e-Governance in Latin America and the Caribbean

What does work and what does not

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Source: IDB, ExcelGob awards (OAS)
e-Governance

- E-governance = IT in the public sector
e-Governance

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• Differences with the private sector?
e-Governance

• IT is not the solution: just a necessary, important part
Corporate governance of IT

Don’t let the IT guys make the big decisions about IT projects and IT operation on their own.
6 IT Governance Principles

Responsibility

Strategy

Business

IT

Acquisition

Opportunities

Risks

Benefits

Costs

Performance

Conformance

Human Behavior
Some success stories in LAC

- **e-procurement**: Chile, Costa Rica, Brazil, Ecuador, Panama, Paraguay
- **IFMIS**: Chile, Brazil
  - COTS and customization
- **Interoperability standards**: Brazil
- **e-invoice**: Chile
- **Foreign trade one-stop shop**: Peru

Source: IDB, ExcelGob awards (OAS)
Some success stories in LAC

- **Consumer protection portal**: Uruguay
- **Tax collection**
- **m-government**: Mexico, Trinidad
- **Open data**: Uruguay
- **Transparency and participation**: Colombia

Source: IDB, ExcelGob awards (OAS)
But let’s be honest

• One study says* that for big SW projects:
  – 6% are completely successful
  – 52% have some issue:
    • Cost overrun
    • Delays
    • Product is not fully used
  – 42% are total failures
• Fiascos are not an IT exclusivity

* The Standish Group
Sometimes things go wrong

**USA:**

- Healthcare.gov (Affordable Care Act):
  - Budget: original, $100 million; final, **$850 million**
  - **System working as planned** but after disastrous implementation
  - Gave rise to **US Digital Service**
  - Giant project awarded to only one contractor
    - Public procurement of big software projects
    - Waterfall model vs. **agil developments**

Source: The Washington Post
Sometimes things go wrong

- **USA:**
  - **Retirement of federal employees:**
    - Heavily paper based
    - Several failed attempts of automation since 1987
    - $130 million with practically no results
    - Test before it is too late
  - **Doctor’s appointment in the Department of VA**
    - Current system in operation since 1985
    - Between 2000 and 2009, project for a new system
    - Canceled with no results after spending $127 million

Source: The Washington Post
Sometimes things go wrong

• **UK:**
  
  – **NHS National Program for IT**
    
    • It was supposed to be the biggest civil IT program ever
    • Estimated real cost: £20 billion (aprox. $35 billion)
    • An unneeded solution
    • Project scrapped after 11 years of planning and execution.

Source: King & Crewe “The Blunders of our Governments”
Tips for e-Governance in LAC

- **From problems to solutions** and not the other way around
- **Supply in accordance with demand**
- Every project should have a **clear benefit for citizens** (or firms)
- **Risk assessment**: identifying wishful thinking
  - Devil’s advocate in the design phase
Tips for e-Governance in LAC

• Incremental, phased projects better than big all-encompassing ones
  – Big projects, big risks
  – Make mistakes as soon as possible
• Think about maintenance: approx. 15% of original investment annually
• Think about sustainability: capacity for operating services and infrastructure and for managing suppliers.
Tips for e-Governance in LAC

• **Cybersecurity and analytics** incorporated from design to operation of every management system in the organization

• **Government’s private cloud**: be wary since 70% fail.
  – Interoperability: a hard nut to crack

• **Citizen satisfaction** is greater with online services

• **Average internet penetration** in LAC: 52%
Tips for e-Governance in LAC

• Don’t you ever forget this:
Thank you!

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