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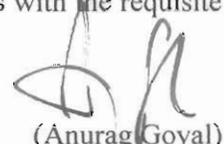
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Sub: Guidelines for setting up of Dedicated Project Team

The National e-Governance Plan of Indian Government seeks to lay the foundation and provide the impetus for long-term growth of e-Governance within the country. The plan seeks to create the right governance and institutional mechanisms, to set up the core infrastructure, to develop policies and to implement a number of Central, State and Integrated Mission Mode Projects with defined service levels in order to create a citizen-centric environment for governance. Implementation of e-Governance projects is a highly complex process requiring provisioning of hardware & software, networking, change management and capacity building.

In order to manage the complexities involved in the implementation of the Mission Mode Projects, expert resources in the areas of Technology, Project Management, Change Management, Cyber Security and Legal need to be available on full time basis at the individual Departments/ Line Ministries of the Government of India. It is therefore necessary that a dedicated team is deployed for implementation of the projects in a time bound and outcome oriented manner. The Dedicated Project Team will have resources of required skills to assist the departments implementing the MMP's and other IT initiatives, by providing strategic direction and leadership to ensure the project are implemented successfully and the outcomes envisaged from the project are realized.

In this direction, guidelines for creation of dedicated project teams have been prepared by the Department of Information technology, to assist the Departments/Line Ministries engaged in implementation of e-Governance projects, in formation of Dedicated Project Teams with the requisite roles and responsibilities.


(Anurag Goyal)
Director

Encl: Guidelines for Setting up of Dedicated Project Teams for e-Governance Projects

To:

**All Ministries and Departments of the Government of India
IT Secretaries of all State Governments and UTs**

Guidelines

for setting up

Dedicated Project Team

Foreword

The National e-Governance Plan of Indian Government seeks to lay the foundation and provide the impetus for long-term growth of e-Governance within the country. The plan seeks to create the right governance and institutional mechanisms, to set up the core infrastructure and policies and to implement a number of Central, State and Integrated Mission Mode Projects, with well defined service levels, to create a citizen-centric and business-centric environment for governance. Implementation of e-Governance projects is a highly complex process requiring provisioning of hardware & software, networking, change management and capacity building.

In order to manage the complexities involved in the implementation of the Mission Mode Projects, expert resources in the areas of Technology, Project Management, Change Management, Cyber Security and Legal need to be available on full time basis at the individual Departments/ Line Ministries of the Government of India.

The Dedicated Project Team will assist the Mission Leaders of the MMP's and other IT initiatives by providing strategic direction and leadership to ensure the project are implemented successfully and the outcomes envisaged from the project are realized.

These guidelines are meant to assist the Departments/Line Ministries in creating a Dedicated Project Team with the requisite roles and responsibilities for their e-Governance projects

Table of Contents

1. Introduction	4
2. National e-Governance Plan	4
3. Role of various Departments in the implementation of NeGP	4
3.1 Department of Information Technology (DIT)	4
3.2 Line Ministry	5
4. Need	5
5. Suggested Dedicated Project Team Framework.....	7
6. Attributes of Dedicated Project Team Head	8
7. Sourcing of Dedicated Project Teams	9
8. Roles/Responsibilities of the Dedicated Project Team Head	10
9. Roles/Responsibilities of a Mission Leader.....	12
10. Conclusion	13
Annexure - I.....	14

1. Introduction

The growth of ICT and in particular web based technologies has transformed the interaction between the Government and its service seekers. Today, Governments worldwide want to use the potency of ICT to deliver end to end services right at the citizen doorstep, anytime and at minimum cost. ICT is increasingly being seen as the only way to improve governance. With the increase in accessibility to Internet and mobile technology, citizens themselves are expecting more and more online information and services from governments.

2. National e-Governance Plan

The National e-Governance Plan (NeGP) was approved by the Government of India in May, 2006 in order to promote e-Governance on a massive scale. Until the formulation of this plan, e-Governance was a subject purely driven by individual effort rather than a national vision. The National e-Governance Plan is basically a shift in the approach and methodology followed by the Departments to implement ICT initiatives prior to its formulation. Lessons and experiences from past successful and failed ICT initiatives both national and international have been blended in the new NeGP approach and methodology.

NeGP comprises of core and support infrastructure components and 27 Mission Mode Projects (MMPs).

3. Role of various Departments in the implementation of NeGP

3.1 Department of Information Technology (DIT)

For the effective implementation of NeGP, the Deptt. Of Information Technology, (DIT), Govt. of India:

1. Spearheads the creation of core and support components
2. Evolves/lays down Standards and Policy Guidelines, provide Technical and Handholding support and undertake Capacity Building, R&D etc.

3. Serves as a Secretariat to the Apex Committee and assist it in managing the programme
4. Implements pilot/infrastructure/technical/special projects
5. Creates Awareness about the programme

3.2 Line Ministry

Mission Mode Projects are owned and spearheaded by various Line Ministries. The Line Ministries are solely responsible for all the decisions connected with their MMP including process re-engineering and change management.

- 3.2.1 At the time of the project initiation, an Empowered Committee could be formed at the Central Line Ministry with Secretary of the Line Ministry of the concerned State Department as its Chairperson for providing overall guidance, deciding policy level matters and to act as final body for approving all deliverables relating to the Project.
- 3.2.2 A Mission Leader is identified who is responsible for overseeing the entire life cycle of the MMP
- 3.2.3 A Project e-Mission Team (PeMT) could be formed to provide overall project leadership and take full ownership of the project design, development including transformation, Change Management, Strategic Control and BPR at the core level and ongoing support and upgrades. The PeMT is also responsible for implementation, roll-out, operations and maintenance.
- 3.2.4 Specialized groups like the Process Advisory Committee (PAC) and Central Technical Team (CTT) could also be created under PeMT based on the needs and requirements of the Project. The CTT provides technology leadership and manages the core development whereas the PAC provides process level inputs.

4. Need

Majority of the Mission Mode Projects (MMPs) have progressed beyond the Conceptualization and the Design and Development Phase of the Project Life Cycle.

The schemes for most of the MMPs have been approved and these projects are now in the implementation phase. However, the following issues in implementation need to be addressed in order to implement ICT related projects in an outcome-oriented and time bound manner.

1. Difficulties in addressing details (such as technical architecture, solution design, business model, prioritization of activities, creating balanced and legally tenable bidding and contract documents, strategy for business process re-engineering and change management) in the absence of adequate and skilled resources.
2. Difficulties in planning and executing capacity building and training exercise.
3. Difficulties in managing the contract and the service level agreements (SLAs) considering that e-Governance solutions are organic and may require incremental enhancements/changes.
4. Difficulties faced in designing appropriate awareness and sensitization programs for all stakeholders.
5. Difficulties in formulating and ensuring compliance with appropriate policies, guidelines and procedures on Cyber security as well as creating heightened awareness and imparting training to prevent probable attacks.
6. Difficulties in exercising Strategic Control over the outsourced project.

In order to address the above difficulties, it is necessary that:

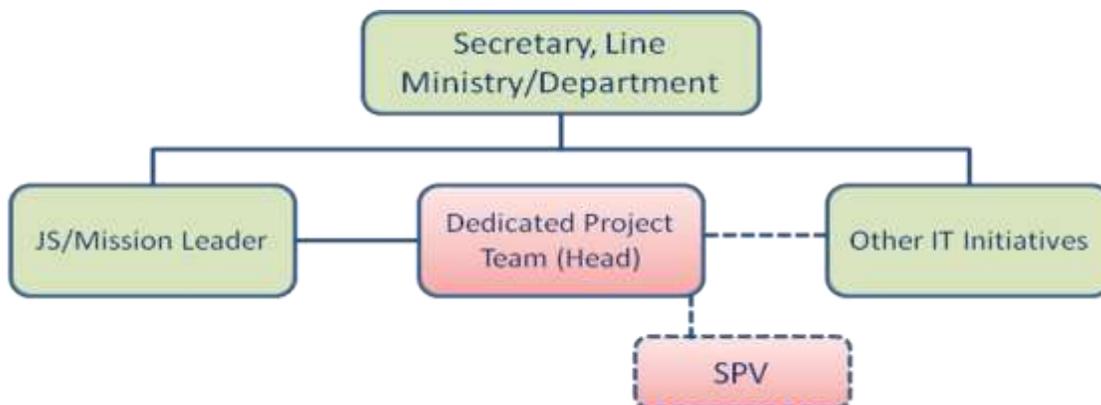
1. There is a full time availability of Expert Resources within the Line Ministries/Departments who are experienced in working in project mode in the following areas
 - a) Technology and Architecture
 - b) Process and Domain including Change Management
 - c) Legal and Documentation
 - d) Project Management
 - e) Standards
 - f) Security

2. Appropriate strategies are in place to handle change management and to build the requisite capacities within the Department.
3. Appropriate policies and guidelines to retain strategic control of all assets and processes with the Department are in place.
4. Line Ministries/Departments have operational freedom and financial autonomy within delegated powers.

The implementation of the above requires that the Mission Leaders are liberated from the non-core and time consuming activities to focus on core issues highlighted above. It also requires a sustainable institutional framework within Line Ministries/Departments for continuous improvement, change, knowledge harvesting and overall strategic control.

5. Suggested Dedicated Project Team Framework

In order to provide strategic direction and overall leadership to MMPs and other ICT initiatives of a Line Ministry/Department, there is a need for Dedicated Project Teams in every Department with the roles and responsibilities defined below. The head of the Dedicated Project Team could be of Joint Secretary/Director rank and may be assisted by a CTO and Process, Domain and Project Management Experts to discharge his responsibilities. The head of the Dedicated Project Team needs to have a strong domain expertise along with good technical understanding. The head of the Dedicated Project Team should be 60% managerial and 40% technical. The CTO on the other hand should have a very strong technical expertise.



Note - The Dedicated Project Team can be directly created within the Line Ministry/Department or could be in the form of the SPV in case the Line Ministry/Department decides to setup one for the project.

The head of the Dedicated Project Team could be accountable either to the Secretary, or to the Mission Leader as per their requirements of the Line Ministry/Department. The roles of responsibilities of the Dedicated Project Team (Head) and the Mission Leader can be suitably allocated based on the reporting structure. Suggested roles and responsibilities are given in subsequent paras.

The detailed composition of the Dedicated Project Team is given at Annexure - I

6. Attributes of Dedicated Project Team Head

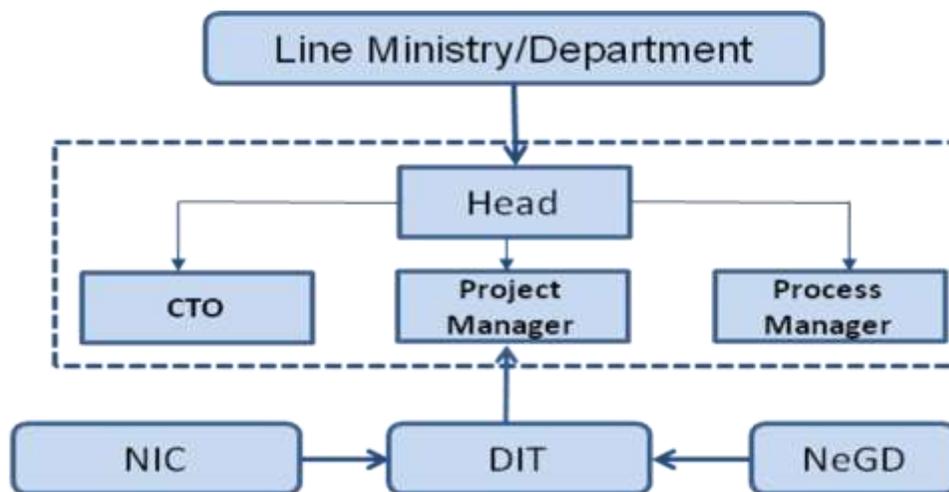
The Dedicated Project Team Head should have the minimum attributes

Area	Attributes
Project Management	Minimum Period as a Project Director/Manager – 5 yrs
	Managed Minimum of two large IT turnkey projects preferably over the entire life cycle of the project
	Projects of Min. value Rs. 50 Cr., multi location in Services related areas/ projects in Govt. domain
	Led ICT enabled transformation at a mid to large size organization
Technical	Degree/Qualification in IT related areas
	Understanding/Knowledge of at least one of the following areas <ol style="list-style-type: none"> 1. Software Application development & deployment 2. IT Infrastructure deployment/implementation 3. Project Management of large IT Projects
Managerial	Visioning and Strategic Thinking
	Change Leadership
	Result orientation and proven ability of achieving project outcomes
	Leadership qualities & Team Building
	Managed & Led multi disciplinary teams for at least 5 years
Financial	Knowledge of Financial & Procurement Process and Models

	Managed a profit centre (Person from Private Sector)
Domain	Domain Knowledge and Experience in Govt. processes

7. Sourcing of Dedicated Project Teams

A suitable mechanism for selecting professionals within the Dedicated Project Team needs to be created keeping in view the levels of strategic control required for the project¹. A pool of Dedicated Project Team Heads, Chief Technology Officers and Project Managers through the below mentioned mechanisms could be created and provided to the Line Ministries/Departments. The Line Ministries/Departments would identify Process Managers internally on a full time basis.



Head	CTO	Project Manager	Process Manager
Deputation from Govt. Departments OR NeGD (from NeGD resources) OR NeGD (from Market)	NIC OR Deputation from Govt. Departments OR NeGD (from Market or NeGD Resources)	Deputation from Govt. Departments OR NeGD (from Market or NeGD Resources)	Departmental

¹ For details, refer to the guidelines on Strategic Control in Outsourced Projects

8. Roles/Responsibilities of the Dedicated Project Team Head

The roles and responsibilities that the Dedicated Project Team Head should be entrusted with are as under

1. Assist the Mission Leader in defining an overall implementation strategy including the business model and the contours of Strategic Control
2. End to End Project Implementation within well defined timelines and budget covering all facets of implementation such as
 - Conversion of requirements into Request for Proposal (RFP)
 - Selection of the Outsourcing Partner through Bid Process Management
 - Application development and Documentation such as Technical design documents, SRS, test cases etc.
 - Business Process Re-engineering
 - Policies and Strategies for Capacity Building and Change Management
 - System and User Acceptance testing of the software application
 - 3rd Party Audit and Certification of the Software Application
 - Procurement of hardware, site preparation etc.
 - Go-Live of the Software Application
 - Backup and Disaster Recovery Policy
3. Project Management
 - Contract Management
 - Project Metrics
 - Ensure milestone based project tracking
 - Enforcement of SLAs
 - Incident Tracking & Resolution
 - Manage changes in Requirements
 - Introduction of Project Management tools for the Project
 - Periodic Project Audit and Quality reviews
 - Quality Certification
 - Knowledge Management & Best Practices

4. Give direction to the ICT roadmap of the Department. Provide leadership, focus and accountability to all ICT initiatives of the Department
5. Align the ICT initiatives within the Department with the national objectives. Adopt and administer national policies on common architecture, standards, technology, security, business models and best practices. Build standards for the Line Ministry/Department in consultation with DIT in areas where national standards do not exist.
6. Prioritize and initiate other ICT initiatives, identify and reduce duplication and promote innovation. Ensure that all ICT projects follow the DIT's guidelines on horizontal replication to enable sharing of applications with common functionality with other departments. Leverage existing departmental infrastructure and the core NeGP infrastructure
7. Departmental security programme management, identity and access management, network and infrastructure security and formulation of security related policies and guidelines. Create security awareness amongst Government employees.
8. Advice and Augment the capacity of the Line Ministry/Department (through IT workforce planning) to make it ready to embrace the change associated with e-Governance. Advice on strategies to help and develop an effective IT workforce through planning, training and managing in order to meet the current and future requirements of the Department.
9. Sign off and acceptance of critical project milestones. Engage with other senior officials within the Department, on a need basis, to address intra-departmental issues.
10. Identify implementation challenges, dependencies and integration points
11. Facilitate rollout of new/upgraded ICT infrastructure such as Desktop, Help Desk, e-Mails, Document sharing, PMIS etc.
12. Formulate, advice and review exit management strategies and hand-back arrangements periodically. Assess Departments preparedness for an unplanned partner/vendor exit.

13. Facilitate transfer of strategic control of all assets and processes to the Government in a timely manner.
14. Identify, evaluate and recommend emerging technologies. Maintain a working knowledge of the IT best practices and innovative solutions.

9. Roles/Responsibilities of a Mission Leader

The roles and responsibilities that the Mission Leaders should be entrusted with are as under

1. Define an overall implementation strategy including the business model and the contours of Strategic control with the assistance of the Dedicated Project Team Head.
2. Outcomes - The success of the Project should be measured in terms of the outcomes and impact.
3. Overall owner of the ICT project. Responsible for finalizing the project objectives, defining the scope of work and implementation of the project within budget.
4. Facilitate and support transformation through Business Process Reengineering, statutory changes and Change Management with the help of Domain, Legal and Process experts. Shall nominate full time process experts to the Dedicated Project Teams
5. Capacity Building through hiring, training and retention. Strengthen core competency within the Line Department. Periodic assessment of capacity building requirements & effectiveness through feedbacks etc.
6. Create awareness and devise communication strategies
7. Carry out Impact Assessment. Create Feedback mechanisms for continuous improvement and further enhancements

8. Provide guidance and support to State Departments and other stakeholders and monitor State implementations.

10. Conclusion

Since, the Dedicated Project Teams would be responsible only for the implementation and roll out of MMPs and the other ICT related activities; they would provide focused IT implementation with operational freedom and financial autonomy. Empowerment and delegation of power would help them to take speedier decisions. The Dedicated Project Teams would have the full accountability and ownership for implementation of the project within the defined timelines and budget. All this would help the Mission Leaders to focus only on core functional activities related to the Project.

However, absence of a career growth path of the Dedicated Project Team members, would lead to challenges related to the retention of team and continuity with creating personnel dependency. The Dedicated Project Team members should be filled through External agencies where resources have well defined career growth paths. This would also ensure continuity in case exit of individual resources.

Annexure - I

The detailed composition of the Dedicated Project Team along with the specific roles and responsibilities are given below

