Building Institutional capacities for a purposive transformative change to support eGovernance Initiatives

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Challenges for Augmenting Institutional Capacity
(Effecting Change Control to support eGov initiatives)

What have we not done which ought to have been done?

How can elicit best Performance?

Enhance Process Maturity!

Focus on Results Framework!!

Improve Standards
Fix defect
Agile Orgn

How can we raise standards for Program/Service Delivery

Sustaining Transformations
More Effective Controls
Propelling Change
Business Plans for Units
Increasing Motivation levels
Performance Kickers
Pro-active Responses
Posing Challenges

Do this perfectly.
Make it run faster
Make our competition eat our dust
Focus on Results Framework!!

Fix defect

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## Mission Mode Projects

<table>
<thead>
<tr>
<th>Central</th>
<th>State</th>
<th>Integrated</th>
</tr>
</thead>
</table>
| • Banking  
• Central Excise & Customs  
• Income Tax (IT)  
• Insurance  
• MCA21  
• National Citizen Database  
• Passport, Immigration & Visa  
• Pension  
• e-Office | • Agriculture  
• Commercial Taxes  
• e-District  
• Employment Exchange  
• Land Records  
• Municipalities  
• Gram Panchayats  
• Police  
• Property Registration  
• Road Transport  
• Treasuries | • CSC  
• e-Biz  
• e-Courts  
• e-Procurement  
• EDI For eTrade  
• National e-governance Service Delivery Gateway  
• India Portal |
Core Mission Projects

- **Centre**
  - Land Records
  - Road Transport
  - Agriculture
  - Foodgrains, Sugar Exports
  - Treasuries

- **State**
  - Property Registration
  - Municipalities
  - Gram Panchayats
  - Commercial Taxes
  - Police

- **Integrated**
  - EDI (E-Commerce)
  - E-Biz
  - India Portal
  - EG Gateway
Core Mission Projects

ROME WILL NOT BE BUILT IN A DAY

• Manual – Parallel – electronic (go live)
• Single location – multiple locations – statewide – countrywide
• Over the counter – remote delivery (anytime, anywhere)
• Information – communication - transaction – integrated
• Adding new depts./ services/ functions
• Time lines for each step: No step more than 1 year

CHALLENGES IN IMPLEMENTING ICT APPLICATIONS

• Addressing the crucial aspect concerning business operations that seeks to maximize impact and achieves greater satisfaction for clients / stakeholders
• Involvement and participation of all interest groups at every stage from design through implementation and maintenance/ support phases
• Business Model for sustainability of operations
• Development and Implementation of Enterprise applications
**RAILWAYS**

**NATIONWIDE ROLLOUT**

- Railways

**PARTIAL ROLLOUT**

- DGFT
  - 250,000 Exporters/Importers Registered
  - All 33 Offices Covered
  - 80% of total applications covered
  - Major Benefit:
    - Time for processing brought down from 45 days to 6 hours

- Customs
  - 98% of export declarations and documentation computerized
  - 90-95% of import documentation computerized
  - Electronic filing through ICEGATE at 3 locations (Mumbai, Delhi, Chennai)

- Central Excise

- Postal Department
  - Direct e-credit of Monthly Income Scheme returns into the investors account
  - Demat of Savings Certificate (NSC) and Vikas Patras (KVP), offering full portability – pilot started in 10 post offices in Mumbai
  - Excise:
    - 80% of forms/applications are electronically processed
    - 80% of Service Tax returns electronically processed
    - Electronic filing is being tested
Passports:
- 100% passports information computerized
- All 33 RPOs covered
- Centralized Passports Database to enable services at missions
- Passport information status to citizens on website
- Online application submission on pilot basis
- Machine readable passports at some locations

Land Records
Registration
Treasuries
Transport

Police
Municipalities
Gram Panchayats
Commercial / Sales Tax
Agriculture
Courts etc.
Transformational Services of Ministry of Corporate Affairs

- Acquire Digital Signature
- Director Identification Number
- Register Digital Signature
- eFiling
- Annual Filing
- Company Master Data

For assistance call/visit the nearest Facilitation Center.
The PPP model of the CSC scheme envisages a 3-tier structure consisting of the CSC operator (called Village Level Entrepreneur or VLE) the Service Centre Agency (SCA), that will be responsible for a division of 500-1000 CSCs and a State Designated Agency (SDA) identified by the State Government responsible for managing the implementation over the entire State.

Challenges

• Concurrent Policy Reforms
• Improving The Process Efficiency
• Databases, Electronic Evaluation, Etc
Services covered under the project are:
Electronic filing and clearance of export import documents
e-Payment of custom duties and charges of ports, airports, etc.
Filing and processing of licences for DGFT
e-Payment of licence fee for DGFT
Electronic exchange of documents between community partners such as Customs, ports, airports, DGFT, Banks, etc.

**Departmental Services**
- CENTRAL / STATE GOVERNMENT

**Integrated Services**
- PARTIAL ROLLOUT

- E D I
- Integrated citizen services
- Payment Gateway
- e-Biz
- e-Procurement

A State Road Transport bus carrying Bhoomi (land record) e-documents to Villages in Karnataka

**DAKNET: Rural information Delivery**

**Innovative Delivery**
- Infothela
- Daknet
- Digital Gangetic Plains
- Telemedicine
- Smart PDA's
- BSNL Mobile Device
PPP Models

Managed Service Provider (MSP)

- Service delivery by a single entity or a consortium (single point of responsibility)
- ICT services sought as per solution functional requirements and service level parameters
- Service charges linked to the attainment of service levels, and verified through audit by an independent agency
- Benefit from economies of scale operations of MSP

Special Purpose Vehicle (SPV)

- Create a SPV with joint stake (Government and Private sector) and subsequently turn the SPV public with majority shareholding by the citizens
- Build ICT skill sets and infrastructure to service the Government/Public Sectors
- Initiate ICT implementation in key sectors and subsequently scale up operations
- Replicate experiences and resources for maximum benefit
## Information Security Scenario

### DITs Action Points
- Establishment of Computer Emergency Response Team – India (CERT-IN)
- Create Indo – US Cyber Security Forum
- Set up an Information Security Technology Development Council (ISTDC)
- Create a National Information Security Assurance Framework
- Constitute Inter Ministerial Working Groups

### NIC - IT Security Developments
- Conformance to Security Standards (BS7799 / ISO17799)
- Securing NICNET and Other Services
- Security Advisory Services for other Government Departments
- Certifying Authority (Issuance of Digital Signatures to Government Officials)
Amendment to Rules 64, 71, 72 & 80 of CCS(Pension) Rules, 1972 (withholding ten percent of gratuity)

**All About Pension**
- Do you Know?
- Classes of pension
- Sample Calculation Sheets
- Retirement Benefits
- Pension Rules
- Pension Schemes
- Pension Process Map and Time Frame

**Circulars/Forms**
- Circulars
- Indemnity Bonds
- Nomination Forms
- Declaration Forms
- Medical Forms
- Forms for Offices
- Application/Claim Forms

**Noteworthy**
- Welfare Measures

**Pension Process Road Map**

**Aggrieved?**
- Grievance Registration
  - Pension Related
  - Other Grievances
- Nodal Officers
- Grievance Redress Form
- Pension Grievance Cell
- Information and Facilitation Counter (IFC)

**Guidelines**
- Guidelines for Pensioners
- Pension Procedures
- Check lists
- RBI Guidelines on operation of Bank Account
- Sick & Disabled

**Know your Pension Process Road Map**

- Implementation of Sixth Central Pay Commission (Recommendations relating to Pension)
- Dearness Relief (DR) Calculator
- Search your Circular/Notification

**About Us**
Change in Organizational Structure

Organizational Redesign Reinvented Policies/Practices, Automation of Processes

Change in Services

New or Redesigned Services, Electronic Transactions, Knowledge driven Performance

Change in Technology

Redesign of Work Operations leveraging ICT

Change in People

Changes in Skills, Attitudes, Expectations, Perceptions

Requirement Drivers

Improved Organizational Performance
Organizational

Informational

Functional

Infrastructure

Architecture Modeling Views
Leadership Support

Project Management

Software Application Design / Development Coordination

Mechanisms & Support Structures

Management

Life Cycle

Vision & Strategy

Architecture

Development

Integration

Deployment

Business Processes

Applications

Data

Organizational Change

Technical Infrastructure

Facilities Infrastructure

Goal Setting And Visioning

Define project scope and Enterprise application Design Perspectives

Business Processes & Functional Requirements compliance and Validation

Enterprise Deployment

Operations & Support
Strategies

Mobilization
- Leadership and Shared Vision
- Outcome/ Goal Focus
- Identify Barriers & Opportunities
- Advocacy and Stakeholder Campaign

Strategies
- Assessments
- Holistic Approach
- Interventions
- Policies and strategies

Implementation Plan
- Transitional Mechanisms
- Roll-out Sequence
- Roles and Responsibilities
- Funding and Resources
Schematic diagram showing various components of CSIR Transformation © Dr. K. Jayakumar
System Operative Modes

- Innovation/Breakthrough Management
- Incremental Improvements
- Sustaining Performance
- Crisis Situations
- System Checks & Diagnostics
- Issue Tracking & Problem Resolution

Metrics relating to Functions

- Human Resources Management
- Infrs. & Asset Management
- Event Management
- Procurement of Services
- Operation and Analytics
- Financial Management
- Printing & Publicity

Activity Profiles / Job Roles

- Reporting
- Record & File Management
- Facilities Management
- IT related Services
Schematic diagram showing various components of CSIR Transformation © Dr K Jayakumar
Understanding Context

Causing Events

Cascading Change Interventions

Engineering Systems

Effective Change Control

Managing & Orchestrating Processes

Cognitive Dissonance

Persistent Problem Solving

Discovering Issues / conflicts

Capturing Evidence

Advocacy to counter inertia/Complacency

Facilitating Learning / Know. Mgmt

Information Dissemination/ Dashboards

Definition/ Redefinition of Outcomes

Negotiating Pathways to Change

Iterative Approach for Transformative Change

Desired State Definition (To Be or Targeted Situation)

Evidence Advocacy to

Process View of Management Intervention for Transformative Change

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Changes in Position/Responsibility Levels

Experiential Learning Progression

Engineered Progressive Role Changes

Transient State

Transitioning through Leadership abilities

Mentoring/Counselling
Tools & Techniques
Mechanisms
Knowledge Input
Self Learning
Case Study/Best Pract Learning
Practicing On the Job Skills
## Reasons eGov initiatives succeed

<table>
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<tr>
<th>Reason</th>
<th>Description</th>
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<tbody>
<tr>
<td>Business Driven</td>
<td>Enterprise architecture development is driven by the <strong>Business Vision</strong> – a collaborative effort between the business/domain experts and the IT resource persons at all levels</td>
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<tr>
<td>Managed Scope</td>
<td>Focus on the key (80/20) business processes (often cross-functional) and undertaking process redesign – analytically, innovatively, and practically to simplify the processes and for delivering results</td>
</tr>
<tr>
<td>Resourced for Sustained Momentum</td>
<td>Allocate resources and institutionalize policies/practices to ensure the momentum of the enterprise transformation effort is sustained through frequent tangible “quick-wins” and improved organisational performances</td>
</tr>
<tr>
<td>Governance</td>
<td>Ensure decision and ownership at the appropriate level within the organization with vigorous program management to ensure effort is on track and delivers business results promised in the business case</td>
</tr>
<tr>
<td>Change Management</td>
<td>Address workforce’s reluctance to adapt new procedures and technology as well as the impact of potential organizational changes in structure and authority</td>
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Developing and Implementing EA Is A Iterative Evolutionary Process with several opportunities to Fail

Reasons EA Fails

- **False Start** – Failed to marshal resources and organizational commitment
- **Lack of Business Connection** – Business failed to engage in the process – it becomes an IT exercise
- **Lost in Detail** – Went too deep into detail – the team drowned
- **No Transition Plan** – The future state is well defined, but no one knows how to get there
- **Complacency** – After achieving a first round EA success, organization failed to marshal resources to keep it up to date and connected to the business
High Level Design

Splitting into Modules for multiple development teams

Compiling System Requirements

Characterizing System Functionalities - Use Cases

Characterization and Representation of Processes - activity / collaboration

Capturing the Mechanisms for Execution of Transactions, their Sequence/ Process flows

Schematic Representations of Functional Requirements

Developing Design Artifacts which portray System Behavior

Detailing Interactive features, Representation of Links

Capturing nuances of software behavior which require to be improved upon

Drilled down implementations to refine perspective from coarse details to fine details

Orchestrated visual representations giving a holistic comprehensive perspective on operations

Representative Visualization of Layout Design & Interactive features

Rendering Software Behaviors/ visual cues associated with specific user invocations - mouse over / link activations

Display of Navigation Hints / Status indications, Intuitive help for users

Dashboard representation for Information display, Chart, Metrics, Measures,

Visual Representations that portray Domain Related Context of function performed

Features that draw attention of users to choices to be made & next steps...

Wire frame Mock Ups/ Prototypes

Design of Graphic User Interfaces for Key Frames

Forms Re-Engineering & Expand Collapse or Tabbed Representations

Control features to enable User exercise his choice for erecting the software behavior

Choice of Alerts / Exceptions, Contingencies and their display

User feedback, Software responses for inappropriate invocation of links

Connecting with User's Perception & Problem Space

Domain Expertise

Software Implementation Skills

YES

Demonstration of Iterations of Software Developed & their Validation

Coherent Display of features, interfaces, links, text, and graphics on the Panels

Scope for Improvements

Implementing Inter-operability features, function calls, information exchanges, event triggers across modules

Deploying the Enterprise Application Modules in the Data Center and Implementing Configurations that enable Management of Applications

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