TOWARDS A SUCCESSFUL E-GOVERNANCE STRATEGY: APPLICATION AND CHALLENGES

Programme Evaluation and Assessment Report

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CONTENT & INTRODUCTION

The customised programme on 'E-Governance Strategy: Application and Challenges' was a pilot created and developed by LSE Custom Programmes for the Department of Administrative Reforms and Public Grievances (DARPG), Government of India for 15 middle and senior ranking civil servants. Six officers were recipients of awards of excellence: four had received the Prime Minister's Award for Excellence in Public Administration, and two had received awards for Excellence in e-Governance. The delegation was led by Additional Secretary Vasudha Mishra.

The purpose of this Report is to present in summary of the programme, the feedback received from the officers, and the recommendations from LSE. It includes, most importantly, vital clarifications for the nature of the pilot programme, and how it may be customised in the future to make it more useful for the needs of the attending officers.

Delegates in conversation with Professor George Gaskell at High Tea hosted by the South Asia Centre in the Chairman's Dining Room, LSE, 10 October 2017.

PROGRAMME OVERVIEW

This Executive Programme was a specially curated 5-day programme for the DARPG focusing on e-Governance, conducted from 9-13 October 2017 by the South Asia Centre (LSE) and LSE Custom Programmes, both being parts of the LSE.

This was the first time that LSE was preparing a customised executive programme for the DARPG, Government of India. In order to ensure that the programme was made relevant for the officers, LSE personally spoke with all six Achievement Award recipients prior to finalising the programme design.

The overall programme structure was straightforward and the programme compact in nature. The areas covered made the most of the budget allocated for the programme, and attempted to effectively cover a large, multi-faceted and diverse subject matter with global variations. Topics covered ranged from Financial Architecture to Smart Cities, Health, Development and more. Its intention to provide the participants with an international, comparative, applied and comprehensive view of e-Governance. Each session was organised in a 2-2.5 hour slot, led by a lecture presentation, and followed by a discussion and Q&A. Each speaker had been contacted in advance and briefed on what was expected of them at the lecture. At the suggestion of DARPG, a site visit was organised to a nearby Council office.

Three formal sessions were organised for the participants to interact with senior LSE management and faculty, and with the High Commission of India. The South Asia Centre organised a High Tea where the visitors were welcomed by Professor George Gaskell (Special Advisor to LSE Director), Dr Mukulika Banerjee (Director, South Asia Centre), and Dr Nilanjan Sarkar (Deputy Director, South Asia Centre). LSE Enterprise arranged a dinner at 'Cinnamon', an Indian cuisine restaurant with a pre-Dinner talk by Professor Michael Cox (Director, LSE IDEAS, and author of the new history of the LSE) where he spoke of the long and rich historical relationship between LSE and India. Finally, the High Commission of India hosted a tea for the visitors on the last day of their programme, where they were accompanied by staff members from LSE Enterprise.

32 Lincoln's Inn Fields Building, London School of Economics and Political Science

Delegates with Mr Bill Edwards (former Managing Director, DirectGov) at High Tea, hosted by the South Asia Centre in the Chairman's Dining Room, LSE, 10 October 2017.

It should be noted that the available time to curate this programme was very short (approx. 6-8 weeks), including time taken by first-time, logistical arrangements (namely, finalisation of the MoU, and arranging for the transfer of funds via the High Commission of India). To deliver a substantially curated programme, LSE requires a minimum of 12 weeks lead time from contract signing to ensure that a suitably integrated programme can be put in place, including a presentation by resource people from organisations to which site visits are organised. Of particular significance is the time taken to arrange site visits which – for reasons of security clearance – require up to 12 weeks' time.

All participants were given a Feedback Form, and a summary of the feedback was shared with DARPG via e-mail on 9 November 2017. Feedback was also received verbally on the morning of 13 October. Feedback of participants has been discussed and reviewed extensively by LSE, and recommendations, suggestions and explanations (for certain specific elements of the programme which were not provided to participants at the time) have been included here.

As such, this document formally brings together a 360-degree report and feedback on the programme which we hope will serve as a base document for further meetings between the DARPG and LSE, and includes reflections on a pilot programme with clearly identified areas of improvement and requirements. At LSE, we see this process as one of continuous improvement with a cycle of design-refine-delivery-refine, and this Report provides an excellent point from which we can begin this process of improved delivery of training solutions.

The stated objectives of the Programme were to:

- Provide an understanding of the potential for the Internet and other ICTs to shape governmental relationships, e-governance activities and outcomes

- Help participants gain an understanding to the challenges of successful implementation of e-governance initiatives

- Allow participants to learn from international best practice in e-governance

- Aid participants in their understanding of the process of e-governance in implementation and the necessary public reforms

PROGRAMME OVERVIEW

The programme was delivered by top LSE Academics who specialise in the field of E-Governance, Governance and Public Management along with external industry experts with significant experience in E-Governance who had been invited especially to speak at the programme. The participants' feedback gave an average approval score of 3.7 (out of 5) based on their performance and teaching methods. The programme also consisted of a visit to Westminster Council, the local authority for the City of Westminster in Greater London. The visit gave participants an insight into how Westminster Council's IT infrastructure enables the local authority to implement and deliver on E-Governance initiatives from a technological perspective. The visit entailed an hour-long presentation from Westminster Council's Chief Information Officer who discussed and showcased some of the Council's best practices in support of E-Governance initiatives. Please find below a detailed schedule for each day of the programme:

Day 1: Principles and Applications of E-Governance

11.00 – 13.00	Lecture 1:	Introduction to E-Governance via the PDS in India; Challenges and Risks to E-Governance
		Dr Silvia Masiero, LSE Conflict Research Group
13.15 – 14.15	*Lunch - LSE Senior Dining Room, Old Building*	
14.30 – 16.30	Lecture 2:	E - Governance and India's Financial Architecture
		Ms Sarah George, VP Assistant General Council, Legal Department, Merrill Lynch
16.45 – 17.15	LSE Exhibition: Journey to Independence - India, Pakistan and Bangladesh	
17.15 – 18.00	LSE Library Tour	

Day 2: Public Service Reform: Implementation

11.00 – 13.00	Lecture 1:	E-Governance: Administrative Reform and Increasing Citizen Centric Governance
		Dr Antonio Cordella, Department of Management, LSE
13.15 – 14.15	*Lunch - Lincoln Centre*	
14.30 – 16.30	Lecture 2:	Upscaling stagnant E-Governance Initiatives; How do we rekindle citizen engagement in existing E-Governance Initiatives
		Mr Bill Edwards, Former Managing Director of Directgov
16.45 – 18.00	Tea with South Asia Centre	
	Chairman's Dining Room,5th Floor LSE Old Building	

(L - R) Professor Ashley J. Tellis, Ms Meera Shankar, Mr Jayant Prasad, Ms Jyoti Malhotra, Mr Kanwal Sibal, and Mr Rakesh Sood in a panel discussion on 'India Abroad: From Third World to Regional Power' at 'India at 70: LSE India Summit', New Delhi, 30 March 2017.

Panel discussion on 'Can Intelligence Services do Good? A Conversation between Indian and Pakistani Former Chiefs', LSE, 6 October 2017. (L-R) Mr Aamir Ghauri (Journalist), Mr A S Dulat (former Chief, RAW, India), Dr Mukulika Banerjee (Director, South Asia Centre), and Mr Ehsan ul Haq (former Chief, ISI, Pakistan).

Day 3: E-Governance for Development

11.00 – 13.00	**Lecture 1:**	**E-Governance for Development: What are the lessons for India?** *Dr Shirin Madon , Department of International Development and Information Systems and Innovation Faculty Group (ISIG)*
13.15 – 14.15	*Lunch - LSE Senior Dining Room, Old Building*	
14.30 – 17.00	**Visit to Westminster Council** *Speaker: Ben Goward, Chief Information Officer, Westminster Council*	

Day 4: E-Governance Initiatives: Best Practices

10.30 – 12.30	**Lecture 1:**	**E-Governance: Comparative Examples from Pakistan and Bangladesh, Successes/Failures/Assessment, and how to turn E- Governance Initiatives into Policy** *Dr Adnan Khan International Growth Centre, LSE*
12.45 – 14.00	*Lunch - Lincoln Centre*	
14.30 – 16.30	**Lecture 2:**	**E-Governance and Smart Cities in India** *Philipp Rode, LSE Cities*
19.00 – End	**VIP Dinner and Pre-Dinner Talk on "LSE and India"** *Professor Michael Cox's, Director, LSE IDEAS*	

Day 5: E-Governance Initiatives: Best Practices

11.00 – 13.00	**Lecture 1:**	**Public Health in India** *Dr Sridhar Venkatapuram, King's College London, Global Health Lead, Dept. of Global Health & Social Medicine*
13.15 – 14.15	*Lunch - LSE Senior Dining Room, Old Building*	
14.30 – 17.00	**Lecture 2:**	**Overview on Public Management & Governance** *Professor Michael Barzelay, LSE Department of Management*
18.00 – 19.00	**Drinks Reception—Indian High Commission**	

FEEDBACK FROM PARTICIPANTS

Each participant was given a customised Feedback Form on Day 5; out of a total of 15, we received 13 completed forms. Below is a summary of the overall feedback from participants, and includes comments received from both the Feedback Session with Dr Nilanjan Sarkar that was held on Day 5 and the written Feedback Forms.

Lectures

- A very good group of speakers, some exceptional
- Engaging, holistic and superb
- World Class – Very enlightening with many lessons to take away

- ✓ 100% of participants were satisfied with the academic staff performance and teaching methods. All participants marked at least of 3 points (satisfactory) out of 5(excellent) for all lectures

Organisation & Administration

- Overall, the structure of sessions and visits were well organised and helped in understanding the UK systems whilst equipping participants with stronger skills in relevant specialist fields
- The accommodation provided by LSE was of a very good standard and also very convenient location

- ✓ 71% of participants were satisfied or very satisfied with the organisation and administration of the programme

External Visit

- Very enlightening and crisp
- The visit was well-arranged and it was very helpful to have a view of the IT infrastructure of a UK Local Authority

- ✓ 100% of participants were satisfied with the field visit to Westminster Council

Average Academic Ratings

Professor Michael Barzelay	3.0/5
Dr Antonio Cordella	4.5/5
Mr Bill Edwards	4.0/5
Ms Sarah George	2.4/5
Dr Adnan Khan	4.0/5
Dr Shirin Madon	3.3/5
Dr Silvia Masiero	3.5/5
Dr Philipp Rode	4.5/5
Dr Sridhar Venkatapuram	3.7/5

"Impressive; created a good appetite for health-related thought process"

Participant from the 2017 DARPG Programme

"A very good group and some exceptional speakers"

Participant from the 2017 DARPG Programme

RECOMMENDATIONS AND SUGGESTIONS FOR IMPROVEMENT

As outlined in the preceding sections, the programme has been a success but as with any pilot engagement there are areas for improvement. This section takes specific examples from the two feedback routes (verbal and written), and provides LSE's rationale for them in the form of 'Comments'. The 'Comments' included herein were not discussed with the participating officers since the idea behind the Feedback sessions was to hear their views, but are included in the present report so that they can serve as the basis for further discussions between DARPG and LSE.

- **Duration of lectures per day:** Participants felt that lectures should begin early, and the time devoted to lectures (11.00 – 15.30) was too short.

   LSE Suggestion: The duration of lectures per day was determined by how many lectures we were able to provide within the available budget. As such, the length of the work day was determined by the number of resource persons within financial considerations. LSE would like the ideal work-day to begin at 9.00, and continue until lunch time, with the afternoons reserved for site visits.

- **More site visits:** Participants suggested that site visits could perhaps be arranged to places like the offices of Transport for London, the Home Office, etc.

   LSE Suggestion: Yes, it would be desirable to arrange visits to places/offices where more hands-on examples may be seen at work. As mentioned earlier in this Report, this requires much longer-term planning which was not available on this occasion. A longer period of notice is especially required if we expect officers from those organisations to do a lecture/demonstration session for us.

Delegates (with Programme Manager Mr Jilan Shah), at a dinner hosted by LSE Enterprise at The Cinnamon Club, Covent Garden, London, 12 October 2017.

RECOMMENDATIONS AND SUGGESTIONS FOR IMPROVEMENT

New Academic Building, London School of Economics and Political Science

- **Need for an Overseer/Coordinator for the entire programme:** Participants felt that the week-long programme was not stringing together in their minds, and it would have been useful to have one person from amongst the resource people who would be the overall coordinator, and would help holding the whole programme together, explaining the organic linkages between the sessions.

    LSE Suggestion: This can be arranged easily but is subject to budgetary considerations.

- **Availability of Reading Materials in Print**: Several participants thought that having reading materials in advance would have helped them to prepare for the lectures in advance. Some participants felt that LSE should provide readings in print.

    LSE Suggestion: All readings for the pilot programme are available via a special Google documents website to which all participants have access. Making them available in advance can be done easily but on this occasion was not possible for matters of time. Likewise, print versions of readings can be made available subject to an available budget.

- **Sight-seeing trips:** Several participants felt that there had been no time for sightseeing, especially in a city like London.

    LSE Suggestion: Due to organisational restrictions, LSE is unable to take responsibility to arrange sight-seeing trips for visiting officers. However, if DARPG agrees, then LSE can keep one afternoon completely free for officers to go sightseeing on their own.

LOOKING FORWARD

Professor Emeritus Michael Cox (left) receiving a memento from Ms Vasudha Mishra (DARPG) at The Cinnamon Club, Covent Garden, London. Professor Cox gave a pre-Dinner talk on 'India and the LSE'.

As we look ahead, we feel that considering the following points would provide a useful framework for LSE to deliver a more effective programme.

First, it would be useful for LSE to understand better DARPG's expectations and desired outcomes of the programme so that LSE can prepare a programme curated more closely to the intentions of the Government of India. An important feedback from the pilot programme of 2017 was that several officers felt that the programme was not adequately cohesive. Whilst planning, as well as during the Introduction to the programme, LSE had outlined the thoughts and considerations that had gone into planning the lectures within the limited time available to us. E-Governance is a very wide-angled category covering almost every aspect of modern-day governance. Having a clearer outline of the DARPG's expectations will help LSE curate the programme more effectively. Specifically, we recommend more dialogue with DARPG around the specific topics to be covered in the context of India, so that we are able to identify resource persons to address this either through their specialism, or through their comparative and applied knowledge.

Second, it would be useful to have a delegation of officers who are more closely aligned in terms of their experience (in E-Governance initiatives), policy, etc., so that the programme is able to maximise the outcomes from the teaching/lecture sessions. A specific concern that LSE reviewers had about the delegation of 2017 was the wide variation of experience – and consequently of expectations – amongst the delegation, which meant that it was difficult to seek a uniform or common platform of reference.

LOOKING FORWARD

Third, assuming that participants will be able to access online modules, we suggest to formally incorporate a blended learning approach where participants will be able to access programme material (readings and multimedia resources) pre and post the programme. We intend to make the online learning interactive, including an online pre-programme session, forums and other communication mechanisms. We would also encourage participants to upload video briefings prior to arriving for the programme, thereby allowing us to better understand their roles, expectations, challenges and areas of interest.

Fourth, we feel that the purpose of such a training programme would be served most effectively, and best, if we are able to add more content to it (along the lines of the recommendations and suggestions outlined above). This will require two essential elements:

- a bigger budget that will allow us to draw up a more comprehensive and ambitious programme; and
- a longer lead-up time for LSE to design the programme better

Through these, we will be able to incorporate more topical coverage, in-class discussions, and activities, while including site visits, thus improving the overall learning experience.

We look forward to discussing future collaborations with DARPG and building upon the successful pilot programme. Indeed, as mentioned in this report, we are keen to expand the reach of future programmes and meet the developing training objectives of DARPG. We fully believe in the School's founding objective of working for the betterment of society, are proud of our long standing association with India and want to ensure a continued exchange of knowledge that positively impacts upon the development of Indian civil servants and thereby Indian society as a whole.

APPENDIX: ACADEMIC OVERVIEW

PROF M BARZELAY
DEPARTMENT OF MANAGEMENT, LSE

Professor Michael Barzelay is Professor of Public Management at LSE. He has been a visiting professor at ESADE Business School in Barcelona, the Australia New Zealand School of Government (ANZSOG), the Humphrey School of Public Affairs of the University of Minnesota, the Management Research Centre of École Polytechnique in France, and the Yale School of Management. Early in his career, he served as an Associate Professor at the Harvard Kennedy School. was awarded an honorary doctorate in Political Science from the University of St Gallen (Switzerland). He is currently a Visiting Fellow at the Japan International Cooperation Agency Research Institute (JICA-RI) and is collaborating with Brazil's National School of Public Administration on developing and delivering a blended-learning curriculum on public management .

DR A CORDELLA
DEPARTMENT OF MANAGEMENT, LSE

Dr Antonio Cordella is an Associate Professor in the Department of Management at the LSE, where he is responsible for the post-graduate courses on e-government and e-businesses, and a visiting professor at the Maastricht Graduate School of Governance, UNMERIT, The Netherland. He has published widely in information systems, e-government and public sector associated reforms. An Italian national, he holds an undergraduate degree in Political Science from University of Bologna, Italy, and a PhD in Information Systems from Gothenburg University, Sweden.

PROF EMERITUS M COX
DEPARTMENT OF INTERNATIONAL RELATIONS, LSE

Professor Emeritus Michael Cox is Director of LSE IDEAS and Emeritus Professor of International Relations at LSE. He helped establish the Cold War Studies Centre in 2004 and expand it into IDEAS, a foreign policy centre based at the LSE which aims to bring the academic and policy works together. In a 2014 international survey, IDEAS was ranked 2nd in the world amongst the best university affiliated Think Tanks. Professor Cox has held several senior professional positions in the field of international relations including Chair of the European Consortium of Political Research, Transatlantic Fellow at the Royal United Services Institute London, and Senior Fellow at the Nobel Institute in Oslo amongst others. He is now general editor of two successful book series: Palgrave's Rethinking World Politics and Routledge's Cold War History. Professor Cox is a well-known speaker on global affairs and has lectured in the United States, Australia, Asia, and in the EU.

MR B EDWARDS
MANAGING DIRECTOR, DIRECTGOV

Mr Bill Edwards is the Former Managing Director of Directgov, and Director of e-Communications in the UK Office of the e-Envoy, Bill is a global leader in customer-facing government, and was the chief architect of Directgov (www.direct.gov.uk), and the underlying business process for a new customer-focused service delivery model. He has led the development of major one-stop, citizen-centric, multi-channel service delivery initiatives in Eastern Europe, the Middle East, the SE Asia and Australia. Bill has a unique combination of government, IT, marketing communications and delivery expertise, which enables him to architect the internal and external components and processes needed to implement successful pan-government/private sector delivery programmes. He has proven programme management expertise from the successful delivery of complex citizen facing services. Through his international work, Bill has a detailed understanding of how the leading online government services operate around the world.

APPENDIX: ACADEMIC OVERVIEW

MS S GEORGE
VP ASSISTANT
GENERAL COUNCIL,
MERRILL LYNCH

Ms Sarah George Kotak is a lawyer specialising in financial regulation and derivatives including financial market infrastructure (exchanges and clearinghouses), derivatives bankruptcy law and related regulatory reform. In her career, she has worked on many significant market events such as the Lehman bankruptcy, Greek Debt Restructuring (2012), EMIR and MIFIDII implementation and Eurozone banking crisis. She currently works as an Assistant General Counsel at a global investment bank. Previously she worked in the London offices of the law firm Clifford Chance. Sarah is a graduate of the National Law School of India, Bangalore .

DR A KHAN
INTERNATIONAL
GROWTH CENTRE,
LSE

Dr Adnan Khan is Research and Policy Director of the International Growth Centre at the LSE. He is Co-chair of the LSE-Oxford Commission on State Fragility, Growth and Development, and Adjunct Lecturer in Public Policy at Harvard Kennedy School (HKS) where he also studied. His teaching at LSE and HKS focuses on improving bureaucracies while his research typically involves long-term collaborations with governments. Before becoming a researcher, he worked as a practitioner for more than 15 years, most of these as a member of the Pakistan Administrative Service. He topped the civil service exam in his year and also received a Presidential Medal for performance.

PROF S MADON
DEPARTMENT OF
INTERNATIONAL
DEVELOPMENT, LSE

Professor Shirin Madon is Associate Professor in the Departments of International Development, and Management at the LSE. Shirin teaches on the topics of information communication technologies for socioeconomic development, and on humanitarian emergencies management and development. Shirin is currently involved in interdisciplinary longitudinal research based in rural India and Tanzania with the aim of understanding and actively participating in strengthening accountability in primary healthcare delivery. A second area of research investigates the current drive towards impact sourcing as a promoter of inclusive growth and development based on a study of this activity in rural Karnataka. More recently, Shirin has been studying Aadhaar, India's biometric ID systems as a catalyst for inclusion of marginalised communities in social welfare schemes. Shirin currently serves as Associate Editor for Information Technology & People, and Information Technology for Development.

DR S MASIERO
SCHOOL OF
BUSINESS AND
ECONOMICS,
LOUGHBOROUGH
UNIVERSITY

Dr Silvia Masiero is a Lecturer in International Development at the School of Business and Economics, Loughborough University. Her research focuses on the use of information and communication technologies (ICTs) in the field of socio-economic development. In particular, she studies the multiple forms of embeddedness of the IT artefact in development policy and governance, with a specific interest in its participation in the politics of anti-poverty programmes. Her current work revolves around the role of digital technologies in reshaping the politics of the Public Distribution System (PDS), the biggest food security scheme in India. Silvia holds a PhD Information Systems from the London School of Economics and Political Science, and a MSc Development Management from the same institution. She is also a member of the LSE Conflict Research Group, where she pursues a parallel research stream on the use of ICTs in the management of complex humanitarian emergencies.

APPENDIX: ACADEMIC OVERVIEW

PROF P RODE
DEPARTMENT OF MANAGEMENT, LSE

Dr Philipp Rode is Executive Director of LSE Cities and Associate Professorial Research Fellow at LSE. He is co-director of the LSE Executive MSc in Cities and co-convenes the LSE Sociology Course on 'City Making: The Politics of Urban Form'. As researcher, consultant and advisor he has been directing interdisciplinary projects comprising urban governance, transport, city planning and urban design at LSE since 2003. The focus of his current work is on institutional structures and governance capacities of cities and on sustainable urban development, transport and mobility. He is co-directing the cities workstream of the Global Commission on the Economy and Climate and has co-led the United Nations Habitat III Policy Unit on Urban Governance. He has previously led the coordination of the chapters on Green Cities and Green Buildings for the United Nations Environment Programme's Green Economy Report. Dr Rode is Executive Director of the Urban Age Programme and since 2005 organised Urban Age conferences in over a dozen world cities bringing together political leaders, city mayors, urban practitioners, private sector representatives and academic experts. He manages the Urban Age research efforts and recently co-authored Towards New Urban Mobility: The case of London and Berlin (2015), Cities and Energy: Urban morphology and heat energy demand (2014), Going Green: How cities are leading the green economy (2012) and Transforming Urban Economies (2013). He has previously worked on several multidisciplinary research and consultancy projects in New York and Berlin and was awarded the Schinkel Urban Design Prize 2000.

DR S VENKATAPURAM
DEPARTMENT OF GLOBAL HEALTH & SOCIAL MEDICINE, KCL

Dr Sridhar Venkatapuram is a Senior Lecturer in Global Health and Philosophy at King's College London, and Founding Director of the MSc Global Health & Social Justice. Sridhar's research and expertise is in global/public health, human rights, ethics and political philosophy. He aims to bridge normative reasoning, particularly about social justice, with relevant natural and social sciences related to human health. His academic training is in a range of disciplines including international relations (Brown), public health (Harvard), sociology (Cambridge) and political philosophy (Cambridge). At Harvard, he worked with the late Arjun Sengupta (UN Independent Expert on the Right to Development) in conceptualizing its philosophical and ethical framework. Sridhar was also the first researcher at Human Rights Watch to specifically focus on health as a human rights concern. His doctoral dissertation making the argument for a moral/human right to 'the capability to be healthy' was supervised by Melissa Lane, and examined and passed without corrections by Amartya Sen, Nobel prize winning economist and philosopher. It formed the basis of his first book titled Health Justice: An argument from the capabilities approach published in 2011 by Polity Press. He is currently working on a book on the philosophy of public health and another on the modern history and current issues in global health ethics.

JEREMEY SHIPP

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