

Rajiv Ranjan

Core Competencies

Government Interoperability Framework, Free and Open Source Software Advocacy, Usage, Licensing and Policy, Electronic Knowledge Networks, Business Process Analysis, Business Process Re-engineering. Work flow Automation Solution and Implementation, Public Service Delivery, Program Development and Management.

Educational Qualifications

Post Graduate Diploma in Management and Information Technology (Master's in Business & IT Mgmt.), ABV-Indian Institute of Information Technology and Management, Gwalior, India, 1998-2000.

Bachelor of Technology - Civil Engineering, National Institute of Technology, Warangal, India, 1993-1997.

Experience

Consultant - World Bank/ICT Agency of Sri Lanka, Colombo

February 2008 to Current

ICT Agency of Sri Lanka (ICTA) has been setup by the Government of Sri Lanka in collaboration with the World Bank, to implement e-Sri Lanka initiative - a comprehensive ICT development road map for the country.

Roles and Responsibilities

- Driving e-Government priority areas viz. development of the National e-Government Strategy, formulation of the e-Government Interoperability Framework, development of a road map to formulate the National Enterprise Architecture Framework and drafting of the Free and Open Source Software Policy.
- Organizing stakeholder groups, facilitating discussions on existing and recommended strategies, standards, frameworks and policies.
- Analyzing relevant documentations and publications on e-Government strategy, interoperability and free and open source software policies
- Preparing and presenting the finalized compilation of the recommendations to the stakeholders.

Work-in-progress

- Formulating a comprehensive strategy and road map for the Re-engineering government program area of the e-Sri Lanka initiative, aligned with its stated vision and mission.
- Creating a new version of the Lanka Interoperability Framework (LIFe) as a comprehensive document detailing the Government Interoperability Framework (GIF) aspects for Sri Lanka.
- Documenting a comprehensive strategy and detailed road map to formulate a National Enterprise Architecture (NEA) Framework for Sri Lanka.
- Developing a Free and Open Source Software (FOSS) policy document for e-Sri Lanka initiatives and for software solutions implemented as e-Government projects in Sri Lanka.

ICT for Development Advisor – UNDP Sri Lanka, Colombo

June 2005 to December 2007

Roles and Responsibilities

- Fulfill the 'Project Assurance' role for all 'ICT for Development' activities of UNDP Projects. Provide inputs to the design, implementation and monitoring stages of projects.
- Provide technical advice to the ongoing and new ICT components of the governance programme: Liaise with national counterparts to understand needs, design terms of reference/specifications, assist in procurement process, monitor implementation etc.
- Closely follow trends in the ICT for Development community and examine possibilities of integrating relevant developments into the UNDP programme. In particular monitor the experiences and lessons from other countries with similar ICT initiatives and provide briefs to UNDP and project staff on relevant issues.
- Act as project officer for the Aid Coordination Projects: Provide assistance for the completion of the current

Development Assistance Database (DAD) project and lead an assessment of next steps to further align systems, and build national ownership.

- Contribute in overall office ICT management and provide substantive inputs to processes such as website, intranet and document management system.

Professional Accomplishments

Integrated Information Initiative – Interoperability framework

Brief Summary: Towards achieving interoperability among Information Management Systems in government and meeting the information management needs of district and divisional secretariats in Sri Lanka, under the *Capacity Development for the Recovery Programme (CADREP)* of the Ministry of Public Administration & Home Affairs and UNDP, Integrated Information Initiative was set off.

With the ministry in the lead, a working group – consisting of key stakeholders in information management sphere in the government - was constituted to reflect upon the relevant issues. As an outcome of series of meetings of the working group, a workshop was organized to consolidate the discussions and deliberate on future course of action. Subsequently, a 'way ahead' document was produced which was agreed by all stakeholders.

Further to that, in accordance with the 'way ahead', a consultancy was commissioned, to study the existing institutional and technical gaps in information management sphere in government and to recommend strategies towards an integrated information management environment in the country.

The consultants have produced the final report and recommendations after doing a comprehensive assessment of current situation in interoperability amongst information systems in the realm of public service.

Following are the key achievements in this area.

- Conceptualized the strategy – prepared the 'Concept Note' - to improve information sharing among government entities in Sri Lanka through the 'Integrated Information Initiative', which included proposal for institutional strengthening, developing an interoperability framework and tackling issues of information management at district and divisional secretariats;
- Prepared Terms of Reference for the Working Group which was constituted to deliberate upon the issues of interoperability among government establishments.
- Conducted workshops and working group meetings involving key stakeholders such as ICTA and ministry of public administration and home affairs to elicit support and build consensus in implementing Integrated Information Initiative;
- Prepared the final 'Workshop Report' capturing the proceedings and consensus among the participants during the two-day intense discussions in the workshop.
- Prepared the 'Way Ahead' document outlining the steps to be taken to realize the goals of interoperability framework.
- Prepared the Terms of Reference for the consultancy work to assess the current environment of interoperability and suggest the characteristics of proposed Interoperability Framework.
- Coordinated the procurement process for selecting the consultancy, conducted clarification sessions with the participating bidders.
- Coordinated the work of the consultants to accurately capture the status of interoperability in the country including historical work done before in this area by the Information and Communication Technology Agency of Sri Lanka.
- Attended a ICT4D workshop in Estonia – Studied the Government Interoperability Framework

Aid Coordination – Project Management and Monitoring

Brief summary: Government of Sri Lanka is currently using three distinct information systems supporting the functions of managing and monitoring development projects in the country.

Ministry of Plan Implementation (MPI) is operating two of these systems i.e., 'electronic - Project Management System' (ePMS) and 'electronic - Development Information Management System' (eDIMS) (erstwhile DAD) –

while the third system known as 'Project Management Information System' (PMIS) [a component of Integrated Aid Management System (IAMS)] is currently being developed and piloted by the Department of External Resources (ERD) of the Ministry of Finance and Planning. [Discussions are underway for the PMIS to be transferred to the MPI]

That leaves, the Aid Management System (AMS) [a component of IAMS] in ERD and the Commonwealth Secretariat's Debt Recording and Management Software (CS-DRMS) also in ERD, - systems, which are contributing in managing and monitoring development funds.

While these systems have agency specific unique policy focus, they also have similar technical functionalities and in some cases, overlapping data sets as well. But, however, at the database level they do not share information they hold, among themselves. This is not only a missed opportunity, but also it has created confusion among users of these systems and has resulted in inefficient information management practices in respective organizations.

Hence, there is a need to rationalize and harmonize these systems through building on their complementarities to achieve the overall objectives of managing & monitoring development funds in an integrated manner. Following are the key achievements in this area.

- Devised a strategy to successfully rollout government wide, workflow based - Integrated Aid Management System - in select government institutions, under 'Strengthening Capacity for Aid Management' project, at External Resources Department, Ministry of Finance & Planning, Government of Sri Lanka. As a member of the Steering Committee, included *Free and Open Source Software (FOSS)* components [Database] in the final solution.
- Provided technical and managerial assistance in enhancing and stabilizing the Development Assistance Database (DAD) in Government of Sri Lanka, as a tool to coordinate assistance for post Tsunami recovery and reconstruction. Subsequent to that, the database is now also aligned to coordinate broad development funds and of aid in particular.
- Advised Ministry of Plan Implementation in enhancing e-Project Monitoring System and link proposed Project Evaluation System to the same database in order to maximize the synergy and avoid duplication.
- Prepared a 'Concept Note' on future direction of Aid Coordination programme in UNDP-Sri Lanka, highlighting a need to rationalize and harmonize various aid coordination systems through building on their complementarities to achieve the overall objectives of managing & monitoring development funds in an integrated manner.
- Developed the TOR and procured services of a consultancy to advise Ministry of Plan Implementation and External Resources Department, Ministry of Finance and Planning on harmonizing Management & Monitoring Information Systems for Development Projects in the country.

Strengthening Democratic Governance

Brief Summary: UNDP supports the government's efforts to use Information and Communication Technology (ICT) as a tool for improving citizen participation, transparency, accountability and service delivery within the framework of democratic governance. Following are the key achievements in this area.

- Provided technical assistance in implementing ICT component of the project, 'Modernizing the Parliament for Democratic Governance', which resulted in state-of-the-art network infrastructure in the parliament, to provide timely assistance to members of the parliament, parliamentary staff, media and the public.
- Assisted the Parliament in developing specifications and procuring solution for digitizing library documents – an archival solution.
- Guided development of a comprehensive ICT Strategy and implementation plan for the Commission to Investigate Allegations of Bribery or Corruption, Sri Lanka. This included among other things an action plan for the development of an efficient complaint management system. Included *Free and Open Source Software* components as possible solution components.
- Developed appropriate specifications for department of prisons database, under the project 'Equal Access to Justice' with the Ministry of Constitutional Affairs & National Integration. The solution envisages developing a computerized tracking system for inmates of all prisons throughout the country.

Others

- Contributed in a UNDP HQ led study on inclusion of ICT Policy in National Development Plans or Poverty Reduction Strategy Papers in Sri Lanka.
- Shared insights and experiences with colleagues in Asia-Pacific Development Information Programme, UNDP Regional Centre in Bangkok – which focuses on among other things, awareness on ICT for Development areas such as Free and Open Source Software. Worked with Mr. Sunil Abraham- Manager - International Open Source Network at UNDP/APDIP on country specific Open Source Software linkages in UNDP programming. Explored and experimented with 'Plone' - [a ready-to-run Content Management System that is built on the powerful and free Zope application server] for country office Intranet solution.
- Created and moderated the first online electronic network on ICT for Development in Sri Lanka (DigiDev) - fostering information sharing and linking stakeholders in the application of ICTs in development programs.
- Revamped the static design and the publishing processes using a workflow based, Content Management System for the UNDP Country Office web site, which now supports participation of staffs/contributors from remote locations. It fostered ownership, improved content quality and strengthened information sharing culture in the office.

ICT Specialist – UNDP India, Bhubaneswar, Orissa

May 2003 to June 2005

Roles and Responsibilities

- Provide advice and strategic recommendations in ICT for Development priorities viz. citizen centered ICT Policy and e-strategies, advocacy and capacity building for the State Government, non-profit organizations, and community networks, which aims at making information accessible and giving communities a greater role in the decisions making.
- Manage multi-functional information centers (IT kiosks/Telecentre), agriculture marketing intelligence network, e-governance/e-government initiatives, and citizens' interface to the government in close collaboration with the partner organizations.
- Lead the team of ICT facilitators to train and build capacities in the communities and local government institutions in ICT usages.
- Writing concept notes/project proposals, preparing budgets, policy drafts, quarterly reports, developing terms of reference.

Professional Accomplishments

- Prepared the ICT Policy draft, for the Government of Orissa in consultation with its IT Department, corporate bodies like Confederation of Indian Industries (CII) - Eastern Region and other stakeholders, which was taken up by the government for further consultations. *Free and Open Source Software* promotion was one of many thrust areas proposed.
- Prepared the project proposal and secured DFID funding for a project to enhance the quality of citizen service delivery mechanism of the Panchayati Raj Department (Local Government) through use of appropriate ICT based solutions with required administrative process reform. The proposed solution architecture has followed workflow method of the automation and is based on Open Source technologies.
- Advocated the use of *Free and Open Source Software* technologies as an appropriate strategy for government wide information systems deployment. The successful deployment of the pilot at Khurda Black Office demonstrated the benefits and strengths of FOSS.
- Prepared the project proposal and mobilized funds from NASSCOM Foundation for 'Strengthening of Services Deliveries through Knowledge Centres for realization of -Mission 2007- in Orissa'.
- Strengthened the network of 73 IT kiosks [Extension of 1st **UNITEs** funded project in the world & finalist in the Stockholm Challenge Award, 2001] which are hosted by community based organizations by bringing them, under one brand umbrella of 'Aamagaon Soochna Kendra' (ASK) - [My villages' information center] for delivery of relevant information and services to rural masses. IT kiosk model developed was replicated by the state government in setting up 4000 IT kiosks across the state under self-employment scheme.
- Implemented an offline e-Content delivery model based on the needs of communities aiming at long-term sustainability of the IT Kiosks.
- Developed strategic partnerships with Mission *Shakti* [Women and Child Development Dept. Govt. of Orissa], Orissa Primary Education Programme Authority (OPEPA) and Indira Gandhi National Open University (IGNOU) to increase the impact and service lines of the kiosks.
- Introduced computer aided education using interactive multimedia content delivery in all primary schools in Orissa through a partnership brokered between OPEPA and Azim Premji Foundation.

- Strengthened the marketing intelligence network in the interest of the farmers by linking the 'market yards' spread across the State, through the network of volunteers to an information portal, www.osamboard.org [Orissa State Agriculture Marketing Board]. Dissemination of market information through the portal & a local TV channel and their corresponding linkages with the IT kiosks (30 in numbers) at Regulated Market Committees has resulted in better value bargain for farmers and reduction in distress selling in the State.
- Developed partnerships and strategies with private sector participation in promoting citizen centric e-government through web portal www.aamagaon.com. Grievance redressal mechanism in [the](http://www.aamagaon.com) portal is made part of the Panchayati Raj Department's (local government) official website.
- Developed 'site selection criteria' for setting up of new IT kiosks for an up-coming project on reducing vulnerabilities of migrants and their families in Orissa using ICT tools

Vedika Software Pvt Ltd.

A multinational organisation, Vedika Software Pvt Ltd. is the developer and marketers of FACT Real-time range of Accounting and HR & Payroll software. FACT Software Int'l Pte Ltd located in Singapore is the overseas marketing Headquarter and the Indian Headquarter & R&D are based in Kolkata, India

Branch Manager - Northern Regional Office, New Delhi, India

November 2002 to May 2003

Roles and Responsibilities

- Lead a team of about 20 professionals from Consulting, Customer Service and Support background.
- Working closely with customers to understand requirements and recommend appropriate solutions.
- Contributions to development of proof of concepts and demonstrations as required.
- Writing technical proposals gaining understanding of competitive technologies and methodologies.
- Development of staff and execution of company programs, policies and procedures.
- Ensuring that the focus remains on top line and margin growth.

Professional Accomplishments

- Turned around the operations from a loss-making unit to a profitable unit within four months of taking over despite staffing vacancies and an office shift.
- Successful in retaining high value defecting accounts.
- Created an MS Excel model for customer analysis and found out the major user segment in northern region
- Successful in packaging consultancy as a new service in northern region
- Developed and implemented documentation procedures for the transactions taking place at Northern Regional Office - Delhi

Branch Manager - Eastern Regional Office, Kolkata, India

February 2002 to October 2002

Roles and Responsibilities

- Lead a team of about 20 professionals from Consulting, Customer Service and Support background.
- Working closely with customers to understand requirements and recommend appropriate solutions.
- Contributions to development of proof of concepts and demonstrations as required.
- Writing technical proposals gaining understanding of competitive technologies and methodologies.
- Development of staff and execution of company programs, policies and procedures.
- Ensuring that the focus remains on top line and margin growth.

Professional Accomplishments

- Implemented Customer Relationship Management software, 'ORION' in the office to disseminate among staff, the knowledge accumulated and analyzed about customers to reduce response time.
- Introduced a new method of deploying software and training materials to around 3,000 remote users via corporate web site. This approach decreased the cost of replicating and distributing CDs.
- Reduced the number of support calls by around 20%, by analyzing the characteristics of support issues faced by technical support consultants and changing the product training content and process.

Executive Manager – Marketing, Corporate Headquarters, Kolkata, India

May 2000 to January 2002

Roles and Responsibilities

- Managing the products and services portfolio of specific business lines, viz. financial management, payroll processing, and customer relationship management.
- Planning, creation & execution of promotional and marketing programs and provide content support for outreach activities.
- Conduct market research and work closely with the product development teams to innovate solutions to meet user's requirements; contribution in Software Development Life Cycle.
- Implement and support Knowledge Management practices across organization
- Represent the organization in conferences and seminars.

Professional Accomplishments

- Did a detailed profiling of customers by collating & analyzing information about users from all regional offices and aligned corporate marketing strategies along, thereby positioned promotions/corporate communication to niche segments.
- Revamped the design and publishing processes of the corporate web site to improve usability and content quality.
- Implemented Knowledge Management practices in the organization through local Intranet portal 'Knowledge Street' thereby captured the raw data ingrained in the organization, in support its enterprise-wide applications.
- Evaluated vendor technologies [Lotus Notes, MS Exchange, Novell NetWare etc] and services as part of a Knowledge Management deployment process in the organization.
- Streamlined the bug reporting and delivery process by designing a process flow, which was adopted by all regions to file bugs to the development teams.
- Contributed in product development roadmap by administering a survey to the current users and preparing two lead documents, 'Loved ones' – The most appreciated features in the product and 'Wish list' – The most desired functionality in the product.
- Established a system using MS Excel for weekly collation of daily sales reports from all regional offices and presentation of the processed data to the top management.
- Managed \$ 60,000 advertising campaign with The Economic Times - a leading Indian business daily.
- Planned, established, and managed 'EPP' [Education Partnership Programme – A partnership venture with computer training institutes] as a profit center in order to make HQ self-sustainable.
- Provided strategic and logistic support in launching a new service, CAMMANDO [High end technical internships] using MS Project 2000.
- Supervised interns for the development of Sales Information System using Visual Basic and Access.

ICT LITERACY

- Proficient in setting up electronic knowledge networks, creating HTML web pages (Bluefish, Frontpage)
- Familiarity with Operating System & Web server management: Linux, Windows 9x/NT/XP, Apache, IIS
- Programming Language: Basic concepts of Object Oriented Programming, C++, VB
- Proficiency in word processing, spreadsheets, presentation applications
- Knowledge of database architecture: Oracle, PostgreSQL

ADVISORY MEMBER

- Grants Board, e-Society Development Initiative, ICT Agency, Govt of Sri Lanka
- Chairman, e-Society Focus Group, ICT Agency, Govt of Sri Lanka
- Monitoring & Evaluation Committee, e-Sri Lanka, ICT Agency, Govt of Sri Lanka
- ICT Task Force, Confederation of Indian Industries-Eastern Region, India
- IT - Think Tank, Department of Information Technology, Govt. of Orissa, India

GUEST LECTURES

- Presented a case study on how IT kiosk based business models have evolved in India at 'ICT private Sector Seminar' organized by ICT Agency of Sri Lanka, 22 September, 2005
- Keynote speaker, 'ICT for Development': Experiences from Orissa, at 'NGO Summit 2005' in ABV-Indian Institute of Information Technology and Management-Gwalior. March 2005
- Panelist, 'Strategic IT Management', National Seminar on Emerging Issues in Mgmt & IT in the changing corporate world, Rourkela Institute of Management Studies, Orissa. January 2005
- Delivered lectures on IT Enabled Services at ABV-IIITM, Gwalior.

SEMINARS & PAPER PRESENTATIONS

- Attended a seminar by Mr. Lawrence Lessig on Creative Commons, Colombo, May, 2006
- 'Celebrating the Individual', paper on Customer Relationship Management (CRM) at PIMR National conference on People, Process and Organization, Indore. 30-31 Jan' 2000
- 'Data Warehousing and Business Decisions' at IIT, Delhi. Oct' 1999
- 'Customer Knowledge Management' at International Conference on CRM: Emerging Concepts, Tools and Applications organized by MDI, Gurgaon and ICRM, Atlanta, USA, Gurgoan. 24-25 Nov' 2000
- 'Strategic Planning and Implementation of CRM-A study in Indian context', at Global Conference on New Business Paradigm: Global, Virtual and Flexible, New Delhi. 17-20 Dec' 2000
- 'CRM: An Essence of Business', at IIFT, Delhi. 17 Feb' 2001

RESEARCH PAPERS & PUBLICATIONS

- Supported a research study on relationship between PRSP and ICT Policy in Sri Lanka, August' 2006
- 'Enterprise Resource Planning Implementation in health care services' , Physician's Digest, Mumbai, Feb-Mar' 2002
- 'Consumer Behavior and Influencing Factor Associated with E-Commerce in India', Journal of IISWBM, Calcutta. Jan-Dec' 2000
- 'Effective Customer Relationship Through Customer Knowledge Management', Tata McGraw Hill Publishing Company Limited, New Delhi, Nov' 2000
- 'CRM: An Essence of Business, Global Competitiveness: What Indian Companies Should Do?' - IIFT Journal. Received best research paper award for paper titled 'CRM: An Essence of Business', in the research paper contest organized by IIFT and Strategic Consultancy Group, New Delhi. 17 Feb' 2001

PERSONAL DETAILS

- Date of Birth: August 09, 1975
- Nationality: Indian
- Marital Status: Married
- Languages: English, Hindi, Bengali, French (basic)

CONTACT INFORMATION

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