

## ROADMAP

6.1 Any large organisation requires a strategy to introduce IT applications to improve their systems. Planning an effective e-procurement strategy includes involving stake holder, selecting right software, Identifying key persons, Increase IT bandwidth, vendor selection and introducing new business processes, wherever possible – not just automation of existing ones. In order for e-procurement solutions to meet their promise ROI, the organisation needs full participation and total commitment "of each and every employee" in using the system.

### **6.2 To create an effective e-procurement strategy, the organisation must:**

- Involve all stake holders in the design and implementation of e-procurement solutions
- Select suitable e-procurement software
- Identifying key persons for operating e-procurement solutions
- Identifying agency (preferably NIC) for issuing digital signatures
- Training man-power on general ICT applications
- Capacity building of the people in e-procurement by organizing specialized training programmes.
- Increase IT bandwidth
- Select suitable e-enabling vendor/suppliers.
- Examining the feasibility of process improvement for effective improving in the e-procurement solutions.

## **Participation of stake holders**

6.3 As a matter of strategy all the stake holders mentioned below should be involved from the very beginning in the designing and implementing e-procurement solutions in ICAR for obtaining desired results.

1. Top Management of ICAR headquarters i.e. DG, Secretary and FA, ICAR and Top Management of ICAR institutes i.e. Directors, Head of Administration & Finance wing. All the key process persons associated with procurement i.e. staff of purchase section and purchase officer.
2. IT persons which includes System Engineers, Programmers etc.
3. Financial staffs which include persons involved in Auditing and processing of payment.
4. Supplier and Bankers who are key persons in any e-procurement.

## **E-procurement Software**

6.4 E-procurement Software is the most critical input for e-procurement applications. Since e-procurement softwares are very expensive, to begin with only e-tendering softwares may be procured with proper technical advice from agencies like NIC. In fact option for out-sourcing should be explored. There are two options available for out-sourcing: (i) Hiring technical experts for operating the system under the supervision of the institute (ii) hiring agencies who will provide hardware, software and manpower and charge for every transaction.

## **Identifying key persons for operating e-procurement Solutions**

6.5. Most critical requirement for e-procurement implementation is trained manpower. Therefore, it is very important to identify right persons with desired knowledge and skills for operating e-procurement solutions in the ICAR. The rapid turnover of IT trends necessitates constant learning, unlearning and relearning. Since the sector is marked by perennial changes in technology and practices, the training should be imparted at regular intervals for constantly update/upgrade their skills.

### **Digital signature**

6.6. The digital signatures are essential for any e-procurement transactions such as calling tenders, making payment etc. Therefore, it is necessary to obtain digital certificates for all the concerned officers who are dealing with e-procurement. Nowadays, NIC is also issuing digital signatures and institute can approach NIC for digital signatures.

### **Training the manpower for general ICT**

6.7. E-procurement has redefined the role of administrators. Now, one of their basic functions is to supervise the effective implementation. To have control over these information systems and to obtain optimum results, training of officials at all the levels is an imperative. Considering the emerging need for thrust, the Third Report of the National Task Force on IT gave considerable focus on IT human resource development. The emphasis should be

to enhance the availability as well as productivity of knowledge workers. Without the knowledge of general application of ICT by officers and staff of any ICAR institute, it will not be feasible to implement any e-Governance solution. Therefore, due emphasis should be laid down in giving trainings on subject like on-line service delivery, cyber laws, cyber policy, security issues and risk-management. The task is really big but, imperative if e-procurement has to acquire content and reality.

### **IT Band width**

6.8 Better band-width is indispensable for informatising organization. For networking at national and international level, extremely high band-widths are required. Without web-connectivity plans of e-procurement solution is a non-starter. One of the major complaints of ICAR Institutes is poor band-width. Therefore, steps should be initiated to obtain higher band-widths through Government agencies such as NGN or private players like Airtel, Reliance etc.

### **Select suitable e-enabling vendor/suppliers**

6.9 A supplier's willingness and ability to participate in technology innovations that achieve this goal must be at the top of vendor selection criteria for success in e-procurement.

### **Feasibility in Process improvement**

6.10 It is evident that e-procurement project should go beyond the mere computerization of processes. There has to be a fundamental change in the manner in which organisation operates.

The old model was one of information technology automating the internal workings of organisation by processing data. The new model is one of ICTs supporting and transforming the external workings of organisation by processing and communicating data. However, there is a general feeling that a full-fledged BPR project preceding ICT-enablement of organizational processes is fraught with implementation risks. This is mainly related to the anticipated resistance to change, since the re-engineering would change the entire work culture of the organization. Another dimension of this resistance is because of procedures were laid down by Ministry of Finance and CVC which needs to be changed by them only. Therefore there is a need MOF & CVC to re-design and re-engineer business processes (ICT-enablement of processes) for arriving at better results

6.11 It is well said that processes, people, technology and resources are the four pillars of e-Governance/e-procurement. All these four elements are critical areas in the success or failure of any project. The characteristics of these elements should be:

<b>Process</b>	Simplicity, Efficiency, Citizen-Sustainability, Cost-centricity, effectiveness
<b>People</b>	Vision, Leadership, Commitment, Competency, Change
<b>Technology</b>	Architecture, Open, Reliability, Scalability, Security Standards
<b>Resources</b>	Holistic, Efficient, Service-oriented, Sustained, Adequate

## CONCLUSIONS

6.12 The above steps will facilitate the ICAR to speed up its journey for ICT for effective implementation of e-procurement and also to make it a vibrant organisation.