E-GOVERNANCE PROJECTS

INITIATION

BUILD

DEPLOY

PRODUCTION

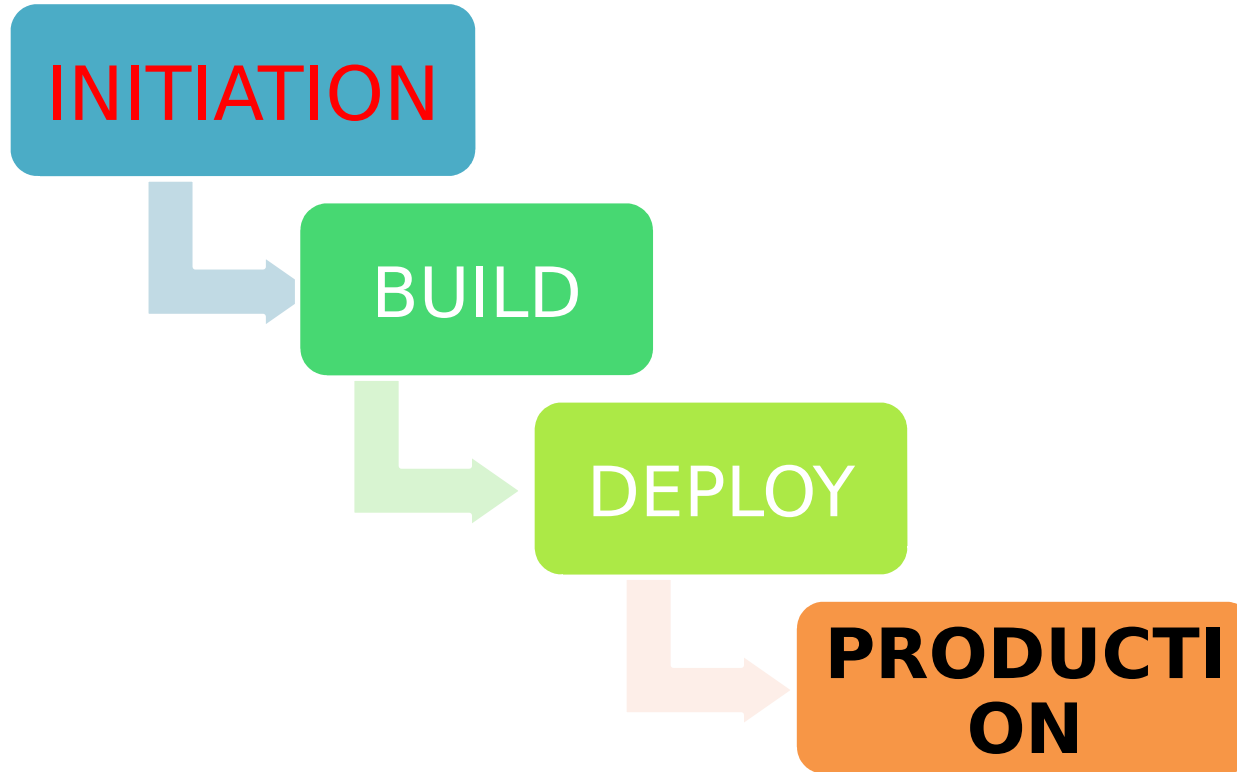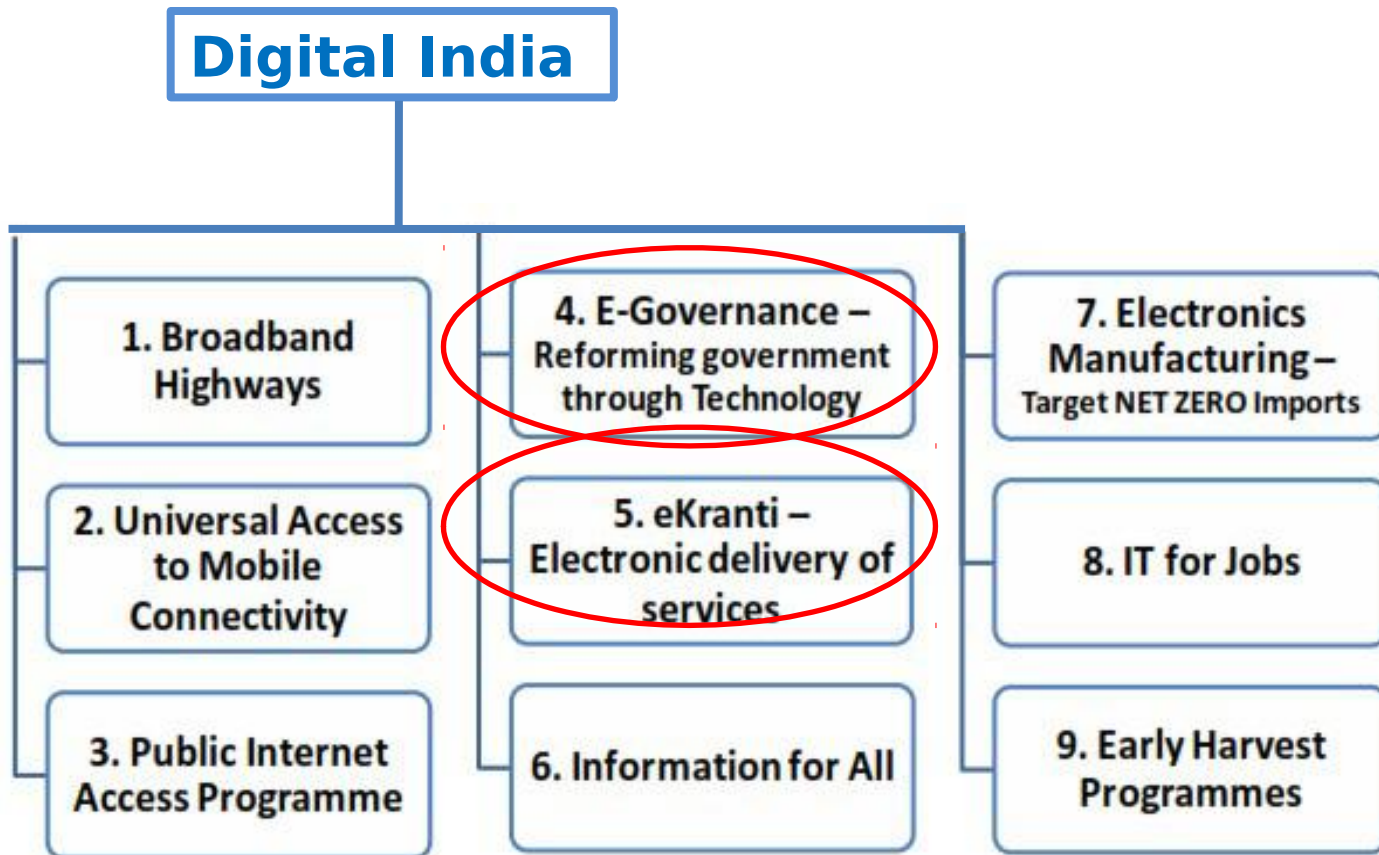**B. G. GUPTA**

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Vision of Digital India
Centered on 3 Key Areas

- Digital Infrastructure as a Utility to Every Citizen

- **Governance & Services on Demand**

- Digital Empowerment of Citizens

Nine Pillars of Digital India

NeGP 2.0 (e-Kranti)

PRINCIPLES:
- Transformation and not Translation
- Integrated Services and not Individual Services
- GPR to be mandatory in every MMP
- Infrastructure on Demand
- Cloud by Default
- Mobile First
- Fast Tracking Approvals
- Mandating Standards and Protocols

INSTITUTIONS AND INSTRUMENTS:
- National e-Governance Academy
- e-Governance Knowledge Portal
- Create e-Governance Impact Index
- Effective use of Social Media

IMPLEMENTATION & DELIVERY:
- Transforming the Delivery Channels
- Awareness and Communication
- Introduce New Business Models
- Exporting eGov

e-Governance Project Life Cycle (eGLC)

| 1. Vision & Strategy Development | 2. Current State Assessment | 3. Future State Definition | 4. Implementation approach and sourcing | 5. Develop and implement IT system | 6. Operate and sustain |

Project Management Office/Unit

Change Management and Communications

INITIATION　　**BUILD**　　**DEPLOY**　**PRODUCTION**

CONCEPTUALIZATION &
FEASIBILITY

- **Vision, Objectives, and Strategy**
- **Business Process Reengineering (AS-IS / TO-BE)**
- **Proof of Concept (PoC)**
- **Detailed Project Report (DRP)**
- **Request For Proposal (RFP)**
- **Functional Requirement**

DESIGN & DEVELOPMENT

- **Project Requirements**
- **Design (System & Software)**
- **Development (System & Software)**
- **Assessment and Evaluation (System & Software)**

COMMISSIONING & ROLLOUT

- **Installation**
- **Acceptance - UAT**
- **Go Live (Pilot/ Full Rollout)**

OPERATION & MAINTENANCE

- **Operation (IT Service & Security Management)**
- **Monitoring (SLAs)**
- **Maintenance**
- **Exit (Transition) Management**

INITIATION OF AN e-GOVERNANCE PROJECT

- **Vision, Objectives, and Strategy**

- **Business Process Reengineering (AS-IS / TO-BE)**

- **Proof of Concept (PoC)**

- **Detailed Project Report (DRP)**

- **Request For Proposal (RFP)**

- **Functional Requirement Specifications (FRS)/(SRS)**

- **Contract/ Agreement**

Develop Vision and Objectives.

Vision:

- Reflect the specific conditions and ambitions of the organization
- State what will be and will not be done
- Consider needs and opportunities
- Be aligned with overall development strategy

Objectives:

- Adding benefits to the customers
- Adding benefits to the organization itself and
- Adding benefits to the employees

Business Process Reengineering (AS-IS / TO-BE)

- **Identification of the Problem and Problem Statement.**
- **Develop Vision and Objectives.**
- **Understanding Existing (AS-IS) Process.**
- **Identify Process for Re-Design.**
  - **Identification of Problems, Issues and Expectations (PIE)**
  - **Assessment of Services**
- **Define (TO-BE) New Process.**
- **Implementation of the New Process.**
- **Making New Process Operational.**
- **Evaluate the Process.**
- **Ongoing Continuous Improvement.**

Identification of the Problem and Problem Statement

- The specific concerns of the stakeholders (citizens/ businesses/ employees)
- The challenges and issues in the services and service delivery
- The improvement in the quality of the services
- The adoption of best practices from similar environments
- The changing needs of the customers (citizens and businesses) and the government

Understanding Existing (AS-IS) Process

- **Understanding:**
  - **The stakeholders,**
  - **Services,**
  - **Projects,**
  - **Delivery Channels**

Identify Process for Re-Design

- **Identification of Problems, Issues and Expectations (PIE)**
  - Problems are non-conformance to defined processes and procedures due to skill gaps, lack of common understanding, resource constraints, etc.
  - Issues are systemic gaps where processes and procedures are not defined or are ill defined
  - Expectations are the expectations of that process owners, users and other stakeholders have from world-class best practices

Identify Process for Re-Design

Assessment of Services to identify those services that once made e-Governance-enabled will deliver the maximum value to the 'department' and its 'citizens'.

- Enhancing existing revenues;
- setting up new revenue streams,
- Reducing cost of processing transactions;
- Delivering intangible benefits (e.g. boosting the image of the department)
- Minimizing the number of customer visits
- Reducing the time required for service
- Reducing the fees and charges associated with a service;
- Reducing the time spent by the customer to follow-up and track the progress

Identify Process for Re-Design

Assessment of Services to identify those services that once made e-Governance-enabled will deliver the maximum value to the 'department' and its 'citizens'.

- Reducing the time spend by the customer to file complaints, comments and suggestions
- Minimizing the number of customer visits to the department
- Reducing the time required to deliver a service
- Reducing the time spent by the customer for follow-up and track progress of the
- requested service
- Reducing the time spent by the customer to file complaints.
- Reducing cost of processing transactions
- Delivering intangible benefits
- Increase transaction volumes

CURRENT STATE ASSESSMENT

KEY OUTPUTS/DELIVERABLES

As-Is Processes

As-Is IT Environment

As-Is People Environment

Process maps
- **Pain points**
- **Initial improvement areas**
- **Stakeholder needs**

IT Systems Scope and functionality
- **Strengths and gaps**
- **IT Infrastructure (network, security, data center)..**

Organizational structures
- **Roles and responsibilities**
- **Capacities and skill sets**
- **Change barriers..**

DEFINE FUTURE STATE (TO-BE DEFINITION)

KEY OUTPUTS/DELIVERABLES

To-be Processes

- **To-be business processes**
- **New process KPIs/metrics**
- **Changes to the legal and policy environment**

To-be IT Environment

- **Functional Architecture and Requirements specifications**
- **Enterprise Architecture covering Application, data, network, security, data center architecture**
- **Data digitization and migration strategy**

To-be People Environment

- **Institutional structures needed for project implementation**
- **Training and Capacity building plan**
- **Change Management Plan**
- **Communications Management Plan**

Implementation Approach for the New Process

- **Policies and Procedures**
- **Technology**
- **Organization**
- **Facilities**
- **Data**
- **Target metrics for key parameters**
- **Performance Measurement**
- **Benefits**
- **Security and Controls**

Evaluating the New Process

- **Is the new process in line with the vision defined for GPR and overall organization vision?**

- **Does the process design address the service quality parameters that we had set out to achieve?**

- **Does it address the Problems, Issues and Expectations?**

- **Does it address the root causes identified in the cause-effect analysis adequately?**

- **Has the process become less complex, with lesser "waste"?**

Detailed Project Report (DPR)

1. Defining Objectives, Vision and Mission for the initiative
2. Study of Best Practices from similar contexts
3. Stakeholder Consultations
4. Business Process Reengineering (BPR)
   - Existing e-Government services (Detailed AS-IS Scenario)
   - Newly proposed services (Detailed TO-BE Scenario)
5. Functional Requirement Specifications (FRS)
6. Understand cost components for the project
7. Detailed analysis of business case
8. Business justification for the project (better service levels)
9. Cost Benefit Analysis
10. Project Management structure

Detailed Project Report (DPR)

11. Change Management methodology
12. Capacity Building
13. Analysis of risks and mitigation measures
14. Financials
    - Means of Project Finance
    - Cost estimates
    - Evaluation of Options
    - Phasing of Expenditure
    - Options of Cost Sharing and Cost Recovery
    - Models of PPP like BOO, BOT, BOOT to etc. to be considered
15. Leveraging of existing core IT infrastructure (SWAN, CSC, SDC)
16. Time Lines

DPR should also include sections on

- **Government Support**
  - **e-Governance Project Lifecycle**
  - **Legislative changes/legal amendments,**
  - **Infrastructure etc.**
- **Sustainability**
  - **Means of sustaining the project benefits**
  - **Means of replicating the project success**
- **Impact Assessment**
  - **Evaluation methodology of the Impact Assessment Study**

Address these 4 Questions

Q#1 ➡️ WHAT do we want to *Achieve* ?

Objectives, Services, Service Levels, Outcomes, Impact

Q#2 ➡️ HOW do we want to *Implement* ?
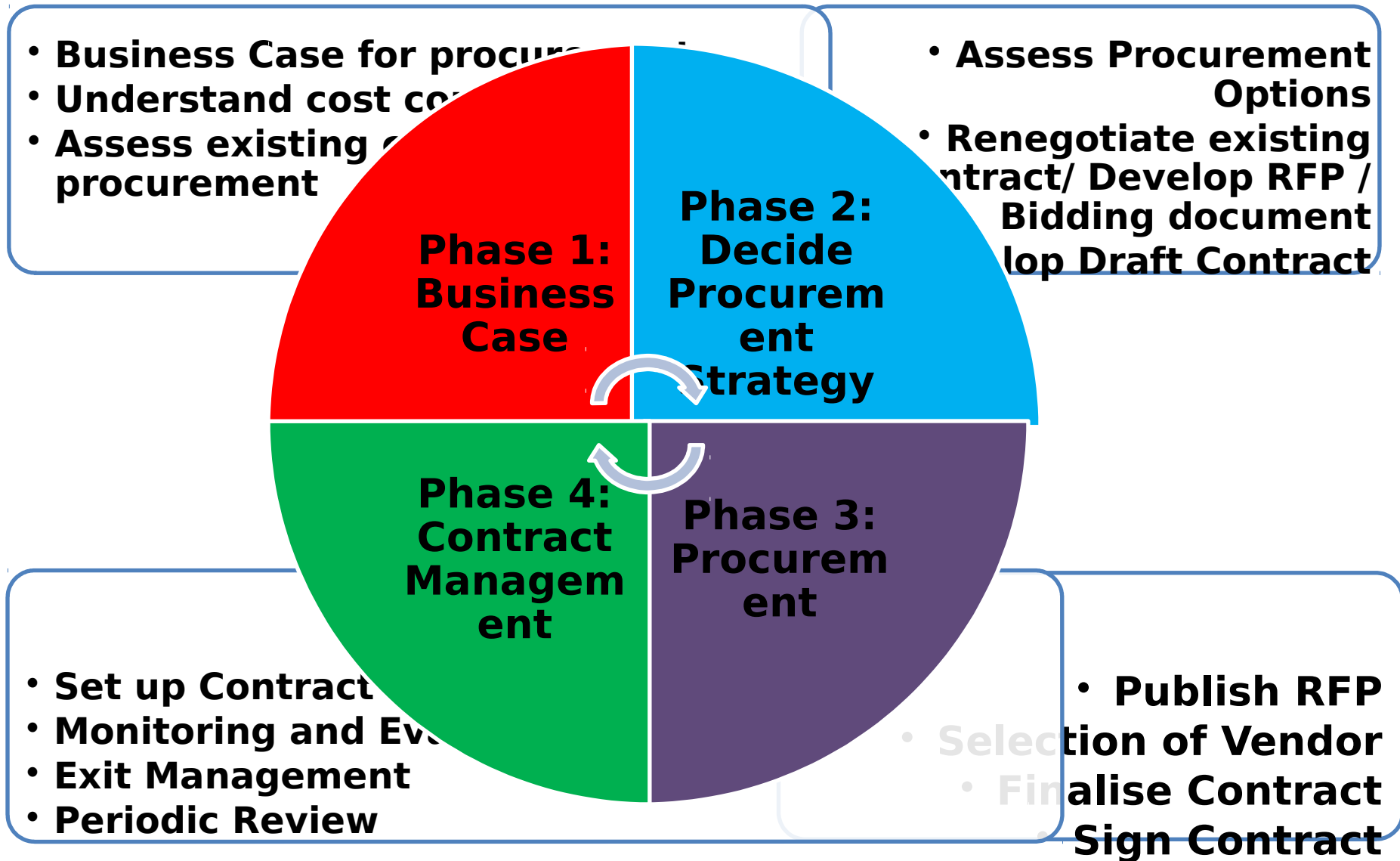
Technology, Process, Delivery Channels

Q#3 ➡️ WITH WHAT resources ?

Business Model, Service Charges, PPP

Q#4 ➡️ WHO will be responsible ?

Procurement, Training, Change Mgmt, O&M, M&E, Assessment

Procurement in e-Governance Projects : Life cycle

- **Business Case for procurement**
- **Understand cost co...**
- **Assess existing ... procurement**

- **Assess Procurement Options**
- **Renegotiate existing ...ntract/ Develop RFP / Bidding document**
- **...lop Draft Contract**

Phase 1: Business Case

Phase 2: Decide Procurement Strategy

Phase 4: Contract Management

Phase 3: Procurement

- **Set up Contract**
- **Monitoring and Eva...**
- **Exit Management**
- **Periodic Review**

- **Publish RFP**
- **Selection of Vendor**
- **Finalise Contract**
- **Sign Contract**

PROCUREMENT METHODS

Regulatory Framework for Public Procurement

- **Public Procurement operates on the backbone of a broad framework of National laws dealing with relevant aspects of procurement.**

    - **Indian Contract Act, 1872; Sale of Goods Act, 1930; Companies Act, 1956; Arbitration & Conciliation Act, 1996; Limitation Act, 1963; Right to Information Act, 2005**

- **Public Procurement in India is a State subject, and thereby the Regulatory Framework governing Public Procurement varies from State to State**

- **'General Financial Rules' (GFR), framed by the central financial ministry acts as the guideline for public procurement, but has only subordinate legislation status**

- **Various states have adopted their own Legal framework, like KTPP Act (THE KARNATAKA TRANSPARENCY IN PUBLIC PROCUREMENTS ACT, 1999)**

TENDER

BASIC PREMISE	EXPLANATION
Know What and How	• If the good or service is clearly defined; or • If there is a detailed methodology, procedure, or material and performance specification

EXPRESSION OF INTEREST

BASIC PREMISE	EXPLANATION
Know What, Not How & What is Available	Clearly define the opportunity and the project; Provide a solid plan with time lines; Clearly state your priorities; Include a general outline of the evaluation criteria for the subsequent RFP selection, or for any intervening stages; Address potential questions and invite those who are interested to respond.

REQUEST FOR PROPOSAL

BASIC PREMISE	EXPLANATION
Know What, but Not How	If the good or service is **not** clearly defined; or If there is **no** detailed material or performance specification; or If you are looking for a general solution to a problem; or If the proponent's solutions are expected to be quite varied and/or difficult to evaluate

Difference Between An Expression Of Interest (EOI), Request For Qualification (RFQ), Request For Quotation (RFQ), And Request For Proposal (RFP)

Expression of Interest	A process used to determine who in the market is available, and who may be interested in providing goods/services.
Request for Qualification	A competitive process where requirements for specific goods/services are detailed in a document that seeks responses from providers wishing to qualify to provide those goods/services. It may or may not include pre-determined fees.
Request for Quote	A competitive process where the requirements for specific goods/services are detailed in a document that seeks responses on pricing and delivery.
Request for Proposal	A competitive document that seeks proposals, solutions, and/or pricing for the delivery of goods/services.

Factors To Consider When Choosing A Procurement Option

Procurement options	Factors to consider	
	How well defined is the project?	**How well defined are the bidders? How much work will proposals require?**
Single-stage: RFP	Project scope is clear Service options have been well-defined	Number of interested bidders is limited and Potential bidders are known and identified *In this case it is not necessary to identify interested bidders or to reduce their number*
Multi-stage option 1: **RFQ** + RFP (with or without RTP)	Project scope is not clear, extensive discussions are needed to finalise the service option	Potential bidders are known and identified, but **Number of interested bidders is large** Considerable effort required by bidders to submit proposals *In this case RFQ is useful to reduce number of bidders.*
Multi-stage option 2: **EOI** + RFP (with or without RTP)	Project scope is not clear, extensive discussions are needed to finalise the service option	Number of interested bidders likely to be limited, but **Potential bidders not yet well known or identified** Considerable effort required by bidders to submit proposals *In this case EOI is useful to identify interested bidders.*
Multi-stage option 3: **EOI + RFQ** + RFP (with or without RTP)	Project scope is not clear, extensive discussions are needed to finalise the service option	Uncertainty about the level of interest in the project – **unknown if interest is limited or large Potential bidders not yet well known or identified** Considerable effort required by bidders to submit proposals *In this case EOI is useful to identify interested bidders and level of interest; RFQ is useful to reduce the number of bidders if necessary.*

Selection Methods

Once the Technical Bids are evaluated and Technical score of each bidder is finalized, the final selection can be done based on a number of selection methods

Based on the requirement of the department, any of the following selection methods may be chosen

- **Quality and Cost Based Selection (QCBS)**
- **Quality Based Selection (QBS)**
- **Least-Cost Selection (L1)**
- **Fixed Budget Selection (FBS)**
- **Consultants' Qualifications Selection**

Summary of Selection methods

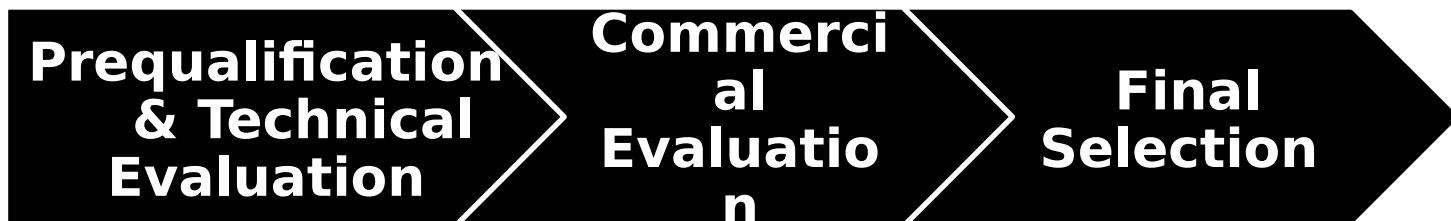| SELECTION PROCEDURE	TECHNICAL EVALUATION	FINANCIAL EVALUATION	COMBINED EVALUATION	SELECTION OF THE WINNING FIRM
QCBS	Points and Scores	Scores	Weighted Scores (e.g. T-80/P-20)	Highest Combined Score
QBS	Points and Scores	Highest Technical Score	N.A.	Highest Technical Score
FIXED BUDGET	Points and Scores	Proposals Within Budget	N.A.	Highest Technical Score within budget
LEAST COST	Points and Scores	Minimum Technical Score	N.A.	Lowest Price among qualified technical bids

Overview of selection through RFP

RFP Preparation and Publishing

| Preparation of RFP | Preparation of Draft Contract | Publishing of RFP |

Bidding Process

| Pre-bid Clarifications | Corrigenda / Addenda | Bid Preparation & Submission |

Bid Evaluation Process

| Prequalification & Technical Evaluation | Commercial Evaluation | Final Selection |

DEFINING OF A CONTRACT

A Contract may be defined as:

"An agreement concerning promises made between two or more parties with the intention of creating certain legal rights and obligations upon the parties to that agreement which shall be enforceable in a court of law."

Contract Management is the final stage of Procurement cycle

The Contract includes all administrative activities associated with administering a contract after it is executed, including a review of the completed contract.

The level of contract may vary from simple to complex contract. The degree of effort put into contract management should commensurate with the value, risk and complexity of the

CONTRACT VS. AGREEMENT

A Contract and an Agreement:

- **These terms are often used to mean the same thing.**

- **The traditional definition of a contract is: 'a legally enforceable agreement'.**

- **An agreement is NOT necessarily a contract, because it may lack one of the essential principles governing contractual relations, e.g. intention, consideration, legality.**

To be legally binding, a contract needs two essential components:

- **an agreement, and**

- **Legal consideration.**

Within the agreement and consideration lies an assortment of

REASONS FOR HAVING A CONTRACT

A Contract is necessary to ensure that the adequate safeguards are in place for the department and the vendor:

- Safeguarding the interests of the contractual relationship

- Ensuring compliance with the contract terms by the client and the vendor

- Ensuring performance of all necessary actions of the project as laid down in the RFP

- Managing and mitigating common risks

- Monitoring performance of the vendor

- Enforcing the Government's rights when necessary (e.g. Intellectual Property Rights, Warranties etc)

WHAT IS THE RIGHT TIME FOR CONTRACT DOCUMENT PREPARATION?

1.BEFORE AWARD OF THE CONTRACT

2.AFTER AWARD OF THE CONTRACT

In most e-Governance projects, the contract documents are prepared post award of contract to a vendor leading to:

- **Lack of clarity on specific terms and conditions of the contract during bidding processes – bids prepared based on assumptions**

- **Dispute/disagreement on terms and conditions of the contract between selected vendor and government (as these terms are known to vendor/government post award of contract)**

- **Significant time consumed in finalizing/agreeing on the terms – delaying the project and in some cases award of contract to a new vendor….**

THE CONTRACT SHOULD BE PREPARED BEFORE AWARD OF THE CONTRACT

WHAT IS THE RIGHT TIME FOR CONTRACT DOCUMENT PREPARATION

- **The contract document should be part of the RFP/Bidding documents issued for selection of vendor**

- **Countries/agencies with matured procurement processes have Standard Bidding Documents and Draft Contracts as part of the bidding documents**

Benefits:

- **Vendors and departments have better clarity on expected terms and conditions**

- **Common understanding of contractual terms by all the participants**

- **Necessary clarifications and corrections can be performed during bidding process - minimizing the time for contract signing**

KEY CHALLENGES IN CURRENT CONTRACTS - 1

THE ISSUES THAT NEED YOUR ATTENTION

- Ambiguity surrounding the scope of work and responsibilities of stakeholders – flows from the RFP
- Inadequate clarity on acceptance criteria for the deliverables
- The conditions of the contract are largely one –sided (either government or vendor)
- Ambiguity surrounding SLAs – lack of measurability
- SLAs not inline with the business requirements
- Lack of approach for addressing delays from Government – loss of time, investment and efforts of the vendor
- Payment and profit risks to the vendors – significant delays in payment/tax variations can hit vendor profits significantly
- Contracts are output based and not outcome based – however, vendors have little or no control on the project outcomes
- Inadequate clarity on change control, ownership rights,

KEY CHALLENGES IN CURRENT CONTRACTS - 2

THE ISSUES THAT NEED YOUR ATTENTION

- **Unlimited liability to the vendor**
- **Incomplete scope of work – scope is proposed to be finalized post contract finalisation – how effort estimation can be done by the vendor?**
- **Unlimited support for changes in the requirements**
- **Ambiguity in data digitization requirements – requirements not spelt clearly**
- **Source code requirement for COTS product!!!**
- **24x7 support???**
- **No clarity on transaction volumes, users and data**
- **Unreasonable payment schedules**
- **Vendor evaluation and selection criteria – not inline to select the right vendor – largely based on least cost selection**

Relation between Project Type and Contract Structuring

The Contract clauses need to tailored based on specific project requirements, based on the type of project

One size does not fit all – the Contract clauses for a government owned bought out software development project may not be relevant in a PPP based service delivery project

The Contract considerations for the following project types are explored in the subsequent slides:

- **Software Development project**

- **IT Infrastructure projects**

- **Service Delivery projects**

- **Public Private Partnership**

Many e-Gov projects may have a combination of more than one of the above types and contract clauses shall be suitably tailored

SOFTWARE DEVELOPMENT
KEY CONTRACT CONSIDERATIONS

- Source code ownership
- IPR on the source code and system
- Transfer of rights
- Change control management
- Transition management
- Exit management

- Ensuring proper documentation
- Acceptance Testing
- Duration of post implementation support
- AMC for system software
- Licensing policies and upgrades
- Data ownership rights

Apart from software development projects, other project categories involving software development component shall also focus on these considerations ...

IT INFRASTRUCTURE PROJECTS KEY CONTRACT CONSIDERATIONS

Transfer of Rights	Warranty Terms
Transition Management	Ensuring updated documentation
Acceptance Testing	Licensing Policy and upgrades
Exit Management	Insurance
Procurement of items over and above	Spares and Replacement SLAs
Ensuring that product is not at end of life	Support hours, Consumables etc

SERVICE DELIVERY PROJECTS KEY CONTRACT CONSIDERATIONS

Transfer of Assets (Seizure / Infrastructure)

Usage of government facilities for non government

Exit / Transition Management

Insurance

Approach to add new service delivery channel

Ownership of assets

Addition / Deletion of Services

Funds Management

Liability and Responsibility in fraudulent transactions

Working Hours

PPP PROJECTS
KEY CONTRACT CONSIDERATIONS

Strategic Control

Usage of government facilities for non government transactions

Exit / Transition Management

Revenue Sharing Model

Approach to add new service delivery channel

Liability and Responsibility in fraudulent transactions
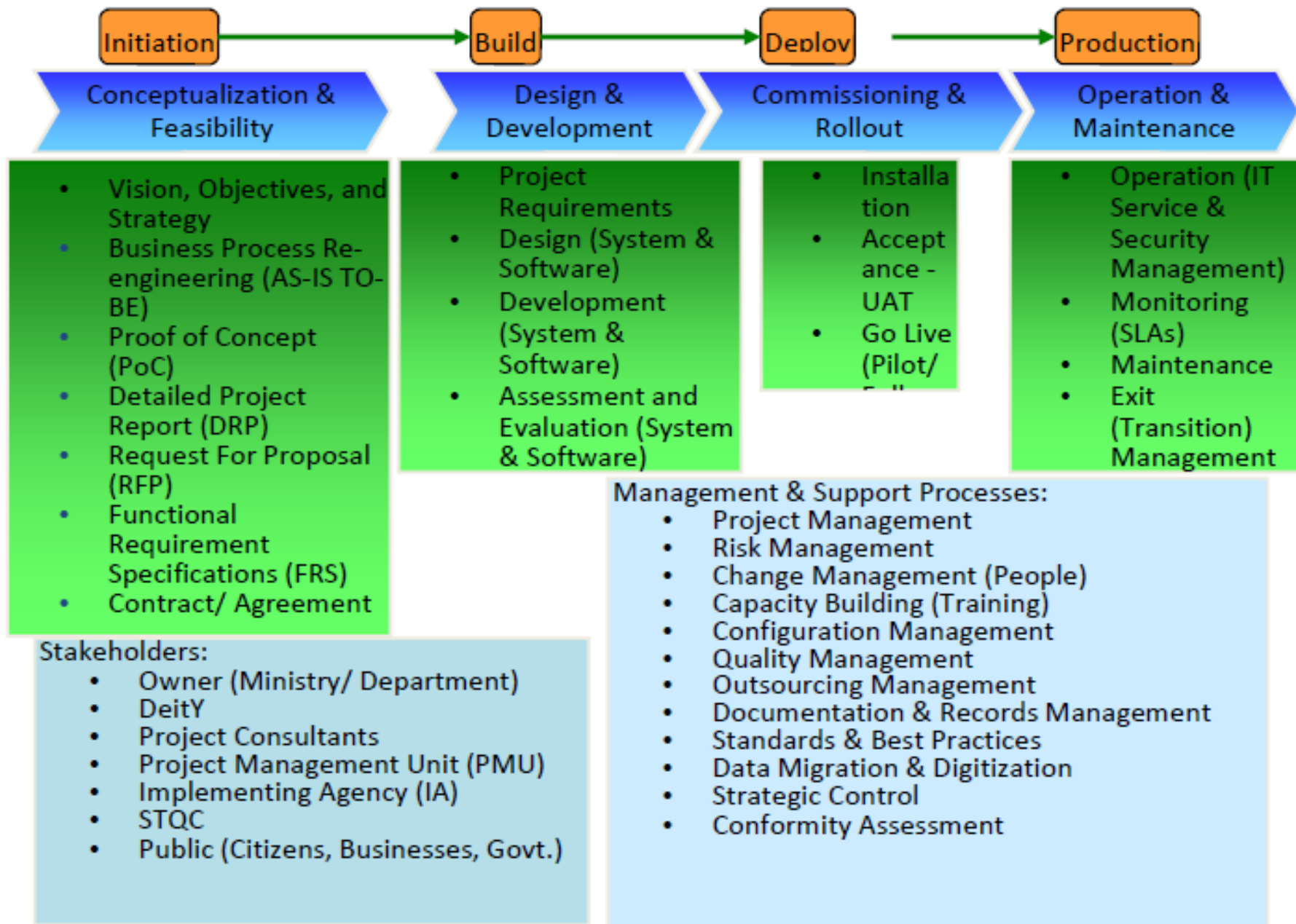
Ownership of assets

Funds Management

Cap on Revenue for SP

Working Hours

THANKS

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Initiation → Build → Deploy → Production

Conceptualization & Feasibility	Design & Development	Commissioning & Rollout	Operation & Maintenance
• Vision, Objectives, and Strategy • Business Process Re-engineering (AS-IS TO-BE) • Proof of Concept (PoC) • Detailed Project Report (DRP) • Request For Proposal (RFP) • Functional Requirement Specifications (FRS) • Contract/ Agreement	• Project Requirements • Design (System & Software) • Development (System & Software) • Assessment and Evaluation (System & Software)	• Installation • Acceptance - UAT • Go Live (Pilot/	• Operation (IT Service & Security Management) • Monitoring (SLAs) • Maintenance • Exit (Transition) Management

Stakeholders:
- Owner (Ministry/ Department)
- DeitY
- Project Consultants
- Project Management Unit (PMU)
- Implementing Agency (IA)
- STQC
- Public (Citizens, Businesses, Govt.)

Management & Support Processes:
- Project Management
- Risk Management
- Change Management (People)
- Capacity Building (Training)
- Configuration Management
- Quality Management
- Outsourcing Management
- Documentation & Records Management
- Standards & Best Practices
- Data Migration & Digitization
- Strategic Control
- Conformity Assessment

e-Governance Project Life Cycle

Initiation → Build → Deploy → Production

What is a Detailed Project Report (DPR)?

❖ Complete Document for Investment Decision Making & Approval

❖ Base Document for Planning & Implementation of Project

❖ It helps in management of scope, cost, procurement, schedule & risk

❖ Helps Identify Interventions Required for People, Process, Technology & Implementation
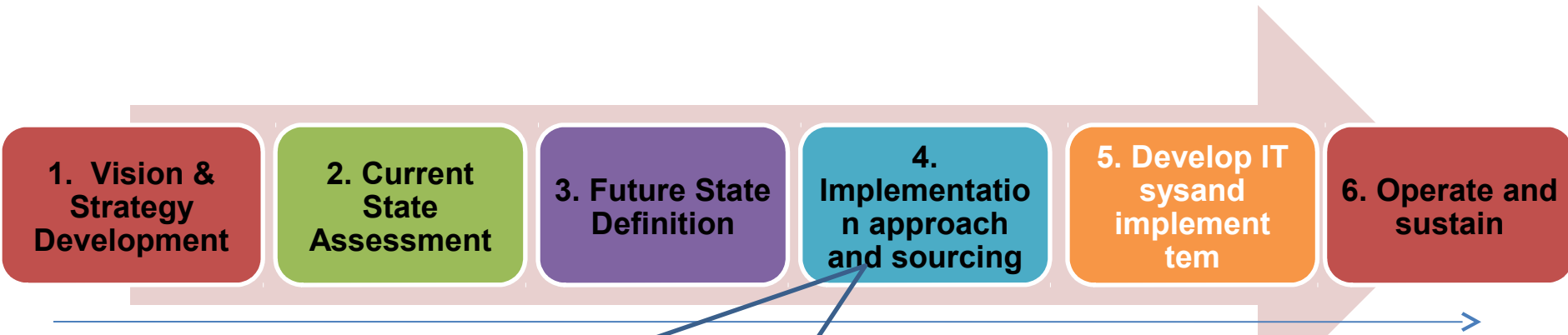
DPR involves a **detailed study** on various aspects of the project and should be prepared before the Selection of Vendors.

What is a DPR used for?

It is a comprehensive proposal prepared for all types of projects and used as a basis for:

- **Investment decision making**

- **Approval of plans and designs**

- **Project planning**

- **Implementation scheduling and budgeting**

Why Detailed Project Report (DPR)?

❖ It provides an overview of the envisaged project

❖ Submitted for administrative sanction

❖ Prepared very early in the project

❖ Concept of the project explained

❖ Project owner in Government is typically identified by the time DPR is prepared

❖ Project Governance mechanism is also defined therein

❖ Is prepared for

▪ Investment decision making

▪ Project Planning

▪ Approval of plans and designs

▪ Implementation scheduling and budgeting

DPR - A High Level Document

- **Project Vision And Objectives**

- **Project Scope** : Functional scope & Geographical scope

- **Benefits Envisaged** : Quantifiable

- **Stakeholders Involved** : Roles and responsibilities

- **Governance Mechanism** : Decision making hierarchy

- **Budgeted Cost Estimates** : Time-wise and Head of Account wise

- **Break-up Of Costs** : Various items for which funds are
  required

- **Implementation Plan** : Pilot followed by roll out

- **High Level Business Model** : How will the project get paid for

- **Sustenance** : After the initial funding, sustenance
  of project

- **Metrics For Measurement Of Project Outcomes And Impact Assessment (I.E. Envisaged Service Levels)**

The Pre-requisites For Preparing A DPR?

1. Defining vision for e-Governance project

2. Defining governance mechanism

3. Identification of problems / needs

4. Baseline study

5. Stakeholder analysis

6. Scoping study

1. Defining Vision For e-Governance Project

- **Tells about the intended end state**
- **What a project intends to achieve**
- **States what needs to be achieved by when**
- **Tall target and something that cannot be easily done**
- **Big thought**
- **Easy to understand**
- **Shared understanding of project objectives by various stakeholders**

2. Defining Governance Mechanism

- Multiple stakeholders are typically involved in project implementation

- Mechanism required to sort out differences and agree on an approach acceptable to all the parties involved

- Officers keep changing, a mechanism to ensure continuity of the project is required

- Decision making hierarchy

- Sanctioning authority

3. Identification Of Problems / Needs

How Can Problems Be Identified

- Concerns raised by customers (citizens/businesses)
- Concerns raised by internal stakeholders - employees
- Through independent research/media

Need For Pro-active Methods (Adoption of pro-active methods for problem identification is encouraged)

- How does our service compare to other (state) governments?
- What aspect of our service delivery customers do not feel satisfied; complex, painful and unnecessary?
- What is the current world class benchmark level?

4. Baseline Study

- Survey done at start of the Project

- Baseline data about **parameters** which is expected to show **improvement** is captured

- Data on the same set of parameters will be collected after Go-live of project

- Baseline data and post Go-live data will be compared to objectively evaluate whether the project has attained its laid down objectives
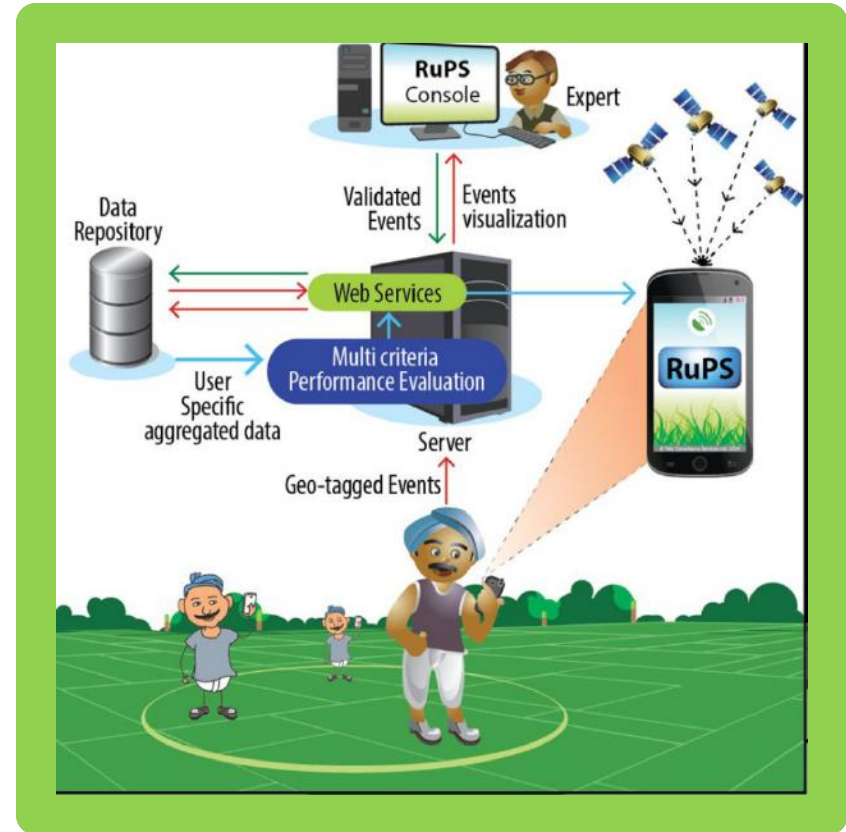
5. Stakeholder Analysis

- Ensure Buy-in

- Identify Champions

- Improve Sensitivity to Perceived Needs

Stakeholders

Who is a Stakeholder?

- A person, group or organization that has a direct or indirect stake in the project.

- A stakeholder (in Project Management terms) is anyone who is affected and who can affect, in one way or another, the project.

- A 'stakeholder' is any person or entity impacted by a project. The impact may be positive or negative.

- Stakeholder Segmentation

    - Citizens

    - Businesses

    - Partners (suppliers and other government agencies)

DID WE MISS ANY OTHER?

POLITICAL MASTERS

Stakeholder Mapping: Understanding the Key stakeholders

Who are the key stakeholders?

Some of the key stakeholders in an e-Governance Project are:

•**Individuals such as Secretaries, Head of Ministries, Heads of Directorates;**

•**Project sponsor, Project manager, Heads of budgeting and spending units in pilot Ministries; Business process owners; Funding Agencies**

•**Consultants, Vendor/ Intermediaries**

•**Divisions, departments or units, employees, user groups, legal entities, or location /**
geography (e.g., headquarters, plant, location, state, country), citizens

All these stakeholders can perceive the same project in different ways depending upon their Expectations

STAKEHOLDER ENGAGEMENT STRATEGY

Stakeholder Identification

- **Determine who your key stakeholder are and their key groups and sub-groups**

Stakeholder Analysis

- **How they will be affected, in what way, to what degree and what influence they can have on your project.**

6. Scoping Study

Exploring Public–Private Partnership in the Irrigation and Drainage Sector in India
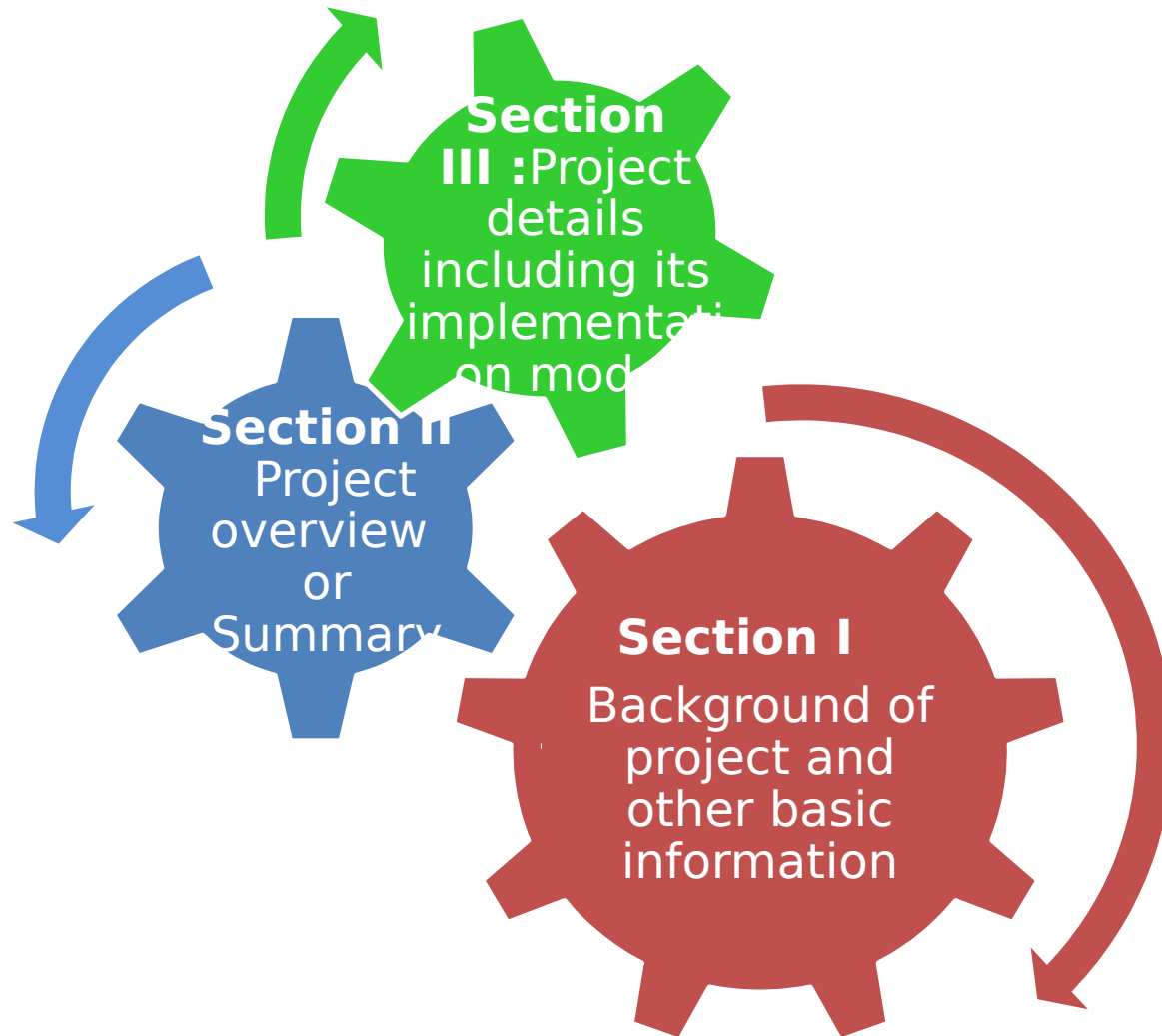
A SCOPING STUDY

- **Services & Service Levels**

- Organization Structure

- Applications & Data

- Technology

Main Sections of DPR
(Draft Project Proposal Template)

Section III : Project details including its implementation mod...

Section II Project overview or Summary

Section I Background of project and other basic information

Section I: BACKGROUND OF PROJECT AND OTHER BASIC INFORMATION

Title of the Project

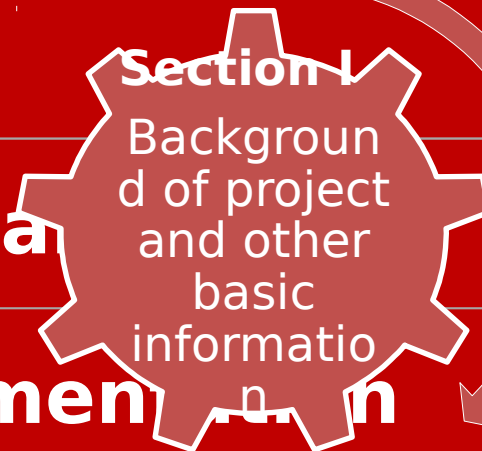**Does the project falls under an existing Mission Mode Project (MMP)? If yes state which**

Whether Pilot, Roll out or Roll out without Pilot

Project Initiator details

Implementing Agency details

Location of project implementation

Section I

Background of project and other basic information

Section II: PROJECT OVERVIEW OR SUMMARY

Identification of stakeholders

Introduce the Problem/issue the project is designed to address

Explain in brief the causes and effects of the problem/issue

Category of services: G2C, G2B or G2G

Highlight in concrete terms the efficiencies envisaged to be enhanced for each of these services (In terms of service levels)

Past experience and lessons learnt

Key activities and timelines

Total Project costs

Source of funding

Section II
Project overview or Summary

Section III: PROJECT DETAILS INCLUDING ITS IMPLEMENTATION MODEL

a. Goal
b. Objectives : Identify SMART Objectives
c. Stakeholder Analysis
d. Identification of Services and Services Levels
e. Implementing Strategy
f. Key Activities :
   i.   Scoping Study,
   ii. Process Reengineering,
   iii. Change Management,
   iv. Infrastructure (Including Technology),
   v.   Monitoring Evaluation & Assessment,
   vi. Other Activities like Civil Work
g. Organization Structure : Existing & Proposed, Staffing & Deployment
h. Assumptions & Risk
i. Estimated demand for growth rate of proposed services in short. Medium and long term
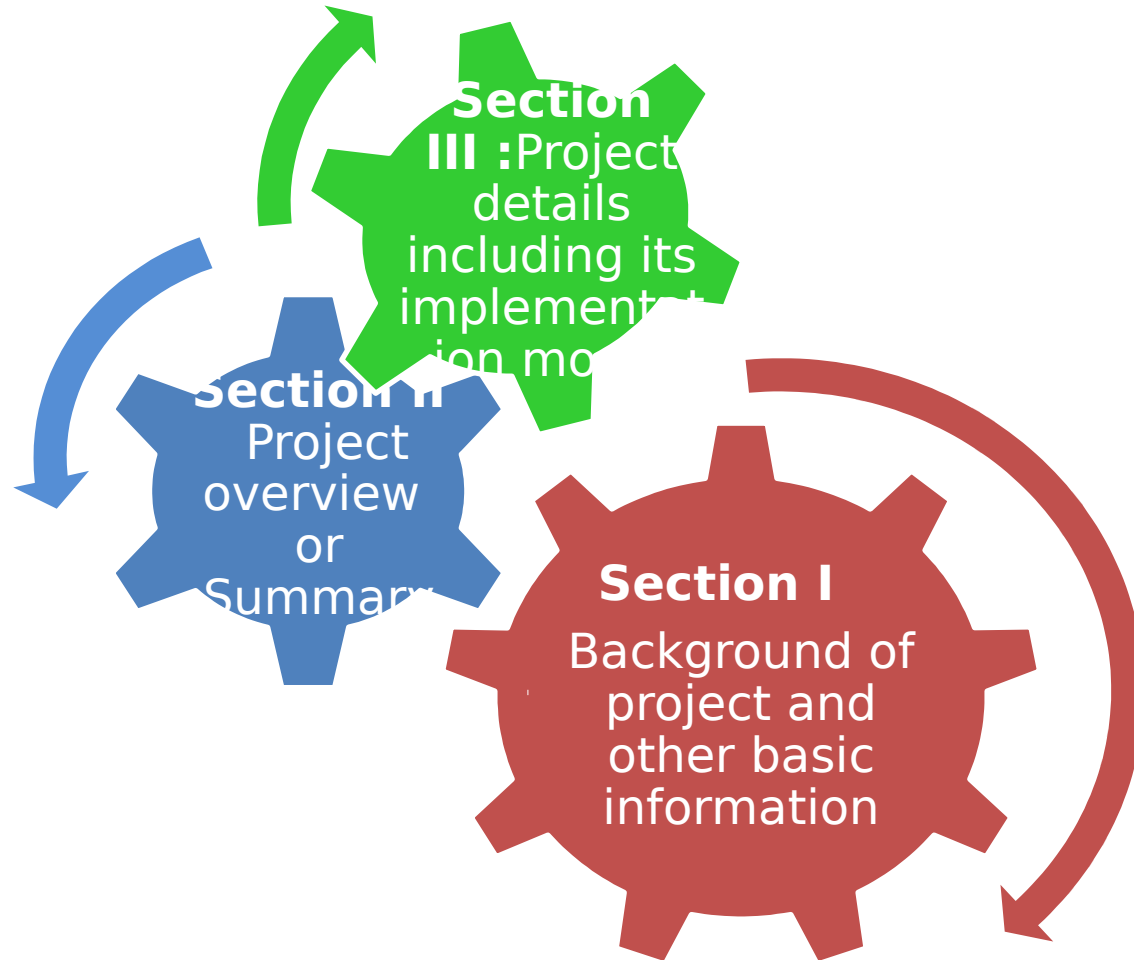j. Project Cost & Financing
k. If PPP provide key Design Features
l. Sustainability Plan
m. Implementation Arrangements
n. Detailed Work Plan

DETAILED PROJECT REPORT

Section III : Project details including its implementation mode

Section II Project overview or Summary

Section I Background of project and other basic information

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