



eINDIA2007

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ICT Leaders Forum
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RS Sharma, Jharkhand

- CSC, SWAN – leads as a state
- More e-Gov projects if they are made self-sustainable – one of the key issues is commercial viable. In pilots, governments pay for the expenses, pilot for a year, to sustain them, we need to develop a model to bring private partners should be brought along – PPP model should be part of the design

RS Sharma

- NeGP is one of the best things for administrative reforms in the country. The plan is sustainable and institutional. It has a transformative potential, as well as being logical and dynamic. Storage/ transmission/ delivery are all incorporated. Impact the administrative structure of the country.
- One gap is: Serious capacity constraint at the state level – which needs to be addressed

RS Sharma, Principal Secretary, IT,
Jharkhand

- **Re Outcomes: Basic motivation is to motivate our own operations, at the departmental level. The citizen centricity needs to be brought out – not just impact efficiency but also address transparency and accountability issues. Affordability is another criteria.**

RS Sharma, Principal Secretary, IT,
Jharkhand

- **Obsolete laws also needs to be amended wrt registration. Some are archaic, but also important to change the mindset of the people who manage these records.**

R Chandrashekhar, Additional Secretary (e Governance), DIT, GOI

- Pilots when being assessed needs to be made with cost-benefit analysis, is it delivering the services?
- Capacity building part is a very important point – less on technology side, but more on management and process re-engineering and change management issues

Dr. Kshatrapati Shivaji, Secretary, IT, Maharashtra

- Virtual world is becoming very important for India, as we begin to harness the potential of ICTs in outsourcing business. Governments seem to be less responsive as compared to the opportunities harnessed by the private sector
- There is an attitude problem, change in mindset is needed. There is great aspiration to benefit from the opportunities that ICTs create. This must be harnessed well by governments.

Dr. K Shivaji, Secy, IT, Maharashtra

- Integration, technological compatibility, and comprehensive/ integrated planning for eGov are some of the missing linkages at the state level which must be addressed.
- Second problem: Information is power – and there is apprehension in sharing of information.
- eGovernance can be an important medium for addressing equity and discrimination issues, making all sections of society to access services

Dr. K Shivaji, Maharashtra

- DIT congratulated for their comprehensive, result-oriented, national plan, being implemented by states. We need to move from the back end computerisation phase to the front end/ Portal/ Website. The citizen's are still required to obtain certified records. These linkages are also important. It would be desirable to have interactive portal.

R. Chandrashekhara

- What are we going to deliver through CSC? This has started putting pressure on governments to think about the services they can offer.
- There is a lag phase of 2-3 years to develop the back end. Another 6 months or so, they can be ready to be launched. Land Records is one service that is at this phase.

Satish Kaushal, IBM

- Corollary to NeGP – ALPM – in less than 20 years, have resulted in banking automation – today most advanced servicing of clients is being done in India.
- ICICI Bank, and national banks have taken the lead to invest in core banking automation strategy. And, exploring the emerging markets in servicing rural India.

Satish Kaushal, IBM

- Compliments DIT that NeGP is unparalleled as a plan, anywhere in the world.
- From Pilots to Scaling up: Concept to completion and marketing – the period is one to one and half years – taken by corporates like Microsoft and IBM. Given the expectations of citizens would be similar, the timelines must be clear, and indicated to the industry, and project owners – awarded and implemented in the 18-24 months time cycle.

Satish Kaushal,IBM

- When pilots take 2-3 years, they are unlikely to be successful for replication. MC21 is one of the successful projects.
- PPP – requires that the bureaucracy changes its work methodology – be retrained to work as a corporate entity, and empowered to deliver results. If required, also to change the management structures to be enablers.

Satish Kaushal, IBM

- Good practices: NY, outcome based score cards of Police services... was able to bring down measurable reduction in crime rates.
- **Chandrashekhar:** Government has asked for sustainable, measurable outcomes with a clearcut timeframes (in about 2 years, not necessarily for completion of the project)
- Assessment of e-Government Projects are currently on. They are being done by market survey agencies.

Sanjay Jaju, Municipal Commissioner, Hyderabad

- Practitioner's perspective of providing citizen centric services.
- Replicability and sustainability issues are critical: Most of the projects are driven by champions. This is a problem with the bureaucracy – Re-Engineering is a norm for officers working within the government, and since they are on transferable job, the championship is not carried through.
- PPP – creates vested interests (not necessarily negative) – helps to ensure sustainability.

Sanjay Jaju, Municipal Commissioner, Hyderabad

- Governments have a huge legacy – and need to keep trails. Unless this whole process is audited in a different way, paperless projects are not going to take off in government. For a breakthrough, we need to look at the strategy adopted by US Government.
- Mindset issues: need to address the issue with the government officers – as many still don't believe in e-governance.

Sanjay Jaju, Municipal Commissioner, Hyderabad

- Citizen services G2B, and G2C– being done in collaboration with local NGOs, and SHGs – has been functioning four years after (Sanjay) he left the project. (**Outlasting the tenure**)
- Impact on lives of the people is an important measure for the success of the projects.
- Political will, though not evident, there is also not much resistance. What is needed is administrative will to adopt e-Governance.

Discussions from Floor

- Narayanan: *What do we do with the Mindset problem in the bureaucracy?*
- Bureaucracy – is not just IAS officers, but most innovative projects were created by young IAS officers at the district level, before the take-off
- Navin Kumar, Bihar: fear of the unknown is one reason for non-adoption, and inertia – change is a difficult process. It is important to familiarize people and that it is neither threatening nor harmful to the bureaucrats.

- Navin Kumar, Principal Secretary, IT, Bihar: You have to build capacity and motivate them to adopt.
- RC: NIC dedicated itself 20 years ago, when there was little support – the team was dedicated. Today there is a much higher level of belief among the administrators
- J Shah: public participation should be elicited at the project concept stage.
- Sanjeev Gupta, Secretary, IT, Himachal Pradesh – CSC programme should be citizen centric, else are likely to end up being retail shops!

Sanjeev Gupta, Secretary, IT, HP

- Assessment of success – feedback must be obtained from the common people. e-Readiness Index – field data recording is a must, and must not rely on IT Department records, as they are likely to be untrue.

- Nadamuny- eGov Foundation, Bangalore:
- Would cross-pollination have an impact on the success of a project.

Vivek Bhardwaj, Spl Secy, West Bengal – adequate recognition has not been given to creative interventions by bureaucrats.

RC: governments are now engaging professionals at competitive wages, with a mechanism being created to bring the best minds together for implementing eGovernance programmes

- Swapan, Researcher, IIT Kharagpur: Creation of awareness at the local level at state level?
- RS Sharma, Jharkhand: The real issue is mind-set/ attitude; Bureaucracy at block level are being trained in workshops, etc. to help them change their mindset: Sign and stamped vs. digital records... the mindset needs to change...

- RS Sharma: Railway reservation system has inspired the citizens to demand for change... in other departments like land records.
- Navin Kumar: IT enabled services G2C services have not taken shape as desired. The current system is not motivating – as it is based on passing orders and expecting tasks to be implemented or be punished. This attitude must change to become motivational or incentivised.

- RC: In a major national project, the incentive plan for government employees – a major shift in the government- has been put in place and will be announced soon.
- Sanjeev Gupta, HP: Paper diarised electronically once a month... workload reduction has ensured that it is adopted quickly. Though we don't have any incentive plan – the CSC – being administered with reduction in workload, and with better service to citizen, makes it a win-win case.

- Costs: visible and in-visible...
- Prabhu: IT Superpower in the world – but not servicing in eGovernance. What are we missing? Can we not leapfrog? Singapore has moved from egov to igov!
- RC: We are obsessed by the pace – outsiders are amazed at the pace, while being right on here.. We don't see them in the same way. India faces the size, and complexity unmatched?

- War veteran, former Defense officer, and administrator, now runs an NGO.- we need to work beyond the conference, and do things on the ground.
- Do we have data on success rate of projects? Is there a benchmark of success.
- RC: comprehensive survey is underway of listing and summary assessment will be underway in March 2008, and some by September.

- Venkatesh Hariharan: Sharing software for Treasuries – source codes – instead of reinventing the design.
- RC/Sanjeev Gupta: Yes... the idea is good, NIC prefers to rewrite from Scratch... rather than modify...
- Prakash(former IT Secy,Delhi) agreed to send the source code... but left it at that!