better Public Service Delivery & Administration



Connected Government ➡ **E-Government Framework**

E-Government: Enhancing Public Service Delivery



- * Multichannel Access to Government services: Convenient to the user



- * Seamless & Integrated Service: single point of contact as far as possible (single window concept)



- * Speed of delivery



- * Accuracy & Reliability of information for decision-making

Connected Government: Implications for Implementation



- * **Horizontal Connections (Business Processes between Government Organisations)**
- * Vertical Connections (local & National Level Business Processes)
- * **Infrastructure Connections (interoperability of systems: commonality of infrastructure & data)**
- * G2C Connections -> Multichannel Service Delivery
- * **Stakeholder Connections (Government, Private sector, Civil Society etc.) -> business process + Multichannel engagement**

Connected Government => Whole of Government Approach

Seychelles E-Gov Framework Areas: Strategic Thrusts



- * **Connectivity:** Consolidation of Core Infrastructure & Connected Government points of presence.

1 Government 1 Network

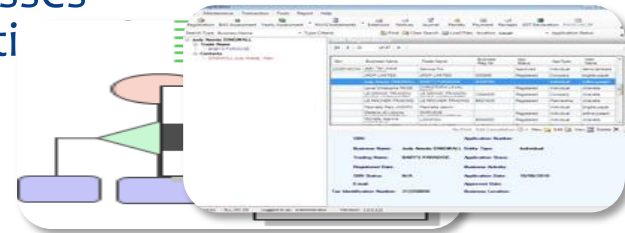
=> 1 Org responsible & dedicated to infrastructure Operations



- * **Service Transformation:** Re-engineering business processes across government for the implementation and integration of business information systems.

1 Approach Many Systems

=> Centralisation of Development of Systems



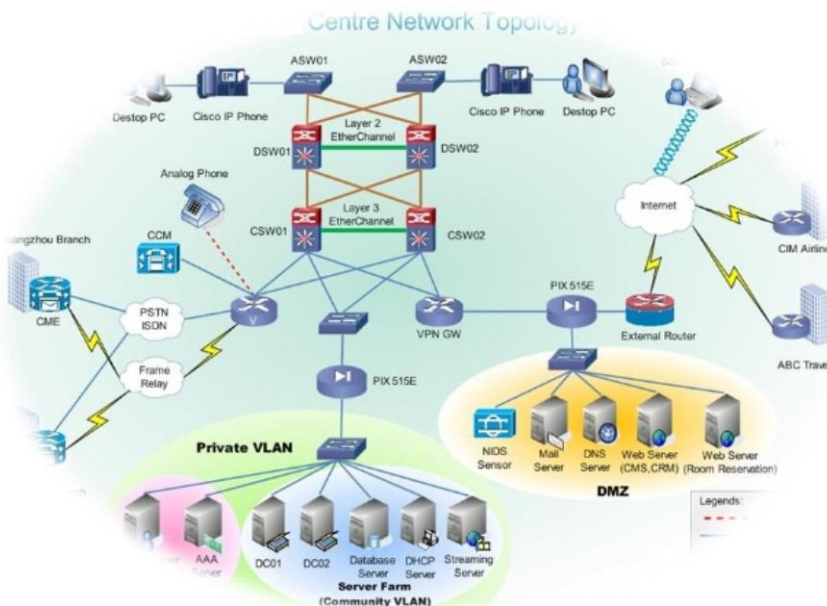
- * **Electronic Delivery Channels:** Government Services Anywhere, Anytime. Increase in the number and reach of e/m services.

1 Window Many Services

=> Centralisation of e/m service development & publishing



Strategic Thrust1: Connectivity



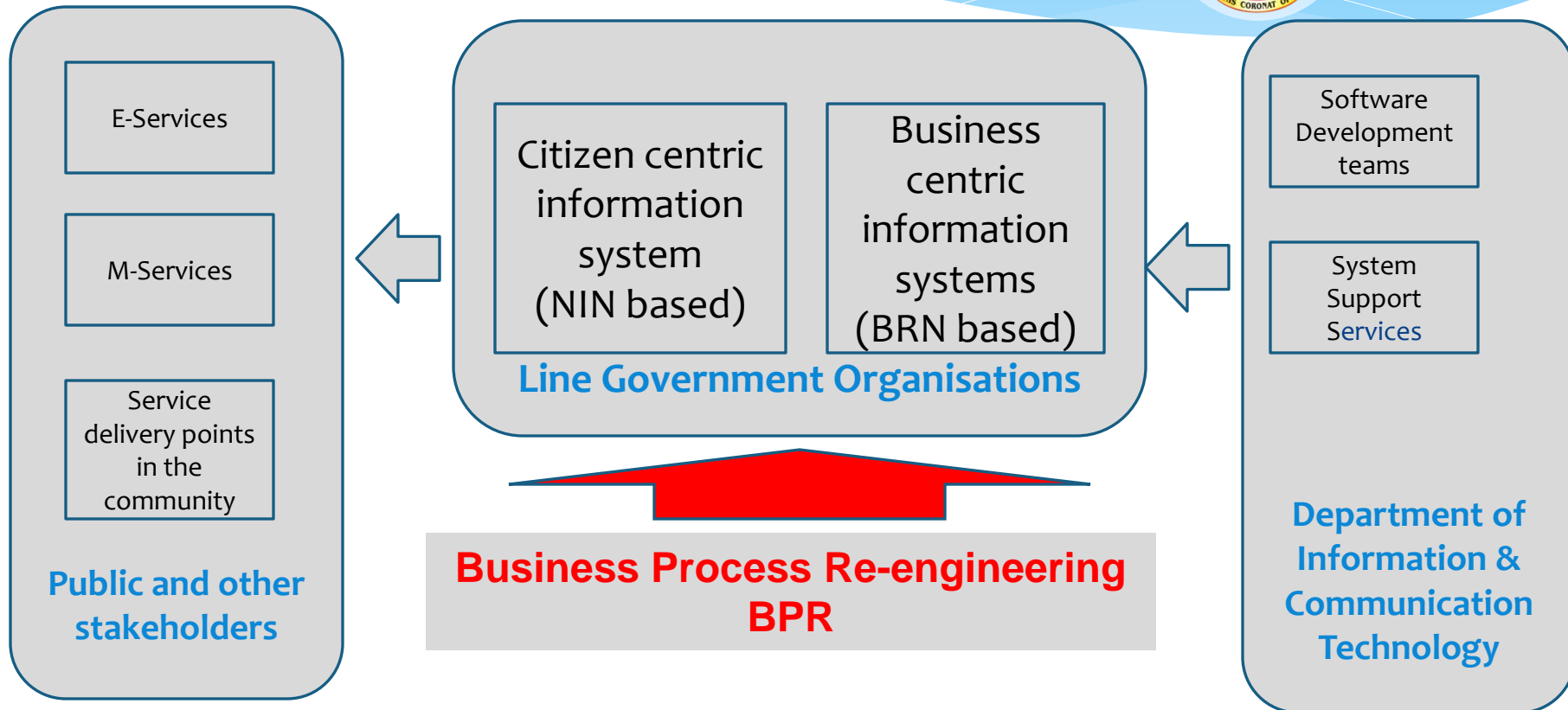
- * Effective systems of e-government rely first and foremost on high levels of network connectivity. A high capacity government network is essential
- ☐ To connect all Government Departments to the electronic government Network (EGN) in order to allow for secure integration of the various Information systems of Government - Optic Fiber Backbone
- ☐ Consolidated Server / Datacenter Infrastructure
- ☐ To connect all points of Government service delivery in Districts to electronic Government network (example District Administration Offices, District Health Centers etc) - WAN infrastructure

Strategic Thrust2: Service Transformation



- * The continued computerization of the government's internal business processes is the key to improved public service delivery.
- To computerize the core processes of Government Departments by Re-engineering business processes across the whole of government (improving processes within government to improve service Delivery)
- Line of Business Systems designed to cater for integration with other systems and the use of anchoring identifiers:
 - **National Identification Number (NIN) – Citizen centric Information systems**
 - **Business Registration Number (BRN)_ Business Centric Information System**

Strategic Thrust 2: The Practice



Strategic Thrust3: E Channels



E-Service Gateway
<https://eservice.gov.sc/eGateway/>

Electronic delivery and availability of services, both online through the Internet and by means of mobile devices, can greatly enhance the quality and convenience of public services.(future government services anywhere any time)

- ☐ E-Service Gateway
- ☐ M service Gateway
- ☐ Public Key Infrastructure (PKI) – E-Signatures

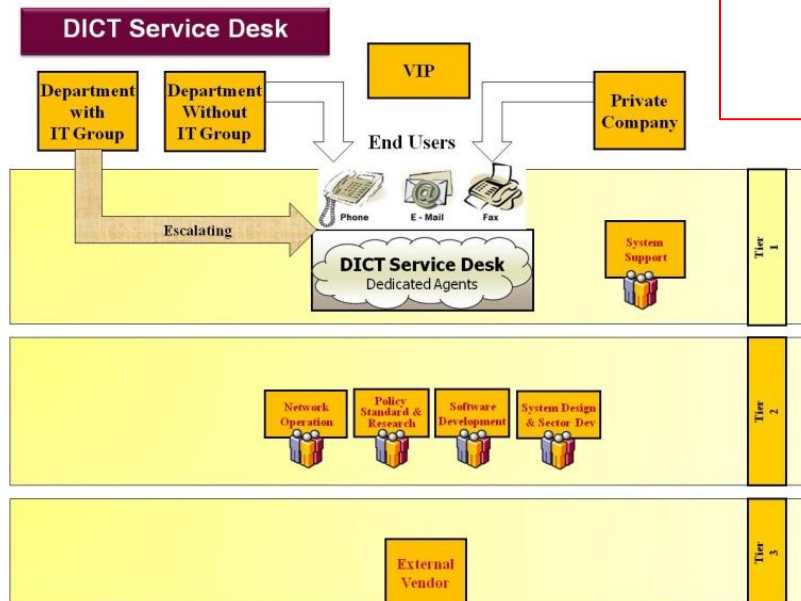
Service Management: Keeping it All Together



Connectivity + Info Systems + E-Channels + Management Best Practices
+ BPR

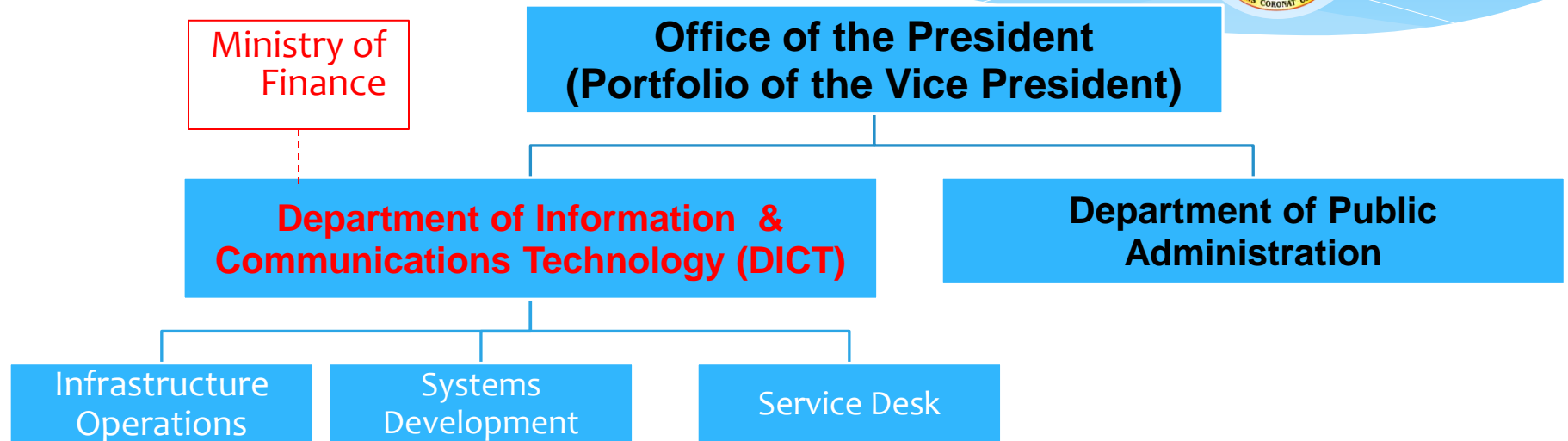
Satisfied Clients
(Internal & External)

ITSM



Consolidated Government
Service Desk & Centralised
Coordination

Governance & Coordination Framework



- *ONE central Government Organisation (DICT) responsible for all ICT matters within Government & ensuring implementation of E-Gov Framework:)*
- *Has to coordinate implementation with all stakeholders*
- *Coordination with Min Finance & Public Administration: Resource & HR Optimisation*

Challenges



- * **Available Human & Financial Resources**
- * **Difficulty of line organisations in carrying out BPR and sometimes to provide a clear workflow of their existing business processes**
- * **Ineffective supervision by supervisors/management of line organisations to ensure that new business processes are being adhered to and that systems are being properly utilised**
- * **Skepticism and sometimes resistance to the introduction of new systems (especially when these are integrated with other systems or if the organisation has an existing/legacy system)**
- * **Technical issues with systems; affects credibility**

Catalysing Integration (Process + Technology)



- * **Specialist Human Resource Concentration: Strategic Relationship with Dept. Public Administration**
- * **Financial Resources for E-Gov development concentration – Strategic Relationship with Ministry of Finance**
- * **Hand-Holding approach (formal & informal) to BPR and during systems development/implementation cycle. Heavy face-to-face interaction component; building trust.**
- * **Iterative Improvement (process + System): Post System deployment hand-holding support until minimum level of institutionalisation achieved**
- * **Building credibility; Evangelization of Success Stories & well thought out PR**
- * **Mandate enforcement through high level leadership support**
- * **Strategic External Partnerships: technical (e.g. Microsoft) & Organisational (e.g. COMSEC)**

Lessons Learnt



- * **Keep the plan simple & flexible so that everyone understands how it is to work and how they can fit in**
- * **A mixture of 'carrot & stick' is required to get the collaboration & partnerships required for enhanced service delivery (BPR + Systems)**
- * **High level leadership support is required + Commitment & Dedication of Implementing body; Common Ownership**
- * **Strategic Partnerships are critical, especially technical**
- * **Hand-holding / scaffolding helps gain converts: It is a Journey!**

Future Directions



- * **Use of lessons learnt for ‘fine tune’ E-Government Implementation**
- * **Cloud based services will be the next step for infrastructure development. It appears that the direction will be a Government Cloud within the public cloud;**
- * **Greater convergence in terms of coordination structure. This is what seems to work but there will be variations based on the complexity of the Government Structure concerned (e.g. might have the body looking after the Government infrastructure to be an autonomous separate body);**
- * **The highly centralised model adopted by the Seychelles could be a template model for SIDS (at least those with similar economic and social characteristics).**

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