

Terms of Reference for Preparation of DPR for the e district pilot projects for a State (generally two district per State and not more than three districts per State in any case)

The emplaned consultant is expected to undertake the following main tasks for preparing a detailed project report for e district pilot projects for a state. The list is not exhaustive.

1. Introduction

- The DPR must start with a brief on the district – its demography, topography, structure in terms of blocks/tehsils and other socio economic parameters. The brief must include the functions of district administration and the organization structure. DPR should highlight the existing infrastructure, any back end computerization already completed and overall e readiness.

2. Define project Objectives in line with NeGP mission and EGRM of the State

- DPR must indicate which of the specific objectives of National e Governance Plan could be achieved by the project and in particular, how the project, if successful will influence the attainment of these objectives.

3. Define Project Outcomes envisaged

- The outcome(s) of the project should specify its impact on and benefits to a target beneficiaries that are anticipated on the achievement of project objectives. The identification project outcomes should help in deciding on which activities and services are required to be undertaken.

4. Identify and detail out various services offered

5. Define Target beneficiaries

6. Identify various stakeholders and define roles and responsibilities

- The stakeholders should include all sections such as Ministry, department, district, vendors, consultants, implementing agencies, monitoring agencies, citizens etc.

7. End user consultation to understand stakeholders' expectation

8. Business Model

- The DPR must provide details of the proposed business model of the project to ensure self-sustainability of the project in terms of continuity of the services to the beneficiaries without the dependence on external sources of funds. The demand for targeted services, estimated adoption rate and revenue must be estimated.

9. Business Process Re-engineering

- The DPR must indicate the requirement of process re engineering and a brief methodology to conduct the same.

10. Service Levels and Measurement

- The DPR must detail out the service levels for each offered service and propose a methodology for continuous measurement and reporting.

11. Capital Expenditure

- The DPR must provide complete details of capital expenditure proposed for the project. The location wise numbers of each hardware, software, furniture, data digitization, project management cost etc required must be provided. The DPR must indicate existing hardware/ software etc and identify its usage in the proposed project. The requirement of database and application server needs to be justified in the DPR since it is expected that all the databases and application would be hosted in the State Data Centre (SDC) proposed by the Department of Information Technology (DIT).
- In case machines at client end and LAN, the same to be planned on the basis of requirement at each office (net of existing machines or machines planned under any other e Gov projects).

12. Operating expenses

- The DPR must detailed out projected year wise operating expenses

13. Capacity Building

- The DPR must indicate the proposed organizational structure of the project with clear reporting relationship. The detailed number of personnel at various levels required to be indicated. The training needs of the personnel to be highlighted with clear training plan, training modules and time frame for the training identified

14. Contracting Arrangements

- The DPR must provide details of all contracts identified (even if not finalized) and the annual contract values.

15. Risk

- The DPR must explain the various categories of risks which are most likely to impact on the performance on delivery of services. The DPR must highlight the method to evaluate the overall chances of potential loss and the plan to control & monitor the same.

16. Cost Benefit Analysis

- The DPR must show the results of cost benefit analysis

17. Service Delivery Mechanism

- The DPR must clearly detail out the proposed channel for delivery of services and plan for integration with the CSC scheme.

18. Institutional Mechanism for Project Management

- The DPR must indicate the Project Management and Monitoring structure proposed, in consultation with the Stakeholders.

Terms of Reference for BPR and Project Management

The empanelled project management consultant is expected to undertake the following tasks as part of the pilot project implementation:

- Conducting Requirement Analysis (As-Is and To-Be)
- Identifying the BPR requirements and design the legal changes required to Implement the process improvements.
- Designing functional requirements of e-district application with MIS requirements for assessing the impact keeping in view of an unified technology architecture.
- Designing RFP for selection of Data entry vendor
- Designing the site layout of Administration Offices
- Support in implementation of the e-district applications at the sites
- Project Management with Status update and progress tracking of the project online
- Designing PPP options for sustainability of the Project
- Designing of the RFP for State-wide Rollout of the e-district Application
- Defining the current and proposed service levels

Details of task to be carried out

- 1) **Requirement Analysis:** In order to benefit from this initiative it is necessary to analyze and then redesign the current district administration system and its components to bring in effectiveness, efficiency and added value contribution to the objective of district administration. The BPR would comprise of following steps:
 - **Planning:** This step would entail planning activities that would include the creation of a project scope document, and an examination of existing workflow system. The building blocks of the district administration identified to be covered under the study are as follows:
 - Information availability & access
 - Personal presence
 - Receipt & Validation of application with supporting documents
 - Lodgment
 - Receipt of Fee
 - Preparation of case file, noting & forwarding
 - Maintenance of register (Statutory & control)
 - Verification
 - Release Payment
 - Document storage & retrieval
 - Decision / Approval / Authorization
 - Delivery

- **As-Is Assessment:** This assessment would primarily comprise of examining the existing workflow processes and system used by the district administration. A business process map for the current process may be prepared. Subsequently, similar activities would be grouped for process normalization and redundant activities would be proposed for removal. The study would also identify the current services and service levels
- **Target Envisioning:** The target e-district would be envisioned after benchmarking of the normalized processes with by comparison of both the performance of the district administration's processes and the way those processes are conducted with those relevant to *best practices* in the industry to obtain ideas for improvement.
- **To-Be Process:** After the identification of potential improvements to the existing processes, the development of the To-Be workflow system would be build on the research from the benchmarking and best practices activities. It would also be required to identify and document risks associated with implementation of the automated workflow processes. The resultant To-Be processes would be validated by the district administration officials and duly approved by the government before implementation.

2) **Designing the functional and software requirements of the e-district Application:** To design the functional requirements of a comprehensive workflow software system consisting of all the required modules for the district administration at various levels - District collector office, Additional District Magistrate, City Magistrate, Tehsildar, Revenue Inspector. Detailed study would require to be conducted for finalization of Software requirement specifications. The scope of SRS would be as under:

- a. Micro level study of candidate systems of District Collectorate, Zila Parishad, Sub division, Tehsil, Block and other offices under the direct purview of District Administration
- b. List out office wise systems for Software development
- c. Describe the system as seen by its end users, analysts and testers.
- d. Describe the design view of the system encompassing with broad classes/data bases, transaction layouts, integration/ interfaces for process transformation.
- e. Describe the process view, addressing the processes involved in building the systems, interlinkages in process transformation, performance, scalability and throughput of the system.

- 3) **Designing RFP for Data Entry vendors and Digitization of manual records and assisting the district during Bid process management:** In order to enable the district administration to work on designed electronic workflow system, the concerned officials may require referring old records. Therefore, as per the requirement old manual records would be digitized using the data entry vendors. The RFP for selection of the Data entry vendors will be designed by the consultants.
- 4) **Assist in Designing the Site Layout:** The concerned offices of the district administration may also require modification in the existing infrastructure to implement the proposed system in an effective manner. The consultants will assist in designing the site layout.
- 5) **Project Management of the Implementation of the e-district Application:**
Assist during: Monitor the progress of the project activities and deployment of the application in the district and testing with the end users. The consultants will track the progress of the projects and provide status update to the District administration/ State project committee on regular intervals. They will timely escalate the issue and plan for risk mitigation strategies
- 6) **Change Management and communication plan -** The consultants will design the project change management strategy and communication plan. Design training manual and the assist in conducting functional trainings
- 7) **Designing PPP Options:** The consultants will study the existing transaction volumes and the model for designing PPP options for sustainable implementation of the e-district. The consultants need to design a revenue model based on the user charges
- 8) **Designing the RFP for Statewide Rollout:** The consultants need to design a RFP for Statewide Rollout based on the Pilot e-district implementation.