

Report on the Workshop on Building Capacity for Impact Assessment February 26-27, 2007

A two day workshop on Building Capacity for Impact Assessment of eGovernment Projects was conducted by IIM Ahmedabad on February 26-27, 2007 as a part of the Department of IT sponsored project titled: a Study of the Impact of ICT Applications in the Public Sector in Developing Countries.

Background

The National e-Governance Plan (NeGP) is an initiative of the Government of India for ushering in e-Governance to make government services easily accessible to the common man and to ensure efficient, transparent and reliable delivery of such services. The NeGP, which has been formulated by the Department of Information Technology (DIT), presently consists of 8 Components and 27 Mission Mode Projects (MMPs) to be implemented at the Central, State and Local Government levels. The DIT, as part of its overall assessment strategy proposes to list, identify and assess e-Government and ICT for Development (ICT4D) projects across India to understand the impact, utility, sustainability, scalability and replicability of these projects.

The Department of Information Technology carried out an exercise of summary assessment of 39 selected e-Government projects in the year 2005-06. The projects were assessed on the basis of a framework, designed jointly by NISG and IIM, Ahmedabad (IIMA). IIMA has recently completed detailed impact assessment of 8 e-government projects from 3 states in a study sponsored by the World Bank, DIT and IIMA. IIMA is helping DIT to design and implement an impact assessment program for projects that have been implemented by central, state and local agencies.

DIT has empanelled agencies in order to carry out further summary assessments under the proposed program. The agencies involved in undertaking the assessments would be required to identify and list other e-government projects being undertaken in the states, to share the data collected in the process of carrying out assessments, to compare and contrast the manual process with the ICT enabled process, and to submit the assessment reports within the stipulated time period.

Objectives

The objective of the two day workshop was to build capacity for impact assessment amongst different agencies/institutions that may engage in carrying out impact assessment studies in the future. The workshop was also to help to define the next steps in the evolving program for impact assessment under the umbrella of National E-Government Plan.

Participant's Profile

A total of 53 participants attended the workshop. These included 24 representatives from 11 empanelled market research agencies; 11 representatives from educational institutions in management, social sciences and information technology, which are involved in research on e-governance or management of government and public systems; 13 senior officials of state

government departments that are implementing e-government programmes; and 5 representatives from the Department of IT in Government of India. A list of participants is enclosed in Annexure-I

Participants were housed in the International Management Development Centre (IMDC) on the IIM, Ahmedabad campus and the workshop was also conducted in the IMDC.

Content

Schedule for the two day workshop is enclosed in Annexure-II. In the inaugural session, Mr. R. Chandrashekhar spelt out the broad purpose of the impact assessment exercise in the context of the NeGP and Prof. Bhatnagar briefly explained the objectives and structure of the workshop. Prof. Dholakia, director of IIMA sketched out various activities undertaken by IIMA for Public Systems.

The substantive sessions of the workshop commenced with a presentation by the IIMA team of the framework and detailed methodology used for impact assessment in the World Bank/DIT sponsored project. In the next session results from the detailed assessment of eight projects (covering G2C, G2B and G2G) were shared. This was followed by a discussion on the key findings of the assessment and practical problems faced while implementing the assessment framework. In the final session of the first day, state representatives provided brief details of a number of projects being done in Karnataka and AP. Short film clips showing the actual working of service centers were screened.

The second day of the workshop began with a presentation from DIT on the key issues and plans of NeGP for impact assessment of e-government applications in India. The first phase of the assessment program was explained. This was followed by a breakout session in which the participants were divided into 5 groups (Annexure-III shows the assignment of participants to different groups) to discuss the refinement of the proposed assessment framework and defining a sampling methodology for the following types of projects to be undertaken in the first phase of the assessment program:

1. Common Service Centre
2. Property Registration System
3. Urban Local Bodies
4. Transport (Issue of Driving Licence)
5. Land Record System

In the afternoon of the second day, each of the five groups made a presentation on the design of the questionnaire and sampling methodology for the project assigned to them. A copy of the power point presentations of all groups is enclosed.

Outcome of the Workshop

- Market Research Agencies were able to get a clear appreciation of the objectives and tasks involved in carrying out impact assessment. Objectives of the proposed exercise are to carry out a detailed assessment of the impact on clients and a brief assessment of impact on work of employees (front line operators and supervisors). A common framework (IIMA study) will be followed in terms of the dimensions on which impact is to be assessed. A minimum set of

indicators to measure the 5 key dimensions were listed in the presentation of IIMA study and were also provided in the material distributed to the participants. Agencies will be free to add indicators that are perceived to add value. For each project, a sampling frame, sample size, and sampling methodology would have to be defined to satisfy the following two purposes:

1. Data is obtained using counterfactuals so that the difference between pre-project service delivery and post project service delivery can be understood on all the dimensions.
2. The results can be projected to the entire population of users with a predefined accuracy.

DIT was able to assess the capacity of the empanelled agencies to perform various tasks and the extent of help that would be required from IIMA for the assessment exercise.

- Market research agencies were able to get a preliminary understanding of five different types of projects that would be taken up for assessment in the first phase. However, it was clear that the agencies will have to put in considerable effort in understanding various aspects of service delivery in these projects. A beginning was made in designing the survey instrument and the design of sampling methodology for the five types of projects.
- State representatives also got to understand the tasks involved in assessment and some issues of how the market research agencies will interface with the state officials were discussed.
- The DIT team was able to communicate to the agencies the next steps in moving the exercise forward.

Annexure-I: List of Participants

No	Name	Designation & Institution	E-mail
1.	Dr. Hanimi Reddy	Deputy Research Director TNS India	hanimi.reddy@tns-global.com, reddyhanimi@rediffmail.com
2.	Dr. M. Vijaya Kumar	Executive Director Development & Research Services Pvt. Ltd., New Delhi	vijay@drsindia.org
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4.	Dr. N. Veerabhadra Rao	Executive Director Development & Research Services Pvt. Ltd., Hyderabad	nvrao@drsindia.org
5.	Dr. N.P. Singh	Professor Management Development Institute	knpsingh@mdi.ac.in
6.	Dr. Neeta Shah	Director (e-Governance), Gujarat Informatics Ltd. Government of Gujarat	neetas@gujarat.gov.in, neetas@gujaratinformatics.com
7.	Dr. P. Madhav	Deputy Director Institute for Electronic Governance, Government of AP	madhav@ap.gov.in, madhav@ieg.gov.in
8.	Mr. Adarsh Bhaskar	Assistant Manager, DIT Government of Punjab	adarshbhaskar@hotmail.com
9.	Mr. Alope Vatsyayan	Director Development Management Group (DMG) Consulting Pvt. Ltd.	aloke@dmgconsulting.org, dmt@nda.vsnl.net.in
10.	Mr. Arun Srivastava	Head (Electrical Engg. Dept.), Dr. B.R. Ambedkar Govt. Polytechnic Government of Andaman & Nicobar	arun_srivastava_2001@yahoo.com
11.	Mr. Ashish Rao Ghorpade	Programme Manager Infrastructure Professionals Enterprise Pvt. Ltd., New Delhi	arao@ipeglobal.com
12.	Mr. Ashish Sinha	Senior Research Executive IMRB International	ashish.sinha@imrbint.com
13.	Mr. B.K. Paul	Regional Manager Development & Research Services	biplabkp@rdiffmail.com, drsgujarat@rediffmail.com

		Pvt. Ltd., New Delhi	
14.	Mr. B.L. Agarwal	Special Secretary, Information Technology Government of U.P.	blagarwal_sec@rediffmail.com
15.	Mr. G. Krishna Kumar	Research Associate Research & Development Initiative Pvt. Ltd.	research@rdidelhi.com
16.	Mr. Kashinath Vajpai	Senior Research Manager TNS India	kashinath.vajpai@tns-global.com
17.	Mr. M.K. Yadava	Managing Director, AMTRON Government of Assam	md@amtron.in
18.	Mr. Manish Kumar	Research Manager Development Management Group (DMG) Consulting Pvt. Ltd.	manish@dmgconsulting.org
19.	Mr. Nitin Mathur	Technical Advisor Government of U.P.	mathur_n@yahoo.com
20.	Mr. P. Raghuv eer	Additional Secretary Government of Andhra Pradesh	PRaghuv eer@ap.gov.in
21.	Mr. Pijush Chattopadhyay	Principal, The Institute of Cooperative Management, Imphal Government of Manipur	cpijusj@hotmail.com, cpijush@rediffmail.com
22.	Mr. Piyush Gupta	GM (Capacity Building & Knowledge Mgmt) National Institute for Smart Government	piyush.gupta@nisg.org
23.	Mr. R. Chandrashekhar	Additional Secretary, NeGP Programme Management Unit Department of IT, Government of India	asegov@mit.gov.in
24.	Mr. Raiomond K. Dubash	Joint Director Department of IT, Government of India	dubash@mit.gov.in
25.	Mr. Rajeev Chawla	Secretary, E-Governance Government of Karnataka	secyegov-dpar@karnataka.gov.in
26.	Mr. Rajib Dasgupta	Senior Executive A.C. Nielsen	Rajib.Dasgupta@nielsen.com
27.	Mr. Ranjan Vaidya	Research Associate IIM, Ahmedabad	ranjanvaidya@iimahd.ernet.in
28.	Mr. S.P. Singh	Senior Director, DIT	spsingh@mit.gov.in

		Department of IT, Government of India	
29.	Mr. Satyajit Saha	Senior Business Analyst Evalueserve	satyajit.saha@evalueserve.com
30.	Mr. Sohil Kunwar	Associate Project Director IMRB International	sohil.kunwar@imrbint.com
31.	Mr. Sunil Paliwal	Directorate, e-Governance and Executive Director, TIDCO Government of Tamil Nadu	ed@tidco.com, lan@tidco.com
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33.	Mr. Yusof Ahmad	Senior Analyst Evalueserve	yusof.ahmad@evalueserve.com
34.	Mrs. Harminder K. Bhatia	Director & Senior Consultant GCS Consulting Services Pvt. Ltd.	hkbhatia@gcsindia.com
35.	Ms. Avantika Gautam	Staff Officer to Chief Secretary Government of Assam	avantikagautam22@yahoo.co.in
36.	Ms. Mousumi Mandal	Research Assistant IIM, Ahmedabad	ceg@iimahd.ernet.in
37.	Ms. Nupur Uday Singh	Research Associate IIM, Ahmedabad	nupurs@iimahd.ernet.in
38.	Ms. Radha Chauhan	Principal Consultant, NeGP Programme Management Unit Department of IT, Government of India	radha@negp.gov.in
39.	Ms. Rumi Mallick	Senior Assistant Editor Centre for Science, Development and Media Studies	rumi@csdms.in
40.	Ms. Satyavathi G.	Joint Secretary, E-Governance Government of Karnataka	jsegov- dpar@karnataka.gov.in
41.	Ms. Sharmistha Baig	Associate Director A.C. Nielsen	Sharmistha.Baig@acnielsen.com
42.	Ms. Sulakshana Bhattacharya	Business Development - Manager Centre for Science, Development and Media Studies	sulakshana@csdms.in
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44.	Ms. Vineeta Dixit	Senior Consultant, NeGP Programme Management Unit Department of IT, Government of India	vineeta@negp.gov.in
45.	Prof. Ankur Sarin	Professor IIM, Ahmedabad	asarin@iimahd.ernet.in
46.	Prof. B.H. Jajoo	Professor IIM, Ahmedabad	jajoo@iimahd.ernet.in
47.	Prof. Bhaskar Chakrabarti	Assistant Professor, Regional Development Group IIM, Kolkata	bhaskar@iimcal.ac.in
48.	Prof. G. Mohan	Professor ASCI	gmohan@asci.org.in
49.	Prof. M.P. Gupta	Coordinator, Center for Excellence in E-gov & Group Chair of IT IIT, Delhi	mpgupta@dms.iitd.ac.in
50.	Prof. Manish Kumar	Assistant Professor Management Development Institute	manish@mdi.ac.in
51.	Prof. Nirmalya Bagchi	Associate Professor ASCI	nirmalya@asci.org.in
52.	Prof. Subhash Bhatnagar	Professor IIM, Ahmedabad	subhash@iimahd.ernet.in
53.	Prof. T.P. Rama Rao	Professor IIM, Ahmedabad	ramarao@iimahd.ernet.in

Annexure-II: Workshop Schedule

<i>Monday, February 26, 2007</i>	
9:00 AM – 9:15 AM	Registration
9:15 AM – 10:00 AM	Inaugural Session Mr. R. Chandrashekhara, Additional Secretary, Department of IT, Government of India Dr. Bakul H. Dholakia, Director, IIM Ahmedabad Prof. Subhash Bhatnagar, Workshop Coordinator
10:00 AM – 10:30 AM	Tea Break
10:30 AM – 11:30 AM	Framework and Methodology Presentation by Prof. Subhash Bhatnagar, coordinator study team, on the framework / methodology used for impact assessment in the World Bank / DIT project.
11:30 AM – 11:45 PM	Tea Break
11:45 AM – 1:15 PM	Results from Assessment of 8 Projects Presentation of results of assessment carried out for the World Bank / DIT sponsored project by Prof. Subhash Bhatnagar.
1:15 PM – 2:15 PM	Lunch
2:15 PM – 3:30 PM	Understanding E-delivery of Services and its Client Impact Mr. Rajeev Chawla, Secretary, E-Governance, Government of Karnataka Mr. P. Raghuveer, Additional Secretary, Government of Andhra Pradesh. Prof. Subhash Bhatnagar, IIM, Ahmedabad
3:30 PM – 4:00 PM	Tea Break
4:00 PM – 5:30 PM	Discussion of Practical Problems in Client Assessment Chair: Prof. T.P. Rama Rao, IIM, Ahmedabad Panelist: Representatives from Market Research agencies
8:00 PM	Workshop Dinner Venue: IMDC Lawn
<i>Tuesday, February 27, 2007</i>	
9:00 AM – 10:00 AM	Impact Assessment - Perspective & Issues Presentation by DIT team led by Mr. S.P. Singh, Senior Director, Department of IT, Government of India.
10:00 AM – 10:30 AM	Tea Break
10:30 AM – 1:00 PM	Refinement of Proposed Assessment Framework / Methodology Formation of working groups to discuss the refinement of the

	instrument design, sampling plan and data analysis in the proposed framework / methodology for national, state level and local level projects.
1:00 PM – 2:00 PM	Lunch
2:00 PM – 3:15 PM	Presentation by Working Groups on National, State and Local Projects followed by Discussion Chair: Prof. T.P. Rama Rao, IIM, Ahmedabad
3:15 PM – 4:00 PM	Concluding Session: Next Steps Chair: Mr. S.P. Singh, Senior Director, Department of IT, Government of India
4:00 PM – 4:30 PM	Tea

**Annexure-III: Working Groups for Refinement of Proposed Assessment Framework /
Methodology**

No.	Name	Group	Category
1.	Mr. Ashish Rao Ghorpade	1	Market Research Agency
2.	Mr. B.K. Paul	1	Market Research Agency
3.	Mr. G. Krishna Kumar	1	Market Research Agency
4.	Mr. Manish Kumar	1	Market Research Agency
5.	Mr. P. Raghuv eer	1	Government
6.	Mr. Rajib Dasgupta	1	Market Research Agency
7.	Mr. Uttam C. Laisram	1	Government
8.	Ms. Avantika Gautam	1	Government
9.	Ms. Sulakshana Bhattacharya	1	Market Research Agency
10.	Prof. T.P. Rama Rao	1	IIMA
11.	Dr. Hanimi Reddy	2	Market Research Agency
12.	Dr. Neeta Shah	2	Government
13.	Mr. Adarsh Bhaskar	2	Government
14.	Mr. Satyajit Saha	2	Market Research Agency
15.	Mrs. Harminder K. Bhatia	2	Market Research Agency
16.	Ms. Sharmistha Baig	2	Market Research Agency
17.	Ms. Upasna Kakroo	2	Market Research Agency
18.	Prof. Ankur Sarin	2	IIMA
19.	Prof. Bhaskar Chakrabarti	2	Academic Institution
20.	Dr. N. Veerabhadra Rao	3	Market Research Agency
21.	Dr. P. Madhav	3	Academic Institution
22.	Mr. Kashinath Vajpai	3	Market Research Agency
23.	Mr. Ranjan Vaidya	3	IIMA
24.	Mr. Sunil Paliwal	3	Government
25.	Mr. Yusof Ahmad	3	Market Research Agency
26.	Ms. Satyavathi G.	3	Government

27.	Prof. G. Mohan	3	Market Research Agency
28.	Prof. Manish Kumar	3	Market Research Agency
29.	Dr. M. Vijaya Kumar	4	Market Research Agency
30.	Dr. N.P. Singh	4	Market Research Agency
31.	Mr. Ashish Sinha	4	Market Research Agency
32.	Mr. B.L. Agarwal	4	Government
33.	Mr. M.K. Yadava	4	Government
34.	Mr. Piyush Gupta	4	Academic Institution
35.	Mr. Rajeev Chawla	4	Government
36.	Ms. Nupur Uday Singh	4	IIMA
37.	Prof. Nirmalya Bagchi	4	Market Research Agency
38.	Dr. Manjula Rathaur	5	Market Research Agency
39.	Mr. Alope Vatsyayan	5	Market Research Agency
40.	Mr. Arun Srivastava	5	Government
41.	Mr. Nitin Mathur	5	Government
42.	Mr. Pijush Chattopadhyay	5	Government
43.	Mr. Sohil Kunwar	5	Market Research Agency
44.	Ms. Mousumi Mandal	5	IIMA
45.	Ms. Rumi Mallick	5	Market Research Agency