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Detailed Project Report for Capacity Building



Government of Maharashtra



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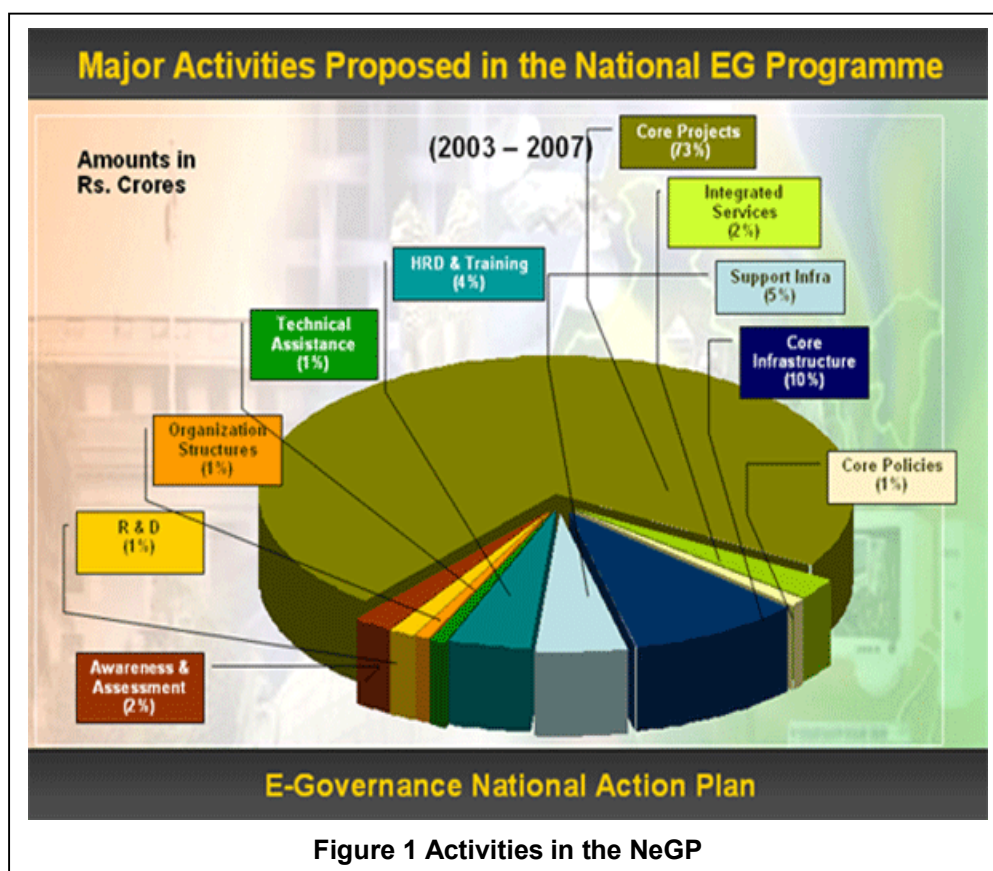
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Section 1. Introduction

The Government of India has approved the National E-Governance Action Plan ('NeGP') for implementation during the year 2003-2007 for increased **transparency, efficiency and effectiveness** for delivery of citizen services. The Plan seeks to lay the foundation and provide the impetus for long-term growth of e-Governance within the country by creating the right governance and institutional mechanisms, setting up the core infrastructure and policies and implementing a number of **Mission Mode Projects** at the center, State and integrated service levels to create a citizen-centric and business-centric environment for governance. Figure 1 below gives an overview of the major activities proposed in National e-Governance Program.



The nature and scale of e-Governance initiatives planned within the domain of the State Governments, present a considerable enhancement in the aspiration level of governments. Major 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 also a need to manage the entire program at the State level in a coherent manner with consistent strategies for cost optimization and integration. The **Capacity Building Roadmap** for the State is aimed at achieving the State government’s need to provide for overall



direction, standardization and consistency across initiatives and at the same time, have the capacity and flexibility to drive this plan.

Department of IT (DIT), Government of India ('GoI') and Planning Commission have issued guidelines for addressing the issue of capacity building at the State Level keeping in view the enormous task of driving NeGP in line with the overall spirit of service orientation and the fact that most states today are inadequately equipped in terms of personnel and the skill-sets needed to handle the host of issues involved.

Maharashtra is one of the leaders in e-Governance in the country and has successfully implemented e-Governance initiatives across various departments. To further strengthen its position as leader in e-Governance, the State recognizes the need of adequate capacity building which will play an important role in the success of the proposed new e-Governance initiatives, mission mode projects and the initiatives currently underway. The Capacity building would also help to maintain continuity for key initiatives despite changes of key incumbent officers leading e-Governance. The State government has more than four lakh employees and knowledge institutions that will play a key role in assisting, implementing and managing the e-Governance initiatives in the State. With this view in mind the State is committed to take in to account the Capacity building measures suggested under NeGP to usher in the new era of transparent and efficient Government which is committed to the welfare of the citizens.



Section 2. Summary of e-Governance Roadmap

The e-Governance Roadmap brings together the way forward for the State with respect to delivering services to its citizens in an efficient and transparent manner. In the process of developing the e-Governance Roadmap, sectoral analysis and needs assessment were coupled with inputs from various stakeholders to develop an understanding of the development goals of the State, the service delivery mechanism, and the challenges faced to deliver these services to various stakeholders.

Summary of e-readiness of the State

Maharashtra ranks as one of the leaders in the “**E-Readiness Assessment Report**” exercise carried out by DIT and National Council of Applied Economic Research (NCAER) in 2004. The ranking is supported by the numerous awards which the State has won for its performance in area of e-Governance. Recently, the Treasury and Accounts application ‘Koshawahini’ won the Silver Icon award for Professional excellence in Process re-engineering. The Gramdoot Mission won the bronze icon in Service Delivery in the recently concluded **9th National Awards for Exemplary Initiatives In e-Governance**.

While progress has been made on various departmental e-Governance initiatives, the State needs to move towards using e-Governance to provide **integrated, efficient and transparent service delivery** to the citizens in a systematic and holistic manner.

On-going initiatives in the State

As a part of current state assessment, an **e-readiness exercise** was conducted across all State government departments to understand the preparedness of the State to undertake the e-Governance exercise.

Government of Maharashtra has worked on various facets of e-Governance, with the main objective of bringing government close to its citizens and making it more transparent and approachable. The State has implemented various initiatives for facilitating this initiative. Section 2a below gives a summary of the current core and departmental e-Governance initiatives underway in the State. The departmental initiatives have been categorized into sectors.



Section 2a. Existing e-Governance Projects

1. Current Core e-Governance Initiatives

Table 1 Current Core e-Governance Initiatives

Initiative	Description	Current status
MAHANET	The Government communication system has been revolutionized by the introduction of a state of the art V-SAT system that has connected all the district and divisional headquarters to Mantralaya. The facility, named MAHANET, has video-conferencing, satellite phones, data transfer and e-mail capabilities supported on 64 Kbps inbound from each 44 remote location to Mantralaya and 1024 Kbps outbound shared to all remote locations. VHF transmitter sets have also been provided at the district headquarters that will facilitate communication among Collector, Sub Divisional Officers and Tahsildars for day-to-day operations.	MAHANET is operational and implemented up to all district headquarters.
E-mantra applications	E – Mantra applications is a suite of applications for the generic work in the Government offices which uses Unicode technology enabling any local language content. The suite of applications keeps digital track of: <ul style="list-style-type: none"> • Movement of letters and files • Attendance and locations of employees • Service matters and payrolls of employees • Notices, Agenda and Action points of meetings • Service performance of vendors. 	The e-mantra applications are functional in Mantralaya and are being used by all employees and departments.



Initiative	Description	Current status
Collectorate 2000	To increase the efficiency of the Collector offices, the Collectorate 2000 package has been developed consisting of following applications: <ul style="list-style-type: none">• Sanjay Gandhi money Order System• Tapal information System• Collector Expenditure Monitoring System• Pay Bill	The Collectorate 2000 package has been successfully deployed across major Collector offices.



2. Current Departmental e-Governance Initiatives

Table 2 Current Departmental e-Governance Initiatives

Department	Initiative	Description	Current Status
Sector: Agriculture and Allied Services			
Cooperation, Marketing and Textiles	Maharashtra Cooperation Automation system (MCAS)	<p>The Commissioner (Cooperatives) is the designated Statutory Authority to monitor functioning of over 1.5 lakh cooperatives existing in the State. MCAS is a web based MIS. Some of the key modules built in MCAS are as follows:</p> <ul style="list-style-type: none"> • Society Information system module • Election Tracking system module • Cooperative statistics system module • Inspection information system module etc. 	The development of MCAS software has been completed and integrated testing of the application will be taken up next.
	MARKNET (Agricultural Market Intelligence Network in Maharashtra State)	<p>The Maharashtra State Agricultural Marketing Board has established MARKNET, a network of Agriculture Market Produce Committees ('APMCs') in the State. Under this project, APMCs have been computerized and connected through the Internet for information exchange. The objectives of this project are:</p> <ul style="list-style-type: none"> • To provide daily arrival and price information to farmers through the APMCs, to assist them in deciding where to sell the produce to get a better price • To automate the daily activities of the APMCs by providing various software tools, for better administration and effective functioning. 	The State has 291 APMCs, out of which, under MARKNET, 210 APMCs and 45 small markets are fully computerized and networked. The process of computerization and connectivity of the remaining APMCs is in progress. Under the AGMARKNET scheme, the Directorate of Marketing & Investigation ('DMI') has provided one computer, Printer, Modem, U.P.S. and necessary software, to 220 APMCs of Maharashtra.



Department	Initiative	Description	Current Status
Agriculture & Animal Husbandry, Dairy Development and Fisheries	Computerization of Agriculture Department	For the computerization of Agriculture department, a package has been developed by NIC. Modules exist for monitoring various helping schemes for farmers like fruit crop under 'Employment Guarantee Scheme', 'Integrated Watershed Management Program' etc. to systematically recording rainfall data over the whole State, keeping track of registered pesticide-herbicides sellers and labs along with their report, crop estimation survey, agriculture census and many more. The website of the department has made available crop guide, statistics, schemes information, searches based on number of parameters for fertilizer, seed and pesticide manufacturers along with usual contents. 64 Agriculture Market Produce Committees are linked to AGMARKNET via the Internet to provide updated prices at different places for agricultural produce.	The Agriculture department has been computerized till the taluka level offices. Information from these offices is sent periodically to head offices.
	Warana Wired village	The Warana Co-operative Complex is an example of successful integrated rural development resulting from co-operative movement through people's participation. It links 25 co-operative societies, having a turnover of more than Rs. 600 crores, engaged in diverse activities like sugar, milk, poultry, house construction, etc. The project put in place a web based Information System on agriculture produce market, agriculture schemes and crop technology, village information system, employment and self - employment schemes, educational and vocational guidance, milk procurement and many more. It allowed wired management of sugar cane cultivation and marketing over the intranet to the villagers.	This project connected a cluster of 74 contiguous villages around Warnanagar Co-operatives. Out of these 74 villages, 47 are in Kolhapur and 27 are in Sangli district.



Department	Initiative	Description	Current Status
Sector: Health			
Medical Education and Drugs	Computerization of Food and Drugs Administration (FDA) – Food & Drugs Management System ('FDMS')	Here computerization of the complete system was thought of, to save the consumer from spurious and unscrupulous manufacturers / dealers / sellers of food items, drugs, and medical ointments. Three specialized modules under FDMS namely Drug Module, Food Module and Administration Module have been developed. The computerized system has increased the efficiency in managing the menace of adulteration in Food Medicinal Items sold in the market.	The FDA has 32 Offices presently. Only 5 of these offices, Mumbai (3), Thane and Aurangabad, are using the FDMS. Currently the FDA offices are not connected on a common network to exchange information online.
Sector: Education			
Higher and Technical Education	Networking of Engineering colleges under Directorate of Technical Education	To support the computerization of the Directorate of Technical Education, the department has undertaken implementation of multi-location LAN and WAN at 6 premier colleges viz., Govt. College of Engineering - Pune, Karad, Aurangabad, Amravati, VJTI - Mumbai, SGGSC & T - Nanded and DTE, Mumbai.	The project is underway and installation of 7 high end Compaq servers, about 7 km of fiber and more than 1000 network points is planned. Structured cabling from AMP and active components from 3Com have been used.
Sector: Welfare			
Employment and Self Employment	Computerization of Employment and Self Employment Department	Employment and Self-Employment Department along with NIC has developed the Rojgar Mitra and Rojgar Wahini software. The complete workflow has been computerized and is transparently available to candidates for any query. This software has enabled faster response time to queries at the counter as well as from the Internet. Record management has	There are 45 employment exchanges which have been fully computerized in Maharashtra. The department plans to connect all the employment exchanges in the next phase



Department	Initiative	Description	Current Status
		<p>become easy. The software has functionality to register candidates, register employers, vacancy order booking, updation / renewal of candidate information, handle web queries, and generates close 50 types of reports</p>	
Food, Civil Supplies and Consumer Protections	MAHAFOOD or the Food and Civil Supplies Information System ('FCSIS')	<p>FCSIS is a workflow application that aims to automate various stages of movement of food grains. This application is designed to keep track of the monthly allotment of essential commodities under various schemes and monitors the lifting, off take and distribution. Data is to be entered at different locations (State level and District level) and can be summarized and consolidated for effective decision making to monitor the movement of essential commodities and Government sponsored schemes.</p> <p>Using FCSIS, the department user can obtain information about the following activities:</p> <ul style="list-style-type: none"> • Allotment of essential commodities • Lifting of essential commodities • Off take from the District Centers • Distribution to the citizens (using the information sent by the shops to the Tahsils, which would have to be manually aggregated at the district level and entered into the system) • Stock position at government godowns • Information regarding Sampoorna Gramin Rojgar Yojana. 	Usage of this system is low due to lack of data entry by the various desks and field offices. Certain offices are also facing technical problems.



Department	Initiative	Description	Current Status
Rural Development and Water Conservation	Rural Soft	Rural Development department implements large number of schemes for the benefit of the rural population of the state. A web based Rural Soft application was built in order to monitor the status of the fund allocation effectively. Citizens can also check the status of various schemes and the fund allocations for each scheme. This provides transparency in the working of the department.	Rural Soft Application is functional and some of the latest reports are available on the website.
Social Justice, Cultural affairs and Special assistance	Website of Social Justice department	With a view to enable easy access to information about all schemes and departmental information the Social Justice department has developed a comprehensive website.	The website has been recently launched and is functional.
Sector: Infrastructure			
Transport	Computerization of Transport department	To overcome the information related problems of Transport offices the department has adopted an online, comprehensive and integrated system known as Transport Office On-line System or TOOLS which is developed by NIC. Using TOOLS, the vehicle owner or license applicant gets all needed documents across the counter. These include various certificates (e.g. RC, TC, Fitness), receipts, permits, licenses, court papers etc. TOOLS has led to increase in organizational efficiency and optimal use of manpower resources in the department. It was estimated that this led to saving of at least 30 percent manual workload at a RTO office.	TOOLS, which is built on UNIX and Oracle platform is running at 7 RTOs out of 39. These 7 RTOs provide almost 50% of the Revenue of Transport Department.



Department	Initiative	Description	Current Status
Public Works	Computerization of Public Works Department	This was one of the first departments to be extensively computerized by employing the services of a Turnkey Solution Provider, where business process reengineering was also taken up. The department has built a Pay bill application which is used for disbursement of salaries, an Employee Information system which has employee data, Works Management System which has details of technical sanctions, administrative approvals, draft tender papers, project estimates and account bills. To manage the inventory of the department it has built an Inventory management system for managing inventory of roads, buildings and bridges.	The department has its own WAN connecting 215 offices across the state with a 64 Kbps leased line. Pay bill and EIS are used in all offices up to sub divisional level. Works Management System and Inventory management are partially used. Accounting Management System was fully functional in all offices and has been recently modified and currently department officials are being trained for its use.
Urban Development	Computerization of Municipalities	Comprehensive Computerization project for creating an e-governed municipal corporation by encompassing every facet of working and by making a right blend of Business Process Reengineering and Information Technology has been undertaken by few of the Municipal Corporations like Kalyan Dombivili, Ulhasnagar, Navi Mumbai, Brihan Mumbai, Pune, Nashik, Nagpur and others. The project aims at providing various types of certificates, payment of bills, providing sanctions, NOCs, permissions, complaints etc through Citizen facilitation centers ('CFC'). Following number of services have been computerized and made available through the CFCs.	Various Municipal Corporations are at different stages of computerization but NMMC, KDMC, PMC are at advanced stage. Key tasks undertaken are: <ul style="list-style-type: none"> • BPR • Complete Cycle for 90+ Citizen Services • Software Development • Implementation of Software • Data Entry of historical data



Department	Initiative	Description	Current Status																								
		<table border="1"> <thead> <tr> <th>Department</th> <th>Services</th> </tr> </thead> <tbody> <tr> <td>Town Planning</td> <td>18</td> </tr> <tr> <td>Market License</td> <td>18</td> </tr> <tr> <td>Food License</td> <td>17</td> </tr> <tr> <td>Birth & Death</td> <td>10</td> </tr> <tr> <td>Water Supply</td> <td>8</td> </tr> <tr> <td>Property Tax</td> <td>7</td> </tr> <tr> <td>Fire-Brigade</td> <td>4</td> </tr> <tr> <td>Ward Office</td> <td>2</td> </tr> <tr> <td>Dispensary-Nursing Home</td> <td>1</td> </tr> <tr> <td>Drainage</td> <td>1</td> </tr> <tr> <td>Garden & Tree</td> <td>1</td> </tr> </tbody> </table>	Department	Services	Town Planning	18	Market License	18	Food License	17	Birth & Death	10	Water Supply	8	Property Tax	7	Fire-Brigade	4	Ward Office	2	Dispensary-Nursing Home	1	Drainage	1	Garden & Tree	1	<ul style="list-style-type: none"> • Networking of all locations • Development of Enterprise Information Portal.
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Water Supply and Sanitation	Integrated Management Information System	IMIS is an integrated computerized system for Water Supply & Sanitation Department, Mantralaya that is built using the approach of Data Warehousing for all 24 desks at Mantralaya & 33 Districts covering complete Maharashtra as a State. All key services for reporting by District offices are rendered via MAHANET website for Water Supply and Sanitation Department ('WSSD'). IMIS helps in timely receipt of periodic reports from District offices to aid monitoring of the progress of various schemes.	This system has been made live.																								
Sector: Administration and Support																											
Finance	Koshawahini (Computerization of Accounts and Treasury)	Maharashtra was the first State to computerize Treasury and Pay & Accounts Office in order to enable better fiscal discipline and	This is implemented throughout the State of Maharashtra in District																								



Department	Initiative	Description	Current Status
		<p>management. Due to this package, expenditure details are available in electronic form amenable to various analyses. With the implementation of Treasury Information System, the daily report of disbursements and pending bills at various treasury offices are possible within a week. By using this system, the Government can now make better decisions because availability of funds in the Government Treasury is precise and timely. This also enables online monitoring of Revenue generation and expenditure pattern.</p>	<p>Treasury Offices, and P&AO at Bandra and Mantralaya.</p>
	<p>Computerization of Small Savings and State Lotteries</p>	<p>The Directorate of Small Savings and State Lotteries plays a role of catalyst for mobilizing investments in small saving schemes. The Directorate has a total number of 36 offices for Small Savings and 2 offices for State Lotteries. The website has made an impact on the working of the Directorate by bringing in transparency in the operations and also simplifying the interaction of the agents and investors with the Directorate / postal authorities.</p> <p>The project has centralized platform using which all the possible transactions can be conducted. The features include:</p> <ul style="list-style-type: none"> • Online Investment: Investors can invest online into small savings instruments, first time in the country. • Online Bill Payments • Online Filing of Income Tax Returns • Access to the details of agents' transactions from the website 	<p>The system has been implemented for Small Savings but is still under development for Lotteries function.</p>



Department	Initiative	Description	Current Status
		<ul style="list-style-type: none"> • Automatic calculation of the agent's incentive amount and payouts using ECS system • Investor Guidance and Investment planning tools • All internal workflows and transactions to be online • Agent appointments / Renewals and Performance monitoring online • Collection and Coverage information availability on real time basis. 	
	Computerization of Sales Tax - MAHAVIKAS	<p>The Sales Tax department is the highest revenue earner for the state government. In the first phase of computerization NIC developed a system for Sales Tax for the following purposes:</p> <ul style="list-style-type: none"> • Maintaining of Master Information of all registered dealers under B.S.T. & C.S.T. in Mumbai. • Data entry of scrolls received through banks along with return-cum-challans under various Acts in Greater Mumbai. • Data entry of commodity-wise returns – Data entry of Annual Return containing commodity-wise returns. • Preparing the list of payment defaulters as well as returns defaulters. • Preparation of list of dealers under section 33(2) for assessment. • To fix the officer-wise and division wise targets of tax collection and monitor the achievements against targets fixed. • Reconciliation of Refund Payment Orders. 	The present status is that the MAHAVIKAS application has been completely developed, the integration testing was satisfactorily completed and the solution was made live.



Department	Initiative	Description	Current Status
		<p>It is envisaged that the project be modified to incorporate the following functionalities of Sales Tax Department:</p> <ul style="list-style-type: none"> • Registration • Assessment • Online submission of Returns • Passing of orders in case of defaulting on tax payment. 	
General Administration	Official Common Website	<p>The Official common website of Govt. of Maharashtra provides information useful to public and Government officials. All the Govt. Resolutions of consequences to public, acts, rules, tenders, updated organizational structure of Government and various position hold by public dignitaries have been put up at this website. Any complaint, grievances and queries can now be directly e-mail to the respective official using this website. The visitor can query vast statistical data relating to economy, social parameters etc. collected by Economics and Statistics Department. Government tenders are also being published on the web-site. The Government site consists of sub-sites that are generic in nature and can be used across all departments. The concerned department is directly able to upload the information on to the server.</p>	<p>The Website is functional. There are at present about 30 department sites. However many departmental home pages lack basic information. Few of the departments have alternate websites other than the Official common website.</p>
	Computerization of Mantralaya (Networking)	<p>To increase the internal efficiency within the government the Computerization of Mantralaya was taken up. Mantralaya is now fully connected with high speed LAN and a set of core applications called “E-mantra “ applications has also been developed to facilitate day to day working at Mantralaya. An intranet website has also been developed</p>	<p>Each office in Mantralaya is fully connected by LAN with e-mantra application accessible on all desktops.</p>



Department	Initiative	Description	Current Status
	Government Residence Allocation system	<p>The State Government has built residential accommodation at various locations. These residential accommodations are normally centrally managed for optimal efficiency. To bring more transparency and easy availability of information relating to accommodation, this system has been developed which makes easier for the office managing the allocation to complete the job quickly and to the best satisfaction of deserving employee. The package is fully data base driven for easy administration. With the implementation of this application, the concerned office is now able to handle the same workload with reduction of 25% of staff.</p>	This web based application is hosted at Mantralaya and is fully functional.
Home	Crime and Criminal Information System (Police Department)	<p>The Police Department has been extensively computerized for exchange of crime and criminal related document across various States with the intervention of Central Govt. This system enables cooperation among various State Govt. to nab petty and organized criminals.</p> <p>The information captured by this system is as below:</p> <ul style="list-style-type: none"> • Investigation of any crime starts with Registration of FIR. The content of FIR is now being directly registered in the computer for easy access, analysis and management. • After registration of FIR crime investigation starts and all the direct, circumstantial evidences are recorded in proceeding form using the system. • If after the investigation arrest of any person occur then details of accused is recorded in a separate form so as to know history of the accused relating to crimes committed by him. 	<p>CCIS is currently in use in all 45 Police units of the state</p> <p>The entire Police network in Maharashtra is connected through VSAT network. Mumbai Police has their own VPN.</p>



Department	Initiative	Description	Current Status
		<ul style="list-style-type: none"> • Interrogations of accused are maintained separately as per statutory requirement in the interrogation form. Computerization helps corroboration of facts with the information revealed by the arrested person at the time of interrogation. • The software provides for the facility of generation of charge sheet to be submitted to courts for penal action. • The software also has a provision to generate appeal form to make appeal in the higher court if the department is not satisfied by the order passed by the Court. • Court disposals at the end of appeal are separately recorded in a form and system enable proper analysis of past cases vis-à-vis current cases. The system also has facility to separately tag missing persons, properties etc. for the purpose of future investigation. 	
	Computerization of State Excise (Excise Department)	State Excise is third largest revenue earner for the state, collecting taxes for production and sale of liquor, toiletries and monitoring associated activities. The computerization was envisaged to enable faster availability of data for MIS, monitoring issue of licenses for production, transit and sale, close monitoring of entire manufacturing process to ensure minimum losses, control on movement of raw materials, intermediate products and finished product, monitoring of consignments passing through state boundaries and tracking of illegal movement of liquor and spirit and various trend analysis for sale. SEAS – State Excise Application System has 19 modules covering all the activities of the SED and provides for:	The State Excise Department has 35 district offices and 6 divisional offices. The technology platform on which the application was built earlier in is now outdated and thus is not being used at any of the locations. The study for the new web based applications has been completed and the application will now be developed and tested at a pilot site before complete rollout.



Department	Initiative	Description	Current Status
		<ul style="list-style-type: none"> • Standardization of procedures across all the offices of the department • Single point of Data Capture which eliminates duplication of work • Faster availability of Data of lower offices to higher offices, Revenue earnings available on daily basis • Close monitoring of entire manufacturing process to ensure minimal losses • Control on the movement of Raw materials, Intermediate products and finished products. • Monitoring of consignments passing through state boundaries and tracking of illegal movement of liquor and spirit • Ease of analysis of trends in Liquor sale and produce and revenue earnings. • Comparative reports of all offices available online at Head Office, also on Intranet. • Aid to decision making on export of raw materials. <p>Now the project is under modification to make it web based for the part which will enable online monitoring of transit of goods and wherever public interface exists with department like licensing, submission of returns.</p>	
	Computerization of Maharashtra Tourism Development Corporation (Tourism Department)	Maharashtra Tourism Development Corporation is the Government's single contact to leverage the enormous tourism potential that the State. It was decided to create portal for MTDC to :	<p>MTDC currently has a website with limited features such as</p> <ul style="list-style-type: none"> • Online Resort reservation • Details about tourist places



Department	Initiative	Description	Current Status
		<ul style="list-style-type: none"> • Exploit the huge potential of tourism in the state through effective web based marketing of its tourist spots, monuments, history, heritage • Offer various packages which suite various types of travelers like students, pilgrims, adventurers, FITs etc. and educate them on maximizing their experience as tourists • Offer on-line reservations, bookings and services to induce prospective tourists to visit Maharashtra and convince repeat tourists to visit again • Lower overhead costs 	<ul style="list-style-type: none"> • Details about travel agents and MTDC offices • MTDC Tourism policy etc.
Law and Judiciary	Computerization of Charity Commissioner	<p>Public Charity Trust Registration Office, Mumbai is involved in Registration of the Public Charity Trust, maintaining the records of public charity trust, monitoring of trust activity and judicial platform in case of any conflict in the working of Public Charity Trust. The Computerization was done to achieve the following:</p> <ul style="list-style-type: none"> • Monitoring of Public Trust Administration Fund • Budget Allocation to different District and Regional Offices • Collection & Analysis of Abstract from all District & Regional Offices to Head Office for governing of all the Public Charity Trusts. • Maintaining the records of Public Charity Trust, Trust Registration System • Monitoring trust activities, trust accounting system • Court Proceedings in case of any conflict in the working of Public Charity Trust. 	The head office in Mumbai and 35 offices in the districts have been computerized.



Department	Initiative	Description	Current Status
	Court Information System	<p>All the benches of High Courts and MAT (Maharashtra Administrative Tribunal) in the State of Maharashtra have been computerized for the activities of dispensing of justice starting from acceptance of application, daily cause list at various courts, every day court proceedings and final judgement. The daily cause list and reportable judgements of High Court are also available on the web site. The Court Information system has reduced time required for obtaining the copy of judgements from the courts and also enabled the complainants to know from anywhere the date and time scheduled for hearing of their cases. CIS includes</p> <ul style="list-style-type: none"> • Case Management Information System • High Court Information System • District Court Information System • Reportable Judgments System (JUDIS) for High Court. • Office Administration computerisation • Judicial Officers Monitoring System. 	3500 courts across Maharashtra including Taluka, District and High Court in Mumbai have already been connected and CIS application is running satisfactorily at all these locations.
Parliamentary Affairs	Computerization of Vidhan Bhavan	<p>The computerized application of Vidhan Bhavan includes:</p> <ul style="list-style-type: none"> • Reporting Information System to capture proceedings of the Legislature and Committees. • Member Information System to capture details of a member. • Newspapers are important source of information and their utility to draw attention of executive through legislature is 	The application is functional in Vidhan Bhavan at Mumbai and Nagpur which are connected vide Fiber Optic Network.



Department	Initiative	Description	Current Status
		<p>immense. Newspaper clipping Information keeps track of all connected clipping for reference continuum/linkages.</p> <ul style="list-style-type: none"> • Question Information System is complete record of submitted questions, approved question for discussion in house (Starred Question), approved question for answer (Non-starred Question), follow up of supplementary and action taken report. • Motion Information System which captures details, outcome of the motion etc. • Bills Information System which serves the most important function of house to pass various Acts, Rules, Regulations and Orders. It captures all the stages of passing of a bill as well its associated references. • Resolution Information System which keeps track of various resolutions passed by the house along with subsequent follow up. • Besides the above there are committee information system, MLA self information system, bulletin part II to tell business listed in the House, MLAs website, Debate Information System and Software necessary for establishment function. 	
Planning	Web based application for Monitoring of MP/MLA fund	The Planning Department of Maharashtra monitors the works carries out under the MP/MLA Local Area Development scheme on a periodic basis. To ease this process, complete process of	The Pilot of the system was implemented in Thane and tested successfully. However, complete



Department	Initiative	Description	Current Status
		Local Area Development through funds of MP/MLA has been computerized. The system has the facility to accept the proposal for developmental activities requested from MP/MLA funds. The same can be processed and later on its physical and financial progress can be monitored by the authorized authority (concerned MLA/MP, Collector, and DPO).	rollout of the system is to be undertaken.
	Computerization of Village maps	Maharashtra has a geographical area of 308 thousand sq km and has 44,378 villages. Land record and Settlement Commissioner is custodian of Maps of these villages. These maps are available at the scale of 1:5000 to 1:10000 showing agricultural plots and other land details. Therefore these maps were of limited use and cannot be utilized for Natural resource planning or Micro level planning. So, it was decided to prepare a database of geo-referenced district, taluka and village maps.	All village maps have been georeferenced and digitized and currently being used by various departments.
Revenue and Forest	Computerization of Registration department (SARITA)	The Department of Registration and Stamps has a vast expanse in the state of Maharashtra and is the 2nd highest revenue earning department of the state. The mandate to this department is Registration of deeds or instruments and their preservation. Prior to computerization, the process of registration use to take more than a year and use to involve lengthy process of maintaining multiple registers. To increase efficiency and reduce time delay the Computerization of Registration department was taken up and application called SARITA was developed. SARITA has various modules of Registration, Valuation, Scanning and Networking.	SARITA is fully operational in 360 sub registrar offices, 31 district level offices , 9 division level and the Head Quarter at Pune



Department	Initiative	Description	Current Status
	Computerization of Land Records (LMIS)	<p>Land record is perhaps one of the most important documents for farmers in agrarian economy. Land Management Information System (LMIS) has been developed by NIC for Government of Maharashtra, which is capable of storing land parcel details and the ownership details and giving output in desired format as given in the Land Revenue Code. Now, ownership records can be centrally updated to add transparency and property card can be made quickly available. The main objectives of LMIS are:</p> <ul style="list-style-type: none"> • Computerization of ownership and plot-wise details for issue of timely and accurate copy of the Record of Rights to the land owners. • To achieve low cost easily reproducible storage media for reliable preservation for long time. • To provide fast and efficient retrieval of information, both graphical and textual. • Creation of a Land Information System and database for Agricultural Census. 	LMIS is fully functional in all the Collector Offices in 35 Districts, 356 Tahsildar Offices in Taluka, 25 Sub-Division Offices and at Land Settlement Commissioner, Pune.
Maharashtra Public Service Commission	Website of MPSC	MPSC is statutory body for recruitment of Class I, Class II & Class III (State Cadre) level officers of bureaucrats of Government of Maharashtra. Since there are large number of aspirants for these posts/positions, MPSC used to receive lot of visitors for various enquiries coming from far off places. It was decided to develop comprehensive website for MPSC to make available information on website for easy access and	The website is functional and live.



Department	Initiative	Description	Current Status
		<p>dynamically update news related to Examination/recruitments done by MPSC. MPSC now publishes all information relating to examination/recruitment in the official website of Maharashtra. It has resulted in less crowding almost 50% at MPSC for enquiries and officers of MPSC can devote more time on the work assigned to them. Any person seeking information about Examination procedures, schedules for various processes of examination/recruitments done by MPSC, examination results etc.</p>	
Information Technology	SETU	<p>To ensure time bound service delivery to citizens, the Government has initiated the program to set up citizen facilitation centers known as "SETU". As the name suggests, these are to act as a bridge between the citizens and the Government. These single window counters provide routine services such as delivery of various permits and certificates, registration of letters, and also redressal of grievances. Nearly 93 certificates, NOC's, permits etc. routinely required by the people have been identified and made available in less than 24 hours. It also has an online query system by which citizens can track the status of their applications. Such centers are now operational generally from 9 a.m. to 6 p.m. The centers aim to provide service through non - government organizations (NGOs) at the front end and government administrative process at the back-end.</p>	<p>28 such centers have already been set up in Collectorates and 298 at Taluka locations. It is planned to replicate such centers in nearly 400 locations across the State encompassing all District and Taluka headquarters</p>



Department	Initiative	Description	Current Status
Directorate of Information Technology	Scheme monitoring system	<p>Government of Maharashtra has implemented web based Scheme monitoring system to monitor development schemes for all government departments. The scheme monitoring system gives following details :</p> <ul style="list-style-type: none">• Scheme nature (plan / non plan etc.)• Scheme type (TSP / General etc)• Scheme category (tribal / revenue etc.)• Budget mode (State / GoI / World Bank etc)• Financial flow details• Targets / achievements.	The adoption of this system has been low.



Section 2b. Vision, Strategy & Blueprint

The e-Governance roadmap consists of three parts the vision, the strategy and the blueprint, detailed as follows:

1. e-Government Vision

The e-Government Vision of Maharashtra is as follows:

*To provide citizens of the State **efficient and seamless services** in a **transparent** manner, through **multiple, secure and unified** delivery mechanisms*

The three primary elements that emerge from the State's past vision and the objectives of NeGP are: citizens, service, and service delivery mechanism. Maharashtra's e-Government vision provides the desired to-be state for these three elements.

Citizens are the primary beneficiaries of an e-Government. 'Citizens' represent various sub groups like individuals, businesses, and NGOs. Using Information Communication and Technology ('ICT'), the government can transform its interaction with the citizens. Considering the current portfolio of department level computerization initiatives, the e-Government vision focuses on the citizens to direct the State to undertake citizen facing initiatives and bring about a service focus in e-Governance.

Services are the transactional interface between the citizens and the State government. While delivering services, the following are the key factors: employ best use of time and money, provide for accountability and empowerment, reduce "running from pillar to post" and perception management. These factors are taken into account to when visioning efficient, seamless, transparent, and polite services. This component of the vision further enhances the service focus for the State.

The envisaged **service delivery mechanisms** need to leverage on the current state of e-Governance by unifying the current computerization initiatives, cater to all socio-economic strata and provide for authenticity of the data.



2. e-Governance Strategy

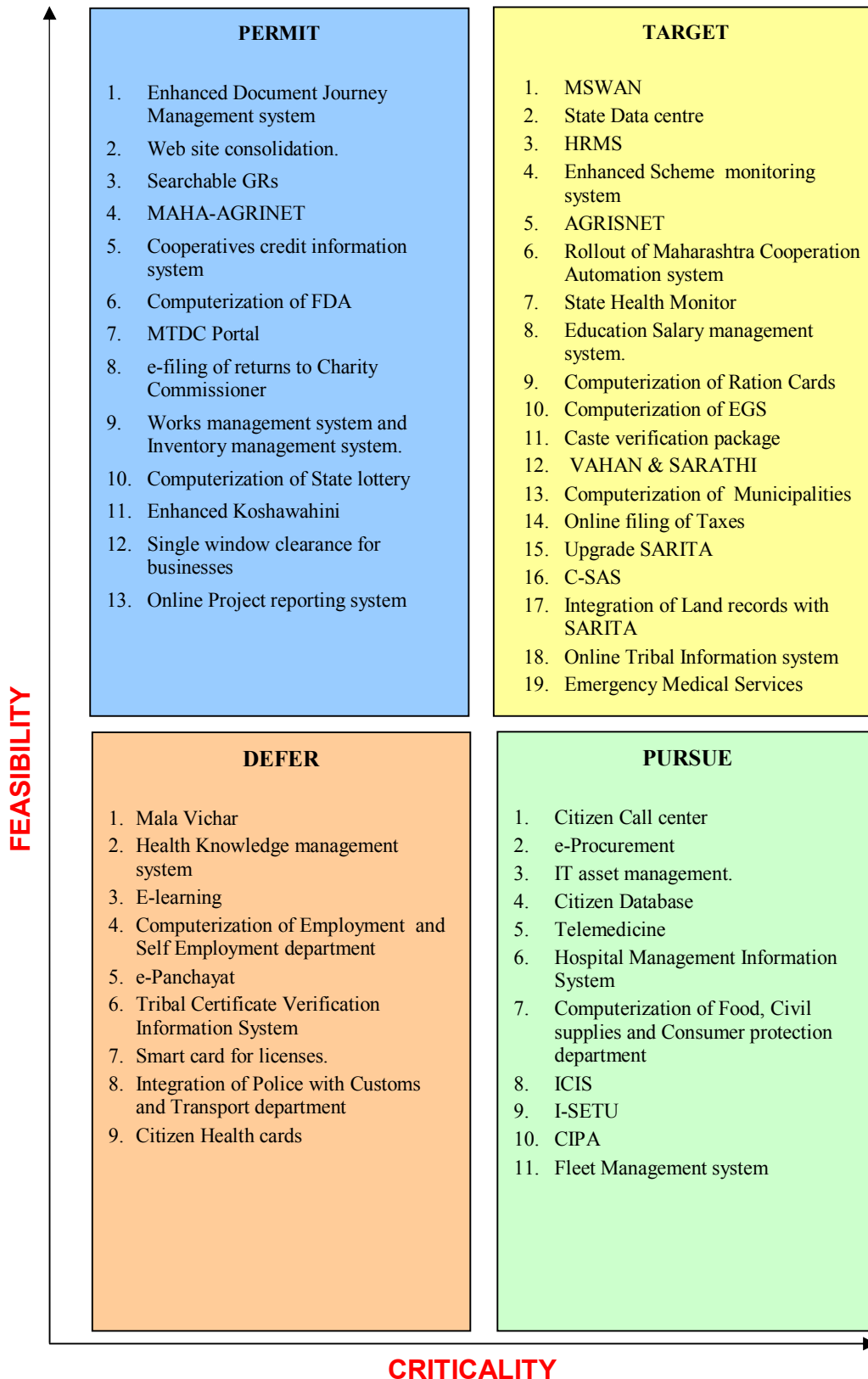


Figure 2 Prioritization of Initiatives



3. e-Governance Blueprint

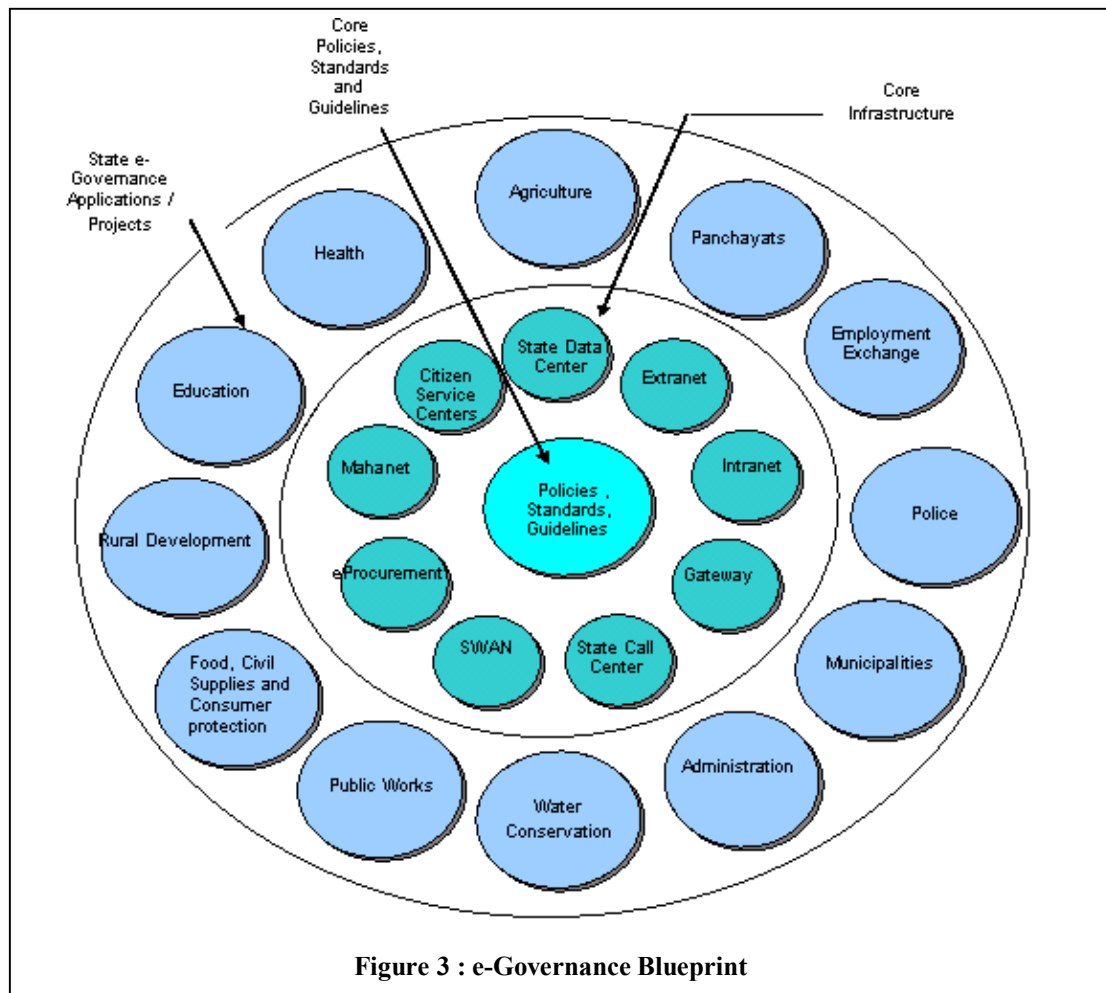


Figure 3 : e-Governance Blueprint

Summary of proposed e-Governance initiatives

From the e-Governance Roadmap, the details of the e-Governance initiatives are proposed to be undertaken in the next 3 years are summarized in Section 2b. The mission mode projects, as identified in NeGP, have been highlighted in a separate colour.



Section 2c. Planned e-Governance Initiatives

Table 3 Planned e-Governance Initiatives

Department	Initiative	Description	Stakeholders	Implementation Plan		
				Year 1	Year 2	Year 3
Core Initiatives						
Directorate of Information Technology	Maharashtra State Wide Area Network (MSWAN)	State Wide Area Network (SWAN) has been identified as an element of the core infrastructure for supporting the e-Governance initiatives under the NeGP. As part of the overall initiatives in e-Governance, the Government of Maharashtra proposes to setup a Maharashtra State Wide Area Network (MSWAN) to equip the e-Governance infrastructure of the state with the most modern technological capabilities. The MSWAN shall be the backbone for data, voice and video communication throughout the state and would act as vehicle for effective implementation of e-governance across the state.	<ul style="list-style-type: none"> Government Departments District Headquarters Collector Offices Taluka Headquarters Citizens Businesses 	✓		
Directorate of Information Technology	State Data Centre	The State Data centre will be a world class Level 3 Data center which will be connected to the MSWAN. The data centre will be used for secure hosting of servers, databases, routers, firewalls, storage etc of various government departments.	<ul style="list-style-type: none"> All government departments 	✓		
General Administration Department	Human Resources Management System ('HRMS')	With help of NIC Pune & Yashada Pune, Setu-Maharashtra the present Personnel management system, implemented in Mantralaya, provides personnel resources information about all employees in the government and generates payroll for them. The present system should be enhanced to a full fledged HRMS to also handle recruitment related activities and have functionality to accept resumes online	<ul style="list-style-type: none"> Government Employees All Government departments including field offices 	✓		



Department	Initiative	Description	Stakeholders	Implementation Plan		
				Year 1	Year 2	Year 3
		<p>and process them quickly to enable smooth recruitment process. Various Statistical reports about employees like number of trainings attended, projects handled should be generated by this application. HRMS should provide complete functionality of the following modules:</p> <ul style="list-style-type: none"> • Employee information module which will have information like Information about personal details, employment history, accommodation details, Training, Examination details, • HR management module • Recruitment module. 				
Directorate of Information Technology	Mala Vichar (Discussion Forums)	<p>This will be a website providing discussion forums for collaboration and knowledge management. Citizens and employees can post questions / inquiries which will be answered by the experts from the respective departments. This website will eventually be integrated into the knowledge management infrastructure for each sector and will contain services which will help transfer of information and knowledge and enable the creation of a knowledge based society.</p>	<ul style="list-style-type: none"> • Citizens • Government Employees • NGOs • Businesses and Industries • Knowledge Institutions • R&D Institutions • State Training centers 			✓
Directorate of Information Technology	e-Procurement	<p>The e-Procurement application will allow various government departments to automate their procurement process, resulting in transparent and efficient tendering process. The application should have the following modules:</p> <ul style="list-style-type: none"> • Web-based ERP (Electronic Resource Planning): Creating and approving purchasing requisitions, placing 	<ul style="list-style-type: none"> • Government Departments • Businesses • Contractors 		✓	



Department	Initiative	Description	Stakeholders	Implementation Plan		
				Year 1	Year 2	Year 3
		<p>purchase orders and receiving goods and services by using a software system based on Internet technology.</p> <ul style="list-style-type: none"> • E-sourcing: Identifying new suppliers for a specific category of purchasing requirements using Internet. • e-tendering: Sending requests for information and prices to suppliers and receiving the responses of suppliers using Internet • E-reverse auctioning: Using Internet technology to buy goods and services from a number of known or unknown suppliers. • e-informing: Gathering and distributing purchasing information both from and to internal and external parties using Internet. 				
Food, Civil Supplies and Consumer Protection department ('FCS&CP')	Citizen Database	The FCS&CP has undertaken computerization of ration cards. This exercise can provide the initial data for a citizen database. Eventually, this database should aggregate information about citizens in the state. This will be one of the most important statewide databases which will be used across all departments. Other e-Governance initiatives can enhance this database in due course of time.	<ul style="list-style-type: none"> • Citizens • All departments that require citizen information like Police, Revenue, Food, Civil Supplies & Consumer Protection, Welfare related departments, etc. 		✓	
General Administration Department	Citizen Call Center	The call center to be managed by SETU will be an information helpline for the citizens of the state. It will bring the government in closer contact with the people. The Call center will serve as an information source for the citizens who want to access government services.	<ul style="list-style-type: none"> • Citizens • NGOs • Businesses • Government departments 		✓	



Department	Initiative	Description	Stakeholders	Implementation Plan		
				Year 1	Year 2	Year 3
Finance	Enhanced Scheme monitoring system	The existing Scheme monitoring system initiative needs to undergo enhancement and undertaken for complete implementation. The Scheme monitoring system should be a consolidated Web based system for effectively managing various Central Government and State Government Schemes across the State using automated processes, dynamic collaboration tools and interfaces for various external agencies. The scheme monitoring system can help effectively monitor and evaluate the performance of various schemes. Each department will be responsible for periodically updating the status of the schemes and the amount of funds used.	<ul style="list-style-type: none"> Finance department Planning department All other departments as they are responsible for various central / state government schemes 	✓		
Directorate of Information Technology	Enhanced Document journey management system ('DJMS')	The enhanced DJMS will be an improvement over the current DJMS to convert it into a document management system. A typical user will scan the document and attach a unique number to it. Essential features could include support for a large variety of document formats, extensive access control and searching capabilities across LANs and WANs, support for multiple versions of a document, ability to combine text fragments written by different authors and workflow component for routing.	<ul style="list-style-type: none"> All Government departments 		✓	
Directorate of Information Technology	Web site consolidation	The department websites serve as important sources of information about the department and the various schemes under that department. Most of the department websites have been unable to publish basic information like e-mail ids of the departmental personnel, various plans and schemes of the department, vision and aim of the	<ul style="list-style-type: none"> All Government departments 		✓	



Department	Initiative	Description	Stakeholders	Implementation Plan		
				Year 1	Year 2	Year 3
		department etc. Many departments have hosted their websites on different domain names on the Internet. All such websites should be consolidated under the official common website. Web site consolidation will allow the availability of basic data on department websites to be available in a consolidated manner.				
Directorate of Information Technology	IT asset management	IT asset management will serve as the single database for details about all IT assets of a department. It will contain information about the number of computers, modems and other hardware as well as details about the IT vendors and their performance in other departments and feedback given by other departments.	<ul style="list-style-type: none"> All Government departments 		✓	
Mantralaya	Searchable GRs	Context based searching of all Government Resolutions (GR) released by the State Government should be provided to facilitate efficient lookup of GRs.	<ul style="list-style-type: none"> State government employees 		✓	
AGRICULTURE AND ALLIED SERVICES						
Agriculture and Allied Services	MAHA-AGRINET	The objective of MAHA-AGRINET is to help farmers and villagers through farm specific, need based, demand driven and timely advice and knowledge in such a way that it helps them in their day to day activities. The concept of MAHA-AGRINET is a consortium of institutions like Government departments, State Agriculture universities, R&D institutions etc. enabled by appropriate ICT applications working together to enable interaction, information exchange and knowledge transfer between the stakeholders.	<ul style="list-style-type: none"> Farmers, villagers Entrepreneurs Agro-business Self-help groups Farmer Associations Universities Government departments APMCs Research companies 		✓	



Department	Initiative	Description	Stakeholders	Implementation Plan		
				Year 1	Year 2	Year 3
Agriculture and Allied Services	AGRISNET	<p>AGRISNET is part of the Mission mode projects under NeGP. AGRISNET will play a key role in:</p> <ul style="list-style-type: none"> Monitoring of Schemes Crop Production, Productivity, yield data Weather Watch (early warning) System Inputs (Fertilizer, Seeds, Pesticides) availability Agriculture Credit related Information Horticulture details Extension services Watershed management 	<ul style="list-style-type: none"> Farmers, villagers Entrepreneurs Agro-businesses Self-help groups Farmer Associations Universities Government departments APMCs Research companies 	✓		
Cooperation, marketing and Textiles	Cooperative credit information system	<p>The department has already started the computerization process. The department should now focus on creating a knowledge bank which acts as a decision support system when making key decisions. This system should serve as an important tool for granting of rural credit and for monitoring of cooperative societies in the state. This system should contain details about all loans given to farmers by the cooperatives.</p>	<ul style="list-style-type: none"> Cooperation, Marketing and Textiles dept Agriculture department Cooperative societies Farmers 		✓	
Cooperation, marketing and Textiles	Rollout of Maharashtra Cooperation Automation system (MCAS)	<p>MCAS is a web based MIS. Some of the modules built in MCAS are as follows:</p> <ul style="list-style-type: none"> Society Information system module Election Tracking system module Cooperative statistics system module Inspection information system module etc. <p>The department should undertake the rollout of the</p>	<ul style="list-style-type: none"> Cooperative societies Department of Cooperation, Marketing and Textiles Commissioner of Cooperation and registrar of societies 	✓		



Department	Initiative	Description	Stakeholders	Implementation Plan		
				Year 1	Year 2	Year 3
		<p>developed software and complete the following tasks:</p> <ul style="list-style-type: none"> • Integration of all modules in DIT server • Integration testing by ITSP and Department. 				
HEALTH						
Medical Education and Drugs	Computerization of FDA	The Food and Drugs Administration department has already computerized 5 key offices. The next phase of computerization should connect all these locations on a high speed data network as a pilot project and then mass rollout should be carried out across all FDA offices.	<ul style="list-style-type: none"> • Commissioner of Food and Drugs Administration • Directorate of Medical Education and Research 		✓	
Medical Education and Drugs	Hospital Management Information System ('HMIS')	<p>The department plans to computerize all government colleges and their associated hospitals in the state as part of this initiative. HMIS is a comprehensive, integrated information system designed to manage the administrative and clinical aspects of a hospital. This encompasses paper-based information processing as well as data processing machines. The aim of an HMIS is to achieve the best possible support of patient care and administration by electronic data processing.</p> <p>It will be composed of:</p> <ul style="list-style-type: none"> • Drug and Supplies Procurement system • Inventory and distribution system • Employee Information system • Patient Database with past history • Laboratory Information System. 	<ul style="list-style-type: none"> • District Hospitals • Sub-divisional hospitals • Community Health centers • Primary Health centers • Mobile Health units • Ayurveda Hospitals 		✓	
Medical Education and	Telemedicine	Telemedicine will use communications and information technologies for the delivery of clinical care. Telemedicine	<ul style="list-style-type: none"> • Citizens • Doctors 		✓	



Department	Initiative	Description	Stakeholders	Implementation Plan		
				Year 1	Year 2	Year 3
Drugs		will use satellite technology and video-conferencing equipment to conduct a real-time consultation between medical specialists in far off towns. There are also peripheral devices which can be attached to computers or the video-conferencing equipment which can aid in an interactive examination. The system will transfer medical data (like medical images, bio-signals etc) to a doctor or medical specialist at a convenient time for assessment offline	<ul style="list-style-type: none"> • Directorate of Health Services • Directorate of Medical Education and Research • District Hospitals • Sub-divisional hospitals • Community Health centers • Primary Health centers • Mobile Health units • Ayurveda Hospitals 			
Medical Education and Drugs	Citizen Health cards	The citizen health cards will be an important step in consolidating data about the health status of the citizens of the state. The citizen health card will carry basic information about the holder and will be used by the hospitals to check health details and past case history about the citizen. The citizen health card will be used to avail various services at the hospital and will ease operational hurdles like paying of bills, admission of patient, discharge formalities etc.	<ul style="list-style-type: none"> • Citizens • Doctors • Directorate of Health Services • Directorate of Medical Education and Research • District Hospitals • Sub-divisional hospitals • Community Health centers • Primary Health centers • Mobile Health units • Ayurveda Hospitals 			✓
Public Health	Emergency Medical Services	The emergency medical services will be a state of the art setup for providing emergency services to citizens. Ambulances in major cities including private ambulances will be equipped with GPS receivers and will work on GPS technology. In case of emergency the location of the closest ambulance can be determined very quickly and help can be provided at very quick pace. This will reduce the number of	<ul style="list-style-type: none"> • Citizens • Doctors • Directorate of Health Services • Directorate of Medical Education and Research • District Hospitals 	✓		



Department	Initiative	Description	Stakeholders	Implementation Plan		
				Year 1	Year 2	Year 3
		accident deaths and increase quality of emergency service to citizens.	<ul style="list-style-type: none"> • Sub-divisional hospitals • Community Health centers • Primary Health centers • Mobile Health units • Ayurveda Hospitals 			
Public Health	Health Knowledge management system	The Health knowledge management system will serve as the knowledge base for all health officials across the state. Using this database doctors across the state will be able to read diagnostic reports from other parts of the state, search on case studies, access latest findings and discoveries, access medical books etc.	<ul style="list-style-type: none"> • Directorate of Health services • Directorate of Medical Education and Research • Community health centers • District Health centers • Primary Health centers • Mobile Health units • Medical colleges and research institutions 			✓
Public Health	State Health Monitor	The State Health monitor will provide key facts and figures about the overall health situation to health officials to enable them to make effective Health policies which will create the desired impact in the state. The State Health monitor will facilitate capturing of data from health centers which will include both government as well as private health centres across the state and give periodic reports which will include key Human Development indicators like Infant Mortality Rate, Birth rate, Death rate etc to health officials. Private practioners and hospitals will be able to fill in information through web based interface.	<ul style="list-style-type: none"> • Directorate of Health services • Directorate of Medical Education and Research • Community health centers • District Health centers • Primary Health centers • Mobile Health units • Private practioners • Nursing homes • Private clinics and dispensaries 	✓		



Department	Initiative	Description	Stakeholders	Implementation Plan		
				Year 1	Year 2	Year 3
EDUCATION						
School Education and Sport Department	E-Learning	E-learning is an approach to facilitate and enhance learning through, both computer and communications technology. E-Learning involves distance education and training for the students and teachers living in remote areas through instructional materials developed at a centralized government location/ facility. E-Learning also involves any guidance or counseling on advanced careers or vocational training that might be required by people in the remote areas of the state. This channel of communication can also be established to propagate other forms of communication w.r.t the Health, Welfare, etc thereby increasing increased awareness of the citizens.	<ul style="list-style-type: none"> • Directorate of Primary Education • Directorate of Secondary Education • Directorate of Adult Education • Directorate of Technical Education • Tribal Development Corporation • Students & Teachers • Government Hospitals 		✓	
School Education and Sports department	Education Salary management system.	The Education salary management system will ensure that salaries for the teachers and other education officials are paid on time. Currently delay in processing of teachers' salaries is a cause of teacher absenteeism. This system will generate salaries from the Teacher attendance database.	<ul style="list-style-type: none"> • Teachers • Education field offices at Taluka and village level • Directorate of Primary Education • Directorate of Secondary Education • Directorate of Adult Education • Tribal Development Corporation 	✓		
WELFARE						



Department	Initiative	Description	Stakeholders	Implementation Plan		
				Year 1	Year 2	Year 3
Food, Civil Supplies and Consumer Protection Department	Computerization of Ration Cards	With a view to streamline the issue of ration cards and to prevent misuse of benefits offered under the various schemes, the Government of Maharashtra intends to issue computerized ration cards in the State in a phased manner. The computerization of Ration cards will systematize the issue of ration cards and to ensure transparency. A pilot has already been carried out in the State on a pilot basis in Sholapur district. Based on the experience of this pilot scheme, the State Government proposes to extend the scheme of computerization to the entire State.	<ul style="list-style-type: none"> • Citizens • District Supply Officer (DSO) • Controller of Rationing • Fair Price shops 	✓		
Food, Civil Supplies and Consumer Protection Department	Computerization of Food, Civil Supplies and Consumer protection department	<p>The computerization of the department will automate the following key processes of the department:</p> <ul style="list-style-type: none"> • Public Distribution system • Procurement of food grains • Creation and maintenance of storage facilities for PDS • Fair price shops details • Implementation and monitoring of various schemes like mid-day meal scheme 	<ul style="list-style-type: none"> • Food, Civil supplies and Consumer protection department • Citizens • Controller of Rationing • Fair price shops 		✓	
Employment and Self Employment	Enhanced computerization of Employment and Self Employment department	Employment and Self-Employment Department along with NIC has developed the Rojgar Mitra and Rojgar Wahini software for employment exchanges and computerization has already started. The need now is to completely automate the workflow. This will enable faster response time to queries at the counter as well as through the web. The record management can be simplified further. The software will have functionality to register candidates, register employers, vacancy order booking, updation / renewal of candidate	<ul style="list-style-type: none"> • Employment seekers • Employment Exchanges • External employers • Recruitment agencies 			✓



Department	Initiative	Description	Stakeholders	Implementation Plan		
				Year 1	Year 2	Year 3
		information, Web queries and reports etc.				
Planning Department	Computerization of EGS	The principal aim of the Employment Guarantee Scheme is to provide gainful and productive employment to the people in rural areas and in the areas of 'C' Class Municipal Councils, who are in need of work and are prepared to do manual labor but cannot, find it on their own. The computerized system will enable quick registration of employment seeker, speed up the payment of money, and efficiently allocate labor for required works, proper inspection of EGS performance at all levels.	<ul style="list-style-type: none"> Unskilled workers in Class C municipalities and rural villages Planning department District Collectors Officers at Zilla Parishad 	✓		
Rural Development	e-Panchayat	The Panchayat Raj Institutions are required to conduct development projects and plays a main role in eliminating the poverty. With the advent of IT, the department aims at making the whole process transparent. It can implement state wide software system for Panchayat Raj developed by NIC at a national level. Further, the NIC, Mumbai has developed a generic software system called " Status Information Management System by National informatics Centre " (SIMNIC) for collecting and collating MIS manual returns and for automating various processes at Gram Panchayat levels.	<ul style="list-style-type: none"> Rural citizens Gram Panchayat Officials Rural Development Department 			✓
Tourism (Home)	MTDC Portal	The Maharashtra Tourism Corporation is the premier body to develop tourism in the state. The department envisages to develop a portal which would provide a combination of recommendations, advisory services, bookings (a flight, renting a car etc., purchasing a travel guide, or locating/booking a hotel, with, say a vegetarian restaurant)	<ul style="list-style-type: none"> Tourists and Visitors Airlines Railways Travel Agencies 		✓	



Department	Initiative	Description	Stakeholders	Implementation Plan		
				Year 1	Year 2	Year 3
		<p>based on the tourists implicit and explicit requirements. It would give travelers the most sought after data related to travel:</p> <ul style="list-style-type: none"> • Flight availability, • Air, car and hotel bookings, • Low fare search capabilities, • Weather reports, • City maps, • Currency converters, etc. 				
Law and Judiciary	e-filing of returns to Charity Commissioner	Public Charity Trust Registration Office, Mumbai is involved in Registration of the Public Charity Trust, maintaining the records of public charity trust, monitoring of trust activity and judicial platform in case of any conflict in the working of Public Charity Trust. NGOs are required to file their returns with the Charity Commissioner. The e-filing will allow trusts and NGOs to submit required information online, obtain confirmation and track their requests.	<ul style="list-style-type: none"> • Trusts across the state • NGOs • Charity Commissioner 		✓	
Social Justice, Cultural Affairs and Special Assistance	Caste verification package	The verification of certificates issued to SC, VJ or NT candidates is done by this dept. The package will be able to issue as well as verify the caste certificate and will contain a database of all people who have been awarded the certificates. This will smoothen out the process of grants to citizens from SC / ST. This is envisaged to be a web enabled system.	<ul style="list-style-type: none"> • SC / ST / VJ / NT citizens • Zilla Parishad office • NGOs 	✓		
Tribal Department	Online Tribal information system	The Online Tribal information system will contain details about the entire Tribal community in the state categorized	<ul style="list-style-type: none"> • Tribal community • Tribal department and its 	✓		



Department	Initiative	Description	Stakeholders	Implementation Plan		
				Year 1	Year 2	Year 3
		according to the schemes which they are beneficiaries of. This would help the department in making informed decisions and in efficient monitoring of various schemes.	<ul style="list-style-type: none"> associated field offices Tribal development Corporation 			
Tribal Department	Tribal Certificate Verification Information System	The Tribal Certificate Information system will help the Tribal Department and the citizens to keep track of the Case Status of tribe verification. Verification / Validation of the Tribe certificates is necessary for taking benefit of reservations for ST for employment, admission to professional colleges, elections etc. The system should be web based system.	<ul style="list-style-type: none"> Tribal communities Tribal development corporation 			✓
INFRASTRUCTURE						
Transport (Home)	VAHAN & SARATHI	The computerization of Driving Licenses and Registration of vehicles is a mission mode project under the NeGP. VAHAN will provide for registration certificate and related activities and SARATHI will provide for Driving license and related activities. The department should undertake implementation of these applications across its offices.	<ul style="list-style-type: none"> Transport department Police department Citizens 	✓		
Transport (Home)	Smart card for licenses	This e-Governance initiative will provide Smart Card for licenses. These Smart card will contain all details of the smart card holder including Personal details, case history etc. The Police will be able to read this information and update it as well using handheld bar code scanners.	<ul style="list-style-type: none"> Police department Law and Judiciary Department Citizen 			✓
Public Works Department	Works management system and Inventory management	The Works Management system provides details of Technical sanction, administrative approval, preparation of estimates, draft tender papers, running account bills data and works data. The Inventory management system	<ul style="list-style-type: none"> PWD and its field offices Contractors Private agencies 		✓	



Department	Initiative	Description	Stakeholders	Implementation Plan		
				Year 1	Year 2	Year 3
	system.	provides details of inventory of roads, bridges and buildings. Both these modules should be enhanced to increase the offered monitoring capabilities.				
Urban Development Department	Computerization of Municipalities	This is a mission mode project under NeGP. Three municipalities of Navi Mumbai, Kalyan and Pune have already been computerized and citizen facilitation centers have been setup. The department now envisages to successfully replicate this in the remaining municipalities and make government services transparent and easily accessible.	<ul style="list-style-type: none"> Municipalities Citizens 	✓		
Water Resources Department	Integrated Computerized Information System (ICIS)	The objectives of this project are to generate a comprehensive and integrated approach to planning and management of water resources on a multi Sectoral and river basin basis, including full incorporation of environmental management practices for resources protection and sustainability. This project would enhance the efficiency of the department through electronic connectivity between its operational and other units and enhanced computerized management information system for informed decision making at all levels	<ul style="list-style-type: none"> Farmers Irrigation field offices Irrigation research institutions 		✓	
Water Conservation, RD & WCD	Online Project reporting system	The Water conservation department undertakes large number of irrigation projects and watershed development projects. To enable the key officials to make informed decisions, the status of the field projects should be available online. The system should be web based and will be updated regularly by the various field offices	<ul style="list-style-type: none"> Farmers Water Conservation department and its associated field offices 		✓	
ADMINISTRATION AND SUPPORT						



Department	Initiative	Description	Stakeholders	Implementation Plan		
				Year 1	Year 2	Year 3
Finance	Online filing of taxes	<p>Citizens and businesses will be able to submit their taxes online. Sales Tax is one of the major taxes collected by the government and the department is the highest revenue earner for the state and the computerization of the department is already underway. The department has already built MAHAVIKAS software and now the project has been modified to incorporate all the functionalities of Sales Tax Department including:</p> <ul style="list-style-type: none"> • Registration • Assessment, • Online submission of Returns 	<ul style="list-style-type: none"> • Sales Tax Department • Traders • Shop owners 	✓		
Finance	Enhanced Koshwahini	<p>Koshwahini is the Treasury Information system built by the Accounts and Treasury department. The computerization of various entities including Treasury offices is already at an advanced stage. The enhanced Koshwahini system will have comprehensive modules for Audit and MIS for various financial processes which will help in increasing the efficiency of the department as well as provide various details for informed decision making.</p>	<ul style="list-style-type: none"> • Accounts and Treasury department (Finance) 		✓	
Finance	Computerization of State lottery	<p>The main objective of the State Lotteries department is to devise and implement various lottery schemes for the state government.</p> <p>The key functions of this department to be taken up for computerization:</p> <ul style="list-style-type: none"> • Devise and plan various lottery schemes • Fix design and serial numbers of the lottery tickets • Monitor printing of tickets at the Govt. printing press 	<ul style="list-style-type: none"> • Directorate of Small Savings and Lotteries • Citizens • State Lottery shop owners 		✓	



Department	Initiative	Description	Stakeholders	Implementation Plan		
				Year 1	Year 2	Year 3
		<ul style="list-style-type: none"> • Distribution of tickets to various locations and maintaining their stock • Publicity of the schemes • Conducting draws and communicating results to various locations • Scrutinize and approve prize winning tickets • Keeping track of bogus and counterfeit tickets. 				
Revenue and Forests Department	Computerized Stamp Duty Administration system (C-SAS)	C-SAS will overcome the current lacunae in the stamp vending system. The various processes related to stamp printing, transportation and vending will be automated. C-SAS will ensure better transparency in the stamp vending process and would make it convenient for the citizens to purchase stamps	<ul style="list-style-type: none"> • Revenue department • Citizens • Banks • FIs • Government Undertaking • SROs 	✓		
Revenue and Forests Department	Upgrade SARITA	The Department of Registration and Stamps has already computerized the Registration process. Registration offices are spread across the state and the current system is de-centralized. The Registration records are backed up on CD and manually transferred to record rooms. To enable central storage of data and minimize costs all registration offices will be connected on high speed data network. The up-graded system will also enable e-Registration and ' Anywhere Registration '.	<ul style="list-style-type: none"> • Citizens • Revenue Department • IGR • Land Records and Settlement Commissioner • Sub Registrar Offices 	✓		
Revenue and Forest Department	Integration of land records with SARITA	Maharashtra is at an advanced stage of Registration and Land Records computerization. Land Records Management Information has already been developed and implemented with Data entry, Verification, Edit and Mutation modules in all 357 Tehsils in Maharashtra. Every village in each tehsil	<ul style="list-style-type: none"> • Citizens • Land records and settlement commissioner • Inspector General of 	✓		



Department	Initiative	Description	Stakeholders	Implementation Plan		
				Year 1	Year 2	Year 3
		has been given a unique census code. The department now aims to setup an interface between LMIS database and SARITA database at the tehsil level.	Registration and Controller of Stamps			
Directorate of Information Technology	I-SETU	Major cities will soon have I-Setu project to be implemented on Build, Operate and Transfer (BOT). These Integrated Citizen Centers will have additional facilities like Railway Reservation, Bus Reservation, Payment of Telephone / Electricity Bills, Payment of Municipal Taxes, Registration of Birth / Death and other services required to citizens on top of regular Setu centers. Initially 50 such I-Setu centers are likely to be established in Mumbai city and later on will be established in rest of the cities. All of the Setu and I-Setu services will be based on networked data centers located at Mantralaya and District headquarters. The complete project will be called MEGA SETU with the aim to reduce wastage of time, money and resources of the citizens and will enable proper guidance, information.	<ul style="list-style-type: none"> ▪ Citizens ▪ Government Departments ▪ Private agencies 		✓	
Police (Home)	Common Integrated Police Application (CIPA)	The initiative of Common Integrated Police Application, a Mission Mode Project under the NeGP, aims at automating the work flow at the police station and reducing the paper work substantially, so that the police personnel can pay more attention to other pressing tasks. It reduces manual records/register maintenance at Police Stations. It also eliminates duplication and inconsistency in record keeping and facilitates maintenance of details of criminals. One can keep a track of the status of cases through CIPA as it brings an element of transparency in the working of Police. CIPA would enable computerized registration of FIRs, missing	<ul style="list-style-type: none"> • Police department • Citizens 		✓	



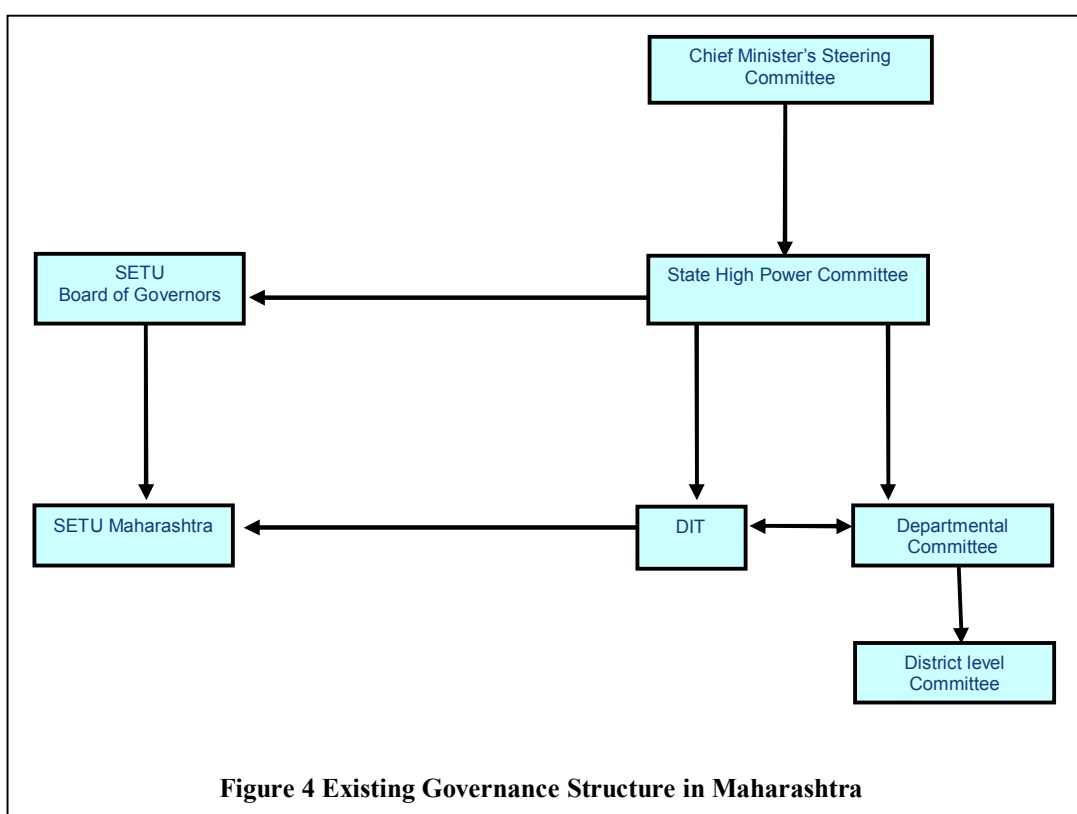
Department	Initiative	Description	Stakeholders	Implementation Plan		
				Year 1	Year 2	Year 3
		persons report, medico-legal cases, unnatural deaths, unclaimed properties and Armed Forces deserters, apart from recording details of crime, victims and accused.				
Police (Home)	Integration of Police department with Customs and Transport department	<p>The Police department interacts with various departments for its day to day functioning. The department now plans for integration with following departments is bound to increase the efficiency</p> <ul style="list-style-type: none"> • Customs department – To verify identity of citizens • Transport department – To access registration database. 	<ul style="list-style-type: none"> • Police department • Customs department • Transport department • Citizens 			✓
Police (Home)	Fleet Management system	The Police department has a large number of official cars which are to be managed by them. The fleet management system will ensure the smooth management of all these vehicles across the state. The VIP vehicles can be equipped with GPS based tracking device which will ensure security and ease out logistics for Police department.	<ul style="list-style-type: none"> • Police department 		✓	
Industries, Energy and Labor Department	Single window clearance for businesses	The Registration process for new establishments will be made easier by providing the Registration service at SETU centers all across the state. The various forms required for completing the registration formalities will be available on the Official common website. This will give a much needed boost for promotion of new industries in the state and make the government services more transparent and efficient for all new industries.	<ul style="list-style-type: none"> • Entrepreneurs • FIIs • National and Multinational companies 		✓	



Section 3. Institutional Structure

This section describes the institutional structure required to run the proposed e-Governance initiatives. The first section describes the structure in place, and the subsequent section describes the proposed institutional structure.

Section 3a. Existing Structure



The existing governance structure in Maharashtra is as shown in the figure above and the key components are explained in the section below.

1. Chief Minister's Steering Committee:

The existing governance structure in Maharashtra is headed by the Chief Minister's Steering Committee, which was constituted to look after IT and biotechnology initiatives in the State. The committee's responsibilities include:

- i. Increase IT and biotechnology projects in the State within government and industry



- ii. Provide recommendations to cabinet in matters relating to IT and Biotech
- iii. Approve notices and projects. Remove 'hurdles' coming in the way of the spread of IT and biotech projects
- iv. Make provisions for training in the field of IT and biotechnology. Decide the level of training needed and arrange the funds required.
- v. Increase the use of IT in education
- vi. Increase the use of IT in government
- vii. Involve non-resident Indians of Maharashtrian origin in various types of programs.

At the time of formation of this committee in 2002, it was resolved that it shall meet every three months.

The committee is headed by the Chief Minister and has 50 other members from the government, industry and educational institutions. The following government personnel are members of this committee:-

- i. Chief Minister
- ii. Deputy Chief Minister
- iii. Ministers, Chief Secretary, Secretaries of key departments
- iv. Industry representatives from large companies like Wipro, TCS, and others
- v. Representatives from PSUs like BSNL, SEEPZ, and others
- vi. Representatives from educational institutions like NCST, IIT and others

2. State High Power Committee:

There is a State High Power Committee (HPC) which is headed by the Chief Secretary and consists of key Principal Secretaries. The HPC has the similar powers as the cabinet in terms of value of projects that can be sanctioned. All high value projects, including those related to e-Governance, are brought before the HPC for approval.

The following personnel are members of the HPC:

- i. Chief Secretary
- ii. Additional Chief Secretary (Finance)
- iii. Principal Secretary (Revenue)
- iv. Principal Secretary (Planning)
- v. Principal Secretary (RDD)



- vi. Secretary (IT)
- vii. Secretary (O&M)
- viii. Development Commissioner (Industries)
- ix. Director, CDAC
- x. Deputy Director General, NIC

3. DIT:

For all IT related purchases and other issues, all Mantralaya departments interact with Directorate of Information Technology (DIT). Currently DIT also supports various departments in the conceptualization of initiatives, and selection of vendors. It also looks after the IT needs of Mantralaya like maintaining IT infrastructure and the common application suite e-Mantra.

4. SETU:

SETU Society is Society promotion of Excellence and Transparency in public administration for better Understanding of the requirements of the citizens in their interface with Government.

The society has been set up at two levels. An apex body at the State level has been registered which guides and monitors the district level societies. The latter runs and manages citizen service centers which provide common services that citizens require of their government at a single window.

A Board of Governors presides over all the district level bodies and the State level bodies.

The State Level society (SETU Maharashtra) has the Chief Secretary as chairman of the Board of Governors, Secretary (IT) as member secretary, along with the following permanent members:

- i. Principal Secretary (Administrative Reforms)
- ii. Principal Secretary (Finance)
- iii. Principal Secretary (Planning)
- iv. Principal Secretary (Revenue)

The District level society has the Collector as the ex officio Chairman of the Board of Governors and other members are Head of the Departments of major offices at the district level.

5. Departmental Committee:

The Departmental Committee is headed by the head of the department, has key members from within the department and may have external experts. Its responsibilities include feasibility study, requirement specification and overseeing implementation of initiatives in the department.



6. District Level Committee:

The district level committee is headed by the Collector and has representatives from NIC and IT experts. Its role is to drive, monitor and implement e-gov initiatives and SETU in the district. Its responsibility includes providing status updates to Mantralaya. It also encourages adoption of common infrastructure.



Section 3b. Proposed Changes

The proposed governance structure for e-Governance initiatives in the State is closely aligned with the structure suggested under the National e-Governance Plan (NeGP). The proposed structure draws upon the strengths of the current institutional framework in place and suggests modifications to meet the State’s current and future needs.

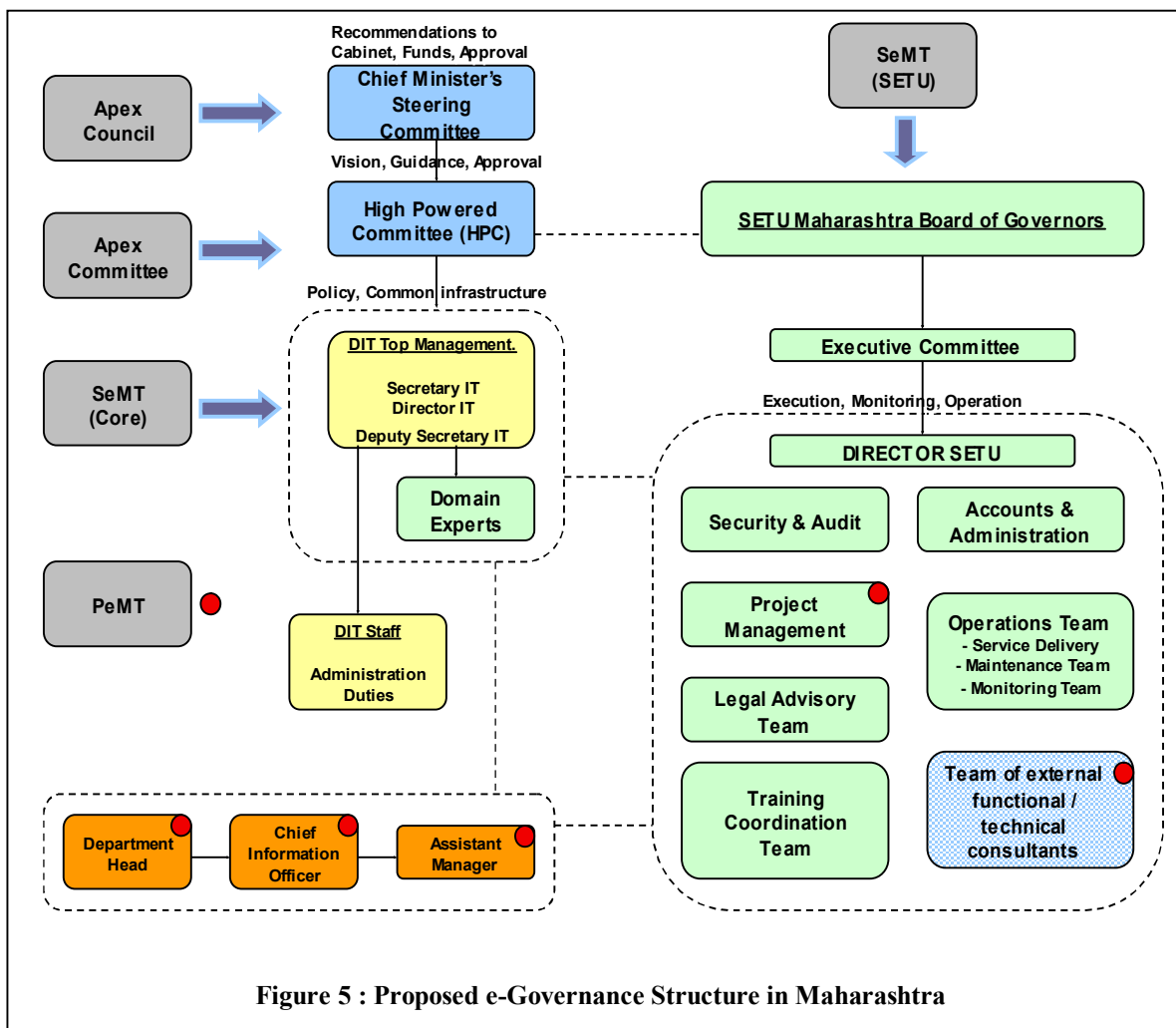


Figure 5 : Proposed e-Governance Structure in Maharashtra

1. Apex Council

The apex council will be drawn from the Chief Minister’s Steering Committee as described in the previous section. It is suggested that a sub-committee be formed from the present 51 members. It should have 9 to 12 key members representing government, industry and educational institutions headed by the Chief Minister. The sub-committee will act as the Apex Council. However, until the formation of the sub-committee the present Steering Committee may act as the Apex Council.



2. Apex Committee

HPC will function as the Apex Committee and is the owner of the State's e-Governance plan. Its primary responsibilities will be as follows:

- i. Approve e-Governance policies and projects
- ii. Responsible for committing resources and monitoring the State's progress on e-Governance
- iii. Act as a high escalation level for the structure.

3. State e-Governance Mission Team (SeMT)

SeMT will consist of two parts – SeMT (Core) and SeMT (SETU). SeMT will provide the inputs for formulation of policies for e-Governance. It will be responsible for formulation of guidelines and standards pertaining to use of ICT. Key responsibilities of the SeMT include:

- i. Coordinating and monitoring the State's e-Governance Action Plan
- ii. Presenting e-Governance monitoring reports to HPC
- iii. Enforcing periodic security audits, Monitoring Operations team
- iv. Implementing decisions made by HPC
- v. Interaction, co-ordination with GoI, World Bank and other such agencies
- vi. Acting as first escalation level for bottlenecks in e-Governance initiatives, grievances of other departments.

The SeMT (Core) consists of the top management of the DIT. External domain experts may be hired on contract by the SeMT (Core) to complement the skills of DIT if needed. The SeMT (Core) would include the following persons:

- i. Secretary (IT)
- ii. Director (IT)
- iii. Deputy Secretary (IT)
- iv. External Domain Experts

Besides the DIT Top management, SeMT (Core) will have full time domain experts in the following areas:

- i. Legal Advisory: This position will be filled by the Legal Advisor from SETU Maharashtra.
- ii. Program Management: This position will be filled by the Associate Director of the Program management team in SETU.
- iii. Financial Management



- iv. Business Process Reengineering
- v. Change Management

The SeMT (SETU) will consist of the entire SETU Society as described under the next section.

4. State Nodal Agency

SETU Maharashtra Society (SETU) will act as the State Nodal Agency. SETU will be responsible for the execution, monitoring and operation of initiatives. The proposed structure envisages expanding SETU to play a broad based pivotal role in e-Governance projects.

SETU will be headed by the current Board of Governors. There is an Executive Committee. A Director will report to the Executive Committee.

The executive committee will have the following broad role:

- i. Responsible for implementing decisions of the SeMT
- ii. Grant approvals for appointing staff
- iii. Serve as an escalation mechanism to the SeMT

The Director SETU will have the following role:

- i. Inter-departmental coordination between SETU
- ii. Single point of information for the Executive committee
- iii. Manage operation of SETU.

There will be six broad areas under SETU headed by the Director (SETU):-

- i. Project Management
- ii. Security and Audit
- iii. Operations
- iv. Training Coordination
- v. Legal Advisory
- vi. Accounts & Administration.

i. **Project Management:**

SETU Project Management Team consists of technically qualified managers. It has the following responsibilities:

- Coordinates the Security Impact Study, and Integration and Interoperability Study



- Performs the Privacy Impact Study in conjunction with the Legal team
- Draws up a detailed proposal for the initiative, covering system design, rollout, training, maintenance, and monitoring
- Act as Project Managers if a vendor is implementing the project. They ensure adherence to SETU defined open standards and the overall IT Plan for the State
- Oversee engaged functional or technical consultants for the projects to get cutting-edge techniques and industry best practices.

ii. Security and Audit:

Security and Audit team is responsible for information systems audit and control, to protect State government data and ensuring data integrity. They manage external security experts, who will conduct the IS audits.

iii. Operations:

SETU Operations team consists of 3 major sub teams - Service Delivery, Maintenance Team, and Monitoring Team:

- SETU Service Delivery Team (SDT) supports the citizen facing service centers
- Maintenance Team is responsible for maintenance of operational projects. They oversee the vendor who may be directly performing maintenance tasks
- Monitoring Team monitors the health of running projects via surveys and other transactional indicators.

iv. Training Coordination:

Training coordination team coordinates all training activities including:

- Identifying personnel for training in consultation with the Departments
- Managing knowledge given by the vendor
- Ensuring training continuity by interfacing with State training institutes
- Liaising with YASHADA.

v. Legal Advisory:

SETU Legal Advisory Team (LAT) advises the SETU on all matters pertaining to the legality in implementing e-Governance initiatives:

- LAT advises on cyber-laws connected with e-Governance initiatives
- Changing transactional work-flows or providing alternative documentation may require amending certain acts / laws. LAT advises on the same.

**vi. Accounts and Administration:**

SETU Accounts and Administration looks after matters relating to the internal functioning of the SETU Society.

Delegation of Authority in SETU:

There will be a delegation of authority (DOA) matrix formulated by the executive committee of SETU Maharashtra. This matrix will determine the approval limits of each level in the SeMT. A DOA matrix is essential to ensure proper control of SeMT funds which will be outside of the government framework.

Internal Capacity Building through Post Conversion:

Staffing needs for the additional capacity will be met through post conversion, not post addition. Recruitment rules will be made for the converted IT posts.

Each department will convert 2% of their posts into IT posts, over the next 5 years. To start with, 2% of the recruitments for the existing vacancies in each department may be converted into IT posts. This can be ramped up as further projects are undertaken by the department. The Department will be directed by HPC at the time of approval of the project. Post conversions should support the two proposed posts of Chief Information Officer (CIO) and Assistant Manager. There will be two persons at the level of Assistant Manager to support initiative requirements at the district level.

5. Project e-Governance Mission Team (PeMT)

A PeMT, headed by the head of the department driving the initiative, will be formed for each project undertaken. It will consist of department personnel, project management personnel from the Project Management team of SETU and required functional experts hired by SETU on a contract basis. PeMT is responsible for driving the project from inception to implementation and then oversee the running. The PeMT will perform (or outsource) various tasks like the selection of a project management consultant, preparation and issue of the tender document, detailed project specifications, vendor selection, project implementation, operation and monitoring. PeMT will leverage wherever possible on the existing departmental committee structure.

There will be a Chief Information Officer (CIO) and an Assistant Manager for each department. These posts will not be an additional financial burden on the department but will be created through post conversion.

The CIO will have the following duties:

- 'Owner' of department maintained data
- Provide functional inputs to PeMT
- Coordination of all departmental projects with SETU
- CIO interacts with Director SETU to solve coordination issues.



The Assistant Manager will work along with CIO in each department. His responsibilities include:

- To be a point of contact between the Department, DIT, and SETU Society
- Take responsibility for coordinating with SETU for e-Governance related projects in his department.

Review of Recruitment Rules:

Recruitment rules should be reviewed and amended suitably for recruitment at all levels within the government framework. To enable the government machinery to realize the e-Governance vision of the State, each and every employee across the State will have to be brought to a certain minimum level of familiarity with computers and their application in governance.

To achieve this goal, there will need to be a push in computer education on two fronts:-

1. Computer education to existing employees:

Existing employees need to have continuing computer education to keep them up to date with the applications they are expected to use on a day to day basis. There should be a move to make their computer education more relevant by promoting information exchange via e-mail, improving the computer penetration ratio and moving systems like HRMS online where employees can make enquires related to service matters.

One or more certificate exams should be identified by the State government at various levels. Employees should be able to take these exams as proof of computer skills. These '**In Service Certifications**' should be considered favorably at the time of the yearly performance review.

2. Basic computer literacy for new recruits:

Recruitment rules need to be revised so that all personnel being hired have a basic level of familiarity with computers and common applications. Currently the MSCIT examination is a must for new recruitments. A set of standardized exams along the lines of MSCIT, but with a frequently updated syllabus should be identified as proof of computer skills. The course syllabus of these standardized exams should be reviewed to ensure suitability every year. Even though the exam itself is not administered by the government, they may make one or more exams other than MSCIT as the qualifying exam, in case it is found that the exam does not have an updated syllabus.



Section 4. Scope of SeMT

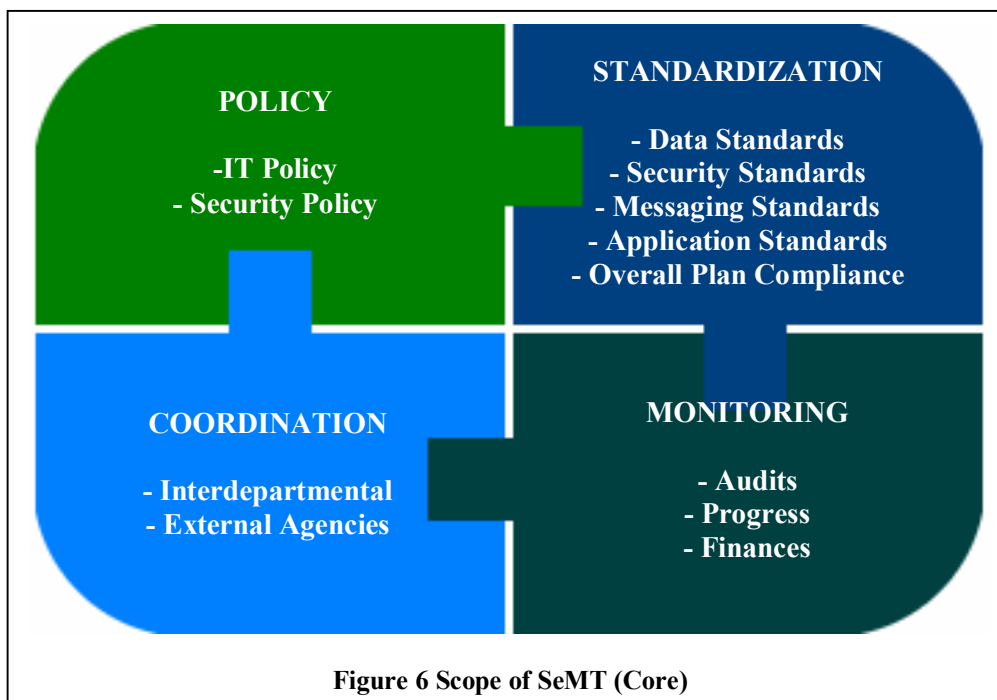
A State level team will be carved out to drive and execute IT initiatives. The team referred to as State e-Governance Mission Team (SeMT) will be composed of two parts – SeMT (Core) and SeMT (SETU).

1. SeMT (Core)

This team will formulate an overall e-Governance plan for the State. It will roll out a comprehensive IT policy as one of the first tasks. It will set guidelines, standards and ensure adherence to the overall plan for the State. This team will be termed as **SeMT (Core)**

SeMT (Core) will have the following broad objectives:

- i. Provide inputs for formulation of policies for e-Governance
- ii. Formulate guidelines and standards pertaining to use of ICT
- iii. Monitor the State Nodal Agency
 - a. Jointly present State e-Governance monitoring reports to Apex Committee
 - b. Enforce periodic security audits
 - c. Monitor the Operations team of the State Nodal Agency



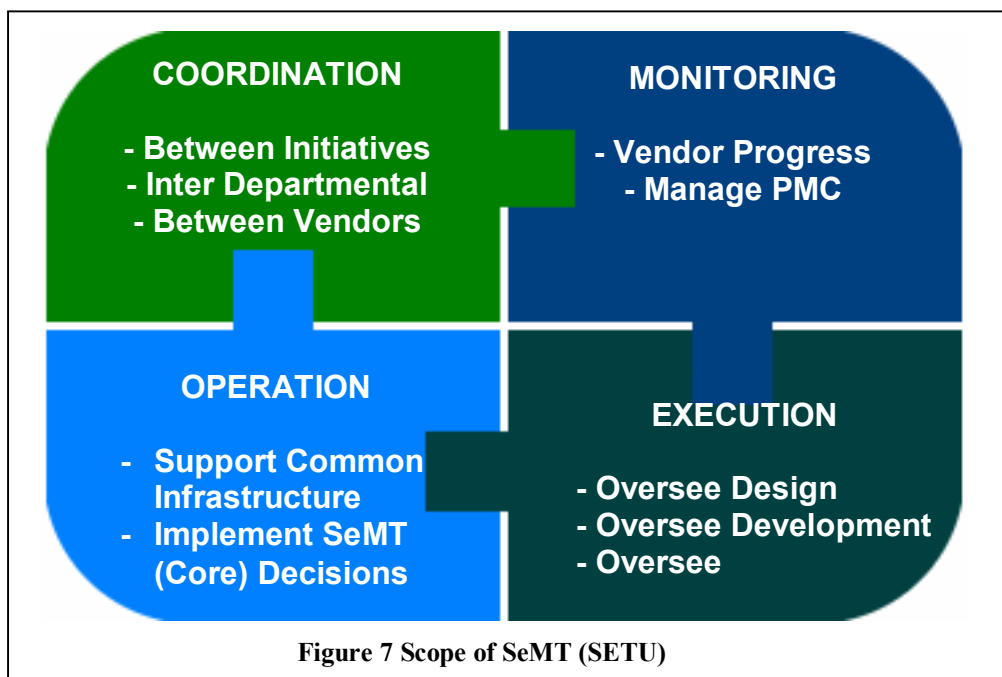


- iv. Monitor overall progress of the projects
- v. Review periodic and milestone driven project audit reports
- vi. Implement decisions made by the Apex Committee
- vii. Interact, co-ordinate with GoI, World Bank and other such agencies
- viii. DIT will act as the 'owner' for common infrastructure like MSWAN, State data centers, and common Mantralaya applications
- ix. Act as first escalation level for bottlenecks in e-Governance initiatives, and grievances of other departments.

2. SeMT (SETU):

SeMT (SETU) will be the execution arm of SeMT and will implement decisions of the SeMT (Core). It will be responsible for the following broad areas:-

- i. Execution of initiatives
- ii. Monitoring of vendors and project management consultants (PMC) implementing the initiatives
- iii. Coordination between various initiatives, departments, and vendors in implementing the overall IT Plan for the State
- iv. Operation of SETU centers.





There will be six broad areas under SeMT (SETU):-

i. Project Management	iv. Legal Advisory
ii. Training Coordination	v. Operations
iii. Security and Audit	vi. Accounts & Administration

Skills

The SeMT will require personnel with appropriate background and aptitude who have adequate skills in prioritizing, conceptualizing, developing and managing e-Governance projects. The required skills would be in four broad areas:-

1. **Business Process Reengineering (BPR):**

The ability to analyze current government processes and radically re-design the process where necessary, to achieve breakthrough improvements in performance measures.

2. **Change Management:**

To implement the transformed processes and systems that are the outcome of the BPR effort. This is a critical success factor for new initiatives, especially larger, less agile organizations like the government.

3. **Financial Management:**

To conceptualize financially viable projects and an institutional framework, which can be implemented and are self sustaining.

4. **Technology:**

To achieve sufficient technology know-how to be able leverage the most appropriate technologies available to conceptualize initiatives that are fast and cheap to build, operative effectively and are simple to maintain.



Section 5. Human Resource Development Strategy

This section deals with various aspects relating to human resource development. It outlines the strategy the State should adopt to build sustainable institutions.

Section 5a. Current Assessment of Existing State Agencies

The following section provides a description of the existing State agencies.

1. Directorate of Information Technology (DIT)

DIT was established in 1998 and was entrusted with the task of computerizing Government functioning thus playing an important part in carrying out e-Governance initiatives in the State. DIT is headed by the Secretary (IT). The role of DIT in computerization is as follows:

- i. Issue policies and guidelines with respect to usage of Information Technology by the various departments
- ii. Preparation of standard tender documents and standard agreements
- iii. Making available common security system for the government
- iv. Making available common database, master database etc.
- v. Procurement of hardware and software
- vi. Overseeing the implementation of State Wide Area Network (SWAN)
- vii. Empanelment of IT Solution providers
- viii. Review of source code and documentation prepared by the IT Solution providers.
- ix. Act as owners for common infrastructure like MSWAN, State Data Centers, etc.

Current projects at DIT

DIT is currently involved with the implementation of the following key projects

1. Establishing Statewide connectivity based on optical fiber backbone up to Taluka block and also connecting important District and Taluka level offices to this backbone
2. Establishing State and district level data centers for 24x7 availability of information at all levels



3. Guiding and providing assistance for implementation of e-Governance projects for various departments like Sales Tax, Revenue, Industries, Excise, Finance etc. for empowerment of citizens and improving internal efficiency.

Key long term goals of DIT for e-Governance in Maharashtra

1. Integration of various applications with single interface.
2. Integration of urban and local bodies with central / State information system.
3. Establishing connectivity up to Gram Panchayat level.

2. SETU

SETU stands for 'Society for promotion of Excellence and Transparency in public administration for better Understanding'. SETU society aims to create foundation for citizen centric e-Governance at district headquarters & subsequently at taluka headquarters through SETU centers.

The society has been set up at two levels. An apex body at the State level has been registered which guides and monitors the district level bodies. The latter would actually run and manage the centers.

SETU centers have been established in 28 Districts Headquarters and 298 Taluka places. Nearly 93 certificates, NOC's, permits etc. routinely required by the people have been identified and made available in less than 24 hours. It also has an online query system by which citizens can track the status of their applications. Such centers are now operational generally from 9 a.m. to 6 p.m. The centers provide service through non - government organizations (NGOs) at the front end and government administrative process at the back-end.

3. YASHADA

YASHADA stands for 'YASHWANTRAO CHAVAN ACADEMY OF DEVELOPMENT ADMINISTRATION'. Earlier known as Maharashtra Institute of Development Administration" (MIDA), YASHADA was constituted as an autonomous society under the Societies Registrations Act, 1860 to serve as the apex body for promoting and developing modern management practices and to function as the nodal State level training institute in the field of development administration.

YASHADA is a composite training institute having a dual role as an Administrative Training Institute and a State Institute of Rural Development. The objectives of YASHADA are as follows:

1. To promote modern management science as a major instrument for development of economic and social activities of the State Government, Zilla Parishads and other institutions and organizations of the State Government.
2. To develop managerial skills, organizational capability, leadership and decision-making ability for development planning and efficiency in implementation of policies, programs and projects.
3. To carry on operational and policy-oriented research, to evolve ideas and concepts appropriate to the local, State and national environment and to formulate policy alternatives.



4. To serve as the apex institute for the collection and dissemination of information regarding development administration.
5. To foster, assist and support individuals, organizations and institutions in the use of management science.
6. To provide consultancy services in development and public administration.
7. To function as the nodal State-level training institute in the field of development administration.

Centre for Information Technology (CIT)

CIT was established in 1987 with the following dual purposes:

1. To provide functional training to officers of the Government of Maharashtra in areas related to computers and Management Information Systems (MIS).
2. To develop application software for use in government departments and offices.

Present departmental structure

The centre is managed by the following staff:

- | | | |
|---------------------------------|---|---|
| 1. Associate Professor and Head | – | 1 |
| 2. Programmer | – | 2 |
| 3. Computer Operator | – | 2 |

Current initiatives under CIT

1. Payroll and Revenue Information System (PRIS)
2. Replication study for Urban Local Bodies

4. Maharashtra Remote Sensing Applications Centre (MRSAC)

Recognizing the potentials of remote sensing technology, scope and its applications in Maharashtra, the Government of Maharashtra established Maharashtra Remote Sensing Applications Centre (MRSAC) in September 1988 at Nagpur as an autonomous organization under the Department of Planning, Govt. of Maharashtra

Objectives of MRSAC

1. To create awareness on the applications of remote sensing technology in diverse resources areas



2. To ensure reliability of resources information system in appropriate formats for the State
3. To develop approach for optimizing resources utilization through integrated resources management.
4. To identify, plan and evolve remote sensing needs for resources survey and management in the State, based on continuous dialogue and interaction with the user departments.
5. To provide on the job training and education in the field of remote sensing applications.
6. To establish remote sensing based 'State Resources Information and Management System (SRIMS)'.

Facilities

1. Full fledged visual interpretation laboratory supporting cartographic facilities. The interpretation facilities include simple light tables, Large Format Optical enlarger, Procoms, High magnification Enlarger, Digital planimeters, Digital Curvimeters etc.
2. A library with collections of reference books, periodicals and reports related to Natural Resources, Remote Sensing and GIS.
3. State of the art computer facility

Applications

MRSAC has completed several application projects in various areas, some of which include

1. Hilly area development programs
2. Wasteland development planning
3. Water resources assessment for minor irrigation projects etc.
4. Soil mapping

5. National Informatics Centre (NIC) - Maharashtra State unit

The Western Region Headquarters of NIC are located at Pune. This centre is primarily engaged in the promotion of computerization at all levels in the Government of Maharashtra. There is also a full fledged computing facility set up at Bombay to cater to the computing needs of Mantralaya and other Government Departments located in Mumbai. It has a well equipped PC laboratory with a number of microcomputers for hands on training. All modern audio-visual aids are also available for use in training activities.

NIC, Maharashtra State Unit, provides computerization support to all State Government departments in Mantralaya (Mumbai), all Directorates in Pune and Mumbai, all District Collectorates and Zilla Parishads



in Maharashtra, and various central government organizations (including certain public sector undertakings and autonomous institutions).

Manpower

1. Senior Technical Director	–	2
2. Technical Directors	–	8
3. Principal Systems Analysts	–	4
4. Senior Systems Analysts	–	4
5. Systems Analysts	–	6
6. Programmers	–	28
7. Programming Assistants	–	40
8. Tradesmen	–	12
9. Administrative and Support Staff	–	50

Services and facilities

Services and Facilities available with NIC, Maharashtra State Unit Services provided at all district centers include:

1. Implementation of district level information systems developed either locally, or at the State/regional centers, or at NIC Headquarters
2. Development of computer software for local government organizations.
3. Data communication (file transfer, electronic mail, or online written dialogue) with any other NICNET node in India.
4. World Wide Web (WWW) server for hosting Web Pages of user departments.
5. Video Conferencing Setup.
6. Sun Solaris server for providing Internet Services.
7. Training-specific to an application package or general training in computer concepts.

State government projects implemented

NIC has worked closely with many government departments. Some of the key projects implemented by NIC include:

1. Agricultural Produce Marketing Information System (APMIS)



2. Accounts and Treasury computerization
3. Medical education computerization
4. Property card Information system etc.
5. Various applications for government departments across the State.

6. Centre for Development of Advanced Computing (C-DAC)

Established in March 1988, as a Scientific Society of the Department of Information Technology (formerly, Dept. of Electronics), Ministry of Communications and Information Technology (formerly, Ministry of Information Technology), Government of India, C-DAC is primarily an R & D institution involved in the design, development and deployment of advanced Information Technology (IT) based solutions.

Products and Services

C-DAC provides services and solutions are designed to cater to a large market ranging from:

1. Health care systems,
2. Data warehousing,
3. Multimedia and multilingual technologies
4. Networking solutions
5. Technical consultancy
6. Training
7. E-Governance solutions

State government projects implemented / applications developed

C-DAC has worked with various government departments to provide services in e-Governance. Some of the projects undertaken by C-DAC include:

1. Computerization of government departments like PWD, MIDC, Maharashtra State legislative assembly, department of Registration and Stamps etc.
2. Online Management and Monitoring System for PMGSY
3. It is a Turnkey Solution Provider (TSP) for Government of Maharashtra
4. Personal Information Management System.



Table 4 Summary of Existing agencies in the State

Agency	Role	Key Projects	Manpower
DIT	<ul style="list-style-type: none"> Issue of policies and guidelines Coordination among various departments for carrying out e-Governance initiatives in the State 	<ul style="list-style-type: none"> Establishing State Wide Area Network Establishing State wide data centers Coordination for computerization of key departments like Excise, Revenue, Sales Tax etc. 	<ul style="list-style-type: none"> DIT is headed by Secretary (IT) and supported by a very skeleton staff.
SETU	<ul style="list-style-type: none"> Create foundation for citizen centric e-Governance at district headquarters & subsequently at taluka headquarters through SETU centers. Managing of SETU centers 	<ul style="list-style-type: none"> Establishing of SETU centers in 28 Districts Headquarters and 298 Taluka place 	<ul style="list-style-type: none"> The society has been set up at two levels. An apex body at the State level has been registered which guides and monitors the district level bodies. The latter would actually run and manage the centers.
MRSAC	<ul style="list-style-type: none"> To establish remote sensing based 'State Resources Information and Management System (SRIMS) 	<p>MRSAC has completed several application projects in various areas, some of which include</p> <ul style="list-style-type: none"> Hilly area development programs Wasteland development planning Water resources assessment for minor irrigation projects etc. Soil mapping 	<ul style="list-style-type: none"> Multidisciplinary team of scientists possessing expertise in various fields of applications such as earth sciences, physical sciences, agriculture and soils, forestry and ecology, cartography computers etc.
NIC	<ul style="list-style-type: none"> This centre is primarily engaged in the promotion of computerization at all levels in the Government of Maharashtra. 	<p>Some of the key projects implemented by NIC include</p> <ul style="list-style-type: none"> Agricultural Produce Marketing Information System (APMIS) Accounts and Treasury computerization Medical education computerization Property card Information system etc. Various applications for government departments across the State 	<ul style="list-style-type: none"> Sr. Technical Director - 2 Technical Directors - 8 Principal Systems Analysts - 4 Senior Systems Analysts - 4 Systems Analysts - 6 Programmers - 28 Programming Assistants - 40 Tradesmen - 12 Administrative and Support Staff – 50



Agency	Role	Key Projects	Manpower
C-DAC	C-DAC is primarily an R & D institution involved in the design, development and deployment of advanced Information Technology (IT) based solutions	Some of the projects undertaken by C-DAC include: <ul style="list-style-type: none"> • Computerization of government departments like PWD, MIDC, Maharashtra State legislative assembly, department of Registration and Stamps etc. • Online Management and Monitoring System for PMGSY • It is a Turnkey Solution Provider (TSP) for Government of Maharashtra • Personal Information Management System 	C-DAC consists of 575 strong human resources spread over its six different locations across the country.

Proposed Overall SeMT Team Structure

The State e-Governance Mission Team (SeMT) is identified by red line in the diagram below depicting the proposed structure for e-Governance projects.

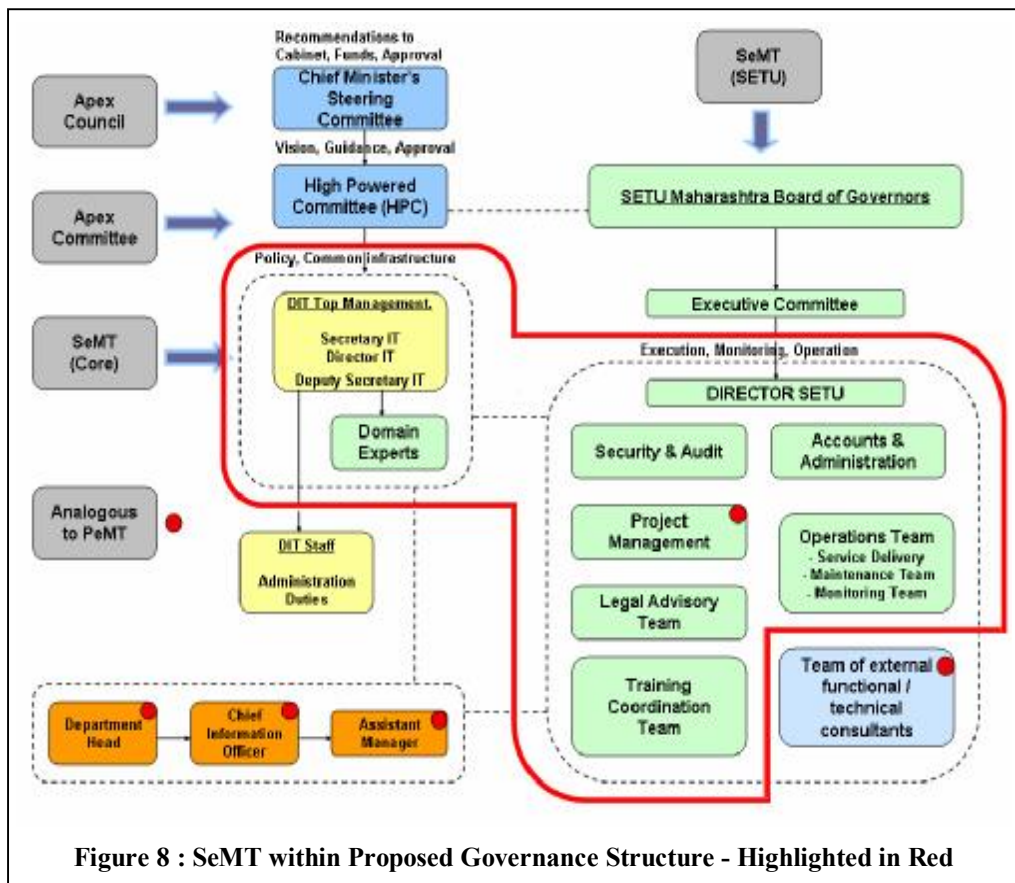


Figure 8 : SeMT within Proposed Governance Structure - Highlighted in Red



The SeMT in Maharashtra is divided into two broad groups. The group containing the DIT Top Management and domain experts will be termed as **SeMT (Core)** and the SETU Maharashtra structure will be termed as **SeMT (SETU)**.

1. SeMT (Core):

The SETU core team consists of the following people from DIT Top Management:

1. Secretary IT
2. Director IT
3. Deputy Secretary IT

Besides the DIT Top management, SeMT (Core) will have full time domain experts in the following areas:

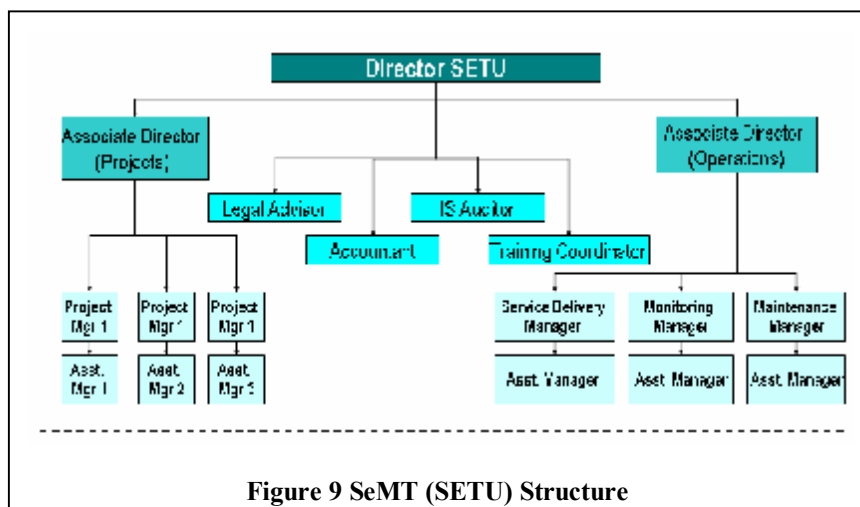
1. Legal Advisory: This position will be filled by the Legal Advisor from SETU Maharashtra.
2. Program Management: This position will be filled by the Associate Director of the Program Management Team in SETU.
3. Financial Management
4. Business Process Reengineering
5. Change Management

Domain experts are expected to be specialists in their domain with a minimum of 8 years experience and relevant educational backgrounds.

There will be between one to three technical experts hired on a short term basis and be part of SeMT (Core) for the duration of their employment.

The total number of personnel in the SeMT will be 26 of which 19 will be on board at the end of the first year, 5 will be on board in the second year and the remaining 2 will be on board by the beginning of the third year.

2. SeMT (SETU):





The structure of SeMT (SETU) will be as is given in the diagram above. There will be a Director level person heading SeMT (SETU).

Persons at the district level will be deployed as coordinators and funded through post conversion. This exact number of staff will be decided by the Executive Committee. SeMT (SETU) may hire consultants to fulfill short term staffing needs. SETU will be funded initially for a period of 3 years with Additional Central Assistance (ACA) funds from Government of India. SeMT (SETU) will be paid a certain percentage of each project cost given out for its project management services and common infrastructure. The exact amount will be determined by the type of service being provided by SeMT (SETU) and the extent / duration of the involvement. This will be paid by department. SeMT (SETU) will continue to receive revenue from District level SETU societies.

The proposed skill set required for the above posts are as follows:

Table 5 Setu Skills

Post	Domain	#	Education	Pay (Rs./Month)	Experience (Years)
Director SETU	All	1	BE, MBA	100k	11-14
Associate Director	Project Management	1	BE, MBA	80k	8-11
Manager	Project Management	3	MBA (Systems)	60k	5-8
Assistant Manager	Project Management	3	BE, MBA	30k	2-4
Associate Director	Operations	1	BE, MBA	80k	8-11
Manager	Operations – Service Delivery	1	BE, MBA	60k	5-8
Manager	Operations – Monitoring	1	BE, MBA	60k	5-8
Manager	Operations – Maintenance	1	BE, MBA	60k	5-8
Assistant Manager	Operations – Service Delivery	1	BE, MBA	30k	2-4
Assistant Manager	Operations – Monitoring	1	BE, MBA	30k	2-4
Assistant Manager	Operations – Maintenance	1	BE, MBA	30k	2-4
Information Security Auditor	Security & Audit	1	CA/CISA, MBA	50k	3-5
Legal Advisor	Legal Advisory	1	LLB/LLM	40k	5-8
Accountant	Accounts & Administration	1	BCOM	20k	5-8
Training Coordinator	Training Coordination	1	Graduate	20k	4-5
Advisor SeMT (Financial Management)	Financial Management	1	Expert	80k	8-11
Advisor SeMT	Business Process Reengineering	1	Expert	80k	8-11
Advisor SeMT	Change Management	1	Expert	80k	8-11
Advisor SeMT	Domain Expertise	3	Expert	80k	8-11



Staffing Channels

Recruitment to SETU can be through three channels.

1. Deputation:

The first attempt to fill vacant posts should be through deputation. Existing officers with an aptitude for IT related roles should be sourced to fulfill posts in SeMT. Rules related to pay of deputed officers should be formulated by the SeMT (Core). It is suggested that officers deputed to SeMT should be given a pay increment of 20% over their existing salaries to provide a suitable incentive.

2. Recruitment from the market:

If suitable talent is not found within the government itself, appropriate personnel may be sourced from the open market.

3. Wet Lease:

An arrangement may be entered into with an external agency to supply personnel at the skill level required for a fixed period of time.

Table 6 Staffing Cost Estimates

Sl. No.	Item	Number Estimated	Year 1 (Rs.)	Year 2 (Rs.)	Year 3 (Rs.)
1.	SeMT staffing costs	Year 1 – 16 Year 2 – 05 Year 3 – 02	1,11,60,000	1,44,36,000	1,65,99,600
2.	Travel related expenses	10% of staffing costs	11,16,000	14,43,600	16,59,960
Total			1,22,76,000	1,58,79,600	1,82,59,560
			Rs.4,64,15,160		

Note: Assuming a 10% of increase in salary year-on-year.



Section 6. Operational requirement for SeMT

For the team size estimated to constitute the SeMT, following are the operational requirements for the functioning of the SeMT. The following estimate includes IT infrastructure procurement and running costs.

Table 7 Estimated Capital and Recurring Expenses for SeMT

Sl. No.	Item	Number Estimated	Approximate Unit Cost (Rs.)	Year 1 (Rs.)	Year 2 (Rs.)	Year 3 (Rs.)
1	Laptops	Year 1 – 15 Year 2 – 05 Year 3 – 05	70,000	10,50,000	3,50,000	3,50,000
2	Printers, Scanners and other peripherals	Year 1 – 15 Year 2 – 05 Year 3 – 05	8,000 (Average)	1,20,000	40,000	40,000
3	Program Management Software ▪ <i>MS Project</i>	Year 1 – 15 Year 2 – 05 Year 3 – 05	4000	60,000	20,000	20,000
4	Program Management for SeMT (SETU) ▪ <i>Document Version Control Software (Hardware, Software, 3 year AMC)</i>	Year 1 – 10 Year 2 – 05 Year 3 – 05	1,25,000	12,50,000	6,25,000	6,25,000
5	Office Maintenance Costs	Annual	1.5 lakh per month	18,00,000	18,00,000	18,00,000
	Year-wise Total			42,80,000	28,35,000	28,35,000
	Total Cost			Rs.99,50,000		



Section 7. Training

Orientation and advanced training of SeMT for skill enhancement

The training requirement for SeMT is based on the assumption that the staffing of SeMT would largely be achieved by hiring / contracting personnel with required and relevant skills and experience from the market. SeMT would require orientation and advanced training in specific areas to perform its role in the State e-Governance Plan (SeGP). The training budget estimates for training the SeMT are provided in the table below:

Table 8 Training Budget - I

Sr. No.	Training	Year 1	Year 2	Year 3
1.	Orientation program	Rs.3,80,000	Rs.1,40,000	Rs.40,000
2.	Program management	Rs.2,09,000	Rs.77,000	Rs.22,000
3.	Vendor management	Rs.4,18,000	Rs.1,54,000	Rs.44,000
4.	e-Governance Project evaluation / audit	Rs.2,85,000	Rs.1,05,000	Rs.30,000
5.	Knowledge Management	Rs.1,42,500	Rs.52,500	Rs.15,000
	Total	Rs.14,34,500	Rs.5,28,500	Rs.1,51,000

Please refer to Annexure I, Section I for estimates of number of participants and the details of the suggested course content for each of the suggested training courses.

Training for identified State government employee groups

During the three year period, it is imperative that the State strengthen its internal capacities to provide for long term sustainability of its e-Governance initiatives. A key measure for strengthening internal capacities is training.

While all employees of the State government have a role to play in the SeGP, the following employee groups would act as important links in the overall implementation chain:

1. Apex Council
2. Apex Committee
3. Heads of Departments



4. Chief Information Officers of all Departments
5. Assistant Managers of all Departments

In addition to the above mentioned groups, a training program for e-Government Champions has also been identified and included. Implementation of the e-Government strategy will require innovative leadership throughout the Government sector. This leadership will be groomed through the identified e-Government Champion training program.

The training budget estimate for the above group of employees is provided in the table below:

Table 9 Training Budget - II

Sr. No.	Training	Year 1	Year 2	Year 3
1.	e-Government Champion training	Rs.13,75,000	Rs.13,75,000	Rs.13,75,000
2.	Training requirements for the above mentioned employee groups	Rs.2,00,62,500	Rs.1,20,97,500	Rs.79,65,000
	Total	Rs.2,14,37,500	Rs.1,34,72,500	Rs.93,40,000

Please refer to Annexure I, Section II for the details of the suggested course contents and the estimated number of participants for each course.

Training requirements for all State government employees

To trigger a significant increase in the adoption of e-Government throughout the State government, all employees would also have to undergo training. The major training areas identified are as under:

1. Basic Computer training
2. Using e-Governance applications
3. Business Continuity Planning / Disaster Recovery

Please refer to Annexure I, Section III for the suggested contents for Basic Computer Training course.

The timing of providing this training is important to avoid loss of skills imparted through training, due to lack of opportunity to apply the learnt skills. The training to the employees should be provided immediately prior to the go-live of e-Governance solution in their department. Thus, the employees would be able to put to practice the learnt skills and knowledge.



For the purposes of estimation in this DPR, training requirements for all State government employees has not been considered as this training would be specific to the e-Governance solutions deployed and provided at the time of deploying the solution. This training can be made a part of the scope of work of the implementation vendor.

Total training requirements

The total training budget estimate for capacity building is as provided in the following table:

Table 10 Training Budget - III

Sr. No.	Training	Year 1	Year 2	Year 3
1.	Training for SeMT	Rs.14,34,500	Rs.5,28,500	Rs.1,51,000
2.	Training for identified State government employee groups	Rs.2,14,37,500	Rs.1,34,72,500	Rs.93,40,000
Total		Rs.2,28,72,000	Rs.1,40,01,000	Rs.94,91,000



Section 8. Outsourcing

This section discusses capacity requirements that would be satisfied through outsourcing.

Section 8a. Resource Based - additional resources for SeMT

The SeMT has been structured so that certain resources will be hired for a short term and tasks will be outsourced to them. SeMT would avail the services of a Technology domain expert as and when required. Further, various departments would need services of a Project Management Consultant ('PMC') for bid management, monitoring of development and assistance till rollout at pilot sites. For the purposes of estimation, it is assumed that the PMC team would be involved after the DPR is prepared.

Table 11 Estimates for Resource Based Outsourcing

Sl. No.	Item	Basis of estimation	Year 1 (Rs.)	Year 2 (Rs.)	Year 3 (Rs.)
1	Technology expert for SeMT	1 expert would be engaged at any given time (Rs.80,000 per month)	9,60,000	9,60,000	9,60,000
2	PMC for 20 of the proposed initiatives	Rs.15 lakhs per PMC	1,35,00,000	1,20,00,000	45,00,000
Year-wise Total			1,44,60,000	1,29,60,000	54,60,000
Total			3,28,80,000		

Section 8b. Task Based

As has been indicated in the e-Governance Roadmap for the State, implementation of projects would be taken up after the detailed project proposal for each project is formally approved by the State. However, for the State to approve projects or seek assistance for funds from Central Line Ministries, the preparation of the detailed project report needs to be taken up, as per guideline of the NeGP. This is proposed to be facilitated by SeMT, through the appointment of external agencies e.g. consultants



There are 20 detailed project reports that are proposed to be prepared during the next three years.

Table 12 Task Based Outsourcing Estimates

Sl. No.	Item	Number Required	Approximate Unit Cost (Rs.)	Year 1 (Rs.)	Year 2 (Rs.)	Year 3 (Rs.)
1	Preparation with Detailed Project Reports (DPR) for identified projects	20	20,00,000	1,80,00,000	1,60,00,000	60,00,000
2	Preparation of e-Governance Roadmap, Capacity Building Roadmap and DPR	1	15,00,000	15,00,000	0	0
Year-wise Total				1,95,00,000	1,60,00,000	60,00,000
Total Cost				Rs. 4,15,00,000		



Section 9. Total funding requirements

The following table summarizes the total funding requirements under Capacity Building for the State of Maharashtra. It includes staffing of SeMT, operational support to SeMT and augmentation of the state's capacities by outsourcing certain tasks and extensive training for state's resources to provide for sustainability of the SeGP in the state. The total requirement for all three years is Rs.17.71 crores.

Table 13 Total Funding Estimates

Sl. No.	Item	Year 1 (Rs.)	Year 2 (Rs.)	Year 3 (Rs.)
1	Staffing cost (SeMT)	1,22,76,000	1,58,79,600	1,82,59,560
2	Operational costs	42,80,000	28,35,000	28,35,000
3	Training	2,28,72,000	1,40,01,000	94,91,000
4	Outsourcing – Resource based	1,44,60,000	1,29,60,000	54,60,000
5	Outsourcing – Task based	1,95,00,000	1,60,00,000	60,00,000
Year-wise total		7,33,88,000	6,16,75,600	4,20,45,560
Total		17,71,09,160		



Annexure – I : Training Details

Section I : Training requirements for SeMT

Estimate of number of participants

The estimate for the number of participants for the training suggested for SeMT is based on the planned staffing pattern for SeMT.

Table 14 Training Estimates – No. of Participants

Sr. No.	Training	Year 1	Year 2	Year 3
1.	Orientation program	19	7	2
2.	Program management	19	7	2
3.	Vendor management	19	7	2
4.	e-Governance Project evaluation / audit	19	7	2
5.	Knowledge Management	19	7	2
Total		95	35	10

Suggested training course content

The suggested training course content for the above mentioned training is provided next.

Sr. No.	1
Course Name	Orientation program
Objective of the Course	Orient the participants by providing information on necessary frameworks.
Contents	<ul style="list-style-type: none"> • NeGP • SeGP • e-Governance strategy and roadmap • Role of SeMT • Monitoring and reporting guidelines
Participants	All members of SeMT
Mode of Instruction	Classroom Training
Duration	4 Days
Training Institution(s)	DIT, GoI, is in the process of identifying appropriate agency to conduct such trainings.
Approximate Cost	Rs.20,000



Sr. No.	2
Course Name	Program Management
Objective of the Course	Learn strategies for program development and monitoring.
Contents	<ul style="list-style-type: none"> • Initiating complex projects and program • Assessing project viability • Developing a project process • Implementing a project methodology • Procuring materials and subcontractors • Risk identification and mitigation • Communicating the status of projects • Employing best practice in program management, • Gain an understanding of the government laws and regulations
Participants	All members of SeMT
Mode of Instruction	Classroom Training
Duration	4 Days
Training Institution(s)	QAI, India; IIMs; MDI, Gurgaon.
Approximate Cost	Rs.10,000 – 11,000

Sr. No.	3
Course Name	Vendor Management
Objective of the Course	Provide a systematic approach to managing the vendors to achieve the desired outcome.
Contents	<ul style="list-style-type: none"> • Vendor Management structure, roles and responsibilities • Guidelines for developing requirements • Vendor Relationship Model • Business relationship: legal and ethical • Procurement methods • Vendor evaluation criteria • Types and uses of contracts • Sourcing and Negotiation • Identification and management of vendor management risk • Performance management process • Performance plan • Change management
Participants	All members of SeMT
Mode of Instruction	Classroom Training
Duration	7 Days
Training Institution(s)	IIMs, Tier – I Business Schools
Approximate Cost	Rs.18,000 - 22,000



Sr. No.	4
Course Name	e-Governance Project Evaluation / Audit
Objective of the Course	Enable the participants to evaluate e-Governance projects and perform project audits.
Contents	<ul style="list-style-type: none"> • Project Identification Process • Project Feasibility Study & Preparation of Project Report • Project Risk Analysis • Financing Projects – BOT, BOOT, BOO mechanism • Auditing projects during and post implementation • Global Projects – Issues • Case studies
Participants	All members of SeMT
Mode of Instruction	Classroom Training
Duration	3 Days
Training Institution(s)	IIMs, Tier – I Business Schools
Approximate Cost	Rs.15000

Sr. No.	5
Course Name	Knowledge Management
Objective of the Course	Introduce the basic concepts and terminology of Knowledge Management ('KM') with the variety of ways Knowledge Management can be used in organizations.
Contents	<ul style="list-style-type: none"> • Introduction to KM Concepts • Case Studies Analysis • eKnowledge and eCommerce • Ethical and Legal Issues in KM • Calculating ROI for KM Programs/Projects • Ethnography & Taxonomy
Participants	All members of SeMT
Mode of Instruction	Classroom Training
Duration	2 Days
Training Institution(s)	QAI, India
Approximate Cost	Rs.7500



Section II: Training requirements for identified State government employee groups

Estimate of number of participants

Based on the analysis of the proposed Governance Structure and their responsibilities, a list of training courses has been suggested for the identified State government employee groups. The suggested courses have been broadly categorized under the following heads:

- Project Management
- Technology
- Change Management
- Financial Modeling

The courses have been further prioritized for each State government employee group as:

- Essential (E)
- Desirable (D)
- Not Necessary (N)

e.g. In the following table, the Priority of Training for ‘Heads of Departments’, ‘Government Process Reengineering’ course has been mentioned as “E”. The interpretation is that ‘Government Process Reengineering’ course is **Essential (E)** for Heads of Departments.

Assumptions:

Table 15 Training Estimates for Employee Groups

Employee group	Total number of participants estimated	Basis of estimation
Heads of Departments	100	<ul style="list-style-type: none"> • 61 Principal Secretaries / Secretaries • Each of the 26 departments of GoM have at least single head of the field offices (Commissioner / Director) • Few of the 26 departments, e.g. Home, Revenue & Forests, Finance, have more than one head of large network of field offices.
Chief Information Officers	50	<ul style="list-style-type: none"> • Each of the 26 departments will require a CIO • Few of the departments have more than one set of large network of field offices.
Assistant Managers	50	<ul style="list-style-type: none"> • One is to one ration between CIOs and Assistant Managers.



The following table lists down the training courses for each of the proposed Governance structure along with the level of training required.

Table 16 List of Training Courses

Priority : E - Essential, D - Desirable, N - Not Necessary		Priority of training required for each audience				
		Apex Council	Apex Committee	Heads of Departments	CIOs	Asst. Managers
Courses						
<i>Project Management</i>						
1	IT Project Management	N	N	N	E	E
2	Outsourcing Management	N	N	D	E	N
3	Vendor Management	N	N	N	E	D
4	e-Governance Project Evaluation / Audit	D	D	D	E	D
5	CIO Training Program	N	N	N	E	N
<i>Technology</i>						
1	Network Design and Management	N	N	N	N	E
2	Web-Designing and Management	N	N	N	N	E
3	Data Center Setup and Management	N	N	N	N	E
4	Hardware / Server Sizing and Management	N	N	N	N	E
5	BCP/ DR	N	N	N	E	E
6	Configuration Management	N	N	N	E	E
7	SDLC	N	N	N	E	E
8	Database and Storage Administration	N	N	N	N	E
9	Information Security	N	N	N	D	E
10	Emerging ICT Technologies	D	D	E	E	E
11	SLA Monitoring	N	N	N	E	E
12	Knowledge Management	N	N	N	E	E
13	IT Standards, Guidelines and Procedures	N	N	N	E	E
<i>Change management</i>						
1	e-Governance Basics	E	E	E	E	E
2	IT Acts, Policies and Regulations	N	N	D	E	D
3	Government Process Re-engineering	D	D	E	N	E
4	e-Governance Policy Framework	N	D	D	E	E
5	Publicity and Awareness / PR Skills	N	N	E	E	D
<i>Financial modeling</i>						
1	Procurement Process	N	N	N	E	E
2	PPP Modeling	N	N	E	E	D

The number of participants estimated for each of the above courses is as under:



Table 17 Participant Estimates

Courses		Year 1	Year 2	Year 3
<i>Project Management</i>				
1	IT Project Management	50	30	20
2	Outsourcing Management	25	15	10
3	Vendor Management	25	15	10
4	e-Governance Project Evaluation / Audit	25	15	10
5	CIO Training Program	25	15	10
<i>Technology</i>				
1	Network Design and Management	25	15	10
2	Web-Designing and Management	25	15	10
3	Data Center Setup and Management	25	15	10
4	Hardware / Server Sizing & Management			
5	BCP/ DR	50	30	20
6	Configuration Management	25	15	10
7	SDLC	50	30	20
8	Database and Storage Administration	25	15	10
9	Information Security	25	15	10
10	Emerging ICT Technologies	100	60	40
11	SLA Monitoring	50	30	20
12	Knowledge Management	50	30	20
13	IT Standards, Guidelines and Procedures	50	30	20
<i>Change management</i>				
1	e-Governance Basics	110	70	40
2	IT Acts, Policies and Regulations	25	15	10
3	Government Process Re-engineering	75	45	30
4	e-Governance Policy Framework	50	30	20
5	Publicity and Awareness / PR Skills	25	15	10
<i>Financial modeling</i>				
1	Procurement Process	50	30	20
2	PPP Modeling	75	45	30
	Total	1060	640	420



Suggested training course content

The suggested training course content for the above mentioned training is provided next.

Sr. No.	Project Management – 1
Course Name	IT Project Management
Objective of the Course	Understand the role of the IT project management and develop a results-driven project management team.
Contents	<ul style="list-style-type: none"> • Overview of IT Project Management • Definition and characteristics of IT project management Critical factors for IT project success • The IT project life cycle and the activities of each life cycle phase • Project processes common to all projects: <ul style="list-style-type: none"> ⇒ Concept Phase ⇒ Requirements Phase ⇒ Planning Phase ⇒ Design Phase ⇒ Construction Phase ⇒ Delivery Phase
Participants	CIOs and Asst. Managers
Mode of Instruction	Classroom Training
Duration	4 Days
Training Institution(s)	All IIMs; Registered Education Providers of Project Management Institute, MDI, Gurgaon.
Approximate Cost	Rs.12,000 – 14,000



Sr. No.	Project Management – 2
Course Name	Outsourcing Management
Objective of the Course	Provide a comprehensive approach to managing outsourced IT services.
Contents	<ul style="list-style-type: none"> • Introduction to outsourcing • Strategic decision making to outsource or to bid • Preparation for the buyer of services • Preparation for the seller of services • Planning for residual organization of the buyer • Solution planning for the seller • Contract drafting • Transition and implementation • Ongoing operation of the contract for the buyer • Ongoing operation of the contract for the seller • Business transformation and benefits realization
Participants	CIOs
Mode of Instruction	Classroom Training
Duration	7 Days
Training Institution(s)	IIM, Bangalore, Tier – I Business Schools
Approximate Cost	Rs.20000

Sr. No.	Project Management – 3
Course Name	Vendor Management
Objective of the Course	Provide a systematic approach to managing the vendors to achieve the desired outcome.
Contents	<ul style="list-style-type: none"> • Vendor Management structure, roles and responsibilities • Guidelines for developing requirements • Vendor Relationship Model • Business relationship: legal and ethical • Procurement methods • Vendor evaluation criteria • Types and uses of contracts • Sourcing and Negotiation • Identification and management of vendor management risk • Performance management process • Performance plan • Change management
Participants	CIOs
Mode of Instruction	Classroom Training
Duration	7 Days
Training Institution(s)	IIMs, Tier – I Business Schools
Approximate Cost	Rs.18,000 - 22,000



Sr. No.	Project Management – 4
Course Name	e-Governance Project Evaluation / Audit
Objective of the Course	Enable the participants to evaluate e-Governance projects and perform project audits.
Contents	<ul style="list-style-type: none"> • Project Identification Process • Project Feasibility Study & Preparation of Project Report • Project Risk Analysis • Financing Projects – BOT, BOOT, BOO mechanism • Auditing projects during and post implementation • Global Projects – Issues • Case studies
Participants	CIOs
Mode of Instruction	Classroom Training
Duration	3 Days
Training Institution(s)	IIMs, Tier – I Business Schools
Approximate Cost	Rs.15000

Sr. No.	Project Management – 5
Course Name	CIO Training Program
Objective of the Course	Perform effectively the role of a Chief Information Officer at a Departmental level
Contents	<ul style="list-style-type: none"> ▪ Module I-VI (7 weeks) <ul style="list-style-type: none"> ○Module I: Principles of e-Governance ○Module II : Government Process Re-engineering Process & Legal Reforms ○Module III : Technology Architecture & Standards ○Module IV: e-Security ○Module V : Program & Project Management ○Module VI: Business Models & Budgeting ▪ Module VII (1 week): Field visit ▪ Module VIII (2 weeks): Project work
Participants	CIOs
Mode of Instruction	Classroom Training
Duration	8 weeks
Training Institution(s)	NISG through partner institutions across the country.
Approximate Cost	Rs.3 lakhs plus local travel



Sr. No.	Technology – 1
Course Name	Network Design and Management
Objective of the Course	Provide the participants with an in depth knowledge of the topic and its implementation.
Contents	<ul style="list-style-type: none"> • Networking Essentials • Network Security and infrastructure • Diagnosing & Troubleshooting Networks • Network Cables & Devices • Network Protocols • Network Operating Systems • Network Design, Implementation & Maintenance
Participants	Asst. Managers
Mode of Instruction	Classroom Training
Duration	5 – 7 days
Training Institution(s)	Training Partners Pte Ltd, NIIT, Aptech
Approximate Cost	Rs.15,000

Sr. No.	Technology – 2
Course Name	Web-Designing and Management
Objective of the Course	Enable the participants to design and management of the various websites.
Contents	<ul style="list-style-type: none"> • Basics of the Internet • Planning and Organizing a Web site • Types of Content for a Web site • Creating an Outline for a Web site • Hosting a Web site • Enhancing an HTML Page • Creating Tables and Frames • Creating a Web site using FrontPage • The differences between HTML and XHTML • Converting HTML documents to XHTML
Participants	Asst. Managers
Mode of Instruction	Classroom Training
Duration	7 Days
Training Institution(s)	NIIT
Approximate Cost	Rs.7000



Sr. No.	Technology – 3, 4
Course Name	Data Center Setup and Management and Hardware / Server Sizing and Management
Objective of the Course	Provide an insight into the related topics and gives an overview of various technologies available.
Contents	<ul style="list-style-type: none"> • Several Technology specific courses that include: • HP: <ul style="list-style-type: none"> HP-UX - HP-UX System & Network Administration (SNA I, II, III) HP UX performance and Tuning HP OpenView HP Omniback • IBM: <ul style="list-style-type: none"> MQ Series AS 400 AIX IBM Tivoli • Sun Microsystem • Server Management • Hardware Maintenance
Participants	Asst. Managers
Mode of Instruction	Classroom Training
Duration	15 Days
Training Institution(s)	Indian Institute of Hardware Technology
Approximate Cost	Rs.15,000 – 20,000

Sr. No.	Technology – 5
Course Name	BCP / DR
Objective of the Course	Provide a thorough understanding of the Business Continuity Planning and Disaster Recovery, including development and maintenance process.
Contents	<ul style="list-style-type: none"> • Introduction to Business Continuity Planning • Problem Definition • Senior Management Commitment • Project Management • Functional Requirement Phase: Risk Evaluation and Control • Outlining the BCP Project Structure • Managing & Developing the Business Continuity Plan • Developing Business Continuity Strategies • Implementing and Testing the Business Continuity Plan and Disaster recovery
Participants	CIOs, Asst. Managers
Mode of Instruction	Classroom Training
Duration	5 Days
Training Institution(s)	QAI, India, Standard Testing and Quality Division (STQC)
Approximate Cost	Rs.7500



Sr. No.	Technology – 6
Course Name	Configuration Management
Objective of the Course	Gain in-depth understanding in all basic configuration management tasks to support a software project.
Contents	<ul style="list-style-type: none"> • Overview of configuration management • Formulating the core of the software development life cycle • Goal-oriented product decomposition • Structuring and managing the source • Interpreting change control and version control • Integrating configuration management patterns and best practices • Unleashing the power of automated build and smoke test • Leveraging user-centric releases and installations • Mining configuration management resources • Defining the configuration management plan for a project
Participants	Asst. Managers
Mode of Instruction	Classroom Training
Duration	4 – 7 Days
Training Institution(s)	QAI, India
Approximate Cost	Rs.10000

Sr. No.	Technology – 7
Course Name	SDLC
Objective of the Course	Provide a practical approach to systems analysis and design using a blend of traditional developments and current technologies.
Contents	<ul style="list-style-type: none"> • Systems Analysis and Design • Information Systems Components • Business Information Systems • Systems Development Methodologies • Systems Development Life Cycle • Systems Analysis • Systems Design • Data Design • Application Architecture • Systems Implementation • Systems Operation and Support • Systems Analysis Toolkit
Participants	CIOs and Asst. Managers
Mode of Instruction	Classroom Training
Duration	2 – 5 days
Training Institution(s)	Binary Essentials; QAI
Approximate Cost	Rs.12000



Sr. No.	Technology – 8
Course Name	Database and Storage Administration
Objective of the Course	Provide understanding of Database and storage administration and enable implementation of the same.
Contents	<ul style="list-style-type: none"> • Introduction to database and storage administration • Role of DBA as against other types of users • Brief overview of Oracle and SQL Server • Overview of database architectures • Backup and recovery options • Moving data form one database to another • Distributed databases • Database replication • Performance monitoring and database tuning
Participants	Asst. Managers
Mode of Instruction	Classroom Training
Duration	5 – 7 days
Training Institution(s)	NIIT, APTECH
Approximate Cost	Rs.7500

Sr. No.	Technology – 9
Course Name	Information Security
Objective of the Course	Provide information technology (IT) and network managers the practical knowledge required to ensure the security of their information assets.
Contents	<ul style="list-style-type: none"> • Windows NT, 2000, 2003 Security • Unix Security • Database Security • Computer Forensics and Incident Response • BS7799 Implementation • Network Security - Firewall, IDS, VPN, RAS
Participants	Asst. Managers
Mode of Instruction	Classroom Training
Duration	15 Days
Training Institution(s)	International Information System Security Certification Consortium; BIS
Approximate Cost	Rs.26,000



Sr. No.	Technology – 10
Course Name	Emerging ICT Technologies
Objective of the Course	Equip the participants with the knowledge of emerging ICT technologies and leading practices.
Contents	<ul style="list-style-type: none"> • Benefits of ICT • Information infrastructure • Policy issues related to ICTs and e-Governance • Emerging ICT technologies • Leading Practices
Participants	Heads of Departments, CIOs and Asst. Managers
Mode of Instruction	Classroom Training
Duration	2 Days
Training Institution(s)	IIMs, Tier – I Business Schools
Approximate Cost	Rs.10,000

Sr. No.	Technology – 11
Course Name	SLA (Service Level Agreement) Monitoring
Objective of the Course	Educate on the importance of monitoring the SLA, designing of SLAs, drafting the SLAs.
Contents	<ul style="list-style-type: none"> • Understanding what an SLA is, its strategic value and the benefits it can deliver to the department • Outsourcing process and the role of the SLA • Identifying the services around which SLA levels can be developed, and the different types of SLAs available • SLA parameters, SLA Monitoring mechanism
Participants	CIOs and Asst. Managers
Mode of Instruction	Classroom Training
Duration	2 days
Training Institution(s)	QAI, India
Approximate Cost	Rs.7500



Sr. No.	Technology – 12
Course Name	Knowledge Management
Objective of the Course	Introduce the basic concepts and terminology of Knowledge Management ('KM') with the variety of ways Knowledge Management can be used in organizations.
Contents	<ul style="list-style-type: none"> • Introduction to KM Concepts • Case Studies Analysis • eKnowledge and eCommerce • Ethical and Legal Issues in KM • Calculating ROI for KM Programs/Projects • Ethnography & Taxonomy
Participants	CIOs and Asst. Managers
Mode of Instruction	Classroom Training
Duration	2 Days
Training Institution(s)	QAI, India
Approximate Cost	Rs.7500

Sr. No.	Technology – 13
Course Name	IT Standards, Guidelines and Procedures
Objective of the Course	Training on the various leading standards, guidelines & procedures for IT projects.
Contents	<ul style="list-style-type: none"> • ISO 9000 • COBIT • ITIL • BS 7799 • CMM • CMMi
Participants	CIOs and Asst. Managers
Mode of Instruction	Classroom
Duration	4 -5 days
Training Institution(s)	QAI
Approximate Cost	Rs.20,000



Sr. No.	Change Management – 1
Course Name	e-Governance Basics
Objective of the Course	Provide basic knowledge of e-Governance concepts and various advantages by its implementation.
Contents	<ul style="list-style-type: none"> • E-Governance concepts • Exposure to emerging ICT technologies • Frameworks for identifying IT applications that can have a high socio-economic impact • Guidelines for successful implementation of ICT projects and management of change • Case Studies
Participants	Apex Council, Apex Committee, Heads of Departments, CIOs and Asst. Managers
Mode of Instruction	Classroom Training
Duration	3 Days
Training Institution(s)	IIMs
Approximate Cost	Rs.15,000

Sr. No.	Change Management – 2
Course Name	IT Acts, Policies and Regulations
Objective of the Course	The course would enable an understanding of the current IT Act, policies and regulations and how they would impact various initiatives.
Contents	Information Technology Act, policies and regulations of India and Maharashtra.
Participants	CIOs
Mode of Instruction	Classroom
Duration	2 – 3 days
Training Institution(s)	Customized courses can be requested from NISG, DIT – GoI
Approximate Cost	Rs.6,000 – 10,000



Sr. No.	Change Management – 3
Course Name	Government Process Re-engineering
Objective of the Course	Introduction to the main concepts of government process reengineering, explain the enabling role of information technology, and demonstrate the application of GPR tools to the redesign of government processes.
Contents	<ul style="list-style-type: none"> • Introduction to GPR • Managing GPR • Role of Information Technology • GPR Tools • GPR Applications • Critical GPR project management issues.
Participants	Heads of Departments, Asst. Managers
Mode of Instruction	Classroom
Duration	2 – 4 days
Training Institution(s)	Customized courses can be requested from NISG, IIMs.
Approximate Cost	Rs.8,000 – 12,000

Sr. No.	Change Management – 4
Course Name	e-Governance Policy Framework
Objective of the Course	Understand the National & State Level e-Governance Action Plan, broad framework / policies at National & State levels and the e-Governance Strategy and Roadmap of State of Maharashtra.
Contents	<ul style="list-style-type: none"> • NeGP • SeGP • e-Governance strategy and roadmap
Participants	Apex Committee, SeMT, MAP_IT, PeMT, TEG
Mode of Instruction	Classroom
Duration	2 – 3 days
Training Institution(s)	Customized courses can be requested from NISG, DIT, IIMs
Approximate Cost	Rs.6,000 – 8,000



Sr. No.	Change Management – 5
Course Name	Publicity and Awareness / PR Skills
Objective of the Course	Introduce the nature and basic concept of public relations
Contents	<ul style="list-style-type: none"> • Introduction • Defining the Audience • Types of Public Relations Activities • Media Relations • Internal Communications • Community Relations • Investor/Financial Relations • Political & Government Liaison • Publicity/Communications Tools • Public Relations Proposal • Proposal Presentation • Crisis/Issue Management • Quality of PR Practitioners/Ethics
Participants	CIOs
Mode of Instruction	Classroom Training
Duration	2 Days
Training Institution(s)	Academy of corporate excellence; Tier – I Business Schools
Approximate Cost	Rs.5000

Sr. No.	Financial modeling – 1
Course Name	Procurement Process
Objective of the Course	Provide an understanding of the key procurement process concepts, principles and methods.
Contents	<ul style="list-style-type: none"> • Introduction to Purchasing Function • Quality Management for Goods and Services • Vendor selection and management • Competitive Bidding and Negotiation • Controlling Price and Costs • Commodity Buying. Capital Buying • Service Buying • Strategic Purchasing and Supply Chain Models • E-procurement.
Participants	CIOs and Asst. Managers
Mode of Instruction	Classroom Training
Duration	2 Days
Training Institution(s)	NITIE, Mumbai; Tier – I Business Schools
Approximate Cost	Rs.10000



Sr. No.	Financial Modeling – 2
Course Name	PPP Modeling
Objective of the Course	Enable the participants to understand the concept of PPP modeling and application of the same for maximum advantage of the project.
Contents	<ul style="list-style-type: none"> • Introduction to Public Private Partnership • Infrastructure Financing concepts • Advantages of PPP models • Various types of PPP models • Case Study: Successful PPP models • PPP model implementation
Participants	Heads of Departments, CIOs
Mode of Instruction	Classroom Training
Duration	4 Days
Training Institution(s)	IIM, Bangalore; Tier – I Business Schools
Approximate Cost	Rs.10000



Section III: Training requirements for all State government employees

Suggested training course content

The content suggested for Basic Computer Training is as under:

Course Name	Basic Computer Training
Objective of the Course	Develop basic computer skills in the participants.
Contents	<ul style="list-style-type: none"> • Introduction to Computers • MS-Office • Computer Hardware Basics • Internet Basics • DTP
Participants	All employees
Mode of Instruction	Classroom training
Duration	15 Days
Training Institution(s)	YASHADA, Online training
Approx Cost	Rs.8000

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