



Govt. of Orissa

# Detailed Project Report

## Capacity Building Project for Orissa



# Table of Contents

<b>1. Introduction.....</b>	<b>4</b>
<b>2. Summary of e-Governance Road Map.....</b>	<b>6</b>
2.1 E-Readiness of State .....	6
2.1.1 Environment for ICT .....	7
2.1.2 Readiness to use ICT.....	9
2.1.3 Usage of ICT.....	10
2.2 e-Governance Vision .....	13
2.3 e-Governance Strategy .....	13
2.3.1 Core Policies .....	16
2.3.2 Core Infrastructure.....	17
2.4 Proposed e-Governance Services .....	20
2.5 Proposed e-Governance Applications .....	20
2.5.1 Core Applications.....	20
2.5.2 Integrated Applications.....	22
2.5.3 Sectoral / Departmental Applications.....	23
2.7 e-Governance Blueprint .....	26
2.7.1 Big Picture.....	26
2.7.2 Prioritization in Initiatives.....	28
<b>3. Scope of SeMT .....</b>	<b>31</b>
<b>4. Human Resource Development Strategy .....</b>	<b>32</b>
4.1 Current Assessment of the existing Agencies.....	32
4.1.1 Existing Capacity .....	32
4.1.2 Type of Training.....	36
4.1.3 Training Reach.....	36
4.1.4 Collaboration & Partnerships .....	36
4.1.5 Strengths & Weaknesses.....	36
4.2 Proposed SeMT Structure .....	37
4.2.1 Additional Resources from within State Government .....	39
4.2.2 Additional Resources from outside State Government .....	41
4.3 Skill Development Requirements .....	42
<b>5. Operational Requirements of SeMT .....</b>	<b>43</b>
5.1 Capital Requirements.....	43
5.2 Recurring Expenses .....	43
<b>6. e-Governance Institutional Framework.....</b>	<b>44</b>
6.1 Existing Institutional Framework .....	44
6.2 Roles & Responsibilities of Committees.....	45
6.3 Proposed Changes in Institutional & Governance Structure .....	48
6.3.1 Vision & Policy Levels.....	48
6.3.2 Strategy Level .....	49
6.3.3 Implementation Level .....	49
6.3.4 Localization Level .....	51
6.2.5 Nodal Agency .....	52
<b>7. Training &amp; Change Management Needs.....</b>	<b>53</b>
7.1 Training & Change Management Strategy.....	53
7.2 Training Requirements .....	54
7.2.1 Vision & Policy Levels.....	54
7.2.2 Strategy Level .....	55



7.2.3 Implementation Level .....	56
7.2.4 Localization Level .....	57
7.3 Training Curriculum & Calendar .....	58
<b>8. Outsourcing .....</b>	<b>58</b>
8.1 Resource Based .....	60
8.2 Task Based .....	61
<b>9. Financials .....</b>	<b>62</b>
Annexure-1: Skill Sets for SeMT Members .....	63
Annexure-2: Profiles for Program Managers & Other Technical Resources .....	63
Annexure-3: Profiles for e-Governance Champions, CIOs and CTOs .....	68
Annexure-4: Financials for SeMT .....	69

# 1. Introduction

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 the national and regional economies or where the service-owners themselves show readiness to optimize, be targeted as Mission Mode Projects (MMPs) at Center, State and Integrated Service 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. The guidelines issued by Department of India in this regard require institutional strengthening to be undertaken at State level as well as Departmental level.

State Level: This capacity building would be at a program level and would provide overall direction, standardization and consistency through program management of the e-Governance initiatives in the State. The augmented capacity would function as a permanent advisory and monitoring body to the State Government / NeGP State Apex Committee (under chairpersonship of Chief Secretary) in undertaking various e-Governance programs. The e-Governance initiatives for the State is proposed to be designed, developed and monitored at the State level by a dedicated body called State e-Governance Mission Team (SeMT).

Department Level: This capacity building would be at a 'project' level and would be constituted as and when projects are initiated at the department 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.

In the same context, NeGP necessitates State Governments to prepare:

- r e-Governance Roadmap (EGRM) clearly defining the e-Governance Vision and strategies to achieve the developmental agenda of the State and provide good governance to the citizen leveraging ICT as an enabler tool. EGRM also depicts the big picture e-Governance Blue print of the State Government. Based on this blueprint, the effort and the competence needed to manage the State e-Governance initiatives could be planned
- r Capacity Building Roadmap (CBRM), which lays down the plan for developing institutional mechanisms, acquiring the technical expertise within and outside the Government, sets plan for training on specific areas for this team and projects the need (and costs) for outsourcing activities which require specialized skills. This document encompasses suggestions for structure of the institutional framework & changes in the present institutional framework and outlines the capacity requirements in line with the EGRM & the Training need analysis to build the internal capacity of the Government.

This document, titled 'Detailed Project Report' (DPR), is a summary of the above two documents, and details the nature & scale of e-Governance initiatives planned by Government of Orissa in the next three years and presents the capacity building requirements for the state. The existing capacities need to be complimented and strengthened with major managerial and technological resources, particularly for implementation of the State Mission Mode Projects by concerned Departments of the State. It also summarizes the estimated funds requirement under NeGP from the Government of India for Capacity building of the State of Orissa. The funding will be used to build capacity at Program level to drive the massive e-Governance initiatives of Government of Orissa as per the EGRM of the state.

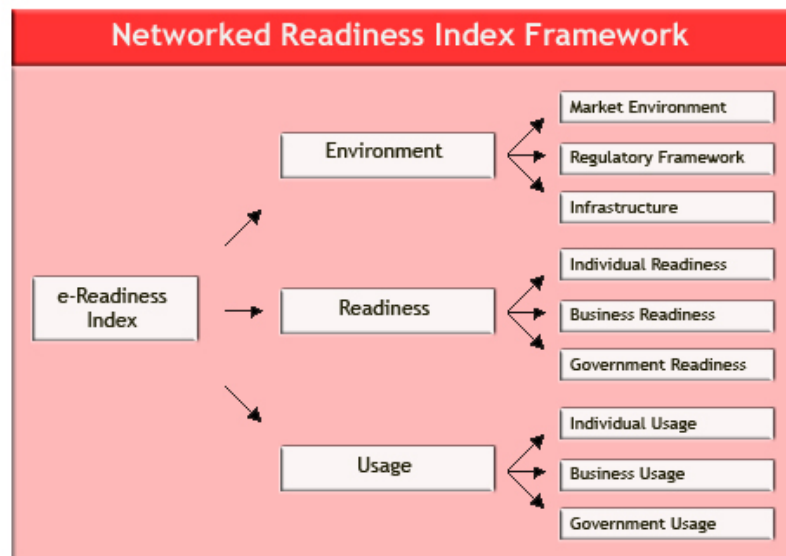
## 2. Summary of e-Governance Road Map

### 2.1 E-Readiness of State

The e-Assessment Report 2004, released by Department of IT, Government of India, terms E-Readiness or Networked Readiness Index (NRI) as “the capacity of a State to participate in a networked economy vis-à-vis other States”.

The e-Readiness or NRI for various States was calculated on the basis of a set of broad parameters, which included:

- r Environment for ICT offered - market environment, regulatory framework, infrastructure facilities
- r Readiness of key stakeholders to use ICT - individual readiness, business readiness, government readiness
- r Usage of ICT among these stakeholders - individual usage, business usage, government usage



Source: Department of IT, Govt. of India

States were thereafter divided in 6 categories, namely - Leaders, Aspiring Leaders, Expectants, Average Achievers, Below Average Achievers and Least Achievers. As

per this categorization, Orissa was among “Average Achievers”, with States like Karnataka, Tamil Nadu, Andhra Pradesh and Maharashtra at the top as “Leaders”.



Source: Department of IT, Govt. of India

However, it is important to note that the State Government of Orissa has been making conscious effort to improve upon all the factors as described in the Networked Readiness Index Framework.

The subsequent sections would detail current environment for ICT in the State, existing readiness of stakeholders to use ICT and actual usage of ICT among these stakeholders in order to highlight the effort that has been put in by the State Government of Orissa and also to draw out the areas that still need attention.

### 2.1.1 Environment for ICT

State Government has already framed the Information Technology Policy in 2004, which aims at developing a well-planned, robust and futuristic IT architecture in the State to bring about positive changes in all walks of life & society, resulting in:

- r Ease and convenience in transaction
- r Augmenting employment opportunities to the educated youth
- r Ushering higher economic growth in a definite time frame.

Further, a number of core ICT infrastructure projects are being implemented in the State, including:

Project	Description
State Wide Area Network (SWAN)	SWAN is being established to support VOIP, Video Conferencing, Teleconference, Fax and Web Enabled & WAN Based Applications for the Government Employees, Citizens and Businesses across the State. A 2 Mbps Data Link from the Secretariat to the Districts has already been established (through NIC Net) and connectivity to Sub-Divisions, Blocks and Tehsils will be provided in partnership with BSNL (utilizing OFC Backbone)
GRAMSAT	GRAMSAT would provide connectivity to all DRDAs / Blocks and would facilitate dissemination of Government Information, monitoring of fund utilization and bring about transparency in various projects getting executed at Panchayat / Block levels. 128 Kbps link has already been established upto DRDA and Blocks in each District utilizing the Satellite Communication Infrastructure provided by ISRO. Plan is under consideration to enhance the bandwidth to 2 Mbps.
Secretariat LAN	To connect all the computers in various Departments at the State Secretariat, a 1000 Mbps Fiber Optics Network Backbone with 2 Mbps Network Connectivity has been established. The Offices of Chief Minister, Cabinet Ministers, Secretaries, Additional Secretaries, Directors and all the Department Computer Centers have already been provided with connectivity. This is being extended to cover all the remaining Officers and all Sections of various Departments in the Secretariat
Information Kiosk	Information Kiosks are being set up throughout the State, particularly in the Urban and Semi-Urban areas through Self-Employment Mode. A variety of Services would be offered by the Kiosks like e-mail, internet browsing, computer education, DTP work and PCOs. An e-Seva type of model is being explored in the areas of Agriculture, Animal Husbandry, and for utilities bill payment.
Local Language Resource Center	Resource Centre for development and promotion of Oriya Language based Computer Tools has been established. Applications such as Oriya Spell Checker & Thesaurus, Bilingual Chart, e-Dictionary, Trilingual Word Processor, E-Mail Application, software for Optical Character Recognition and Oriya WorldNet Software have already been developed

An IT Park (named Infocity) has been established at Bhubaneswar, covering an area of more than 350 acres and having all the necessary infrastructure & communication facilities. A number of Multi-Storied Towers have also been created at Bhubaneswar to provide office-infrastructure for Small & Medium IT Companies. STPI Parks have already been established at Rourkela and Bhubaneswar to attract export-oriented software development firms. A similar Park is being setup at Berhampur also.



### 2.1.2 Readiness to use ICT

In Orissa, more and more citizens are having access to technology and are also becoming capable of availing various benefits from it. A number of Government and Private Educational Institutions across the State are offering a variety of courses in ICT, including various Graduate level courses and Post Graduate courses such as M.Tech and MCA. Each year, more than 15,000 Engineers & MCAs and 3000 MBAs successfully complete their courses from various Institutes across the State.

Orissa Computer Application Centre (OCAC) has been designated as the Directorate of the Information Technology Department and plays an important role in training Government Officials, as well as ordinary students.

Various Training programs conducted by OCAC include a course in IT Basics for Government Officials, Skill Development Program (CAD) for Engineers and a number of courses, such as Networking Program, DOECC Accredited Programs and Japanese Language Program, for Students. OCAC also has 2 Facility Centers at Berhampur and Rourkela with requisite IT hardware.

A state-of-the-art IT Training Centre has been established at the Secretariat for capacity building of Government Employees.

Computer Awareness Programme in Government Schools has also been introduced in partnership with Private Computer Firms to benefit both, the students and the teachers. At OCAC, a Transit Node of ERNET with advanced educational-content has been established in partnership with Ministry of IT, Government of India.

In most of the departments, there are employees who have aptitude towards computers and have basic computer knowledge. But the overall computer literacy

is low in most Departments and to successfully implement e-governance projects in the State, there is a need to equip the key drivers with required IT skill.

Government needs to adopt a proactive approach to send the Officials to the IT Center for training on IT Basics to start with. Engineers in Departments like PWD could be sent for CAD Training program conducted by OCAC. However it is also true that once the departments start having a training plan and a training budget allocated, these steps will automatically follow in.

Further, majority of ongoing e-Governance Projects in the State are driven through Committees or Teams, which are formed on task basis and not by an institutionalized team or task force. Due to a lack of an institutionalized framework for e-Governance, Projects face stiff challenges on grounds of ownership, implementation and roll out both at the State level and at the Department level.

### 2.1.3 Usage of ICT

A number of Core and Departmental e-Governance Initiatives have been taken up in the State. Some of these include: <sup>1</sup>

State Level Core e-Governance Projects	
Project	Description
Orissa State Portal	Official Website of State Govt. currently provides a host of government information, policy & procedures, tenders & forms, etc. Services such as payment of utility bills, filling of various kinds of returns, etc. are being added and the aim is to deliver multiple citizen services through multiple channels like internet, IT Kiosks, Mobile phones, etc.

<sup>1</sup> Sectoral Applications of only the 15 MMP Sectors have been described here.

9 x 9 Program	9 x 9 Program (or Transparency & Accountability Program) aims at development of Information Systems and access of information to citizens at Panchayat, Block and District levels for 9 Departments across 9 Districts in the State. <sup>2</sup>
Bhasa Project (Unicode Based)	Resource Center has been established at OCAC for development & promotion of Oriya Language Based application. Tools such as Word Processor, Thesaurus, E-Mail Application in Oriya, Trilingual Word Processor (English-Oriya-Hindi), have already been developed. A MoU was signed with Microsoft to provide Oriya Language Functionality in Windows and Microsoft Office.

#### Sectoral e-Governance Projects

Project	Description
Orissa Telemedicine Application Network	A telemedicine network, in collaboration with Indian Space Research Organization (ISRO), has been established to connect Sanjay Gandhi Post Graduate Institute of Medical Sciences, Lucknow with Medical Colleges at Cuttack, Berhampur and Burla through V-SAT Network for delivery of healthcare from experts at remote locations.
Bhulekh (Land Records Computerization)	Directorate of Land Records & Surveys has taken up computerization of land-records to facilitate maintenance and updation of changes occurring due to consolidation of land holdings, transfer of ownership, land acquisition, etc. and to provide accurate copies of Records of Rights (ROR) to the landowners all across the State. The initiative involves 2 issues - Record of Rights and Digitization of Cadastral Survey Maps. <sup>3</sup>
ORIS (Registration Office Computerization)	Revenue Department is implementing ORIS for computerized registration of Deeds, endorsement of Documents and issue of Encumbrance Certificates. <sup>4</sup>
e-Shishu Project	School & Mass Education Department and Orissa Primary Education Programme Authority (OPEPA) have initiated creation of a comprehensive & authentic database of all children below 14 years for MIS & Planning purposes. This project also involves mapping of all Gov. Schools in the State using GPS for getting information on their infrastructures and the consolidation of various data pertaining to Teachers for effective management of the School Education Infrastructure. <sup>5</sup>

<sup>2</sup> Districts are Koraput, Malkangiri, Nowrangpur, Rayagada, Ganjam, Mayurbhanj, Angul, Cuttack and Kalahandi. 9 Departments identified for pilot-projects are Women & Child Development, ST & SC Development, Food Supplies & Consumer Welfare, Health, School & Mass Education, Panchayati Raj, Agriculture, Rural Development and Water Resources. Currently data is being entered across the State and Pilot-Implementation of a Web-Based System would shortly commence.

<sup>3</sup> 29 Tehsils have been operationalized in the 1<sup>st</sup> Phase to facilitate computerized issue of RoR Certified Copy & Miscellaneous Certificates and to undertake Mutation Cases through computer. Preparation of village-wise digital maps and linking these to the computerized database of land records (to maintain & update land records efficiently and to provide accurate & quick service to the citizen) is also being done via a Pilot Project by OCAC.

<sup>4</sup> 13 DSR/SR Offices have already been computerized and made operational under ORIS. In addition, funds have been provided for computerization of 13 more DSR/SR offices during the current financial year.

<sup>5</sup> The data capturing of around 70 Lakh children from across the State has been completed and a web-enabled interface has been created for allowing various stakeholders, including parents, to access / utilize this data via queries, reports and other tools. Other 2 sub-projects (Orissa GIS School Mapping Project and Orissa Education Personnel Information Project) are also being implemented.

Treasury Automation	This project involves automation of all the processes at District / Special Treasuries, including payment of Bills, payment of Pension Bills, receipt of Challans and other accounting activities. <sup>6</sup>
Computerization of Commercial Tax	This involves the automation of various processes of Commercial Tax, such as disposal of registration application, quick information on tax collection, quick identification of defaulters & non-filers of returns, faster issue of statutory forms and reduction of interface between dealers & the staff to achieve high efficiency in VAT Administration. <sup>7</sup>
Integrated Transport Management Information System (ITMIS)	The project involves computerized issue & renewal of Driving License (via Saarthi), Registration & Permits for motor-vehicles (via Vaahan) and the collection of Motor Vehicle Taxes (via Check Gate Computerization). <sup>8</sup>
PRIASOFT	Web Based Application for monitoring Funds Flow in the Panchayati Raj Department. 30 DRDAs, 314 Blocks and 6234 Gram Panchayats use PRIASOFT
PAMIS	Web Based Desktop application (with Oracle 9i and D2K platform) for monitoring various Accounts of the Panchayati Raj Department. PAMIS is being used by 30 DRDAs and 314 Blocks
RURALSFT	Web Based Application for monitoring Physical Progress of Projects/Schemes under various Poverty Alleviation Programs. The main platform is SQL server and ASP using JAVA/VB Script.

Beside these, a number of other initiatives have also been taken up by other Departments and are under implementation. These include e-Procurement, Human Resource Management System, Tourist Information & Reservation System, RFID-Based Food Grain Delivery Monitoring System (for WCD and Food Supplies & Consumer Welfare Departments), Web-Enabled Scheme Monitoring System (for WCD and ST & SC Development Departments), Land Survey & Settlement using GPS, Orissa Online Project and e-District Project.

Further, majority of the Departments have their Official Websites for providing a variety of information to the citizens and some of these sites also facilitate online transactions and form-submission.

<sup>6</sup> Modules for receipt of Challans and other accounting activities have been implemented at 16 District / Special Treasuries. Modules for payment of Bills and for payment of Pension Bills have also been developed and will be soon implemented.

<sup>7</sup> Infrastructure for computerization is complete in all the places and the system is being made operational.

<sup>8</sup> Issue of Computerized Driving License has been started from RTO, Bhubaneswar. Supervision and control of the R.T.O offices and border check gates and Issue and renewal of permits for passenger and goods vehicles are being computerized. The functions of the Road Transport Authorities are also being automated. The department plans to introduce smart cards for license and registration certificates, modernize check gates with e-connectivity and create consolidated data bank.

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

## 2.2 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.

## 2.3 e-Governance Strategy

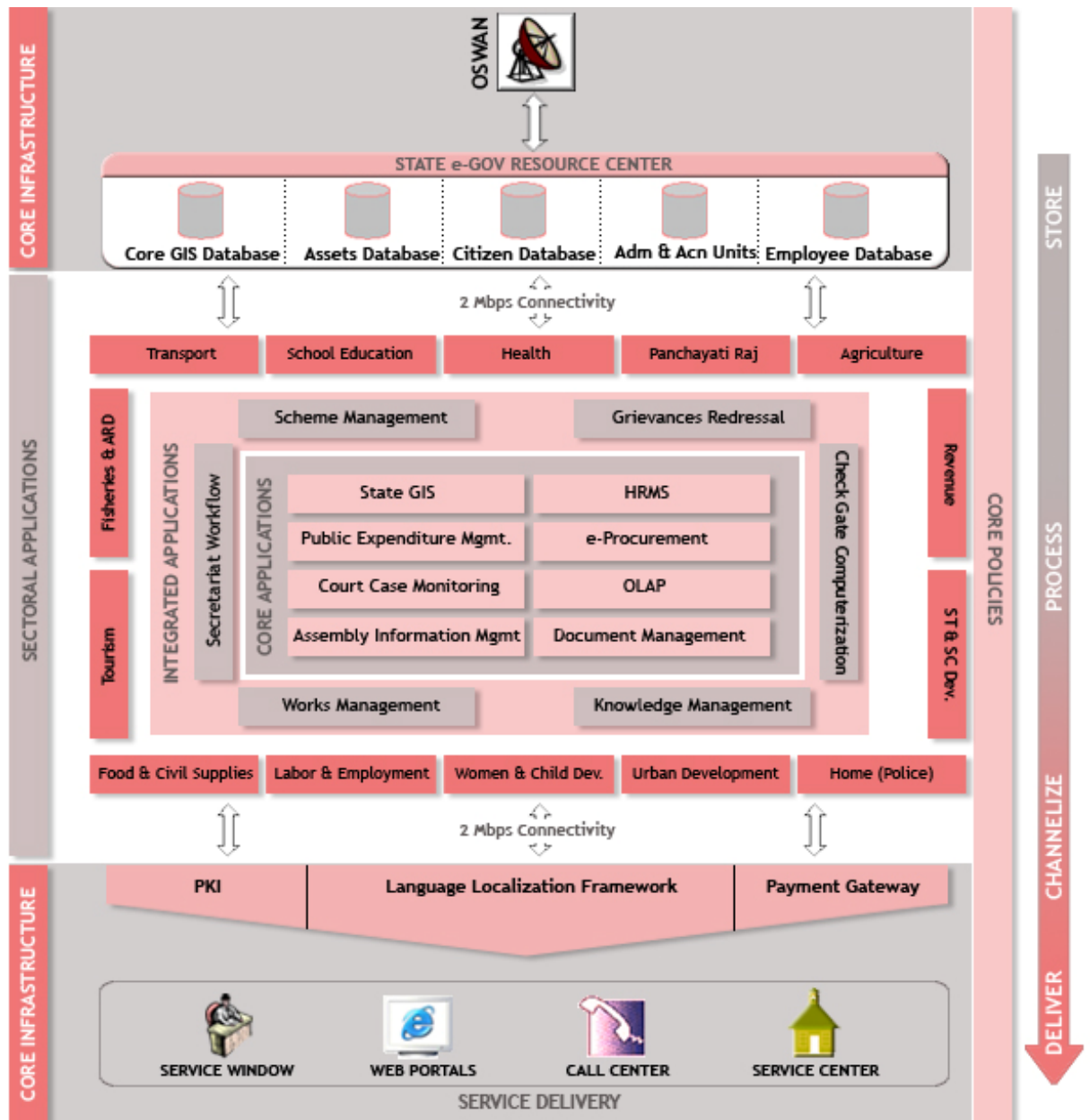
The e-Governance Strategy for Orissa outlines the initiatives to be undertaken across the State. It also defines an internally consistent set of options to lead to realization of State's e-Governance Vision.

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

The detailed e-Governance Strategic Framework discusses critical issues like Institutional Framework, Policy & Legal Framework, Capacity Building, Government Process Reengineering, Risk Analysis, Funding Strategy (including PPP) and the State's e-Governance Architecture.

## 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

### 2.3.1 Core Policies

In order to manage all e-governance initiatives in a cohesive and efficient manner, a comprehensive policy-framework needs to be formulated at State level. This framework could contain, but not limited to, the following policies:

- r Funding Strategies & Business Models
- r Human Resource Development & Management Policies
- r Data & Content Management Policies
- r Metadata Framework Standards
- r Specifications for Identification, Classification & Management of Govt. Data
- r Security Legislations
- r Policies for Front End
- r Policies for Middleware
- r Policies for Back End & Department Automation
- r Policies for Integrated Services
- r Process Reengineering Policies & Frameworks
- r Policies for Geographic Information Systems
- r Policies for Employment Generation through e-Governance
- r Electronic Payment Mechanism Policies
- r Policies for Prioritization of Project Interventions

As all ICT initiatives have to be managed as “capital investments”, a detailed Policy on ICT Auditing could also be formulated for the State. This Policy would help in monitoring all on going and planned ICT initiatives on the basis of pre-defined goals and measurable targets.

Additionally, Policy for Ensuring Effective Utilization of ICT Training, as imparted to Government Officials and other stakeholders could be framed at the State level.



### 2.3.2 Core Infrastructure

#### OSWAN

Uniform Connectivity all across would be the most essential part of the proposed e-Governance Architecture of Orissa and it is necessary that Orissa State Wide Area Network or OSWAN reaches upto the Village-level at the earliest.

State Government has already obtained approval from the Central Government to establish the SWAN and 2 Mbps Data-Link from the Secretariat to the Districts has already been established. The plan is to extend the reach of this SWAN to Sub-Divisions, Blocks and Tehsils in partnership with BSNL (with OFC backbone).

However, it is necessary that uniform connectivity is established across the State (upto the Villages) to provide various facilities, such as VOIP, Video Conferencing, Teleconference, Fax, Web Enabled Applications and WAN Based Applications, to Citizens as well as Government Employees.

In order to effectively manage and maintain this SWAN, the State Network Management Center should be established in Bhubaneswar and District Network Management Stations should be established at all the 30 District Headquarters across the State.

These establishments should be staffed with Network Administrators and Engineers under the jurisdiction of Department of IT or the Nodal Agency for e-Governance in the State and should be responsible for efficiently maintaining and monitoring network-segments corresponding to their regions on 24 x 7 basis to ensure connectivity to Stakeholders across the State.

#### State e-Gov Resource Center

State e-Gov Resource Center (or State Data Center as per the generic terminology) at Bhubaneswar would house, manage and serve all the Data & Knowledge Resources for various Departments and Organizations of State Government. It would also house the Application & Web Servers, Print & Rendering Systems and Mailing Servers to facilitate various applications of the State Government and to fulfill other technology requirements.

Following Primary Databases could be deployed and maintained:

- r Citizen Database (for the data of all citizens of Orissa, including value-added data such as EPIC, BPL, e-Shishu, Land Records Data, etc.)
- r Employee Database (for the data of all State Government Employees, including their Service Records)
- r Core GIS Database (for the data and maps for all the administrative units of the State)
- r Administrative & Accounting Units Database (for the details of all Offices under the Government in the State)
- r Asset Database (for the detail of all the movable and unmovable assets of State Government)

Additionally, various Departments could 'extend' scope of the above-mentioned Databases to create their respective Departmental Databases. Section 4 contains the details of these extended Databases within their Sectoral Strategies.

In order to backup for all the Government Data stored in various repositories, a Disaster Management Center could be established to link up in real-time with State e-Gov Resource Center and also with various Departmental Databases. This establishment could also house a number of Servers to act as backup for the Primary Server-Set deployed at Bhubaneswar. Upon the failure of Primary Server-Set, the Statewide Application Infrastructure should be able to switch over to the Disaster Management Center's Servers.

## PKI, Localization Framework and State Portal

Orissa Government needs to implement the Public Key Infrastructure (PKI) as the Statewide Registration & Certifying Authority for securing various e-business transactions, eliminating the need for separate processes for verification of identity and electronic signatures. This Infrastructure would minimize the burden on businesses, citizens and the Government itself while obtaining services online by providing a secure infrastructure for all online transactions.

The Government also needs to establish the Statewide Language Localization Framework for facilitating the delivery of various digital services in Oriya Language. The scope of the Bhasa Project (initiative by TDIL) could be enhanced in order to facilitate this and the Oriya Bhasa Pratisthan could play an important role all these initiatives.

The State Government also needs to implement a Common Payment Gateway, directly interfaced with the Treasuries and FI / Bank. This Payment Gateway could be collectively utilized by various Departments, such as by Commercial Taxes, Excise, Electricity, Transport and Land Revenue Collection, and various Urban Local Bodies and Gram Panchayats could also utilize it.

## Service Delivery

A common set of Service Delivery Channels, including Citizen Service Centers (CSC), Web Portals, Call Centers and Department Service Windows, need to be established for efficiently delivering various Governmental Services to citizens and businesses across the State. The basic mandate of these delivery channels should be to act as One-Stop-Shop for delivering various services provided by the Government and make the life of common citizens easier.

A Statewide Network of Citizen Service Centers, which could have names with regional flavor, should ideally be constructed in such a manner that no citizen should need to travel more than 2 Kilometers to access their services and/or every Village should have one. However to achieve this during the Course of NeGP itself, the State should adopt a step-by-step approach.

District Information Services Councils (details of these have been provided in [Section 5.1](#) of EGRM) could play an essential role in deciding the order/sequence for establishing these Citizen Service Centers within their respective Districts.

Public-Private Partnerships (PPPs) can substantially aid in establishing this desired network of Citizen Service Centers in Orissa and the State Government should explore all the possibilities of entering into relevant Service Level Agreements (SLAs) with Private Corporations for establishing and operating these Centers at various locations.

## 2.4 Proposed e-Governance Services

Following services would be delivered to Citizens, Businesses and various Organs of the Government (via Urban & Rural Service Delivery Centers, Intranet Applications and Web Portals) by the 15 MMP Sectors. All the services described above are only indicative and the MMP Sectors can further add to this list with additional services, as and when the infrastructure and back-ends required for the same have evolved.

## 2.5 Proposed e-Governance Applications

### 2.5.1 Core Applications

Following Core Applications (CA) would be deployed for all the Departments to utilize for computerizing the “common” processes, such as employee management, funds / financial management, procurement activities, etc.

APPLICATION	DESCRIPTION
Public Expenditure Management System (CA-001)	Web based system to plan and control flow of revenues & expenditures, for planning and creating budgets, and to manage appropriation. The system could also help in simplifying the design of budget-plans, differentiating provisional budget plans and supporting centralized and decentralized planning & execution. Main Sub-Modules could address functions such as: <ul style="list-style-type: none"> <li>» Monthly Actuals of Expenditure</li> <li>» Monitoring Drawls &amp; Releases</li> <li>» List of Budget Classifications</li> <li>» Procedures for Year-End Closing</li> <li>» Functional Coverage of Cash Accounting Tasks</li> </ul>
e-Procurement (CA-002)	Consolidated Application to automate various purchasing / procurement processes of State Government Departments and to reduce processing costs via features such as: <ul style="list-style-type: none"> <li>» Web Interfaces</li> <li>» Invoice Matching Mechanisms</li> <li>» Embedded Purchase Cards</li> <li>» e-Forms</li> <li>» Configurable Business Rules &amp; Authorizations</li> <li>» Catalogue Management Tools</li> <li>» Management Information Reports</li> <li>» Electronic Tendering</li> <li>» Messaging</li> <li>» Interfacing Capabilities with Legacy Systems</li> </ul>
HRMS (CA-003)	Web Based Human Resource Management System with Sub-Modules such as: <ul style="list-style-type: none"> <li>» Personnel Information System</li> <li>» Organization Development</li> <li>» E-Recruiting</li> <li>» Performance Management</li> <li>» Workforce Cost Planning &amp; Simulation</li> <li>» Workforce Management</li> <li>» Employee Development</li> <li>» Payroll, Loans &amp; Advances Monitoring</li> <li>» Pension &amp; GPF Monitoring System</li> <li>» Smart Card based Attendance &amp; Leave Management System (optional)</li> </ul>

Document Management System (CA-004)	Consolidated Web Based Application to manage documents electronically. Essential features could include support for a large variety of document formats, extensive access control and searching capabilities across LANs and WANs, support for multiple versions of a document, ability to combine text fragments written by different authors and workflow component for routing. Main Sub-Modules could include: <ul style="list-style-type: none"> <li>» Records Management System (for identifying, classifying, archiving, and controlled destruction of various Governmental Records such as office documents, mails, files, noting, etc.)</li> <li>» Forms Management System (for creation, management and processing of online forms/applications. Essential features could include form definition and creation, forms version control, workflow approval as well as the reporting and exporting of responses for further processing via convenient online multi-session forms)</li> <li>» File Tracking System (for locating and tracking various Files of Government Departments utilizing a number of search fields, file identifiers, and requester information reports. Key features should include latest in bar-coding technologies, instant file location, robust search capabilities on all fields, control of critical information, and tracking of various doc workflow)</li> </ul>
Court Case Monitoring System (CA-005)	Web Based System to monitor the status and progress made on various Court Cases filed against various Departments and Agencies of State Government and for monitoring various Charge-Sheets filed
State GIS Database (CA-006)	Consolidated database of satellite maps with digitized demarking. This Database could be utilized by various Departments to create their respective relational spatial databases and for establishing reference points.
Online Analytical Processing System (CA-007)	A set of software tools that would provide the capability to analyze various data available from internals as well as external sources by interactive queries, reporting and graphing functions. OLAP tools would also enable users to analyze multi-dimensional data and could be used for data mining.
Assembly Information Management Module (CA-008)	Web Based System to provide appropriate and timely Replies, with Details of Action Taken, for different Issues raised in the State Legislative Assembly regarding the mandates of various Departments and Organs of State Government

## 2.5.2 Integrated Applications

Following Integrated Applications (IA) would be deployed and augmented collectively by a group of Departments on need-basis for computerizing the “shared” processes, such as scheme management, grievances redressal, works management, etc.

APPLICATION	DESCRIPTION
Scheme Management System (IA-001)	Consolidated Web Based System for managing various Schemes and Programs via tools such as facility to submit various status-reports online, dynamic collaboration facilities and interfaces for various participants, including External Agencies, NGOs, etc.
Grievances Redressal System (IA-002)	Web Based System to accept complaints from citizens on various services provided by State Government Departments and also to track the status and progress made on these complaints. The application should also route complaints to the appropriate Departments, should allow easy retrieval of the Aggregate Data to show areas experiencing difficulties and remove various bottlenecks in complaint filing / routing
Works Management System (IA-003)	Consolidated Web Based System for effectively managing various Civil Works in different verticals of the Government across the State in pre-scheduled and periodical manner by the means of features such as cost estimation, work planning, work monitoring, etc.
Knowledge Management System (IA-004)	Collection of processes that govern creation, dissemination and utilization of knowledge base (comprising of facts, rules, models and concepts that defines day-to-day decisions made at every level) of the State Government to various Departments and Agencies.
Check Gate Computerization (IA-005)	Web Enablement of the Check Gate Computerization project and its integration with Vaahan and Saarthi to monitor all statutory and controlling functions. Further integration of the application with other Departments like Police, Central Excise, Sales Tax, etc. could also be aimed.
Secretariat Workflow Monitoring System (IA-006)	Web Based Application to provide MIS on the basis of predefined timelines and milestones spread across the entire service-delivery chain in a particular Department or for a number of Departments who are jointly delivering the service. Appropriate interfaces for citizens/beneficiaries should also be provided as a part of this application

### 2.5.3 Sectoral / Departmental Applications

A number of important Departmental Applications (DA) would be deployed and augmented by respective Departments for computerizing their “line” processes.

APPLICATION	DESCRIPTION
-------------	-------------

<p>Agriculture Information Management System (AIMS) (DA-001)</p>	<p>AIMS (a system along the lines of <a href="#">E-Choupal</a>) could be integrated with Public Expenditure Management System, Scheme Management System and Knowledge Management System to automate the complete Value Chain for Agriculture Sector (Seed to Market Yard). This system could have Sub-Modules for automating processes such as formulation of schemes on basis of best practices &amp; field-data, allocation &amp; management of resources to these schemes / programs, providing various types of assistance to Farmers (including Soil-Testing Services linked with Central Soil Database), monitoring various field-level activities of the Department, managing Departmental Farms, Soil Testing Labs &amp; other field-level institutions, managing agro-products marketing infrastructure, etc. AIMS could also have a Sub-Module for automating processes pertaining to imparting of education in the field of Agriculture, including admission of candidates, imparting education and college management and can be GIS Enabled for providing Crop Weather Forecasting Services</p>
<p>Integrated Healthcare Management System (IHMS) (DA-002)</p>	<p>IHMS (integrated with State-level Applications such as HRMS, e-Procurement and Scheme Management System) would help in management of complete Healthcare Infrastructure of Orissa, in manpower deployment, in procurement &amp; distribution of medical commodities and in management of various Schemes. IHMS could also have sub-modules such as College Management System, Hospital Management System, Patients Information System, etc.</p>
<p>School Education Management System (SEMS) (DA-003)</p>	<p>School Education Management System or SEMS should extend the scope of e-Shishu Project by integrating it with EDUSAT and with State-level Core &amp; Integrated Applications (such as Public Expenditure Management System, e-Procurement and Scheme Management System). SEMS could contain modules such as Students Management System, School Management System, Teacher Deployment Module, Online Examination &amp; Results Module, School Inventory Management System and e-School. Additionally, verification and recognition processes for Private Schools could be automated via this System.</p>
<p>Fishes &amp; Livestock Management System (FLMS) (DA-004)</p>	<p>FLMS (integrated with Public Expenditure Management System and Scheme Management System) could automate processes such as formulation of programs, allocation of resources, providing various types of assistance to Fishermen, Fish Farmers &amp; Livestock / Dairy / Poultry Farmers under these schemes, etc. It could also have Sub-Modules, such as GIS Enabled Livestock Management System (work on which is already on by OCAC), Department Nurseries Management System and Veterinary Health Management System for automating other essential processes.</p>
<p>PoliceNET (DA-005)</p>	<p>PoliceNET could be a Secure Police Wide Area Network (based on OSWAN and integrated with State GIS Database) for catering to all kinds of communication needs (data, voice (including telephony) &amp; video) of Orissa Police. Its main sub-Modules could include Crime Responder &amp; Quick Police (GPS Enabled System to exactly track a crime location, trace the nearest location for availability of Police Personnel and reduce the response time), Online Complaints (Filing of complaints anytime-anywhere or from the Citizen Service Centers), Case Management System (with interfaces for Police Officials at Court levels for trial-tracking from filing of FIR stage to declaration of related judgments) and Police Utilization Module (for optimum utilization and usage of Police Personnel). It could also provide online form processing features to manage the complaints and various requests that would be received from the citizens.</p>



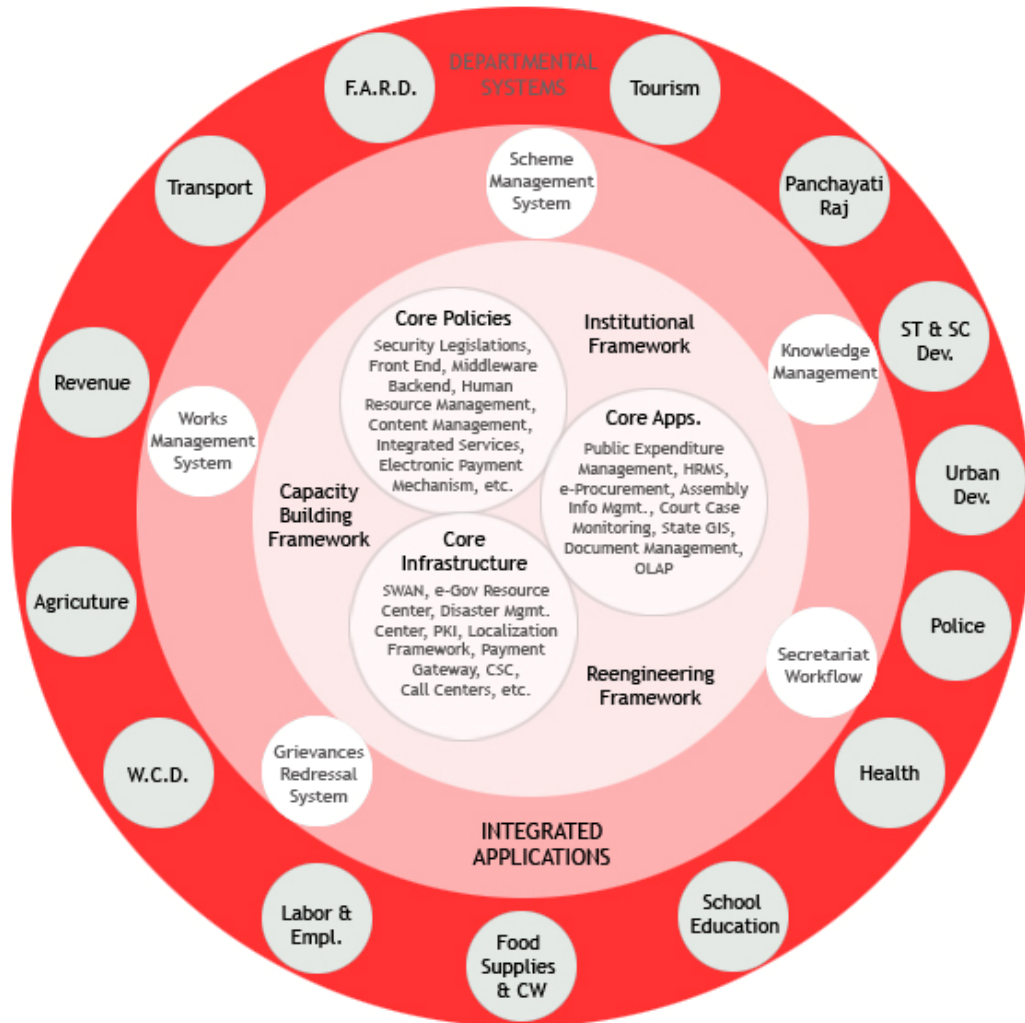
<p>Integrated Transport Information Management System (ITIMS) (DA-006)</p>	<p>ITIMS would integrate Vaahan, Saarthi and Check Gate Computerization Project for the Transport Department to streamline issue of Driving Licenses, registration of Motor Vehicles, issue &amp; renewal of Permits, collection of Motor Vehicle Taxes, etc. It could also automate various enforcement activities (submission of Form-H, checking status of vehicles, etc.) for the Department, with specific interfaces for Hand-Held Devices. Further, ITIMS could interface between Insurance Companies and citizens for facilitating processing and disposal of Motor-Vehicle Insurance Claim Cases.</p>
<p>Integrated Portal (for ST &amp; SC Development Department) (DA-007)</p>	<p>Integrated Portal for ST &amp; SC Development Department could consolidate Core and Integrated Applications, such as Public Expenditure Management System, Scheme Management System, Works Management System and Grievances Redressal System, to automate various processes and to deliver various services. This portal could also provide appropriate interfaces with Departments such as Home (for monitoring progress made on various Complaints received from ST, SC citizens), Education (for various matters related to ST, SC students) and Revenue (for monitoring the process of issue of caste certificate and for availing the data related to land-acquisition cases of ST, SC citizens). Interfaces to monitor the realization of funds allocated under the Special Component Plan and the Tribal Sub-Plan by various Departments could also be provided.</p>
<p>Bhulekh (DA-008)</p>	<p>For computerization of Land Records and for computerized delivery of Certified Copies, Miscellaneous Copies and 'Pattas'</p>
<p>ORIS (DA-009)</p>	<p>For computerized registration of Deeds, endorsement of Documents and issue of Encumbrance Certificates</p>
<p>Enhanced Employment Exchange Information System (DA-010)</p>	<p>Scope of existing Employment Exchanges Information System could be extended by making the application web-enabled and by integrating it with the Knowledge Management System and Grievances Redressal System to deliver the services and automate the processes as detailed above. Till this happens, the Departmental Web Site could also be utilized.</p>
<p>Public Distribution Management System (PDMS) (DA-011)</p>	<p>PDMS would enhance the scope of the RFID-Based Food Grain Delivery Monitoring System which is being developed to also automate processes such as issue of Ration Cards and management of the complete PDS System, regulating Open Markets on behalf of consumers, redressal of their grievances, consumer-protection pertaining to infringement of consumer rights and issue of Licenses to open new Fair Price Shop / Mobile Model Shop &amp; for Wholesale / Retail Dealership.</p>
<p>Integrated Tourism Information System (ITIS) (DA-012)</p>	<p>ITIS (with support for Oriya, Bengali, Hindi, English, German, French, Russian, Italian, Japanese, Chinese and Korean languages) would have specific modules for Online Travel Planning, Room Reservation and Ticket Reservation. ITIS could also be integrated with Works Management System for automating processes pertaining to creation &amp; maintenance of Govt. Tourism Infrastructure and for evaluating Proposals received from Private Parties (interested in building tourism-related infrastructure in the State and desiring Department's Recommendations) and with Knowledge Management System for facilitating training &amp; capacity-building of various stakeholders.</p>

<p>e-Municipality (DA-013)</p>	<p>e-Municipality (integrated with Works Management System and Public Expenditure Management System) would have 3 main Modules - a web enabled Module for automating the delivery of various citizen-services, such as issue of various certificates, payment of various bills, etc., a GIS Enabled Town Planning &amp; Management System to automate various processes pertaining to planning and management of ULBs, such as preparation of various plans, review &amp; approval of plans submitted by citizens, etc. and a financial management system for automating the processes such as budget preparation, receiving UCs from ULBs and Development Authorities, Status Reporting, etc.</p>
<p>e-Panchayat (DA-014)</p>	<p>e-Panchayat has been conceptualized, designed and developed taking into consideration all the information and knowledge management requirements in a Gram Panchayat. It comprises of nearly 30 Main Modules and 150 Sub-Modules (in line with 30 Sectoral Functions at the Panchayat Levels) such as Gram Panchayat Administration, Agriculture, Irrigation, FARD, Forest, Elections, Industries, DRDA Administration, etc.</p>

## 2.7 e-Governance Blueprint

### 2.7.1 Big Picture

The Blueprint is a depiction of the outcomes of Visioning and Strategic Planning Processes, setting out the Big Picture of the key target areas of e-Governance initiative and their relationships. Its essential use is as a communication tool that hides the complex details of the internal workings of the initiative and provides a snapshot of the approach to which all the stakeholders could relate to.



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.

### 2.7.2 Prioritization in Initiatives

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
<b>Core Policies &amp; Frameworks</b>												
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												
<b>Core Infrastructure</b>												
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												
Provide Computers to Establishment Branch Officials												
Deploy Primary Databases (Citizen, Employee, Asset)												

Establish Disaster Management Center															
Implement Public Key Infrastructure (PKI)															
Establish Localization Framework															
Establish CSCs in Urban and Rural Areas across the State															
Establish Service Windows at Departmental Offices															
Establish Call Centers to provide services telephonically															
<b>Core Applications</b>															
Public Expenditure Management System (CA-001)															
e-Procurement (CA-002)															
HRMS (CA-003)															
Document Management System (CA-004)															
Court Case Monitoring System (CA-005)															
Assembly Information Management Module (CA-008)															
State GIS Database (CA-006)															
Online Analytical Processing System (CA-007)															
<b>Integrated Applications</b>															
Scheme Management System (IA-001)															
Grievances Redressal System (IA-002)															
Works Management System (IA-003)															
Check Gate Computerization (IA-005)															
Secretariat Workflow Monitoring System (IA-006)															
Knowledge Management System (IA-004)															
<b>Program Management</b>															
Reviews / Audits of ongoing e-Governance Initiatives															
Review ongoing Trainings / Capacity Building activities															

### 3. Scope of SeMT

Orissa has the SeMT in place, under the leadership of the IT Secretary, to support the Apex Committee and to function as the Secretariat and a Full-Time Advisory Body. 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 has been 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.

Primary Objectives of SeMT would 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. and 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 and 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
- r Monitoring e-Governance Initiatives across various Sectors and Departments of the State on periodic-basis

SeMT is also expected to engage various agencies on task-basis, wherever feasible 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.

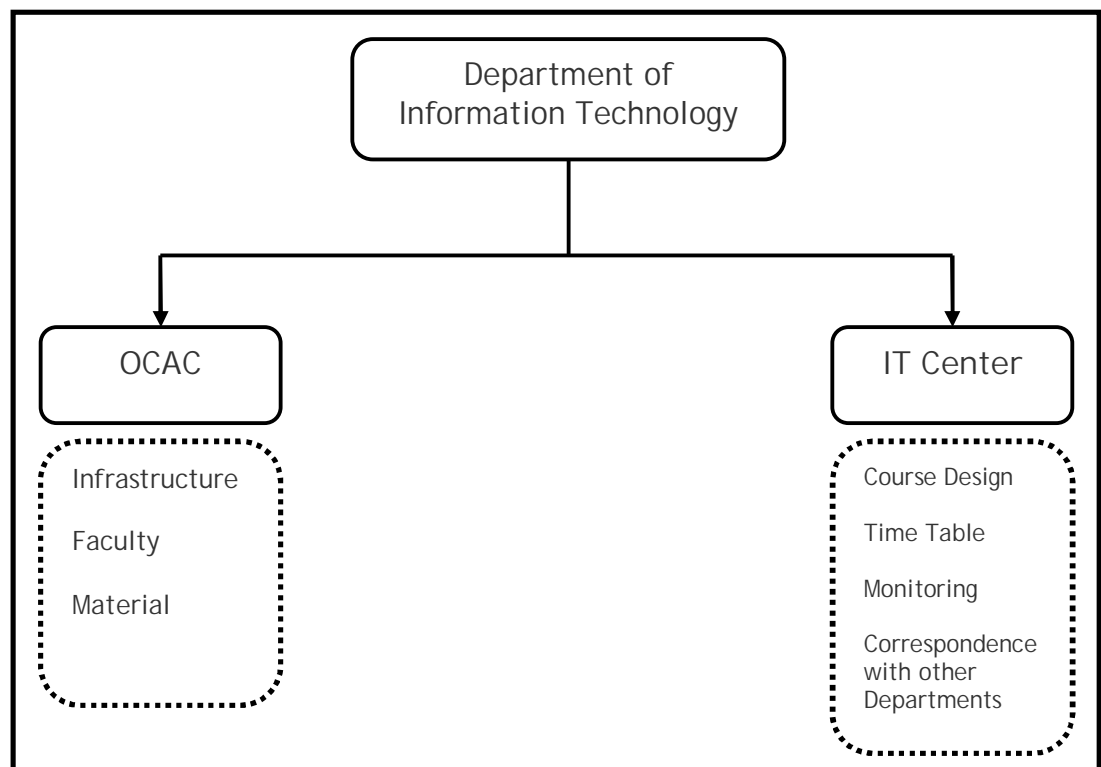
## 4. Human Resource Development Strategy

### 4.1 Current Assessment of the existing Agencies

#### 4.1.1 Existing Capacity

##### 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

## 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

## 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.

#### 4.1.2 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

#### 4.1.3 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.

#### 4.1.4 Collaboration & Partnerships

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

#### 4.1.5 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.

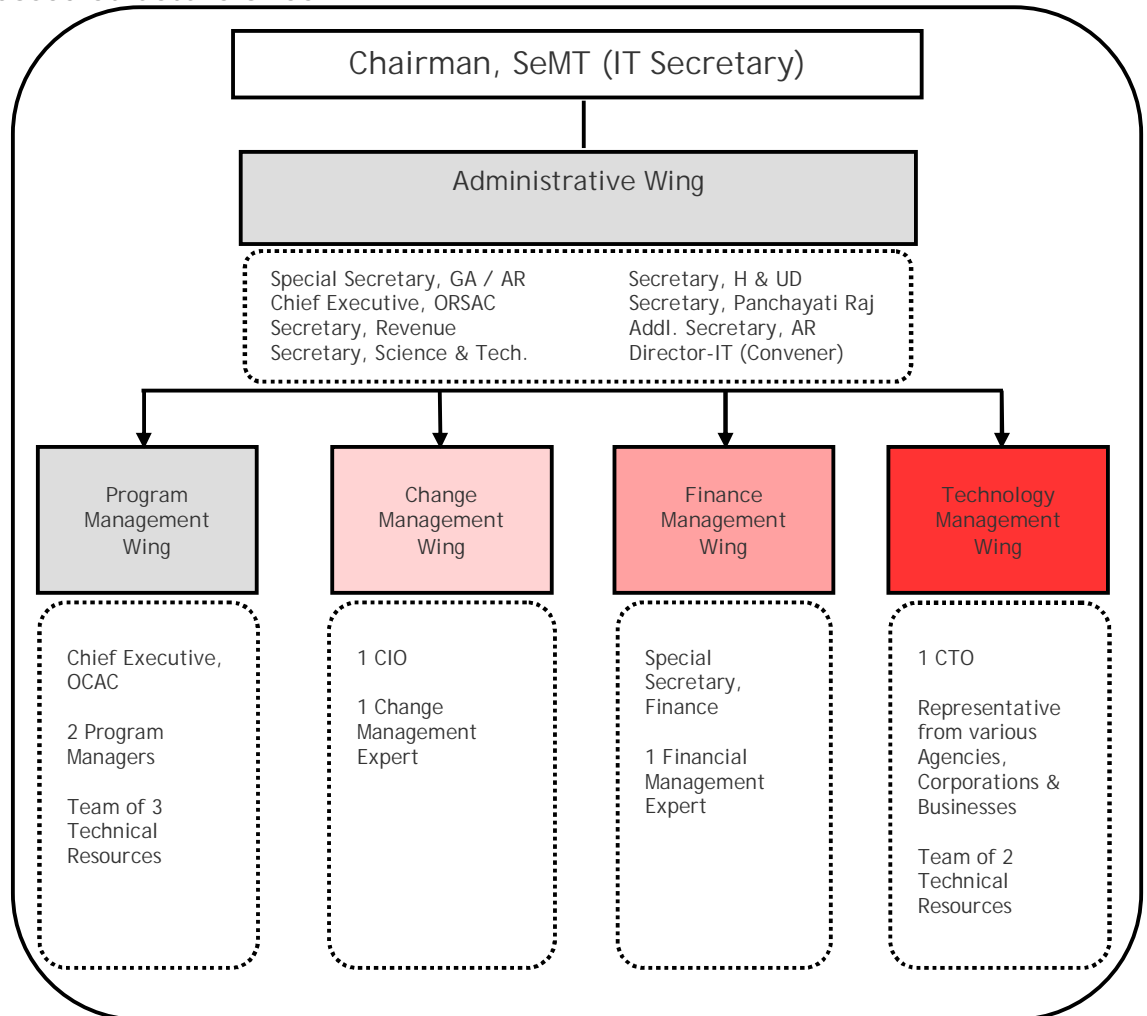
There is an immediate need of Structured Training Need Analysis mechanism, which will help in identifying the people who need to learn new skills and techniques and people who need to upgrade. Another pertinent need is to use contemporary tools and techniques for Training purpose. Collaboration and Partnership 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.

## 4.2 Proposed SeMT Structure

The State of Orissa 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

Please see [Annexure-1](#) for Skill Sets required for SeMT Members and [Annexure-2](#) for desired Profiles of Program Managers & Technical Resources.

Total Number of people envisaged for SeMT = 19	
From within Government / Part Time	12
From Outside Government / Full Time	10*

(\*) Assuming the CTO is recruited from Outside Government

#### 4.2.1 Additional Resources from within State Government

Though the SeMT for the State is already in place, some additional resources are required from the State Government for an integrated and seamless implementation of e-Governance initiatives.

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 need to be developed in a time frame of 3 years.

The e-Governance Champions would be required to:

- r Conceptualize e-Governance projects in a holistic manner.

- r Own the e-Governance program strategy and steer them to be carried forward.
- r Lead and Champion the development and implementation of the program.
- r Play a pivotal role of the program and project management level in the implementation Mission Mode Projects under NeGP.

A Chief Information Officer (CIO) needs to be included in the team, whose primary role would be:

- r Championing the e-governance strategy and delivery, its alignment with government objectives, the Best Value Performance plan and its implementation
- r Setting priorities and determining e-Governance and ICT investment program
- r Monitor the e-Governance project implementations

35 CIOs need to be developed within the State of Orissa.

Also, a Chief Technology Officer (CTO) needs to be hired or designated from within Government, whose primary role would be:

- r To 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.
- r To serve as the bridge between the technologists and program managers to help them understand these details in order to make disciplined, proactive IT investment decisions
- r To 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.

35 CTOs need to be developed or recruited for the State of Orissa

All the Government officials would work part-time for SeMT.



Please refer [Annexure-3](#) for Detailed Roles of e-Governance Champions, CIOs and CTOs.

#### 4.2.2 Additional Resources from outside State Government

The Government of Orissa would need external participation to strengthen and bolster the effectiveness of implementation process. Accordingly, a right mix of professionals in the field of Project and Program Management, Change Management, Finance and Technology Management in line with NeGP guidelines has been envisaged.

Considering the size and volume of current e-Governance initiatives of Orissa and the planned initiatives under EGRM, it is recommended that Government of Orissa hire the following professionals for SeMT at market rates, on contract basis through OCAC.

- r Chief Technology Officer - 1
- r Program Managers - 2
- r Technical Resources (Software Architects, Database Experts, Technical Writers) under Program Management Wing - 3
- r Change Management Expert - 1
- r Finance Management Expert - 1
- r Technical Resources (Networking Experts, DBAs) under Technology Management Wing - 2

### 4.3 Skill Development Requirements

The composition of the SeMT has been designed keeping in mind the fact that the skill sets present must be mutually exclusive but collectively exhaustive, with respect to the tasks at hand. It is further envisaged that external resources will be hired as and when required for availing specific competence. However, it is desirable that the policy makers of the state are also trained along the same lines to ensure adequate capacity in the long run.

The objectives of the skill enhancement programs should be:

- r To sensitize the participants on the principles of e-Governance
- r To disseminate a correct understanding of the subject
- r To impart working knowledge and skills related to:
  - § Government Process Re-engineering
  - § Public-Private-Partnerships
  - § Building Technology architecture and standards
  - § Program development, Project selection & Management
  - § Change management
- r To create awareness on issues related to e-Security
- r Learn from best practices case studies

## 5. Operational Requirements of SeMT

### 5.1 Capital Requirements

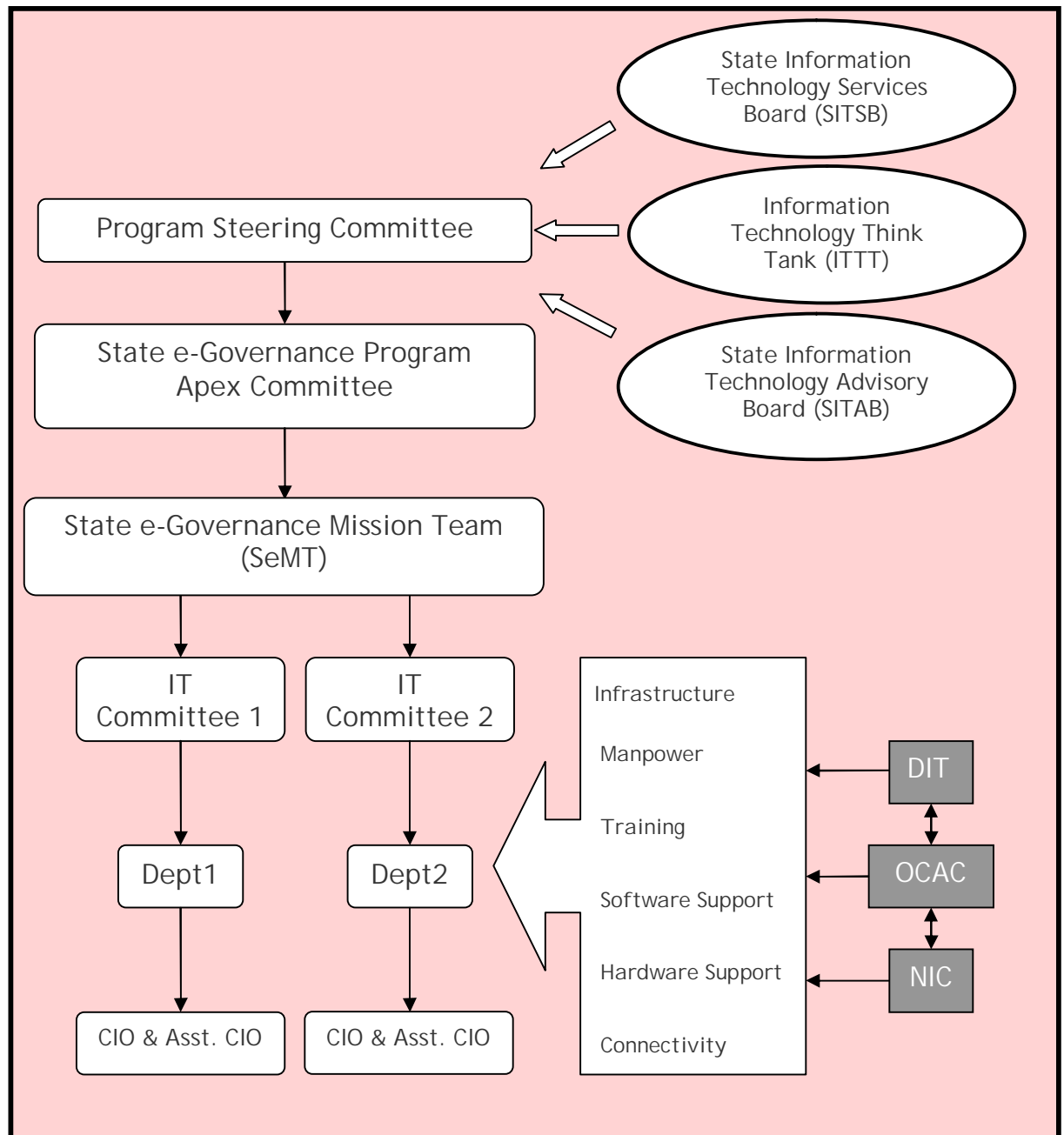
The Government of Orissa is committed to setting up the SeMT as per the NeGP guidelines. This includes a commitment to provide the requisite office space and recruiting the requisite personnel. However, there needs to be procurement of operational hardware such as Desktops, Laptops, Printers, Scanners, UPS, Furniture, Fixtures etc. The cost estimates for the required capital expenditure has been detailed in the annexure.

### 5.2 Recurring Expenses

In addition to the capital expenses for setting up the SeMT, there is need to provide for the operational needs of the SeMT in order to ensure smooth functioning. These include expenses related to telephones, stationery, travel, postage, consumables etc. The cost estimates for the expected functional expenses is given in [Annexure-4](#).

## 6. e-Governance Institutional Framework

### 6.1 Existing 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.

## 6.2 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:

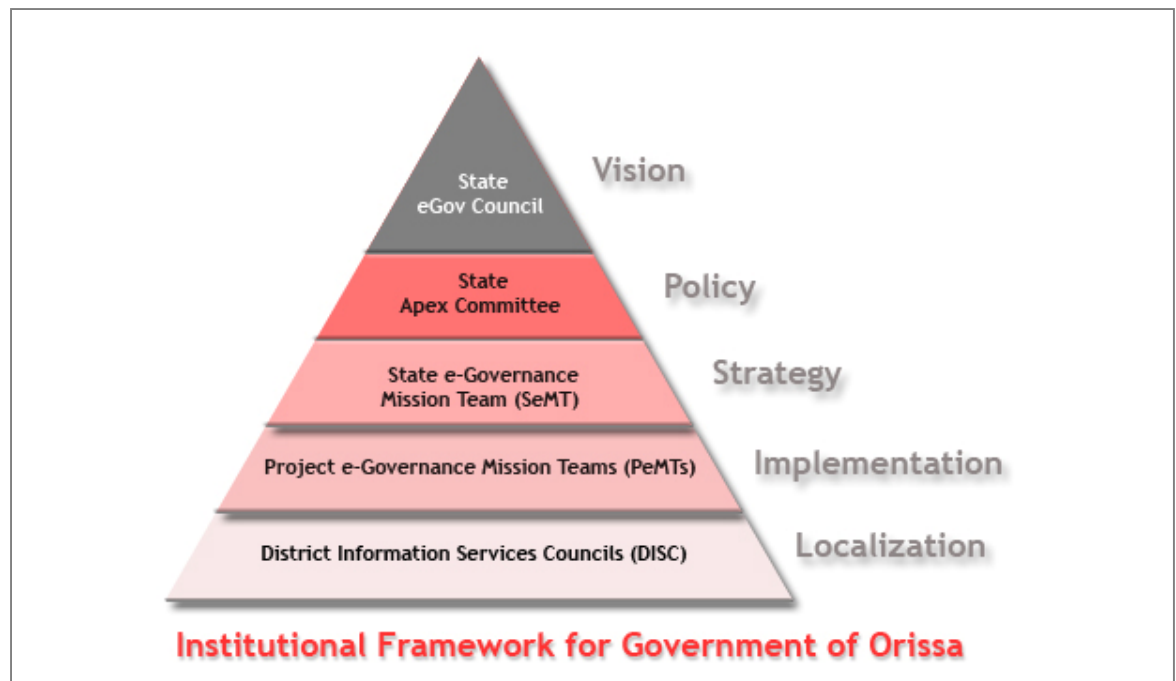
Secretary, Information Technology Department	Chairman
Special Secretary, General Administration Department	Member
Secretary, Finance Department	Member
Secretary, Revenue Department	Member

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

## 6.3 Proposed Changes in Institutional & Governance Structure



### 6.3.1 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 and policies for achieving the Vision
- r To envision growth & development of IT Sector in the State and to broaden & deepen the base of e-Governance

The topmost level has been rightfully constituted with the right mix of people to guide the State in the right direction.

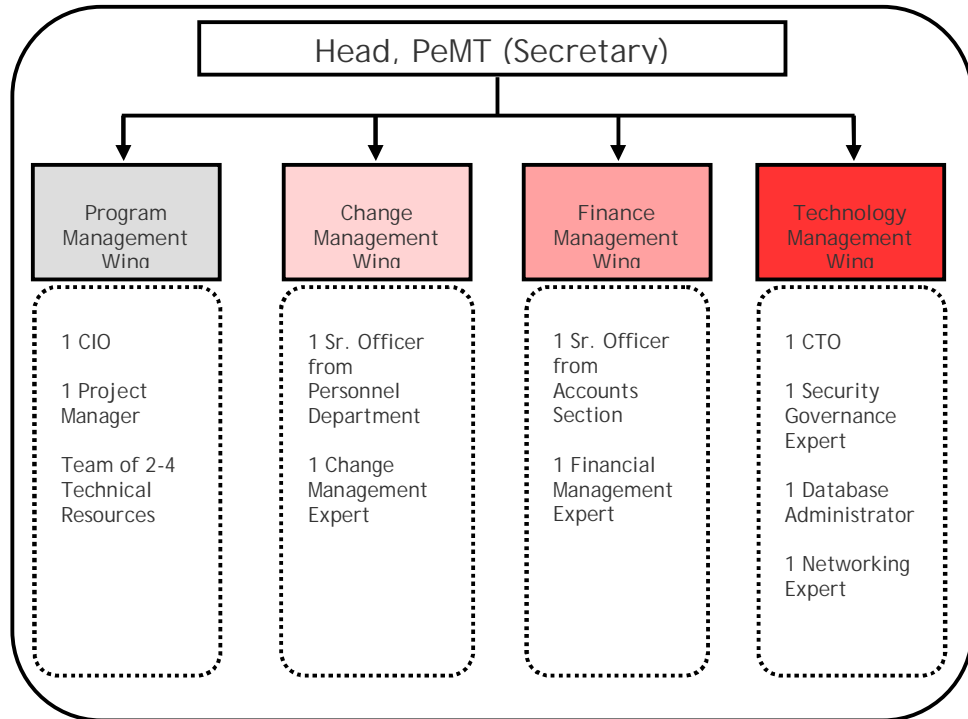
#### 6.3.2 Strategy Level

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 Infrastructure Management) and by staffing these Wings with resources with appropriate expertise. The proposed structure of SeMT has been discussed in detail in Section 3 and section 4.2

#### 6.3.3 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)	PT	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/FT	FG/OG
	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](#).

#### 6.3.4 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

#### 6.2.5 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

## 7. Training & Change Management Needs

### 7.1 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.

## 7.2 Training Requirements

### 7.2.1 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

## 7.2.2 Strategy Level

Course/Training	Methodology	Duration	Target Audience	Facilitating Agencies
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)	<ul style="list-style-type: none"> <li>§ Study Tours</li> <li>§ Participation in Workshops &amp; Seminars</li> </ul>	14 weeks	e-Governance Champions	NISG
e-Governance Concepts (To provide overview of e-governance principles, legislations & trends, introduction to NeGP, etc.)	<ul style="list-style-type: none"> <li>§ Classroom Training</li> <li>§ Participating in Workshops &amp; Seminars</li> </ul>	1 Week	Members of SeMT and selective members of PeMT / District e-Governance Advisory Councils	Department of IT and OCAC
People Management Concepts (To provide overview of Program Management, Project Management, Resource Allocation Models, Monitoring & Control, etc.)	<ul style="list-style-type: none"> <li>§ Classroom Training</li> <li>§ Participating in Workshops &amp; Seminars</li> </ul>	1-3 Weeks	Members of SeMT and selective members of PeMT / District e-Governance Advisory Councils	Department of IT and OCAC
ICT Infrastructure Management Concepts (To provide overview of IT Trends, System Standards, Scaleable Models, IT Security, Interdependencies, Overlaps & Conflicts Management, Architecture, etc.)	<ul style="list-style-type: none"> <li>§ Classroom Training</li> <li>§ Participating in Workshops &amp; Seminars</li> </ul>	1-3 Weeks	Members of SeMT and selective members of PeMT / District e-Governance Advisory Councils	Department of IT and OCAC
Financial Management Concepts (To provide overview of PPP models, outsourcing, need analysis, vendor selection procedures, etc.)	<ul style="list-style-type: none"> <li>§ Classroom Training</li> <li>§ Participating in Workshops &amp; Seminars</li> </ul>	1-3 Weeks	Members of SeMT and selective members of PeMT / District e-Governance Advisory Councils	Department of IT and OCAC
Change Management Concepts (To provide overview of Government Process)	<ul style="list-style-type: none"> <li>§ Classroom Training</li> <li>§ Participating in Workshops &amp;</li> </ul>	1-3 Weeks	Members of SeMT and selective members of PeMT / District e-Governance Advisory	Department of IT and OCAC

Reengineering issues, People involvement techniques, etc)	Seminars		Councils	
---	----------	--	----------	--

### 7.2.3 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.)	<ul style="list-style-type: none"> <li>§ Classroom Training</li> <li>§ Participating in Workshops &amp; Seminars</li> </ul>	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"> <li>§ Classroom Training</li> <li>§ Participating in Workshops &amp; Seminars</li> </ul>	1-3 Weeks	Members of PeMTs	Department of IT and OCAC

#### 7.2.4 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"> <li>§ Classroom Training</li> <li>§ Participating in Workshops &amp; Seminars</li> </ul>	1-3 Weeks	Members of District e-Governance Advisory Councils	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"> <li>§ Classroom Training</li> <li>§ Participating in Workshops &amp; Seminars</li> </ul>	1-3 Weeks	Members of District e-Governance Advisory Councils	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"> <li>§ Classroom Training</li> <li>§ Participating in Workshops</li> </ul>	1-3 Weeks	Members of District e-Governance Advisory Councils	Department of IT and OCAC and other Empanelled Agencies

## 7.3 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												

People Management Concepts	Providing an overview of Program Management, Project Management, Resource Allocation Models, Monitoring & Control, etc. (for Members of SeMT and selective members of PeMT / DISC)																						
ICT Infrastructure / Technology Management Concepts	Providing an overview of IT Trends, System Standards, Scaleable Models, IT Security, Interdependencies, Overlaps & Conflicts Management, Architecture, etc. (for Members of SeMT and selective members of PeMT / DISC)																						
Financial Management Concepts	Providing an insight into PPP models, outsourcing, need analysis, vendor selection procedures, etc. (for Members of SeMT and selective members of PeMT / DISC)																						
Change Management Concepts	Providing an insight into Government Process Reengineering issues, People involvement techniques, etc.																						
Project Management Skills	Providing detailed insight into project monitoring & tracking, timelines, communication planning, SLAs & project control mechanisms, escalation matrix, etc. (for members of PeMTs)																						
Technology Management Skills	Providing detailed insight into technology related issues like network design, IT security, testing & quality, system administration, etc. (for members of PeMTs)																						
Financial Management Skills	Providing detailed insight into PPP models, outsourcing, need analysis, vendor selection, project cost monitoring & audit, etc. (for members of PeMTs)																						
Change Management Skills	Providing detailed insight into Government Process Reengineering, people involvement techniques, etc. (for members of PeMTs)																						
IT Awareness Program	Providing insight into Usage of IT, Role of ICT in Development, Benefits of ICT intervention, etc. (for members of DISC)																						
e-Governance Orientation Program	Providing insight into NeGP, State's e-Governance Vision and Roadmap, State level plans, etc. (for members of DISC)																						
e-Literacy	Providing insight into basic Computer operations, web browsing, DTP concepts, etc. (for members of DISC)																						

## 8. Outsourcing

### 8.1 Resource Based

It is envisaged that the SeMT will play an over-arching role with respect to e-Governance in the state. Therefore it is necessary that there is continuity within the SeMT at all times. Considering that high attrition levels is an omnipresent threat with respect to technology experts, the following are suggested:

- r The Government of Orissa will try to avoid direct recruiting from the Industry. However, should it be necessary for direct recruiting, these should be backed by stringent clauses and control. It is recommended that the recruitment of personnel for SeMT should be outsourced to a professional agency (like NISG, Consulting firms, Placement firms etc.) which would look after all recruitment needs on turnkey basis. This agency will be responsible for recruiting a new person if there is a sudden vacancy in any of the SeMT role.
- r The Government of Orissa should try and enter into agreements with Industry/Agencies for provision of the requisite personnel backed by SLA and stringent control. This may require certain concessions from the Government.
- r The Government of Orissa will assume full responsibility for providing the requisite staff and continuity whereas recruiting from within the government is concerned.
- r The Government of Orissa will ensure that there will be no political interference as far as the functioning of the personnel recruited from within the government is concerned.

## 8.2 Task Based

The State of Orissa had embarked on the e-Governance journey quite sometime back. This has resulted in the presence of multiple disparate systems being put in place across multiple departments, including many of the mission mode project areas. This has necessitated the need to have a thorough analysis of the existing initiatives in terms of its compatibility with open standards, interoperability issues and security needs. Since, the role of the SeMT will be at an over-arching level, it is envisaged that the SeMT will engage a suitable external agency/consultants to do an in-depth analysis of all the existing projects in the mission mode project areas initially and going forward, in all the sectors identified by the state as important. The analysis would be done in consultation with the departments and would cover present scenario, compliance levels, future opportunities and if required, the revamping strategies.

It is expected that such an analysis would lead to preparation of Detail Project Reports (DPRs) for State Mission Mode Projects. The SeMT will advise, support and monitor the working of external agency/ consultants for preparation of the DPRs.

It is also proposed that SeMT will engage need based services of specialists in niche areas of e-Governance as and when required for assistance. Examples of such specialists would be economists, specialists in niche technology, GIS experts etc. An estimate of the financial estimates for outsourcing work has been provided in the annexure.

## 9. Financials

Based on the various components of the SeMT functioning, as described in the previous sections, the final estimate of the funding requirements for the Orissa SeMT under the NeGP for the next three financial years is as follows:

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
<b>Yearwise Total ( in Rs. Lakhs)</b>	<b>477.80</b>	<b>373.07</b>	<b>272.71</b>
<b>GRAND TOTAL (in Rs. Lakhs)</b>	<b>1123.58</b>		

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

Also see [Annexure-4](#) for details of Financials for SeMT.

## 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: 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
- § 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-4: Financials for SeMT

#### 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
<b>TOTAL (in Rs. Lakhs)</b>		<b>60.50</b>		<b>66.55</b>		<b>73.21</b>	

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

### 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
<b>TOTAL (in Rs. Lakhs)</b>		<b>36.90</b>	

CPU: Cost Per Unit, TC: Total Cost

## 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 (9 Numbers)	1.00	9.00	1.10	3.30	1.21	2.42
People Management	For providing insight into Program Management, Project Management, Resource Allocation Models, Monitoring & Control, etc (9 Numbers)	1.00	9.00	1.10	3.30	1.21	2.24
Technology Management	For providing insight into IT Trends, standards for systems, scalable 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
<b>TOTAL (in Rs. Lakhs)</b>		<b>121.50</b>		<b>110.60</b>		<b>44.60</b>	

CPP: Cost Per Participant, PA: Per Annum

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

## 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
<b>TOTAL (in Rs. Lakhs)</b>		<b>42.90</b>		<b>47.52</b>		<b>51.70</b>	

PM: Per Month, PA: Per Annum

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

### Outsourcing Expenses

Cost Component	Description & Requirement	Cost (in Rs. Lakhs)		
		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
<b>TOTAL (in Rs. Lakhs)</b>		<b>166.00</b>	<b>100.00</b>	<b>50.00</b>

### 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
<b>TOTAL (in Rs. Lakhs)</b>		<b>44.00</b>	<b>48.40</b>	<b>53.20</b>

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