

e-Governance in Latin America and the Caribbean

What does work and what does not



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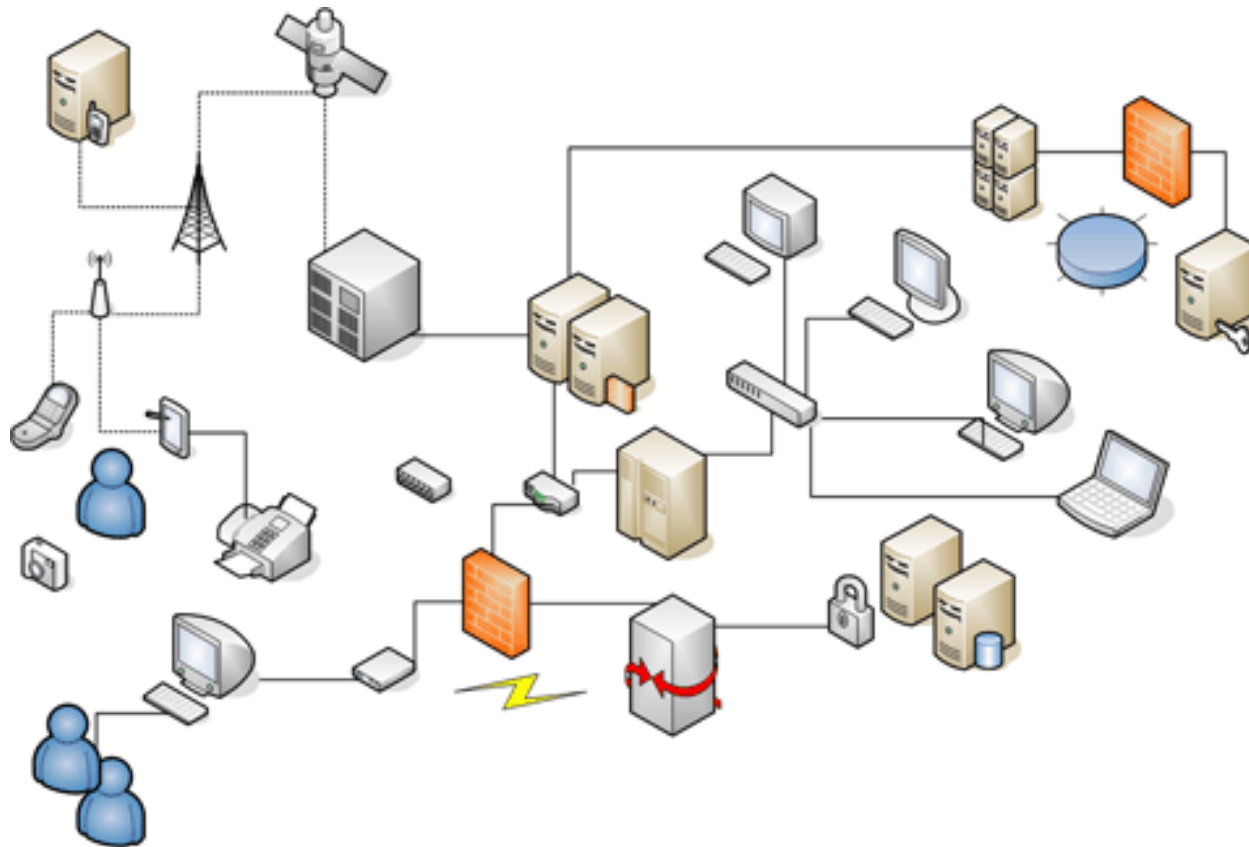
e-Governance

- E-governance = IT in the public sector



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e-Governance

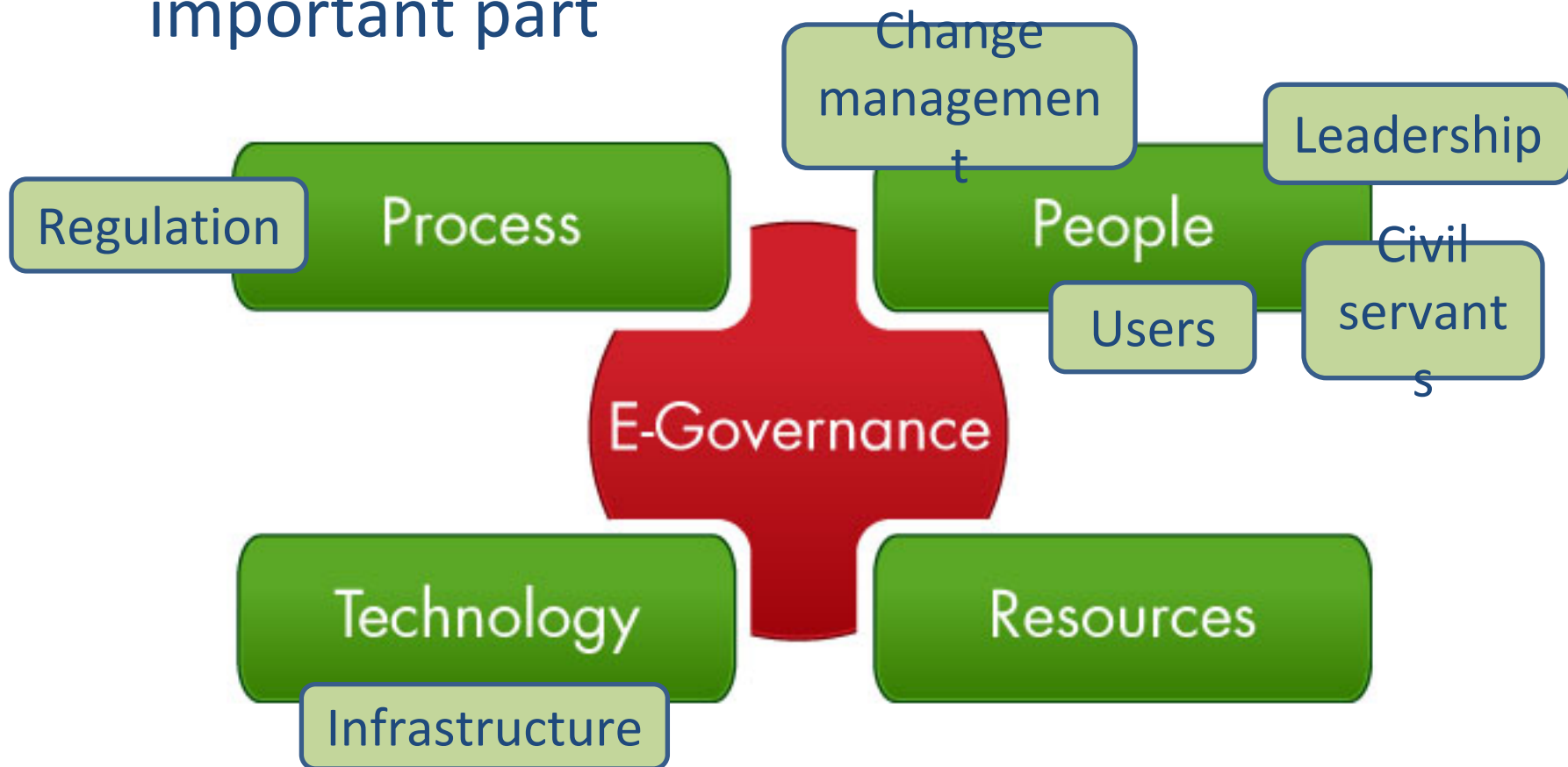
- E-governance = IT in the public sector



- Differences with the private sector?

e-Governance

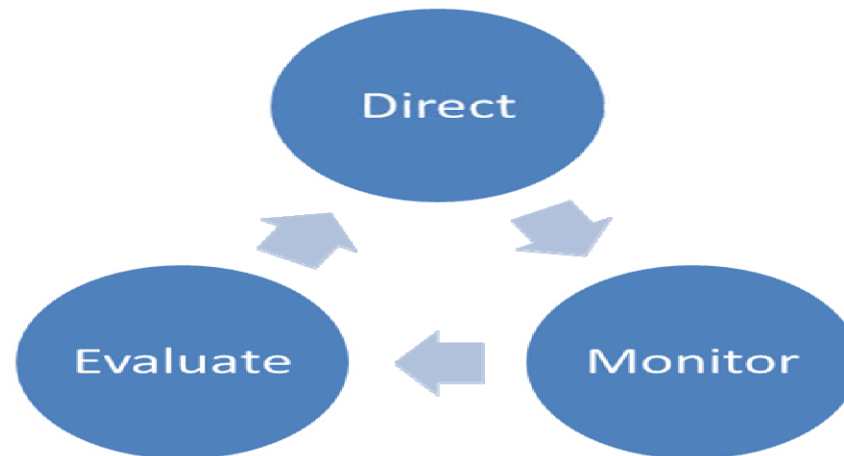
- IT is not the solution: just a necessary, important part



Corporate governance of IT

Don't let the IT guys make the big decisions

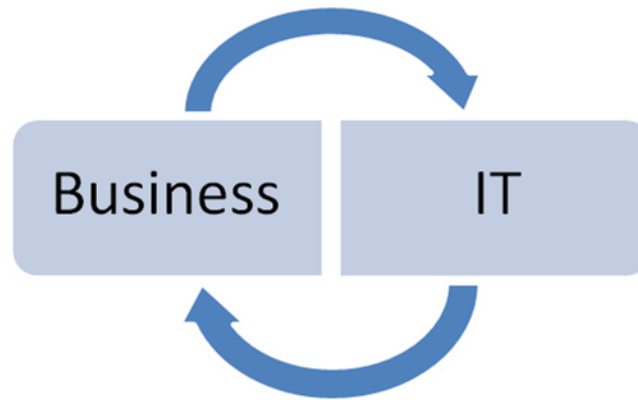
about IT projects and IT operation on their own.



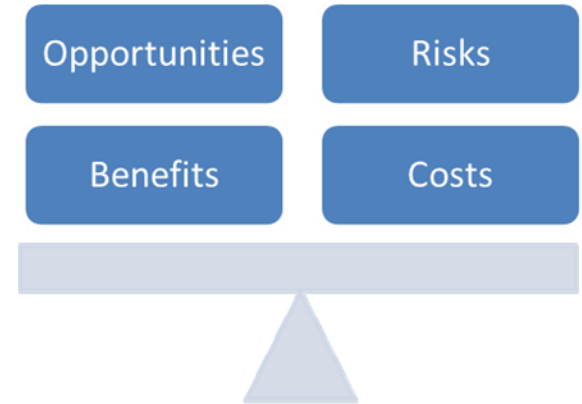
6 IT Governance Principles



Responsibility



Strategy



Acquisition



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

Some success stories in LAC

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

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

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**

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**

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.

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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