Human Capital in e-Governance
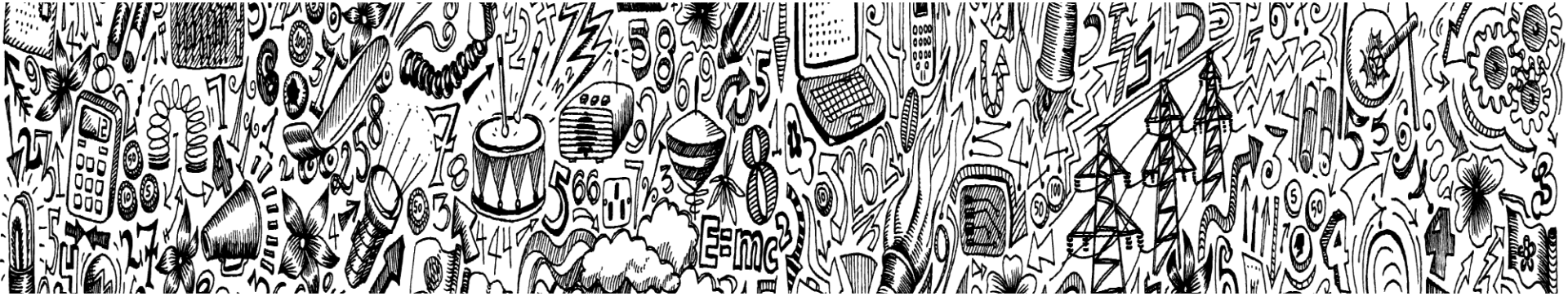
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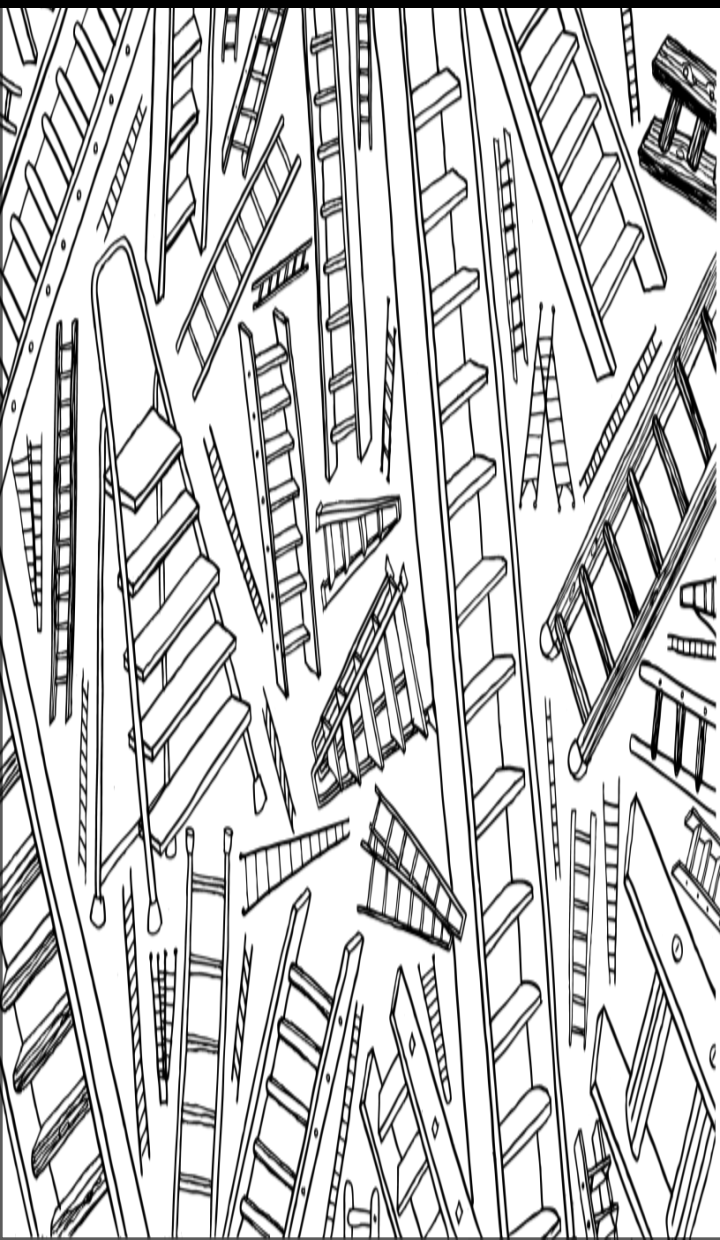
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Purpose of this Presentation

To present the human capital challenges in e-Governance in India and possible solutions based on global learnings, developments in the ecosystem, and recommendations of expert committee on Human Capital

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Agenda

e-Governance context in India

Human Capital in e-Governance

Expert committee findings

Global e-Governance developments

Global experiences and learnings

Human Capital for e-Governance

Anecdotal ideas

Questions?

e-Governance context in India

What is e-Governance?	➲ **Enabling governance using** ICT to bring in efficiency, transparency, economics, speed and ease in the way **government services** are **delivered to citizens** ➲ Also includes **integration** of several **stand-alone systems and services** between G2C, G2B, G2G (including back end integration)

What it is not?	➲ "ICT" + "traditional governance" ➲ Addition ICT & ICT professionals to government offices

➲ Several organizations have been set up; several strategies, plans, programs and initiatives are currently at different stages of operationalization

➲ **National e-Governance Plan (NeGP)** approved, with the vision to "Make all government services accessible to the common man in his locality, through common service delivery outlets and ensure efficiency, transparency and reliability of such services at affordable costs to realize the basic needs of the common man"

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e-Governance context in India

Critical Success Factors for e-Governance

- Governance-enabled
- Leadership intent
- Financial resources
- Human capital
- Well-directed initiatives
- Taking the beneficiary along
- Implementing other enabling structural changes

Enablers for e-Governance

- Legislative provisions such as:
  - Electronic Delivery of Services (EDS) Act
  - The Right of Citizens for Time Bound Delivery of Goods and Services and Redressal of Their Grievances Bill, 2011
- Mobile governance and standards framework
- Citizen expectations and demands

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Human Capital in e-Governance

○ Among the most critical of factors

○ Capacity Building Scheme, launched by GoI in 2008:

  ○ Provided the platform and funds to set up State e-Governance Mission Teams (SeMTs) for management of e-Governance and training initiatives

  ○ Approved extension

○ PM's committee on NeGP observed that lack of sufficient qualified human resources is biggest constraint

○ HR Policy for e-Governance approved

○ Expert committee setup and report submitted in January 2013

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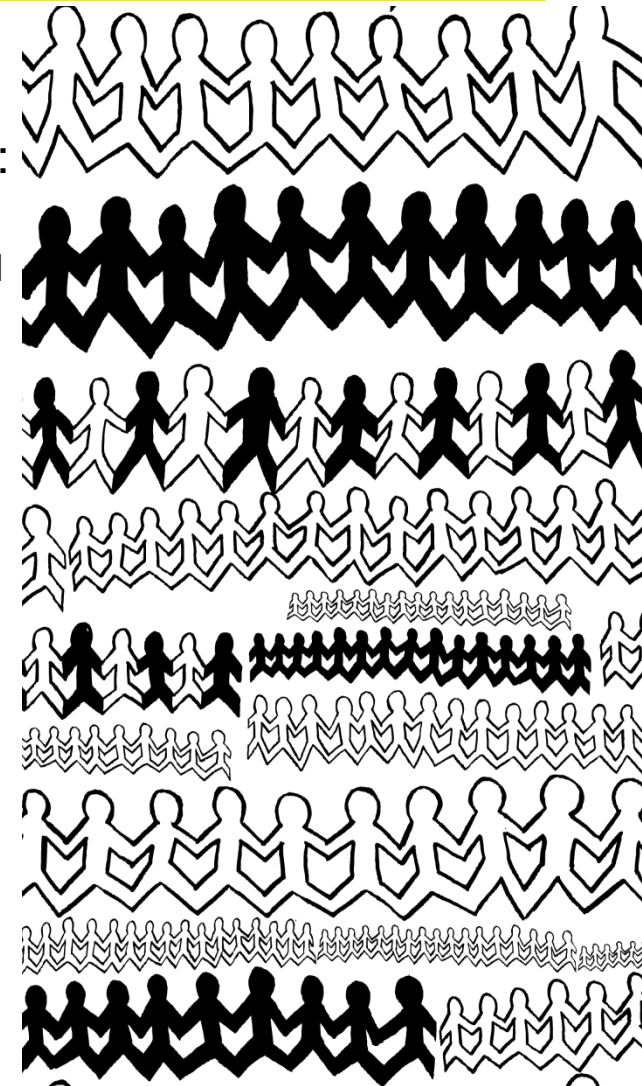
Expert committee findings

HR Challenges

- Shortage of human capital pool with required competencies / capabilities
- Absence of well-defined institutional structures and Deployment & alignment
- Capacity issues

Recommendations

Augmentation of the Human Capital pool	Structural Changes	Capacity Building
1. Changes in academic curriculum at college level 2. Framework for optimally utilizing skilled persons and appointment of open market personnel on suitable terms and conditions 3. Building internal competencies	1. Organization structures with clear roles and responsibilities 2. Enhancement of NIC's role as a technology advisor to the government 3. Strengthening of the NeGD	1. Strengthening the training initiatives for all levels 2. Mandating ICT skills & embedding specialized trainings 3. Linking training with incentives 4. e-Gov academy - CoE 5. Knowledge portal

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# UN e-Governance Development Surveys

2010	2012

- India does not rank among the top-10 Asian countries
- Countries such as the US, the UK, Singapore, Malaysia, Korea and Canada rank high at a global level

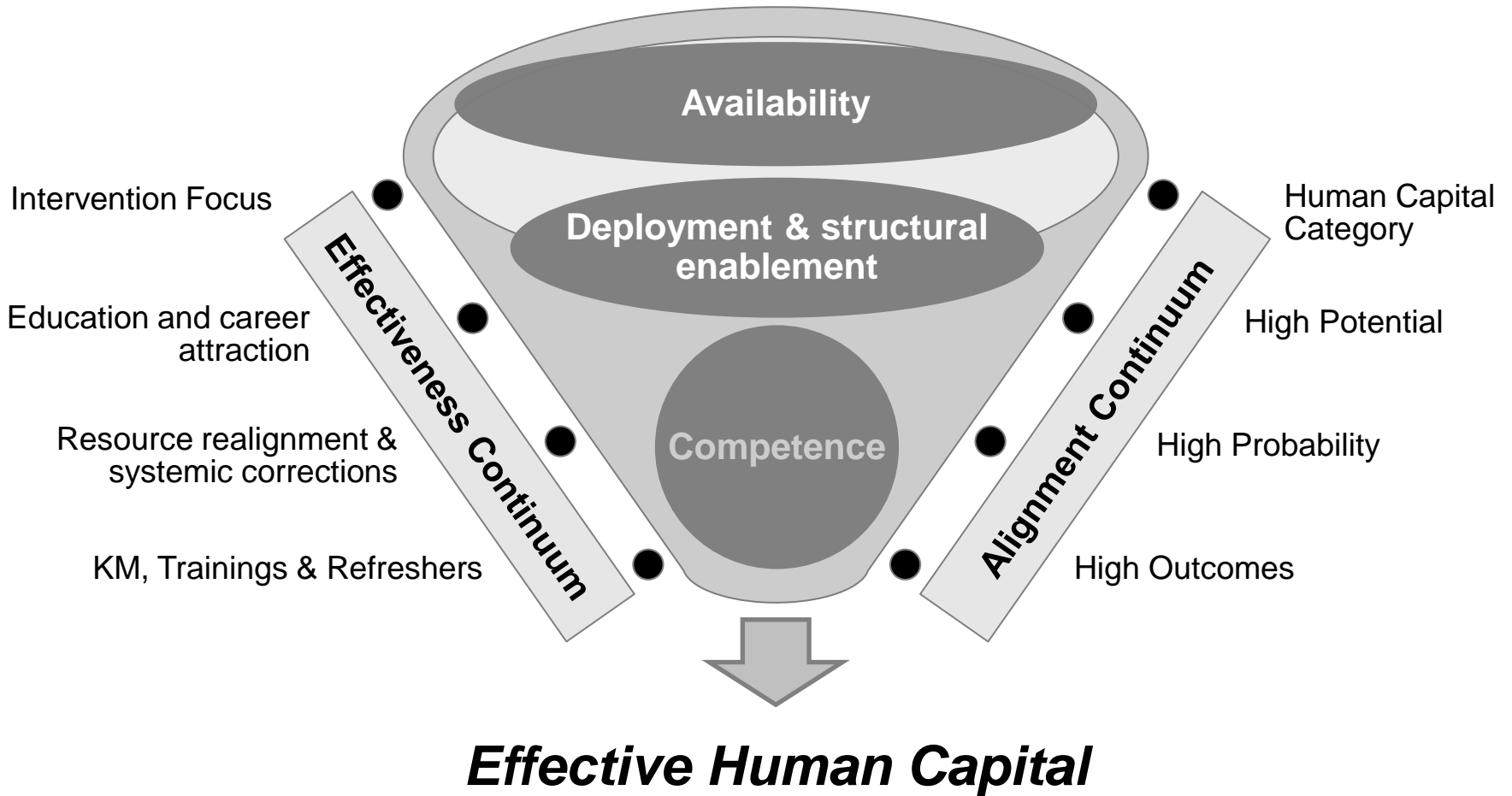- Korea is the world leader (0.92), followed by the Netherlands (0.91), the UK (0.89) and Denmark (0.88)
- India at 125 out of 190 countries surveyed (0.38)

- Need for a coordinating authority (CIO) at the national level to oversee implementation of e-Governance strategy (31%)
- Many countries have e-Governance initiatives and ICT applications
- Governments must place greater emphasis on institutional linkages among government structures
- Need for inclusive & sustainable development, Holistic approach - strategic national planning, whole-of-government approach

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Global experiences and learnings
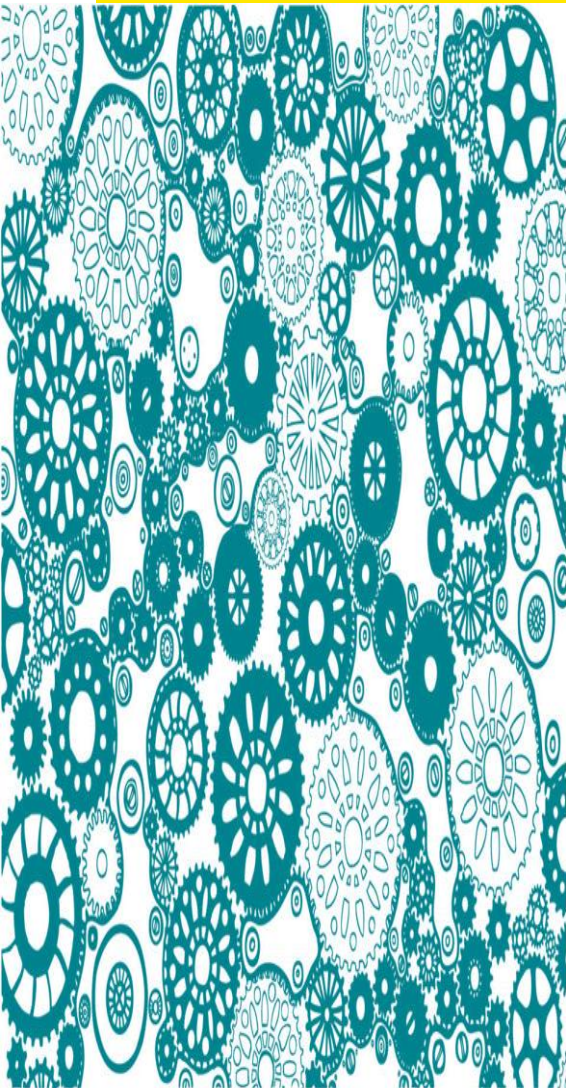
- Political leadership support (CIO reports directly to the PM/President in many countries)

- Institutional structures (strong CIO roles / councils in USA, UK, Canada, Malaysia, etc.)

- Defined roles/responsibilities for e-Governance officers

- Mature system of HR management for e-Governance

- Dedicated IT Cadre (e.g. USA)

- Training and Development as an integral part of the transformation process (e.g. UK, Canada, Singapore)

  - Training institutions to build capacities of officials

  - Educational programs to build a pipeline of talent

- Tenure management (e.g. ICT capability strategy in UK)

- Enhancing the HR pool

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Human Capital for e-Governance

Availability

Deployment & structural enablement

Competence

Effectiveness Continuum

Alignment Continuum

Intervention Focus

Education and career attraction

Resource realignment & systemic corrections

KM, Trainings & Refreshers

Human Capital Category

High Potential

High Probability

High Outcomes

Effective Human Capital

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ADC Model of effective Human Capital

|	As-Is State	Recommendations to reach Desired State
Stage 1: Availability	▪ Relevant and interested human capital is limited	▪ Promote university level as well as employability-linked certificate and diploma level modules ▪ Setup of e-Governance Talent Information System (eGTIS) ▪ Acquisition of talent into government like "Indian Corporate Law Service" ▪ Short-term courses for IT professionals with e-Governance aptitude and interest ▪ Engagement of private sector talent -secondment, contracting, etc.
Stage 2: Deployment & structural enablement	▪ large IT organizations ▪ government - widely distributed with few structural enabling elements	▪ Bringing together scarce e-Governance professionals and providing them actual e-Governance roles ▪ Reporting to leadership levels or e-Governance positions ▪ Appropriate authority, delegation, resources and interface with other functions and agencies ▪ Alignment through SMART PMS ▪ Motivation - work environment, culture, appreciation, promotions, etc.
Stage 3: Competence	▪ Need to enhance competence	▪ Capability mapping, assessments, identifying gaps, training and development, career planning, succession planning, knowledge management and mentoring initiatives

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Questions?

- ICT focus/ competence _vs._ Re-engineering/ Gov. reform Focus/ competence "*Don't Automate, Obliterate*"- Michael Hammer, HBR, 1990

- Structural challenges about enabling e-Governance roles _vs._ governance reforms in conventional pen-and-paper form

- Engaging open market human resource for e-Governance roles _vs._ Open market organisations on a long-term PPP basis

- Capacity building at officer level _vs._ at political leadership level

- Actual training, hiring, and contracting _vs._ triggering the ecosystem to create capacity

- Delivery of services by the Government _vs._ leveraging corporate CSR funds, philanthropy, need for visibility and need for 'giving meaning to the work' for employees
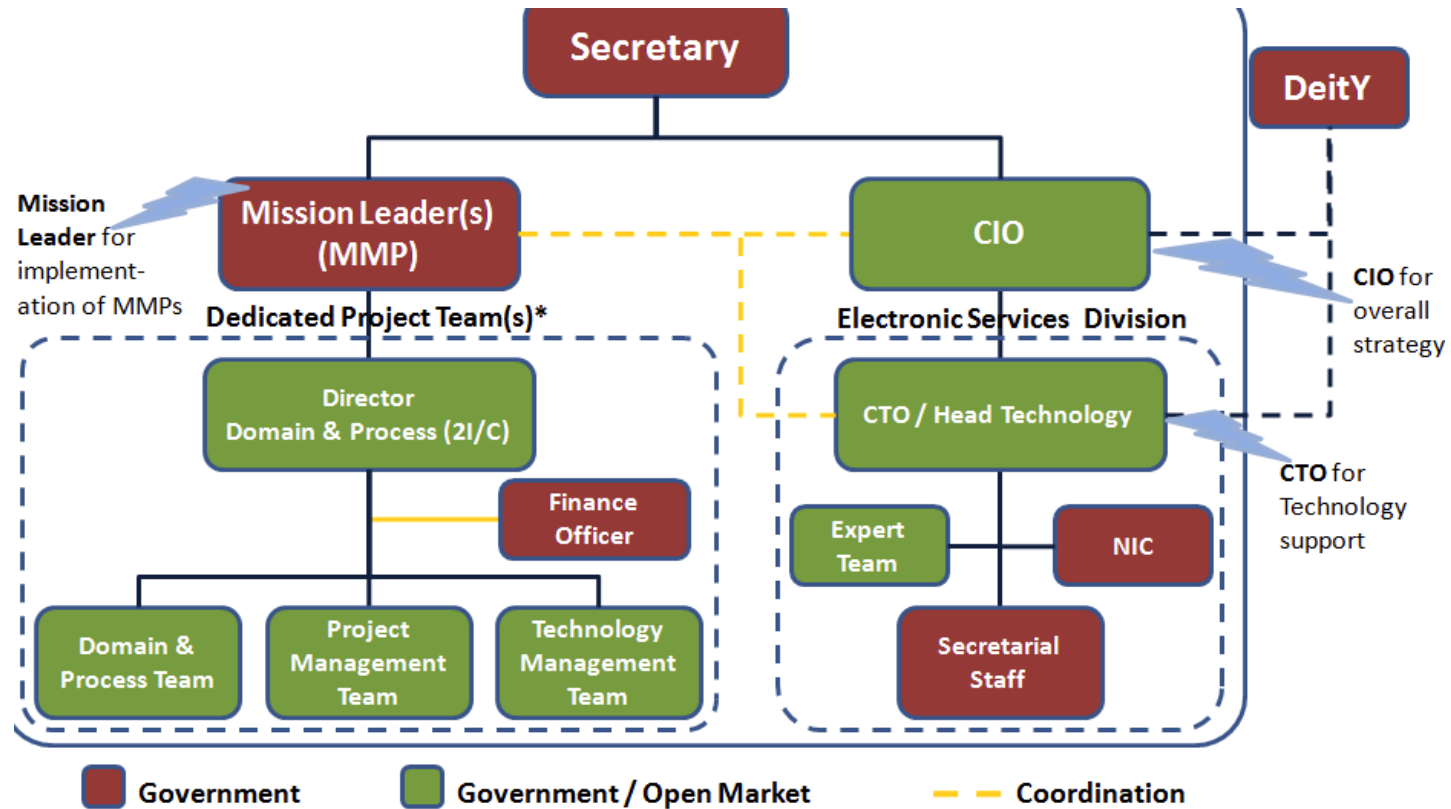
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Questions?

- Do we really have a Human Capital challenge?

- What has caused it?

- How can we address it for the short term?

- How can we address it for the long term?

- Do we have innovation ideas to manage this?

- Who will do it?

- Why @17?

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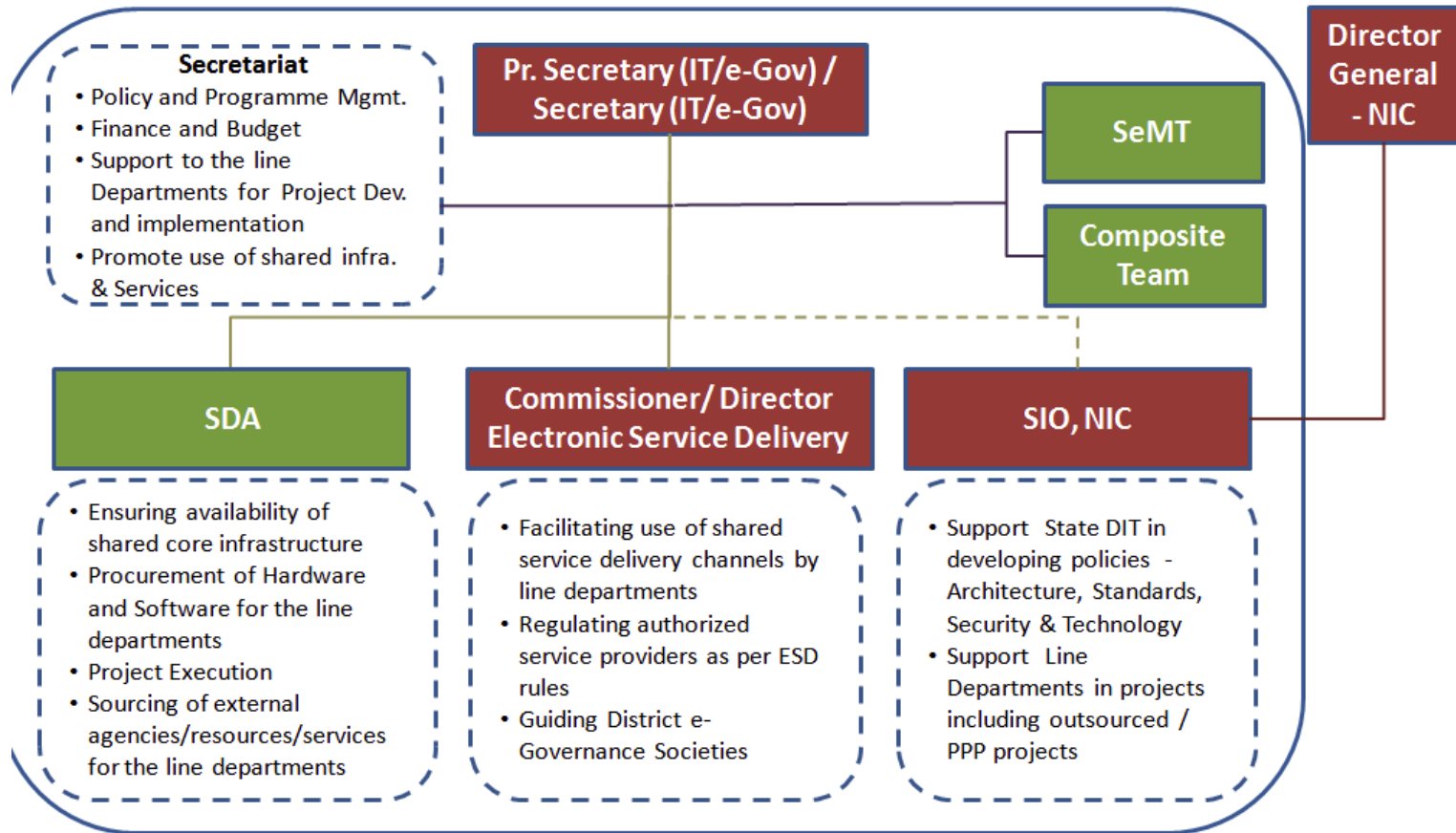# Annexure 1: Institutional mechanism for e-Governance in India
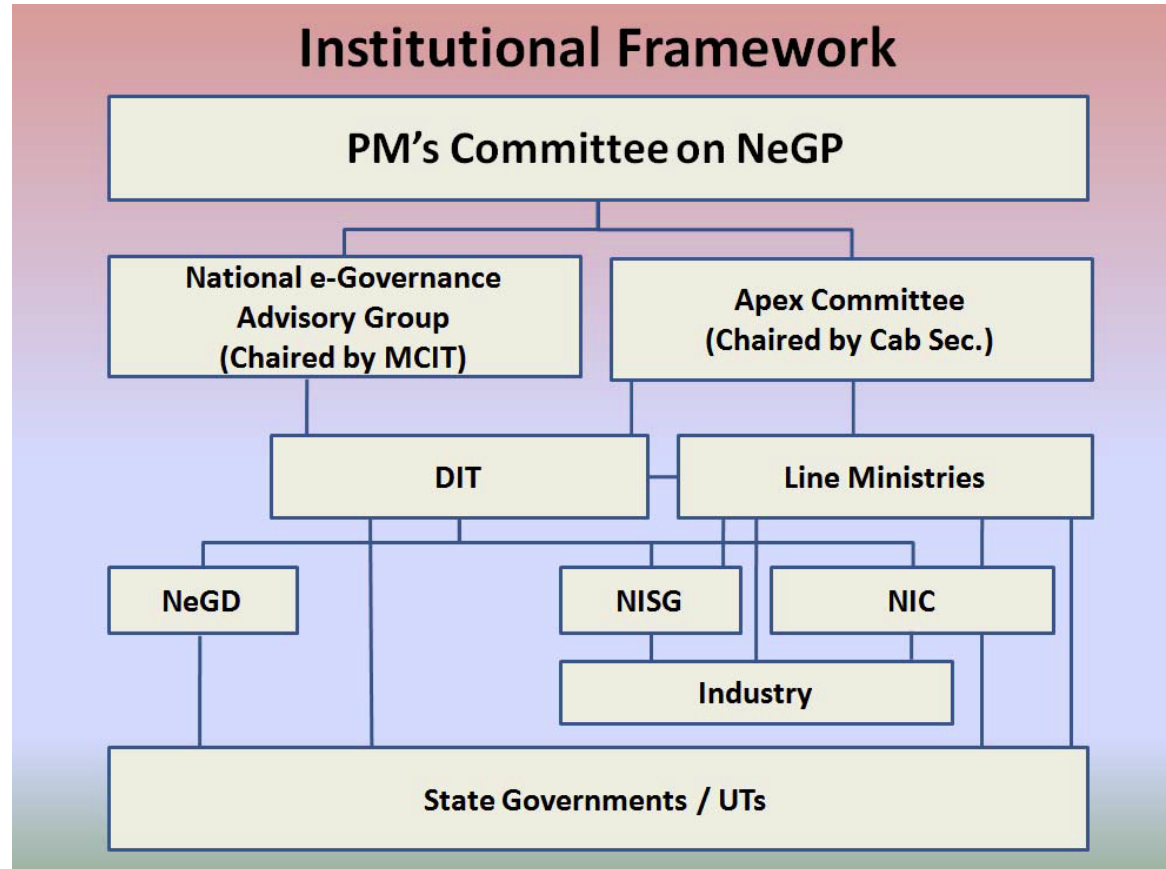
Institutional network at the national level, Report of the Expert Committee on HR Policy for e-Governance 2013, NeGP, DeitY

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Annexure 1: Institutional mechanism for e-Governance in India

Proposed CIO and dedicated team structure at the central line ministry/ department level, Report of the Expert Committee on HR Policy for e-Governance 2013, NeGP, DeitY

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Annexure 1: Institutional mechanism for e-Governance in India

Proposed state level structure, Report of the Expert Committee on HR Policy for e-Governance 2013, NeGP, DeitY

Annexure: HR Challenges in e-Governance in India

Limited human capital pool

- Only ~5,000 personnel in government in the IT space, of which roughly 50% are in NIC
- Availability of resources with the required skills falls considerably short of requirements
- Scale and urgency of requirements gets multiplied due to the expansion of NeGP with additional MMPs and ambitious targets under the plan

Lack of structural and institutional linkages

- Institutional framework is not supported by well-defined organizational structures with clear roles, responsibilities and accountability
    - Lack of ownership, control and coordination of e-Governance projects
    - Absence of an institutionalized mechanism to attract, leverage and retain the scarce talent
- Heavy dependence on external consultants leading to inadequate ownership and organizational memory within the government
- Inability to attract and retain high-quality professionals due to limitations of the government systems and processes

Insufficient capacity building

- Absence of institutionalized training and learning frameworks, regular assessment of training needs, developing training strategies and plan, assessing the impact of training, and lack of incentives to train or to get trained

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