**Capacity Building Scheme Phase – II**

**under**

**National e-Governance Plan**

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# Background

# The Government of India approved the National e-Governance Plan (NeGP) in the year 2006 with a vision to “Make all Government services accessible to the common man in his locality, through common service delivery outlets and ensure efficiency, transparency & reliability of such services at affordable costs to realize the basic needs of the common man”. With this vision, the Government of India (GoI) approved the NeGP to lay the foundation for the long term growth of e-Governance in the country.

# The nature of e-Governance initiatives requires State to take ownership of their implementation, manage consistent strategies for integration, resource optimization, prioritization and resolving conflicts and overlaps. Thus specialized skills are required at the States/UTs as well as Central level to provide technical support to the policy & decision-making process and the overall management of the programme. Given the critical role to be played by the State Government in managing these initiatives and to enable issues to be dealt with in a competent manner, with a holistic perspective & with speed, it is well recognized that significant capacities need to be built / upgraded at State / UT level.

# To realize the vision of NeGP, 27 Central, State and Integrated Mission Mode Project (MMPs) along with 8 support components were identified with a clear focus on service delivery to citizens. Four new MMPs were subsequently approved, taking the total number of MMPs to 31 which include 11 Central, 13 State and 7 integrated projects. In the year 2011, 4 more projects have been added to the list of MMPs. The MMPs are being implemented by the concerned Central line Ministries/Departments and State Governments. Capacity Building and Human Resource Development is one of the eight support components.

# To address the capacity building needs of the Government for the implementation of the NeGP, “Guidelines for Capacity Building and Institutional Framework for e-Governance under NeGP” were prepared in 2005 in consultation with Planning Commission and issued to all the State Governments and Union Territories. Based on the proposals received from the State/UT Governments in response to the guidelines, a Capacity Building Scheme was formulated, covering all States and UTs, to provide technical support and specialised skills for e-Governance. The creation of capacities for the central line Ministries was excluded as the same was sought to be covered under respective MMPs.

# The Capacity Building Scheme was approved by the Cabinet in January 2008 with a total outlay of Rs. 313 cr. for a period of 3 years. The scheme envisioned:

1. Establishment of Institutional Framework for State level Strategic decision- making for State e-governance program
2. Setting-up of State e-Governance Mission Team (SeMT) in States & UTs
3. Imparting of specialized training and orientation program for SeMTs and decision makers (Public functionaries, State Legislature and Senior Bureaucrats)
4. Knowledge sharing through e-Governance related trainings and bringing in international best practices to the implementation of initiatives
5. Strengthening of Training Institutions in States
6. Setting up of a central Capacity Building Management Cell for coordination and implementation of the scheme, which will be working under the Empowered Committee for CB under the chairmanship of Secretary (IT), GoI

# For the purpose of the scheme, the States and UTs were categorized into 3 groups, considering the differences in terms of area, population, e-readiness etc. Different components of the Scheme, including fund allocation and size and composition of the SeMTs were approved according to the category of the State/UT. Grants-in-aid and ACA totalling Rs. 313 cr. were provided in the ratio of 60:40. The funds were apportioned for the following activities under the scheme:

|  |  |
| --- | --- |
| **Additional Central Assistance (ACA)** | **Budgetary Allocation to DIT (Grant-in-aid)** |
| * IT Infrastructure * Outsourcing * Operational cost * Office maintenance * Contingency * Strengthening State training institutions * External Resources/Visiting Faculty * Misc. Expenses | * SeMT Manpower * SeMT Trainings * PeMT Trainings * State Officials Training * Apex / Policy level Training * Centralized CBMC expenses |

# Capacity Building Scheme continuation

# After the approval of the scheme in 2008, action was initiated for implementation of all the six components defined under the scheme. However, the first two years were devoted to preparing the implementation guidelines, setting up of the Capacity Building Management Cell, temporary hiring through a wet leasing arrangement, appointment of NISG as the execution agency and development of training modules. The scheme really took off after the preparatory phase of two years. Since December 2010 onwards the scheme has been implemented across States/UTs as envisaged.

# Considering that there was a lag in the implementation of the Scheme due to detailed guidelines that had to be prepared, recruitments made and training modules developed, the Empowered committee initially recommended extension of the scheme for a year and subsequently recommended extension of the scheme from time to time and the last extension recommended was upto January, 2015. The extensions were approved by the competent authority. Further, while extending the scheme up to January 2014, the Empowered Committee for the Scheme, in its 7th meeting, desired that a roadmap covering the future Plan of Action of Capacity Building should be prepared. A Working Group under the Chairmanship of Prof. Subhash Bhatnagar, IIM, Ahmedabad, was constituted for the purpose. The Working Group formulated its recommendations based on deliberations with State Governments and other stakeholders through questionnaires and personal discussions. The Report of the Working Group was presented at the 8th Meeting of the Empowered Committee for the Capacity Building Scheme basis the Working Group Report, the Empowered Committee recommended the preparation of Detailed Project Report for Capacity Building Scheme Phase II.

# In recommending the continuation of the CB Scheme, the Working Group has taken cognisance of the fact that the CB Scheme though approved in 2008, was actually operational from 2010. The Scheme brought in concepts that are quite alien to the Government, viz. roping in professional resources from the market to work as part of the State Governments. The recruitment of such professionals for a limited period and their process of acclimatization in the Government have been extremely challenging. It is, in fact, heartening that the attempt has been largely successful and has started yielding results. A three year period is too short a time for the scheme to have fully stabilized for State/UT Governments to take over the full responsibility. Hence it is necessary to extend the scheme for a limited period of 5 year.

# The extended period of the CB Scheme could be treated as a transition phase during which the States would also develop their internal capacities to gradually take over the responsibilities for Capacity Building. The Working Group has also taken note of the developments that are likely to take place during the ensuing five year period in the matter of HR policies for e-Governance pursuant to the implementation of the recommendations made by the Expert Committee for HR Policy for e-Governance. The Working Group has, in this connection, proposed that an assessment would need to be carried out at the end of the extended period to evaluate whether the enabling environment has been put in place and whether the State/UT Governments have been able to develop their internal capacities through such enabling environment and whether there is a continued need for support under the CB Scheme.

# Capacity Building Scheme Phase II

# The Project – Capacity Building Phase II is for continuation of the initiatives under the Capacity Building Scheme (Phase I) aimed at strengthening capacities of the State/UT Governments through the setting up of appropriate institutional mechanisms, assisting them with professional resource support and training and knowledge sharing initiatives. It is proposed that key components of the scheme would be continued for a further period of 5 years and additional components incorporated based on the recommendations of the Expert Committee on HR Policy for e-Governance and the Working Group on Capacity Building and suggestions received from the State/UT Governments.

# The major components proposed as part of the Project are as under:

* Recruitment, deployment and HR management of the 327 specialized resources in the SeMTs in all States and UTs. Additional resources over and above this number would be made available subject to their funding by the State.
* Development of competency frameworks, training guidelines, content, case studies etc for different groups of stakeholders
* Developing a pool of certified trainers
* Develop Online and Web Based Training and Learning Management System
* Certification programmes for specialized/key roles
* Training at various levels from policy making to the panchayat levels
* Knowledge management and sharing through workshops, development of case studies, sharing best practices and creation of knowledge repositories etc.

# State e-Governance Mission Teams (SeMTs)

* + 1. Composition

The SeMTs shall comprise 340 professionals drawn from the open market and from the Government on deputation with experience and expertise in Technology, Project Management and other specialized areas required for e-Governance. As recommended by the Working Group, the State e-Governance Mission Teams are proposed to be retained at the existing levels as under:

|  |  |  |  |
| --- | --- | --- | --- |
| **Level** | **Group A States** | **Group B States** | **Group C States/UTs** |
| Principal Consultant | 1 | 1 | 1 |
| Sr. Consultant | 4 | 2 | 2 |
| Consultant | 8 | 4 | 2 |
| **Total** | **13** | **7** | **5** |

While there is demand from some of the States to increase the number of SeMT resources, with the Composite Teams now being set up and with the States being advised to set up PeMTs to manage projects out of project funds, the current team size for programme management support should be adequate. In case some of the States/UTs feel the need for additional resources for specific areas/activities including conceptualization or core scoping/initial development of projects, they could fund the additionality.

* + 1. Selection Process

The recruitment for SeMT resources will be managed by the CBMC through a Selection committee in which the States/UTs for which the resources are being recruited would be associated. Representative of DeitY, an External Expert and any other Expert as required will also be included in the committee.

* + 1. Pay bands

The pay bands proposed at different levels are based on the recommendations of the Working group that compensation of SeMT resources should be aligned to the market to attract well qualified and experienced professionals. However the proposed increase in compensation has been restricted to a moderate annual increase of 10% on the average compensation approved in 2008.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Level** | **Indicative ranges and average annual compensation in CB Scheme I (in Rs lakhs)** | | **Proposed ranges and average annual compensation in CB Scheme II (in Rs lakhs)** | |
| Principal Consultant | 15-20 | 17.5\* | 25 – 35 | 30 |
| Sr. Consultant | 9-15 | 12\* | 15 – 25 | 20 |
| Consultant | 5-8 | 6.5\* | 8 – 12 | 10 |
| Office Assistants |  | 1.5\* | 3 – 5 | 4 |

\* Scheme provided for an increment @10% per year which is proposed to be continued

The costing range of Rs. 10 - 35 lakh per annum per expert is indicative and final figures will depend on actual offers made. An average increment @ 10% every year is proposed. Benchmarking of compensation in alignment with market related compensations would be attempted from time to time. The actual compensation to be offered to the selected resources would be decided in accordance with the guidelines formulated by a compensation committee comprising of DeitY, NeGD and NISG representatives and to be approved by President & CEO, NeGD.

* + 1. Operational Support

Operational support would be provided for the expenses incurred for day-to-day operations. The components for this fund would include following components:

1. IT Infrastructure
2. Operational expenses
3. Office maintenance
4. Outsourcing
5. Nodal agency charges for fund management
6. Contingency

# Training

* + 1. Overview

As part of the Capacity Building Scheme (Phase I) a number of initiatives are being taken towards building capacities of State Government officials and other professionals who work closely with the State machinery for conceptualization and successful implementation of e-Governance projects. Content for specialized training programmes have been developed and new modules are being added to meet the emerging needs. Content in new areas is also being developed to meet needs of different stakeholders. As on 31st October 2013, about 5168 officials have undergone the specialised training in various aspects of e-Governance and the demand for training is increasing every year.

The Working Group has recommended that coverage of training needs considerable scaling up to meet the needs across the spectrum, Training Institutions and trainers need to be increased. Greater sensitization of the State Governments is also required for making training efforts more systematic and outcome oriented. The Expert Committee on HR Policy has also recommended the focus areas for training. Based on the recommendations, the under mentioned training programmes would form part of CB Scheme II. Some of these are existing initiatives that need to be continued. Others would need to be developed to meet emerging needs.

* + 1. Categories of training programmes

1. Apex/Policy level Sensitization and awareness workshops

#### The reports of the Expert committee and the Working Group have highlighted the importance of sensitizing the political and bureaucratic leadership on e-Governance. The meets which have been organized in CB Phase I have been very positively received by the leadership and helped in giving an impetus to the implementation of NeGP. Many meets resulted in immediate steps by the political leaders to take up e-Governance projects and replicate best practices. Therefore, similar meets/workshops are proposed to be conducted in CB Phase II to accelerate the implementation of NeGP.

1. Programme for Mission Leaders, CIOs and e-Gov Champions

These programmes were conceptualized in order to create a talent pool of CIOs throughout the country who can assume lead or second-in-command role in the implementation of e-Gov. projects. The main objective of the CIO’s Training Programme is to train carefully selected in-house resources from within Departments/Line Ministries who are leading or indentified to lead e-Governance MMPs and other projects in the departments in a mission mode. After conducting 2 pilot programmes, a national rollout has been undertaken with 8 programmes scheduled for 2013-14. The structure of the programme is as under:

1. e-Governance Leadership Programme (eGLP) : 2 week programme for Senior level officials from Central and State Government of the level of Jt Secretary (Central Government) and at the level of Principal Secretary (State Government
2. e-Governance Champions Programme (eGCP): 4 week programme for Officers at the 2IC level involved in project implementation (Central & State Government)
3. e-Governance Executive Programme (eGEP): 6 week programme for Officers at the operational level involved in project implementation(Central & State Government)

The programmes have been very well received and have enormously benefitted the participants as they comprehensively cover different aspects of implementing e-Governance projects. It is accordingly proposed to continue with these programmes in CB Phase II with appropriate restructuring as required from time to time.

1. Specialized Training in e-Governance Programmes

#### Specialized programmes developed under CB Phase I, such as Government Process Re-engineering, Business models and PPP, Project Management etc. have been found to be very useful by the State/UT Governments in building capacities of their officers to conceptualize and implement e-Governance projects. The demand for the programmes has increased over the years showing the growing needs of the State/UT Governments for such programmes. Specialized training of Government officers and others working closely with the Government has to be continuous effort. Hence it is proposed to add to the existing modules taking into account the changing needs of the State Governments and also continue to update the existing content of the training modules.

#### 

1. Long term eGPX programmes:

#### NISG has collaborated with two business schools – T.A. Pai Management Institute (TAPMI) and Indian Institute of Management, Indore (IIM) Indore to conduct 15 months Executive Post Graduate Management Programmes in e-Governance. These programmes are open to professionals in the private sector as well as those in the Govt. and are contributing to creation of a pool of managers who can conceptualize, design and implement e-Governance projects. Such programmes would be continued and possibility of partnering with other Management institutes for such Management programmes would be explored.

1. Orientation programmes for SeMT Members, PeMT members

#### These programmes have been beneficial for orienting resources drawn from the open market into the Government system and to familiarize them with the tasks under NeGP. The Expert Committee and the Working Committee have both recommended such orientation programmes.

1. Thematic workshops

#### Responding to the needs felt by the State/UT Governments for specialized programmes on specific themes, programmes on special themes such as preparation of DPR, RFPs, trends in technology etc were organized. Such knowledge sharing workshops are proposed to be organized on a regular basis in CB II.

1. Exposing the political and bureaucratic leadership to domestic and international best practices

#### Exposure visits/training in best practices both domestic and international broadens the vision and understanding of e-Governance and such visits would help in bringing in the learnings into implementation of e-Governance projects in the country. A few programmes have been organized in the past after carefully identifying the country and the anchor institution/State within India as well as participants for the programme. It is proposed to continue with such visits/training programmes in CB Phase II.

1. Training of Government employees and those providing mediated service

#### To ensure success of public delivery systems under e-Governance it is necessary to develop the capacities of officials actually providing the services. Suitable training modules for such programmes would be developed and the programmes would be conducted in a decentralized mode through partner institutions.

* + 1. Other training initiatives

1. Competency assessment and continuous assessment of needs for training:

#### Periodical and continuous assessment of needs in association with Central Line Ministries and the State/UT Governments will be undertaken to assess capacity gaps to develop appropriate training programmes for addressing the training needs. In order to develop the training framework, it is necessary to define and develop the competency requirement at all levels for successfully implementing e-Governance projects. It is, therefore, proposed to conduct an intensive 3 day workshop to develop the e-Governance Competency Framework (eGCF), leading to development of TNA and the training framework for e-Governance.

1. Developing a pool of certified trainers

#### To meet the large requirement of resources for training of officials of the State/UT and the Central Line Ministries, there is a need to enlarge the pool of trainers duly recognized through a certification process. It is proposed to conduct, on an ongoing basis, Training of Trainers programmes for developing such a pool of trainers. The process of identifying the potential trainers and developing them into trainers shall be undertaken in a structured manner. Detailed guidelines for the development of trainers as well as the terms and conditions for their certification will need to be formulated. State Governments would be encouraged to use the resources in the Pool for their training programmes.

1. Training Quality Standards (TQS)

#### Professional courses available in the market may need to be identified and selected for training programmes for which it will be necessary to develop Training Quality Standards based on the content and effectiveness of the courses.

1. Develop Online and Web Based Training and Learning Management System

#### While some of the online training modules available off the shelf for some generic courses such as Programme Management will be used, digital content for specialized content as well as online training modules need to be developed. A robust Knowledge Management System is proposed to be created and all such activities will be included in its mandate.

1. Formulate a Monitoring and Evaluation Framework

#### It is proposed to put in place a Monitoring and evaluation framework of training to evaluate effectiveness of the training in the work environment.

1. Devise a policy for Incentives for Training

#### Currently, participation in training programmes is largely supply driven rather than being demand driven. To make the participation in programmes more attractive, it is proposed to incentivize such participation through recognized certification impacting on career progression, bringing trainees and trainers into a community of practice, etc.

1. Mandatory certification programmes for specialized/key roles:

#### It is proposed to develop a competency framework for different e-Governance positions and the corresponding knowledge and skills required for such positions. Based on such mapping, appropriate certification programmes will be devised and guidelines formulated to ensure mandatory certification for specialized/key positions.

1. Development of Case Studies

#### The current initiative for development of case studies will be strengthened to ensure that a rich bank of case studies is built which will be an aid to practitioners and for training programmes. The initiative will include inviting practitioners and also private institutions to support this initiative.

* + 1. Support to Central Line Ministries

It is proposed to extend the training such as Orientation, Specialised training programmes, CIOs etc. under CB Scheme to Central Line Ministries. Not only are officers in the Central line Ministries implementing the central MMPs, they are also involved in coordinating the State MMPs. Hence bringing them on to the same platform is necessary. Also the effort that goes into developing content and organizing the training programmes can be put to maximum use if it is leveraged by the Central Line Ministries also.

* + 1. Knowledge Management

A Comprehensive Knowledge Management Framework needs to be developed as a part of the Scheme, to capture and harness knowledge on e-Governance. This will include:

1. Development of a Knowledge Portal which would include the following:

* Centralized Documents Repository as a platform for managing and archiving documents on a shared server, sharing documents/information with team members, including induction manuals, project documents related to requirements/design/software specifications/testing, case documents and best practices etc. This would help new members starting work on a project and ensure that project related information is not lost with the departure of team members.
* Enterprise wide Collaboration framework for seamless access to people, knowledge and expertise.
* Expert Network/ Community of Practice (CoP) to leverage the skills of professionals.
* Learning Management System: This component would include both formal and informal methods of learning. It will facilitate self learning and blended learning and help address the training requirements by synchronizing the effort with other capacity building initiatives.

1. Workshops and Seminars, Journal, Publishing would be some of the other activities for sharing of knowledge and information.
   * 1. Capacity Building Management Cell (CBM Cell)

The CB Management Cell currently has the following positions.

|  |  |
| --- | --- |
| **Position** | **Current strength** |
| Director | 1 |
| Sr. Consultant | 3 |
| Consultant | 5 |
| Executives | 2 |
| Total | 11 |

Considering that the CBMC will be required to handle a large number of new activities for which senior level positions may be required, it is proposed to operate the positions in a flexible manner depending on the need, within the overall number of positions.

# Project Financing

# Funding requirements have been estimated in-line with the scheme implementation scope, initiatives proposed and projected cost of various components. Further, the States were also consulted in regard to their requirements and financial support for the various components and these have been incorporated after rationalization.

# As in the existing scheme, all States & UTs have been categorized under three groups viz. Group A, B and C. Based on this criteria, broadly 17, 10 and 8 States/UTs have been considered in groups A, B and C respectively for estimation of the funding support.

# Funding for the scheme is proposed to done through Budgetary Allocation to DeitY and funds in turn are to be released to States/UTs as Grant-in-Aid. The Empowered Committee would decide and approve the State-wise allocation and releases, SeMT strength and fund allocation/re-appropriation within the overall outlay of the Scheme.

1. **Estimated Financial Outlay for CB Scheme Phase - II**

The estimated financial outlay for the Capacity Building Scheme Phase II is Rs. 807.42 crore over a period of five years, as given below:

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Components** | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Total** |
| **Training & Knowledge sharing Initiatives** | 64.55 | 64.55 | 64.55 | 64.55 | 64.55 | **322.76** |
| **Deployment of SeMTs** | 61.03 | 66.91 | 73.38 | 80.50 | 88.33 | **370.15** |
| **Operational Expenses** | 17.43 | 12.47 | 15.52 | 14.68 | 15.95 | **76.06** |
| **Contingency** | 7.15 | 7.20 | 7.67 | 7.99 | 8.44 | **38.45** |
| **Total Outlay** | | | | | | **807.42** |

1. **Component wise financial outlay**

**Total Outlay – Rs. 807.42 Crores**

*Note: All figures rounded off to 2 decimal places*

1. **Detailed computation component wise**

The component wise computation is estimated below. However, the actual cost of may vary while framing the component wise implementation plan. Also, some new initiatives may also be required to be taken up during the course of implementation. Any re-allocation or re-appropriation of funds with the total outlay and the new initiatives will be carried out with the approval of the Empowered Committee.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| *All figures in Rs. Crores* | | | | |
| **S. No** | **Fund allocation** | **Component** | **Computation** | **Total Cost** |
|  | Training & Knowledge sharing Initiatives | Specialized training programmes for Central Line Ministries | 10 programmes across all central line ministries every year over 5 years @ Rs.7 lacs per programme | 3.50 |
| Technical training and Thematic workshops | 10 workshops per year @ Rs.12.50 lacs per workshop) over 5 years | 6.25 |
| SeMT/PeMT Orientation Training for States | Rs.65000 per participants for approximately 500 professionals over a period of 5 years | 3.25 |
| CIO Programmes for States & Central line ministries | 8 programmes every year for 5 years at average cost of Rs.2 cr per programme | 80.00 |
| Domestic & International - Best Practice Study | 1 International @Rs.1.5 Cr. and 2 Domestic @ Rs.50 lacs best practice study visit every year for 5 years | 12.50 |
| Content Development & Management | Rs. 20 Cr | 20.00 |
| Strengthening Pool of Trainers for e-Gov:  1. Empanelment of agencies 2. Training of Trainers - Certification Process  3. Trainer Development - Performance based | 1 program every year for a batch of 25 participants @ Rs.1.3 lakhs per participant  1 program every year for a batch of 15 participants @ Rs 4.5 lakhs per participant | 5.00 |
| Knowledge Management Framework for e-Governance | DPR development - Rs. 6,000,000 Application Development & Integration - Rs. 20,000,000 Application Management - Rs. 24,000,000 | 5.00 |
| Online Trainings for e-Governance / Certification programmes | 400 professionals every year @ Rs.25000 per participant | 5.00 |
| Learning Management System | Rs.10 Cr. | 10.00 |
| Apex / Policy Level Sensitization and awareness Workshops | 1 workshop per year per State/UT @ Rs.20 lacs per workshop | 36.00 |
| Specialized training programmes for States officials/PeMTs/SeMTs | Category A:9, Category B:6 & Category C:4 programmes every year for 35 State over 5 years @ Rs. 7 lacs per programme | 107.55 |
| Localization & Customization of trainings | Localization and customization of Trainings as per State requirements @20% of total training funds including Apex and Specialized | 28.71 |
| 2 | Deployment of SeMTs | SeMT Manpower | Salary cost of 340 proessionals and 60 Administrative Assistants for 5 years with an incremental increase of 10% every year with level wise average cost of: PC - 30 lacs per annum - 35 nos. SC - 20 lacs per annum - 94 nos. C - 10 lacs per annum - 198 nos. Admin. Asst. - 4 lacs per annum - 60 nos. 1. *Levels & Avg. Salary cost is indicative 2. Includes cost of HR Management* | 326.50 |
| Centralized SeMT Recruitment | Recruitment expenses @ 10% of salary cost | 32.65 |
| CBM Cell | Salary cost of 11 resources, Centralized management and outsourcing activities by the Central CBM Cell in NeGD | 11.00 |
| 3 | Operational Expenses | IT Infrastructure for SeMT | Rs. 5.42 Cr | 5.63 |
| Office Maintenance @5% of salary cost | Rs. 16.89 Cr | 16.33 |
| Outsourcing | Rs.9.1 Cr (Category A: Rs.30 lacs, Category B: Rs.25 lacs & Category C: Rs.20 lacs) | 9.40 |
| Operational cost @12% of salary cost (including travel expenses of SeMT members). In current CB Scheme it is 15% | Rs.38.59 Cr (The per year cost roughly works out to Rs.25 lacs for A Category, Rs.15 lacs for B Category and Rs.10 lacs for C Category States/UTs) | 39.18 |
| Nodal Agency Charges @ 5% of total Operational Expenses | To provide for fund management and other administrative expenses to be incurred by respective State designated nodal agencies | 3.53 |
| Mid-term appraisal of the scheme and impact assessment | Rs. 2 Cr. | 2.00 |
| 4 | Contingency | Contingency @5% of total project cost | To provide for variations of cost of Training components, Personnel salaries etc. and any new initiatives to be taken up during the implementation of the scheme | 38.45 |
|  |  | **Total** |  | **807.42** |

# Implementation and Institutional arrangements for CB II

# Institutional Arrangements

It is proposed to retain the institutional arrangements approved for the existing Capacity Building Scheme as indicated below:

Empowered Committee for Capacity Building

The current composition of the Empowered Committee is as under:

1. Secretary, DeitY : Chairperson
2. Additional Secretary (eGov), DeitY : Vice-Chairperson
3. Joint Secretary(Trg.), DoPT : Member
4. Nominated Representative Planning Commission: Member
5. Nominated Representative Department of Expenditure: Member
6. CEO, NISG: Member
7. Financial Adviser, DeitY: Member
8. Domain Expert(s): Member
9. Two Representatives from each State Groups: Member
10. HOD, (Capacity Building), DIT Member Convener
11. Other invitees, domain experts and State representatives will be invited, as and when required, with the consent of the Chairperson.

The Composition of the Committee would be retained with the addition of the following in the committee:

1. Joint Secretary (eGov)
2. President & CEO, NeGD

# Mandate of the Committee

The existing mandate of the Empowered Committee for Capacity Building will continue. Thus it will provide the policy, vision and direction for overall CB scheme implementation. It will revisit from time to time CB policies and recommend corrective actions required, if needed, including fund allocation within the overall approved budget. The committee is expected to meet once in a period of four months. The broad scope of the committee will continue as follows:

1. Provide guidance and direction for effective execution of Capacity Building scheme.
2. Overall guidance to the CB Management Cell.
3. Designating central agency/society for supporting infusion & retention of SeMTs.
4. Training Guidelines related to CB Scheme.
5. HR Guidelines for SeMT/PeMT personnel.
6. Recommending fund release for States & UTs.
7. Fund utilization and funding requirements.
8. Accord approval, if any new initiatives is required to be taken up under the scheme
9. Reallocation and Re-appropriation of funds, if necessary, within the total budget outlay.
10. Grouping of the States & UTs in relation to the CB scheme.

# Department of Electronics & Information Technology (DEITY)

DeitY is the administrative Ministry responsible for the implementation of the National e-Governance Plan (NeGP) approved by the Government. The Capacity Building Scheme has been formulated by DeitY with a view to addressing the skill gap in the State/UT Governments for the implementation of NeGP. The overall Capacity Building Scheme in Phase II will be administered by DeitY, as was done in Phase I. It will provide policy guidelines, monitor the implementation of the scheme and provide financial support for the scheme.

# NeGD

NeGD an autonomous business division within Media Lab Asia, under the Ministry of Communications and Information Technology, Government of India, is tasked with providing programme level and technical support for implementation and monitoring of NeGP and is also responsible for the implementation of the Capacity Building Scheme. The proposal to continue on a long term basis suitable strengthened and suitably structured is already in progress. In its restructured form NeGD will continue to be a central agency for implementation of CB Scheme.

As a part of NeGD structure, the Capacity Building Management Cell will continue to implement various initiatives proposed in CB Phase II, under the overall administrative and operational guidance of NeGD.

# States

The States have a very important role in the implementation of the training initiatives. The responsibilities of the States can be identified as under:

1. Leveraging SeMTs and their day to day management in close coordination with NeGD.
2. Identifying the training needs for the State with the support of the CBMC.
3. Developing a Training Calendar based on the training needs of its officials.
4. Spreading awareness of the training programmes amongst the line departments and obtaining nomination of officers.
5. Conducting training programmes with the help of agencies identified/ empanelled CBMC/e-Governance Academy or through its own selected agencies.
6. Building its own infrastructure for training either through strengthening of ATIs and other State institutions.
7. Participating in the development the trainers pool through the Training of Trainers programme to be organized by the CBMC.
8. Drawing upon the common pool of resources developed by CBMC for its training programmes
9. Participating in the National Knowledge Management System for e-Governance through contributing to the system.

The States will continue to have a pivotal role for the implementation of the initiatives under CB Phase II as they would be direct beneficiaries of the scheme. Gradually, they would also be encouraged to take-up new capacity building initiatives as well as work towards transitioning for takeover of the scheme for state level initiatives.

# Nodal Agencies

Every State Government has designated a Nodal Agency as its commercial arm for work related to e-Governance. The Nodal Agencies are responsible for managing the funds placed with the States under Grant‐in‐aid (GIA) and Additional Central Assistance (ACA). The GIA funds are transferred directly to the Nodal Agencies’ bank account while the ACA funds are accessed through the State Finance department and transferred to Nodal Agency. The existing arrangement which have been found to be useful by the States in so far as the fund management is concerned and hence, will be continued.

# State e-Governance Mission Teams

The SeMTs support the State/UT in programme management of NeGP and development and management of other State projects also. The SeMTs assist the Line departments in resolving technical and project related issues and look after the capacity building initiatives for e-Governance of the State/UT. The SeMTs have been playing an important role for various CB initiatives such as organizing training programs etc. in the States and also coordinate for implementation of other centralized initiatives. Their importance has been recognized and the team will continue to play an important role in the implementation of the CB Phase II initiatives. The SeMTs would also have an important role in assisting the NeGD through enlisting the support of the State Government in the development of Competency Framework as well as in the training of trainers.

# Central Line Ministries

The training component of the Capacity Building Scheme is proposed to be extended to the Central Line Ministries in Phase II of the Scheme. The Central Line Ministries would participate with the CBMC in the assessment of the training needs of its officials for e-Governance and would be partnering in designing the curriculum and course content. CBMC in collaboration with the Line Ministries will draw up the profile of officials for different programmes and would seek the support of the Central Line Ministries for nomination of officials for the training programmes.

# Implementation Mechanism

# The CB Scheme would be implemented with the following arrangements:

1. **NeGD through Capacity Building Management Cell**

The Mandate of the Cell which was to ensure the smooth functioning and coordination of various capacity building initiatives is proposed to be continued under the NeGP Capacity Building Division. Thus the Cell will be responsible for overall capacity management and the activities entrusted to the Cell under the existing CB Scheme**.**

**Functions of the CB Management Cell:**

The CBMC will perform the following functions:

1. Facilitate States & UTs to setup SeMT: The CB Management Cell will evaluate and continuously strive to put in place the most suitable mechanisms for manpower sourcing, recruitment, deployment and HR Management of the resource pool.
2. Close interaction with SeMTs on a continual basis, handholding and knowledge sharing.
3. Development of HR Guidelines.
4. Providing technical & secretarial support to the Empowered Committee for CB Scheme.
5. Develop and implementing a Comprehensive Training Framework including Competency Assessment, Training Needs Assessment, Development of Training guidelines, Training curriculum, modules and content.
6. Undertake training activities either on its own or through partner institutions
7. Arranging specialized forums, lectures and workshops from time to time for bringing all states on a common platform for knowledge sharing and interaction.
8. Undertake policy initiatives for strengthening training initiatives
9. Keeping updated about the status of Capacity Building form every State/UT and understanding their concerns for suggesting corrective actions.
10. Keeping Track of fund utilization and future fund requirements form States and UTs.

1. **Training Partners**
2. NISG has an important role as the primary execution agency for the training programmes in CB Scheme I. The NISG has over the years, acquired specialization in e-Governance Capacity Building having developed and conducted the training programmes in Phase I and other specialized programmes such as CIOs programme. In the process it has developed a pool of professional resources. Thus, NISG would continue to remain the preferred agency for the execution of the training initiatives in CB Phase II.
3. Other DeitY organizations such as NIELIT and CDAC would also be execution agencies in areas of their specialization.
4. Partner institutions will include national level institutes like IIMs, IIPA, ASCI, IIITs, State ATIs and other State level training institutions and existing private sector institutes of repute which already are involved in delivery of similar trainings.
5. The proposed National e-Governance Academy would take up the strategic role in due course.
6. In addition State specific or regional level training will be delivered by State Administrative Training Institutes (ATIs) and other similar institutes.
7. Overall programme management and monitoring will be carried out by CBMC.

# Transitioning

# SeMTs

The State e-Governance Mission Teams would be continued for a further period of 5 years. During this extended period, a number of initiatives, recommended by the Expert Committee on HR Policy, are proposed to be put in place. Such an enabling environment is expected to increase the capacities of the States to take ownership of the scheme. In fact many of the State Governments have already taken initiatives for training and strengthening their manpower resources and some have put enabling policies in place. Some of the State governments such as Maharashtra and Madhya Pradesh are introducing a virtual cadre of IT Resources from within the existing manpower of the State Government.

At the end of the five year period, an assessment would be made of the extent to which the State Governments have been able to put in place appropriate arrangements and whether there is a need to provide some continued support. NISG would also be encouraged to set up regional centres to provide support to the State Governments in the recruitment and HR management process. As a first step, a proposal to set up such a centre for the North East is already under their consideration.

# Training

1. A resource pool of trainers is being developed and detailed terms and conditions for engagement of the trainers will be prescribed. There will a process of continuously developing additional resources through a scheme of training of trainers.  State/UT Governments would be encouraged to use the resource pool for their training.
2. Online training programmes on a number of topics are planned for development through private vendors.  Pilot programmes are being tested by DeitY/NeGD.  Once such programmes are satisfactorily conducted and stabilized, the States/UTs will be encouraged to use such online programmes without any handholding support from DeitY.
3. A few States are formulating their own training framework under World Bank funding.  With these frameworks, bulk of the training initiatives can be taken over by the State Governments.
4. A knowledge management centre is proposed to be established, which will be a repository of all the content created during the project life in terms of project related information and documents, training modules, on-line training system.

Most importantly, a National e-Governance Academy is proposed to be established as an Institute of National importance in the area of e-Governance. The Academy will provide support to the States and Central Line Ministries to meet their Training related needs.  The Academy would, *inter alia*, have the mandate of developing content, certifying available content, developing a trainer pool and partnering with other institutions for delivery of programmes. By the end of the 5 year period it is expected that the Academy will have stabilized and will be in a position to take up the strategic, advisory and programme management role for e-Governance training for the country.