

# Case Studies on e-Governance in India

## Project Kaveri, Karnataka Vendor Transitioning: An Outsourcing Setback

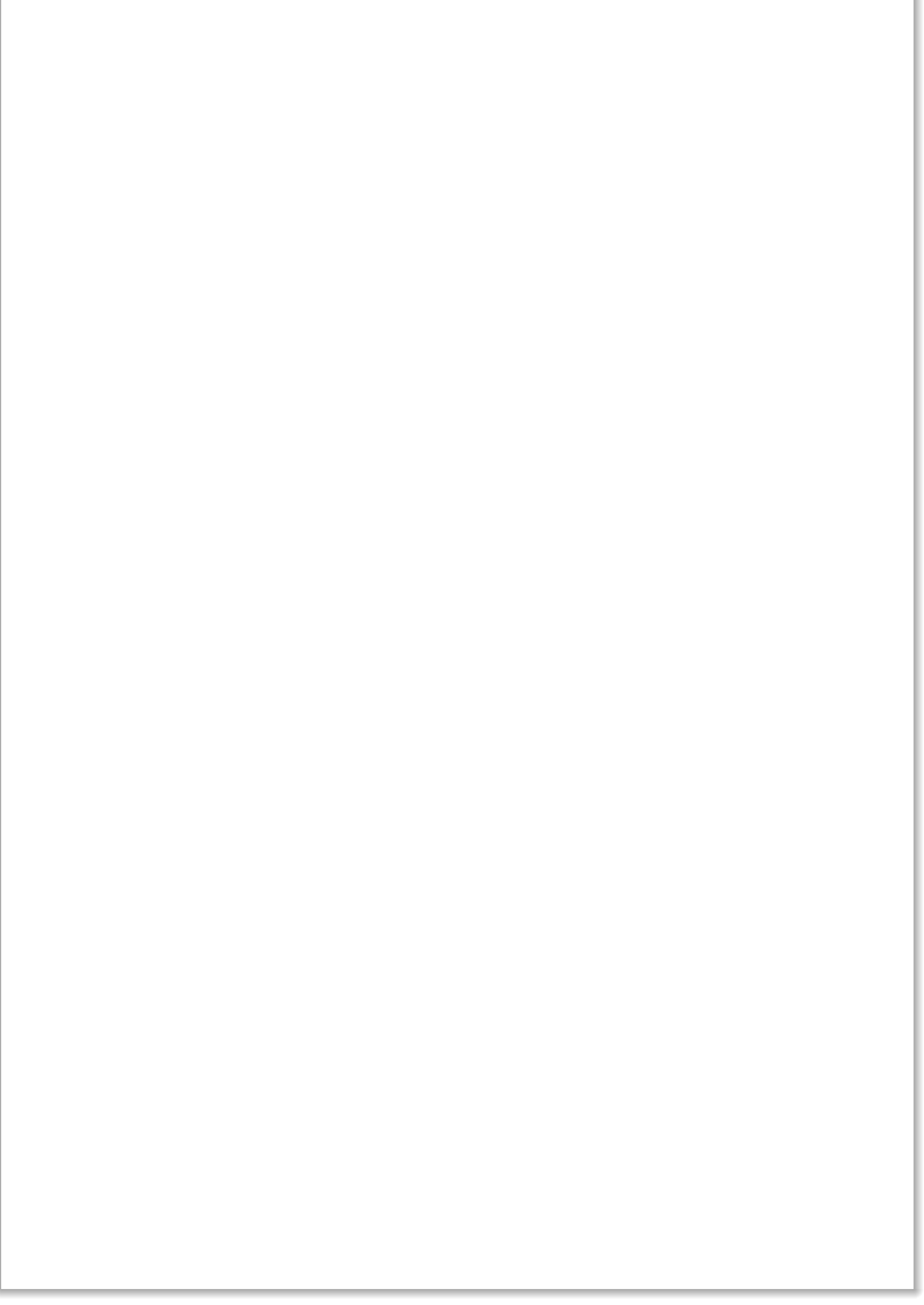
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## **Project Kaveri, Karnataka**

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## About the Initiative

This publication is a part of the Capacity Building initiative under the National e-Governance Plan (NeGP) by NeGD with an aim to draw out learnings from various projects implemented in various States/ UTs and sharing this knowledge, in the form of case studies, with the decision makers and implementers to benefit them, by way of knowledge creation and skill building, from these experiences during planning and implementation of various projects under NeGP.

Conceptualised and overseen by the National e-Governance Division (NeGD) of Media lab Asia/DeitY these case studies are submitted by e-Governance Practitioners from Government and Industry/Research Institutions. The cases submitted by the authors are vetted by experts from outside and within the Government for learning and reference value, relevance to future project implementers, planners and to those involved in e-governance capacity Building programs before they are recommended for publication. National Institute for Smart Government (NISG), working on behalf of this NeGD provided program management support and interacted with the authors and subject matter experts in bringing out these published case studies. It is hoped that these case studies drawn from successful and failed e-Governance projects would help practitioners to understand the real-time issues involved, typical dilemmas faced by e-Governance project implementers, and possible solutions to resolve them.

## Acknowledgment

NISG sincerely thanks all the authors for documenting and sharing their rich experiences in terms of challenges and lessons learned and allowing us to publish and use these case studies in various training programs of NeGD and NISG. NISG also thanks all the external and internal experts who helped review the submitted cases, providing critical observations and for helping in articulating and presenting the case studies, both for class room use as well as a reference article.

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The case studies are meant for use as a background and quick reference on the topic(s) by e-Governance practitioners, and should not be treated as a guideline and/or instructions for undertaking the activities covered under any e-Governance project/s. It may also be used in a classroom for discussion by the participants undergoing e-Governance related training programs. The document by no means has any commercial intention and is solely developed for the purpose of knowledge sharing.

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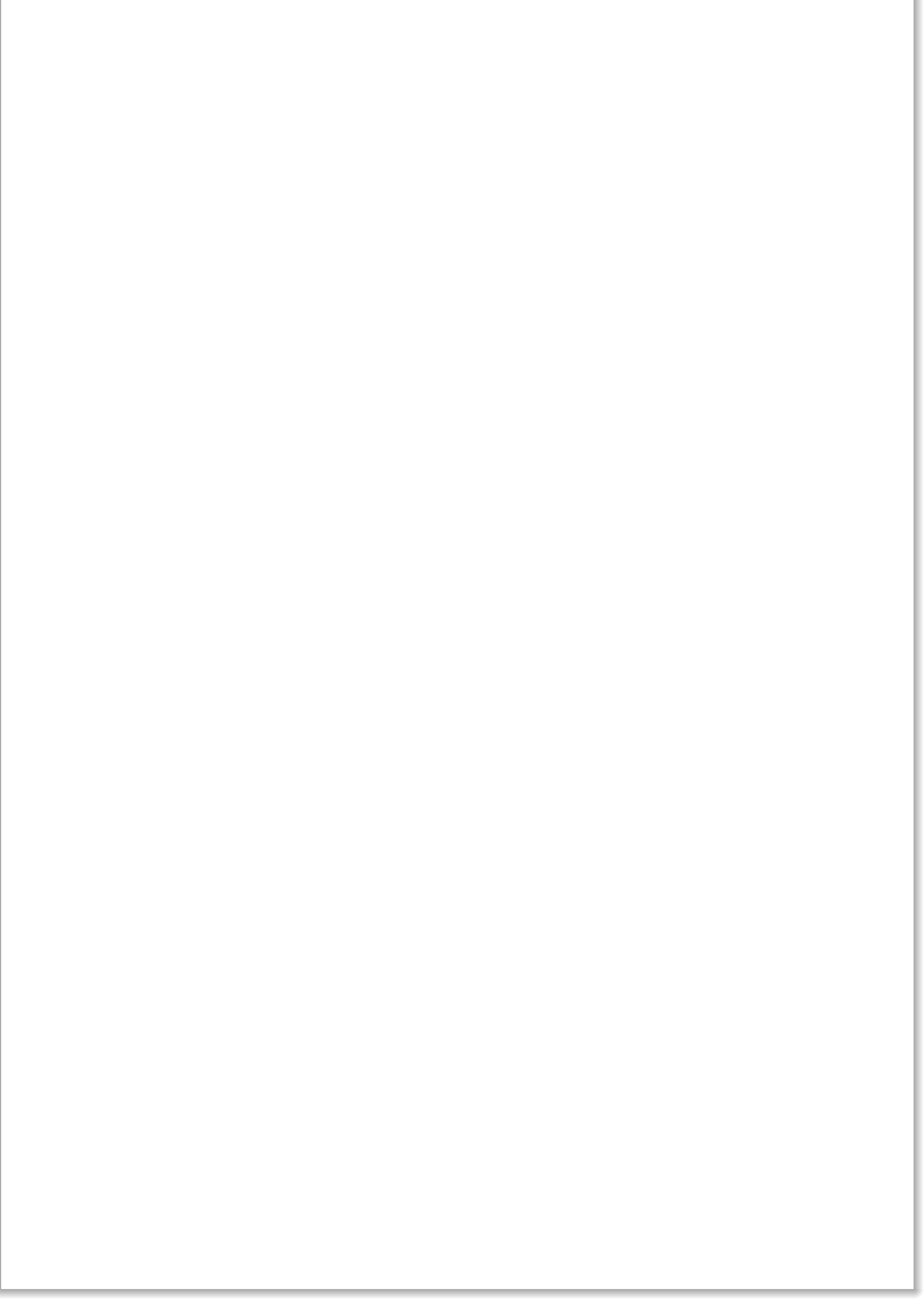
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## Table of Content



## 1 Abstract

Vendor Outsourcing has become a norm in both public and private sectors. Often it is adopted to achieve cost arbitrage and leverage technical expertise of the vendor. Customers with time have become accustomed and experts in hiring new vendors. They are well versed with the rigour required for vendor selection, procurement and contracting. The difficulty arises when these vendors have to be replaced by a new vendor. Customers, in most scenarios, are unprepared primarily for two reasons, namely, lack of certainty regarding methods to adopt for switching vendors and difficulties in retaining best practices from incumbent vendor and while resisting the lacunae/gaps in existing contract and vendor relation.

The Department of Stamps and Registration, Government of Karnataka, was facing a similar issue when it decided to replace an existing vendor which was working for over 10 years with a new vendor.

This case study provides an overview of vendor switching, focusing on the department's need to switch vendor, the approach adopted, gaps in the approach and best practices adopted. The case study also details some CSFs (critical success factors) that helped the department through the vendor transitioning and implementation phase without facing any serious operational disruptions.

*“Vendor switching is a painful phenomenon for customers primarily because they are unprepared and secondly because they are not sure how to retain the best practices from existing contract”*



## 2 Keywords & Tags

#	Abbreviation	Description
1.	DR	District Registrar
2.	DRO	District Registrar Office
3.	DS&R	Department of Stamps and Registration
4.	IGR & CS	Inspector General of Registration and Commissioner of Stamps
5.	KSWAN	Karnataka State Wide Area Network
6.	OEM	Original Equipment Manufacturer
7.	SDC	State Data Centre
8.	SLA	Service Level Agreement
9.	SR	Sub Registrar
10.	SRO	Sub-Registrar Office
11.	TPA	Third Party Auditor
12.	RFP	Request for Proposal
13.	BOOT	Build, Own, Operate and Transfer

## 3. Note for Practitioners/Instructors

This case study can be used to illustrate the challenges faced by organizations in public and private sectors in the process of transitioning between IT vendors. The case provides an overview of the approach adopted by the Department of Stamps and Registration (DS&R), Government of Karnataka, key issues faced and some critical success factors that resulted in successful transition between IT vendors for the project Kaveri.

### For the Practitioners

The case puts forward a very relevant scenario that every other organization involved in IT Outsourcing faces. The case discusses specific issues faced by the department but the approach adopted by the department can definitely be considered by others for replication with relevant modifications. Also, the case plots an issue matrix and points to various