

18/1/77

2.0 The following elements are involved in the INSAT system procurement for the country.

1. Procurement of satellite (including the TTC support)
2. Procurement of launch services including the back-up launch,
3. Ground TV system design, development & installation and operation including DRS and re-broadcast systems.
4. Telecommunication network planning, ground system design, development & installation and operations,

5. Meteorological data ground systems installation and operation, and
6. the overall management of the above five elements.

3.0 As regards items No.1 and 2, of para 2.0 viz. 'Procurement of a satellite' and 'Procurement of launch services including the back-up launch', it is clearly the responsibility of the Department of Space. It will be ideal if both these two activities are handled at a single focal point. But however since a person has been identified for the Special Launch Services, it will be good to have this person at the negotiation phase of the launch vehicle procurement. Perhaps he could continue even the monitoring of launch vehicle procurement for INSAT if suitable coordination arrangements with the ISRO/DOS persons involved in the satellite procurement are defined. This coordination may not pose to be an intractable problem.

4.0 As regards item No.e of para 2.0, viz, 'Ground TV system design, development & installation and operation including DRS and re-broadcast systems', it should normally be the responsibility of the Ministry of Information and Broadcasting. However,

it is likely that since the design, development & installation of DRS as a minimum which involves important technical-management problems in terms of TV & DRS sets production and deployment, I have a feeling that the Ministry of Information and Broadcasting is not equipped for this management. Hence DOS may be asked to handle this activity excepting the operations.

5.0 As regards item No.4 of para 2.0, viz, 'Telecommunication network planning, ground system design, development & installation and operations', it is unlikely that the Ministry of Communication will leave the planning, installation and operation part entirely to DOS. In fact they may like to take over the entire thing for themselves using ISRO/DOS as consultant at the most. But however in view of our expertise to handle the ground stations, it would be necessary to form a joint management system indigenise the ground stations. This will in a way be a beginning of SPELL as far as ISRO is concerned. This activity will require fairly senior and talented persons to be deployed as delivery of about 30-40 earth stations are involved.

- 6.0 As regards Item No.5 of para 2.0, viz, 'Meteorological data ground systems installation and operation', this area clearly is the responsibility of India Meteorological Department, though the responsibility for delivery of the system, as in the case of MONEX, may fall on ISRO. This can be handled by the Remote Sensing Area of SAC by Mr. Kamat and his group if sufficient manpower is added to that Group.
- 7.0 As regards item No.6, of para 2.0, viz, 'the overall management', Chairman will be better aware of what is going to emerge. It is unlikely that Department of Space will be given the overall management control. More likely, DOS, Ministry of Communication, Ministry of Information & Broadcasting and Ministry of Tourism and Civil Aviation for the IMD may form a "Secretaries' Committee" convened by rotating Chairmen or a single Chairman to deal with the routine coordination. Perhaps a few council meetings may be chaired by the Prime Minister. Somehow I feel that we should avoid creating separate agencies for dealing with the systems because if the existing Government Departments do not learn to do horizontal controls we may finally end up in too many independent agencies which really peak in the Prime Minister or the Cabinet Secretary. It is not a desirable phenomenon.

Hence some form of coordination between the Secretaries of these four Ministries/Departments would be the better solution. Again to support DOS in the overall management which is really broad management, there will be a small nucleus of some talented persons to be supporting Secretary, DOS. This group need not be very big, -could be of a senior person with another one or two good support-staff.

8.0 It is in the context of above task descriptions the division of responsibilities and possible assignments of _____ should be viewed since already _____ would be taking care of the procurement aspects of the launch vehicle, the firm DOS position for a Project Manager would be for Spacecraft procurement.

8.1 The other possible major tasks which are most likely to be entrusted to DOS are:

- a) Development and productionising DRS and deployment on a nation scale including the TV rebroadcast systems,
- b) A major joint-management role in delivering telecommunication ground systems,

c) Delivery of meteorological ground data processing system.

8.2 One another firm senior staff position is to assist the Secretary, DOS in the overall management of INSAT system in the context of National Secretaries' Committee.

8.3 Since expertise for the meteorological data processing aspects is already available with RSA, as a logical extension of the MONEX delivery, this activity should be attached to RSA/SAC (say Mr. Kamat).

9.0 Thus the real three options for a clearly defined project management role are:

- ← 1) Project Manager for Spacecraft Procurement —
- ← 2) Project Manager, DRS development, production and deployment including TV rebroadcast systems
- ? 3) Co-Project Manager, Telecommunication ground system delivery.

JRS → The 4th position is staff role to Chairman ISRO/ Secretary, DOS in the overall INSAT coordination.

10.0

