National e-Governance Plan

Capacity Building Proposal, Uttar Pradesh

Department of IT & Electronics

GOVERNMENT OF UTTAR PRADESH

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LIST OF ABBREVIATIONS

ACA	Additional Central Assistance
BPR	Business Process Reengineering
CITO	Chief Information Technology Officer
CeG	Centre for e-Governance
CM	Chief Minister
CS	Chief Secretary
CSC	Common Service Centre
DoIT/ DIT	Department of Information Technology
G2B	Government to Business
G2C	Government to Citizen
G2G	Government to Government
GOI	Government of India
GoUP	Government of Uttar Pradesh
GPR	Government Process Reengineering
HRD	Human Resource Development
IAS	Indian Administrative Service
ICT	Information and Communication Technology
IT	Information Technology
IL&FS	Infrastructure Leasing and Financial Services Ltd.
MMP	Mission Mode Project
NeGP	National e-Governance Plan
NIC	National Informatics Centre
NLSA	National Level Service Agency
PeMT	Project e-Governance Mission Team
PIU	Project Implementation Unit
PSU	Public Sector Undertaking
PwC	PriceWater House Coopers Pvt. Ltd.
RFP	Request for Proposal
SeGP	State e-Governance Plan
SeMT	State e-Governance Mission Team
SWAN	State Wide Area Network

1. BACKGROUND

The Government of India has planned a national level initiative - National e-Governance Plan, NeGP for increased transparency, efficiency and effectiveness for delivery of citizen services. An important component of the NeGP are projects, which fall essentially within the domain of the State Governments. The State Governments are required to prioritise / choose amongst these projects and add to them as required.

The plan essentially comprises core policies, integrated service projects that cut across departments, Mission Mode Projects (MMPs) in the Central, joint and State Sectors. The plan is proposed to be implemented over a 3-5-year period at an estimated cost of over Rs.14,000 Crores. To achieve the above, the national e-Governance Plan also provides for significant investments in areas such as Government Process Reengineering, Capacity Building, Training, Assessment and Awareness.

The imperative for formulating NeGP were primarily three-fold:

- Firstly, it enables convenient and transparent access to the Government as well as other private services, providing equitable opportunities to a citizen.

- Secondly, it can be used as an effective tool to drive administrative reforms within the Government and

- Thirdly, it can be an agent that can change the perception of the Government.

It is for this reason that the Planning Commission in the year (2004-05) has incorporated a special Budget entry and has allocated funds as Additional Central Assistance (ACA) to all the States for initiating the National E-Governance Plan (NeGP) programme as communicated by Planning Commission, GoI to State Chief Secretaries (vide F.No.:4(4)/3/2004-C&I, dated 9-2-2005). The initial ACA for Uttar Pradesh was Rs. 7.94 crores, this was subsequently increased to Rs. 29 crores for SWAN and Capacity Building. The Planning Commission has also issued broad guidelines issued vide DO no. 4(4)/8/2005-C&I dated 25.02.05 for use of the ACA indicating that the first priority is capacity building. The detailed guidelines for use of ACA for capacity building have been issued by DIT.

The capacity building guidelines take cognisance of the fact that different states are at different levels of readiness for e-governance and have different levels of aspiration. Capacity gaps are therefore not viewed in an absolute context but relative to the goals set out by the respective state government for itself. Hence the first step envisaged in capacity building is for the state to make a quick "as-is" and "to-be" assessment. All capacity gaps and guidelines contained herein need to be seen with reference to this state specific context.

Keeping in view the enormous task of driving NeGP in line with the overall spirit of service orientation in a large state like Uttar Pradesh there is an urgent need to strengthen the departments in terms of manpower and the skill-sets needed to handle the host of issues involved.

It is in this background that Uttar Pradesh government launched an exercise to draft the e-Governance roadmap for the state phased over 3 years. The e-Governance roadmap of the State has been driven by the need to achieve the overall vision of the State. The e-Governance roadmap of the State has been designed to ensure;

1. Focus on Good Governance rather than e-Governance alone
2. Need based Service focus (outcomes)
3. Citizen Centric nature of the projects
4. Cost economy through development and use of common infrastructure and adherence to common policies
5. Business Process Re-engineering (BPR) and Administrative Reforms (AR)
6. Change management through Capacity Building
7. Fast Implementation of Project (Mission Mode)
8. Project design takes into account the project life cycle
9. Standardization of approach and design across all departmental projects
10. Quick issue resolution of overlap/interdependencies during project implementation

The nature and scale of e-governance initiatives planned within the domain of the State Governments present a considerable enhancement in the aspiration levels of Governance. Major behavioural, managerial and technological challenges are one consequence of this, particularly in the context of the need for implementation of these projects in a "mission/ projectized mode", (with clearly defined goals, timelines and responsibilities) by concerned departments of the State Governments. There is therefore a need to manage the entire programme at the State level in a coherent manner with consistent strategies for cost optimization and integration. For achieving this, the State Government need to provide for overall direction, standardization and consistency across initiatives, and at the same time, have the resources and flexibility to drive this plan.

Keeping in view the enormous task of driving NeGP in line with the overall spirit of service orientation Uttar Pradesh is presently inadequately equipped in terms of personnel and the skill -sets needed to handle the host of issues involved. Though the State has an IT department to address the issues it has yet a skeletal department that is not equipped to deal with the complexity of issues involved. For NeGP to achieve its goals, this is the first gap that needs to be addressed.

The capacity building proposal has accordingly been developed in the above background and keeping in view the capacity building guidelines framed by DIT, GoI.

2. e-GOVERNANCE VISION FOR UTTAR PRADESH

Information and Communication Technology (ICT) has the capability to provide developing nations with an unprecedented opportunity to meet vital development goals and thus empower them to 'leapfrog' several stages of their development far more effectively than before. It is argued that those nations that succeed in harnessing the potential of ICT can look forward to greatly expanded economic growth, dramatically improved human welfare, and stronger forms of democratic governance, thus playing a specific role in furthering and enhancing sustainable development.

The pervasive potential impact of ICT emerges from being used as control technology, leading to innovations in products and processes in the manufacturing sectors and resources extraction industries. ICTs have become indispensable ingredients in all forms and processes of economic activity ranging from stock inventories, product and service information, marketing, manufacturing, and design. Quantitative assessment of the impact of ICT becomes difficult, as it is embedded and integrated in all industrial and service sectors. ICT directly influences human development through access to information, knowledge and enlarging choices. The long-term impact of ICT lies in its ability to directly expand human choices through increased access to information and knowledge. ICT breaks barriers to human development in at least three ways not possible before or with other forms of technology:

- **Breaking Barriers to Human Knowledge:** The Internet and other ICT tools are increasingly becoming key delivery mechanisms for sections of the population that did not have access to educational infrastructure and content. ICTs are also being actively used in promoting life-long learning and continued education, reintegrating unemployed people into the workforce through re-education and retooling of skills.

- **Breaking Barriers to Participation:** Internet and ICT based news and information groups have contributed to the creation of a far more vibrant public sphere. In many parts of the World, where the mass media have been and continue to be strictly controlled by governments, the Internet has offered a new medium of political mobilization and participation.

- **Breaking Barriers to Economic Opportunity:** Since the ICT sector requires less initial investment than the more traditional sectors of industrial activity, it lowers the barriers to entry into the economy for people who could never break into the industrial sector; e.g., compare the cost of setting up a steel plant with setting up desktop publishing. ICT provides new and unprecedented opportunities to people who have proficiency in handling ICT tools and have an idea or service to sell. This was undoubtedly one of the underlying forces of the dot com boom.

The development agenda of the state rests on four pillars

- *Adding value to the state's natural resources- namely agricultural land, forests, and water resources, and diversifying into areas with growth potential, particularly service sector industries;*

- *Creating world class infrastructure to support industrial growth*

- *Improving the quality of life and environment in the state, particularly in the areas of education, health, livelihood opportunities, and essential amenities;*

- *Developing competencies in people to enable them to contribute to the state's socio-economic development and to their own well-being.*

ICT offers government the opportunity to quickly change the way it functions so that citizens are provided with what they need speedily and conveniently. ICT provides the means to reach the masses with information and services in the fastest and most cost effective manner. For a densely populated state like U.P. with a large land area the rapid use of ICT is of greater urgency to enable it to raise the development level of the state as a whole.

E-governance is a way for governments to use the new technologies (ICT) to provide people with more convenient access to government information and services, to improve the quality of the services and to provide greater opportunities to participate in democratic institutions and processes.

The adoption of e-government innovation and strategic planning will have benefits for government in the delivery of more effective and efficient information and services to the citizens of Uttar Pradesh.

The e-Governance vision for the Uttar Pradesh could be summarised as follows;

"Using information and communication technology for empowering the masses through easier access to information, transforming government process for better service delivery and as a vehicle for economic development of the state by 2010."

The vision statement clearly articulates the key themes of the government's future E-Government direction, which are:

- **Empowering the masses-** The citizens should have ready access to the information on government processes and duties. This would make the government more accountable.

- **Better Service Delivery-** The citizens should have easier access to services, flexibility in the choice of the channel, with similar level of quality and security.

- **Economic Development-** The overall standard of the living of the citizens must improve and the state must become a favoured destination for the people and the businesses

The Government intends that all services which can be electronically delivered, should be. The strategy proposes that they should be accessible over the Internet and through mobile phones, and call centres as well as through citizen service centre. The mix for any service will be determined in relation to demand. Electronic service delivery does not do away with the need for the departmental service centres and this must be better supported. Access to information will be firmly established under the Right to Information legislation and government organisations will be more responsive to citizens' views. The e-Governance service transformation growth follows a four phase approach;

Phase 1 — Web presence: The departments provide a website to deliver basic information to the public.

Phase 2 — Interaction: The departments extend the capability of their website so people who used to visit a government office now have online access to critical information, can download forms, and can contact the agency by email.

Phase 3 — Transaction: The departments add self-service applications to their websites so that people can complete entire transactions or processes online. The web begins to complement other service delivery channels, providing around the clock access independent of users' geographic location. Increasingly, agencies develop services that involve different agency business delivery systems that are seamlessly integrated.

Phase 4 — Transformation-The delivery of government services and potentially the operation of government itself is redefined. Information, service delivery and government processes are integrated across traditional boundary lines.

The e-governance growth phase is not department specific but service specific. The various services offered by the department can be in any of the phases

The key factor is citizen expectations from e-government, which can be summarized as follows;

- Easy and fast information access about the government and its services,
- Flexibility in accessing the services of the government, with services available where and when demanded,
- Responsiveness to feedback about the content and quality of services

The citizen should be able to get the services from the government in an integrated manner. For eg., at the child birth, the citizen has to interact with the Hospital, Local body for the birth certificate. There should be a mechanism for the different agencies to share the information and the citizen should not be made to run from one agency to the other.

One of the key elements of the e-governance strategy is to implement the e-governance services in a phased manner. It is essential that during the implementation of the e-governance roadmap, the stakeholders must be able to see key and tangible benefits. Hence, the Implementation priority analysis is done on the basis of the benefits to the citizens and the government. Based on the feasibility and complexity involved in the delivery of the services it is further proposed that the services will be implemented in three waves.

Wave 1- Raise visibility: This wave of services aims to quickly raise the visibility and image of the GoUP as an E-Government organization by establishing a professional and effective web presence.

Wave 2: Build critical transaction services. In this phase, it is essential that the government takes up the services, which will offer some transaction to the critical services. The citizens shall be able to interact with the government departments. In this wave, the services implemented as wave 1 can graduate in phase II/phase of the e-government transformation.

Wave 3: 'Sustain Value: In this wave, the government will add more and more useful services to the transaction phase, which will help sustain the value delivered to the citizens.

The Government of Uttar Pradesh has already declared its IT Policy 2004 and the e-Governance agenda is further elaborated above. An institutional structure has been setup as detailed in the related chapter. The next step envisaged towards achieving goal of the better service delivery through e-Governance is Capacity Building. M/s Pricewaterhouse Coopers (PwC) has been engaged for developing the e-Governance roadmap (an intensive study of 17 departments and an extensive questionnaire based study of 38 departments - list at Annexure-I). The study focuses on the core citizen centric services offered by the critical departments will form the e-Governance backbone.

The scope of work for the assignment has been structured across two key areas relating to:

1. Design of e-Governance roadmap for the state of Uttar Pradesh that includes:

   - Preparing a blueprint for the state of Uttar Pradesh that documents the overall strategy and action plan for development of e-Governance in the State

   - Plan for implementing the recommended e-Governance Roadmap.

2. Design of e-Governance roadmap for the identified departments of the state

While, the primary objective of the roadmap is to align the state government plan for e-Governance in line with the national strategy, there are multiple objectives for preparation of the roadmap including:

- Quantify the hardware and skill-set/training needs of the departments

- Clearly articulate the vision of success for e-Governance for the state of Uttar Pradesh

- Develop a shared vision of e-Governance across all departments in the state

- Bring citizen focus in the e-Governance

- Identify the citizen oriented services that need to be taken on a prioritized basis in the first phase of e-governance initiatives.

- Promote a common approach to project development and implementation, including standards for e-Governance projects

- Clearly define the roles and responsibilities amongst different stakeholders

The approach being followed for developing the e-Governance roadmap report is as follows:

- Comprehensive understanding of the state developed by reading the state development report and secondary research reports

- Derive the e-Governance vision, mission, strategic objectives for the state from the vision of the state

- Detailed interactions with the key officials in the departments for:

  o Understanding the vision and objectives of the department

  o Key services provided by the department to citizens, businesses or other government departments

  o e-Readiness assessment of the departments covering current and planned e-Governance initiatives, detailed IT infrastructure assessment of the department

The study commissioned in September 2005 is expected to be completed by end of February 2006. The expected end result shall be an As IS evaluation of the Status of IT usage, back office digitization and readiness of various departments in GoUP along with hardware, software and skills requirements for implementing desirable e-Governance services which are being listed in the study over a period of 3 years. This study forms the basis of the State e-Governance roadmap plan which shall form the blue print for further funding for the IT sector through NeGP and State resources.

The State Mission Mode Projects (MMPs) identified in NeGP on the basis of high citizen / business interface are;

- Land Records
- Property Registration
- Transport
- Agriculture
- Municipalities
- Gram Panchayats
- Commercial Taxes

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- *Treasuries*
- Police
- Employment Exchange
- Education
- Civil Supplies

The State Government has initially prioritized certain departments for e-Governance roadmap. In First phase following mission mode projects have been selected by the State under NeGP

- Secretariat Administration Department (SAD)
- Revenue
- Rural Development
- Panchayat Raj
- Agriculture
- Medical & Health
- Trade Tax
- Department of Tax & Registration
- Transport
- Urban Development
- Housing
- Labour
- Department of Social Welfare
- Department of Women and Child development
- Department of Milk Development
- Department of Small Scale Industries
- Department of Basic Education
- Department of Secondary Education
- Department of Finance and Treasuries

The road map of the above departments is enclosed.

The e-Governance Roadmap study has highlighted the major areas in which capacity gaps exist in the State. The first capacity gap that needs to be addressed is the strengthening of the State Information Technology Department. As envisioned under the NeGP, it is proposed to set up a Centre for e-Governance which will cater to the following activities;

- Shall support various State Training Institutes to enhance the quality of their training modules

- Shall provide training to master trainers of various institutes

- To provide support to various departments in their e-Governance initiatives by

- Advocacy across the department - coordination and guidelines for action plan and budgets

- to examine the departmental proposals if asked.

The study has highlighted three other major areas in which capacity gaps exist. These gaps have also been enumerated in the Capacity Building Guidelines of the Department of IT, GoI. They are;

- Lack of Personnel with appropriate background and aptitude

- Inadequate skill sets of personnel already deployed

- Lack of appropriate institutional framework to handle the programme

Each of these gaps need to be addressed to adequately.

This Capacity Building proposal has been developed on the basis of the data generated in the e-Governance Roadmap study. Based upon documented case studies and experience in dealing with previous e-Governance initiatives, Government of Uttar has identified some challenges that have been specifically been addressed through this capacity building roadmap. These include:

- Geographical spread of the State leading to cost and logistic problems in addressing a large number of functionaries

- Lack of correct information on the Training requirements to support the State e-Governance mission

- Lack of personnel with appropriate background, aptitude and willingness at departmental level

- Inadequate skill sets of personnel already deployed

- Lack of appropriate institutional framework to handle the capacity building

- Lack of experience to fill the gap through sourcing from private sector

- Inadequate expertise and skills within the State training institutions to lead training programs at the policy maker level.

- Lack of thrust on institutional capacity building in the domain of e-Governance

- Lack of continuity of key functionaries like Chief Information Technology Officers

- Lack of supporting manpower with requisite domain expertise

- Need for monitoring and audit of e-Governance projects in various fields such as control, security, integrity and compliance with compatibility to international standards

This Capacity Building Roadmap of Uttar Pradesh, prepared under the National E-Governance Plan (NeGP) of the GoI, addresses the needs to build capacities to effectively and efficiently implement the e-Governance Roadmap of the State. The e-Governance Roadmap of the State is being separately prepared under guidelines of the GoI.

The highlights of the Capacity Building Roadmap of Uttar Pradesh are:

1. The Capacity building exercise has to be undertaken in a Mission Mode. The AS IS studies undertaken by PwC have highlighted the current capacities, skill sets available and the future requirements of capacities and skill sets. This report on the Capacity Building Roadmap also looks at the sustainability of the institutional framework so created to meet the needs of the NeGP endeavour. It has been proposed that the Capacity Building efforts are coordinated by the newly created **Centre For e-Governance**, so that the focus of the registered society so created remains centred around the NeGP programme; and is not diluted by the objects of the already existing organisation.

2. Uttar Pradesh is a large State. The training needs of the State employees are also vast, and no single organisation can cater to the needs of various levels of manpower which needs to be trained in a multitude of programmes catering to requirements ranging from primary IT literacy and competence to specialised activity like area specific software and citizen interface services being conceived as a part of the e-Governance Roadmap of the State. It has therefore been proposed that in addition to the ATI the **departmental training institutions** like Cooperative Training Institute, The State Institute of Rural Development (SIRD), Financial and Management Training Institute, Legal Training and Research Institute etc, be strengthened substantially to take up training programmes and hold seminars and workshops for the employees and officials at all relevant levels of governance. The lead Role shall however be taken by the **Centre For e-Governance** in institutionalising this effort by coordinating the efforts of the individual agencies.

3. The Capacity building efforts shall also have a mix of internal and external **(outsourcing)** efforts and use of private institutions, specially in the districts, subject to the availability of adequate and capable institutions at local level to bring down costs of transporting a large number of people to State Headquarters for training purposes. Private capacities shall also be utilised for conduct of trainings in specialised areas.

4. To meet the capacity needs at the policy, functional, technical and operational levels specific recommendations need to be framed for training programmes. However, the functional, technical and operational training requirements shall be firmed up only at the time of preparing the **DPR's** of the departmental projects. The general requirements at Policy and to some extent the functional level have been identified by the **e-Governance Roadmap study**. This basic data has been used to extrapolate

the State needs which can at a later date be tweaked to meet individual requirements of the departments.

5. Indicative costing for undertaking a comprehensive capacity building initiative has been undertaken along with the potential areas from where **funding** could be sought.

6. Back Office Digitisation is a primary need for rolling out e-Governance applications and providing citizen centric services. Hence, it is strongly recommended that this should be included as a part of capacity building and taken up immediately instead of deferring it for inclusion in the DPRs and sanction at a later date.

7. The departments are traditionally short or devoid of Technical Assistants /operators who can do basic computer operations and data entry in addition to taking up the figure work and quickly doing manipulations on data to derive the financial and other calculations required in the formulation of projects and the analyses, which shall be needed in the projects. It is therefore recommended that a Personal Technical Assistant (PTA) is provided to the Principal Secretaries/Secretaries/Mission Leaders of the selected departments of GoUP, as a p[art of the capacity building proposal to help improve their delivery capacity. Initially the SeMT will be strengthened with such resource.

8. Methodologies for Capacity Building include a **mix of seminars, workshops, in-class training and distance learning techniques**.

9. The **applications identified** for implementation in the 17 selected mission mode projects have been detailed in chapter-7.

10. The Capacity Building Proposal has been developed mainly around the above applications to enable departments to **roll them out over the next 3 years**.

11. Emphasis is being taken towards developing a **climate for acceptance** and piloting of the applications by political and government functionaries, citizens and media.

12. An annual **IT Infocom Exhibition** will be organised showcasing latest e-Governance solutions developed by different vendors and being applied in different States and countries, to provide exposure to government functionaries.

3. e-GOVERNANCE - STATE INITIATIVES ALREADY IN PLACE

The State has taken various initiatives in the recent past including;

(a) Video Conferencing – UP has the distinction of being the first state in the country to have a 73 Node DAMA based video conferencing setup. The setup, which was inaugurated on 2nd October 2001, connects all the districts, Governor house, CM Office & Residence in a video-plus-voice mode and is being effectively used by state government departments for carrying out their interaction with districts etc.

(b) UPNICNET – is a Sachivalaya Campus Area Network (SCAN) over NICNET. It is a joint venture between the state Government & NIC spanning across 13 Government buildings and consisting of about 1500 nodes. It uses hybrid technology e.g. VSAT, RF, OFC, ISDN & POTS to provide Intranet/Internet connectivity to all the employees of sachivalaya irrespective of their position or post.

(c) Web Portal & Internet ready Sachivlaya – The State Government has a web portal http://upgov.nic.in, which not only provides the basic information of the state but it also gives a deep insight into the IT policy and the IT scenario in the state. It has links to about 50 websites of Government departments, 30 organisational sites and all district websites. The entire sachivalaya, spread across different building, is Internet ready and one just needs to plus in to explore the world wide web.

(d) G2G APPLICATIONS

➢ *Financial Administration* – Modernisation of the Revenue Sector has been a top priority of the State Government as it is the key to economic stability and development of rural & urban infrastructure. All the major activities of the Finance Department viz Budget Preparation, Allotment & Control, Treasury Directorate & District Treasuries, Pension, Pay, GPF, GIS etc. have already been computerized.

➢ *Automation of Government Treasuries*- Treasury Computerisation was initiated way back in 1994-95 & since then has achieved many milestones. It is successfully implemented in 90 districts of the erstwhile undivided state of UP and provides free-of-cost data services anytime, anywhere through a web-site http://uptreasuries.up.nic.in. The website has the distinction of being the first official treasury website of the country and is updated directly from the district treasuries. It is used potentially by the Government officials, planners, economists & researchers & **provides relief to our elder citizens - pensioners of the state.**

➢ *Online Budget* - Uttar Pradesh is one of the first states in the country to prepare a fully computerized state budget. All the calculations for Annual Budget, the corresponding Supplementary Budget or Vote-on-Accounts is done through

application software both in English and in Hindi. The software is also used for pre-budget and post budget analysis, year-wise comparative analysis, generation & printing of 6 volumes of 17 books of budget. The budget as and when kept on floor of the house is immediately made available in the UP Government budget website (http://upbudget.up.nic.in) for anyone & everyone to have a glimpse on it. The website gives budget estimates with a click of a mouse and also has a query option

(e) G2E APPLICATIONS

e-Sachivalaya Portal – The e-sachivalaya portal seeks to provide the IT services for the benefit of the state government employees. The portal will have online information on all the employees covering -

- ➢ Service Book updates
- ➢ GPF Account Statements
- ➢ Salary information
- ➢ Leave Records etc

(f) G2C APPLICATIONS

In G2C Applications the citizen community can be general public, traders, transporters, students, farmers, land owners etc. The state government has implemented various e-governance applications to cover the entire spectrum.

Land record Computerization: **Bhulekh - an e-governance application specially for farmers -** is a software for computerization of Land records of all the 302 tehsils of Uttar Pradesh with an objective –

- ➢ To make the Land Records Management transparent and efficient.
- ➢ Hassle free availability of Records of Rights to Public.
- ➢ To reduce litigation with the help of online land records database.
- ➢ Reduce inconsistency of land records data by minimizing manual intervention.
- ➢ Provide support to development programs of different department such as Agriculture, Banks, Sugar Mills, Financial institutes etc. based on online land records database.
- ➢ Online system to carry out mutation of land records data.
- ➢ Keep track of Government's land revenues, cropping pattern, etc.
- ➢ To create respect & trust for the Government among the landholders

The software is running in all the 301 tehsils of the state and the software for online mutation will be implemented as soon as all the current khataunis are computerized. The Cabinet has taken a decision that khataunis shall not be issued manually. The Rules for the issue of computerized Khataunis have been framed and a Board of Revenue Order No.915/computer cell/10/2004 P.C. dated 30/08/05 has also been issued in this regard.

UPTU Counseling – UP is the only state after IIT and IEEE to conduct the online counseling for admission to various engineering and management Institutes of the state. The application was designed specially to help the student community. There were seven counseling centres setup at different Institutes across the state which catered to the requirements of more than 50,000 candidates seeking admission in about 100 institutes in 6 different streams. The online counseling enabled the students to go to the nearest center for seeking admission and browse the availability of seats and vacancies on the Internet, thereby saving valuable time and money.

Exam Results – Another e-governance application designed for the students. The Intermediate and High School results of the UP Board are published on the web as soon as it is declared. This was implemented from year 2002. Students can take a printout of marks obtained in various subjects from the web itself and district wise result is also distributed to the schools and students the very same day.

Online Transport System*:*   The project running successfully at Regional Transport Office (RTO), in about 10 districts of the state is being implemented in phased manner, across the state. Except for issuing Driving Licenses, the project has automated all major activities of the Transport Department of Uttar Pradesh, viz., vehicle's Registration, Permit, Enforcement and Taxation activities. Automation at the office of Transport Commissioner, have also been initiated.

Pensioners Information System*: Running in all the 70 treasuries of U.P, this s/w is used for pensioner database, calculation of first pension, monthly pension etc. Through the website of the treasuries http://upgov.nic.in/uptreasuries, our respected senior citizens as pensioners of Government of U.P. are now able to see their payment details right from their homes.

Lucknow Nagar Nigam*: NIC UP has taken pilot project implementation for Lucknow, Nagar Nigam (Municipal Corporation). Its objective is to build database on houses located under municipal area, tax liabilities due to the corporation and defaulters, deaths and births registrations, generation of instantaneous reports etc., as well as web-enabling some of its activities.

Land Registry*: Pilot implementation of land registry through computers is being carried out at Lucknow. The software tuning is being done by NIC and the once the software is stabilized it will be implemented across the state.

Chief Minister's Grievance Monitoring System*: The grievances received from general public are monitored through NIC's File Monitoring Software throughout the state, including the office of Hon'ble Chief Minister of U.P. The system generates timely reminders and keeps track of file movement and action taken upon.

Chief Minister's Ghoshna (Announcement) System - This unique project helps the Chief minister and his secretariat in monitoring the progress of CM's announcements turned welfare and development schemes for the state.

District Statistical Handbook (Sankhiyikiya Patrika): NIC UP State Unit has created a database of District Statistical Handbooks of all the districts of the state, which has a wealth of data on important economic parameters of the respective districts for the last 10 years. NIC UP State Unit has implemented data mining using OLAP.

(g) SWAN (STATE WIDE AREA NETWORK)

A 2 Mbps capacity State Wide Area Network (SWAN) is being commissioned in the State. POPs up to block level (813 in numbers) and 307 tehsils shall be established. Horizontal connectivity through wireless technology as last mile connectivity is proposed. National Informatics Centre (NIC) has been selected as implementing agency as per SWAN guidelines of GOI. This will provide requisite bandwidth for other e-Governance implementations to operate successfully and work in coordination with various other applications on the real time basis.

(h) SMART CITIES

To achieve SMART Government concept, Uttar Pradesh has set up "e-suvidha" a registered society in January 2004. E-suvidha is in the process of setting up centres for providing various citizen services through active public private partnership. The service provider agencies have been selected and the revenue model is being finalized. The project is to be operationalised soon. Initially 20 centres are being set up in the capital city and these will be rolled out across the state shortly.

As envisaged in the IT Policy 2004 the state shall also develop NOIDA/Greater NOIDA and Ghaziabad, Kanpur along with Lucknow as SMART Cities in the first phase, Allahabad, Aligarh, Bareilly and Agra in second phase and Gorakhpur, Moradabad and Varanasi will be developed into smart cities in third phase. Rest of the Divisional headquarters shall be developed as SMART Cities later on.

(i) STATE DATA CENTRE

GoUP proposes to set up a State Data Centre with technical collaboration with C-DAC in the state. A proposal has already been submitted to GOI.

(j) DIGITIZATION OF DEPARTMENTAL DATA/ INFORMATION

For the success of any e-Governance project, departmental back office computerization is necessary. The State Government is making every effort to digitize the departmental information/data. In order to provide fast and efficient retrieval of information to the clients (the public and the government itself) the information as generated by the Government needs to be digitised for archival computerised retrieval and storage. It is important to understand and select proper technologies for it. Though Data

warehousing is a comparatively old concept in information technology sector, its applicability transcends the entire field of information storage and retrieval in government sector. It places long term information delivery system in proper prospective.

In Data warehousing data are integrated across organisational units and functions. The purpose is to facilitate integrated analysis of information on structured on unstructured queries and provide answers on historical data in public dealings. Data warehousing also rids the system of redundancy and replication of data in multiple departmental environments.

The capital houses all the secretariats of the state. The secretariat complex forms the nerve centre for the administrative machinery housing almost all the departments. The Annexe having the Chief Ministers Secretariat, Chief Secretaries Office, Home, I.T. and other important office, Bapu Bhawan, Yojna Bhawan (Planning), Shakti Bhawan (Power), Jawahar Bhawan, Indira Bhawan, Forest Office, Agriculture (Krishi Bhawan), Board of Revenue Complex, Collectorate Complex, Nirman Bhawan, Swasthya Bhawan, Raj Bhawan Complex, Legislative assembly, Transport office etc. are all located at a distance from each other. In addition important government departments like Labour and Industry have strong presence in Kanpur. Other towns like Allahabad, Varanasi and Ghaziabad also co-locate various head of departments. The I.T. implementation plan has taken into account the multi location aspect so that the client (public) is transparent to these locations and receives information at one place. Government information is generated in numerous formats and styles. There was a felt need therefore for integrating all this data on one standard geographical platform. Keeping this as basic ingredient of designing the requirement, the design has been compliant with the following :-

Store large quantity of varied format data,

- Fast retrievals to address the client (public and the government) need for broader dimension of government information,
- The technology has to ensure that it caters to reliable network based reporting solution.
- Web support
- Ability to disseminate information over intranets and internets.
- Show system independence.

There are also requirements for end user queries (both simple and complex) and ad-hoc queries and sophisticated reports. Single report should have the capability of being built up from different data sources. Bulletin boards with pre-posted information may also be configured.

Requirements have been identified for comprehensive task monitoring, teaching and error handling to simplify and reduce system support requirements, making a web

solution easy to set up and easier to manage. It also allows scalability such that it can support a multitude of users in multiple UNIX, NT and Win 2000, Win 2003 or Win XP server environments.

Trade Tax, Revenue and Transport are the departments where extensive digitisation of data has already taken place. For the rest of the departments data digitisation has to be done on mission mode to make the benefits of e-Governance available to the citizens.

(k) COMMON USE APPLICATIONS LIKE PIS, MIS THRU INTERNET

Vide GO No 1904/78-2005-48 IT/2005 dated 8-10-05 the Chief Secretary has directed that it shall be mandatory for all departments to update their weekly / fortnightly / monthly reports on departmental websites. Vide GO No.850/78-1-02-14 IT-1/204. dated 25/07/06 the State government has sanctioned Rs. 109 Lakhs for updating and upgrading of all websites. UPDESCO is piloting this initiative.

(l) OTHER INITIATIVES

A Centre for e-Governance is being set up under the DIT, GoUP for overall programm coordination and to;

- support various State Training Institutes to enhance the quality of their training modules;

- provide training to master trainers of various institutes;

- provide support to various departments in their e-Governance initiatives;

- Advocacy across the department (with various e-Governance success stories)   - coordination and guidelines for action plan and budgets;

- examine the departmental proposals if asked.

(j) OTHER INITIATIVES

For activating all departments to become start preparatory activity for preparing and implementing the State e-Governance Plan (SeGP), directives in the form of government order No 964/78-2-2005IT/ 2005-TC dated 18/7/2005 has been issued from Chief Secretary to all departments. The main features of it are;

- Constitution of Departmental Mission Teams

- As-is-Study (Survey)

- Preparation of Departmental e-Governance Plan

- Nomination of departmental Nodal Officer

- Constitution of Departmental Mission Teams

- Refurbishment of Departmental and Districts Websites

4. e-GOVERNANCE ROADMAP

To assess the current state of affairs in Uttar Pradesh, an As-Is-Study is being conducted in 17 citizen centric departments (Intensive study) and 38 other departments (Extensive study). The list of 55 departments selected for the survey and study is given in Annexure-1. On the basis of primary information of the survey study, the elements of the Capacity Building are being assessed. To find out where we stand, the foundational elements i.e human resources, systems and infrastructure and institutional structure along with one higher component i.e. enabling environment are analysed. After the study, departmental and state e-Governance roadmap shall be in place.

Whether it is public or private organization, focusing on one element and ignoring the rest will never result in development of overall capacity at the macro level in any organization.
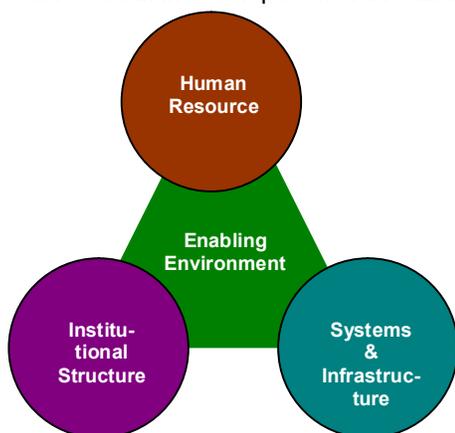
The adjacent figure indicates that the assessment of the State's capacity is not limited to purely studying its human resource capacity or just its institutional structure. It is always a hybrid but homogeneous mix of various elements and the capacity building efforts in any organization can bear maximum results only when its various capacity elements are properly integrated.

The As-Is-Study (assessment) of 58 selected departments have been done based on the various requirements. The study is conducted by M/s PriceWater House Coopers (Pvt) Ltd. Who were selected on the basis of competitive bidding. The objective and scope of the work is defined as follows;

Objectives :

a. To assess the current level of computerisation available in the departments and record the Hardware, Software and skill availability.

b. To investigate and record the future plans of computerisation of the departments and comment on the adequacy of the same.

c. To assess and report the availability of manpower skills to meet current and future needs of the departments.

d. To assess and report the training requirements of the departments.

e. To assess and report the problem areas faced by users of departmental services and to suggest appropriate measures for overcoming them.

f. To establish intermediate and end term goals for the departments in e-governance for the next 5 years.

g. To establish department wise gaps Hardware, Software, Skill sets and suggest capacity building measures, with financial outlay requirement estimates, and time schedules.

h. To identify specific projects with approximate cost and time implications

i. To sensitize and involve departmental employees on preparation of the above projects.

j. To interact with the public, identify areas where e-governance may be introduced for public convenience

k. To help in the preparation of an IT Road Map for UP based on the findings by sharing data and findings with UPDESCO and the appointed agency.

Study of the current level of computerization of all the selected departments, has included but is not limited to:

- The broad functionality of the department and other corporations/organizations under its administrative control and their systems
  - The platforms including versions (both hardware and software) being used
  - The network architecture
  - The current preparedness for taking up e-governance applications.
- Collect data of each department with respect to the following:
  - major problems (if any) faced by the users of computer systems of the department
  - existing Hardware, Software and skill set available and what can be quickly undertaken by the department with existing resources
  - level of digitization of data- What needs to be digitized, what has been digitized, and what is balance. The consultant will also suggest a methodology for digitization along with cost and time estimates.
  - possible crises/ pain areas which need immediate automation. The consultants shall contact 20 consumers of departmental services and shall elicit information on problem areas through structured interviews. The consultants shall suggest appropriate measures for overcoming these problems.
  - future plans/ vision of the department for Information Technology usage: identification of specific e-governance projects with approximate cost and time implications.
  - a comparison of the current and proposed Information Technology usage with the best practices in some other States.
  - constraints faced by the department in taking up computerization

- Segregation of departments into the following three categories
    - little or no computerization
    - medium level of computerization
    - high-level of computerization
- Identify possible areas of computerization and e-governance (at a high-level) for all the departments under study -benchmark them against best practices to be found in the country and specify levels to be reached in a phased manner with time and cost implications.
- Make high-level recommendations for leveraging IT for better delivery of services to the citizens for citizen centric departments.
- Design, canvassing of the same and compilation of results thereof of an appropriate questionnaire which shall be duly approved by UPDESCO.
- Assist in the preparation of an IT Road Map for UP based on the findings by sharing data and findings with UPDESCO and the appointed agency.

The State Departments have been categorised into two categories:- the ones which are involved in development work and have a citizen interface like Agriculture, Rural Development, PWD, Roadways etc; the second category are the ones who do not have a direct interface with the citizens like Planning, GAD, SAD. Protocol, Banking, Law, Appointments etc; but their work reflects on the efficiency of the government as a whole and also the citizen interface departments.

The assignment is being executed in two separate studies.

Study I Intensive study: All citizen interface department was contacted individually by the consultants and information solicited through structured questionnaire and interviews. Record of formal and non formal discussion shall be maintained. The number of departments to be studied is 17. The intensive study forms a separate tender and is being done concurrently with this extensive study.

Study II Extensive study: All departments with or without citizen interface forming a part of this extensive study shall be solicited through mailed questionnaires followed by individual visits, if needed. The number of departments being studied are 38.

The level of Capacity Building needs for these entities are categorized in four levels which are meant to provide an indication of the Capacity Building needs of the organization against a particular element and are not exact quantitative measurements since it is extremely difficult to quantify the various capacity dimensions. The Capacity Building requirement needs are defined in four point scale – *'Very High', High', Average' and 'Low'*. The assessment grids/matrix appearing in related chapters specify the Capacity Building needs on this four scale.Based on the study, following departmental applications have also been identified;

Department wise specific projects
(Based on PWC Study Data)

S. No.	Department	Specific eGovernance Project
Department selected for Intensive "As –Is" Study (Based on PWC Study Data))		
1.	Board of Revenue – Department of Revenue	GIS based software on land ownership Issuance of record of rights Issuance of map
2.	Department of Tax & Registration	Issuance of encumbrance certificate Registration of property
3.	Department of Transport	Permits of all kinds, Vahan & Sarathi at all locations
4.	Department of Milk Development	Registration of societies with details of each member Milk collection status Milk processing and distribution status Database on marketing of milk and milk based products
5.	Department of Urban Development & Municipalities	GIS based departmental application software of properties / all entities under the municipality jurisdiction. Assessment of property tax, mutation of property. Generation of licenses like pet, food shops etc (from health section) Issuance of B&D certificates
6.	Department of Rural Development	Core application software on departmental schemes
7.	Department of Panchayati Raj	Core application software on departmental schemes, their implementation status and expenditure statement each scheme wise / panchayat wise
8.	Department of Trade Tax	Core departmental Software on taxation Registration and issuance of UPTT number
9.	Department of Housing	GIS based system
10.	Department Agriculture	Core departmental application

Capacity Building Proposal of U.P.

S. No.	Department	Specific eGovernance Project
Department selected for Intensive "As –Is" Study (Based on PWC Study Data))		
		Registration and issuance of licenses for various types of manufacturers / dealers / and retailers
		Status of stock at various stock points
		Technology related database
11.	Department of Small Scale Industries	Database of industries with registration and renewal module
		Database of projects that are handled by the department and technology know how
12.	Department of Social welfare	Software on departmental schemes and database on beneficiaries
13.	Department of Basic Education	The department has core software the same needs to have functionality enhancement
14.	Department of Labour	Core departmental software for the office of labour commissioner
		Software for employment & training with modules like registration of the job seeker, and industry employment opportunities, database on the students in various ITI in the state
		Core software for court related matters
		Software for Insured Personnel for ESI

S. No		Specific eGovernance Project
	Department selected for Extensive "As –Is" Study (Based on PWC Study Data)	
1.	Department of Additional Sources of Energy	Software application on Project Identification, Assessing the potential of utilizing the source of energy in converting into energy
		Project database with information on subsidy provided with each project.
2.	Department of Excise	Software for accepting (web based) permits / approving and then issuing the same.
		Revenue collection system (district wise / unit wise)
3.	Department of Food and Civil Supplies	Software application on stock position, goods upliftment and other core departmental software

S. No	Specific eGovernance Project	
	Department selected for Extensive "As –Is" Study (Based on PWC Study Data)	
4.	Department of Environment	Database that collects information on various environmental assessment factors from various departments
5.	Department of Forests	GIS based system for forest department and database on forests, and bio diversity. Integrated software that issues passes (all types) from various check posts, with functionality of revenue collected at each unit of the department
6.	Department of Estates	Database on all properties of the department with the functionality of occupancy, maintenance and expenditure on each of the property. Core departmental software connecting all the Government departments for indenting of permissible items, tracking of status of indent.
7.	Department of Cooperatives	Core departmental software on members of the societies
8.	Department of Secretariat Administration	Core departmental software connecting all the Government departments for indenting of permissible items, tracking the status of their indent. Gate pass issuance system; With pass approval from the desk of Administrative officer and printing at the gate. The system to have web functionality of requesting for appointment / pass from web itself.
9.	Department of Higher Education	Software application having database of all the postings at all levels.

Source: Pricewaterhouse Coopers

Note These projects are recommendatory in nature and specific projects alongwith phasing shall be developed at the time of preparation of DPRs. For the time being this identification serves as the base for developing the Capacity Building proposal around these projects.

4.1 SYSTEMS AND INFRASTRUCTURE

Based on the findings of the As-Is-Study, the Systems and Infrastructure for the various departments were assessed on the following parameters;

- Decision making Framework - Formal lines/systems for decision making that involve participation; dissemination of decision

- Knowledge Management - user-friendly and comprehensive systems to capture, document and disseminate knowledge internally in all relevant areas

- Technology Infrastructure : Computers, application, networks, e-mail, website - fully networked computer hardware with wide range of up-to-date software applications

- Database and Management Reporting Systems - Comprehensive electronic database and management reporting system etc

The matrix below summarizes the Capacity Building needs for this element of the Capacity Building framework for each of 55 selected departments (selected for As-is-Study)

Department wise Systems & Infrastructure Status (Based on PWC Study Data)

S. No	Departments	Capacity Building Need			
		Very High	High	Average	Low
	Selected for Intensive "As –Is" Study				
1.	Board of Revenue – Department of Revenue		√		
2.	Department of Tax & registration		√		
3.	Department of Finance & Treasuries			√	
4.	Department of Transport		√		
5.	Department of Milk Development	√			
6.	Department of Urban Development & municipalities	√			
7.	Department of Rural Development		√		
8.	Department of Panchayati Raj	√			
9.	Department of Trade Tax		√		
10.	Department of Housing		√		
11.	Department Agriculture		√		
12.	Department of Small Scale Industries	√			
13.	Department of Social welfare	√			
14.	Department of Basic Education		√		
15.	Department of secondary education				
16.	Department of Labour	√			

S. No	Departments	Capacity Building Need			
		Very High	High	Average	Low
	Selected for Intensive "As –Is" Study				
17.	Department of Women & Child Development	√			

S.No.	Departments	Capacity Building Need			
		Very High	High	Average	Low
	Selected for Extensive "As –Is" Study				
1.	Department of Additional Sources of Energy		√		
2.	Department of Minority Welfare	√			
3.	Department of Excise		√		
4.	Department of Horticulture and Food Processing	√			
5.	Department of Jails	√			
6.	Department of Food and Civil Supplies	√			
7.	Department of Sugar and Sugarcane Development	√			
8.	Department of Home	√			
9.	Department of Health			√	
10.	Department of Law and Judiciary	√			
11.	Department of Planning	√			
12.	Department of Election			√	
13.	Department of Appointment	√			
14.	Department of Environment	√			
15.	Department of Animal Husbandry	√			
16.	Department of Tourism	√			

S.No.	Departments	Capacity Building Need			
		Very High	**High**	**Average**	**Low**
	Selected for Extensive "As –Is" Study				
17.	Department of Administrative Reforms	√			
18.	Department of Technical Education	√			
19.	Department of Land Development and Water Resources	√			
20.	Department of Minor Irrigation	√			
21.	Department of Public Works				
22.	Department of Forests		√		
23.	Department of Estates		√		
24.	Department of Science and Technology	√			
25.	Department of Cooperatives	√			
26.	Department of Secretariat Administration		√		
27.	Department of Irrigation	√			
28.	Department of Vigilance	√			
29.	Department of General Administration	√			
30.	Department of Public Enterprises	√			
31.	Department of IT and Electronics	√			
32.	Department of Information and Publicity	√			
33.	Department of Higher Education	√			
34.	Department of Medical Education	√			
35.	Department of Rural Engineering Services (RES)	√			
36.	Department of Family Welfare	√			
37.	Department of Fisheries	√			
38.	Department of Khadi and Village	√			

S.No.	Departments	Capacity Building Need			
		Very High	**High**	**Average**	**Low**
	Selected for Extensive "As –Is" Study				
	industry				

Source PwC

Note : 1) Above assessment is based on the survey of As-Is-Study being conducted by M/s Pricewaterhouse Coopers in the State. Though the survey of almost all the departments is complete, a few departments are still being questioned for the study but the needs of these departments are assessed based on the preliminary investigation of these departments.

2) Finance, Treasuries, Health and Election have been categorised in average category as they are comparatively most advanced and therefore their need is lesser. High need category departments are Revenue, Tax and Registration, Transport, Rural Development, Trade Tax, Housing, Agriculture, Basic Education, Additional Sources of Energy, Excise, Forests, Estates and SAD. In these departments some effort has been made, but a lot needs to be done.

4.2 HUMAN RESOURCE

As mentioned earlier, a pro-active HRD policy is declared in State I.T. Policy with specifically focuses on training of existing manpower as an ongoing scheme of the department. The departmnents takes up the training of Government employees who are working or will be working on the Information Technology projects of various departments. The Departments of IT & Electronics, GoUP has issued Government Orders vide GO No 1157/76-17-2001 dated 13/08/2001 indicating the list of training institutes for the basic training programs in Information Technology for Government employees.

5. INSTITUTIONAL INFRASTRUCTURE

The State plans to build appropriate capabilities within the various state departments with focus on building and strengthening the elements of the Capacity Building framework. The institutions in the current governance structure along with their constituents, roles etc are given in Annexure-2

Few of the important existing and proposed institutional structure for the State of Uttar Pradesh to implement and execute e-Governance projects, and effectively build capacity is detailed below;

- **An IT Advisory Committee** at the highest level i.e. Hon'ble Chief Minister of the State is in existence since 2001. This committee would push the agenda and vision for the development of ICT and e-Governance in the State

- **Apex Committee** headed by the Chief Secretary has been constituted to continuously provide guidance and monitor progress of e-governance projects. The committee would essentially be responsible for crystallizing the agenda and vision and monitoring the implementation of the e-Governance roadmap for the State.

- **A State IT Steering Committee** Chaired by the Chief Secretary the committee provides Policy inputs to the Department of IT.

- **An IT Vision Group** comprising of leaders from the industry and Government will advise on strategic issues related to the development of IT in the State, under the Chairmanship of the Industrial Development Commissioner..

- **A Technical committee** under the chairmanship of Principal Secretary, Department of IT & Electronics, GoUP has been constituted to provide technical inputs to Apex Committee & Vision Group

5.1 STATE E-GOVERNANCE MISSION TEAM (SEMT)

A team of three persons under the Principal Secretary, IT & Electronics, GoUP is functioning as SeMT and has been involved in framing and monitoring the State e-Governance Plan (SeGP) presently. This is being strengthened by forming the **Centre for e-Governance UP** and the appointment of consultants in the following areas:

1. Change management

2. Technology Expertise

3. Financial management

4. Project preparation, evaluation & monitoring

5. Personal Technical Assistants

- The selection for a service provider through competitive bidding for providing manpower for state e-Governance Mission Teams and Project e-Mission Teams has been started and shall be finalized soon.
- Expressions of interest have been called from Consulting firms/company or Consortium of firms/companies

5.2   CENTRE FOR E-GOVERNANCE (CEG)

The *Centre for e-Governance* (CeG) which shall house the SeMT is being formed as a society. The bye-laws have been finalized and have been vetted by the State Law Department. The role and scope of CeG has been defined in the bye-laws.. The CeG has been registered as society. It primary objectives shall be;

- *Centre for e-Governance* (CeG) would be the nodal agency of the State and shall be the resource support to the SeMT and would also function as the technical secretariat of the Apex Committee and DoIT, GoUP in implementing the role envisaged for these institutions. CeG would also support the departmental initiatives in terms of guidance and augmentation to internal capacities i.e. PeMT. CeG would also be the funding vehicle for all Capacity Building initiatives under NeGP. It would over a period of time also serve as an agency that would be developed as a financial vehicle for collecting user charges and sustaining operation and maintenance of e-Governance projects where required.
- CeG would be responsible for appraising all departmental projects before approval of the Apex Committee to ensure that they are in line with the various requirements (core policies) of the Centre/ State with respect to e-Governance project design and implementation. It shall also be responsible for undertaking impact assessment of various e-Governance projects in the State.
- CeG would focus on the overall perspective under the State e-Governance Plan to be developed by it, and advise the State finance department for vetting and sanction of proposals for State funding.

5.3   PROJECT e-GOVERNANCE MISSION TEAM (PeMT)

The GoUP departments have been directed vide GO No 964/78-2-2005IT/ 2005-TC dated 18/7/2005 to form Project e-Governance Mission Teams. Almost all important departments have reported compliance of setting up mission teams and appointing nodal officers. These teams have been brainstorming with PwC for the As Is study and are ready to be strengthened with consultants under the Capacity Building proposal to enable them to prepare their DPRs.

5.4 STATE WIDE AREA NETWORK (SWAN)

The National e-Governance Plan (NeGP) of Government of India (GOI) has a clear focus on improving delivery of government services to citizens. Towards this end, it has identified several Mission Mode Projects (MMP) both at Central and State levels. NeGP recognizes that creation of independent infrastructure required to ensure service delivery by each department is neither cost effective for government nor convenient for the citizen, Hence an integrated State Wide Area Network (SWAN) as a backbone for delivery of e-Governance applications has been identified as one of the Core Infrastructure Project under the NeGP. Department of Information Technology, GOI is the nodal department for these MMPs projects and Cabinet Committee on Economic Affairs (CCEA) has approved the SWAN scheme for implementation in 29 states and 6 UTs. The SWAN scheme proposes to establish a minimum 2 Mbps connectivity upto block level through extension and creation of State Wide Area Networks (SWANs) across the country.

The state government of Uttar Pradesh has in principle designated National Informatics Centre (NIC) as the prime implementation agency for the SWAN for establishment of the Network in the state. The project budget outlay approved by GOI is Rs. 168.72 Crores.

A state level SWAN implementation committee under the Chairmanship of Industrial Development Commissioner (IDC), GoUP has been constituted vide GO No. 753/78-2-2005-21 IT/2004, dated 25.05.2005. The state has decided to use BSNL bandwidth for SWAN based on the criteria fixed by GOI and recommendation of the implementing agency. Service Level Agreement (SLA) with NIC is to be finalized on the pattern of the draft agreement finalized by GOI for the states. SLA draft to be signed with BSNL, the bandwidth provider is also ready. For network monitoring, state proposes to have a third party Network Auditor to verify the uptime and the other features of the network. NIC has given estimates for point of presence (POP's) and the state government has made budget provisions and is issueing financial sanctions for the same. POP's have also been notified by the state government. The design of the POP's has been finalized and the money for creation of POP's is being transferred to the concerned District Magistrates directly by the State Government.

The proposed network shall have following features:

1. Data, Video and Voice (IP Based) which shall be reaching to all the districts and ultimately more than 100000 villages of the state.
2. Integration with Secretariat Campus Area Network (SCAN).
3. Interconnection with NIC's NICNET.
4. Instant Fail Over Mechanism and possibilities of Disaster Recovery Management.
5. POPs upto block (813 in numbers) and 307 thesils shall be established. Horizontal connecctivity through wireless technology as list mile connectivity is proposed. National Informatics Centre (NIC) has been selected as implementing

as per SWAN guidelines of Government of India. This will provide the requisite bandwidth for other e-Governance implementations to operate successfully and work in coordination with various other applications on a real time basis.

5.5 LOKVANI SOCIETIES

Lokvani is an e-governance initiative of the State Government, the Lokvani was conceived by the District Magistrate, Sitapur. The initiative is, on the one hand realising the governments commitment to the Right To Information, and on the other is creating job opportunities for the educated unemployed youth in the district. The Lokvani project (a public grievances and facilitation system) is successfully running in the district Sitapur since 2004. The project is being rolled out in all the districts of the State.

The project is implemented through an autonomous society called Lokvani Society. The information related to the government departments is made available to the kiosks which are formally registered by the society, who also provides them with a login name and password. The lokvani website is hosted on the NIC server at Delhi. The project uses the existing cyber cafes/ computer training institutes and even the Telephone PCOs, duly upgraded with required equipment, as the licensee Lokvani Kiosks. This has been done to ensure long term viability and sustainability to the kiosks. A rate list for services has been finalized and care is being taken that the licensees do not overcharge the customers.

Services like Land Record, Arms License application status, GPF account of basic education department teachers, Online registration, disposal and monitoring of public grievances, Information on various government schemes, prescribed government forms, list of different development works/ schemes/ expenses/ beneficiaries, ec., details of work done under MPLAD/ Vidhayak Nidhi, Allocation of funds to Gram Sabhas under different development schemes, Allotment of food grains to Fair Price Shop Owners and other information of topical interest is being made available through the Lokvani kiosks.

The Lokvani website has also been enabled for IVRS and information is now available through telephone. Another important development in the service orientation of Lokvani has been the implementation of delivery of 'Nakal Khatauni' by courier to the citizens. Touch screen kiosks are also proposed to be added to the Lokvani network soon.

A Lokvani society under the chairmanship of the District Magistrate shall be formed in all the districts of the state for the purpose. A GO along with proper guidelines vide no. 876/78-2-2005-8 I.T./2005 dated June 16th, 2005 has already been issued. At present. 26 district have formed Lokvani societies while rest districts are in the process of forming the societies.

5.6 COMMON SERVICE CENTRES (CSCs)

Advances in Information and Communication Technologies have made it possible today to provide a whole range of high-quality and cost-effective services relating to video, voice and data content through a single communication channel using appropriate terminal equipment. This opens up a whole realm of possibilities for provision of e-government, entertainment, education, telemedicine, e-commerce, info-services, etc. Government of India is committed to leveraging these advances in Information and Communication Technologies (ICT) for the benefit of the citizens, especially those in rural and remote areas. It is therefore considered necessary to create a network of access points termed as Common Services Centres (CSCs) throughout the country as outlets for such services. The U.P. Government has decided to open CSCs in the state on experimental basis. Orders have been issued to open one kiosk in every district and connect it to the local area network of NIC for information retrieval. The software for the kiosk is being developed by NIC. In addition U.P. is also participating in the GOI sponsored CSC project. The main features being considered are as follows;

- State Government designated agency shall be Department of Information Technology, (DOIT), GoUP for the project.

- State Government is to select Service Centre Agency (SCA) from the panel to be provided by National Level Service Agency (NLSA) of GOI. - keeping in view of the large area of the state 2-3 SCA's may be appointed for Western, Central & Eastern part of U.P. Updeco, already a designated agency for State e-Governance initiatives shall also be the SLA for this CSC project in U.P.

- Village Level Entrepreneur (VLE's) are to be selected by State level Agency (SLA) in consultation with NLSA. - State Government shall be involved in the selection procedure and VLE should necessarily be resident of U.P. Existing VLEs under Lokvani shall be given priority and CSC shall be integrated into the Lokvani concept.

- Usage of the State Wide Area Network (SWAN) is to be free for SLA/VLE for 5 years and services required by State Government would have to be paid for an mutually agreeable terms with SCA/VLE. Revenue sharing model may be devised by the State departments. - The NLSA will be requested to devise revenue sharing model which includes cost of usage of SWAN and services required by State government.

- The modalities of CSCs are being worked out between GoI, GoUP and the NLSA which is IL&FS. A workshop is being organized in March, 2006 to sensitize the departments about the proposed scheme.

6. STRATEGY FOR CAPACITY BUILDING

E-government is a way for governments to use the new technologies to provide people with more convenient access to government information and services, to improve the quality of the services and to provide greater opportunities to participate in democratic institutions and processes.

For the implementation of the e-governance vision, the government must focus on the following areas in order to develop the required capacity to deliver as per the goal :-

> ➢ Policy and Institutional Structure for e-Governance program implementation
>
> ➢ Putting in place appropriate Policies and Standards
>
> ➢ Capacity Building for initiating and sustaining the e-Governance initiatives under NeGP
>
> ➢ Training of the existing employees
>
> ➢ Process Reengineering
>
> ➢ Delivery channel optimisation

The adoption of e-government innovation and strategic planning will have benefits for government in the delivery of more effective and efficient information and services to the citizens of Uttar Pradesh. The e-government initiatives already taken in the state have been listed in the previous chapter. The task for the Government is to build on these individual initiatives and develop them into a comprehensive plan for achieving the benefits of e-government more widely on behalf of all the citizens of Uttar Pradesh.

The citizen expectations from the e-government can be summarized in the following points

- Easy and faster information access about the government, its services,

- Flexibility in accessing the services of the government, with services available where and when there is a demand

- Responsiveness to feedback about the content and quality of services

- The citizen should be able to get the services from the government in an integrated manner. For e.: At the child birth, the citizen has to interact with the Hospital, Local body for the birth certificate. There should be a mechanism for the different agency to share the information and the citizen should not be made to run from one agency to the other.

The UP government considers the following essentials for strategy for the e-Governance initiatives can be grouped by the user segment served:

Government to Citizen (G2C): The e-governance must achieve the following for the citizens:

1. Provide one-stop, easier access to information and services to individuals

2. Reduce the average waiting for the citizens to avail the services.

3. Provide the citizens with a transparent view of the government processes.

Government to Business (G2B). The e-governance must achieve the following for the businesses:

1. Reduce burdens on business, provide one-stop access to information on rules and regulations

2. Reduce the burden of compliance by reducing the instance on the business to report the same data, multiple times to multiple agencies.

3. Enable online applications and clearances.

Government to Government (G2G): The e-governance must achieve the following for the businesses:

1. Assist the state and local governments to more easily work together to better serve citizens within key lines of business.

2. Provide administrative savings for the government departments

3. Improving the way that information is shared among all levels of government has numerous benefits.
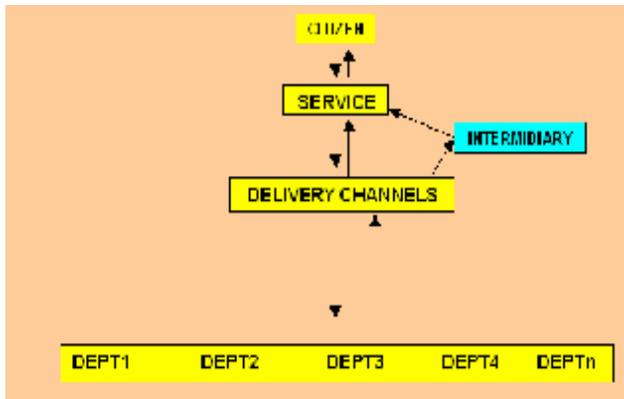

Figure : Schema of Elements in e-Governance and their Relationships

4. Reduce the non-value adding activities work for the workers in the government department

5. Providing enhanced access to high quality training and competency development for state employees.

It is essential that GoUP adopt a strategic framework for the achievement of its e-governance Vision. This diagram gives a schematic view of the various elements of the strategy and their relationship.

As a strategy, GoUP in order to achieve its e-government vision, intends to focus on the following

- Customers

- Services

- Delivery channels

- Performance Measures

6.1 Customers

The GoUP customers are grouped under the following categories based on the type of the relationship they have with government. These categories are:

- ***Citizens***: The citizens are the population of Uttar Pradesh including both the residents and tourists. 'Residents' constitute the largest customer segment and the most frequent users of the majority of services of the GoUP departments and information. Their relationship with government can be summarized as follows:

    1. Use the government infrastructure in terms of roads, Health facilities, drainage networks, irrigation networks, public parks, etc.

    2. Access the departmental services such as payment of taxes, registration of transactions, issue of various types of certificates, etc.

    3. Report problems and provide suggestions.

- ***Businesses***: This refers to the public and private sector organizations that access the services and information from the Government departments. Their relationship with GoUP can be summarized as follows:

    1. Businesses that need start up services like registration, licenses, etc.

    2. Organizations need regular services like payment of taxes, filing of returns, etc

- ***Employees***: The employees of the GoUP are very important customers of the government. They are not only the public face of the government also access the major services like payroll, benefits, etc.

Based on the discussions with various department and some of the citizens, study of similar initiatives elsewhere, the key customers' expectations from E-Government are summarized in the table (Table 6.1) below.

Table 6.1

Customer type	E-government requirements
Citizens	– Single and easy point of contact for each service. Customers should be able to quickly and easily learn about the different services offered by various departments and how to request such services.
	– Clear and accurate information about each service and transaction. Customers should be able to use the E-Government channel to follow-up and track the progress of their transactions remotely and conveniently.
	– Service levels will be defined for every service, to measure the quality of service delivery. A service level has to be agreed upon by the responsible authority for each of the measurable outcomes.
	– Efficient and effective resolution of complaints. Complaints should be resolved promptly and customer must be kept abreast of the progress made in resolving their complaints.
	– Customer-oriented and transparent service delivery processes. Customers

Customer type	E-government requirements
	should be shielded from the various GoUP internal operations and activities involved in delivering a service. Customers should not be required to interfere in inter-departmental communications to expedite the processing of their transactions.
Businesses	– Single and integrated view of the business relationship across all departments and services. Businesses expect the GoUP departments to have a consolidated view of their transactions across all departments. Businesses should no longer be required to provide the same information repeatedly and follow-up transactions across departments. – Simplified decision cycles. Businesses require the E-Government services to be supported by simplified decision cycles to cater for the faster turnaround times – Electronic exchange of information with other governmental organizations. Businesses require DM to integrate electronically with other governmental organizations. This would help minimize the time required for compiling, endorsing and validating official documents collected from various governmental organizations (e.g. Trade tax department, Department of taxation and registration, etc.)
Employees	– Reduce the workload of the employees, who need to perform the same task repeatedly. – Better MIS systems for improving the internal efficiency of the departments – Better system for availing the government benefits for the employees

6.2 Services

Depending on the type of interaction with the customer, the various department services can be classified into two key categories:

1. *Informational Services*; includes those services that solely provide information to customers and does not involve processing of any transactions or documents. For example, advertising the bus routes of public transport. Informational services have relatively simple back-office operations and can be easily be E-Government-enabled.

2. *Transactional Services*; includes those services where customers require specific actions to be taken by the department. For example, issue of driving licenses. Transactional services mandate a higher degree of customer interaction and more complex delivery operations than informational services.

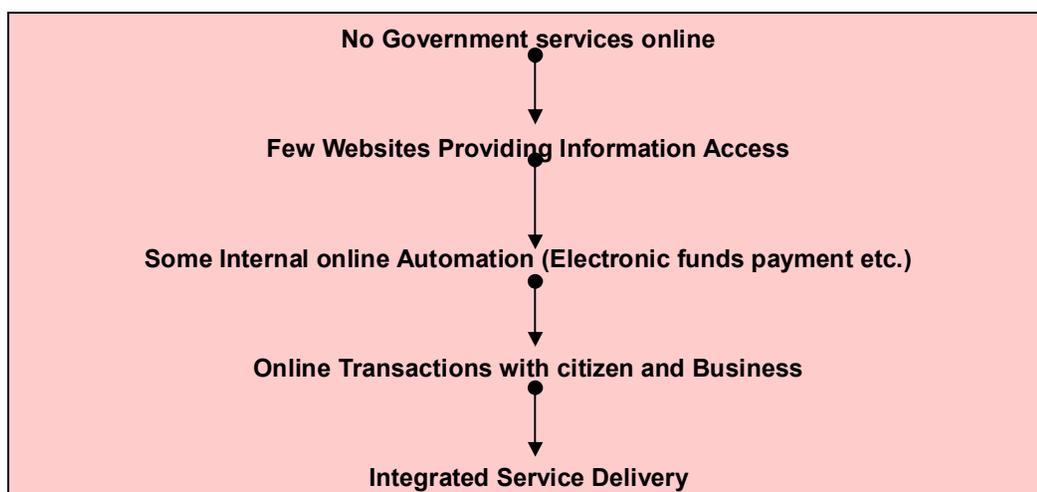The following table (table 6.2) compares the characteristics of the informational and the transactional services.

Table 6.2

	Information Service	Transaction service
Core Operation	Deliver information to the	Request services from the

---

	Information Service	Transaction service
	customers	Government department
Information flow	One way: Outbound to customers	Two way: Interactive
Delivery Process	Simple	Simple/Complex
Required Government Investment	Moderate	Moderate/High
Operational Risk	Low	High
Attributes contributing to the e-Government implementation complexity	Degree of System integration, Data Timeliness, Data structure, Data Ownership and Data accuracy	Number of documents, work flows structure, decision cycle and system integration.

The Internet, and its associated technologies and business models, is profoundly affecting the way government, business and people inter-act with each other. It has been noted that the e-governance service transformation follows a four stage growth model, as shown in the diagram (Figure 6.2) below.

No Government services online

↓

Few Websites Providing Information Access

↓

Some Internal online Automation (Electronic funds payment etc.)

↓

Online Transactions with citizen and Business

↓

Integrated Service Delivery

Figure 6.2 : Typical e-Governance Transition

Phase 1 — Web presence

Departments provide a website to deliver basic information to the public.

This phase is represented by departments raising awareness of their purpose and services through a web *presence*. It may simply be information that outlines what the department does, what services it provides and how it operates. It may also include reference to contact points if citizens require further information or wish to conduct avail the services of the department. In this phase, the is very little scope for citizen interaction or two-way communication without resorting to use of traditional channels of service delivery, nor can citizens manipulate information or interact with it in any other way than simply viewing it.

Phase 2 — Interaction

Departments extend the capability of their website *so people who used to visit a government office now have online* access *to critical information, can download forms, and can contact the agency by email.*

This phase represents the primary development of citizens interacting with government via online facilities. Whilst citizens may still access information and services through traditional channels, such as by phone or in person, phase two represents an environment in which citizens can order and execute services online. They may also manipulate information databases, use search mechanisms and linkages to other related sites. This phase also introduces the beginning of common entry points, like the state government portal, that aim to remove the need for citizens to understand government structures to access government services, and deliver the first high-volume transactions in limited instances.

Phase 3 — Transaction

The departments add self-service applications to their websites so that people can complete entire transactions or processes online. The web begins to complement other service delivery channels, providing around the clock access independent of users' geographic location. Increasingly, agencies develop services *that involve* different *agency business delivery systems that are seamlessly integrated.*

In this phase, citizens are able to equally access government services via many channels (e.g. online, wireless or PDA technologies) of delivery and department begin to reform their business processes such that services can be delivered via a variety of channels as a matter of course. This will increase the convenience factor for citizens and businesses using government services.

Phase 4 — Transformation

The delivery of government services and potentially the operation of government *itself is redefined. Information, service delivery and* government *processes are integrated across traditional boundary lines. Information and services are increasingly customized to the particular needs of individuals and businesses. The identity of individual department matters less to people as information and services are accessed through a single point of contact. E-government reshapes the relationships between government, individuals, and business1.*

This phase is characterized by a seamless interface and integrated service delivery model in which the relationship between citizens, government and business has been transformed. Multiple channels of service delivery are a given

We have in mind that, with this model:

- Different services will sit at different points along the curve. Some services will only ever need a simple web presence, while others may never involve online transactions, or be part of integration efforts.

- Some services will never be delivered electronically

- Departments should consider where each of their services or functions should be positioned on the curve, rather than where the organization as a whole should sit.

6.3   Delivery Channel

The delivery channels represent the means through which electronic services are delivered to the customers. Identifying what channels to use is a key success factor for any effective E-Government strategy.

The choice of delivery channels has a major impact on the following:

- Technology infrastructure required to support the channel (i.e. Hardware, Software and Network);

- Business processes and procedures required to operate the channel; and

- Organization structure required to manage and deliver the electronic services (i.e. skills, roles and alliances).

GoUP has chosen five possible delivery channels to use in e-Government. These channels are:

1. ***Existing department service channels:*** Providing all the services of a department through facilitation counters in a service oriented approach is the significance of this channel. This is important in certain departments where the interface and involvement of customers in availing the services is high for example transport department where obtaining a driving license would involve photography, driving test etc. Such services cannot be provided through the common service centers.

2. ***Internet***; where customers can use desktop and hand-held computers to connect to government's web site to request services and search for information make payments, etc.

3. ***Phone (Call Center or IVRS facility)***; where customers can call GoUP's hot-lines and emergency center to request services and request information. 'Phone' is considered as an electronic delivery channel due to the potential use of 'Call Center' and 'Interactive Voice Response' technologies. The IVRS technology has been extensively tried in LOKVANI and SULABH applications.

4. ***Mobile Computing***; where customers can request services and information through mobile phones and hand-held digital personal assistants).

5. ***Kiosk***: The stand alone 'ATM-like' electronic device where customers can access GoUP's corporate web site over the Internet without having to own personal computers. GoUP is establishing a network of Kiosk machines to cover the state headquarters, which shall be extended to block and village level. This network will

provide residents with an easy and free access to GoUP's services and information including electronic payments.

6. **Citizen Service Centers**: Information dissemination, acceptance of service requests and delivery of services through citizen service centers is one the objectives of the departments providing services to the citizens. This involves integration of the backend applications of departments with Citizen Service centers. The Citizen Service center have been taken as an electronic channel of delivery as it will be providing the services to the various government department through a single interface using the electronic integration. Government of India through the CSC scheme is also establishing kiosks in about 10,000 villages in UP.

In future Digital TVs; where customers can request services and information through their TV sets can also be used as a delivery channel, but since it is not pervasive in the Indian context, it has not been discussed in details. However, it is essential for the policy makers to note that such a delivery exists for future.

6.3.1 Optimization

The five different delivery channels were analyzed in terms of required GoUP investment, required Customer investment, customer's 'ease of access', customer's 'breadth of access' and maturity of supporting technologies.

Table 6.3

Phase	Recommended actions	Rationale
I- Establish Primary Channels	In the first year of the E-Government program, we believe that GoUP shall focus on the following. – The state has to pursue enhancing the current portal www.upgov.nic.in to a single point entry portal with standardized interface where all the departments can publish the information and provide services to the citizens and businesses. – Establish a government a call center and establish the information kiosks in pilot districts. – Focus on the basic and essential capabilities and features of each channel. – Set-up and refine the administration and management processes of the channels. – Improve the service delivery of the existing delivery channels	– The Internet, call center and the kiosk can used as the delivery channel for the dissemination of information – A large up-front investment citizen service centers could cause cash flow and distraction problems. – The Citizen Service centers though provide a good visibility impact, they require high backend integration and mature service delivery processes. – The recommended channels would still support a limited access through Mobile Computing.
Provide Extended Reach	In the following 2 years we believe that GoUP shall: – Integrate the existing Internet and Call Center channel to maximize efficiency and effectiveness. – Extend its reach by deploying a network of Citizen Service centers across the State.	– By the end of the first phase, GoUP would have established a large E-Government customer base, especially among businesses and computer-literate customers. – GoUP would then be challenged to expand its customer base by reaching

Phase	Recommended actions	Rationale
	– Extend the services of the kiosk to include the interactive services. – Extend its reach by amending the existing channels with Mobile Computing capabilities. – Focus on shifting the majority of its work load from the traditional channel(s) (e.g. 'department delivery channels) into E-Government. – Use the existing channels (e.g. Internet) for marketing and advertising the new channels (e.g. Kiosk).	out to other customer segments. Specifically, those customers who do not have a ready and easy access to the Internet, either due to financial limitations or lack of computer knowledge.
Establish Secondary Channels	After the successful roll-out of the second phase of the delivery channels, GoUP shall : – Focus on monitoring the overall performance of the various channels in terms of utilization, operational overhead, revenues, etc. – The Government can in this phase start roll-out of the Citizen Service center in the PPP model and can also think about the Digital TV as the new delivery channel.	

6.4   Performance Measures

It is very essential for the government to continuously monitor the progress of the e-governance projects. Monitoring and Evaluation (M&E) provides the link that would enable on a continuous basis to learn from experience and help the government of Uttar Pradesh to monitor the effectiveness of the e-Governance plan. M&E tracks changes in services provided (outputs) and the desired results (outcomes), providing the basis for accountability in the utilization of funds released under the plan.

To ensure that "citizen focus" goes beyond the realm of strategy document, the State must defined an outcome policy that focuses on achieving service levels across all the e-Governance projects to be undertaken within the State. While the service levels to be achieved would have to come from the department, the targeted service levels for the State are presented in the table (Table 6.4) below.

Table 6.4

	Category of Service	Benchmarked Service Levels
Information	Information Availability / Dissemination	Online & through service points Updated at least every 7 days Changes uploaded within 1 working day
Information	Availability of Forms	100% forms available Online & through service centers Changes updated within 1 working day
Information	Submission of Application	Online & through service centers Changes updated within 1 working day
Delivery of Services	Transaction (w/o verification) (Registration / Certificate / Approvals)	Online, through Payment Gateway <1 working day, through Banks / Service Centers
Delivery of Services	Transaction (requiring personal interface / verification of documents)	Through Service Centers < 5 working days
Delivery of Services	Transaction (requiring personal interface/ field verifications)	Through Service Centers < 10 working days
Service Centers	Service Centers – Department or Third Party	Online Connectivity (Web Based) 99.9% Uptime Urban Areas, within 5-10 sq.km. Services within 15 minutes
Monitoring	Tracking of Application / Grievance Redressal System (including consideration for Right To Information)	Online, Instant Acknowledgement / Reference No Response Time < 1 working days Redressal of Complaint < 7 working days Monitoring Module

The strategic objective of indicating common services and service levels is to provide consistent service levels for all projects that are agreed as part of the State e-Governance roadmap to be achieved in the long term.

6.5   HRD Strategy

The Government of Uttar Pradesh has visualized the importance of having a supportive enabling environment for effectively building capacity. The state is rich in the sense that it institutes of the fame like IITs, IIIT and IIMs, more than 100 engineering colleges and various Central Research Laboratories. The state is capable of producing a high quality and competitive IT workforce of world-class capability who will be the technology and business leaders and welcomed as an asset by the Industry with in and outside the country.

The Capacity Building effort of the State in HRD sector will have the following objectives:

> a)   *Strengthen the IT department by formation of CeG and SeMT to enable it to Pilot the State e-Governance Plan and provide advice and technical support to departments.*
>
> b)   *Developing and providing necessary manpower to the IT sector for its growth and to improve the skill sets available within government both through training and augmenting capacity by providing consultants to assist government departments to develop DPRs and roll out e-Governance applications.*
>
> c)   *To strengthen existing government training institutions for imparting capacity development Training.*
>
> d)   *Sensitization and orientation of supporting environment including top decision makers, politicians, Media makers, politicians, media and citizens.*

With the widespread use of ICT and increased computer penetration in the rural areas as well as the growth in IT industry through intervention of State Policy the sector will also throw up employment opportunities for which too capacities have to be built up in training and institutions for the development of human resources.

The thrust areas for UP are defined in the I.T Policy 2005, which are as follows-

- To encourage and accelerate the use of Information Technology in schools, colleges, and educational institutions in the state, to enable the youth of the State to acquire necessary skills and knowledge of I.T., thereby making them highly employable. The I.T. Sector will be developed in order to provide increased employment opportunities.
- The government shall promote setting up internet clubs for students in all educational institutions.
- IT module in engineering and non-engineering degree and diploma courses shall be introduced.
- The output of students in IT in technical institutions shall be tripled in the next three years to meet the growing market demand.
- Promotion of Distance Education- In order to enable access of Centers of Learning to students "Anywhere, Anytime", initiative will be taken for promotion of distance

education using electronic class rooms. Universities, other educational institutions, vocational training and technical education centers will be encouraged to create infrastructure throughout the state to achieve this objective. Private sector contribution and other feasible sources of investment including local initiative shall also be encouraged.

- Networking of Centers of learning-The State Government shall promote networking of all the universities and other centers of research and learning.
- Helping all educational institutions in the urban centres to put up computer education facilities in the next 3 years.
- Opening at least one Computer Education Centre in an intermediate/degree college in each block. an additional Computer Education Centre in another intermediate college in a second Nyaya Panchayat of the same block, for increasing I.T. penetration in rural areas in the next 5 years.
- Opening state and divisional level training institutions for training the teachers in computer education.
- Developing appropriate course material in Hindi as per requirement of different classes.
- Establishment of Indian Institute of Information Technology (IIIT) at Kanpur.
- To involve premiere institutes such as IIT Kanpur, IIM Lucknow etc., to act as nodal agencies for development of I.T. course material/teachers training etc. for the universities of the State for their B.A./B.Sc./B.Com. level courses.
- Use of network of NIC/private VSAT networks/cable TV networks/ wireless networks/internet/INET/SAT/ERNET to link all schools/colleges/universities/ engineering colleges/research organisations.
- Encouraging private sector investment in I.T. education and training ensuring quality through a Board of Computer Education.
- Encouraging setting up of virtual campuses of reputed overseas universities for I.T. education and establishing suitable linkages in I.T. between state universities and overseas reputed institutions/universities.

In addition to the above the State is also engaged in the following initiatives/plans which shall be helpful for enabling the e-Governance initiatives in the State;

- Focus on training of the existing manpower and development of human resources / trained manpower in various areas.

- Improve the quality, reach, effectiveness and delivery of education systems through the use of IT involving IIT, Kanpur for distant delivery.
- Create an IT friendly culture through education enabling a knowledge based society.

- Computer education in schools. Facilities for IT Education to be provided through the resources and expertise of the private sector

- Training of Government employees who are or shall be working on computerization projects of various departments.

- Prepare and Implement a long-term strategy for in-house human resource development in IT in consultation with concerned departments (IT department to provide consultants of various specialized fields).

- Identification of the prospective IT leaders in the department and their subsequent training of the existing manpower to be the top priority of the State.

- Nodal officers for e-Governance are being designated. Training program for departmental Chief Information technology Officers (CITO) and Nodal Officers is proposed to effectively learn nuances and finer details of ;
    - Policy level understanding of issues
    - Leadership and motivations
    - Techniques for project monitoring and tracking
    - Workable business models of e-Governance projects
    - Program management, technology management etc.

- Department of Information through a Government Order identified the training centres up to the district level for training to its employees

- Based on the requirements of the different departments and State bodies, Department of Information Technology, GoUP shall workout a few • customized training programs, which can cater to the specific requirements of certain departments/other State bodies.

- To cater the sensitization program for to the Ministers/Principals Secretaries/Secretaries/HODs for e-Governance, Department of Informational Technology, GoUP is planning and arrangement with NISG, Hyderabad.

The overall assessment of the enabling environment has been done on the basis of the following parameters:

- HRD Planning: Develop and refine concrete, realistic and detailed human resource plan, effectively use highly qualified resources; human resource plan tightly linked to strategic planning activities.

- Parternerships and alliances development: Built, leveraged and maintained strong, highly impact relationship with variety of relevant parties, relationships deeply anchored in stable, long term, mutually beneficial collaboration.

- Influencing of policy making: Organization proactively and reactively influences policy making; participates and initiates discussion on policy matters.
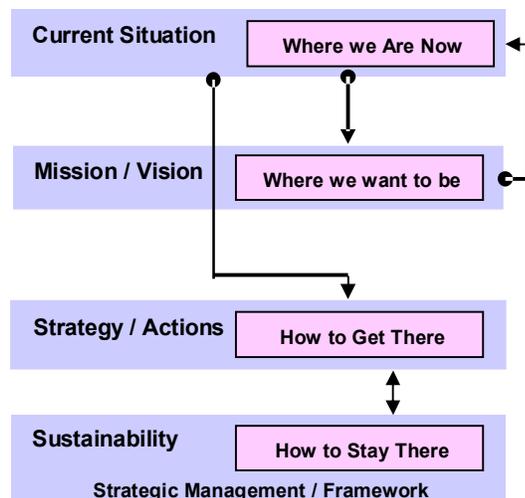
- ▪ Organization processes use and development: For effective and efficient functioning of the organization, robust, lean and well designed set of processes in place in all areas.

7. e-GOVERNANCE APPLICATIONS TO BE TAKEN UP

In order to map progress of the progress in achieving the capacity Building vision, the State has set for itself very clearly defined targets - in line with the overall State e-Governance roadmap.

Current Situation	Where we Are Now
Mission / Vision	Where we want to be
Strategy / Actions	How to Get There
Sustainability	How to Stay There

Strategic Management / Framework

To achieve the vision defined in chapter 2, the state would;

- Prepare a comprehensive and specific action plan for Capacity Building - largely through this roadmap (which would be reviewed every year to map the progress;

- Partner with institutions and individuals to extend and deepen e-Governance knowledge and impart training

- Hire experienced resources (full time and on need basis) with definite plan for skill transfer

- Improve the quality and relevance of teaching, research and practice in Government education on IT and e-Governance for long terms sustainability

7.1 Capacity Building Targets

The State Government has set very clear targets in line with the overall State e-Governance roadmap. these targets have been summarised in the following table. It may be noted that the targets are derived from the input collected in the As-Is-Study.

CAPACITY BUILDING TARGETS FOR THE STATE

Phase 1 (Year 1)	
1.	Hiring of people for SeMT/PeMT
2.	Issue of a Capacity Building Handbook by the SeMT to all State Government Departments including mandatory allocation of certain percentage of the departmental budget on IT/e-Governance training
3.	Finalization of the training calendar and finalization of the State budget for training
4.	Institutionalization of the CITO's across the departments
5.	Finalization of all the strategic partners for implementing the Capacity Building programme
6.	Creation of PeMTs in mission mode departments (11 phase 1 departments)
7.	Training and placement of CITOs and other technical persons across the phase 1 priority departments

Phase 1 (Year 1)	
8.	At least one training/sensitization programme/study tour for the members of SeMT
9.	2 week mandatory training programme for all the members of the Project Implementation Team for the phase I departments across the State
10.	2 day orientation program programme for all the members of Apex Committee
11.	One week orientation/study tour for the Ministers/HOD's of the phase 1 departments
12.	Minimum 5 day training programme for the project leaders across the 11 phase MMP's departments
13.	Approximately 40% employees of the phase 1 departments to undergo basic computer training program
14.	Appointment of Personal Technical Assistants (as part of PeMT) to the Principal Secretaries/Secretaries/HODs
Phase II (Year 2)	
1.	Creation of full fledged PeMTs in the remaining 7 Phase II departments
2.	Training and placement of CITOs and other technical persons across the phase 2 departments
3.	Minimum 5 day training programme for the project leaders across the phase II MMP's departments
4.	2 week mandatory training programme for all the members of the Project Implementation Team for the phase II departments across the State
5.	One week orientation/study tour for the Ministers/HOD's of the phase II departments
6.	Approximately 40% employees of the phase II departments to undergo basic computer training program
7.	Remaining approximately 60% employees of the phase I departments to undergo basic computer training program
Phase III (Year 3)	
1.	Creation of full fledged PeMTs in the 10 more Phase III departments (to be selected at that time)
2.	Training and placement of CITOs and other technical persons across the phase 3 departments
3.	Minimum 5 day training programme for the project leaders across the phase III MMP's departments
4.	2 week mandatory training programme for all the members of the Project Implementation Team for the phase III departments across the State
5.	One week orientation/study tour for the Ministers/HOD's of the phase III departments
6.	Approximately 40% employees of the phase III departments to undergo basic computer training program
7.	Remaining approximately 60% employees of the phase II and remaining of Phase I if any departments to undergo basic computer training program

8. THE BUDGET REQUIREMENTS

Under additional central assistance (ACA), Rs. 7.94 crores has been released by the GOI for the state in March 2005. ACA has been increased from Rs 7.94 crores to Rs 29.65 crores under NeGP Annual Plan 2005-06 vide letter of planning Commission dt. 27-10-2005. Out of these, Rs. 21.00 is to be released to districts for preparation of POPs (Network Operation Centres) at Districts, Tehsils and Block headquarters and Rs. 8.65 crores is available with UPDESCO (state designated agency) for incurring expenditure under the Capacity Building. Additional budget provision has accordingly been made in the state budget through second supplementary demand. Vide letter no 1(2)/05-EGD dated 15-12-05 from Senior Director, DIT, GOI, expenditure on Capacity Building has been permitted for preparation of State road map and related activities like appointment of consultant, arranging/attending workshops etc. Accordingly an expenditure of Rs. 6.29 lacs has already been incurred/being incurred in the following heads;

1.	**Attending Seminars and Conferences on e-Governance**	
a.	Workshop on capacity Building by NISG at Kolkata (2 persons)	Rs. 99,632.00
b.	e-Governance 2005 - by ASCI at Hyderabad (3 persons)	Rs. 91,626.00
c.	National Conference on e-Governance at Bhubneshwar (one person)	Rs. 33,000.00
2.	Part payment on As-Is-Study to M/s Pice Waterhouse Coopers	Rs. 3,78,056.00
3.	Expenses for calling Expression of Interest for manpower/consultants in SeMT	Rs. 25,733.82
	TOTAL	**Rs. 6,29,047.82**

This part of the report gives the summary of the financial impact of the proposed Capacity Building initiatives being proposed by the GoUP as envisioned under the capacity building road map and details the budgetary/funding support required from the Department of Information Technology (DIT), Government of India under Additional Central Assistance for Capacity Building under NeGP. This budget/funding proposal for capacity Building has been prepared as per the guidelines for Capacity Building and Implementation Framework for e-Governance under NeGP which provides for the following;

- ACA allocation should be first utilized for Capacity Building. The remaining amount, including ACA of subsequent years shall be utilized for project implementation.

- The SeMT expenditure required for the next 3 years can be fully met utilizing the ACA which shall cover the expenditure towards;
    - (a) Outsourced Agency/personnel

      (b) Operational expenses

      (c) Training needs

      (d) Hardware and related infrastructure related to effective functioning of SeMT

- The proposed expenses to be incurred on PeMTs from ACA shall be limited to the initial period till the sanction of the project.
- For ongoing e-Governance projects, the ACA fund may be used to set up PeMT and to provide training to the project team if required.
- The balance of ACA after catering to all Capacity Building requirements shall be utilized for other projects with further ACA allocation to the state after proper approval of e-Governance projects under NeGP.
- Hardware and related infrastructure expenses are required for effective functioning of SeMT.

The budget/funding requirements are being broken into various funding sources i.e.

- by DIT, GOI for SeMT/PeMT and training/seminar, study tours etc. under ACA
- by GOI (through DIT/Line Ministries) as part of project funding under NeGP across the various MMPs

The budget/funding requirements are assessed under different heads as follows;

8.1 Infrastructure Cost

The Government of Uttar Pradesh has initiated various measures for creation for institutional framework for State e-Governance Plan (SeGP). The state government is in the process of establishing a **Centre For e-Governance** (CeG) which shall also house the SeMT. The Centre has been registered as society. The space for setting up the CeG shall be provided by the State Government. However the infrastructure cost for setting up the SeMT within the CeG is being proposed under the Capacity Building funds (ACA) from DIT, GOI for NeGP as per following detail;

INFRASTRUCTURE COST (Set-up Cost)						
SIno	Head	Basis/Assumption	Ist Year	IInd Year	IIIrd Year	Source of Funding
1	Computer Hardware and related peripherals (UPS, Printers, Scanners, Barcode readers and other audio/video attatchment etc)	@Rs 80000/- per unit (10 units for Ist Yr, 5 for IInd, 5 for IIIrd)	800000	400000	400000	ACA

2	Establishment of LAN with server & network/barcode printers, firewall etc	For resourse sharing with one server, network color printer	400000			ACA
3	Laptops	3 nos. - For use in presentation, seminars and monitoring purpose	300000			ACA
4	Photocopier, Fax unit	1 unit	300000			
5	Programme/Project Management software	For tracking and monitoring of programme and project activities & report generation	250000			ACA
6	Financial Management Package	for financial accounting of SeMT	100000			ACA
7	Network management Software	For monitoring of SWAN	500000			ACA
8	Presentation Tools such as multimedia projector & Video Recording etc.	For presentations etc	350000			ACA
9	Office Set-up & Maintenance - Furnishing,Misc equipments and appliances (Enhancement in IInd & IIIrd Year)	Lumpsum	1500000	500000	500000	ACA
	TOTAL		**4500000**	**900000**	**900000**	
	GRAND TOTAL				**6300000**	

8.2 Human Resource/Manpower Cost

As mentioned earlier, GoUP is setting up a **Centre For e-Governance** that would function as SeMT. It shall take professionals from IT organizations on deputation/service transfer basis. It shall also hire services from the market on the following area;

- Change Management
- Financial management/ Modeling
- Information Technology
- Programme Management

The manpower cost for the operation of the SeMT for the three year period is based on proposed manpower and also consist of the following;

- Reimbursement of the manpower cost of personnel drawn from the various organization of the state government
- Cost of hiring resources from market
- Incidental cost of the employees – Travel cost etc.

- Honorarium to be paid for various officials to be involved from time to time in SeMT activities (other than Chairman. Secretary and members of the CeG)
- Year wise breakup of manpower

REQUIRED NUMBERS	On Deputation/Service Transfer			Lease (From open market)		
Level	1	2	3	1	2	3
Year-1	1	3	4	2	5	8
Year-2	1	5	4	2	8	8
Year-3	1	7	4	2	10	8

Level - 1 : Senior Level (Jt. Director or above)

Level - 2 : Middle Level (Assistant/Deputy Director)

Level - 3 : Assistant / Support Staff

The specification and criteria for technical manpower is given in Annexure-3.

SIno	Head	Basis/Assumption	Ist Year	IInd Year	IIIrd Year	Proposed Source of Funding
	MANPOWER COST (Summary) - For SeMT/CeG					
1	Reimbursement of the manpower cost of personnel drawn from the various organization of the state government	Average @Rs 50000/- for 4 person in Ist Yr, 6 in IInd and 8 in IIIrd Yr + 4 Secretarial staff @Rs 20000/-PM	3360000	4560000	5760000	ACA
2	Manpower Cost - personnel form open market specilised in various fields	5 Sr Level, 10 Medium Level @Rs2.5 lacs per person PM for Sr Level, @Rs1.75 lacs per person PM for Medium Level + Technical Assistants (15@Rs 75000/- per person per month	49500000	49500000	49500000	ACA
3	Honorarium to be paid for on specific tasks taken up by SeMT to be involved from time to time in SeMT activities (other than Chairman. Secretary and members of the CeG)	Lumpsum	500000	750000	750000	ACA
4	Office Assistants for SeMT/CeG	4 @Rs 8000/- per person per month (Class IV peon, guards etc)	384000	384000	384000	ACA

5	Study Tour	Lumpsum @Rs. 1.00 lacs per person for 25 persons for 3 years	2500000	2500000	2500000	ACA
6	Incidental cost & Office expenses	@Rs. 250000/- PM with average increase 15%+ per year	3000000	3600000	4200000	ACA
7	Transportation & Allowances	@Rs. 250000/- PM with average increase 15%+ per year	3000000	3600000	4200000	ACA
	TOTAL		**62244000**	**64894000**	**67294000**	
	GRAND TOTAL				**194432000**	

8.3 Support to Departments(PeMT) and Project Preparation Cost

As mentioned earlier, As-it-Study for 55 departments (17 selected for Intensive Study and 38 for Extensive Study - As per Annexure-1) is being carried out with the help of M/s PriceWater House Coopers after which the departmental requirement and roadmaps along with state IT roadmap shall be in place. After this the preparation of DPRs of projects including those that are part of state MMPs under NeGP would be taken up in the phased manner. A government order from the Chief Secretary has been issued on instructing departments to undertake the preliminary activities for preparation of the State e-Governance Plan. Departmental Project e-Mission Teams (PeMT) consisting of the departmental officers have been constituted to initiate thinking on the departmental e-Governance projects and plan. However, for the State to approve projects and seek approvals and assistance for funds from Central Line Ministries under NeGP, the preparation of detailed project report needs to be taken up which is proposed to be facilated by SeMT through assistance in;

- Preparation of departmental DPRs through the appointment of external experts to be attached with PeMT. The State proposes to prepare 19 reports initially in the coming year. The cost of only 10 departmental projects for funding under ACA has been considered for first year and the rest 9 for the second year. The GoUP has identified following priority departments for e-Governance initiatives;

    1. Secretariat Administration Department (SAD)
    2. Revenue
    3. Rural Development
    4. Panchayat Raj
    5. Agriculture
    6. Medical & Health
    7. Trade Tax
    8. Department of Tax & Registration
    9. Transport

10. Urban Development
11. Housing
12. Labour
13. Department of Social Welfare
14. Department of Women and Child development
15. Department of Milk Development
16. Department of Small Scale Industries
17. Department of Basic Education
18. Department of Secondary Education
19. Department of Finance and Treasuries

- In the first phase, 10 departments shall be taken under NeGP and the rest 9 are likely to be covered under the NeGP programme components in the next phase;

- It is proposed to provide a domain and technical expert to 19 departments of GoUP for a initial period of 12 months. As a part of funding support from DIT under ACA for capacity Building cost for providing initial external capacity is being restricted to only 19 departments proposed to be covered under NeGP.

- In line with the strategy of improving the delivery capacity of the Mission Leaders for the various departments of GoUP, approximately 75 technical assistants are proposed to be provided which shall be covered under NeGP. Cost of the samehas been proposed to be funded under the DIT-ACA support.

Based on the above, the total funding requirements is presented as follows;

SUPPORT TO DEPARTMENTS/PeMT AND PROJECT PREPERATION COST						
SIno	Head	Basis/Assumption	Ist Year	IInd Year	IIIrd Year	Source of Funding
1	Departmental DPR preperation	@Rs 15.00 lacs per departments-10 depts in first year, 9 in second year	15000000	13500000		ACA
2	External Consultant support to PeMTs	@Rs. 1.50 lacs per month / 2 resource person per department for 19 departments	68400000			ACA
3	Personal Technical Assistant to Departments	Total 75 @Rs .30 lacs per person per month for 3 years	27000000	27000000	27000000	ACA
	TOTAL		110400000	40500000	27000000	
	GRAND TOTAL				177900000	

8.4 Training Cost

Training at all level i.e governance, programme and project level is a vital component and strategy of Capacity Building initiative in the State. Since Uttar Pradesh is a large State, its needs for training are also vast.

As the NeGP in the State would be cutting across the departments, it is expected that the State Government at the highest levels would provide leadership, direction and vision for e-Governance. To facilitate the State administration and to carry out the groundwork for the above, prepare project proposals, implement
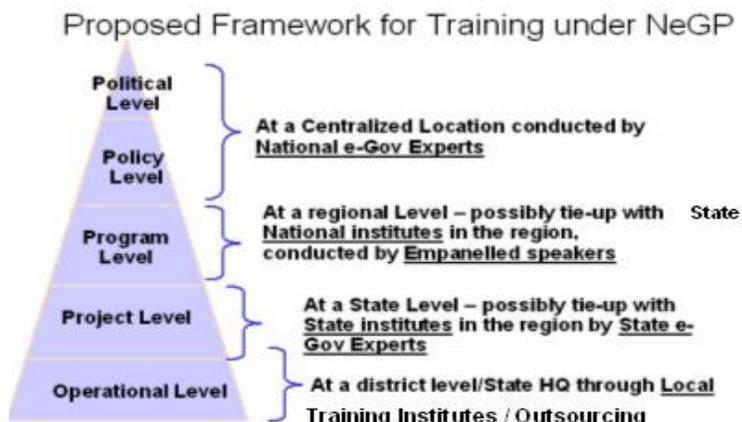
the projects and oversee the operation and maintenance thereafter, adequate support through a dedicated, professional team to be in place with appropriate skill-sets and aptitude at the following levels;

Programme Level (State level)

- Politicians and Judiciary
- Top Bureaucracy (Principal Secretaries and Principal Secretaries)

Project Level (Department level)

- Head of the Departments
- Departmental key Officials
- Departmental Incharge of the e-Governance Projects

Implementation/Operational Level

- District Magistrates
- District Level Departmental Officials
- Tehsil/Block Level Officials

The above level key personnel require various sensitization programs. The various training needs discussed in previous sections are essential for e-Governance initiatives and cost implications of the various training programme at the state level are given below;

ESTIMATED TRAINING COST						
SIno	Head	Basis/Assumption	Ist Year	IInd Year	IIIrd Year	Source of Funding
1	Orientation / sensitization program for political level /Apex committee	For 25 person @ Rs. 1.00 lac per person for thre years	2500000	2500000	2500000	ACA

2	Orientation program for Apex committee / policy level personnel	For 25 person @ Rs. .75 lac per person for two years	1875000	1875000		ACA
3	Chief Information Technology/Dy Chief Information Technology Officer training	For 55 departments in next three years (@Rs. 3.00 lacs per course) (Yr-1 40, Yr-2 40, Yr-3 30)	12000000	12000000	9000000	ACA
4	Training of Head of Departments, e-Mission team leaders	Average 2 members for 55 departments in next 3 years @Rs 40000/- per person	1500000	1500000	1500000	ACA
5	Training of departmental technical persons	Approxmitely 60 in two years @Rs. 1.25 lac per person	3750000	3750000		ACA
6	Training of project implementation team	10 in each department for 17 departments @Rs. 15000/- per person in three years (Yr1-60, Yr2-60, Yr3-50)	900000	900000	750000	ACA
7	Other training programs - in state level institute	For rollout of e-Governance developed projects (Lumpsum for departments to be spread in next 3 years)	5000000	5000000	5000000	ACA
	TOTAL		**27525000**	**27525000**	**18750000**	
	GRAND TOTAL				**73800000**	

8.5 Strengthening Cost of Various Institutes of the State

Since Uttar Pradesh is a large State, its needs for training are also vast. No single organization can cater the needs of various level of manpower. The state bears the significant part of cost for setting up and running the state training institute, a part of the cost especially with respect to the design of the course content, external facility (specialized) and core training staff is proposed under the DIT-ACA for Capacity Building under NeGP. It is therefore proposed that in addition to U.P. Academy of Administration and Management, the other departmental training institutes like Institute of Cooperative and Corporate Management research and Training, the State Institute of Rural Development (SIRD), Finance Management Training and Research Institute, Agriculture Management Institute, Trade Tax Officers Training Institute, Judicial Training and Research Institute etc. be strengthened

substantially to take up training programmes and hold seminars and workshops for State Government employees. AS mentioned in earlier section, the lead role shall however be taken by the proposed Centre for e-Governance. The approximate strengthening costs for these centres are as follows;

		STRENGTHENING COST OF STATE TRAINING INSTITUTES				
Slno	Head	Basis/Assumption	Ist Year	IInd Year	IIIrd Year	Source of Funding
1	Course Content Development Cost	Lumpsum - Estimated @ Rs. 1.5 lac per course for 15 courses (estimated on the line of NISG, ASCI courses)	2250000			ACA
2	Copies of course contents for distribution to trainees	Lumpsum - no of copies for no. of trainees (for next three years @ Rs. 15.00 lac per year for all 7 institutes)	1500000	1500000	1500000	ACA
3	Hiring of staff as guest faculty	Two resourses for each of 15 courses @ Rs. 5000/- per day on an average 20 day in a year for 7 institutes - for 3 years	21000000	21000000	21000000	ACA
4	Hiring of Faculty Staff - core faculty	Four core faculty (Technology-1, Change Management-1, Program Management-1, other-1) @Rs. 75000/- PM per expert for 3 years - for all 7 institutes	25200000	25200000	25200000	ACA
	TOTAL		49950000	47700000	47700000	
	GRAND TOTAL				145350000	

8.6 Seminar, Workshop, Publicity & Documentation Cost

The success of e-Governance lies with the satisfaction of general masses. The e-Governance initiatives must lead to the creation of a transparent and citizen-centric system. As it is a well known fact that the objective to achieve e-Governance goes beyond computerization and seeks to change the operation of the Government, setting upon onerous responsibilities on the executive, legislature. While there are high expectations raised in the minds of the people untouched by the impact, it is therefore incumbent on all of us that we should bridge this gap with an ultimate aim of reaching development and welfare to everyone. Since there are many stakeholders in various e-Governance efforts like G2C, G2G, G2B, G2S, G2E etc, it seems

necessary to provide an opportunity to share and learn from the experience of academia, industry, professionals, administrators and implementers of e-Governance initiatives. For this purpose, seminars, workshops, extensively publicity and documentations may provide opportunities to various stake holders of e-Governance.

Of the various trends that are redefining the structure and functioning of the Government, the one that is ushering in a paradigm-shift is the application of ICT to governance termed as e-Governance. Since e-Governance is still in the age of experimentation, there is a need of continuous review, experience sharing and intensive consultation with stake holders. There are various success stories of e-Governance across the country, it need to be disseminated. These tasks may be accomplished with the help of extensive publicity (with audio/video/reading materials), seminars and workshops. This may be helpful for providing food for thoughts for e-Governance initiatives in the State.

For the above, the funding requirements under the head is presented below;

SEMINAR, WORKSHOPS, PUBLICITY & DOCUMENTATION						
SIno	Head	Basis/Assumption	Ist Year	IInd Year	IIIrd Year	Source of Funding
1	Holding Seminars and Workshops on e-Governance	@ Rs 5.0 lacs each- 6 in Yr1, and 8 in Yrs 2 and 3	3000000	4000000	4000000	ACA
2	Publicity and documentation etc.	Lumpsum Rs 1.00 crore for each of the 3 years	10000000	10000000	10000000	ACA
	TOTAL		13000000	14000000	14000000	
	GRAND TOTAL				41000000	

8.7 Other Miscellaneous Cost

Some of the additional cost that is likely to be incurred as incidental to the main costs discussed earlier shall be as follows;

OTHER COSTS						
SIno	Head	Basis/Assumption	Ist Year	IInd Year	IIIrd Year	Source of Funding
1	Cost of As-Is-Study, preperation of e-Governance road maps, and capacity building roadmap	Actuals & expected incidental charges	2500000			ACA
2	Printing of copies of above for departmental use	approximately 200 @ Rs. 1000/- per copy	200000			ACA
3	Cost of hiring resource persons/ agency centage etc.	@12.5% of overall manpower cost	18112500	9562500	9562500	ACA
4	Office maintenance cost of SeMT/CeG	@Rs. 2.5 lacs per month for three years	3000000	3000000	3000000	ACA

	TOTAL		23812500	12562500	12562500	
	GRAND TOTAL				48937500	

8.7 Consolidated Funding Support Required from DIT under the capacity Building

The following table gives the total funding request from the Departmental of Information Technology, Government of India under the Additional Central Assistance for Capacity Building as per the details provided in this section;

CONSOLIDATED FUNDING REQUIREMENT					
Slno	Head	Ist Year	IInd Year	IIIrd Year	Total
1	INFRASTRUCTURE COST (Set-up Cost)	4500000	900000	900000	**6300000**
2	MANPOWER COST (Summary) - For SeMT/CeG	62244000	64894000	67294000	**194432000**
3	SUPPORT TO DEPARTMENTS/PeMT AND PROJECT PREPERATION COST	110400000	40500000	27000000	**177900000**
4	ESTIMATED TRAINING COST	27525000	27525000	18750000	**73800000**
5	STRENGTHENING COST OF STATE TRAINING INSTITUTES	49950000	47700000	47700000	**145350000**
6	SEMINAR, WORKSHOPS, PUBLICITY & DOCUMENTATION	13000000	14000000	14000000	**41000000**
7	OTHER MISC COSTS	23812500	12562500	12562500	**48937500**
8	Contingency @5%	14571575	10404075	9410325	34385975
	TOTAL	**306003075**	**218485575**	**197616825**	**722105475**

List of 17 (Seventeen) Departments Selected for Intensive As-Is-Study .

1. Board of Revenue- Dept of Revenue
2. Dept of Tax and Registration
3. Department of Finance and Treasuries
4. Department of Transport
5. Department of Milk Development
6. Department of Urban Development and Municipalities
7. Department of Rural Development
8. Department of Panchayat Raj
9. Department of Trade Tax
10. Department of Housing
11. Department of Agriculture
12. Department of Small Scale Industries
13. Department of Social Welfare
14. Department of Basic Education
15. Department of Secondary Education
16. Department of Labour
17. Department of Women and Child Development

List of 38 (Thirty Eight) Departments Selected for Extensive As-Is-Study .

1. Department of Additional Sources of Energy
2. Department of Minority Welfare
3. Department of Excise
4. Department of Horticulture and Food Processing
5. Department of Jails
6. Department of Food and Civil Supplies
7. Department of Sugar and Sugarcane Development
8. Department of Home
9. Department of Health
10. Department of Law and Judiciary
11. Department of Planning
12. Department of Election
13. Department of Appointment
14. Department of Environment
15. Department of Animal Husbandry
16. Department of Tourism
17. Department of Administrative Reforms

18. Department of Technical Education

19. Department of Land Development and Water Resources

20. Department of Minor Irrigation

21. Department of Public Works

22. Department of Forests

23. Department of Estates

24. Department of Science and Technology

25. Department of Cooperatives

26. Department of Secretariat Administration

27. Department of Irrigation

28. Department of Vigilance

29. Department of General Administration

30. Department of Public Enterprises

31. Department of IT and Electronics

32. Department of Information and Publicity

33. Department of Higher Education

34. Department of Medical Education

35. Department of Rural Engineering Services (RES)

36. Department of Family Welfare

37. Department of Fisheries

38. Department of Khadi and Village Industries

INFRASTRUCTURE FRAMEWORK

Slno	Instituition	Constituent	Role	Current Status
1.	Department of Information Technology	Headed by Principal Secretary, IAS	GoUP to take overall responsibility of NeGP in the state	Formed in 1999
2.	Advisory Committee	An advisory Committee under the chairmanship of Hon'ble Chief Minister of the state is in existence since 2001.	To push the vision of IT & e-Governance in the State	Formed - In 2001
3.	Apex Committee for e-Governance	An Apex Committee under the chairmanship of the Chief Secretary(CS), GoUP has been constituted	Crystallize the e-Gov vision and to provide strategy directions, oversee the progress of state e-Governance initiatives and inter-departmental coordination.	Formed on 14 July, 2005
4.	Steering Committee under IT Policy 2004	Chaired by CS the committee comprises Principal Secretaries and Secretaries of all major departments	to provide Policy inputs to information technology efforts of the State	Formed in 2005
5.	Vision Group under IT Policy 2004	A Committee under the chairmanship of Industrial Development Commissioner, GoUP has been constituted	To provide inputs to the State Apex Committee	Formed in July, 2005
6.	Technical Committee	A Committee under the chairmanship of Principal Secretary IT & Electronics, GoUP has been constituted	To provide technical inputs to Apex Committee & Vision Group	Formed in July, 2005
7.	Department of Information Technology	Headed by Principal Secretary, IAS	To pilot the e-Gov initiatives in the State and serve as nodal dept for providing assistance to State departments and Finance dept for formulating of e-Gov initiatives.	Formed in 1999
8.	U.P.Development Systems Corporation Ltd.	Headed by Managing under the administrative control of Department of IT and Electronics, GoUP	Designated agency for e-Governance project implementation in the state – source of internal capacity for the State to undertake e-Governance project and services.	Formed in March, 1977
9.	Centre For e-Governance	New Society has been formed under	Provide consultancy, overall vision, guidance	Registered as society on

			and monitor the e-Governance projects in the State – to house SeMT for programme implementation and also implement certain projects across departments such as grievance redressal	07-03-06
	(CeG)	Department of Information Technology and Electronics, GoUP		
10.	Departmental Committees – PeMT	Being constituted by various concerned department normally under HODs	Facilitating, monitoring and implementing the departmental e-Governance / ITprojects – to house PeMTs	Constituted under directive of CS dated July 2005

MANPOWER REQUIREMENT FROM OPEN MARKET
(Specifications & Criteria)

The Technical Partner is required to depute a minimum number of qualified personnel as may be required by SeMT and PeMT. The other qualified personnel may be deployed as when required on written request of the SeMT. The state PeMT's may also take the services of qualified personnel of empanelled agencies on the same terms & conditions as those of SeMT.

Positions	Qualifications	
	Essential	**Additional, Desirable**
SeMT/PeMT Member (Program Management Expertise	**For senior Level** 1. MBA with basic degree in science. 2. PMI certified 3. 12+ years experience of which 3+ years in #2 position in managing a various IT projects in public/government/ private sectors involving PPP/ Outsourcing **For Middle Level** 1. B Tech in IT/CA/Law 2. MBA 3. 8+ years experience	1. Experience in IT program/project management – e.g. implementation of ERP in a large multi-location organization 2. Experience in Delivery function of software export organization 3. Experience in software quality and IT audit 4. CISA 5. PMI
SeMT/PeMT Member (change Management expertise)	1. MBA 2. Graduate in Science or Technology 3. 10+ years experience in Management/IT consultancy	1. Experience in preparation of strategy/policy document for any of the State/Government Departments 2. Experience of conceptualising/implementing a process improvement/re-engineering initiatve 3. Experience/involvement in drafting IT strategy plans 4. Experience of implementing e-Governance projects in India 5. Experience in organizational structure design
SeMT/PeMT Member (Technology expertise)	**For Senior Level** 1. MBA/MCA 2. 12+ years experience in technology and service intensive organizations	1. B Tech in IT 2. ITIL qualification 3. Experience/Qualifications in IT Architectures/Software Engineering

	undergoing significant transformation **For Middle Level** 1. MBA/MCA 2. 5+ years experience in technology and service intensive organizations undergoing significant transformation	4. Experience in IT Strategy/Business Strategy consultancy
SeMT/PeMT Member (Financial Management)	**For Senior Level** 1. MBA (Finance) or CA 2. 10+ years of experience **For Middle Level** 1. MBA (Finance) or CA 2. 5+ years of experience	1. Experience in developing financial models like Public Private Partnership 2. Experience in Financial project appraisals, viability analysis, etc. 3. Experience in development of business plans

Department of Information Technology and Electronics
Governemnt of Uttar Pradesh
Shri Lal Bahadur Shastri Bhawan,
LUCKNOW