



Govt. of Orissa

Capacity Building Road Map for Orissa

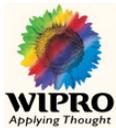


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1. Background & Methodology

1.1 Background

National e-Governance Plan (NeGP) has been approved by the Government of India for implementation during the years 2003-2007 to lay foundation and provide impetus to e-Governance throughout the Country. The Plan advocates definition of institutional mechanisms and core policies for managing e-governance initiatives across the Country in a cohesive manner and entails that services, having high volume of citizen interactions, with major impact on National and Regional economies or where service-owners themselves show readiness to optimize, be targeted as Mission Mode Projects (MMPs) at various levels.

Further, by providing appropriate weightage to quality and speed of optimization and by utilizing full potential of private sector involvement, NeGP aims at creating a citizen-centric and business-centric environment for governance.

However, it was observed that most States were inadequately equipped in terms of personnel and skill-sets needed to handle the host of issues involved in effective implementation of NeGP in their respective areas. State Governments needed to provide for overall direction, standardization and consistency across initiatives and at the same time, were to have resources and flexibility to drive the Plan in the best-possible manner.

This was identified as the first gap that needed to be addressed at State levels and it is for this reason that Planning Commission has allocated funds as Additional Central Assistance (ACA) to State Governments for assessing their respective capacity building needs and for preparing their detailed e-Governance and Capacity Building Strategies.

The State Government in Orissa is committed to build an organizational environment in Ministries/Departments that facilitate the development and deployment of citizen centric services through web enabled processes, electronic workflows, e-enabled applications, collaborative partnerships and participation of Citizens, clients and stakeholders.

In the same context, and additionally in its drive to inculcate transparency and accountability in all its interactions and processes (especially those pertaining to the citizens), the Government of Orissa had initiated the preparation of State's e-Governance and Capacity Building Roadmaps, with assistance from National Institute for Smart Government (NISG) and Wipro Infotech.

As a part of this assignment, an indicative e-Governance Roadmap has already been proposed for the State and has been forwarded to all the Stakeholders for review and enhancements. The Plan highlights the key initiatives that need to be undertaken by the various Government Departments and Organizations and also details the complete e-Governance Architecture for the State.

This document details the Capacity Building Strategy for Orissa and basically addresses the following:

- r Setting up appropriate institutionalized framework for e Governance
- r Identification of people and skill set for augmenting existing capacities
- r Leveraging internal capacities of people within the Government
- r Training Needs Assessment
- r Involvement of external partners to complement existing capacities

1.2 Scope & Approach of the Assignment

As stated by Capacity Development Resource Center, Capacity is the ability of the people, organizations and society as a whole to successfully manage their affairs and Capacity Development is the process whereby these people, organizations and societies unleash, strengthen, adapt and maintain their abilities over time.

Capacity Development has been recognized by Capacity Development Resource Center as a prerequisite to development and could be addressed at two levels:

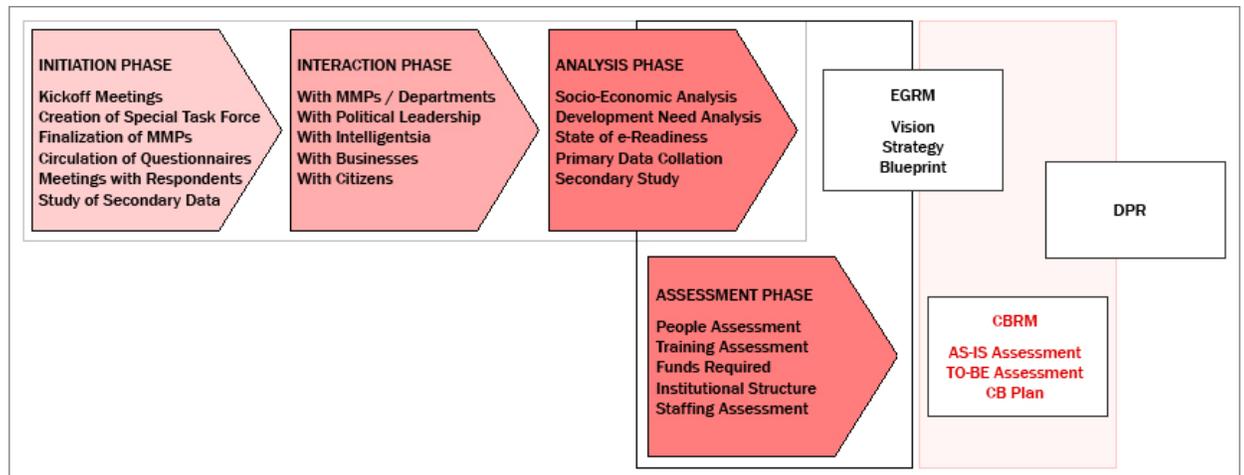
- r Individual Capacity: is the ability of individuals to learn, gain knowledge and skills, which can be utilized when new challenges and opportunities arise
- r Organizational Capacity: is about people working together for a common cause and includes institutional reforms necessary for synergizing efforts

The proposed Capacity Building Roadmap aims at aiding the Government of Orissa in the development or sourcing of various human resources required for conceptualizing, creating, implementing and managing State's e-Governance Strategy. The capacities can be internal or external. The capacities are to be built in individuals and in institutions.

The scope of the Capacity Building Roadmap (CBRM) for Orissa includes:

- r Assessment of existing capacities - individual and institutional
- r Assessments of the capacity needs for managing State's e-Governance Strategy
- r Suggestive Plan for undertaking Capacity Building Initiatives
- r Recommendations on strategies and methodologies for implementation

The following approach was utilized by the Consultants for preparing the CBRM for the State:



The first 3 Phases (Initiation, Interaction and Analysis), along with initial assessment of State's Institutional Framework, led to the creation of State's e-Governance Road Map (EGRM) which contained the Vision, Strategy and Blueprint.

On the basis of the proposed EGRM, the Assessment Phase was more comprehensively undertaken and constituted of the following activities:

- r Analyzing the strengths and weaknesses of the existing Institutions mandated for planning and implementing e-Governance initiatives
- r Assessment of Capacity Requirements of various Committees/Teams constituted for e-Governance Activities in the State, such as SeMT, PeMTs and District e-Governance Advisory Councils
- r Training Need Analysis (TNA) for all the Sectors being covered under the State e-Governance Roadmap at the level of Political & Administrative Policy Making
- r Review of Strengths and Weaknesses of the existing Government Training Institutions falling under the purview of e-Governance Capacity Building

1.3 Document Structure

Section 2 (Summary of e-Governance Road Map): This section provides a snapshot of the e-Governance Vision, Strategy and Blueprint that has been proposed for the State of Orissa.

Section 3 (Governance Structure & Institutional Framework): In this section, the Institutional framework for e-Governance is dealt at length and the roles and responsibilities of the different stakeholders, along with requisite skill sets, have also been documented.

Section 4 (State level Capacity Need Analysis): This section assesses the AS-IS Capacities of the State, brings out the strategy to bridge the gaps that exist and highlights the capacity-requirements at various levels across the State.

Section 5 (Institutional Framework for Training): This section makes an assessment of existing Capacity Building Institutions in the State and proposes a consolidated Training Framework.

Section 6 (Training & Change Management Needs): This section makes an assessment of the Training & Change Management Needs at Policy, Program and Project levels and also identifies the core areas that the trainings need to address in the State for implementing the e-Governance Strategy. The section also details the Training Calendar for the State and also identifies the immediate training requirements at State level and at the Department and District levels.

Section 7 (Budget Requirement Plan): This section makes cost estimation for the Capacity Building Exercise of the State with primary focus on financial support required for the functioning of SeMT.

2. Summary of e-Governance Road Map

The e-Governance Roadmap proposed for the State primarily comprises of 3 Main Components, namely:

- r e-Governance Vision
- r e-Governance Strategy
- r e-Governance Blueprint

2.1 e-Governance Vision

Establishing a Networked Government for greater **transparency** and **accountability** in **delivery of public services** to facilitate **moral** and **material** progress of **all citizens**.

The e-Governance Vision of Orissa necessitates:

- r Localize implementation and decision-making and deploy the core infrastructure to deliver services to the Third Tier of Governance
- r Manage all ICT initiatives as “capital investments” which can be evaluated in terms of pre-defined goals and measurable targets
- r Make various stakeholders capable of conceptualizing, developing and managing e-Governance tools themselves
- r Aim at service-oriented approach of Governance and create an integrated, modular and scalable framework to become more adaptive
- r Utilize policies, structures and frameworks to bring about transparency in various government functions.

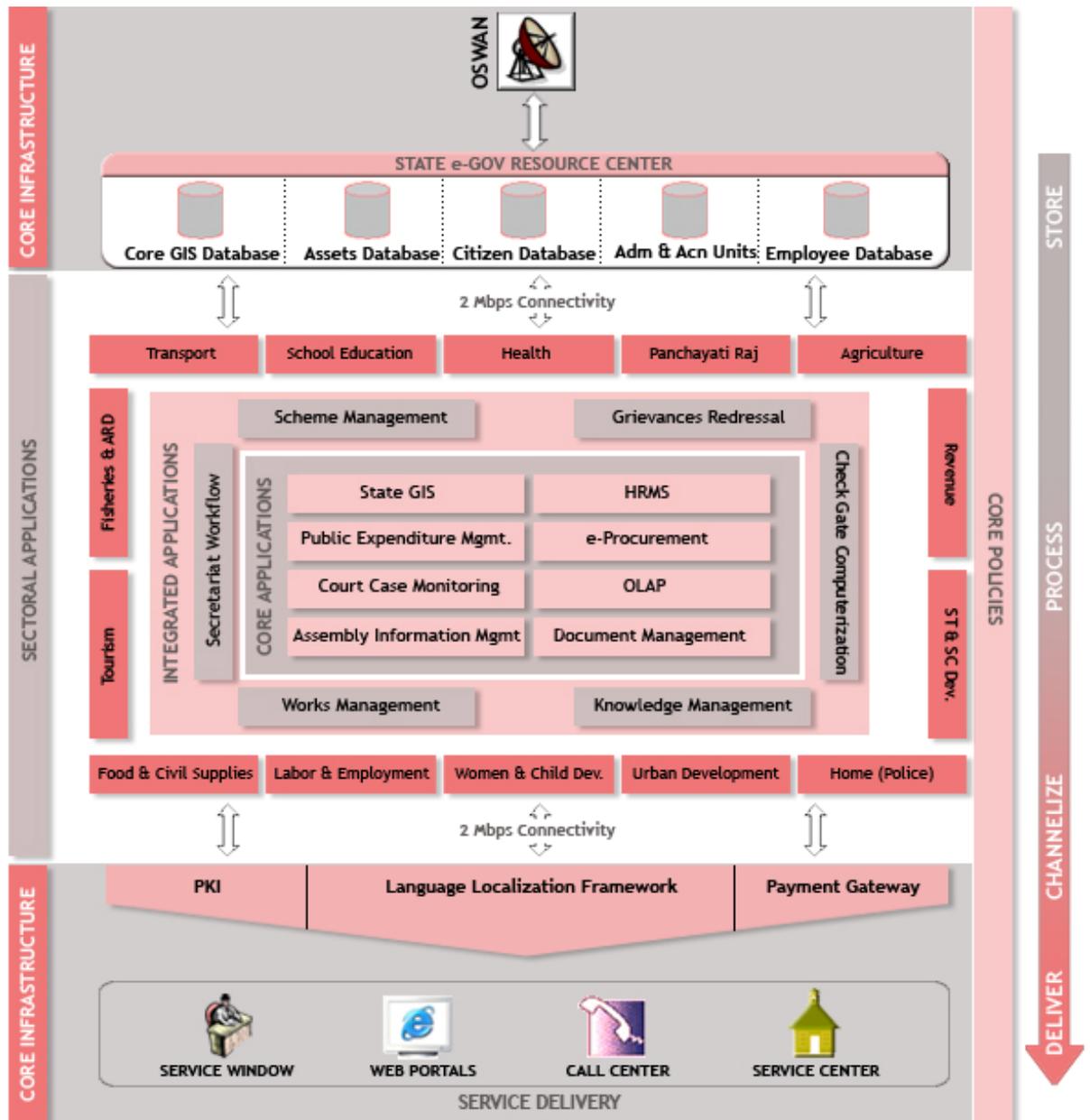
2.2 e-Governance Strategy

The e-Governance Strategy for Orissa outlines the initiatives to be undertaken across the State. It also defines an internally consistent set of options to lead to realization of State's e-Governance Vision.

For Orissa, 14 Sectors have been identified as MMPs based on socio-economic need analysis, development & Governance priorities, political Vision, perceived benefits to citizens & revenue generation potentials, e-readiness & level of automation and in alignment with NeGP.

MMPs mandated by NeGP	<ul style="list-style-type: none"> » Transport » Agriculture » Home (Police) » Revenue (Land Records & Property Registration) » Panchayati Raj » Urban Development (Municipalities) » Labor & Employment
MMPs chosen by State Government	<ul style="list-style-type: none"> » School & Mass Education » Health » Consumer Welfare (Food & Civil Supplies) » Women & Child Development » ST & SC Development » Fisheries & Animal Resource Development » Tourism
MMPs still remaining	<ul style="list-style-type: none"> » Water Resources » Energy & Power » PWD » Forest & Environment » Higher Education » Industries » Steel & Mines

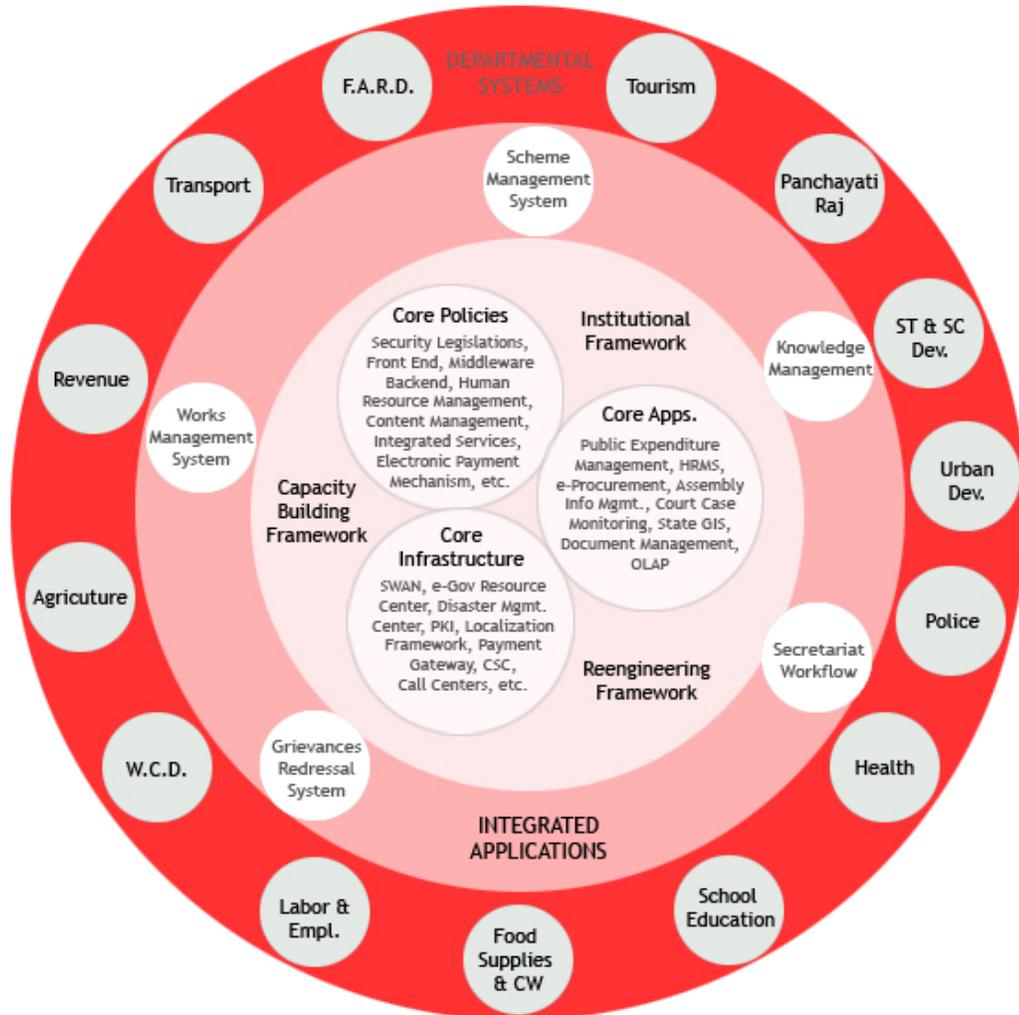
e-Governance Architecture for Orissa



The main components of this Architecture are:

- r Core Policies
- r Core Infrastructure
- r Core Applications
- r Integrated Applications
- r Sectoral / Departmental Applications

2.3 e-Governance Blueprint



The Core of the Big Picture comprises of Institutional framework, Reengineering Framework and Capacity Building Framework interfacing seamlessly with Core Policies, Core Infrastructure and Core Applications. The objective of the Core area of the structure is to provide an overall direction, standardizations and consistency across all initiatives.

Service Delivery Channels would form a part of the Core infrastructure in the form of Urban & Rural Service Centers, Web Portals which would efficiently deliver

various Governmental Services to citizens and businesses across the State, both in urban and in rural areas. These delivery centers would simultaneously cater to a number of departments and would actually act as the Front-end of the architecture described above.

The next layer comprises of integrated applications interfacing with more than one department of the State. These applications would be in the form of Scheme Management System, knowledge Management, Secretariat workflow, Grievance Redressal System and Works Management System.

The final layer would comprise of the Departmental Intranets. As per the figure shown above, Departmental intranets for 14 Departments would form the outermost layer of the e-Governance architecture.

2.3.1 Prioritization in Implementation

The e-Governance Strategies for Orissa and various MMP Sectors of the State would comprise of 3 sequential Phases having an indicative timelines of 12 months each. These Phases could further be sub-divided into 4 Quarters each.

The macro-level scopes of these Phases would be as following:

- r Phase 1: In the first 2 Quarters of this Phase, various Start-Up Operations, which would be common for all MMP Sectors, should be completed at earnest. These Common Start-Up Operations would include:
 - » Constitution & empowerment of PeMT
 - » Preparation of Detailed Project Report (DPR) for the Sector
 - » Localization of State Policies
 - » Finalization of Employee Training & Capacity Building Plans

Third and fourth Quarters could thereafter be utilized for initiation of ICT Tool deployment activities and for Application Development & Deployment.

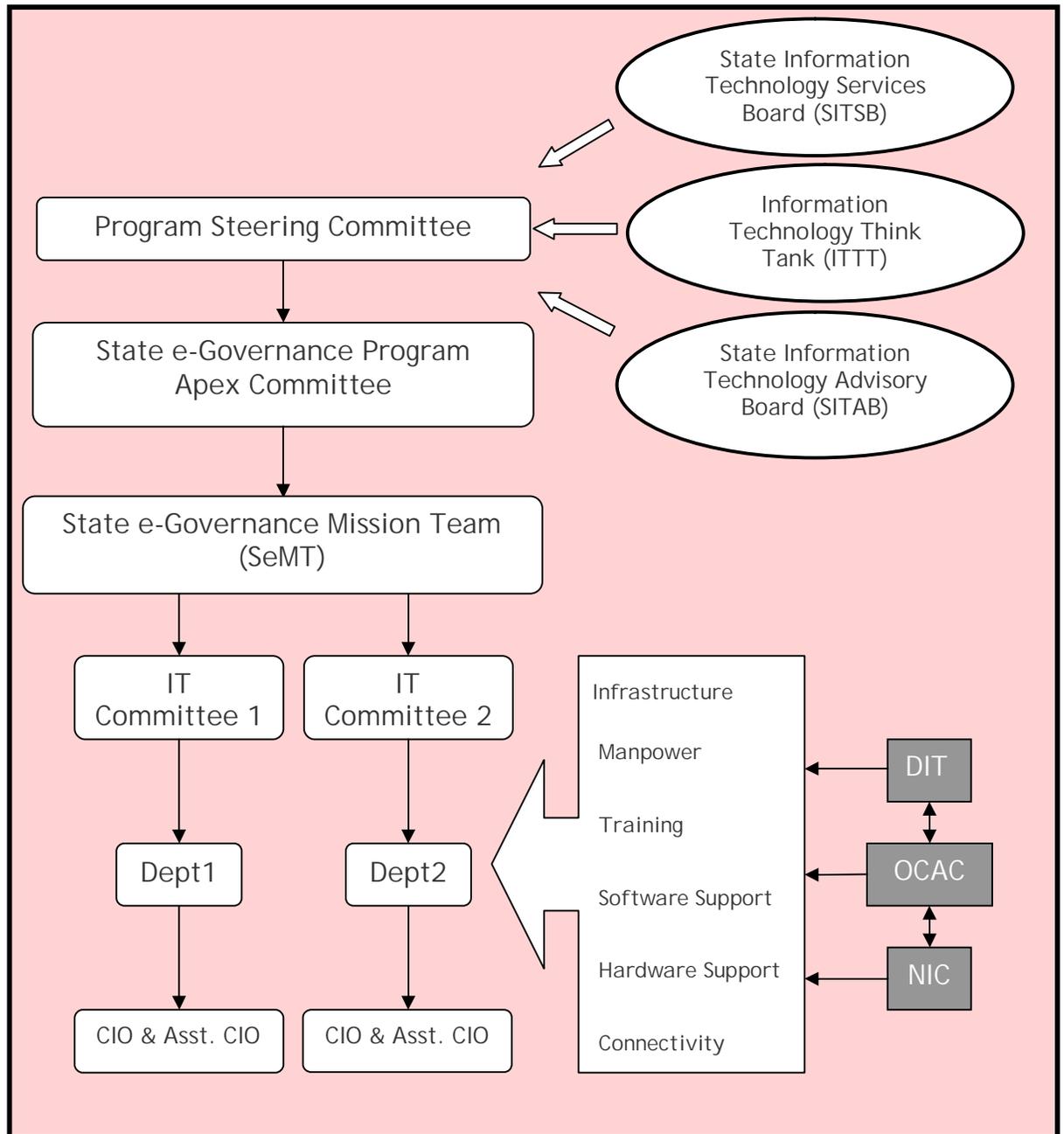
These two set of activities would be Sector-specific and have been indicated appropriately within the Sectoral Strategies.

- r Phase 2: The first 2 Quarters of this Phase could be used for Training and Capacity Building activities. The focus in the last two portions should be on Application Development & Deployment. Comprehensive Program Management of all the activities holds the key in this phase.
- r Phase 3: In the first Quarters of this Phase, all Training activities should be completed and trained manpower should be deployed at various strategic locations. This phase should see more Computerization Activities and towards the end of the phase, Departments should be in a position to rollout various applications across the State and deliver various services digitally.

Following table gives the snapshot of the Prioritization of the activities at the State level to achieve the vision envisaged in EGRM.

Activity	Phase 1				Phase 2				Phase 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Core Policies & Frameworks												
Constitute eGov Council, Apex Committee and SeMT												
Formulate and enforce all Core Policies												
Select and appoint State's Official ICT Auditors												
Employee Training and Capacity Building Activities												
Implement State Level Reengineering Framework												
Finalize Staffing Policy for hiring technical people												
Mobilize funds for various e-governance initiatives												
Core Infrastructure												
Conduct detailed Audit of existing ICT Infrastructure												
Finalize ICT Tool Procurement and Deployment Plan												
Extend OSWAN across the State												
Establish State e-Gov Resource Center												

3. Existing e-Governance Institutional Framework



The Program Steering Committee, State e-Governance Program Apex Committee and State e-Governance Mission Team have already been formed to manage various e-Governance Initiatives. The Department of Information Technology (DIT) has designated OCAC as the Nodal Agency for e-Governance in the State and it

functions under the administrative control of the DIT. Further, each Department has appointed Chief Information Officers (CIOs) and Assistant Public Information Officers to look after the IT initiatives of their respective Departments.

3.1 Roles & Responsibilities of Committees

State Information Technology Advisory Board (SITAB)

State Information Technology Board has been constituted under the Chairmanship of Honorable Chief Minister of Orissa to advice on the strategy for giving a boost to the Information Technology Sector in the State. Constitution of SITAB is as follows:

Chief Minister	Chairman
Minister, Information Technology	Vice Chairman
Chief Secretary	Member
Additional Chief Secretary-cum-Development Commissioner	Member
Principal Secretary, Finance Department	Member
Mr. Kiran Karnik, President, NASSCOM	Member
Mr. T V Mohandas Pai, CFO, Infosys Technologies Ltd.	Member
Mr. Rama Linga Raju, Chairman, Satyam Computer Pvt. Ltd	Member
Mr. S Ramadorai, CFO, Tata Consultancy Services (TCS)	Member
Mr. S N Jindal, Director General, NIC, New Delhi	Member
Dr. N Vijayaditya, Director General, NIC, New Delhi	Member
Commissioner-cum-Secretary, DIT, Government of India	Member Convener

Responsibilities of SITAB

- r To envision growth and development of IT Sector in the State
- r To broaden and deepen the base of e-Governance
- r To review the progress achieved in the e-Governance Sector from time to time
- r To advice the Government on the formation of strategies and policies for achieving the goal of making Orissa one of the most-favored destination

State Information Technology Think Tank (ITTT)

State Government has constituted the IT Think Tank (ITTT) under the Chairmanship of the Information Technology Minister to make assessments & identify focus-areas, to accelerate e-Governance initiatives in the State and to facilitate frequent discussions & strategy-level meetings.

State Information Technology Services Board (SITSB)

For enhancing the level of activities involving e-Governance projects as well as for streamlining various initiatives, the Government has constituted State Information Technology Services Board (SITSB) under the Chairmanship of the Chief Secretary and with Chairman, OCAC as Vice Chairman and Commissioner-cum-Secretary as the Secretary.

Program Steering Committee

The State Government has constituted the Program Steering committee for smooth and effective implementation of the State e-Governance Program under the National e-Governance Plan (NeGP). The constitution of Program Steering Committee is as follows:

Chief Minister	Chairman
Minister, Information Technology	Member
Minister, I & PR	Member
Minister, Urban Development	Member
Minister, Revenue	Member
Chief Secretary	Member
Secretary, Information Technology	Member

The Program Steering Committee has been constituted to provide overall vision, broad policy direction and guidance to the State e-Governance Program under the National e-Governance Plan (NeGP).

State e-Governance Program Apex Committee

To achieve goals and objectives as determined by the Program Steering Committee, a high Level Committee - State e-Governance Apex Committee - has been constituted. The composition of this Apex Committee is as follows:

Chief Secretary	Chairman
Additional Chief Secretary-cum-Development Commissioner	Member
Agriculture Production Commissioner	Member
Secretary, Finance Department	Member
Secretary, Revenue Department	Member
Secretary, Information Technology Department	Member
Secretary, General Administration Department	Member
Secretary, Housing & Urban Development Department	Member
Special Secretary, General Administration Department	Member
Director, IT and Ex-Officio Joint Secretary to Government, DIT	Member
Representatives of various Departments	Members

Primary Responsibilities of State e-Governance Apex Committee include providing strategy & direction, overseeing the State e-Governance Program and ensuring inter-departmental & inter-ministerial coordination. This Committee has been empowered to issue directions to any Department pertaining to e-Governance.

State e-Governance Mission Team (SeMT)

State e-Governance Mission Team (SeMT) has been constituted to support the Program Steering Committee and the Apex Committee and functions as the Secretariat and Full Time Internal Advisory Body for all e-Governance initiative in the State. The composition of SeMT is as follows:

Secretary, Information Technology Department	Chairman
Special Secretary, General Administration Department	Member
Secretary, Finance Department	Member
Secretary, Revenue Department	Member

Additional Secretary, General Administration Department	Member
Secretary, Housing & Urban Development Department	Member
Chief Executive, Orissa Remote Sensing Application Center	Member
Chief Executive, OCAC & Director, IT	Member Convener

Responsibilities of SeMT

- r Aim at providing overall direction, standardization and constituency through program management of various e-Governance Initiatives across the State
- r All interdependency, overlaps, conflicts and infrastructure shared across several projects also fall under the purview of this group

3.2 Roles & Responsibilities of Agencies

Department of Information Technology (DIT), Government of Orissa

Department of Information Technology was formed with the objective of developing, coordinating and supervising all activities relating to ICT in the State.

Role of Department of Information Technology (DIT)

- r Development, coordination and supervision of all activities related to Information Technology including Computer, Communication and software
- r Policy matters regarding Information Technology, ITES, Software Development, E-Governance, Cyber laws, E-Commerce & Internet Policy etc.
- r Policy matters in the areas of IT related electronics like Computer Hardware, peripherals, V-SAT, LAN etc.
- r DIT acts as the Nodal Department for National Informatics Centre (NIC) and Software technology Park of India (STPI)
- r DIT plays an enabling role in promotion, development and implementation of e-Governance projects for different sectors of Department

- r Take initiatives to enable IT reach the common citizen and narrow down the digital divide.
- r Implementation of Self employment Schemes (for e.g. Information Kiosks, Business Process Outsourcing, etc.) for Unemployed youth.
- r Promote electronic delivery of citizen's services
- r Facilitate and promote interaction and synergy amongst various stakeholders in the use of ICT for e-Governance and good Governance.
- r Support preparation and implementation on Information Management Plans by Government Departments and State sector organizations.
- r Plan and support state wide ICT infrastructure and ensure adequacy and optimal utilization of the same.
- r Proactively promote and facilitate use of Oriya in ICT Application particularly for e-Governance Applications

Orissa Computer Applications Centre (OCAC)

Orissa Computer Application Centre (OCAC) has been designated as the Directorate of the Information Technology Department and also plays an important role in training various Government Officials. OCAC has established itself as a resource centre for many Centrally-sponsored projects related to e-Governance, citizens' access to information, multimedia applications and Indian language applications.

Role of OCAC

- r To develop knowledge-based solutions and practices that ensure sustained link among technology, services and people.
- r Involve, co-ordinate and participate in the Computerization of all Departments in the Government
- r Provide, organize, outsource and co-ordinate training to new users of computer hardware and software and upgrade the skill level of existing users in the

Government, entrepreneurs of identified schemes, teachers and trainers. Necessary funds will be provided by Departments' budget.

- r Prepare documents, programs and campaigns to increase the visibility of the State as a Destination of Choice for IT investments from investors
- r Design, host and maintain websites of Government Departments, organizations and institutions and necessary software packages as and when requested
- r Implement, co-ordinate and monitor all Schemes of the State Government in the Information Technology Department pertaining to Information Technology, IT Enabled Services and Communication sector
- r Consult, process, procure and maintain hardware and software resources of all Departments in the Government
- r Plan, and formulate various strategies, visions, policies and projects for the Government to achieve success in its mission to reach the benefits of Information Technology to the people
- r Plan, invest, and execute projects to build up adequate IT Infrastructure in the State on the basis of BOT, BOOT and BOO models.
- r Outsource technologies and IT services not available in the State and work back to assimilate, absorb and develop the technology for the same in the State.
- r Collaborate with Technology Leaders to bring in new technologies to increase the local skill level

National Informatics Center and Other Agencies

National Informatics Centre (NIC) is providing network backbone and e-Governance support to the State Government, Districts and various Government Departments & Agencies. In Orissa, NIC has been involved in Office Process Automation (OPA) and creation & maintenance of the State portal and other Governmental Websites. Apart from this institutional structure, Government of Orissa, engages agencies like National Institute for Smart Government (NISG) for providing training and sensitization of the members of the Institutional structure.

4. State Level Capacity Need Analysis (CNA)

4.1 As-Is Analysis

The Institutional Framework for Orissa, as suggested in the e-Governance Roadmap of the State, would have 5 Layers, namely - State eGov Council (for providing the Vision), State Apex Committee (for providing the policy framework), State e-Governance Mission Team (for providing overall direction, standardization and consistency through Program Management in all e-Governance Initiatives in the State), Project e-Governance Mission Teams at Department levels (to own and manage the execution and implementation of all e-Governance initiatives for their respective Departments) and District e-Governance Mission Teams at District levels (to oversee and monitor progress of various e-Governance projects across different Sectors being executed within their respective districts).

Orissa already has the Program Steering Committee, Apex Committee and the State e-Governance Mission Team in place for providing the policy framework and overall direction, standardization and consistency through Program Management. Key stakeholders of the State from various backgrounds have been rightfully involved during the formation of these entities to gain from their expertise, experience and capabilities and these Members include top bureaucrats, technocrats, academicians and intelligentsia of the State.

However, these capacities have not yet evolved in layers below the SeMT, that is, in the Departments (PeMTs) and locally at grass-root (District e-Governance Advisory Councils) levels. Although CIOs have been appointed in every Department for attending to the daily operation & maintenance issues of the IT infrastructure in their Departments, for coordinating with respect to various technology issues and for monitoring their respective e Governance Projects, they cannot be counted as

resources “dedicated” to e-Governance as they have a number of other duties also allocated to them.

4.2 Gap Analysis & Strategy for Bridging Gaps

Following gaps exist with respect to capacity of effectively owning and managing e-Governance Initiatives in Orissa:

- r Inadequate number of fulltime Personnel (required for successfully managing various initiatives)
- r Skill-sets need upgradation (of Existing Personnel at Grassroots levels)
- r Incompatibility in Agendas (of the State Government and which are required for the creation & sustenance of a networked society)

The whole aim of the Capacity Building exercise is to build or further develop the IT competencies of people within the Government who are expected to play vital roles in e-Governance initiatives in the future.

The Financial Management of the Projects is done by the CIO and a Section Officer of the concerned Department in most cases. However there is a dearth of resources expertise in developing Resource Models, Feasibility Models, Cost benefit Analysis etc which are very important from the sustainability of the e-Governance ventures. There is also a requirement of exclusive resources for Change Management.

Capacity Gaps currently in the State Government technology areas will be largely addressed through training initiatives in areas specific to e-Governance implementation like Project Management, IT Infrastructure Management, e-Security, Geographic Information Systems, Audit of e-Governance projects and selected technology areas.

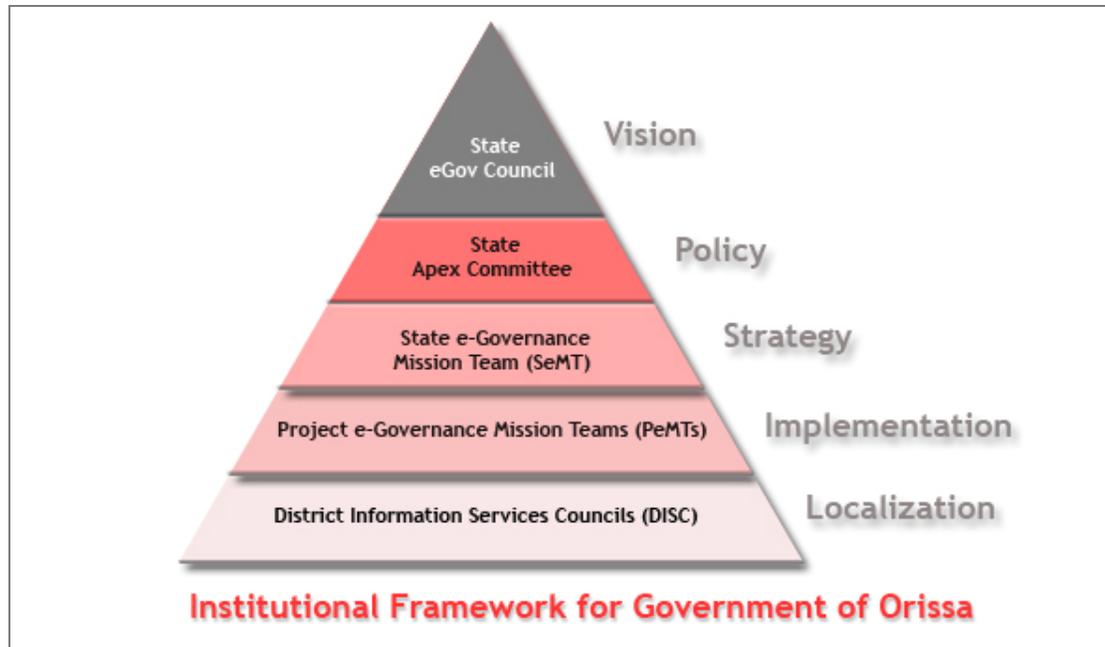
e-Governance initiatives ideally require a right mix of domain experts from the State Government, IT savvy resources and e-Governance champions from within the State and also professionals and industry experts from the Private sector in specific skill areas. There is a dearth of resources with specialized Financial Management knowledge and people with ability to do Cost Benefit Analysis, Feasibility Analysis and other similar tools, which would enable proper monitoring of projects and Funds Management and appropriate resource Allocation.

Government of Orissa requires a healthy mix of resources from within the state government and professionals from external agencies with appropriate background and skill sets would be helpful in prioritizing, conceptualizing, developing and managing the e-Governance projects. The areas of expertise identified as being necessary for handling program/project level issues are:

- r Program Management (at State level)
- r Project Management (at Department level)
- r Change Management (both at State and Department levels)
- r Financial Management (both at State and Department levels)
- r Technology Management (both at State and Department levels)

It has been seen that most e-Governance initiatives are driven through opportunistic groups or e-Governance champions or special interest groups and lobbyists. It is necessary that Professional Managers, both at the Project level and Program level, are engaged. These Managers would ensure better management, coordination and implementation of all e-Governance Projects at the State as well as Department levels.

4.3 Proposed Changes in Institutional & Governance Structure



4.3.1 Vision & Policy Levels

Orissa already has a number of Committees operating in the Top 2 Levels of the proposed Institutional Framework. The Program Steering Committee, ITTT, SITSB, SITAB and State e-Governance Program Apex Committee have already been constituted and empowered in the State to:

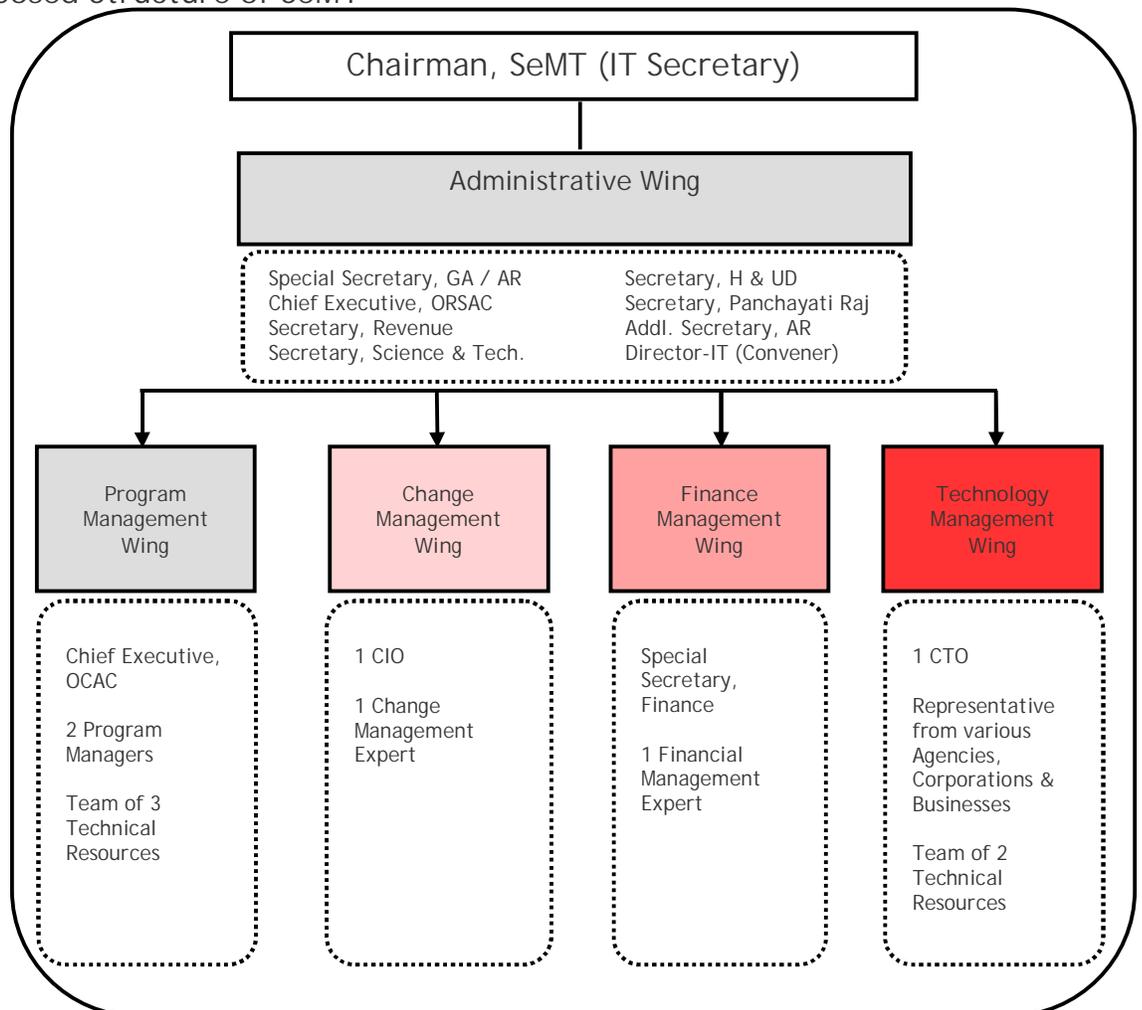
- r Provide overall vision, broad policy direction and guidance to the State e-Governance Program under the National e-Governance Plan (NeGP)
- r To advice the Government on the formation of strategies & policies for achieving the Vision and to envision growth & development of IT Sector in the State and to broaden & deepen the base of e-Governance

Though constituted with the right mix of people, the number of committees at the top level is too many and there is a need to subsume some of these committees into the State e-Gov Council and State Apex Committee.

4.3.2 Strategy Level

As stated previously, Orissa also has the SeMT in place, under the leadership of the IT Secretary, to support the Apex Committee and to function as the Secretariat and Full-Time Advisory Body for providing overall direction, standardization and consistency through Program Management in all e-Governance Initiatives across the State. All interdependencies, overlaps, conflicts and issues across projects as well as for the core and support infrastructure shared across projects fall under the purview of this Group. It is proposed that SeMT be further strengthened by constituting 4 different Wings (for Program Management, Change Management, Finance Management and Technology Management) and by staffing these Wings with resources with appropriate expertise.

Proposed Structure of SeMT



Role	Requirement	Profile	Part Time / Full Time	From Govt. / Outside Govt.
Chairman	1	Secretary, IT	PT	FG
Overall Administration	1	Special Secretary, GA / AR	PT	FG
	1	Secretary, Panchayati Raj	PT	FG
	1	Secretary, H & UD	PT	FG
	1	Secretary, Revenue	PT	FG
	1	Addl. Secretary, AR	PT	FG
	1	Chief Executive, ORSAC	PT	FG
	1	Secretary, Science & Technology	PT	FG
	1	Director, IT	PT	FG
Program Management	1	Chief Executive, OCAC	PT	FG
	2	8-10 years of experience in Program Management	FT	OG
	3	Technical Resources (Software Architects, Quality Managers, Database Experts, etc.)	FT	OG
Change Management	1	Chief Information Officer (CIO)	PT	FG
	1	Change Management Expert	FT	OG
Finance Management	1	Special Secretary, Finance	PT	FG
	1	10-12 years of experience in Financial Management	FT	OG
Technology Management	1	Chief Technology Officer (CTO)	PT/FT	OG/FG
	2	Technical Resources (Networking Experts, DBAs, etc.)	FT	OG

Total Number of people envisaged for SeMT = 22	
From within Government / Part Time	12
From Outside Government / Full Time	10*

(*) Assuming the CTO is recruited from Outside Government

Please refer the following:-

[Annexure-1](#) for Skill Sets required for SeMT Members

[Annexure-2](#) for desired Profiles of Program Managers and Technical Resources

[Annexure-3](#) for the exercise used to arrive at the SeMT composition

Primary Objectives of SeMT should be:

- r Finalizing State's e-Governance Policy & Legal Framework, inclusive of Security Policies, Data Entry/Conversion & Management Policies, etc.
- r Finalizing State's e-Governance Architecture and its various components, such as network, databases, hardware, manpower, etc.
- r Institutionalizing requisite processes and tools for effective Program Management of all e-Governance Initiatives
- r Facilitate the creation and management of State's Core ICT Infrastructure, including the SWAN, Data Centers, Service Delivery Channels, etc.
- r Managing various interdependencies, overlaps, conflicts and issues across projects and for core and support infrastructures
- r Assisting various Departments of the State Government in efficiently undertaking, managing and maintaining their e-Governance Projects

SeMT is also expected to engage various agencies on task-basis, wherever feasible and appropriate, and it is important to ensure that the SeMT does not itself undertake tasks that could be outsourced to professional agencies for getting the best-possible services available.

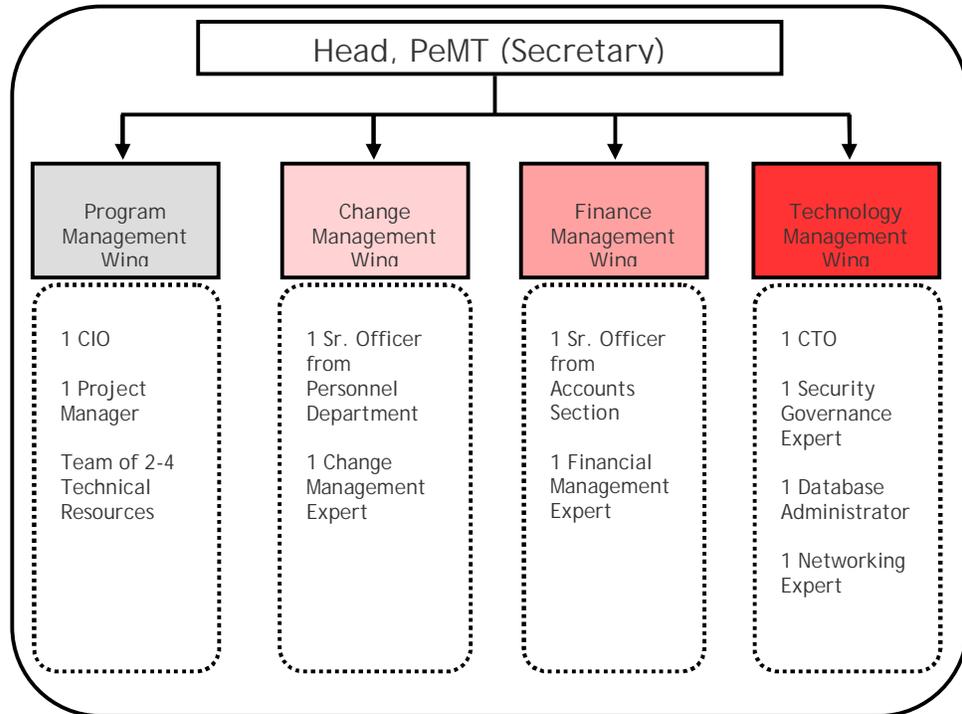
It is also necessitated that the State develops a pool of e-Government Champions to take up the challenge of e-Governance on a sustainable basis. 5 e-Gov champions to be developed in a time frame of 3 years. Also 35 number of Chief Information Officers and 35 Chief Technology Officers need to be developed/recruited within the State.

Please refer [Annexure-4](#) for Roles of e-Governance Champions, CIOs and CTOs.

4.3.3 Implementation Level

Project e-Governance Mission Teams (PeMTs) should be constituted at Department levels to own and manage the execution and implementation of all e-Governance initiatives for the respective Departments.

Indicative Structure of PeMT



Role	Requirement	Profile	Part Time / Full Time	From Govt. / Outside Govt.
Program Management	1	Chief Information Officer (CIO)	FT	OG
	1	8-10 years of experience in Program Management	FT	OG
	3	Technical Resources (Software Architects, Quality Managers, Database Experts, etc.)	FT	OG
Change Management	1	Senior Officer, Personnel Department	PT	FG
	1	Change Management Expert	FT	OG
Finance Management	1	Senior Officer from Accounts Section	PT	FG
	1	10-12 years of experience in Financial Management / Audit	FT	OG
Technology Management	1	Chief Technology Officer (CTO)	PT	FG
	1	Security Governance Expert	FT	OG
	1	Database Administrator	FT	OG
	1	Networking Expert	FT	OG

These Teams should deal with various technology, process & change management and related issues for their respective Departments, and would also undertake tasks such as preparation of Project Proposals, Change Management, Financial Modeling, System Design, Project Management/Monitoring, Training, Procurement of Hardware, Software, Networking, Data Entry, etc.

Primary Objectives of PeMTs should be:

- r Localizing State's e-Governance Policy Framework, including Security Policies, Data Management Policies, etc., for their respective Departments
- r Finalizing their respective Department's e-Governance Strategy and Architecture in accordance to State's Strategy
- r Project Design by Detailed Project Reports, SRS and ascertaining financial sustainability of all planned initiatives
- r Project Development & Implementation by ICT tool procurement and deployment, networking, data entry/conversion, training, etc.
- r Project Management by GPR, Change Management, monitoring and auditing, HR development, etc.
- r Collaborating with SeMT and other Departments and Agencies to maintain consistency in efforts and for knowledge sharing
- r Outsourcing, wherever necessary, of various tasks, such as Consulting Assignments for BPR, financial modeling and auditing, employee training, etc.

PeMT should typically consist of 8-10 Core Members (half from within Government and half from outside) and should have a well-balanced mix of domain and technical expertise in its members. The skill-sets required for PeMT members could be similar to those prescribed for SeMT Members in [Annexure-1](#) and [Annexure-2](#).

4.3.4 Localization Level

As per the e-Governance Vision of the State, the implementation and decision-making processes pertaining to Governance need to be localized in their perspective and therefore an additional layer would be added just below the PeMT level. This layer should comprise of District Information Services Councils (DISC) which would be constituted at the district-levels. A DISC would be headed by District Collector and he might appoint Program Managers as and when needed.

District Information Services Councils would oversee and monitor progress of various e-Governance projects across different Sectors being executed within their respective districts. The District Collectors would head these Teams and it is further suggested that the District Information Services Councils finalize the order in which the Citizen Delivery Centers would be established within their respective Districts (see Section 6.3 of “e-Governance Strategy & Blueprint” document for more details regarding Citizen Delivery Centers).

These Teams would help in providing a localized perspective to the e-Governance initiatives being implemented in the State and could be convened on a Monthly basis, with the Minutes and Proceedings of these Meetings getting forwarded to the SeMT and PeMTs and vice-versa.

Following points should be taken into consideration by the District Information Services Councils while finalizing the order of establishing these Citizen Service Centers:

- r Areas with high density of population to get Citizen Service Centers first
- r No citizen should need to travel more than 2 Kilometers to access one
- r Look for Quick-Win factor while establishing these Centers

Please refer [Annexure-5](#) for the Indicative Structure of District Information Services Councils (DISCs)

4.3.5 Nodal Agency

Orissa Computer Applications Centre (OCAC), which is designated as the nodal agency of the State would:

- r Manage the funds received from the Government of India for Capacity Building.
- r Provide services like selections, contracting of external agencies/persons
- r Provide administrative support to SeMT

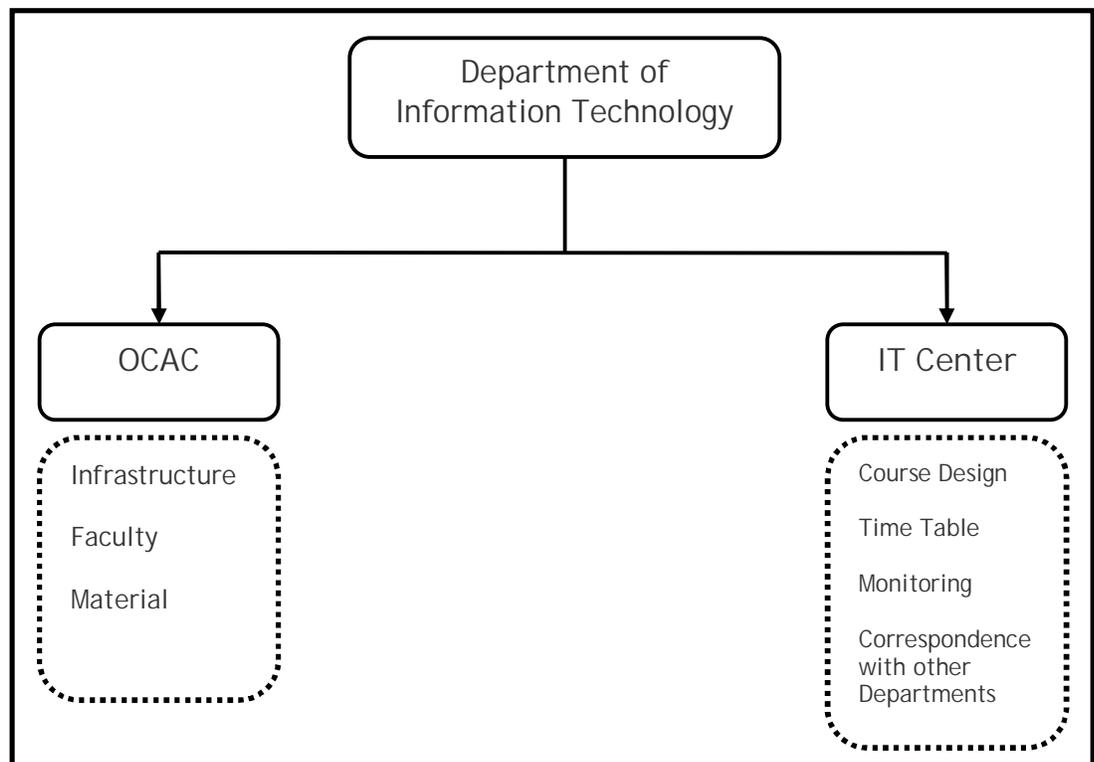
5. Institutional Framework for Training

5.1 Existing Training Capacity

5.1.1 Training Infrastructure & Faculty

Department of Information Technology (DIT)

Department of Information Technology is the Administrative Department in Government of Orissa in the matters of IT, ITES and Communication. The Department conducts the Training activities through Orissa Computer Application Centre, which is also the Directorate of Information Technology, and IT Center, located at the Secretariat.



IT Center

The IT center is headed by the Technical Director and conducts training for Government officials of different Departments. While OCAC supplies the

infrastructure, faculty and material for training purpose, IT Center plays a role in Course design, scheduling, monitoring and correspondence with various Departments. The activities of IT center are managed by personnel from OCAC and National Informatics Center (NIC), Orissa.

The IT Center has been conducting a host of trainings for Officers of the Secretariat and Directorates. The Center is equipped with 64 computers, LCD, etc. for Training purposes and trainings are conducted in batches of 64 for a 10 day program having an altogether training input of 30 hours (which comprises of 10 hours of theory input and 20 hours of hands on training). Till date 415 officers have been trained and target is to train 3000 employees of different grades annually.

Orissa Computer Application Centre (OCAC)

OCAC functions under the administrative control of the Department of Information Technology, Government of Orissa and is entrusted with the responsibility of imparting training on computer to the Government officials. OCAC is governed by a body comprising eminent members nominated by the State Government. OCAC has been designated as the Directorate for Information Technology. It will also work as the Technical Secretariat for the State Information Technology Services Board.

The constitution of the Governing body of OCAC is as follows:

Commissioner-cum-Secretary, Department of IT	Chairman
Commissioner-cum-Secretary, Department of Finance	Member
Commissioner-cum-Secretary, Department of Science & Technology	Member
Secretary, Administrative Reforms	Member
Chief Managing Director, Industrial Development Corporation (IDCO)	Member
Director General, C-DAC, Pune	Member
Prof. L. M. Pattanaik, Indian Institute of Science, Bangalore	Member
Professor Debabrata Das, Indian Institute of Information Technology, Bangalore	Member
Chief Executive, OCAC & Director-IT	Member

Infrastructure

OCAC is equipped with 200 Workstations and 10 High-end Servers working on various operating platforms connected to a structured Local Area Network system. OCAC has put in place a computerized library with about 6200 titles. OCAC also subscribes to several National and International journals.

An excellent software library has been developed with latest single user and multi-user database packages, language compilers, operation systems, CASE tools, Expert System software, Project Management Software and general purpose utilities under Borland, Microsoft, Oracle, Novell and IBM mainframe compatible workbench.

The maintenance section looks after the in-house maintenance requirements and provides technical support to user organizations for infrastructure development. It is well endowed with infrastructure that includes VSAT, telephone and telex system. This is being strengthened with the addition of an electronic PABX, a PC-linked Telex, FAX and Modems. It has also built up a unique infrastructure for Oriya Language Computing system both for single-user and multi-user applications.

Faculty

For Office Automation Tools, there are 6 regular Faculty Members, of which 2 are MCA (Conduct Theory classes) and 2 are PGDCA (conduct hands on training). For the Language Training Courses, 2 Full-Time Instructors and one Guest Faculty (All native Japanese) have been appointed.

For Communication Skills & Personality Development Courses, Professional Trainers having industry experience have been retained on contractual arrangement. OCAC has outsourced the recruitment of the Faculty Members to an Organization called Flagship Solution Private Limited.

5.1.2 Type of Training

Type of Training	Methodology	Duration	Target Audience	Facilitating Agency
IT Basics	Classroom	10 Days (30 Hours)	Government Officials	OCAC
IT Training for Kiosk Entrepreneurs	Classroom	20 Days (40 Hours)	Unemployed Entrepreneurs	OCAC
Personality Development (BPO)	Classroom	10 Weeks (170 Hours)	Students	OCAC
Corporate Training (Office Automation)	Classroom	Customized	Government Officials, OAS Probationers, PSU Officials	OCAC
Japanese Language Program	Classroom	1 Year (800 Hours)	Students	OCAC

5.1.3 Training Strategy

Information Technology Policy - 2004 of Orissa identifies specific strategies for Training of Government officials on Information Technology and Capacity Building.

E-Literacy & Training

- r All employees in the Government will be trained on different aspects of computer usage and its applications. The existing in-house capacities available with the Information Technology Department will be suitably augmented by outsourcing the service.
- r Recruitment Rules in the Government will be suitably amended to ensure that future appointments in the Government will require a minimum entry level of knowledge on computer applications.
- r Government employees will be permitted to take up courses on skill development in the IT related fields leading to award of Diplomas and Degrees from recognized educational/training institutions. Respective Departments will reimburse course fees paid by the employee after passing qualifying examinations and on production of relevant certificates to the authorities.

Capacity Building

Senior and middle level officers and executives will undergo necessary training programs organized through IT Department in the areas of their interest and intended applications. This will be organized through OCAC. Services of reputed training organizations in the private sector shall be outsourced to augment the existing capacities with Government. Junior executives and official staff shall be given adequate training on various office automation tools and procedures for use in their day-to-day job.

5.1.4 Training Need Analysis Mechanism

Having developed organizations, processes and policies there is a need to develop Training Need Analysis across various Departments, so as to keep a track of the existing proficiencies and areas of development of the officials.

5.1.5 Training Reach

Other than the Bhubaneswar center, OCAC has 2 Facility Centers at Behrampur and Rourkela with IT hardware such as PCs, Printer and Projector. Further, OCAC has tied up with 7 empanelled training institutes at Angul, Sambalpur, Baleswar, Cuttack, Koraput, Bolangir and Bhawanipatnam to impart training.

5.1.6 Collaboration & Partnerships

As discussed earlier, OCAC has tied up with 7 empanelled Training Institutes in the state to impart training.

5.1.7 Strengths & Weaknesses

OCAC, the Directorate of IT as well as the Nodal Agency, is responsible for conducting and arranging a number of Training programs. The Training programs range from IT basics to CCNA certification. And due emphasis is being given on the 'Hands On' aspect of IT Training. A judicious mix of Theory and Practical IT Training

is being practiced. Also the Agency has got faculty and infrastructure required for training in place. The appointment of faculty is outsourced to a Private Organization namely Flagship Solution Pvt Ltd which actually enables OCAC to concentrate on providing required infrastructure and design appropriate material for Training purpose. However, the benefit of the Training programs of OCAC is reaped mostly by the student community and not to that extent by the political leadership of the state or the bureaucracy. It can be observed that the training activities are more focused towards generating IT awareness/e-literacy and there is a lack of focus towards imparting training which would help in successful implementation of e-Governance projects on a sustainable basis viz. Project Management, Financial Analysis, Change Management, etc.

There is an immediate need of Structured Training Need Analysis mechanism, which will help in identifying the people who need to learn new skills and techniques and people who need to upgrade. Another pertinent need is to use contemporary tools and techniques for Training purpose. Collaboration and Partnership with more and more Private IT Training institutes would help in getting access to readymade, structured and proven training programs for beginners and would automatically broaden the reach. A proper feedback and review mechanism would help in evolving the programs to the next stage with necessary upgradation and identification of focus areas.

5.2 Institutional Capacity Building

5.2.1 Center for e-Governance

Government of Orissa has identified Orissa Computer Application center (OCAC) to set up a Center for e-Governance for managing the e-Governance initiatives in the State. However the idea is at a conceptualization stage.

5.2.2 Strategy for Government Training Institutions

The Capacity Building Institutions of the state must continuously undergo transformations to effectively address the ever growing training requirements of state. Hence it is felt that there must be a well defined strategy for augmenting the soft/hard skills of Capacity Building Training Institutions of State, which can be in the following lines:

- r All important stakeholders of the Capacity Building Institutions must keep themselves informed and update their knowledge on the emerging trends of E Governance.
- r Stakeholders of the Capacity Building Institutions of the State must attend all National level seminars to understand E Governance from the national perspective.
- r Frequent interaction of the Capacity Building Institutions Government decision making bodies to have a fore knowledge on the areas that could become potential avenues for training.
- r Government should arrange for special sessions and trainings where industry experts and professionals can deliver training to the stakeholders and faculty members of the Capacity Building Institutions on latest technology areas and strategy areas relevant to E Governance implementation

5.2.3 Strategy for Partnering with Private Institutions

The Strategy for selecting training partners is suggested as follows:

- r Should have sufficient experience in delivering training on e-Governance.
- r Should have experienced and dedicated staff with requisite credentials.
- r Contents should be in alignment with Training Requirements of the Government
- r Institutes should have spread till the district and block levels.
- r Institutes should have sound infrastructure and feedback mechanism.

6. Training & Change Management Needs

6.1 Training & Change Management Strategy

Without practice, any acquired skill cannot give the desired results and the Government officials of Orissa are not exception to it. It has been observed that officials who have been trained earlier on IT are not using the skills mostly due to the accepted way of working of the Government. As most of the Departments are in the process of migrating from manual operation to an e-enabled environment, the Government officials should be firstly trained on basic computer awareness to enable them to adapt to the new way of working.

Government of Orissa should build an in house strength of internal resources specializing in IT in the long run and a select group of individuals, who are expected to play crucial as well as critical roles in the future ICT initiatives at individual department levels and at State level, can be given Advanced Trainings in various Technology areas. These individuals can be of the ranks of CIO, Assistant CIO, e-Governance Champions of the State and other IT Savvy Resources of the Government. However while doing so care should be taken that only those technology areas are taken up for delivering training that are relevant to the State's e-Governance Plan or related aspects of it.

Capacity Building Institutions of the State should be effectively utilized to make best use of their Training partners for decentralized training initiatives. Further, to enable Department staff to conveniently work on custom made applications, End user training and hand holding support on applications to be delivered. Stakeholders in the Government need to be sensitized on "Good Governance" and so similar state level initiatives need to be planned for organizational change, motivation and mindset change in line with the Development and Good Governance Visions of the State.

Realizing the criticality of Process Transformation in e-Governance implementation a separate wing by the name of Change Management has been included in the institutional framework at the State level (SeMT) and at individual department levels (PeMT) to address issues like Business Process Reengineering, Change Management, Administrative Reforms and Legal Changes. Change Management Teams at the State level and at individual department level must be a mix of people from State Government and Industry experts to provide professional inputs.

6.2 Training Requirements

6.2.1 Vision & Policy Levels

Course/Training	Methodology	Duration	Target Audience	Facilitating Agencies
Global Perspectives to e-Governance (To provide insight into e-Governance initiatives being undertaken, strategies being implemented and best practices being followed across the World in different Countries and within India)	§ Study Tours § Participation in Workshops & Seminars	Relative	Members of Program Steering Committee, ITTT, SITSB, SITAB and Apex Committee	Department of IT and OCAC
ICT Strategy & Policy Management Techniques (To provide working-knowledge in areas such as GPR, PPP, Technical Architectures & Standards, Financial Modeling, Change Management, Cyber Laws & IT Security, etc.)	§ Classroom Training § Participation in Workshops & Seminars	4 Weeks	Members of Program Steering Committee and Apex Committee	OCAC

6.2.2 Strategy Level

Course/Training	Methodology	Duration	Target Audience	Facilitating Agencies
e-Gov Champions Training (e-Gov Project Conceptualization to	§ Study Tours § Participation in Workshops &	14 weeks	e-Governance Champions	NISG



Architecture, Building PPP Modals to Project Risk Management, Exposure to International Best Practices in e-Governance and Understanding Complexities in Managing Large e-Gov Projects to Development of RFP)	Seminars			
e-Governance Concepts (To provide overview of e-governance principles, legislations & trends, introduction to NeGP, etc.)	§ Classroom Training § Participating in Workshops & Seminars	1 Week	Members of SeMT and selective members of PeMT / DISC	Department of IT and OCAC
People Management Concepts (To provide overview of Program Management, Project Management, Resource Allocation Models, Monitoring & Control, etc.)	§ Classroom Training § Participating in Workshops & Seminars	1-3 Weeks	Members of SeMT and selective members of PeMT / DISC	Department of IT and OCAC
ICT Infrastructure / Technology Management Concepts (To provide overview of IT Trends, System Standards, Scaleable Models, IT Security, Interdependencies, Overlaps & Conflicts Management, Architecture, etc.)	§ Classroom Training § Participating in Workshops & Seminars	1-3 Weeks	Members of SeMT and selective members of PeMT / DISC	Department of IT and OCAC
Financial Management Concepts (To provide overview of PPP models, outsourcing, need analysis, vendor selection procedures, etc.)	§ Classroom Training § Participating in Workshops & Seminars	1-3 Weeks	Members of SeMT and selective members of PeMT / DISC	Department of IT and OCAC
Change Management Concepts (To provide overview of Government Process Reengineering issues, People involvement techniques, etc)	§ Classroom Training § Participating in Workshops & Seminars	1-3 Weeks	Members of SeMT and selective members of PeMT / DISC	Department of IT and OCAC

6.2.3 Implementation Level

Course/Training	Methodology	Duration	Target Audience	Facilitating Agencies
e-Governance Policy Planning: (Principles of e-Governance, Government Process Re-engineering Process & Legal Reforms, Technology Architecture & Standards, e-Security, Program & Project Management and Business Models & Budgeting)	§ Classroom Training § Participating in Workshops & Seminars § Field Visits § Project work	8 weeks	Chief Information Officers (CIOs)	NISG
e-Governance Technology Planning: (Principles of e-Governance, Technology, Architecture & interoperability Standards - , EA, SOA, Security - PKI, DSC, IT Act, etc., Data Centres & SWANS, Project formulation, Program & Project Management and Technology Trends)	§ Classroom Training § Participating in Workshops & Seminars § Field Visits § Project work	8 weeks	Chief Technology Officers (CTOs)	NISG
Project Management Skills (To provide detailed insight into project monitoring & tracking, timelines, communication planning, SLAs & project control mechanisms, escalation matrix, etc.)	§ Classroom Training § Participating in Workshops & Seminars	1-3 Weeks	Members of PeMTs	Department of IT and OCAC
Technology Management Skills (To provide detailed insight into technology related issues like network design, IT security, testing & quality, system administration, etc.)	§ Classroom Training § Participating in Workshops & Seminars	1-3 Weeks	Members of PeMTs	Department of IT and OCAC
Financial Management Skills (To provide detailed insight into PPP models, outsourcing, need analysis, vendor selection, project cost monitoring & audit, etc.)	§ Classroom Training § Participating in Workshops & Seminars	1-3 Weeks	Members of PeMTs	Department of IT and OCAC

Change Management Skills (To provide detailed insight into Government Process Reengineering, people involvement techniques, etc.)	<ul style="list-style-type: none"> § Classroom Training § Participating in Workshops & Seminars 	1-3 Weeks	Members of PeMTs	Department of IT and OCAC
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6.2.4 Localization Level

Course/Training	Methodology	Duration	Target Audience	Facilitating Agencies
IT Awareness Program (To provide insight into Usage of IT, Role of ICT in Development, Benefits of ICT intervention, etc.)	<ul style="list-style-type: none"> § Classroom Training § Participating in Workshops & Seminars 	1-3 Weeks	Members of DISC	Department of IT and OCAC and other Empanelled Agencies
e-Governance Orientation Program (To provide insight into NeGP, State's e-Governance Vision and Roadmap, State level plans, etc.)	<ul style="list-style-type: none"> § Classroom Training § Participating in Workshops & Seminars 	1-3 Weeks	Members of DISC	Department of IT and OCAC and other Empanelled Agencies
e-Literacy (To provide insight into basic Computer operations, web browsing, DTP concepts, etc.)	<ul style="list-style-type: none"> § Classroom Training § Participating in Workshops & Seminars 	1-3 Weeks	Members of DISC	Department of IT and OCAC and other Empanelled Agencies

6.3 Training Curriculum & Calendar

Course Name	Description & Target Audiences	Schedule											
		2006				2007				2008			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Global Perspectives to e-Governance	Providing insight into e-Governance initiatives being undertaken, strategies being implemented and best practices being followed across the World by organizing Study Tours and participation in Workshops (for Members of Program Steering Committee, ITTT, SITSB, SITAB and Apex Committee												
ICT Strategy & Policy Management Techniques	Providing working-knowledge in areas such as GPR, PPP, Technical Architectures & Standards, Financial Modeling, Change Management, Cyber Laws & IT Security, etc. by Classroom Trainings and participation in Workshops & Seminars (for Members of Program Steering Committee and Apex Committee												
e-Gov Champions Training	e-Gov Project Conceptualization to Architecture, Building PPP Modals to Project Risk Management, Exposure to International Best Practices in e-Governance and Understanding Complexities in Managing Large e-Gov Projects to Development of RFP												
e-Governance Policy Planning	Principles of e-Governance, Government Process Re-engineering Process & Legal Reforms, Technology Architecture & Standards, e-Security, Program & Project Management and Business Models & Budgeting												
e-Governance Technology Planning	Principles of e-Governance, Technology, Architecture & interoperability Standards - , EA, SOA, Security - PKI, DSC, IT Act, etc., Data Centres & SWANS, Project formulation, Program & Project Management and Technology Trends												
e-Governance Concepts	Providing insight into e-governance principles, e-legislations, e-governance trends, introduction to NeGP, etc. (for Members of SeMT and selective members of PeMT / DISC												

Based on the Capacity Building guidelines issued by the Government of India, the requirements of funds for SeMT and outsourcing of tasks has been worked out as follows:

7.1 Human Resources

Cost Component	Description & Requirement	Cost (in Rs. Lakhs)					
		2006		2007		2008	
		PA	CTG	PA	CTG	PA	CTG
Chief Technology Officer (CTO)	Acts as the key advisor to the CIO and Chief Executive, OCAC. (1 Number)	8.00	8.00	8.80	8.80	9.68	9.68
Program Manager	For assisting Chief Executive, OCAC in effectively managing various e-Governance Initiatives in the State (2 Numbers)	8.00	16.00	8.80	17.60	9.68	19.36
Software Architect	As a part of Technical Resource Pool available with Chief Executive, OCAC (1 Number)	5.00	5.00	5.50	5.50	6.05	6.05
Web / Portal Manager	As a part of Technical Resource Pool available with Chief Executive, OCAC (1 Number)	5.00	5.00	5.50	5.50	6.05	6.05
Technical Writers & DTP Resources	As a part of Technical Resource Pool available with Chief Executive, OCAC (1 Number)	2.50	2.50	2.75	2.75	3.03	3.03
Change Management Expert	For assisting Special Secretary and Addl. Secretary, GAD, in effectively managing various Change Management Strategies and Programs (1 Number)	6.00	6.00	6.60	6.60	7.26	7.26
Financial Management Expert	For assisting Revenue and Finance Secretaries in effective Financial Management of all e-Governance and ICT Initiatives (1 Number)	6.00	6.00	6.60	6.60	7.26	7.26
Database Expert	As a part of Technical Resource Pool available with Technology Management Wing (1 Number)	6.00	6.00	6.60	6.60	7.26	7.26
Network Expert	As a part of Technical Resource Pool available with Technology Management Wing (1 Number)	6.00	6.00	6.60	6.60	7.26	7.26
TOTAL (in Rs. Lakhs)		60.50		66.55		73.21	

PA: Per Annum, CTG: Cost to Government
 Assumption: Cost is incremented by 10% year-by-year

7.2 Infrastructural & Hardware Expenses

Cost Component	Description & Requirement	Cost (in Rs. Lakhs)	
		CPU	TC

Laptops	For all members of SeMT, excluding Technical Resource Pools available with Program Management and Technology Management Wings (17 Numbers)	0.50	8.50
Desktop Machines	For all members of Technical Resource Pools available with Program Management and Technology Management Wings (5 Numbers)	0.35	1.75
Printers (High-End)	For each Wing in the SeMT and for Secretary IT (5 Numbers)	0.50	2.50
Printers (Low-End)	For each of the Wing in the SeMT (4 Numbers)	0.10	0.40
Scanners	For each Wing in the SeMT and for Secretary IT (5 Numbers)	0.10	0.50
CD Writers	For each Wing in the SeMT and for Secretary IT (5 Numbers)	0.05	0.25
UPS / Generators	For each Wing in the SeMT and for Secretary IT (5 Numbers)	0.50	2.50
Fax Machines	For each Wing in the SeMT and for Secretary IT (5 Numbers)	0.10	0.50
Photocopiers	For each Wing in the SeMT and for Secretary IT (5 Numbers)	3.00	15.00
Furniture & Fixtures	For each Wing in the SeMT and for Secretary IT (5 Locations)	1.00	5.00
TOTAL (in Rs. Lakhs)			36.90

CPU: Cost Per Unit, TC: Total Cost

7.3 Training Expenses

Cost Component	Description & Requirement	Cost (in Rs. Lakhs)					
		2006		2007		2008	
		CPP	PA	CPP	PA	CPP	PA
Training for e-Governance Champions	For providing insight into implementation of e-Governance strategy through innovative leadership (5 Numbers)	4.25	8.50	4.25	8.50	4.25	4.25
Training for CIOs	For providing insight into e-governance strategy and delivery, its alignment with government objectives, the Best Value Performance plan and its implementation (35 Numbers)	3.00	45.00	3.00	45.00	3.00	15.00
Training for CTOs	For providing insight into understanding of the evolving new technologies and use of these technologies in e-Governance projects(35 Numbers)	3.00	45.00	3.00	45.00	3.00	15.00
e-Governance Concepts	For providing insights into the e-governance principles, trends, etc to Government officials in SeMT (12 Numbers)	1.00	12.00	1.10	3.30	1.21	2.42
People Management	For providing insight into Program	1.00	12.00	1.10	3.30	1.21	2.24

	Management, Project Management, Resource Allocation Models, Monitoring & Control, etc (12 Numbers)						
Technology Management	For providing insight into IT Trends, standards for systems, scaleable models, IT Security, interdependencies, overlaps, conflicts, standards, architectures, etc. (2 Numbers)	1.00	2.00	1.10	2.20	1.21	2.24
Financial Management	For providing insight into PPP models, outsourcing, need analysis, vendor selection, etc (2 Numbers)	1.00	2.00	1.10	2.20	1.21	2.24
Change Management	For providing insight into Government Process Reengineering issues, People involvement techniques, etc (1 Number)	1.00	1.00	1.10	1.10	1.21	1.21
TOTAL (in Rs. Lakhs)		127.50		110.60		44.60	

CPP: Cost Per Participant, PA: Per Annum

Assumption: Cost is incremented by 10% year-by-year (other than First 3 items)

7.4 Operational Expenses

Cost Component	Description & Requirement	Cost (in Rs. Lakhs)					
		2006		2007		2008	
		PM	PA	PM	PA	PM	PA
Consumables (CDs, Floppies, etc.)	Consumable requirement of members of SeMT (22 Numbers)	0.15	3.30	0.17	3.74	0.18	3.96
Electrical Charges	Electrical charges requirement of members of SeMT (22 Numbers)	0.10	2.20	0.11	2.42	0.12	2.64
Telephone Charges	Telephone Charges requirement of members of SeMT (22 Numbers)	0.25	5.50	0.28	6.16	0.30	6.60
Office Maintenance	Office Maintenance requirement of members of SeMT (22 Numbers)	0.40	8.80	0.44	9.86	0.48	10.56
Travel Expenses	Consumable requirement of members of SeMT (22 Numbers)	0.75	16.50	0.83	18.26	0.91	20.02
Misc. Expenses (Promotion, etc.)	Consumable requirement of members of SeMT (22 Numbers)	0.30	6.60	0.33	7.26	0.36	7.92
TOTAL (in Rs. Lakhs)		42.90		47.52		51.70	

PM: Per Month, PA: Per Annum

Assumption: Cost is incremented by 10% year-by-year

7.5 Outsourcing Expenses

Cost Component	Description & Requirement	Cost (in Rs. Lakhs)
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		2006	2007	2008
Initial exercise - NeGP	Preparation of e-Governance Roadmap, Capacity Building Roadmap and DPR	11.00	-	-
As Is Study	Study of existing legacy/ opportunity projects and Suggest appropriate migration and interoperable strategy	20.00	-	-
Preparation of DPR	Preparation of DPR of 19 projects (4 Core + 15 Departmental) @ 15 lakhs per project.	135.00	100.00	50.00
TOTAL (in Rs. Lakhs)		166.00	100.00	50.00

7.6 Miscellaneous Expenses

Cost Component	Description & Requirement	Cost (in Rs. Lakhs)		
		2006	2007	2008
Miscellaneous	Other expenses @ 10% of total cost	44.00	48.40	53.20
TOTAL (in Rs. Lakhs)		44.00	48.40	53.20

Assumption: Cost is incremented by 10% year-by-year

7.7 Total Funds Required

Entity	Cost (in Rs. Lakhs)		
	2006	2007	2008
Human Resources	60.50	66.55	73.21
Infrastructural & Hardware Expenses	36.90	-	-
Training Expenses	127.50	110.60	44.60
Operational Expenses	42.90	47.52	51.70
Outsourcing Expenses	166.00	100.00	50.00
Miscellaneous Expenses	44.00	48.40	53.20
Yearwise Total (in Rs. Lakhs)	477.80	373.07	272.71
GRAND TOTAL (in Rs. Lakhs)	1123.58		

Total Support Required from Government of India towards
Capacity Building of Orissa in next 3 years = Rs. 11.24 Crores

Summary of Recommendations

Government of Orissa requires a healthy mix of resources from within the State Government and professionals from external agencies with appropriate background and skill sets. The areas of expertise identified as being necessary for handling program/project level issues are:

- r Program Management (at State level)
- r Project Management (at Department level)
- r Change Management (both at State and Department levels)
- r Financial Management (both at State and Department levels)
- r Technology Management (both at State and Department levels)

State e-Governance Mission Team (SeMT), under the leadership of the IT Secretary, would support the Apex Committee and function as the Secretariat and Full-Time Advisory Body for providing overall direction, standardization and consistency through Program Management in all e-Governance Initiatives across the State.

Project e-Governance Mission Teams (PeMTs) should be constituted at Department levels to own and manage the execution and implementation of all e-Governance initiatives for the respective Departments.

District Information Services Councils (DISCs), headed by District Collectors, would oversee and monitor progress of various e-Governance projects across different Sectors being executed within their respective districts. They would also have a prominent say in deciding the location of Citizen Service Centers.

A well defined strategy for augmenting the soft/hard skills of Capacity Building Training Institutions of State and partnering with Private Institutions needs to be formulated.

It is necessitated that the State develops a pool of e-Governance Champions to take up the challenge of e-Governance on a sustainable basis. 5 e-Gov champions to be developed in a time frame of 3 years. Also 35 number of Chief Information Officers and 35 Chief Technology Officers need to be developed/recruited within the State.

Conclusion

As necessitated by the National e-Governance Plan, the document 'Capacity Building Roadmap' outlines concrete action points which would enable Orissa to move ahead on the road of e-Governance.

Capacity-building is a pre-condition for the success of initiatives. The existing capacities need to be nurtured, trained and upgraded to enable them to be self sustainable. However, a number of times, acquisition of external capacity make the job much easier and efficient also.

Government of Orissa has shown enough evidence of adapting the SMART way of Governance i.e. e-Governance, but the sustainability of the initiatives holds the key.

Annexure

Annexure-1: Skill Sets for SeMT Members

- § Experience in Change Management
 - Preparation of strategy/policy document for any of the State Departments
 - Conceptualizing/implementing process improvement and re-engineering initiatives
 - Drafting Strategy and plans in IT projects
- § Experience in Information Technology
 - Development of systems requirements specification for e-Governance projects
 - Systems integration, solution architecting, developing software, etc.
 - Computerization of large organizations involving technology selection issues
 - Project implementation / communication experience
 - Knowledge about technology trends
- § Experience in Financial Management/modeling
 - Implemented Public Private Partnership
 - Financial project appraisals, viability analysis, etc.
- § Experience in Program Management
 - Large project implementation and monitoring experience
 - Enforce standards of design, version control, documentation, etc.
 - Program management and operations control

Annexure-2: Profiles for Program Managers & Other Technical Resources

Designation: Program Manager

Job Description

- § Planning, facilitating, structuring, scheduling & Tracking of the project with teams involved in design, development, documentation, and implementation of e-Governance projects in LAN / WAN based Systems
- § Coordinate with various functional/technical teams
- § Assessment of project issues & developing solutions to meet productivity, quality & customer satisfaction objectives
- § Monitoring & summarizing progress of projects and issues in the projects & effectively communicating project status to the concerned authorities
- § To ensure that the solution implemented complies with defined standards, agreed service levels and provides long term cost effective business benefit
- § Take complete ownership of project delivery.
- § Ensure quick turnaround in developing / conceptualizing the technological solution for each department / functional area which is interoperable, standardized and scalable; taking it to such a point where implementation agencies could be deployed for specific work.

- § Develop standards for systems, applications and processes across the State
- § Develop, integrate and leverage infrastructure of various departments across geographies for reducing overall investments

Desired Profile

- § Should have system level and holistic understanding of Technical concepts
- § Should have detailed and in-depth understanding of technical concepts
- § End-to-end project management experience with large teams
- § Ability to identify issues before hand and ensure seamless communication upward and downward.
- § Should have good people management, coaching and mentoring skills and Team building skills.
- § The position requires excellent skills in oral and written English, good interpersonal skills and dynamism to excel in learning situations. Government of Orissa will provide a democratic workspace, excellent learning opportunities, and avenues for leadership. Salary shall be commensurate with experience and shall not be a constraint.
- § Experience in implementing and managing Network Management Projects (Software) towards e-Governance will be an added advantage.
- § Experience in Computerization of large organizations involving Technology selection issues desirable.
- § Experience in Financial Management/Modeling (Public-Private Partnership, Financial project appraisals, viability Analysis, etc)

Education

- § MBA/MCA/ME/M.Tech/BE/B.Tech /Graduate with Software Development Certification or Course

Years of Experience

- § 8 - 12 years

Designation: Project Manager

Job Description

- § Manage various projects initiated by Orissa Computer Application Centre (OCAC), Orissa
- § Collaborate with consultants, visual designers, programmers, and developers to define project budgets and schedules
- § Co-ordinate, plan and control projects through the Project Life cycle from Requirements through handover to support
- § Determine overall project plan, budget, structure, schedule, and staffing requirements
- § To effectively forecast, obtain, monitor and control project resources and costs, to deliver optimum business benefits
- § To ensure that the solution implemented complies with defined standards, agreed service levels and provides long-term cost effective business benefit.
- § The position will manage LAN/WAN set-up Network comprising of Switches. Routers, Network Management Software, Bandwidth monitoring/management devices
- § Enable administrative and legal changes through involvement of top leadership in the state
- § Adopt a project oriented approach for the e-Governance initiatives in the State
- § Develop program and project plan integrating timelines, roles and responsibilities
- § Monitor, track and report status regularly
- § Develop communication plan
- § Establish project control mechanisms like responsibility matrix, escalation matrix, etc.
- § Undertake mid-course correction (if required)

Desired Profile

- § Must have good understanding of MS Project planning and tracking/ Familiarity with standard PM practices and tools

- § Strong technical understanding with experience in or familiarity with current technologies is a necessity
- § Experience in development of Systems Requirement Specification (SRS) for e-Governance projects is desirable
- § Strong knowledge of quantitative quality measurements
- § Proven Track record of On-time Delivery of Projects
- § PMI Certification / Project Management training would be an added advantage
- § Team-oriented approach to mentor and guide team leads and members
- § Experience in implementing and managing Network Management Projects (Software) in e-Governance will be an added advantage.

Education

- § MBA/MCA/ME/M.Tech/BE/B.Tech/ /Graduate with Software Development certification or course

Years of Experience

- § 8 - 10 years

Designation: Project Manager - Finance

Job Description

- § Ensure long term financial viability and sustainability
- § Institutionalize mechanism for meeting immediate operational costs
- § Ensure efficiency and efficacy in resource allocation against various expenditure categories
- § Conceptualize and develop Public Private Partnership (PPP) models
- § Ensure inventory (or asset) tracking
- § Ensure quality in financial reporting
- § Establish financing options and derive creative financing solutions
- § Perform risk assessment
- § Manage and monitor collection system to ensure timely repayment of existing projects
- § Monitoring the business performance against the budgets, analysis of variances
- § Planning, reporting and contract related analysis and control
- § P&L reporting and analysis
- § Track processes with contract, agreements/SOWs. Control, Report & analyze deviations.
- § Contract related modifications, renegotiations, new requirement pricing and profitability impact on any change
- § Enhancement of cost savings to the company through benchmarking & analysis
- § Ensure internal control & compliance
- § Manage Statutory, internal and other audits; provide complete information for Audit Committee meeting

Desired Profile

- § A Bachelor's degree holder with in-depth knowledge of Finance
- § Creative and familiar with financing options / programs
- § Experience in Financial Management/Modeling (Public-Private Partnership, Financial project appraisals, viability Analysis, etc)
- § Should be CA or MBA finance with a background in MIS, budgeting, etc.
- § Familiarity with financial reporting systems
- § Excellent interpersonal, presentation & communication skills

Education

- § CA or MBA (Finance)

Years of Experience

§ 8 - 12 years

Designation: Change Management Expert

Job Description

- § Ensure continuity of the program and project in event of change in key persons / project champions, during the course of the projects
- § Synchronize individual initiatives with the State level / National level initiatives
- § Provide "capacity ramp-up" plan for manpower scaling
- § Provide full ownership to the State Government and Government Departments for implementing the projects
- § Catalyze administrative, process and legal changes required within the State Government
- § Provide stronger focus on change management through efficient communication, workshops, etc.
- § Align the interests of the key stakeholders (Central Line Ministries, State Governments, Department of IT at Centre and State, etc.) thereby synergizing various efforts
- § Execution of transformation outsourcing initiatives
- § Process Optimization and Change Management
- § Manage unstructured problem scenarios and implement re-engineering projects
- § Conduct Behavioral training, team building, assessment centre, process consultancy, value deployment, Leadership coaching
- § Responsible for ensuring service level compliance
- § Assist with setting team goals and objectives
- § Identify areas which need to be addressed by new or streamlined processes
- § Assist in developing and communicating the necessary policies, procedures, standards and processes that promote productivity and effective resource utilization
- § Assign staff to fulfill project resource requirements
- § Perform vendor interaction with internal and external support organizations

Desired Profile

- § Has been a process owner for any of ITIL processes preferably change management Soft Skills
- § Good knowledge of windows operating system background
- § Commitment & ability to work under pressure
- § Excellent interpersonal, presentation & communication skills

Education

- § Post -graduation in HR / Behavioral Science / Psychology or MBA with specialization in HR

Years of Experience

§ 8 - 12 years

Designation: Networking Expert

Job Description

- § Core Router Administration
- § Location Router Administration
- § Asset and Inventory Management over Network

Desired Profile

- § Min. 2 years of experience on High End Routers involving online connectivity at various Locations

- § Proven hands-on experience in design, implementation and administration of LAN/WAN, VLAN, VOIP, Video conferencing, Firewalls, VPN, and Wireless LAN etc.
- § Candidates should have thorough understanding of Networking protocols and configuration of the Network devices. CCNP/CCNA certification will be an added advantage
- § Excellent communication, analytical and problem solving skills is a pre-requisite
- § Exposure to DR Site Networking for Database Synchronization
- § Network Security and Firewall
 - Exposure to >98% Service Level Delivery
 - Exposure to Data Center Security Standards will be an added advantage
- § Knowledge of TCP/IP desirable

Education

- § MBA/MCA/ME/M.Tech/BE/B.Tech/Graduate with Software Development certification or course

Years of Experience

- § 5 - 8 years

Designation: Software Expert

Job Description

- § Implement and maintain software components
- § Responsible for Implementation of test scripts
- § Ensure procurement of Quality software
- § Be solely responsible for the quality of code.
- § Ensure code implementation is optimal and compliant in areas of object-oriented design, testing, and error handling.
- § Work with other Software Developers to share best practices

Desired Profile

- § 2- 5 years of professional web development experience.
- § Experience in working with a team of developers a plus.
- § Excellent problem solving abilities and detail orientation.
- § Candidate should have excellent verbal and written communication skill
- § Candidate should have in depth knowledge about Win NT, UNIX, SQL, and ORACLE

Education

- § MBA/MCA/ME/M.Tech/BE/B.Tech/Graduate with Software Development certification or course

Years of Experience

- § 2 - 5 years

Designation: Technical Writer

Job Description

- § Understand, formulate, handle RFPs
- § Technical Report writing
- § Drive the customer proposal (RFP) process

Desired Profile

- § Processing of Requests for proposals (RFP): evaluating, analysing, interpreting and responding to proposal requests
- § Candidate should have proven experience in business and system analysis at least 3 years

§ Candidate should have excellent verbal and written communication skill

Education

§ MBA/MCA/ME/M.Tech/BE/B.Tech/Graduate with Software Development certification or course

Years of Experience

§ 2 - 5 years

Annexure-3: Format used to arrive at the SeMT Composition

Effort required based on stage of completion (E)

Application Status	Effort requirement	Remarks
Complete	5 %	Though projects are complete- they need supervision from sustainability point of view
Under Implementation	50 %	These projects have been kick started, and most have gained adequate momentum. SeMT members will have to devote sometime to these projects
Under development	90 %	These projects are to be initiated, or just in the development stage. They will require full time and effort from SeMT members
To be initiated	100 %	

Number of applications in various stages (N)

Refer Section 7.2 of Vision Draft Document for status of Ongoing e-Governance Projects

Size of the projects (S)

The size of the projects were measured in three categories and measured in the scale of 1 to 3 (3= large project, 2= medium project & 1 = small project).

Application	Project Size	Size as per scale
Core Application	Large	3
Group Application	Medium	2
Departmental Application	Small	1

Based on the above three parameters, total number of effective projects for the state was computed. This value is the summation of the product of the above three parameters in each application category. The formula used is:

$$\text{Effective number of Projects} = \bullet (E \times N \times S)$$

	Effort required (Complete = 5%, under implementation=50%, under development= 90%, to be initiated = 100%)	No. of applications	Size of projects (1=small, 2=medium, 3= Large)	Effective no. of projects
Core Applications	A	B	C	= A x B x C
Complete	5%	1	3	0.15
Under implementation	50%	6	3	9.00
Under development	90%	1	3	2.70
To be initiated	100%	8	3	33.00
Group Applications				
Complete	5%	0	2	0
Under implementation	50%	0	2	0
Under development	90%	3	2	1.80
To be initiated	100%	4	2	6.00
Departmental Applications				
Complete	5%	2	1	0.10
Under implementation	50%	11	1	5.50
Under development	90%	14	1	46.80
To be initiated	100%			
	Total	32		67.45

The following criterion was used to conclude the number of members in the four wings of SeMT (as defined by NeGP):

Wing	Requirement
Program Management	1 for every 12 projects
Finance Management	1 for every 15 projects
Change Management	1 for every 15 projects
Technology Management	1 for every 12 projects

Based on the above, the total number of members required for SeMT is 20 to 21 members

Annexure-4: Profiles for e-Governance Champions, CIOs and CTOs

Role of e-Governance Champions

Implementation of the e-Governance strategy will require innovative leadership throughout the Government sector. In this context, the following is the role envisaged for the e-Governance Champion:

- § Conceptualize e-Governance projects in a holistic manner.
- § Own the e-Governance program strategy and steer them to be carried forward.
- § Promote sharing of infrastructure and applications.
- § Define the services to be provided to various stakeholders.
- § Initiate and lead process reform in the domain.
- § Build a business model for the project.
- § Develop RFP document(s).
- § Lead and Champion the development and implementation of the program.
- § Articulate a detailed Capacity Building and Change Management program.
- § Lead implementation of policies, standards and guidelines for successful and sustainable implementation.
- § Identify new opportunities for cross-cutting e-Governance initiatives.
- § Play a pivotal role of the program and project management level in the implementation Mission Mode Projects under NeGP.

Role of Chief Information Officers (CIOs)

The role of CIO is more outward and concerns with policy and strategy for e-Gov projects. The CIO is envisaged to play the following role:

- § Championing the e-governance strategy and delivery, its alignment with government objectives, the Best Value Performance plan and its implementation;
- § Setting priorities and determining e-Governance and ICT investment program.
- § Monitor the e-Governance project implementations;
- § Ensuring systems are in place and that they are operating effectively;
- § Ensuring effective systems are in place to factor sustainability;
- § Identify the required skills are to be procured (through strategic partnerships, in-house, through consortium, etc)
- § Managing the foundations and regulations regarding the core elements of the infrastructure:
 - Personnel - who will be responsible for their professional development and where certain skills should reside
 - Methods and techniques - what project/programme management, development and operations management standards should be used
 - Charging mechanisms and services standards (performance management)
 - Information - standards to enable the effective sharing of information Core applications
 - Technical - network, consolidated service desk, data standards, Security, Legal
- § Ensuring effective systems are in place for capturing lessons learnt from major projects and partnerships;
- § Promoting the e-Governance vision particularly within Government;
- § Developing member's understanding of strategic e-Governance and promoting their skills development;
- § Motivating members and gaining their commitment to e-Governance change.
- § Advocating key recommendations in the e-Governance cycle for major projects
- § Motivating Government officials and securing their commitment to procurement change, breaking down barriers and overcoming resistance;

Role of Chief Technology Officers (CTOs)

The role of CTO limits itself to the understanding of the daily evolving new technologies and suggesting the use of these technologies in e-Governance projects. The CTO's shall

- § act as the technology specialist and as a technology specialist,
- § Involve in detailed understanding of where technology is going, a vision of where the business should go, and the ability to mesh those together and explain on both sides how that vision is going to be accomplished.
- § Serves as the bridge between the technologists and program managers to help them understand these details in order to make disciplined, proactive IT investment decisions.
- § Act as the key advisor to the CIO. In his role of key advisor to CIO, he is responsible for designing and recommending the appropriate technology solutions to support the policies and directives issued by the CIO.
- § Plan the short and long-range technology strategies;
- § Provide leadership in ensuring appropriate technology usage
- § Develop IT technology standards and protocols inline with requirement of the state and industry "best practice;"
- § Assess new and emerging technologies to determine application to e-Governance programs and services.
- § Identify and evaluate new technology developments and gauges applicability to Government processes by providing the Solution Architecture that satisfies the business goals and objectives of undertaking an e-Governance initiative.
- § Responsible for establishing, implementing and maintaining the following policies related to the technology.

Annexure-5: Indicative Structure of District Information Services Councils (DISCs)

- § District Collector – Chairman & Convener
- § MP(s) of Parliamentary Constituency in the District – Member(s)
- § 2 MLAs of Assembly Constituencies in District (on rotation basis for 1 year)– Members
- § President, Zila Parishad – Member
- § 2 Chairpersons of Panchayat Samitis in District (on rotation basis for 1 year) - Members
- § 2 Mayor/Chairperson of ULBs within District (on rotation basis for 1 year) – Members
- § 2 Representatives from Businesses within District (on rotation basis for 1 year)– Members
- § 2 Citizen Representatives from the District (on rotation basis for 1 year) – Members
- § Representatives from MMPs within District – Special Invitees (on need-basis)
- § Domain/Technical Experts from the District – Special Invitees (on need-basis)
- § District Informatics Officer (NIC) - Member