

NeGP Guidelines for Operational Model for implementation of State MMPs (and Replicable Central/ Integrated MMPs) by the Line Ministries/State Departments

Preamble

1. Over the past decade or so, there have been islands of e-Governance initiatives in the country at the National, State, district and even block level. Some of them have been highly successful and are ready for replication across other States. Experiences from successes as well as the failures of the various initiatives played an important role in shaping the e governance strategy of the country. There was a felt need for taking a holistic view towards the entire e-Governance initiative across the country. Increasingly, it was perceived that if e-Governance was to be speeded up across the various arms of government at the national , state and local government level, **a programme approach would need to be adopted**, which must be guided by a common vision, strategy and approach to objectives. This approach would have the added advantage of enabling huge savings in cost, in terms of sharing the core and support infrastructure, enable interoperability through standards etc, which would result in the citizen having a seamless view of Government. With this background, the **National e-Governance Plan (NeGP) was formulated by the Government, for implementation across the country.** The National e-Governance Plan (NeGP), comprising of Mission Mode Projects (MMPs) at Central, Integrated and State levels along with 8 supporting components was approved on May 18, 2006. This is in line with the Common Minimum Programme (CMP) of the Government of India and has following Vision:

'Make all Government services accessible to the common man in his locality, through common service delivery outlets and ensure efficiency, transparency & reliability of such services at affordable costs to realise the basic needs of the common man.'

2. NeGP has made substantial progress in terms of creating of e-infrastructure; however the progress in the implementation of the Programme especially with respect to the State MMPs has been slow. The design and implementation of State level Mission Mode Projects (MMPs) is a complex exercise under the federal structure which involves formulation of core scope and project plan with necessary commonalties at the Central Line

Ministry while allowing adequate scope for interplay of local variations, rules, procedures and implementation at the State department level. Some of the key issues that need to be addressed are:

- Clear Roles and Responsibilities
 - Authorization enablement
 - Implementation Structure
3. The issues have been discussed at various levels in the Department of IT, which is the Nodal Department servicing the Apex Committee, and is entrusted with the work of overall coordination and monitoring of the implementation of National e-Governance Plan. Based on the consultation with various Central Line Ministries, select States and also National Informatics Centre which has so far played an important role in developing various e-Governance applications, both in the States and in various Central Line Ministries and Departments the following guidelines **have been worked out to bring clarity so that transition and the implementation process is smooth, fast and transparent**. These Guidelines are issued by the Department of IT as an overall frame work for the Operational Model to support the Line Ministries/ State Departments for various activities and options relevant to successful implementation of the MMPs, right from project conceptualization stage to complete roll out and subsequent operations & maintenance (O&M) phase.

4. Scope

Various activity stages incorporated in these Guidelines describe the process primarily for the State level MMPs starting from the **eGov Opportunity identification, Programme Initiation, Project Conceptualization at the Central Line Ministry, till the their Implementation and roll-out at the State level**. Major roles, responsibilities and deliverables of various stakeholders and agencies along with options at different stages are also described. The main focus of these Guidelines is primarily on the State MMPs but these are also applicable to the Central/Integrated MMPs (e.g. e-Office).

NeGP Guidelines for Operational Model

Stage 0

Opportunity Identification and Programme Initiation at Central Line Ministry

1. Basic Structure

It is necessary to create a proper **Programme governance structure** for opportunity identification, conceptualization and implementation of MMPs in line with NeGP objectives. At the time of Programme initiation, it is felt that there will be a need to establish a two tier Programme governance structure at the Central Line Ministry with the Constituents and roles as given below:

	<u>Constituents</u>	<u>Roles</u>
a. Empowered Committee(EC)	<ul style="list-style-type: none"> • Secretary • Addl. Secretary (if any) • JS/AS &FA • Concerned JS • HODs • DIT Representative • NIC Representative • Any other as deemed fit by the Secretary 	<ul style="list-style-type: none"> a. Overall guidance b. Decisions on Policy matters c. Approval of the projects d. Approval of all deliverables by various agencies/groups e. Financial powers¹
b. Programme Steering Committee(PSC)	<ul style="list-style-type: none"> • Secretary/Addl. Secretary • All Joint Secretaries • HODs • 3-4 Representatives of State Government • DIT Representative • NIC Representative • Any other as deemed fit by the Secretary 	<ul style="list-style-type: none"> a. Opportunity Identification b. Conceptualization of the project c. Initial design of Scheme with benefits and timelines d. Project Concept Note

¹ Necessary financial delegation to be approved by the Cabinet as a part of overall scheme approval

2. Explanatory note on Structure

2.1 Empowered Committee (EC), with Secretary of the Line Ministry as its Chairman, shall be responsible for overall guidance, for deciding policy level matters and to act as final body for approving all deliverables relating to the Programme.

2.2 The Programme Steering Committee (PSC) shall primarily be responsible of identifying opportunities for improvement, conceptualizing schemes and having them approved by EC to be taken up as a Project within the framework of NeGP.

3. Deliverable of Stage 0: Concept Note on new Project

Stage 1

Project Initiation and Conceptualization at Central Line Ministry

1. Basic Structure

After the formal approval of the EC on the concept of a Project, a Central Project e-Mission Team (CPeMT) will be needed to be established at the Central Line Ministry to initiate further activities with respect to design and development of the Project Scheme. CPeMT shall be constituted and shall have the roles as given below:

	<u>Constituents</u>	<u>Roles</u>
Central Project e-Mission Team (CPeMT).	<ul style="list-style-type: none"> • Concerned Joint Secretary (Mission Team Leader) • Dedicated full-time Dir/DS/HOD • Internal domain specialists(full-time) • Internal finance representative • Internal Technical persons(dedicated full-time) • Full-time representatives from DIT and NIC • Any other as 	<ul style="list-style-type: none"> a. Overall responsibility of project design and development b. Work out details of the Scheme/DPR along with financial implications c. Obtain approvals from component authority, under guidance of EC, for Scheme implementation d. Transformation and BPR e. Serve as secretariat for EC f. Appoint Technical Agency, External Consultant, empanel development/Implementin

deemed fit by the
Project Mission
Leader

- g Agency for States
- g. Milestones based inputs & approvals to external agencies
- h. Support and guidance to States
- i. Exercise Strategic Control
- j. Ongoing support and upgrades

2. Explanatory note on Structure

2.1 Central Project e-Mission Team (CPeMT) should normally be headed by a senior domain representative from the Line Ministry as the Project Mission Leader. CPeMT will have members with domain/ process expertise and technical knowledge from the Line Ministry, representative lead States, and NIC/DIT. Following options may be exercised for creating CPeMT structure within the government:

- a) Line Ministry may identify technical resources within the ministry with adequate skills and put them on full-time basis as a part of CPeMT for managing various stages of the project.
- b) Line Ministry may also recruit against existing posts or by creating additional posts at appropriate levels or by hiring professionals on long term contracts (3 to 5 years). Assistance of DIT or its nominated body could be taken by the Line Ministry for hiring professionals from the market.
- c) Line Ministry may take technical resources from NIC. If required Ministry may transfer the existing/created posts for this purpose to NIC to facilitate hiring additional resources by NIC for the Ministry.
The requisite resources assigned by DIT and NIC to CPeMT shall be for the duration of the project and shall be directly under the Project Mission leader.

2.2 Based on the requirements additional members shall also be assigned progressively, on full time basis, to the extent feasible. The continuity of the key members should be maintained all through the complete life-cycle of the project. In case required to ensure this, additional posts should be created. Domain representatives from the lead States (representing all the zones) shall provide State level inputs and feedback. CPeMT will provide overall project leadership and take full ownership of the project design,

development including transformation, Change Management and BPR at the core level, ongoing support, upgrades and shall provide necessary guidance and support to the State teams for implementation and roll-out.

2.3 CPeMT will be responsible to coordinate with the Empowered Committee (EC) and shall also serve as secretariat for EC for the purpose of this Project.

3. Support Structure

3.1 To effectively manage various activities of project development and implementation it is strongly desirable to have the following sub-groups under CPeMT :

- a) Project Management Group (PMG)
- b) Central Technical Team (CTT)
- c) Processes and Change Management Advisory Committee (PAC).

Typical constitution and key responsibilities of the above mentioned groups shall be as follows:

	<u>Constituents</u>	<u>Roles</u>
a. Project Management Group (PMG)	<ul style="list-style-type: none"> • Senior Management/Professional person nominated by Mission leader as Chairman • Domain experts (both internal and external) • Internal/hired technical experts • Experts in IT and project management • Representative DIT and NIC on need basis • Any other as deemed fit by the Project Mission Leader 	<ul style="list-style-type: none"> a. Vetting deliverables of External Consultants b. Strategic Control c. Support in reviewing FRS d. Obtaining advice from DIT e. Counterpart of external management consultants f. Review of cost estimates g. Support in project monitoring and management h. Advice on Implementation models e.g. PPP etc i. Guidance in Capacity Building

- b. Central Technical Team (CTT)
 - Senior IT person nominated by Mission leader as Chairman
 - Internal/ hired IT experts
 - Full-time representatives from NIC
 - Full time representative from DIT
 - Any other as deemed fit by the Project Mission Leader
 - a. Provide technology leadership
 - b. Support in selection of Technical Agency (TA)
 - c. Project costing
 - d. Manage core development through TA
 - I. Core SRS
 - II. System Process design
 - III. Data Architecture
 - IV. Enterprise architecture
 - V. Network requirements
 - VI. Basic MMI
 - VII. Define SLAs
 - e. Ensure standards for S/W development
 - f. Strategic control and IPR
 - g. Technical support to States in customization and development
 - h. Interface with certifying agency
 - i. Empanel IT Agencies for development and implementation at State level
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- c. Process Advisory Committee (PAC)
 - Senior Domain expert nominated by Mission leader as Chairman
 - HOD/DS
 - Internal Domain specialists
 - Change Management experts
 - Representatives from lead States
 - a) Provide process level inputs for Scheme
 - b) Functional requirements
 - c) Requirements of Citizen Services
 - d) As-is and To-be
 - e) BPR/GPR for transformation
 - f) Interface with legal

- Key stakeholders dept.
- NIC representative(to provide details on legacy initiatives) g) Recommend issue of necessary Govt. Orders
- Any other as deemed fit by the Project Mission Leader h) Define Service levels i) Quantify outcomes

3.2 Industry participation at different stages for consulting, core application framework design, product development, customization, implementation/roll out will be managed by CPeMT (along with the State Project e-Mission Team for the activities at the State level). For this purpose CPeMT could also hire external Consultant(s) through an appropriate process to facilitate and assist in project conceptualization, planning, preparation of DPR, implementation management etc. The broad framework of Deliverables of an external Consultant is given in Annexure A.

4. **Deliverable of Stage 1:** CPeMT and assisted, if required, by the external consultant, along with consultations with the stake holders, shall crystallize **broad MMP concept** from a domain perspective and obtain necessary approval from EC. The broad MMP concept shall cover:
- a) Needs and Requirements
 - b) Key Stake holders
 - c) Requirements of Citizen Services
 - d) Services and Service Levels in consultation with Stakeholders
 - e) Functional requirements
 - f) As-is and to-be
 - g) Process Flow along with suggested Process Reengineering
 - h) Outcome Indicators at generic levels.
 - i) Budgetary Costing

Stage II:

Project Design and Development at the Central Line Ministry

1. CPeMT, represented by CTT with necessary assistance of the selected External Consultant(if hired), shall select/ identify a Technical Agency (TA) for working out the high level IT design and initiate necessary development activities. The framework of roles and deliverables of TA is given in Annexure B. One of the following options could be adopted for selection/identification of TA:
 - a. CPeMT designates NIC as Technical Agency (TA). NIC could hire external agency/personnel as a purely internal arrangement of NIC. NIC should keep CPeMT apprised of the arrangements in place. However, CPeMT, wherever and if required, may interact with the external agency/personnel directly.
 - b. CPeMT selects the IT agency for the project through an appropriate process with necessary assistance of NIC or Consultant.
 - c. CPeMT may select the agency out of the panel of agencies created by DIT or a body under DIT for this purpose

2. CPeMT (supported by CTT), through the identified Technical agency (TA) shall translate broad MMP concept into high level process and technology model. CPeMT will consult States/ other Central organizations, as the case may be, for the same. Existing legacy project implementations and DPRs already prepared by the States/ organizations should be factored in for working out the technology model and project design. The high level project design and technology model shall cover:
 - a. High level requirements
 - b. Core functionality
 - c. Application architecture and Network requirements
 - d. Project costing

This shall enable the Line Ministry (CPeMT) to prepare the detailed Scheme covering Objectives, Core Services, Project Design, Development Methodology, Implementation Framework, Capacity Building & Training etc. Various elements of costing shall also be consolidated at this stage. Various components of the scheme and the items to be covered in the DPR by the States shall be approved by EC.

3. Based on the Project Costing along with Scheme details, CPeMT shall obtain necessary and required approvals from competent authority (EFC and Cabinet based on the Scheme value) for the implementation of the Scheme. The Cabinet note shall also detail out the financial powers required to be delegated to EC.

4. **Deliverable of Stage 2: Approval of the Scheme/DPR from competent authority along with necessary financial delegation to EC.**

Stage III:

Core Application Development at the Central Line Ministry

1. CPeMT (supported by CTT) through the selected /identified Technical Agency (TA) will develop a core application product/framework covering the following:
 - a) Core SRS
 - b) Core System process design
 - c) Data Architecture
 - d) Enterprise Architecture
 - e) Standards for Application development
 - f) Network Requirement
 - g) Basic MMIThe framework and high level architecture design shall be:
 - a) Technology agnostic
 - b) Not specific to any one State (but based on the domain inputs from representative States)
 - c) Not limited to just automating the operations
 - d) Should address the requirements of Citizen Services.
 - e) Define Service Levels and Outcome Indicators.
2. As an additional preferred option, CPeMT could get core product developed through TA as a core/reference application and implement POC along with partner state(s)/ user(s). CTT (under CPeMT) shall manage strategic control of the application.
3. Core product will be developed as parameterized and extensible/ customizable application so that state specific customization and implementation can be done without affecting the core functionality. Additional development/customization should be possible at the State level without further reference to the central team (TA). Version control and upgrades of the core product should not make State dependent on TA.
4. Application development and documentation should follow the guidelines/templates of the e-governance standards (please see <http://egovstandards.gov.in> and <http://www.stqc.nic.in>) as communicated by DIT. Application should be tested and certified by STQC (or any other suitable agency). The Quality Assurance Framework (QAF) and Conformance Assessment Requirements model (CARE) are available on the STQC website <http://www.stqc.nic.in/newsdetails.asp?eventid=27&langid=>

5. CPeMT, with necessary assistance of TA (and CTT), could depending on requirement empanel 3-5 IT agencies for application customization/ development on the approved framework/ core product. These agencies could be engaged by States/ organizations for their application customization/ development and also implementation if so decided by the State.
6. CPeMT (through sub-group CTT) shall be responsible to manage IPR and strategic control of the applications if it has been contracted to be developed by Industry.
7. **Deliverable of Stage 3:**
 - a. Core Application software certified by certifying agency
 - b. Pilot implementation as POC
 - c. Empanelment of 3-5 IT agencies for customization and implementation at State level.

Stage IV:

Application Customization/Development at the State Department

1. Basic Structure

State Government shall establish a two tier structure at the State Department for implementation of the State MMP:

	<u>Constituents</u>	<u>Roles</u>
a. State Apex Committee	<ul style="list-style-type: none">• Chief Secretary• Secretary (In charge of the Dept.)• Representative of Fin. Dept.• HODs of concerned Dept.• State IT Secretary• NIC Representative• Any other person deemed fit by Principal Secretary	<ol style="list-style-type: none">a) Overall guidanceb) Decisions on Policy mattersc) Approval of all deliverables by various agencies/groupsd) Financial Powers as per the delegation

- b. State Project e-Mission Team
- Secretary- in charge of Dept. (Mission Leader)
 - Dedicated full-time HOD/Director/Spl. Secretary
 - Internal domain specialist(full-time)
 - Internal technical full-time representatives
 - Representative from SeMT²/ State IT Dept. (full-time)
 - Full-time NIC Representative/s
 - Any other person deemed fit by Mission Leader
- a) Preparation of DPR for approval from Line Ministry
 - b) Overall responsibility of Project implementation
 - c) Detailed FRS at State level
 - d) Implementation of BPR and Change management
 - e) Communications and Training
 - f) Selection of Customization/ Development and Implementation Agency/ies.
 - g) Exercise Strategic Control
 - h) Ensure certification from Certifying agency before full State level roll-out
 - i) Serve as secretariat for State EC for the Project
 - j) Ongoing support and upgrades

2. Explanatory note on Structure

2.1 State Apex Committee, with Chief Secretary of the State as its Chairman, shall be responsible for overall guidance, deciding policy level matters and to act as final body for approving all issues relating to project implementation.

2.2 State Project e-Mission Team (State PeMT) shall be headed by a full time senior domain representative from the State Department. State PeMT shall have members with domain/technical knowledge from the department and if required shall be supported by members from State e-Mission Team(SeMT). Based on the requirements additional members shall also be assigned progressively, on full time basis, to the extent feasible. The

² State e-Mission Team (SeMT) under State IT Department as being set up under CB Scheme funded by DIT, GOI.-Refer Annexure C.

continuity of the key members should be maintained all through the complete life-cycle of the project. State PeMT needs to be created on similar basis as per the options given earlier for creation of CPeMT (Stage I Para 2.1). State PeMT will provide overall leadership for the project implementation and shall be responsible for transformation, Change Management, Process Reengineering, training, operations and maintenance etc. State Technical Team (STT) could also be formed under State PeMT on similar basis as CTT. STT shall be responsible for all the technical activities including managing strategic control and IPR of the applications at the State level (on the same lines as described earlier for CTT).

2.3 State PeMT shall prepare the DPR (with necessary guidance from CePMT of the Central Line Ministry) in line with the approved Scheme (by GOI) for necessary approval from the Line Ministry.

2.4 State PeMT shall select the Applications development/implementation Agency to develop/customize/ localize the application to meet user needs at the State level. Application shall be customized/developed around the core product/framework developed by CPeMT and shall be based on the detailed SRS at the State level. State PeMT shall be responsible for all approvals to be given to the selected IT Agency in the process of development/customization and shall also take the ownership of the BPR at the time of the implementation. State PeMT with necessary support from CPeMT and SeMT shall factor in the use of the common infrastructure like CSCs, SWAN, SDC and SSDG presently being set up in the State for the deployment of the Application at the State level.

2.5 State PeMT shall also be responsible for necessary Change Management, training to the all users, necessary orientation of all the stakeholders and BPR along with the Application implementation. **It shall be desirable to have the application first deployed as a pilot in a selected area.** The Pilot shall facilitate validation and refinement of the BPR, technology framework, and implementation methodology. Application at this stage shall also be tested and certified by STQC (or any other similar agency) for both quality and compliance of prescribed Standards (refer Stage III Para 4). **Complete roll-out across the State should be taken up only after the above validations and certification by STQC** (or any other certifying authority). This method has been found very useful in refining the necessary process changes, addressing the design issues and minor bugs, if any, in the application and also ensuring necessary compliance recommended standards. If required necessary phasing of the functionalities in the application could also be planned.

- 2.6 State PeMT shall provide overall project leadership and shall have full ownership of the Project. In case of outsourcing the application customization to the Industry, State PeMT(through STT), and if required with necessary support from CPeMT, shall maintain Strategic Control and IPR of the application at the State level, which needs to be managed directly by the government. State PeMT should also define the Service Levels and other Outcome indicators expected from the Project.
3. State PeMT with necessary support from SeMT shall decide on its own methodology to select the Application development/ implementation agency. One of the following options could be adopted by the State:
- a) NIC is designated for customization/ development by State PeMT. NIC could hire external agency/ personnel as a purely internal arrangement of NIC.
 - b) State PeMT selects an agency from the panel created by CPeMT (refer Stage III Para 5).
 - c) State PeMT selects an IT agency for applications customization/development through an appropriate process for application development/customization subject to conformance to the standards/framework laid down by the Ministry (CPeMT).

Note: For option b) and c) contract may be awarded either for only Application development/customization or for complete end-to-end implementation on Service Delivery Model basis as detailed in the Stage V Para 5b) below.

4. Application development and documentation should follow the guidelines/templates of the e-governance standards as communicated by DIT. Application should be certified by STQC (or any other suitable agency) before deployment.
- 5. Deliverable of Stage 3: Customization/ Development along with certification of application and optionally its implementation at Pilot level in the State**

Stage V:

Implementation and Roll-out at the State Level

1. Implementation and roll-out shall include all activities like supply of equipment, installation, commissioning, application deployment, maintenance, handholding, training, operation support through supply of manpower, data digitization, etc at multiple locations across the State.
2. State PeMT shall select Implementing Agency/agencies for the procurement of equipment and services for implementation and roll-out. Although State

have a choice to implement by procuring equipment/ services from independent agencies under guidance and support of SeMT, it is recommended that activities should all be bundled together as Service Delivery Model (combining supply of Equipment, Application software customization/deployment, installation, commissioning, maintenance, handholding and operational support etc.) to the extent feasible while bidding out for a roll-out at the State level. Application customization/ development agency at State level may or may not be the same as the Implementing agency. However, it is desirable to have same agency for all these activities including application development/customization at state level. The Service Delivery Model is a preferred option.

3. Based on the approach adopted at the time of Application development/ product customization, there could be different methodologies that may be adopted for the implementation and roll-out within a State. Some of the options could be from:

- a) Pilot followed by complete State roll-out.
- b) Complete State roll-out in one go.
- c) In Phases (could be based either on geography or functionality basis)

The option adopted shall be based on the development and implementation approach as adopted by the State (refer Stage IV Para 5).The roll-out should take place only after necessary certification of quality and compliance of standards from STQC (or any other similar certifying authority).

4. For G2C component of the project, implementation agency could be selected on PPP basis with revenue share/ Service Delivery Model. The payments in PPP model could be on transaction or annuity based, as per the scope of the project.
5. Methodology for the implementation and roll-out shall be decided by the State PeMT (with necessary support from SeMT) based on the above mentioned guidelines. One of the following approaches could be adopted by the State for Implementation and roll-out:

- a) Where application development/ customization agency is not implementing agency, State PeMT goes through an appropriate process for appointing Implementing Agency (one or more) preferably on the Service Delivery Model as stated above. Necessary guidance on Application deployment shall be provided by the selected Application Developer.
- b) Where application development/ customization agency is also implementing agency, State PeMT awards the responsibility on end-to-end basis to the selected Application development agency by bundling application development and implementation in same contract on Service Delivery Model/ PPP basis (refer Stage IV Para7 Options b and c to include implementation/roll-out also).

Necessary SLAs should be incorporated in the contract negotiated with the Implementation Agency.

- 6. Deliverable of Stage 5: Complete roll-out of certified Application and Project at the State level.**

For any further clarification on input please feel free to contact Shri Bhushan Mohan, Principal Consultant, EGPMU at 011-24301942, e-mail bmohan@negp.gov.in

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Annexure A

Some of the key deliverables where inputs are to be given by the Consultants during the life cycle of the Project are given below:

A. Project Initiation and Conceptualization:

- I. Vision, Mission and Objectives
- II. Services and Service Levels in consultation with Stakeholders
- III. Functional requirements
- IV. As-is and to-be
- V. Process Flow along with suggested Process Reengineering
- VI. Outcome Indicators at generic levels
- VII. Geographic and Functional Scope
- VIII. Cost estimates
- IX. Scheme Details and DPR

B. Design and Development

- I. Architectures- Functional, Technical, People and Resource
- II. FRS
- III. Capacity building
- IV. Training and Change management
- V. Implementation models
- VI. RFP and Bid Process management

C. Pilot and Implementation

- I. Project management
- II. SRS and Design documents
- III. Acceptance testing and Certification process
- IV. SLA Management

D. Post Implementation

- I. Assessment
- II. SLA Management

Annexure B

Role and deliverables of Technical Agency

- A. **Project Design:** High level technical project design and technology model covering:
 - a. High level requirements
 - b. Enterprise Model
 - c. Core functionality
 - d. Application architecture and Network requirements
 - e. Project costing

- B. **Core Application Development:**
 - a. Core SRS
 - b. Data Architecture
 - c. Network design
 - d. Enterprise Architecture
 - e. Standards for development
 - f. Design documentation
 - g. MMI design
 - h. Proper documentation of SRS, Design etc

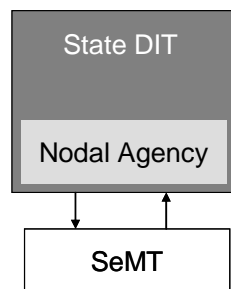
- C. **Implementation**
 - a. Version Control and updates
 - b. Pilot implementation and rollout
 - c. Certification from STQC (or any other similar certifying agency)
 - d. Support for empanelment of Implementing agencies

Annexure C

State e-Governance Mission Team (SeMT)

At the Program level, a State e-Governance Mission Team (SeMT) has been proposed to support the State decision-making bodies and respective Apex Committee. This team would be responsible for undertaking the groundwork for providing for an overall direction, standardization and consistency through program management of the e-Governance initiatives in the State. All interdependencies, overlaps, conflicts, standards, overarching architecture, security, legal aspects, etc. across projects as well as core and support infrastructure shared across several projects would fall under the purview of this group.

SeMT shall be under the administrative control of State government through a Nodal Agency for its regular functions and day-to-day operations.



The State Government should therefore designate a State Nodal Agency, which would be responsible for initiating and implementing capacity building including services like selections, contracting of external agencies/persons/services and administrative support to SeMT.

Nodal Agency would be responsible to handle the Capacity Building funds which would be disbursed in two modes namely Grant-in-aid(GIA) and Additional Central Assistance (ACA). The GIA funds are transferred directly to the Nodal Agency bank account while the ACA funds can be accessed through the State Finance department and transferred to Nodal Agency.

The size of SeMT under the designated Nodal Agency would depend on the scale and maturity of the e-Governance programme in the State and shall have the experts in the areas such as Business Process Reengineering, Change Management, Financial Management, and Technology. The

States may select personnel for SeMTs in accordance with the scheme and guidelines directly if they so desire. However, the consultation with States as well as market conditions prevailing for such personnel have indicated a strong likelihood that most of the States would prefer a centrally coordinated selection & retention mechanism. Most of the States also felt that it is necessary to avoid a situation where all the States are pursuing the same set of candidates independently in an uncoordinated manner for inducting a very small number of personnel by each of them.

As envisioned under NeGP, DIT plans to facilitate the States/UTs in building a long term capacity at SeMT with an aim to retain the knowledge within the Government. **The three suggested sources for the selection of candidates for SeMTs are a) deputation from within the Government/PSUs b) direct recruitment from the market and, c) temporary staffing through reputed organizations.** With the objective of building long term capacities, the deputation from within the Government/PSUs and recruitment directly from the market have been suggested as priority routes for manning the SeMTs in all the States/UTs. Hiring professionals from reputed organizations should be a temporary solution to meet immediate requirement of the States/UTs to continue with their e-Governance programmes.

State Project e-Governance Mission Team (State PeMT)

At the Project level, the State Departments shall set up Project e-Governance Mission Teams (PeMT) to support the conceptualization, development, implementation and O&M for the State MMPs and other e-Governance initiatives. This team shall oversee project execution, manage implementation and deal with technology, process & change management related issues.

The skill-sets identified as being necessary for handling programme/ project level issues are **Business Process Reengineering, Change Management, Financial Management and Technology.** However, the emphasis on various skills would vary in SeMT and PeMT in accordance with their roles.

It is expected that the PeMT would have a **well balanced mix of domain expertise** (serving/retired officials of the department having detailed knowledge about the department and its processes and functions) **and**

technical expertise (i.e. technology, process re-engineering, change management, project management).

The following provides a diagrammatic representation of the Capacity Building and Institutional framework at the State Government level:

