An Overview of eGLC-DPR, RFP, SRS

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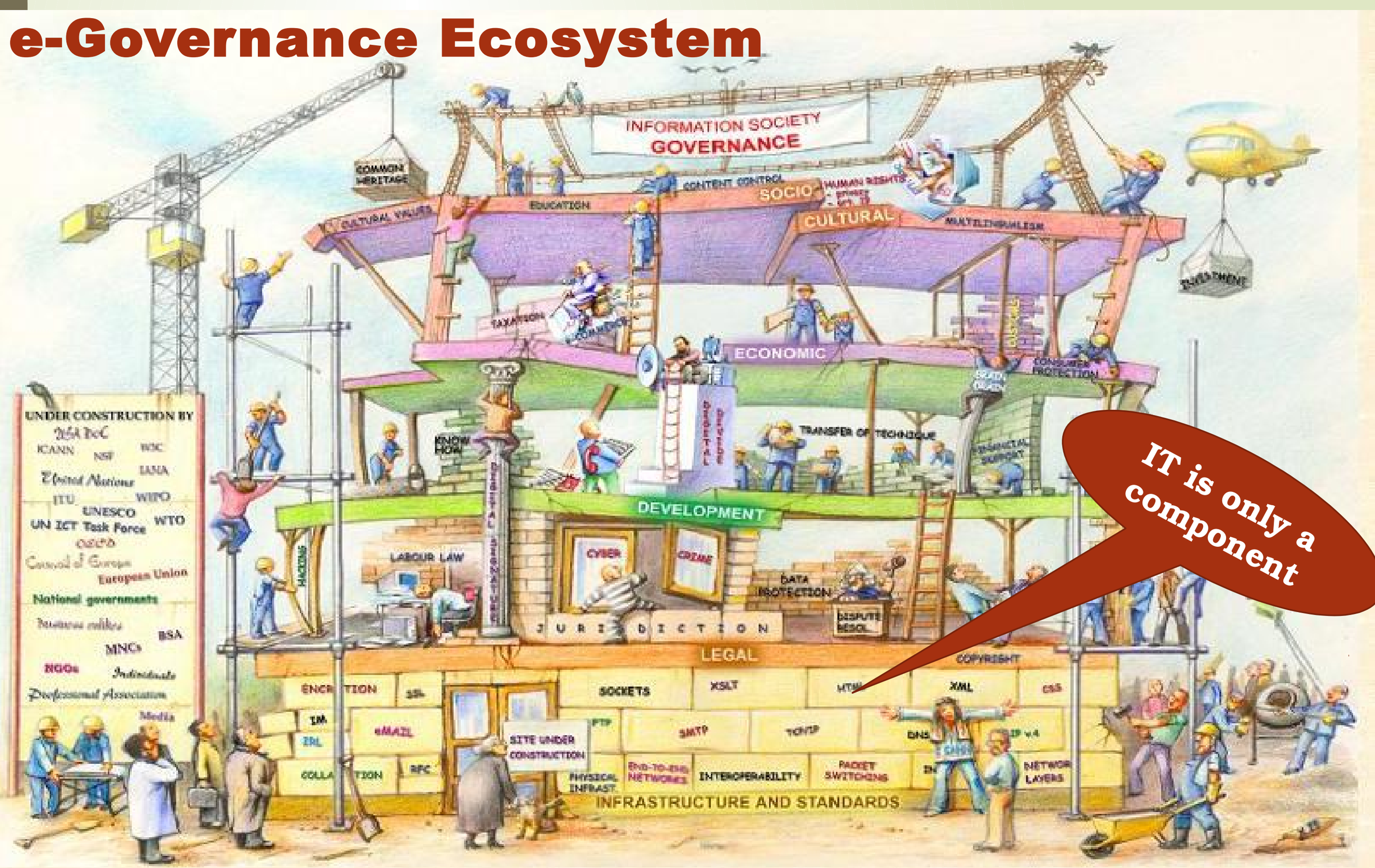
e-Governance Ecosystem



Complex e-Governance Ecosystem

- **Information Society Governance**
- **Development Agenda**
- **Socio-Cultural Aspects**
- **Economic/ Financial Concerns**
- **Legal Aspects**
- **IT Concerns- Infrastructure, Trends, Standards, Interoperability**
- **Training and Capacity Building**

e-Governance Stakeholders

1. **Citizens** as the '*end-users*' of the service
2. **Citizens** as the '*anticipated users*' of the service
3. **Businesses**- Investors **(a la' UN Bodies)** , Franchisee, Entrepreneurs, Suppliers/ **Service Providers*** , Partners
4. **Employees-** Bureaucrats /Public administrators/ officials of the deptt delivering services
5. **G@G :** Other government agencies
6. **Mkt , Civil Society/Non-profit organizations, Media, Activists***
7. **Politicians**
8. **Technocrats :** Project Managers, CIOs, CTOs
9. **Designers and Developers, Support***
10. **Academics,** Researchers, Innovators, and Evaluators

e-Governance Project Lifecycle

5

1. Vision & Strategy Development-who defines?
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

If you do not know what you want…

You end up getting a lot what you don’t !!!!!!

Some Vision Statements

NeGP Vision

"Make all Government services accessible to the common man in his locality, through common service delivery outlets and ensure efficiency, transparency & reliability of such services at affordable costs to realize the basic needs of the common man

3 Vision Areas of Digital India

Infrastructure for All; Governance and Services on Demand; Digital Empowerment of the Citizens

Source : MeitY

Well Stated Objectives

- **Interact with stakeholders**… not based on board room discussions
- **Identify stakeholder needs, not department thoughts**
- Mainly to address the current **challenges** and future needs
- **Learn** from Best/ Failed practices (do not reinvent the wheel)…

For Department :

- **Minimize direct interaction between department & citizens**
- **Reduce cost of procurement by 50%**
- **Migrate to 75% online service delivery by 2008**
- **0% of transactions at Department counters for payment of taxes, duties etc**..

For Citizens:

- **Provide Passport to citizens in 3 business days**
- **Instantaneous payments of taxes & bills online through kiosks**

Source : MeitY

e-Governance Project Lifecycle (eGLC)

AS-IS Assessment
People Process Technology

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

e-Governance Project Lifecycle (eGLC)

Future Definitions of PPT
New KPIs, SLAs

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

e-Governance Project Lifecycle (eGLC)

Check State Govt Procedures

RFP, Contract Mgmt

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

e-Governance Project Lifecycle (eGLC)

Phase 4: Implementation Approach And Sourcing

Key Activities/Out Puts/Deliverables

Implementation Approach and Plan	Business Model Definition	RFP and Contract Development	Vendor Evaluation and Selection
▪ Implementation Approach and Plan ▪ Implementation timelines ▪ Identification of key stakeholders and their roles and responsibilities ▪ Monitoring and Evaluation (M & E) Plan	▪ Project investments and costs ▪ Business/implementation model ▪ Payment terms ▪ SLAs	▪ Procurement approach ▪ Request for Proposals (RFP) ▪ Contract Documents/Agreements	▪ Pre-bid minutes and clarifications ▪ Vendor evaluation reports ▪ Vendor (s) identification ▪ Signed contract documents

e-Governance Project Lifecycle (eGLC)

SRS under SDLC

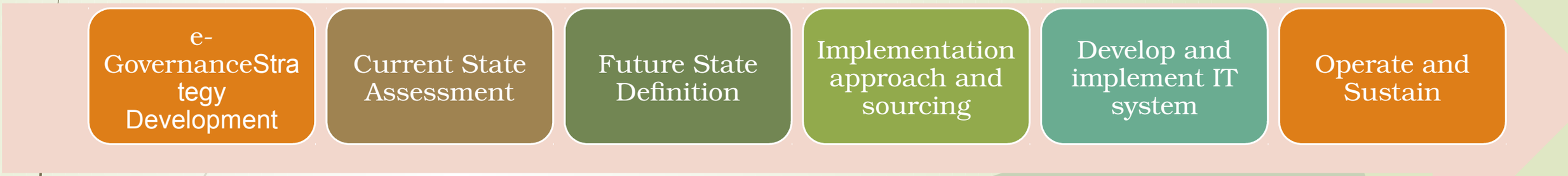
1. Vision & Strategy Development
2. Current State Assessment
3. Future State Definition
4. Implementation approach and sourcing
5. **Develop and implement IT system**
6. Operate and sustain

Project Management Office/Unit

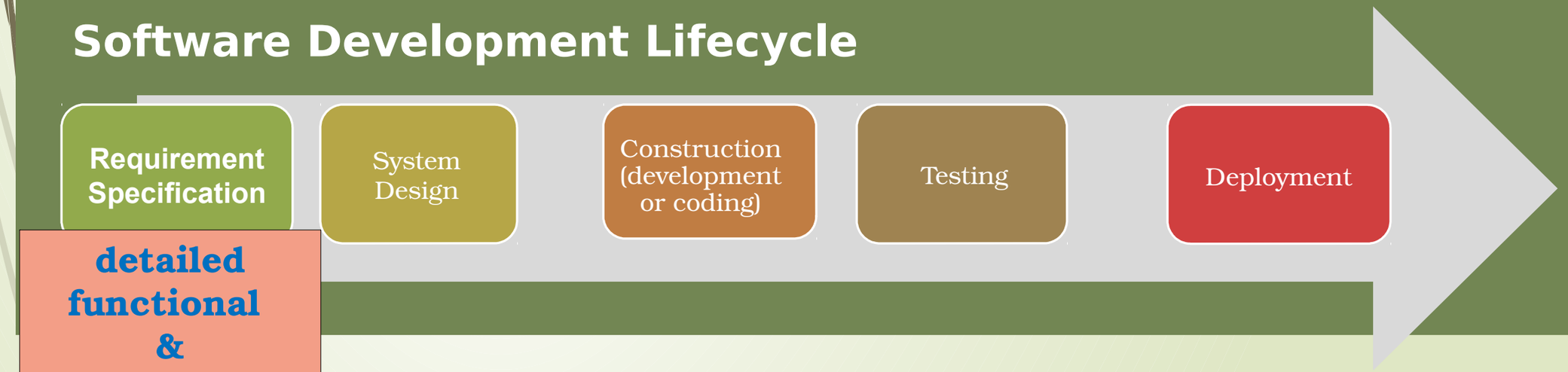
Change Management and Communications

How Different is e-Government Lifecycle from SDLC?

e-Government Project Lifecycle

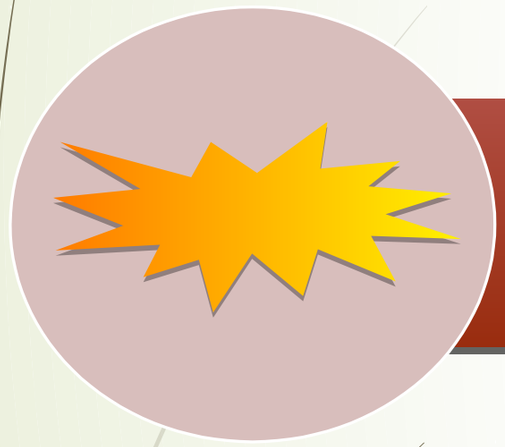


Software Development Lifecycle



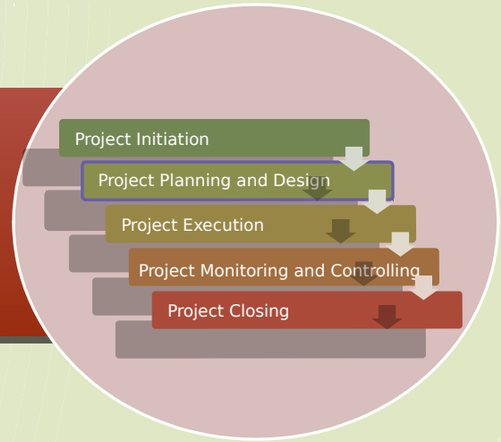
detailed functional & technical requirements

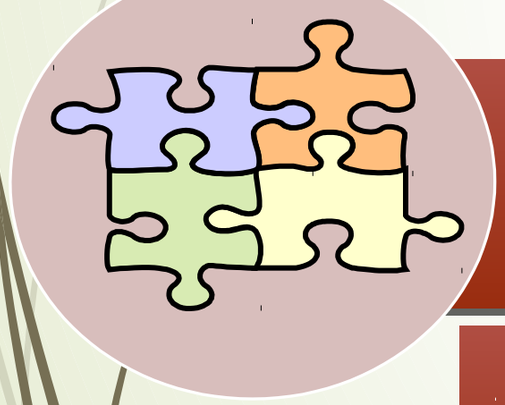
Project Implementation Approach – Various Options



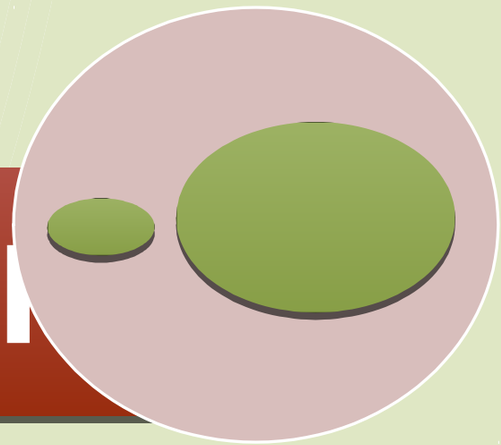
Big Bang

Phased





Parallel



Pilot- ‘soft launch’

Request For Proposal

Request For Proposal

- **A formal invite from an org. to a supplier to submit an offer to provide a solution to a problem or an emerging organization need.**
  - A formal process; based on fair and open competition; a standardized framework for proposal submission and evaluation.

RFP is Invoked when the org requires :

- **Intangible Services:**
  - specialized skills, training, professional judgment or discretion, a high degree of creativity**.**
- **Tangible Services :**
  - Specialized H/w & S/w Purchases which require supplier implementation
  - Complete Transformative/ Disruptive Turn-Key systems which include both a product and a service

Then Other Related Problems

- **Too Many & Too Varied Responses**- Difficult to E
- **“Deal Stoppers” Terms** - Contract Provisions st
- **No Common Grounds** - Contract Negotiations St
- **Vague Replies / Proposals**

- **Further Outsourcing** - The main contractor’s role is too limited
- **No unique Value Proposition** - Proposals restate RFP
- **Pricing is Not Sufficiently Structured**


research
schedule
features
rfp success
budget
comparables
stakeholders

Before Starting : Pre-RFP Preparation

- **Identify & Involve key stakeholders** to design RFP
- **announce an EoI** too for a large project
- **Allocate sufficient staff** - Create a PMU / Team/ Focus Person
- **Allocate sufficient time** to the RFP process
- **document the overall Goals & Objectives**
- Communicate to all - the overall goals of the procurement process

Defining the Objectives

- Define basic, top-level objectives of the acquisition .
- Are the anticipated results of a successful solution stated clearly in objective terms?
- This approach provides potential offerors the flexibility to develop cost effective solutions and the opportunity to propose innovative alternatives meeting the stated objectives.

Establishing Requirements

- Has the evaluation methodology and evaluation criteria been developed and used to ensure that the objectives and requirements are stated clearly?

Proposal Format & Content Requirements

- General Instructions
- Organization and Number of Copies
  - Section I: Executive Summary
  - Section II: Technical Response
  - Section III: Cost/Price Proposal
  - Section IV: Contract Documentation
  - Section V: Relevant Past and Present Performance

Proposal Evaluation Criteria

- Overall Relative Importance of Evaluation Criteria and Assigning Weights
  - Technical Criteria
  - Personnel Qualifications, Project Organization, Experience and Commitment Criteria
  - Relevant Past & Present Performance Criteria
  - Cost Criteria

The Evaluation Process

Use a building block approach

- **Establish compliance**
- **Score the proposals**
- **Develop a short list**
- **Interview the suppliers**
- **Evaluate the cost/budget**
- **Impose Upset Levels**

Use a Two-step Evaluation Process

- Technical proposals and cost proposals should be submitted in two separate sealed envelopes
- Evaluate technical proposals first, eliminating any supplier not meeting the mandatory requirements; then evaluate the cost proposals for the remaining suppliers

Supplier Complaints & Protests

- Have written policies and procedures
- Promote fair and open competition
- Provide and effective dispute resolution mechanism

Model RFP Template and Guidance Notes for e-Gov projects

- Model RFP documents consists of 3 sets of documents

1. **Model RFP template & Guidance notes for Implementing services**

http://meity.gov.in/writereaddata/files/implementing-services.pdf

2. **Model RFP template & Guidance notes for Consulting Services**

http://meity.gov.in/writereaddata/files/consulting-services.pdf

3. **Model RFP template and Guidance notes for PPP**

http://meity.gov.in/writereaddata/files/public%20-private%20-partnerships%20.pdf

Contract Management Lifecycle

- Procurement Stage
- Execution Stage
- Service Delivery Stage
- Closing Stage

Effective contract management must be a **RECURRING PROCESS to** take account of and adapt to changing circumstances and significant events through the project lifecycle.

Contract Management Issues

Procurement Stage

- Resourcing
- Planning & Development
- Developing Tools
- Integrate Management aspects in the contract
- Key Performance Indicators
- Defining Governance Responsibilities

Execution Stage

- Managing Performance
- Managing Relationships
- Managing Changes
- Managing Contingencies
- Managing Documents and records
- Executing Governance Responsibilities

Contract Management Issues

Service Delivery

- Managing Performance
- Managing Relationship
- Managing Changes
- Managing Contingencies
- Managing Documents and Records
- Delivering Governance Responsibilities

Contract Closure

- Managing Compliance
- Maintaining Relationships
- Documenting Changes
- Regularizing Contingencies
- Saving Documents for Asset Mangement
- Informing the Management of the closure

Procurement Process

- The foundations for effective contract and performance management are typically set during the **procurement planning process**;
- a sound contractual basis for **effective contract management is incorporated in the contract**;
- there is adequate **knowledge transfer** from the procurement team to the contract management team;
- the contract management strategy for the project is in **place** as soon as practical after the contract is executed.


Thank
you

Software Requirement Specification (SRS)

What is Requirements Analysis?

To understand the customer needs and expectations from a proposed system

A well-defined stage in the SDLC

Steps in the Requirements Analysis Process

I. Fix system boundaries

and what its scope and limitations will be.

II. Identify the Stakeholders- not just who the 'end users'.

III. Requirements elicitation

- Information is gathered from the multiple stakeholders (define a limited set)- CCR

Problems faced in Requirements Elicitation

- Ambiguous understanding of processes
- Inconsistency within a single process by multiple users
- Insufficient input from stakeholders
- Conflicting stakeholder interests
- Changes in requirements after project has begun

Tools used in Requirements Elicitation

- Interviews and FGD.
- flowcharting of processes-DFDs/Process Charts
- Refer existing documentation like user manuals, organizational charts, process models and systems or process specifications,
- on-site analysis, interviews with end-users,
- Market research and competitor analysis were.

IV. Requirements: Analysis , Specification & Mgmt

- Model the requirements
- Structured analysis using techniques as requirements animation, automated reasoning, knowledge-based critiquing
- Document it & Circulate to all stakeholders
- Revalidate/Clean

Types of Requirements

Customer Requirements

- Statements of fact & assumptions – sets of mission objectives, environment, constraints and M& E parameters.

Functional Requirements

- Help to identify the necessary task, action or activity that must be accomplished.

Performance Requirements

- The extent to which a mission or function must be executed- quantity, quality, coverage, timeliness or readiness.

Design Requirements

- The “build to,” “code to,” and “buy to” requirements for products and “how to execute”.

Derived Requirements

- Requirements that are implied or transformed from higher-level requirement. For example, a requirement for long range or high speed may result in a design requirement for low weight.

Software Requirements Specification

- Organization's understanding (in writing) of a customer’s system requirements
- prior to actual design/development.

A well-designed, well-written SRS accomplishes four major goals:

- It provides feedback to the customer.
- It decomposes the problem into component parts.
- It serves as an input to the design specification.
- It serves as a product validation check.

Software specification usually contains….

Why SRS?

The IEEE 830 standard defines the benefits of a good SRS:

- Establish the basis for agreement between the customers and the suppliers on what the software product is to do.
- Reduce the development effort.
- Provide a basis for estimating costs and schedules.
- Provide a baseline for validation and verification.
- Serve as a basis for enhancement.


Thank
you

SRS Includes

- Interfaces
- Functional Capabilities
- Performance Levels
- Data Structures/Elements
- Safety
- Reliability
- Security/Privacy
- Quality
- Constraints and Limitations

Specification Language

- Language should support desired characteristics of the SRS
- Formal languages are precise and unambiguous but hard
- Natural languages mostly used, with some structure for the document
- Formal languages used for special features or in highly critical systems

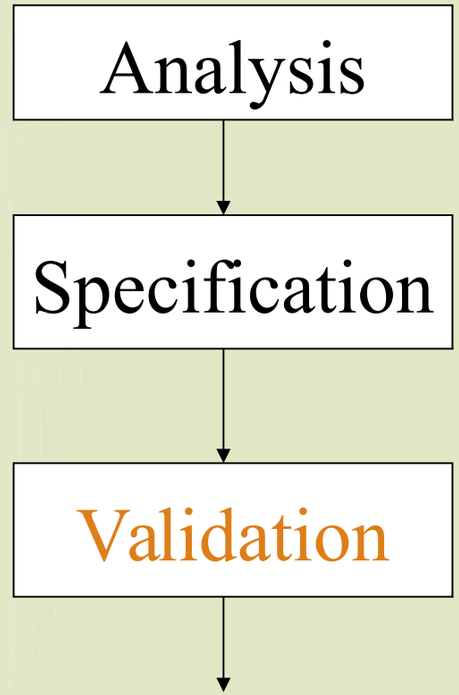
Structure of an SRS

- Introduction
  - Purpose , the basic objective of the system
  - Scope of what the system is to do , not to do
  - Overview
- Overall description
  - Product perspective
  - Product functions
  - User characteristics
  - Assumptions
  - Constraints

Structure of an SRS…

- Specific requirements
  - External interfaces
  - Functional requirements
  - Performance requirements
  - Design constraints
- Acceptable criteria
  - desirable to specify this up front.
- This standardization of the SRS was done by IEEE.

Requirements Validation



- Lot of room for misunderstanding
- Errors possible
- Expensive to fix defects later
- Must try to remove most errors in SRS
- Most common errors
  - Omission - 30%
  - Inconsistency - 10-30%
  - Incorrect fact - 10-30%
  - Ambiguity - 5 -20%

Requirements Review

- SRS reviewed by a group of people
- Group: author, client, user, dev team rep.
- Must include client and a user
- Process – standard inspection process
- Effectiveness - can catch 40-80% of req. errors

Summary

- Having a good quality SRS is essential for Q&P
- The req. phase has 3 major sub phases
  - analysis , specification and validation
- Analysis
  - for problem understanding and modeling
  - Methods used: SSAD, OOA , Prototyping
- Key properties of an SRS: correctness, completeness, consistency, trace ablity, unambiguousness

Summary..

- Specification
  - must contain functionality, performance , interfaces and design constraints
    - Mostly natural languages used
- Validation - through reviews