Welcome Address

Mr. Musa F. Istifanus
Permanent Secretary, Federal Ministry of Communications
Goodwill Messages
Representatives of Foreign Missions, Development Partners, NITDA & GBB
Opening Speech

Barr. Abdur-Raheem Adebayo Shittu
Honourable Minister, Federal Ministry of Communications
Keynote Address

Mr. Boss Mustapha
The Secretary to the Government of the Federation (SGF)
Chairman, Presidential Committee on e-Government
Official Launch of the Nigeria e-Government Master Plan

Mr. Boss Mustapha
The Secretary to the Government of the Federation (SGF)
Chairman, Presidential Committee on e-Government
PLENARY SESSION: FORWARD LOOKING ON PRIVATE SECTOR’S ROLE IN E-GOVERNMENT MASTER PLAN

Mr. Tope Fashedemi
Director, e-Government Department, Federal Ministry of Communications

Mr. D. I. Arabi
Director General, Bureau of Public Service Reforms (BPSR)

Mr. Sunday Folayan
President, Internet Service Provider Association of Nigeria (ISPAN), Immediate Past President, Nigeria Internet Registry Association (NiRA)

Dr. Tayo Aduloju
Chief Operating Officer and Senior Fellow, Public Policy & Strategy Management at Nigerian Economic Summit Group (NESG)
CLOSING REMARKS / VOTE OF THANKS

Mr. Tope Fashedemi
*Director, e-Government Department, Federal Ministry of Communications*
Welcome Back to the Capacity Building Workshop on eGovernment

NIGERIA e-GOV
MASTER PLAN
FEDERAL MINISTRY OF COMMUNICATIONS

Transcorp Hilton, Abuja
24th May, 2019
FEDERAL MINISTRY OF COMMUNICATIONS
WORKSHOP OUTLINE
FOR CAPACITY BUILDING ON E-GOVERNMENT MASTER PLAN

- Location: Transcorp Hilton Hotel, Abuja
- Date: Friday, 24th May, 2019
- Time: 12 noon

WORKSHOP COURSES

12:00 – 12:10pm INTRODUCTION & HOUSE KEEPING

12:10 – 12:40pm E-GOVERNMENT MASTER PLAN: HIGHLIGHTS & JOURNEY AHEAD
Mr. Tope Fashedomi
Director, e-Government Department, Federal Ministry of Communications

12:40 – 01:10pm INFRASTRUCTURE AS A PLATFORM FOR E-GOVERNMENT SERVICES
Mr. Frank Ugobada
Group Head, Customer Operations Services, Galaxy Backbone Limited

01:10 – 01:40pm PLENARY SESSION: CHALLENGES AND OPPORTUNITIES IN-E GOVERNMENT IMPLEMENTATION
Panelists: BPSR, Galaxy Backbone, NITDA & NESG

01:40 – 02:10pm FUNDING E-GOVERNMENT: LEVERAGING PUBLIC PRIVATE DIALOGUE AND PARTNERSHIP
Mr. Chris Abuhllimen
Thematic Lead, ICT Systems, NESG

02:10 – 03:00pm LUNCH BREAK

03:00 – 04:00pm SYSTEMIC APPROACH TO DEVELOPING E-GOVERNMENT PROJECTS
Mr. Bunmi Okunowo
Technology Innovation Consultant & Design Sprint Master

04:00 – 4:30am CLOSING REMARKS / NEXT STEPS
Mr. Tope Fashedomi
Director, e-Government Department, Federal Ministry of Communications
OVERVIEW OF E-GOVERNMENT:
A CATALYST FOR PUBLIC SECTOR
EFFICIENCY & PRODUCTIVITY
IN NIGERIA

By

Mr. Temitope FASHEDEMI
(Director, e-Governance)
Federal Ministry of Communications
PRESENTATION OUTLINE

• Background
• Public Service
• e-Government
• e-Government Framework
• e-Government as a Reform Tool
• Expected Outcomes
• Conclusion
The primary purpose of Government is to ensure the Welfare and Security of all Citizens – (Nigerian Constitution)

It is a fundamental requirement for government to build trust with citizens as the absence of trust may result in undermining - the rule of law; legitimacy of government decisions; support for government policies etc.

Government is generally expected to respond to social change, address public concerns and manage public funds efficiently.

These expectations are now highly pronounced with the growth and widespread adoption of Information Communication Technology (ICT).
The Public Service is the machinery through which Government delivers on its Policies and Programmes.

The Public Service serves as the institutional memory to ensure continuity in governance.

Recently, top government functionaries (including Mr. President) have lamented the decline in productivity of the Public Service.

Resulting in issuance of several “Executive Orders” – (e.g. EO-001 ‘to improve Ease of Doing Business’) - to be implemented by Public Servants?

*Are we adding value?*
Are we adding Value?

• What is Value Adding/Addition?

• What is required for Value Addition?

• What happens when there is no value added?
Are we adding Value?

Value Added
- Can’t happen
- Perfect (Spot On)

Non Value Added
- Stop Activity
  - Reduce
  - Integrate
  - Simplify
  - Eliminate

Unnecessary
Necessary

© 2018 Federal Ministry of Communications
Expectation from good Public Administration

- Successful policy outcomes
- High quality of services
- More efficient use of public funds
- More efficient government processes
- Greater engagement with citizens and businesses
- Improvements in various performance indicators etc.
- Committed, Motivated and highly effective workforce.
What is e-Government?

• e-Government is the use of ICTs as a tool to facilitate improved service delivery between government and its ‘customers’

• UN: Utilizing the Internet and the world-wide-web for delivering government information and services to citizens

• EU: The use of ICTs in public administrations combined with organizational change and new skills in order to improve public services and democratic processes and strengthen support to public policies.
e-Government (Earlier Attempts)

- National ICT4D Strategic Plan
  - Commissioned by NITDA in 2003
  - Collaboration with UNECA
  - Published in 2010

- Nigerian National e-Government Strategy
  - Published in 2011
  - Key into NEEDS (2011 – 2015)

- Delayed Completion/ Lack of diligent implementation
  - Fluid and rapidly changing ICT/Telecommunications environment
  - Most of the underlying assumptions had changed
  - eGovernment treated as a sector in ICT4D plan (like Health, Education etc.)
  - While identifying PPP as best practice, the e-Govt aspect was essentially outsourced with no direct oversight by any government entity
  - The document was essentially left unimplemented...
Mandates of the Ministry of Communications

- Facilitate universal, ubiquitous and cost effective access to communications infrastructure throughout the country

- Promote the utilization of ICT in all spheres of life to optimize the communications infrastructure – digital content creation, domestic software applications and the delivery of private and public services over the Internet

- Promote and facilitate the development of the ICT industry and increase the contribution of the ICT industry to GDP

- Utilize ICT to drive transparency in governance and improve the quality and cost effectiveness of public service delivery in Nigeria
“Leverage Technology to improve Public Service productivity by implementing e-Government across all government bodies”. 
• **Benefits of e-Government include:**

  – Improved Public administration
  – Enhanced Transparency & Accountability
  – Efficiency in Service Delivery
  – Cost Savings
  – Improved Economic Development
  – Promote the growth of ICT sector
E-GOVERNMENT – *Success Stories*

ICTs in Government: MDA websites standardized

*Before*

*After*
ICTs in Government: 1-GOV.NG enabled services

- The FMCT launched a single window portal access for Citizens to gain access to Government information and services.

- **1-GOV.NG** infrastructure provides a secure and reliable platform for this portal along with all other websites of Government agencies.

- Company Registration Portal implemented in partnership with Ministry of Industry, Trade & Investment.

- CAC services (Company registration, Name search etc.) can now be accessed online, 24/7 from anywhere in the world.

- CAC Online Registration portal is also based on the shared platform.
ICTs in Government: 1-GOV.NG enabled services

- eCouncil is an Electronic Document Management and Automation System for the Federal Executive Council –
- 1-GOV.NG infrastructure provides a robust record keeping and memoranda generation system that improved executive efficiency across all Ministries

- Government Wide Messaging and Collaboration
  - For the first time in Government History, Civil Servants in Ministries have access to secure email services for improved productivity

- Connected Government
  - Pilot group of Civil Servants in select Ministries have access to toll free intercom services and video conferencing for better collaboration and productivity
### ICTs in Government: 1-GOV.NG enabled services

- Over 5 million international passengers are processed through Nigeria's airports annually.
- **1-GOV.NG** infrastructure provides **real-time** connectivity between border control points, airports and a central processing server as well as with oversight systems within the Security Agencies.

- The Nigerian Government provides bridging assistance for the transportation of petroleum products to maintain uniform prices across the country.
- Over 1,000 trucks are processed daily. All transactions are processed in **real time** over **1-GOV.NG**.

- The Federal Road Safety Commission has improved turn around time on drivers license processing (renewals and issuance) through the deployment of over 300 Licensing Centers Nationwide.
- **1-GOV.NG** infrastructure is supporting all centers through real time connectivity to the FRSC Head Office.

- The Nigerian Customs Service recently deployed a Pre-Arrival Assessment Report system to improve speed and reliability of clearing imported goods.
- **1-GOV.NG** provides connectivity services to support the 24/7 Helpdesk platform.
Nigerian e-Government Master Plan

Vision

World Class Government

Attributes

Transparency  Efficiency  Quality of Service

Objectives

Enhanced Presence  Transactional Presence  Connected Presence

Policies & Strategies

5 Policies

1. Establish the Presidential Committee on e-Government
2. Identify e-Government Champions
3. Expand Capacity Building of e-Government
4. Publicity of e-Government Initiatives
5. Draw Special Budget on e-Government

10 Strategies

6. Create Variety of Funding Sources
7. Develop Adequate Infrastructure & Application
8. Strengthen R&D and Education in ICT
9. Establish Legal Framework for e-Government
10. Establish Organizational Framework for e-Government
• It is pertinent to make clear that e-Government is not an end in itself, but a tool to facilitate better government (i.e. Public Administration)

• The expected promise of e-Government will not be achieved by just introducing ICT in government, but by using ICT as a tool to transform the structures, operations and culture within government.
e-Government as a Reform Tool

It is interesting to note that Reform and e-Government share a symbiotic relationship viz –

Reform (Change Management) is necessary for e-Government to deliver on its promised outcomes.

E-Government is an enabler of Reform (improved performance of the public service).

Mutually Reinforcing

© 2018 Federal Ministry of Communications
### e-Government Masterplan - Implementation

**Phases**

- Leadership & Awareness
- Institute Building
- Analysis & Environment
- PSC Implementation
- Implementation
- Manage Critical Factors
- Application Development
- Post-Implementation

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Conduct Publicity Campaign for e-Government</td>
<td>FMCNT/NITDA</td>
<td>FMCNT (PMU, Boss Gov.)</td>
<td>FMCNT (PMU, Boss Gov.)</td>
<td>PACCIT (ICT Head Council)</td>
<td>PACCIT (ICT Head Council)</td>
<td>PACCIT (ICT Head Council)</td>
<td>PACCIT (ICT Head Council)</td>
<td>PACCIT (ICT Head Council)</td>
<td>PACCIT (ICT Head Council)</td>
</tr>
<tr>
<td></td>
<td>Establish Presidential Committee on ICT &amp; e-Government</td>
<td>FMCNT</td>
<td>Task Force Set up</td>
<td>Task Force Set up</td>
<td>Task Force Set up</td>
<td>Task Force Set up</td>
<td>Task Force Set up</td>
<td>Task Force Set up</td>
<td>Task Force Set up</td>
<td>Task Force Set up</td>
</tr>
<tr>
<td></td>
<td>Build the Envisioned Organization Structure for e-Government</td>
<td>FMCNT</td>
<td>Task Force Set up</td>
<td>Task Force Set up</td>
<td>Task Force Set up</td>
<td>Task Force Set up</td>
<td>Task Force Set up</td>
<td>Task Force Set up</td>
<td>Task Force Set up</td>
<td>Task Force Set up</td>
</tr>
<tr>
<td></td>
<td>Prepare SOP</td>
<td>FMCNT</td>
<td>FHCDP &amp; Boss Gov.</td>
<td>FHCDP &amp; Boss Gov.</td>
<td>FHCDP &amp; Boss Gov.</td>
<td>FHCDP &amp; Boss Gov.</td>
<td>FHCDP &amp; Boss Gov.</td>
<td>FHCDP &amp; Boss Gov.</td>
<td>FHCDP &amp; Boss Gov.</td>
<td>FHCDP &amp; Boss Gov.</td>
</tr>
<tr>
<td></td>
<td>Develop Capacity Building Program</td>
<td>FMCNT</td>
<td>Preparation</td>
<td>Preparation</td>
<td>Preparation</td>
<td>Preparation</td>
<td>Preparation</td>
<td>Preparation</td>
<td>Preparation</td>
<td>Preparation</td>
</tr>
<tr>
<td></td>
<td>Develop Information Access Center</td>
<td>FMCNT</td>
<td>Task Force Set up</td>
<td>Task Force Set up</td>
<td>Task Force Set up</td>
<td>Task Force Set up</td>
<td>Task Force Set up</td>
<td>Task Force Set up</td>
<td>Task Force Set up</td>
<td>Task Force Set up</td>
</tr>
<tr>
<td></td>
<td>Develop Information Access Center</td>
<td>FMCNT</td>
<td>Task Force Set up</td>
<td>Task Force Set up</td>
<td>Task Force Set up</td>
<td>Task Force Set up</td>
<td>Task Force Set up</td>
<td>Task Force Set up</td>
<td>Task Force Set up</td>
<td>Task Force Set up</td>
</tr>
<tr>
<td></td>
<td>Publish &amp; Set up</td>
<td>FMCNT</td>
<td>FHCDP &amp; Boss Gov.</td>
<td>FHCDP &amp; Boss Gov.</td>
<td>FHCDP &amp; Boss Gov.</td>
<td>FHCDP &amp; Boss Gov.</td>
<td>FHCDP &amp; Boss Gov.</td>
<td>FHCDP &amp; Boss Gov.</td>
<td>FHCDP &amp; Boss Gov.</td>
<td>FHCDP &amp; Boss Gov.</td>
</tr>
<tr>
<td></td>
<td>Publish &amp; Set up</td>
<td>FMCNT</td>
<td>FHCDP &amp; Boss Gov.</td>
<td>FHCDP &amp; Boss Gov.</td>
<td>FHCDP &amp; Boss Gov.</td>
<td>FHCDP &amp; Boss Gov.</td>
<td>FHCDP &amp; Boss Gov.</td>
<td>FHCDP &amp; Boss Gov.</td>
<td>FHCDP &amp; Boss Gov.</td>
<td>FHCDP &amp; Boss Gov.</td>
</tr>
</tbody>
</table>

**Vision & Strategic Goals**

- Execution of projects
  - Planning & Related MEAs
  - PACCIT & Related MEAs
  - PACCIT & Related MEAs

**Business process reengineering for e-Government**

- FMCNT | Task Force Set up | Task Force Set up | Task Force Set up | Task Force Set up | Task Force Set up | Task Force Set up | Task Force Set up | Task Force Set up | Task Force Set up | Task Force Set up |

**Strategic Impact**

- Improved Business Process
- Improved Quality of Service
- Improved Efficiency of Operations
- Improved Citizen Satisfaction

**Future plan**

- Implementing the e-Government Masterplan
- Developing a comprehensive e-Government strategy
- Enhancing e-Government services
- Strengthening the institutional framework for e-Government
## Subsystems

<table>
<thead>
<tr>
<th>Subsystem</th>
<th>Components</th>
<th>25 Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Subsystem</td>
<td>Governance</td>
<td>1. Establish Presidential Committee on ICT/e-Government</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Develop a talent pool of e-Governance champions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. Develop capacity building program</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4. Conduct publicity campaign for e-Government</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5. Develop Information Access Center</td>
</tr>
<tr>
<td></td>
<td></td>
<td>6. Expand education in ICT and enhance quality of ICT education</td>
</tr>
<tr>
<td></td>
<td>Financial Resources</td>
<td>7. Create and utilize e-Government promotion fund</td>
</tr>
<tr>
<td></td>
<td></td>
<td>8. Funding through a variety of financing instruments</td>
</tr>
<tr>
<td></td>
<td>Legal and Regulatory Arrangement</td>
<td>9. Laws necessary for e-Government</td>
</tr>
<tr>
<td></td>
<td></td>
<td>10. General laws for the information society</td>
</tr>
<tr>
<td></td>
<td>Organizational Structure</td>
<td>11. Build the dedicated organization structure for e-Government implementation</td>
</tr>
<tr>
<td>Technical Subsystem</td>
<td>Infrastructure &amp; Technology</td>
<td>12. Improve Government Integrated Data Center</td>
</tr>
<tr>
<td></td>
<td></td>
<td>13. Develop e-Signature/Authentication</td>
</tr>
<tr>
<td></td>
<td>Service Application</td>
<td>15. e-Finance (GIFMIS/SIFMIS)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>16. e-Procurement</td>
</tr>
<tr>
<td></td>
<td></td>
<td>17. e-Taxation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>18. e-Customs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>19. e-Education</td>
</tr>
<tr>
<td></td>
<td></td>
<td>20. e-Health</td>
</tr>
<tr>
<td></td>
<td></td>
<td>21. e-Agriculture</td>
</tr>
<tr>
<td></td>
<td></td>
<td>22. e-Immigration</td>
</tr>
<tr>
<td></td>
<td></td>
<td>23. e-Voting</td>
</tr>
<tr>
<td></td>
<td></td>
<td>24. Seamless Government System</td>
</tr>
<tr>
<td></td>
<td></td>
<td>25. Public Information Sharing System</td>
</tr>
</tbody>
</table>

© 2018 Federal Ministry of Communication
# e-Government Master Plan – Expected Outcomes

## Components Classification KPIs (expected)

### Online Service Index

- **Emerging**
  1. government documents (e.g., policy, legislation)
  2. linkage with other agencies
  3. providing news and information directory

- **Enhanced**
  1. interactive online services available
  2. downloadable civil application forms
  3. video services
  4. multi-language services
  5. partial online applications (e.g., online request, post service)

- **Transactional**
  1. online applications
  2. authentication services
  3. e-voting
  4. downloadable/up-loadable forms
  5. issuance of various certificates and licenses

- **Connected**
  1. Web2.0 available
  2. facilitating communications with citizens
  3. integrating multi-agencies services
  4. tailored e-services for
  5. citizen’s whole life and citizen’s engagement

### Particular Issues

- **Environment**
  1. information and services available on environment issues
  2. engaging citizens into environment issues.

- **Openness**
  1. open portal for public information
  2. open data site and its related legislation and institutions
  3. open data directory and index available

### Telecommunication Infrastructure Index

- **PC penetration**
- **Internet users**
- **telephone line**
- **mobile subscription**
- **fixed broadband**
- **fixed internet subscription**

### Human Capital Index

- **adult literacy**
- **school gross enrollment rate**

### e-Participation Index

- **e-Information**: policy available online
  1. provide information to facilitate citizen’s engagement
  2. notice of online policy forum schedule
  3. online policy information

- **e-Consultation**: online participation in policy
  1. collect citizens’ opinion and provide feedback for citizen
  2. online survey of public opinion
  3. online chatting, instant message & blog

- **e-Decision**: online policy making
  1. engaging citizens in policy making
  2. online forum, online petition & online voting.
e-Government Master Plan – *Expected Outcomes*

The overall purpose and rationale of the master plan for e-Government in Nigeria is to strengthen the transparency, the efficiency and the quality of public administration service *in line with the Economic Recovery and Growth Plan (ERGP).*

**Top 20 Countries in the UN E-GDI**

**NIGERIA e-Government 2020**

**World Class Open Government**

- Competent Government
- Transparent Government
- Service-oriented Government
- Customized Service
- Job Creation
- Sharing
- Communication
- Collaboration
- Openness
- Creative/Innovative Economy
- Competent Government

**One of Top Economies in the World**

1. Better Quality of Life for All
2. Sustainable Economic Growth
3. Safe & Secure Lives
4. High Performing Government

<table>
<thead>
<tr>
<th>Year</th>
<th>Group</th>
<th>EGD1 Ranking</th>
<th>Online Service Index: UN Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Emerging (7%)</td>
</tr>
<tr>
<td>2020</td>
<td>Very High</td>
<td>20th</td>
<td>100%</td>
</tr>
<tr>
<td>2019</td>
<td>High</td>
<td>50th</td>
<td>90%</td>
</tr>
<tr>
<td>2017</td>
<td>High</td>
<td>75th</td>
<td>80%</td>
</tr>
<tr>
<td>2014</td>
<td>Middle</td>
<td>141st</td>
<td>56%</td>
</tr>
<tr>
<td>2012</td>
<td>Low</td>
<td>162nd</td>
<td>58%</td>
</tr>
</tbody>
</table>

© 2018 Federal Ministry of Communication
CSF-1. Adopt the Master Plan of Nigeria e-Government as a National Agenda

CSF-2. Establish Presidential Committee on e-Government and Dedicated Organization Structure for e-Government Implementation

- A supervisory committee shall be established directly under the Presidency
- CIOs shall be designated for central and regional e-Governments, thus creating streamlined support structure.
- Full involvement of Specialized e-Government technical support agencies including NITDA and GBB

CSF-3. Sustained Investment in e-Government – Budget & Funding Sources

- Substantial provision in the national budget for e-Government/ICT implementation every year
- Create special promotion fund to build e-Government projects

CSF-4. Appropriate Institutionalization for Each Phase of e-Government Implementation

- In order to sustain e-Government implementation, appropriate laws shall be enacted during each phase ensuring a positive enabling environment for e-Government.

CSF-5. Public Private Partnership

- Efficient role division with the government taking care of e-Government policy making, IT companies providing technology and skills, and citizens actively participating are key factors in e-Government implementation and utilization

CSF-6. Change Management of Public Officers in Emerging ICT Environment

- A scheme for change management in emerging environment needs to be developed to overcome resistance from the users which primarily caused by the fear of workforce reduction and the avoidance of using information systems.
Functions of Presidential Committee

- Provide the political will, overall leadership and serve as high-level e-Government champions
- Ensure alignment of e-Government programs with overall Government policy direction
- Promote e-Government as a National Agenda
- Ensure substantial and sustained Budget to drive implementation - identify variety of funding sources
- Establish organizational framework for e-Government roadmap implementation
- Promote the legislation of an e-Government Act
- Coordinate the implementation among the relevant MDAs to ensure collaboration
- Resolve problems that may arise, including financial & legal
Presidential Committee on e-Government
(proposed membership)

- Secretary to the Government of the Federation - Chairman
- Head of Civil Service of the Federation
- The National Security Adviser
- Hon. Minister of Communications
- Hon. Minister of Finance
- Hon. Minister of Budget and National Planning
- Hon. Minister of Industry, Trade and Investment
- Hon. Minister of Education
- Hon. Minister of Health
- Hon. Minister of Agriculture
- National Information Technology Development Agency
- Galaxy Backbone Limited
- National Executive Council (Representation from State Governments)
- Private Sector Stakeholder Representation
CBP: e-Government Courses/curriculum

1. Basic Courses:
   • Executive Course I (One Day)
   • Executive Course II (Two Days)
   • Professional Course (Five Days)
   • E-Security Course (Five Days)
   • Train-the-Trainers Course (Five Days)

2. Supplementary Courses
   • Principle of e-Government I – II
   • Components & Promotion Strategies of e-Government
   • Information Resource Management (IRM) I - II
   • Laws and Institutions
   • Country Case Studies on e-Government Development
   • Safe e-Government I – VII
   • Project Management/Product Development
Capacity Building Program

Design Layout: e-Government Training Centre
Capacity Building Program

© 2018 Federal Ministry of Communications
From the foregoing we can deduce that e-Government is a major enabler of any government reform as it helps to achieve the following:

• Simplify administrative processes
• Improve transparency in government processes
• Helps to deliver services more efficiently
• Facilitate the integration of services and processes across government MDAs
• Enable seamless interaction with government
Conclusion

A Public Service that is:

Responsive to citizens and customers in the implementation of Government policies, in an efficient and seamless manner, using high-level communication tools in a fully networked, knowledge-based work environment through effective utilization of Information Technology and improved capacity and skill-set of the workforce...
Holistic adoption & implementation of e-Government

Resulting in

Cost Savings through economies-of-scale; improved efficiency; enhanced transparency in public administration while ensuring inherent accountability as well as seamless interaction amongst MDAs in delivery of government services.
Thank You
Galaxy Backbone as a Technology Platform for Implementing the e-Government Master Plan

May 2019
Presentation Outline

- Snap shot - National e-Govt Master Plan
- Galaxy Backbone
- Key Roles – Ministry, Regulator, Galaxy & MDAs
- Implementing – Digital Transformation
- About 1-Gov.ng - Technology Enabling Platform
- Our Offer

www.galaxybackbone.com.ng
## National e-Government Master Plan

<table>
<thead>
<tr>
<th>Policies</th>
<th>Strategies</th>
<th>Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Powerful Leadership</td>
<td>1. Establish the Presidential Committee on ICT/e-Government</td>
<td>1) Establish Presidential Committee on ICT/e-Government</td>
</tr>
<tr>
<td></td>
<td>2. Identify e-Government Champions</td>
<td>2) Develop a talent pool of e-Government Champions</td>
</tr>
<tr>
<td></td>
<td>4. e-Government Publicity</td>
<td>4) Conduct publicity campaign for e-Government</td>
</tr>
<tr>
<td></td>
<td>6. Create Variety of Funding Sources</td>
<td>6) Create and utilize e-Government promotion fund</td>
</tr>
<tr>
<td>4. Global Standard e-Government Infrastructure &amp; Service</td>
<td>7. Develop Adequate Infrastructure &amp; Applications</td>
<td>7) Funding through a variety of financing Instruments</td>
</tr>
<tr>
<td></td>
<td>8. Strengthen R&amp;D and Education in ICT</td>
<td>8) Improve Government Integrated Data Centre (GIDC)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>9) Develop e-Signature/Authentication</td>
</tr>
<tr>
<td></td>
<td></td>
<td>10) Establish Standard Software Framework for e-Government</td>
</tr>
<tr>
<td></td>
<td></td>
<td>11) e-Finance (GIFMIS/SIFMIS)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>12) e-Procurement</td>
</tr>
<tr>
<td></td>
<td></td>
<td>13) e-Taxation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>14) e-Customs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>15) e-Education</td>
</tr>
<tr>
<td></td>
<td></td>
<td>16) e-Health</td>
</tr>
<tr>
<td></td>
<td></td>
<td>17) e-Agriculture</td>
</tr>
<tr>
<td></td>
<td></td>
<td>18) e-Immigration</td>
</tr>
<tr>
<td></td>
<td></td>
<td>19) e-Voting</td>
</tr>
<tr>
<td></td>
<td></td>
<td>20) Clean Civil Servant</td>
</tr>
<tr>
<td></td>
<td></td>
<td>21) Public Information Sharing System</td>
</tr>
<tr>
<td></td>
<td></td>
<td>22) Expand education in ICT and enhance quality of ICT education</td>
</tr>
</tbody>
</table>

Key Roles – Ministry, NITDA, MDAs & Galaxy

<table>
<thead>
<tr>
<th>Client-centered Government</th>
<th>Networked Government</th>
</tr>
</thead>
<tbody>
<tr>
<td>Citizen (G2C) Public services to citizens</td>
<td>Government to Government (G2G) Services to government &amp; civil servants</td>
</tr>
<tr>
<td>Business (G2B) Public services to businesses</td>
<td>Services to government &amp; civil servants</td>
</tr>
</tbody>
</table>

- **e-Government Governance:** Maintaining and reinforcing architecture.

- **e-Government** could be understood as an architecture composed of 3 blocks:
  1. Application services to Citizen, Business, and Government,
  2. Infrastructure, and
  3. Governance

www.galaxybackbone.com.ng
Purpose - Galaxy Backbone

**STRUCTURE**
Established by the Federal Government in 2006. Registered as Public Liability Company under the CAMA

**MANDATE**
Provide connectivity, infrastructure and transversal applications and services to public institutions and rural and underserved communities

**VISION**
To be the leading enabler of digital inclusion in Nigeria and Africa

**MISSION**
Galaxy Backbone drives national development through the provision of pervasive ICT infrastructure and services to public institutions, underserved communities and other stakeholders

www.galaxybackbone.com.ng
Scale - GalaxyBackbone

Whole of Government Approach: UN Public Sector Awards

Information Security: ISO 27001 Certified

Service Management: ISO 20000 Certified

www.galaxybackbone.com.ng
• International connectivity remains lifeblood of data offerings, due to most content whether consumer or business located outside of Africa

• WACS, MainOne, Glo, SAT-3 submarine cables landing in Nigeria have brought a combined capacity of up to 8 Tbps

www.galaxybackbone.com.ng
Scale – GalaxyBackbone – Network Services

<table>
<thead>
<tr>
<th>Application</th>
<th>ITEM</th>
<th>Total numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>eLTE</td>
<td>Management System</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Dispatch System</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Core network</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Base station</td>
<td>9 (Phase1) +108 (Phase2)</td>
</tr>
</tbody>
</table>

www.galaxybackbone.com.ng
Scale – GalaxyBackbone Data Centre

- DC floor space of 298m²; 128 racks
- 2 (same) utility power feeds; 1:1 redundancy
- 1:1 backup generator power; 2:2 UPS IT equipment power
- 640KVA total power; 6KW per rack rating

www.galaxybackbone.com.ng
Implementing - Digital Transformation

<table>
<thead>
<tr>
<th>Exhibit</th>
</tr>
</thead>
<tbody>
<tr>
<td>A digital government has core capabilities supported by organizational enablers.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Capabilities: citizen- and business-facing innovations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Services</strong></td>
</tr>
<tr>
<td>- Digitization of touchpoints</td>
</tr>
<tr>
<td>- Consolidated online-access platforms</td>
</tr>
<tr>
<td>- Citizen and business portals</td>
</tr>
<tr>
<td>- Messaging platforms</td>
</tr>
<tr>
<td>- Payment platforms</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Enablers: innovations across government systems</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy</strong></td>
</tr>
<tr>
<td>- Close connection to broader government priorities</td>
</tr>
<tr>
<td>- Bold aspirations translated into concrete targets</td>
</tr>
<tr>
<td>- Focus on citizen and business experience</td>
</tr>
<tr>
<td>- Attention to needs of marginal populations (e.g., elderly)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Governance and organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Organizational design mapped directly to goals</td>
</tr>
<tr>
<td>- Governance and accountability for pace, scale, and collaboration</td>
</tr>
<tr>
<td>- Funding mechanisms for collaboration, innovation, and efficiency</td>
</tr>
<tr>
<td>- Regulations that allow open, joined-up citizen experiences</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Decisions</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Deployment of sensors (e.g., mass transit)</td>
</tr>
<tr>
<td>- Advanced predictive analytics</td>
</tr>
<tr>
<td>- Large-scale, cloud-based data storage</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Leadership, talent, and culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Leadership commitment and awareness of trends and opportunities</td>
</tr>
<tr>
<td>- Technical and implementation talent</td>
</tr>
<tr>
<td>- Programs to attract and retain digital workers</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Data sharing</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Unified, open public registers</td>
</tr>
<tr>
<td>- Peer-to-peer sharing of data</td>
</tr>
<tr>
<td>- Co-creation of solutions with private sector and citizens</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Two-speed model for rapidly deploying new services</td>
</tr>
<tr>
<td>- Agile development at scale</td>
</tr>
<tr>
<td>- Analytics platforms to support efforts in big data and open data</td>
</tr>
<tr>
<td>- Robust cybersecurity measures and controls</td>
</tr>
</tbody>
</table>

McKinsey & Company
Enabling - Gov.ng Technology Platform
Enablers – How Galaxy Helps

**Services**
- Digitization of touchpoints
- Consolidated online-access platforms
- Citizen and business portals
- Messaging platforms
- Payment platforms

**Processes**
- Automation of transactional processes (e.g., grant applications)
- Digital enablement (e.g., e-health)

**Data sharing**
- Unified, open public registers
- Peer-to-peer sharing of data
- Co-creation of solutions with private sector and citizens

**Decisions**
- Deployment of sensors (e.g., mass transit)
- Advanced predictive analytics
- Large-scale, cloud-based data storage

www.galaxybackbone.com.ng
Capabilities – How Galaxy Helps

Strategy
- Close connection to broader government priorities
- Bold aspirations translated into concrete targets
- Focus on citizen and business experience
- Attention to needs of marginal populations (e.g., elderly)

Technology
- Two-speed model for rapidly deploying new services
- Agile development at scale
- Analytics platforms to support efforts in big data and open data
- Robust cybersecurity measures and controls

Governance and organization
- Organizational design mapped directly to goals
- Governance and accountability for pace, scale, and collaboration
- Funding mechanisms for collaboration, innovation, and efficiency
- Regulations that allow open, joined-up citizen experiences

Leadership, talent, and culture
- Leadership commitment and awareness of trends and opportunities
- Technical and implementation talent
- Programs to attract and retain digital workers

www.galaxybackbone.com.ng
Experience it – 1-Gov.ng

Welcome to 1-Gov.ng
The Best place for digital Government services and information

PayGov
Make payments securely for Government services

GovQ
Book appointments and join virtual queues for Government services

GovFund
Make donations securely to approved humanitarian and welfare programs

CheckGov
Verify government-issued identity, licenses, permits

GovJobs
Search and apply for approved Government vacancies and more!

GovNews
See government publications, announcements, performance reports etc.

Search for e-Government Apps here...

www.galaxybackbone.com.ng
Examples – From Other Countries

Online presence for the Kenyan Government

www.galaxybackbone.com.ng

Online presence for the UK Government
Our Offer - Partnership

To be your trusted advisor and partner in e-Government implementation and technology.

✓ Advise
✓ Rapid Proof of Concept/ Pilot Projects
✓ End to End Project Management
✓ IT Infrastructure and Integration

...In line with the e-Gov Master plan, NeGIF, GWEA, Standards, Guidelines Regulations, GWEA, NeGIF, IT Project Clearance, PPA etc.,
FUNDING E-GOVERNMENT MASTERPLAN:
LEVERAGING PUBLIC-PRIVATE DIALOGUE AND PARTNERSHIPS

Delivered By:
Chris Abhulimen
ICT Systems Thematic Group Lead
Agenda...

- What is PPD?
- A Short PPD Story...
- E-Government Funding...
- Public-Private Partnerships...
- Leveraging Bonds...
- Case Studies
What is a PPD?

Public-Private Dialogue.

PPD refers to the structured interaction between the public and private sectors to promote the right conditions for private sector development or reform.

Its ultimate function is to contribute to a prosperous economy by expanding market opportunities and enabling private initiative.
What is a PPD?

Structured Dialogue ➔ Workable Reforms ➔ Reforms that Work

- Diagnostic
  - Engagement
  - Definition
  - Empowerment
- Solution Design
  - Consensus Building
  - Filtering
- Implementation
  - Ongoing Support
  - Watchdog
  - Resources
- Monitoring & Evaluation
  - Watchdog
  - Feedback Loop

Reform Process Example
A Short PPD Story…

Pubsec…A dedicated government official

Techpreneur…A technology business concern
A Short PPD Story I:

- The Techpreneur...

  Where do I get funds to start this great Idea I have?
  Will the Government buy from me after production or just import?
  How do I scale my Product/Services locally? Globally?
  How can I hire people with the right Tech Skills?
  What Government Policies or Laws enable or hinder my idea?
A Short PPD Story II:

- The Pubsec...

- How do we Drive Financial Inclusion to Base of the Pyramid Nigerians?
- How can we help Nigerians create Local Technology that can compete globally?
- How do I Digitalize my Operations to improve access to information?
- What Infrastructure should I build that will help universal Access?
- What Laws can we pass to enable and facilitate the Business Environment?
A Short PPD Story III:

- The Roundtable...

- How do we drive financial inclusion to the Base of the Pyramid Nigerians?
- What infrastructure should I build that will help universal access?
- What government policies or laws enable or hinder my idea?
- How can I hire people with the right tech skills?
- How can I help Nigerians create Local Technology that can compete globally?
- How do I digitalize my operations to improve access to information?
- What laws can we pass to enable and facilitate the business environment?
- Will the government buy from me after production or just import?
Benefits of PPD

- Facilitating investment climate reforms by supporting champions for reform, creating momentum, and accelerating the reform process.

- The most tangible benefits of PPD are the policy reforms it can precipitate. These can include **new legislation**, the **amendment or scrapping of existing legislation**, **removal or simplification of regulations** and controls, standardization of regulations, and establishment of new institutions.

- Promoting better diagnosis of investment climate problems and design of policy reforms. Governments that listen to the constraints of the private sector are more likely to devise sensible prioritization plans and workable reforms.

- Making policy reforms easier to implement. When entrepreneurs understand what a government is trying to achieve with a reform package, they are more likely to accept and work with the reforms in practice.

- Promoting **transparency**, **good governance**, the **openness and rigorous cost-benefit analysis** by setting an example of pressure of public scrutiny.
Funding e-Government:

- e-Government Projects have inherent challenges, complexities, and constraints that are not mere technology adoption projects; they involve challenges that relate to organizational transformation i.e. significant process re-engineering and organizational change management that result in new ways of working for the MDAs.

- **#Initiative 7 of the e-Government Masterplan.** “Create and Utilize e-Government Promotion Fund” deals with the e-Government funding from the perspective of the government. To-Be Model for this initiative is...
  i. Aspire To Grow e-Government Funding to 1% of the National Budget.
  ii. Create Informization Promotion Fund
  iii. Separate e-Government Fund & Informization Fund and allocate to the various ministries

- **#Initiative 8 of the e-Government Masterplan.** “Funding through a variety of Financing Instruments” deals with funding through private sector initiatives. To-Be Model for this initiative is...
  i. Issuing Bonds (Domestic or Int’l Capital Markets)
  ii. Public-Private Partnerships
  iii. Other innovative funding models for e-Government (Outsourcing, Leasing, etc.)
e-Government Funding Modes

- There are 3 major ways or funding modes for e-Government Projects:
  - i. **Government or Traditional Financing**
  - ii. **Outright Privatization**
  - iii. **PPP Based Financing**
- These 3 modes are always made available to Project Managers of e-Government Projects and the decision made is typically dependent on what the goal of the project is and we can examine this further.

- The **Government funded projects** are the first thinking when it comes to the deployment of resources for e-Government Projects and this is typically drawn from the National Budget.

- **Outright Privatization** have been used in Nigeria in the deployment or management of some national assets but this takes ownership and control out of the hands of Government for a critical Asset like ICT.

- **Public-Private Financing** modes have been used in scenarios where government seeks to leverage the private sector funds and expertise while sharing the risks and rewards of the project. It has varying useful application modes.
The Critical Success Factors related to e-Government implementation are focused around three key drivers: the **Process**, the **People**, and the **Technology** or ICT Asset.

- These 3 drivers are impacted differently irrespective of the Funding Model Considered.

- Under the **Technology** or ICT Asset we must consider the following;
  - Ownership
  - Technical Risks
  - Operation & Maintenance

- Under the **People** or **Organization** we must consider the following;
  - Change Management
  - Strategic Leadership
  - Project Management

- Under the Processes we must consider the following as well;
  - Risk Management
  - Project Evaluation
  - Procurement Management
## Project Goal Vs. Funding Model

<table>
<thead>
<tr>
<th></th>
<th>Traditional</th>
<th>Privatization</th>
<th>PPP Based Financing</th>
</tr>
</thead>
</table>
| **Technology**     | **Ownership**  
  - Owned by Govt.  
  - Technical risks borne by Govt.  
  - Operated & Maintained by Govt. | **Owned by private partner**  
  - Risks borne by partner  
  - O & M by Partner | **Owned by SPV/Partner or shared**  
  - Risk Borne by SPV or Partner  
  - O & M by Private Partner |
|                    | **Technical Risks**  
  - Ownership  
  - Technical Risks  
  - O & M | **Technical Risks borne by Govt.  
  - Operated & Maintained by Govt.** |                                                                                  |
| **People**         | **Change Management**  
  - Government to address significant change management.  
  - Government must provide overall strategic leadership  
  - Technical Management by government Team | **Fully outsourced. Limited change mgt. in govt.**  
  - Privatization requires leadership at top level  
  - Project Mgt. is partner’s sole responsibility | **SPV supports govt. agency in managing change management**  
  - SPV-led joint governance model requires innovative partnership  
  - Technical management by SPV & Private Partner’s Experts |
|                    | **Strategic Leadership**  
  - Technical Management by government Team |                                                                                  |                                                                                  |
|                    | **Project Management**  
  - Technical Management by government Team |                                                                                  |                                                                                  |
| **Process**        | **Risk Management**  
  - Limited risk identification and management  
  - Economic evaluation mainly on policy principles  
  - Traditional procurement approach based on government rules | **In-depth risk management approach.**  
  - Market-based evaluation based on risk & returns  
  - Market-based procurement approach | **In-depth risk assessment approach from both public & private views**  
  - Joint evaluation to address market and public policy objectives  
  - Innovative procurement models/flexible approach based on needs |
|                    | **Project Evaluation**  
  - In-depth risk management approach.**  
  - Market-based evaluation based on risk & returns  
  - Market-based procurement approach |                                                                                  |                                                                                  |
|                    | **Procurement Management**  
  - In-depth risk assessment approach from both public & private views**  
  - Joint evaluation to address market and public policy objectives  
  - Innovative procurement models/flexible approach based on needs |                                                                                  |                                                                                  |
Considerations To Funding e-Government

When looking to fund e-government projects, governments need to evaluate potential projects by:

- Undertaking a traditional cost benefit analysis and discounting to present value;
- Focusing on the underlying cost effectiveness of the project in terms of the ability to produce outputs more effectively than existing arrangements;
- Evaluate whether the project constitutes a fundamental building block for long term development;
- Focus on how important the need for the project is in terms of ensuring access for all;
- Look at projects not only in financial terms, but also in terms of social outcomes and social benefits, which include more professional development opportunities.
Public-Private Partnership Models...

Private sector funding can be sourced using a variety of funding and revenue models. There are reasons why this should be a viable option;

The private sector can:
- bring skills and know-how;
- enhance the efficiency of service delivery;
- insulate upcoming operations from political intervention;
- make the project more responsive to the public’s needs and preferences.

Under Public Private Partnership arrangements, the private sector builds finances and operates public technology infrastructure and platforms. Various financing schemes exist from soft and development assistance loans from donor/multilateral aid agencies to partnerships and outsourcing deals with private third party vendors under special financing schemes (e.g., the Build-Operate-Transfer or BOT scheme) that can minimize the initial cost to government.

A variation of this is the Build-Transfer-Operate (BTO) model, under which title transfers to the government when construction is completed. Finally, with Build-Own-Operate (BOO) arrangements, the private sector retains permanent ownership and operates the facility on contract. For example, in case of greenfield projects, options such as build, own, operate, and transfer (BOOT) are also available.
Public-Private Partnership Models II...

- External Software Licensing
- Mobile Subscription Services
- Prepaid Cards
- Crowd Funding and Crowd Sourcing
Issuing Bonds…

- FGN Bonds are debt securities (liabilities) of the Federal Government of Nigeria (FGN) issued by the Debt Management Office (DMO) for and on behalf of the Federal Government.

- Governments, both sovereigns and sub-sovereigns, can finance e-government projects by issuing bonds, on either the domestic or international capital markets. Bond financing is cheaper than bank loans.

- This mechanism of financing allows the FGN to obtain all the funds they need up-front through the bond offering and are not subject to partial repayments, as in the case of bank loans, and which repayments are based on a bank’s monitoring of their project construction progress.

- The FGN with the partnership of the Private sector players can issue ICT-Linked or e-Government-Linked Sovereign bonds that the performance tied to the deployment of Technology for e-Government
Types of Bonds...

- Governments can also issue **Project Revenue Bonds**, which are not backed by the full faith and credit of the issuer, but are secured only by the expected stream of revenue from the project being financed.

- Governments can also issue **Dedicated Revenue Bonds**, with these bonds, bond repayments are guaranteed by a particular revenue stream, which is unrelated to the project being financed. A *sub-sovereign* for instance, may issue such a bond and back it by the pledge of funds from expected intergovernmental transfers, or by specific tax revenues such as Sales, Income or Petroleum taxes.

- Governments can also issue **GDP-linked bonds** to fund e-government strategies, whose repayment value or the coupon (annual interest payments) would be linked to nominal or real GDP growth.
Case Study 1- PPD: NASSBER

- The National Assembly Business Environment Roundtable (NASSBER) was created as a platform for the legislature and the private sector to engage, deliberate and take action on a framework that will improve Nigeria’s business environment through a review of relevant legislations and provisions of the Constitution.
- This assignment was triggered by the desire and necessity to improve the ease of doing business in Nigeria.
- NASSBER is a partnership between the National Assembly, Nigerian Economic Summit Group and Nigeria Bar Association’s Section on Business Law, supported by the defunct ENABLE II programme of the UK Department for International Development (UK-DfID).
- A diagnostic review of current and proposed laws relevant to the business environment in Nigeria and the key institutions involved.
- It was commissioned as a report that led to a Roundtable and now the formal establishment of the NASSBER which is now a standing group.
Case Study 2 PPD-PPP: NiRER

- The Nigerian Renewable Energy Roundtable (NiRER) is an action-oriented partnership of relevant stakeholders, that are committed to resolving the issues and bottlenecks that limit the expansion of the on-grid and off-grid renewable energy market in Nigeria.

- It started from a report commissioned by the Sustainability Policy Commission on the True Cost of Electricity in Nigeria sponsored by the Henrich Boll Foundation.

- NiRER is a partnership of government ministries, departments and agencies (MDAs), the private sector, intergovernmental and civil society organizations, etc.

- NiRER was formally inaugurated on 20th June, 2017 by the then Acting President of the Federal Republic of Nigeria, Prof. Yemi Osibanjo, at the Banquet Hall of the State House, Abuja.

- NiRER supports fast action that delivers benefits on several fronts at once; i.e. access to low-cost finance, equipment standards & quality control, skills & market development, energy efficiency, fiscal & monetary incentives, policy analysis
Case Study 3- PPP: TSA-REMITA

- The **Treasury Single Account (TSA)** is celebrated as one of the most significant initiatives undertaken by any government in Nigeria to promote **accountability, transparency** and **fight corruption** in the management of public funds.

- An initiative which started in 2011 with minimal implementation and mixed results. In 2015, President Muhammad Buhari’s administration mandated the full and comprehensive implementation of TSA across all Federal Government MDAs without any exception.

- The TSA which is a Public-Private Partnership Business Model between the Federal Government and Systemspecs allows Systemspecs to deploy their payment platform REMITA to collect Federal Government Revenues for a flat fee of N150

- Remita is an electronic payment platform that helps the TSA with all government collections which are linked to a single treasury account.

- The consolidation of government cash resources should be comprehensive such that it contains all government cash resources, both budgetary and extra-budgetary. This means that all public revenue irrespective of whether the corresponding cash flows are subject to budgetary control

- According to reports monitored from the Systemspecs website REMITA processes $30 billion worth of transactions annually!
Interactive Q & A
SYSTEMIC APPROACH TO DEVELOPING E-GOVERNMENT PROJECTS

Transcorp Hilton, Abuja
24th May, 2019

Bunmi Okunowo
bunmiokunowo@gmail.com
Let's start...

WHAT IS INNOVATION?
“Innovation is seeing what everybody has seen and thinking what nobody has thought.”

Dr. Albert Szent-Györgyi

discovered vitamin C
"The enterprise that does not innovate inevitably ages and declines. And in a period of rapid change such as the present... the decline will be fast."

-Peter F. Drucker
“Failure is an option here. If things are not failing, you are not innovating enough.”

Elon Musk
co-founder of PayPal
and Tesla Motors
What is Invention, Innovation & Creativity?

**Invention** is the creation of something that never existed before.

**Innovation** is the useful application of an invention or possibly the combination of an existing ideas in some new and useful way.

**Creativity** on the other hand is the application of our mind of imagination to a problem. It is applied imagination to invention or innovation.
### Case studies of Breakthrough Innovations in Government in US

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduced operating costs and size of workforce by installing BigBelly solar trash compactors.</td>
<td>Increased usage of a community hotline by introducing a mobile application called Citizens Connect.</td>
<td>Secured deep reductions in many city services while maintaining citizen satisfaction.</td>
<td>Reduced the cost of servicing the city’s fleet of vehicles by compelling city agency to compete with private companies.</td>
<td>Installed Parkmobile mobile payment system to replace coin-operated parking meters.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ABILITY</th>
<th>Ability to experiment</th>
<th>With stimulus funding, the city experimented with BigBelly trash compactors in one location before rolling them out city-wide.</th>
<th>After installing a new service request tracking system that could handle increased usage, the city beta tested the new mobile app.</th>
<th>Facing a budget crisis, the city administrator empowered municipal managers to experiment with severely reduced budgets.</th>
<th>New system was first installed in one area with plans for expansion following feedback: the initial program was backward compatible, minimizing switching cost.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to sunset outdated infrastructure</td>
<td>City developed a plan to reduce the size of the sanitation workforce as people either quit or retired, reassigning some to other departments.</td>
<td>Outdated software for employee-driven requests was removed by integrating that capability into Citizens Connect, creating an application used by both citizens and government employees.</td>
<td>To manage workforce reduction, the city created retirement incentives and reassigned remaining employees as necessary.</td>
<td>With clearer understanding of pricing structure, ISPS began outsourcing certain services to private garages that had lower cost structures.</td>
<td>Certain streets were tested as Parkmobile-only in order to phase out the need for meters.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MOTIVATION</th>
<th>Existence of feedback loops</th>
<th>Labor usage and truck routes were tracked to adjust supplies and services on the basis of citizen demand.</th>
<th>Citizens Connect not only allowed people to report problems (such as potholes or graffiti) but provided feedback showing whether the city responded to the problem and fixed it.</th>
<th>Citizens were engaged in “I Value” campaign to distinguish “wants” from “needs” through community meetings, town halls, scientific evaluation, and online polls.</th>
<th>Feedback loops already existed regarding the quality of fleet services in the form of informal transactions and reviews.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existence of incentives for product or service improvement</td>
<td>BigBelly Solar, which supplies the trash compactors, has an incentive to continue to improve technology so that the city will buy more trash compactors.</td>
<td>New Urban Mechanics, the city department that rolled out Citizens Connect, continued to strive for innovation in other areas by encouraging public sector innovators.</td>
<td>Insufficient funds to continue all programs drove unneeded costs out of system and led to the improvement of current programs, freeing capital and avoiding future cuts.</td>
<td>Budget provisions were tied to labor quality, and employee ratios were tied to cost reductions.</td>
<td>Government innovators were motivated because the mayor recognized them as forward-thinkers; the private partner was driven by profit motive.</td>
</tr>
<tr>
<td>Existence of budget constraints for end users</td>
<td>The city, acting in the role of the end-user buyer, had a tight budget that compelled it to look for alternatives like BigBelly. Because of time constraints, people were more likely to use Citizens Connect, which was easier, faster, and more responsive.</td>
<td>The city’s常说, the city department that rolled out Citizens Connect, continued to strive for innovation in other areas by encouraging public sector innovators. Because of time constraints, people were more likely to use Citizens Connect, which was easier, faster, and more responsive.</td>
<td>Taxpayers were educated about the upcoming budget cuts and offered choices between services and tax hikes.</td>
<td>Transfer pricing between fleet services and other organizations with set budgets ensured that customers maintained budget constraints.</td>
<td>After high initial handle to get on the system, consumers saved time by not having to pay coins in meters and saved money by getting fewer parking tickets.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RESULTS</th>
<th>Reduced workforce from 33 people working 3 shifts to 9 people working 1 shift, saving 70 percent in annual operating costs.</th>
<th>Citizens Connect users made two move reports per year on average, reducing the number of other systems 9 percent of all reports to 8 percent.</th>
<th>Citizens Connect users made two move reports per year on average, reducing the number of other systems 9 percent of all reports to 8 percent.</th>
<th>Citizens Connect users made two move reports per year on average, reducing the number of other systems 9 percent of all reports to 8 percent.</th>
<th>In the first year, monthly Parkmobile transactions grew nearly 500 percent to more than 300,000, with more than $10.7 million collected.</th>
</tr>
</thead>
</table>

© 2019, Bunmi Okunowo - bunmiokunowo@gmail.com. Systemic Approach to Developing e-Govt Projects
One example of Innovation in Government: Case study

- The company called Parkmobile in US
- US Govt Ministry: Department of Transport

- Solves the following needs:
  - The problem of finding parking space
  - Parking violation and penalty
  - Missing important appointments or business meetings
  - Government revenue leakage
  - And so on and so forth
Let’s Look at The Five Conditions for Developing e-Government Projects

1. **Ability to experiment**
   - While watchdog groups can fiercely criticize experiments, public officials must know that without experiments, risk and wastage is higher. **Leaders must behave like venture capitalists by placing small bets based on a theory about the future and using those bets to guide subsequent actions.**

2. **Ability to replace outdated infrastructure**
   - If an experiment is successful, a new challenge is revealed—namely, phasing out the old product or service. While this is difficult to do in public sector, it must be noted that **a full value is never realized unless the old system/infrastructure is phased out.**

3. **Existence of feedback loops**
   - Once the experimental infrastructure is in place, it should be no surprise that **strong feedback loops between the citizens and public servants are required to motivate investment into and adoption of the right innovations.**

4. **Existence of incentives for product or service improvement**
   - Government employees can be motivated by the mission of the work or by recognition for doing it. The executives must ensure that motivation is appropriately aligned with the goals of the MDAs. **Budget constraints should force prioritization.** Leaders should ensure that the constraints exist for end users in order to motivate the appropriate prioritization.

5. **Existence of budget constraints for end users**
Next is the Framework for Developing New Ideas & Projects in Public Sector Organisations

- **Innovation Capability**
- **Innovation Processes**
- **Enabling Environment**
- **Measuring Impact**

<table>
<thead>
<tr>
<th>Innovation Capability</th>
<th>Innovation Processes</th>
<th>Enabling Environment</th>
<th>Measuring Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management of innovation</td>
<td>Impetus</td>
<td>Incentives</td>
<td>Improvement in key organizational performance indicators</td>
</tr>
<tr>
<td></td>
<td>Stimulating new ideas</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership and culture</td>
<td>Accessing new ideas</td>
<td>Autonomy</td>
<td>Improvement in service evaluation</td>
</tr>
<tr>
<td>Organisational enablers of innovation</td>
<td>Selecting and developing new ideas</td>
<td>Leadership and culture</td>
<td>Improvement in efficiency</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Enablers</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Implementing new ideas</td>
<td>Enablers</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Rolling out enmasse</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

© 2019. Bunmi Okunowo - bunmiokunowo@gmail.com. Systemic Approach to Developing e-Govt Projects
Framework for Innovation in Public Sector Organisations

Innovation Capability

1. Leadership of the organisation having vision and the spirit to drive it. Political buy-in. **Setting innovation as a top agenda for transformation.** Minding the users of public services. Space and capacity for creative thinking. **Create the sounding board for ideas within the mandate.**

2. This speaks to investment. **A top down approach.** From executive level to the organizational level. **Setup innovation governance within the organisation.** Set innovation as an agenda.

3. **Management involvement.** Healthy team building. **Incentives & rewards.** **ICT infrastructure.** Availability and access to quality skills. **Partnerships.**
## Framework for Innovation in Public Sector Organisations

### Measuring Impact

<table>
<thead>
<tr>
<th>Measuring Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improvement in key organizational</td>
</tr>
<tr>
<td>performance indicators</td>
</tr>
<tr>
<td>Improvement in service evaluation</td>
</tr>
<tr>
<td>Improvement in efficiency</td>
</tr>
</tbody>
</table>

1. Refers to improvement in key outputs and impacts over the last 1 to 3 years

2. Improvements in service evaluation / feedback from service users over the last 1 to 3 years
Enabling Environment

Incentives

Autonomy

Leadership and culture

Enablers

1. Incentives for innovation amongst staff, public and partners based on criteria such as performance targets, recognition & rewards etc.

2. Creating an environment for staff to innovate. Create job description or schedule of service around innovation. Make budgetary provision for experimenting on new innovative ideas.

3. Connect innovation to strategy. Give listening ears to consumers of government services and staff. Collaborate with industry players. Develop appetite for new learnings that can drive innovation.

## Innovation Processes

<table>
<thead>
<tr>
<th>Processes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impetus</td>
</tr>
<tr>
<td>Stimulating new ideas</td>
</tr>
<tr>
<td>Accessing new ideas</td>
</tr>
<tr>
<td>Selecting and developing new ideas</td>
</tr>
<tr>
<td>Implementing new ideas</td>
</tr>
<tr>
<td>Rolling out enmasse</td>
</tr>
</tbody>
</table>

1. **This phase is driven by either external or/and internal forces.** The forces that cause government institutions to not be optimally aligned with its mandate or Acts of Parliament; either internally or externally.

2. **Frame the challenges.** Gather cross-functional team to brainstorm on solution, possibly with the guidance of a consultant.

3. **Select best ideas.** Allocate resources (human and financial). Develop the best ideas. Pilot and test with as little fund as possible.

4. **Implement.** Train and invest in it and people. M&E. Measure benefits.

5. **Sharing and disseminating successful ideas/programs/initiatives** within and outside the government institution.
Steps for Developing e-Government Projects

1. Identify Challenges that your stakeholders (i.e. your MDA, citizens, businesses, other MDAs, foreign parties etc) are facing
   1. *List them and select few or as many as you want to tackle at a time*

2. Describe the Problem – create a Problem Statement

3. Deliberate / brainstorm on creative or innovative Ideas that can solve the Problem(s)

4. Develop Solution Concepts

5. Develop the Benefits Proposition of your Solution Concept
Thank You for Coming!