



'Success' v. 'failure' of digital services : A tale of two shared services



This is not an ADB material. The views expressed in this document are the views of the author/s and/or their organizations and do not necessarily reflect the views or policies of the Asian Development Bank, or its Board of Governors, or the governments they represent. ADB does not guarantee the accuracy and/or completeness of the material's contents, and accepts no responsibility for any direct or indirect consequence of their use or reliance, whether wholly or partially. Please feel free to contact the authors directly should you have queries.



P-Direkt
Ministry of the Interior and
Kingdom Relations

- ✓ Self-service HR portal & shared service
- ✓ Seamless services across government
- ✓ Government leadership & commitment
- ✓ Standardised processes
- ✓ Involvement of line management; end users (esp. user interface); agencies, work councils and unions
- ✓ This is a change process, not as an IT-project
- ✓ Adjust as you go along: no one right way; these are "learning projects."
- ✓ No big bangs: complexity needs a step-by-step development and implementation
- ✓ Use lessons learned elsewhere: private sector
- ✓ Education & training are critical

OECD Recommendation on Digital Government Strategies

Openness and
Engagement

Governance
and
Coordination

Capacities to
Support
Implementation



- ✓ Payroll automation
- ✓ Shared & centralised services
- ✓ Government continued roll-out despite initial problems
- ✓ AG report:
 - ✓ Ensure means for early warning signals
 - ✓ Ensure clear line of sight & accountability for project
 - ✓ Significant customisation is generally a bad idea, made worse when development is outsourced
 - ✓ Invest in really understanding workflows & processes
 - ✓ Education & training are critical