



ORGANIZATIONAL PLAN

FOR

STRATEGY AND PERFORMANCE
INNOVATION UNIT

UNDER OMGI

IN

GENERAL ADMINISTRATION DEPARTMENT,
GOVERNMENT OF ORISSA

June, 2006

Administrative Reforms Cell
General Administration Department

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The Need for Governance Reform

The quality of governance in any society is closely tied to the ability of the State apparatus to appreciate the expectations and aspirations of the citizens and provide the necessary institutional means to legitimately fulfill those aspirations. The ability of the State to provide good governance depends on its organizational structure, policies and procedures underlying its activities, quality of its own employees, size and composition of Government expenditure, application of modern technology, and the nature of system adopted to receive feedback from citizens and to respond to them. A constant review of the Government institutions in regard to their ability to fulfill the needs of the citizens and adapt to the new challenges and opportunities thus becomes central to good governance.

With changing socio-economic conditions of the society and the advances in science and technology, the aspirations of citizens and the means to fulfill them undergo significant changes. To meet the new demands imposed on the State machinery arising out of technological and social changes, it is crucial that the State as an organizational organism adapts itself to the new situation. Rigid policies and public institutions in the face of changing socio-economic conditions tend to generate a variety of strains in the system manifested in discontent with governance system, deceleration in economic activity, violation of human rights, threats to the environment and increasing social inequity.

Governance reform offers the institutional solution to enable the Government organizations to adjust and adapt to the changes in the modern

society and to remain fully equipped to realize the aspirations of the citizens. It provides the essential mechanism that keeps the Government machinery citizen-centric, modern, smart and efficient by facilitating continuous examination of the relevance and appropriateness of what functions are undertaken in Government, why they are done and how they are done. It also provides the facility for **constant enrichment of the capacity of the employees** to deliver public services better and perform their duties more efficiently by ensuring proper training and orientation. It also presents an opportunity to modernize Government processes.

The essential ingredients of governance reform may be elucidated by means of a simple model that is described in the next section.

A Model for Governance Reform

The ingredients of Governance reform may be depicted in the form of a Model portraying three important stages of the reform process.

The initial impetus to reform may arise from **internal or external forces**. Internally it may begin with the appearance of problems within the organization and the recognition of the need for solving those problems. Externally, the reform process may get rolling by the desire to keep pace with the advances taking place in other modern governments and institutions. Both the approaches to reform undergo a common progression through **three stages of Conceptualization, Implementation and Support**. During conceptualization, **research and analysis** of the problems and prospects of governance is undertaken. The advances in **information and communication technology** may be leveraged during conceptualization. **Consultations** with the stakeholders and experts on the subject are also done. The research, analysis and consultation give rise to a tentative solution. **Documentation** of the proposed solution, around which there is a broad agreement, is done.

After a solution is found through extensive study, discussions and analysis the same is put under **implementation**. The new solution may not be well understood by all the participants in the change process. A variety of misapprehensions about the effects of the change proposal may be entertained by the people within the organization. Many people may not have the knowledge or skills to handle the new responsibility and tasks required under the change plan. The lack of knowledge, skills, misapprehensions and fear of loss induce people to resist the change process. It is therefore important to have a programme for educating the people within and

even outside the organization the exact details of the change plan and the rationale that underlie it. They need to be fully trained and enabled to acquire new knowledge and skills to undertake new jobs as per the change plan. In this manner most people may be encouraged to accept the change process enthusiastically and the resistance to change may be overcome. Productivity of the organization, thereby, gets substantially enhanced. Without proper **management of change**, generally it is not possible to achieve substantial improvement within organizations.

It is also important to recognize the role played by **reform support system**. The change plan in the reform process invariably appears as a project. There emerges a need to have a **project management system**. A number of activities and tasks need to be identified and assigned to different individuals to take the reform process forward. There is a need to develop clear system of **communication** and feedback within the organization. Costs and resource requirement need to be worked out. Similarly, goods and services need to be procured if they are not internally available. This gives rise to the need to have a support for **procurement and contracting system**. Similarly, people need to be provided training to adapt to the new circumstances. Thus training support for **capacity building** becomes important. Training, procurement and project management support constitute important parts of the reform support system

These ideas of the reform paradigm are analytically depicted in the following diagram as a model representing the key functions undertaken in a reform process.

Functions under Governance Reform

The Governance Reform Model illustrates the important functions underlying the reform process. These may be described below:

1. **System Analysis and Government Process Re-engineering**

System analysis is the key function of the reform process. The deficiencies in the present system are brought to the fore by an investigation and analysis of the present system. The solutions also require enquiry into alternative models. Typically, the study will comprise of general research and analysis, on the one hand, and an examination of the laws, rules, regulations and procedures governing administrative actions, on the other.

(a) Research & Analysis: The problems of governance need to be thoroughly studied. The causes and effects of the problem, its magnitude, history, etc. needs to be examined. Possible alternative solutions may be suggested. Situation in other organizations are also studied to develop a comparative assessment of the problem.

(b) Legal Analysis: The legal dimensions of the problem need to be examined. For this legal analysis of the existing laws, rules and regulations is undertaken. It is ensured that the solutions recommended do not cause breach of any legal provisions. If required changes in law and rules are suggested.

2. **Technology:** Several problems are amenable to resolution and simplification by application of information and communication technology. The processes of document creation, transmission, storage and retrieval, communication, etc. represent areas where such applications become important. The technology may be used to provide decision support system, data warehousing and online application processing (OLAP) and other similar activities.

3. **Brainstorming and Stakeholders consultations:** The problems related to the governance and the alternative solutions need to be discussed and debated in wider groups through workshops, conferences and meetings. For this purpose round table meetings and conferences need to be organized where the stakeholders participate and offer their views on the problems and solutions related to governance reform. In such conferences expert opinion play an important role in developing and choosing the best solution to the problems. Thus conferences and workshops help in bringing together large number of people and enable exchange of views and ideas on important matters for their ultimate resolution.

4. **Documentation and Communication:** This is perhaps the most important function in the reform process. The result of research and analysis, legal investigation, system design and development, debates and discussions needs to be presented in the form of documents. For facilitating discussions and debates in round table conferences, workshops and meetings circulation of relevant matter through documents to the participants is necessary. The results of the round table meetings and conferences also need to be documented. Finally the solution of problems of governance requires elaborate documentation so that it may be placed before the competent authority for its eventual adoption. In this way the reforms process moves forward.

For the reforms process communication has an important role to play. The ideas of reform and the solutions adopted by organizations need to be widely disseminated within and outside the organization. They need to be well understood with their express and intended connotations. This requires powerful system of communication that reaches out to a large number of people with perfect clarity and good impact. In the modern days use of information technology plays a prominent role in effective communication with people. The degree of positive modification in organizational behaviour depends on the quality of communication system.

5. **Capacity building and Change Management:** The initiatives for reform bring new work methods, practices, technology, equipment, rules and regulations etc. It is important that the new system is well understood and applied by the employees and other partners in the reforms process. This requires short and long duration training.

Thus training becomes important to ensure the success of the implementation of the reform programme.

6. **Procurement:** The adoption of the new work method, technology, equipment etc. as required by the reforms process invariably necessitates procurement of goods and services by the organization. Thus procurement assumes a significant role in the reform activity.

7. **Project Management:** The implementation of the change and development plan as a part of the reform activity takes the form of a project which consists of a bundle of interconnected tasks to be performed by persons within and outside the organizations according to a stipulated time schedule. Thus every reform implementation requires the function of project management to achieve coordination amongst different activities and ensuring their timely progress.

Performance of Functions by Divisions

For the performance of the functions under Governance Reforms professional work teams are required. Each professional team may be organized in the form of a functional Division. The details of the Divisions in regard to each functions and the underlying staff requirement with cost are given below:

I. System Analysis and GPR Division

1. Objectives

- i. To conduct research and analysis of various legal-administrative systems, structure, processes, activities, tasks, etc. in the State Government with a view to evaluate the present system in terms of the goals of good governance.
- ii. To identify and analyze important issues of public policy and management that require to be addressed for the purposes of improving the standard of public administration to maximize satisfaction of citizens, Government employees, individuals, body or association of persons, organizations, and community at large.
- iii. To study the best practices in various organizations in and outside Government, including organizations in other states and the Union, other countries and multilateral institutions.
- iv. To recommend measures for improvement in governance to meet the standards of good governance.
- v. To prepare policy papers, notes, critiques, reviews, strategy documents, action plans, manuals, etc. on matters related to governance.
- vi. To study matters related to civil services reforms, citizen's charter, delegation of powers, office management, organization of Departments, OGFR, OPWD and other codes, transparency and accountability, procurement, and other matters that may be assigned from time to time.

2. Functions

- i. To interact with various officials, citizens and other stakeholders to assess the prevailing system, the requirements for change and possible solutions to the problems.
- ii. To prepare questionnaires, survey forms, etc. to undertake required studies.
- iii. To refer to various policy papers, documents, statutes, judgments, periodicals, plan and survey documents, white papers, statistics, manuals, codes, instructions, etc. for studies.
- iv. To acquire an in-depth understanding of the polity, economy and society of the State.
- v. To associate with various Task Forces, Working Groups, etc. that may be constituted on matters of public importance and perform the duties assigned.
- vi. To prepare documents, including guidelines, manuals, resolutions, etc. on subjects assigned for the purpose.
- vii. To prepare newsletters, periodicals and journals, etc. on leading issues on public policy and management.

3. Staff Required with cost

Sl.No.	Post	No.	Monthly Salary	Total Monthly Salary	Total Annual Salary
1	Governance System Analyst	2	25,000	50,000	600,000
2	Research Assistant	2	10,000	20,000	240,000
	Total	4		70,000	840,000

II. Technology Division

1. Objectives

To leverage information and communication technology to bring about greater efficiency, transparency, equity and economy in government operations and administrative actions leading to maximization of satisfaction of the citizens, government employees and the community at large.

2. Functions

- i. To study flow of information in different government departments.
- ii. To study the best practices in information management system in complex organizations and adoption of such solutions subject to the needs and the capacity of the Government organizations.
- iii. To develop systems for data analysis and decision making.
- iv. To identify suitable application software to modernize Government operations and support decision making.
- v. Development of web based interactive information management system and IT enabled process in the selected departments to push forward the department's administrative reform action plans.
- vi. Conceptualization and development of ICT enabled citizen-centric service modules having inter-departmental cross-cutting relevance..
- vii. Selection of appropriate systems and related software for data analysis.
- viii. Scoping study of the department specific reform applications with proposed solutions.
- ix. Design and development of a web based interactive information management system.
- x. Encoding, testing, debugging of the software programs.
- xi. Maintenance and updation of the Management Information System database.
- xii. Revising and updating programs and documentations as required.

3. Staff Required with Cost

Sl.	Post	No.	Monthly Salary	Total Monthly Salary	Total Annual Salary
1	System Advisor	1	40,000	40,000	480,000
2	System Analyst	2	20,000	40,000	480,000
3	Programmers	2	10,000	20,000	240,000
4	IT Assistants	5	7,000	35,000	420,000
	Total	10		135,000	1,620,000

III. Conference Division

1. Objectives

- i. To facilitate exchange of view points and ideas on matters of public importance.
- ii. To enable learning of new concepts and practices in the sphere of Governance

iii. To make possible debates and discussions within the government organizations and the community before formulation of Government policies.

2. Functions

- i. To identify and suggest important public issues and themes for the organization of Conferences and Workshops.
- ii. To identify and organize the venue of the Workshops.
- iii. To identify and select panel of domain experts and speakers on various public issues and themes for the Conferences and Workshops.
- iv. To identify and select sponsors and participants for Workshops and Conferences.
- v. To make arrangement for the travel, accommodation and fooding of the speakers, delegates and invitees.
- vi. To coordinate with the media where ever necessary, for the success of the Workshops.
- vii. To ensure preparation, collection, printing and distribution of relevant papers, literature, pamphlets, brochures, etc. to the participants before the Workshops.
- viii. To constitute various Committees for the assignment and performance of various tasks related to the organization of the Conferences.
- ix. To prepare an Annual Programme for Conventions, Conferences etc.

Staff Required with Cost

Sl.	Post	No.	Monthly Salary	Total Monthly Salary	Total Annual Salary
1	Conference Manager	1	20,000	20,000	240,000
2	Deputy Conference Manager	1	15,000	15,000	180,000
	Total	2		35,000	420,000

IV. Documentation and Communication Division

1. Objectives

- i. To prepare, print and publish News letters, Journals and Periodicals highlighting the important public issues, vision and achievements of Government.
- ii. To document the proceedings of the Conventions, Workshops etc.
- iii. To document the policies and achievements of the Government.
- iv. To document the Best Practices that in Public Administration.
- v. To document the work done by the System Analysis and GPR Division
- vi. Conceptualize, write and edit high-profile communication materials for a wide variety of audiences and in a wide variety of formats, including

- speeches, progress reports, editorials, press releases, fact sheets, feature articles, exhibit test, presentations, web texts and video scripts and edit, revise and rewrite text as assigned
- vii. Research, propose and refine messages and content and convert ideas into clear and compelling written material in plain language style.
 - viii. Build supportive relationships with Government Departments, Governance Research and Analysis Division, Heads of Institutions and Media to ensure accurate and attractive delivery of contents and provide consultation in communication planning.

2. Functions

- i. To record the proceedings of the Workshops, Conventions and different Meetings.
- ii. To keep abreast with and employ the latest techniques and processes of documentation.
- iii. To identify and prepare a panel of printers and publishers.
- iv. To collaborate with the System Analysis & GPR Division for the purposes of documentation.
- v. To ensure safe storage of important documents for future use.
- vi. To obtain copyright in appropriate cases.
- vii. To take up in-house printing and binding of documents, wherever necessary.
- viii. To take up printing of bidding and tender documents for the Procurement and Contracting Unit.
- ix. To prepare articles, messages to be published in newsletters and journals.
- x. To prepare the contents for the website
- xi. To maintain correspondence with the Departments, Heads of Institutions, Media.
- xii. To effectively communicate the new ideas and best practices to the relevant Departments
- xiii. To implement and monitor appropriate communicating strategy for web based

communication, publicity and advertisement.

- xiv. To draft, conceptualize and edit information regarding the achievements of the Government and other important issues.
- xv. To provide content for newsletters, journals and website

3. Staff Required with cost

Sl.	Post	No.	Monthly Salary	Total Monthly Salary	Total Annual Salary
1	Documentation Specialist	1	20,000	20,000	240,000
2	Communication Manager	1	15,000	15,000	180,000
3	Communication Assistant	1	7,000	7,000	84,000
4	DTP Specialist	1	7,000	7,000	84,000
5	Web Manager	1	10,000	10,000	120,000
	Total	5		59,000	708,000

V. Capacity Building and Change Management Division

1. Objectives

- i. To facilitate change management in government.
- ii. To provide opportunity for continuous learning and improvement in the knowledge, Skills, values, attitudes of the employees.
- iii. To enhance the motivation and ability of employees to improve performance.

2. Functions

- i. To assess the training needs of all Government employees

- ii. To identify government employees for training.
- iii. To identify appropriate training courses
- iv. To identify training institutions imparting training in specialized areas as per the Requirement
- v. Empanelment of Training institutions
- vi. To sponsor Government employees for training programs for improvement of their knowledge, skills and motivation.
- vii. Arrangement of training programs in specialized areas as per the requirement.
- viii. Preparation of annual training calendar

3. Staffs Required with cost

Sl.No.	Post	No.	Monthly Salary	Total Monthly Salary	Total Annual Salary
1	Coordinator	1	15,000	15,000	180,000
2	Dy.Coordinator	1	10,000	10,000	120,000
3	Executive Assistant	1	7,000	7,000	84,000
	Total	3		32,000	384,000

VI. Procurement & Contracting Division

1.

Objectives

To initiate activities for procurement process of goods and services required for OMGI based on project's budget parameters and the DFID's procurement rules & guidelines.

2. Functions

- i. To provide support in preparation of DFID's customized bidding document and request for proposals (RFP)
- ii. To initiate the procurement process for the bids and provide support in the selection of the short lists for the procurement of goods and services.

- iii. To monitor the project procurement activities.
- iv. To maintain accounting system for audit purpose.
- v. To coordinate with DFID for activities like getting no objection for signing of contracts wherever necessary.
- vi. To monitor and ensure timely responses to procurement issues/queries raised by DFID.
- vii. To coordinate the evaluation/management/steering committee and prepare minutes of meetings.

3. Staff with Cost

Sl.	Post	No.	Monthly Salary	Total Monthly Salary	Total Annual Salary
1	Procurement Specialist	1	30,000	30,000	360,000
2	Dy.Procurement Specialist	1	17,000	17,000	204,000
3	Accountant	1	13,000	13,000	156,000
	Total	3		60,000	720,000

VII. Programme Monitoring and Co-ordination Division

1. Objectives

- i. Coordination and implementation of all project management activities within Government departments
- ii. Coordination for proper implementation of OMGI .

2. Functions

- i. To develop proposals for programs, project activities, feasibility studies, evaluation and analyses.
- ii. To prepare the monitorable indicators of the project
- iii. To coordinate with different project implementing agencies.
- iv. To collect periodic progress reports.

- v. To monitor the implementation of HRMS project.
- vi. To identify deviations from planned outputs and to take up remedial measures.
- vii. To mobilize resources for project implementation.
- viii. To arrange meetings as needed to address project activities, strategic objectives and intermediate results issues.
- ix. To conduct studies for assessment of the impact of the project.

3. Staff Required with Cost

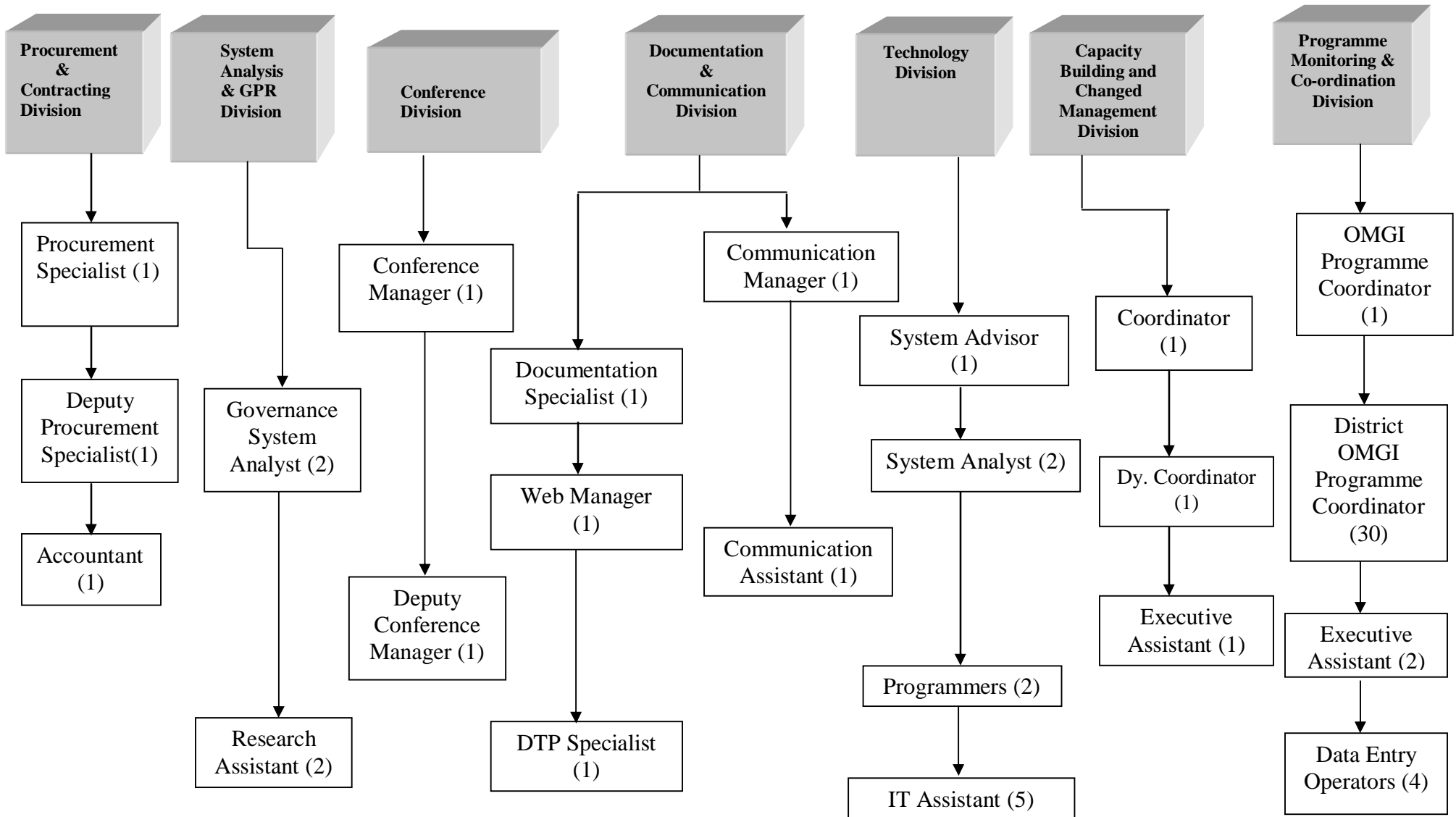
Sl.	Post	No.	Monthly Salary	Total Monthly Salary	Total Annual Salary
1	OMGI Program Coordinator	1	30,000	30,000	360,000
2	District OMGI Coordinator	30	5,000	150,000	1,800,000
3	Executive Assistant	2	7,000	14,000	168,000
4	Data Entry Operators	4	5,000	20,000	240,000
	Total	37		214,000	2,568,000

Planned Outcomes under Governance Reform programme for the period 2006-08:

1. HRMS (Human Resources Management System) to be modernized
2. Preparation and pilot implementation of Reform Action Plans in select Departments under OMGI (Orissa Modernizing Government Initiatives)
3. Expansion of e-Governance.
 - a. State Information Services Board
 - b. District Information Services Council
 - c. Mission Mode Projects
4. Redeployment of surplus employees
5. Transparency and Accountability Programme.
6. Citizen's Charter to be initiated in Municipality, Tahsils, RTO, Urban Development Authority, etc.

7. Review of Codes
8. Delegation of powers
9. Meeting Monitoring System
10. Project Management
11. E-procurement
12. Simplification of Land Acquisition
13. Use of Oriya Language
14. Strengthening of Planning Organization
15. Organizational Review.
16. Zero-based Review of Personnel
17. Reorganization of Departments
18. Training of employees
19. Amendment of Secretariat Instructions.
20. Strengthening of District Administration
21. Best Practices Dissemination.
22. PM Award for excellence in Public Administration.
23. Litigation Management System.
24. Setting up of State Centre for Good Governance.
25. Implementation of Action Plan of Inter-State Council.

Staffing of Functional Divisions under Governance Reform , General Administration Department, , GoO



DIVISION WISE SALARY BUDGET

	Posts	Monthly salary	No.of staff	Programme Monitoring & Co-ordination Division	System Analysis & GPR Division	ICT Division	Conference Division	Documentation and Communication Division	Capacity Building & Changed Management Division	Procurement & Contracting Division
1	Governance System Analyst	25,000	2		50,000					
2	Research Assistant	10,000	2		20,000					
3	System Advisor	40,000	1			40,000				
4	System Analyst	20,000	2			40,000				
5	Conference Manager	20,000	1				20,000			
6	Communication Manager	15,000	1					15,000		
7	Communication Assistant	7,000	1					7,000		
8	Deputy Conference Manager	15,000	1				15,000			
9	Coordinator	15,000	1						15,000	
10	Deputy Coordinator	10,000	1						10,000	
11	Executive Assistant	7,000	1						7,000	
12	Documentation Specialist	20,000	1					20,000		
13	Web Manager	10,000	1					10,000		
14	DTP Specialist	7,000	1					7,000		
15	Programmers	10,000	2			20,000				
16	IT Assistant	7,000	5			35,000				
17	OMGI Programme Coordinator	30,000	1	30,000.00						
18	District OMGI Coordinator	5,000	30	150,000.00						

19	Data Operator	Entry	5,000	4	20,000.00						
20	Executive Assistant		7,000	2	14,000.00						
21	Procurement Specialist		30,000	1						30,000	
22	Deputy Procurement Specialist		17,000	1						17,000	
23	Accountant		13,000	1						13,000	
		Per Month			214,000.00	70,000.00	135,000	35,000	59,000	32,000	60,000
		Per Year			2,568,000	840,000	1,620,000	420,000	708,000	384,000	720,000
				64							

Total Monthly Salary
Total Yearly Salary

605,000.00
7,260,000.00