GUIDELINES FOR PREPARATION OF DETAILED PROJECT REPORTS
(FOR NeGP PROJECTS)

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DEPARTMENT OF INFORMATION TECHNOLOGY
MINISTRY OF COMMUNICATION AND INFORMATION TECHNOLOGY
GOVERNMENT OF INDIA
GUIDELINES FOR PREPARATION OF DETAILED PROJECT REPORTS
(FOR NeGP PROJECTS)

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GUIDELINES FOR DRAFT PROJECT PROPOSAL TEMPLATE FOR NeGP PROJECTS

Introduction

1.01 The National e-Governance Plan (NeGP) was presented to the Honourable Prime Minister on 6th November, 2003. The Plan which takes into account initiatives at both the e-Government and e-Governance levels was approved by the Government of India on 18th May, 2006. The NeGP seeks to create the right governance and institutional mechanism, set up core infrastructure and policies and implement a number of programmes in a mission mode at the Center, State and Integrated service levels to create a citizen-centric and business-centric environment for governance.

1.02 It is recommended that all the ministries/ departments/ units (henceforth called ‘units’) responsible for undertaking e-Governance initiatives in the country use the template provided in this document for preparing their respective detailed project proposals (DPR).

1.03 The guidelines contained in this document provide an understanding of how to prepare a typical project proposal for any e-Governance initiative in the country along with suitable illustrations/ examples, wherever required, to aid in preparation of the proposal.

1.04 It is recommended that prior to the preparation of a project proposal the ‘unit’ carries out:
  - Stakeholder Analysis and
  - Scoping Study

a) Stakeholder Analysis

1.05 Stakeholder Analysis (SA) is a tool used to identify and enlist support from stakeholders. It provides a visual means of identifying stakeholder support so that you can develop an action plan for your project.

1.06 SA is one of the most crucial elements of the project planning process as it provides answers to important questions such as:

  - Where are we now (i.e. what are the problems and what are the possible solutions)?
  - Where do we want to be (i.e. what are our objectives and what are our options)?
  - What is in it for each of the stakeholders?

1.07 Under a project specific SA, it is essential to identify primary stakeholder groups, their stake, roles and interests with a view to:

  - Ensure a buy-in and thus reduce the risk of possible negative impact on the project (e.g. employees of the department/ ministry, citizens/ businesses/ other primary beneficiaries who are directly impacted by the services).
  - Identify the problem to be addressed and its cause (s) and effect (s).
  - Identify who should be encouraged and helped to participate (e.g. employees of the department/ ministry, citizens/ businesses/ other primary beneficiaries who are directly impacted by the services).
• Identify champions (e.g. Ministers/ Administrative heads of the unit/ key influencers, etc) who have the rights, interests, resources, skills and abilities to take part or influence the course of the project.
• Improve project sensitivity to perceived needs of those affected (e.g. employees of the department/ ministry, citizens/ businesses/ other primary beneficiaries).
• Enable useful alliances which can be built upon (e.g. with funding organizations, private organizations willing to participate in the project, community based groups, etc.)

Examples of primary stakeholders (taking an example for Panchayati Raj initiatives):

<table>
<thead>
<tr>
<th>Primary Stakeholder</th>
<th>Example of interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Citizens (e.g. Local elected representatives, direct beneficiaries of the services provided by panchayat, etc.)</td>
<td>Quality/ value/ time taken to receive services, provision for customer care, jobs, involvement, environmental issues, etc.</td>
</tr>
<tr>
<td>Government (e.g. Village and Block Panchayats, Block Development Officers, Gram Sabhas, District Administration, District Planning Committee, Ministry of Panchayati Raj, etc)</td>
<td>Level of service provided, legislation, taxation, etc.</td>
</tr>
<tr>
<td>Employees (i.e. Employees of the above government organizations)</td>
<td>Rates of pay, job security, working conditions, minimum wages, etc</td>
</tr>
<tr>
<td>Facilitators (i.e. training institutes like Yashada, etc, development partners like IFC, DFID, etc.)</td>
<td>Capacity building, funding support, etc</td>
</tr>
</tbody>
</table>

1.08 The steps to be followed while undertaking a stakeholder analysis are:

• List all primary stakeholders
• Undertake stakeholder meetings/ workshops, etc. to freeze the following:
  ▪ Problem the proposed MMP/ Project is proposing to address
  ▪ Causes and effects of the problem
• Identify each stakeholders’ interests, roles and responsibilities in relation to the project
• Consider the potential impact of the project on the identified stakeholders and vice-versa (i.e. level of influence of each stakeholder)
• Decide degree of importance to be placed on the interests of each stakeholder
• Decide when and how to engage each stakeholder groups
• Classify stakeholders based on their level of interest and influence in context of the project and develop an engagement strategy.

1.09 An engagement strategy could be developed based upon the quadrant under which various stakeholder groups fall as illustrated below:

<table>
<thead>
<tr>
<th>High interest-Low influence</th>
<th>High interest-High influence</th>
</tr>
</thead>
</table>
### Engagement/Communication

<table>
<thead>
<tr>
<th>Strategy: Protect interests and empower</th>
<th>Strategy: Work in partnership and keep on board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low interest-Low influence</td>
<td>Low interest-High influence</td>
</tr>
<tr>
<td><strong>Engagement/Communication</strong></td>
<td><strong>Engagement/Communication</strong></td>
</tr>
<tr>
<td><strong>Strategy: Keep informed</strong></td>
<td><strong>Strategy: Ensure that they support the project</strong></td>
</tr>
</tbody>
</table>

1.10 The results of the Stakeholder Analysis should be indicated in the relevant section of the project proposal.

b) **Scoping Study**

1.11 The next step to be undertaken by the concerned unit, is to undertake a Scoping Study prior to the pilot/roll out phases of the project. The Scoping Study would assist in identifying the current situation (i.e. the ‘As-is’) and assess the impact (i.e. the ‘To-be’) this project would have on the following:

- **Stakeholders** – What impact would the project have on target primary stakeholders (citizens, businesses/government)?
- **Services and Service Levels** – What are the existing services/service levels and what impact would the project have on these services/service levels in terms of quality, quantity, time or cost?
- **Government Processes** – What are the existing government processes and what will be the impact of this project in terms of quality, quantity, time or cost on these processes?
- **Organization structure** – What is the existing organization structure of the concerned ‘unit’ and how will the project affect/impact this structure and its staffing needs, etc.?
- **Locations** – What are geographical locations in which the concerned ‘unit’ is functioning and what impact would the project have on these locations?
- **Applications** – What are the applications that are being used and how will these be improved/impacted in terms of quality, quantity, time or cost by the project?
- **Data** – What and how data is being collected by the ‘unit’ and how will this be impacted in terms of quality, quantity, time or cost by the project?
- **Technology** – What is the existing use of technology in the concerned ‘unit’ and how would this be improved/impacted by the project?
1.12 In line with the above, the scoping study would help in identifying benchmarks for the project in terms of:

- Service and Service levels
- Organisation structure
- Application
- Data
- Technology, etc

Wherever the ‘Core Scope document’ for the MMP has already been prepared by the nodal Central Ministry, these benchmarks should be consistent with the ‘Core Scope document’.

1.13 Finally the scoping study would provide estimates of

- Activity based costing and
- Breakup between capital (process re-engineering, server/ computers/ network/ software, project team, etc) and recurring costs (annual maintenance costs, insurances, operating studies, maintenance costs, etc)

1.14 This study would be utilized to prepare a detailed project report (DPR) and the costs incurred on the same would be reimbursable under the project (if the same is approved for funding).

**Project Proposal Template**

1.15 Once the scoping study has been undertaken, the unit would prepare a detailed project report (DPR) in the DPR template. This template has been divided into three sections, as follows:

- Section I : Background of project and other basic information
- Section II : Project overview
- Section III : Project details including its implementation model

1.16 The following paragraphs discuss each of the sections in the Project Proposal Template and provide guidelines relating to their completion. The unit responsible for preparation of the project proposal is advised to refer to these guidelines while preparing the proposal.

1.17 The Units should refer to the following documents for preparing the detailed project proposal:

- Any standards/ guidelines brought out for implementation of NeGP projects. For the latest standards/ guidelines for NeGP, click on [http://egovstandards.gov.in/](http://egovstandards.gov.in/)
- Any other relevant guidelines issued by DIT with respect to Capacity Building, Project Implementation, Institutional Arrangement etc.
SECTION I: BACKGROUND OF PROJECT AND OTHER BASIC INFORMATION

1.18 This section requires provision of information regarding the name, its nature, the initiating and implementing bodies of the project.

a) **Title of the Project**

The title of the project should describe the proposed services to be provided under the project, location of implementation and any other critical aspects.

For example: Detailed Project Report for Commercial Taxes Department, Tamilnadu; Detailed Project Report for e-District Project, Alwar District, Rajasthan, etc.

b) **Does the project fall under an existing Mission Mode Project (MMP)? If yes, indicate which?**

In cases where the proposed project comes under the purview of an existing MMP, the name of the relevant MMP may be stated here.

For example: Gram Panchayats, e-Districts etc.

c) **Eligibility Tests**

Kindly state whether the project clears the two broad eligibility tests proposed for NeGP project proposals. These tests probe the project alignment with (i) NeGP; (ii) Best practice. These would be as follows:

i) **NeGP Alignment Test**

- The State e-Governance roadmap has been prepared and approved
- The project is consistent with the broad vision laid down in the e-Governance Road map of the state and with the relevant MMP Core Scope Guidance.
- Necessary infrastructure of State Wide Area Network (SWAN), State Data Centers (SDCs) and citizen service centers (CSCs) are or will be in place.
- The project complies with all NeGP e-Governance standards.

ii) **Best Practice Alignment test**

- Core needs and priorities of beneficiaries, as related to proposed project, have been directly and formally identified and documented.
- Accountability features have been designed into the proposed service delivery systems to allow target beneficiary identification, validation and feedback on satisfaction with services and to publicize compliance with pre-defined service levels.
• If the project will affect an entire state, relevant pilot implementation has been completed and documented or equivalent learning has been derived from another source.

d) **Pilot or Roll out**

Is the project:

i) **A Pilot or**

The project would be categorized as a Pilot if it is to be implemented on a trial basis in only selected locations prior to full scale implementation.

ii) **A Roll out of the project subsequent to Pilot phase (details of pilot project to be provided in the past experience in section III point 1.21 (f)) or**

The project would be categorized as a Roll out subsequent to Pilot phase, if it is being implemented on a large scale following the initial pilot phase.

The relevant details regarding the ‘pilot phase’ must be provided in Section III point 1.21 (f), which asks for providing the past experience in implementing similar/relevant projects.

iii) **Roll out Project without Pilot phase**

The project would be categorized as a roll out project without a pilot phase if extensive implementation is to be carried out without any prior pilot study.

e) **Project Initiator details**

i) **Department/ Ministry initiating the project (Centre or State)**

The name of the Ministry or the Department at the centre or state level which is initiating the Project should be provided.

ii) **Background of the department/ ministry**

Describe the project initiator(s) in sufficient detail to permit appraisal of the project including aspects such as:

- Objectives for which the organization is accountable with respect to each of its major functions and the key institutional strategies adopted to accomplish those objectives;
- An annotated overall organizational structure reflecting the lines of authority, the degree of autonomy of the various organizational levels, the ongoing changes in organizational structure, if any, and the key changes that occurred in the recent past;
- An annotated geographic organizational structure describing the major differences and highlights of the major provincial bureaus, their staffing strength, and indicative volume of operations.
• The key institutional relationships, whether with customers, other government institutions, international organizations, etc., indicating the nature of each relationship, its importance to achieve the Client’s objectives, and the major flows of information or resources between the Client and each major external party.

iii) **Name and Job Title of the key contact person (person responsible for initiation)**

The name and job title of the key/focal contact person who would be responsible for initiation and rollout of the project should be provided.

iv) **Contact details:**

- Address :
- Fax :
- Landline :
- Mobile :
- Email :

The contact details of the key/focal contact person responsible for follow-up and liaison work related to the proposal should be provided.
f) Implementing Agency details

i) Name of the Implementing Agency

The name of the project implementing agency (in case it is not a Ministry or Department at the Centre or State level), i.e. an external agency which would be handed over responsibility for implementation of the project should be provided.

However if the responsibility of implementation of the project is to be taken up by the Ministry/ Department at the Centre/ State level, the same should be stated here.

ii) Date of Establishment (if applicable)

The date of establishment of the implementing agency (in case it is not a Ministry or Department at the Centre or State level) should be mentioned. This would be only in cases where the responsibility for implementation is totally outsourced to an external entity.

However if the responsibility of implementation of the project is to be taken up by the Ministry/ Department at the Centre/ State level, the proposed date of incorporation of the Project e-Mission Team should be provided here.

iii) Name and Job Title of the key contact person (person responsible for implementation)

The name and job title of the key contact/ focal person who would be responsible for implementation of the project should be indicated.

iv) Contact details:

- Address:
- Fax:
- Landline:
- Mobile:
- Email:

The contact details of the key/ focal contact person responsible for follow-up and liaison work for the project implementation should be stated.

g) Location of project implementation

The location(s) in which the project is proposed to be implemented should be provided.
SECTION II: PROJECT OVERVIEW

1.19 This section provides an overview of the project primarily in terms of:
   a) Identification of stakeholders
   b) Brief description about the problem proposed to be addressed through the project
   c) Causes and effects of the problem
   d) Category under which services identified fall under: G2C, G2B or G2G
   e) Services proposed to be improved/ provided to address the problem
   f) Past experience and lessons learnt
   g) Key activities and timelines
   h) Project costs and
   i) Source of funding

1.20 Project overview including following aspects:

   a) **Identification of all stakeholders**

   *Anybody who is affected by or can influence the programme/ project is called a stakeholder.*

   The process of stakeholder identification/ interaction typically results in improved project effectiveness, efficiency, equity, sustainability, transparency and accountability. All the relevant stakeholders associated with the project should be identified. Further details regarding them should be provided in Section III.

   b) **Introduce the problem/issue this project is designed to address**

   *A problem or issue refers to any situation or matter that poses to be a difficulty for the Citizens, Businesses or Government in the process of obtaining services.*

   The specific problem(s) or issue(s) faced by Citizens, Businesses or Governments that would be addressed by means of provision of improved services through the proposed project should be identified and mentioned in the form of a statement.

   c) **Explain in brief the causes and effects of the problem/ issue**

   *A cause refers to the reason(s), which leads to the problem(s) or issue(s). The effect(s) refers to the impact of the problem(s) or issue(s) on Citizens, Businesses or Government.*

   The causes due to which the problem(s) has arisen and the effect(s) of the problem(s) should be discussed in brief.

   d) **Identify the categories under which the services fall: Government to Citizen (G2C), Government to Business (G2B) or Government to Government (G2G).**

   *Service is defined as the core services that are delivered by the Ministry/ department/ institution to Government, Business or Citizen.*
Services may be classified, based upon the nature of the service provider and the beneficiaries who avails these services, into three groups:

- Government to Citizen (G2C): Services provided by the Government to Citizens
- Government to Business (G2B): Services provided by the Government to Businesses
- Government to Government (G2G): Services provided by the Government to the Government

**e) Highlight in concrete terms the improvements envisaged for each of these services (in terms of service levels).**

*Service levels refer to the parameters that can be used in measuring the efficiency, transparency & reliability of the core services in terms of*

- Service quality
- Service quantity
- Service delivery time
- Service cost

Provide a brief synopsis of existing and proposed services and service levels in the table below:

<table>
<thead>
<tr>
<th></th>
<th>Existing Service Level</th>
<th>Proposed Service Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proposed New Services</td>
<td>Not applicable</td>
<td>Not applicable</td>
</tr>
</tbody>
</table>

**f) Past Experience and lessons learnt**

This section provides a description of past experience of the concerned Project Implementation Agency/Department/State/Other States in carrying out similar projects and lessons learnt from there and incorporated in this project.

If the concerned Project Implementation Agency has similar/relevant experience then details of the same need to be provided in the format below. Also if further to its own experience if the project is incorporating any learning/ experience gained from similar projects undertaken in the other States/ countries then a summary of such key learning/ experience needs to be provided hereunder.

However if the Project Implementation Agency does not have similar/relevant experience and is only incorporating learning/ experiences gained from similar projects undertaken in the other States/ countries, then a summary of such key learning/ experience needs to be provided hereunder.

Wherever detailed experience is to be provided, the same should be provided with regard to:
• Goal
• Objectives
• Stakeholders
• Services/ Service level improvements
• Demand off take for services
• Key Activities
• Key learnings including issues faced and how these would be managed in case of the proposed project

g) Outline in broad terms project activities and timelines

In this section provide a brief synopsis of all the activities that are proposed to be undertaken under this project. Some of the typical activities that would be carried out in the course of an e-Governance project include:

• Planning: This would include the process of formulation of Goals, Objectives and Outputs for the purpose of the project with involvement of critical stakeholders.

• Scoping Study: The scoping study would highlight key aspects including impact of the project on stakeholders, services & service levels, Business processes, organization, location, technology and data collection.

• Process Re-engineering: This may be defined as streamlining of an organization’s processes in order to improve performance, gain efficiency, reduce costs, and eliminate redundancies. It represents an approach for redesigning the way work is done in an organization to better support the organization's mission and reduce costs. This section would comment on compliance with guidelines, if any available for process re-engineering.

• Infrastructure (including technology) Adoption: This refers to the upgradation of the existing infrastructure (including technology) being used or incorporation of new infrastructure (including technology) to enable the processes to deliver the desired outputs. This section would comment on compliance with standards, if any available on technology (including networking, interoperability, data security, metadata and data structure, language localization, quality and any other technology related issues).

• Change Management: Change management is a systematic approach to dealing with change, both from the perspective of an organization and at individual level. This activity would include creating awareness (i.e. obtaining feedback and providing information to employees, beneficiaries, supporting units etc.) regarding the new systems and processes and providing capacity building/training relating to the same and also identifying legislative changes that might be required to facilitate improved service delivery.

(a) Legal Issues: This comprises of identifying legislative changes which might be required to age-old acts and rules to facilitate improved service delivery covering all services envisaged under the project. Also state the methodology to be undertaken for the same and ensure that the time lag for this is appropriately factored in the project timelines.
(b) Awareness creation: This comprises of developing strategies and building processes to ensure appropriate communication of information and knowledge regarding the proposed changes and services among all stakeholder groups. The target groups and messages would vary across the different stages of the project.

(c) Capacity Building: Capacity building refers to the process of developing internal capabilities of the organisation in order to enable the achievement of the envisaged outputs, objectives and goals.

This section would comment on compliance with guidelines, if any available for change management.

- Monitoring, Evaluation and Assessment: These activities relate to continuous/ongoing, periodic and post-implementation review of the project.

- Human Resource Development: These activities would pertain to the various human resource related aspects of the project including availability of adequate number of skilled personnel, design of appropriate policies and procedures for employees etc. This section would comment on compliance with guidelines, if any available for human resource development.

- Other project specific activities: In addition to these activities that would be typically performed in case of all projects, there may be certain activities that would be specific to the project. All these activities need to be provided along with the proposed budgets and timelines.

It is essential that appropriate plans and budgets are put in place for all the key activities that could be performed at various stages of the project.

The key activities that would be carried out in the project in order to achieve each of the outputs (Improved service levels/ Additional services) should be indicated briefly. These should be supported with the activity costs and timelines envisaged for carrying out these activities.

### Table 2

<table>
<thead>
<tr>
<th>Output (Improved service levels/ Additional services)</th>
<th>Activities</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output 3 and so on</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Cross-cutting Activities</strong> (those activities which might cut across more than one service to be impacted through the project – e.g. Administration activities like)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Output (Improved service levels/ Additional services) | Activities | Timeline
--- | --- | ---
admin. salaries, etc |  |  

h) **Summary of total project cost**

A formal cost estimate should be prepared with documented assumptions, using a consistent methodology, and historical data, if available. A summary of the total project cost estimated should be provided for the complete duration of the project.

**Table 3**

(Rupees in Lakhs)

<table>
<thead>
<tr>
<th>Costs</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>And so on</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment Costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recurring Costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

i) **Sources of funding**

The proposed sources of funding for the project should be indicated for entire period of the project.

- Under the source of funding, any support (either in cash or kind) provided by the Implementing agency, State Government, Central Government, private party, etc should be indicated.
- Nature of Assistance would be either in the form of a Grant (Central assistance, ACA, State assistance, external aided funds, etc) or a Loan or through a PPP.
- The total annual funding requirements should be listed, including all sources of funding (including State Government Support, etc)

**Table 4**

(Rupees in Lakhs)

<table>
<thead>
<tr>
<th>Year</th>
<th>Source of Funds</th>
<th>Nature of assistance</th>
<th>Amount of funds (INR)</th>
<th>Total amount of funds (INR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>And so on..</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION III: PROJECT DETAILS INCLUDING ITS IMPLEMENTATION MODEL

1.21 This section provides details of the Project including the goals, objectives, services and service levels, implementation strategy, key activities to be undertaken under the project, organisation structure, assumptions and risks, demand estimation, project costs, financing model, implementation arrangements and detailed work plan.

a) Goal

The goal is a higher order objective/longer term outcome that the project will contribute to. The general practices of the project are guided by the goal. It is critical to set realistic and relevant goal(s) for the project as it helps to:

- Plan an approach for implementing the project
- Provide a systematic way for evaluating performance
- Ensure greater buy-in through most of the organisation
- Ensure that results obtained are not erratic in nature

For example: Ensure satisfied citizens and government by developing a hassle free and transparent tax filing process enabling increased levels of tax compliance.

The NeGP has laid down its vision as “Make all Government services accessible to the common man in his locality through common service delivery outlets and ensure efficiency, transparency and reliability of such services at affordable costs to realize the basic needs of the common man”. The impact of successfully achieving this vision would be a more satisfied citizen/ business/ government. Thus the goal of each of the projects so developed should state the impact it would have in terms of:

- Benefits to Citizens
- Benefits to Government
- Benefits to Business
- General/ mutual benefits

**Examples of benefits:**

- Decrease in cost of accessing/ using services
  - Free availability of application forms online etc.
- Reduction in time for accessing/ using services
  - Instant uploading of online applications leading to faster approval process etc.
- Improved quality of services
  - Lack of errors in processed documents etc.
- Reduction in red tape
  - Reduction in number of levels required for approval etc.
- Simplification of procedures
  - No need to visit various Departments/Offices for approvals, sanctions etc.
b) **Objectives: Identify SMART objectives:**

Objectives are the specific and immediate outcomes of the project. S.M.A.R.T refers to the acronym that describes the key characteristics of meaningful objectives, which are Specific, Measurable, Achievable, Realistic and Time Bound.

- **Specific (concrete, detailed, well defined):** Specific means that the objective is concrete, detailed, focused and well defined. Objectives must be straightforward and emphasize action and the required outcome.
- **Measurable (numbers, quantity, etc.):** If the objective is measurable, it means that the measurement source is identified and we are able to track the actions as we progress towards the objective. Measurement is the standard used for comparison.
- **Achievable (feasible, actionable):** Objectives need to be achievable because if the objective is too far in the future, it will be difficult to remain motivated and strive to attain it.
- **Realistic (considering resources):** The achievement of an objective requires various resources, such as, skills, money, equipment, etc. Realistic means that all such essential resources are available or possible to arrange.
- **Time-Bound (a defined time line):** Time-bound means setting deadlines for the achievement of the objective. Deadlines need to be both achievable and realistic.

**Example of how to convert an Objective into SMART Objective:**

An objective provided in one of the project proposal submitted by the Department of Commercial Taxes under NeGP is:

> Deliver services to the stakeholders in minimum turnaround time and minimal physical interaction with the Department.

The following captures an analysis of these criteria for the stated objective:

**Specific:** The objective could be made more specific by clearly indicating which services are to be made more efficient and identifying the stakeholders. For instance, “Increase efficiency and reduce turnaround time involved in filing of taxes, sales-purchases reconciliation (Value Added Tax) and vehicle checking and monitoring at all check posts (Octroi) in order to benefit Citizens and Businesses through use of Information Technology tools”.

**Measurable:** As stated above, the objective is specific, but is not measurable. The above objective could be amended to read (for example): "reduction in turnaround time by 50% and overhead costs by 20% ".

**Achievable:** It seems clear that increased efficiency and reduced turnaround time must be ensured, and this can be achieved by the implementing agency.

**Realistic:** The objective: "Increase efficiency and reduce turnaround time involved in filing of taxes, sales-purchases reconciliation and vehicle checking and monitoring at
Guidelines for Project Proposal Template

all check posts in order to benefit Citizens and Businesses” is realistic, considering availability of resources.

**Time-bound:** The objective as stated is however still not time-bound. To be time-bound the objective could be re-stated as “….by January 2008”.

The above results in a SMART objective that looks more like this

"Increase efficiency in terms of reduction in turnaround time by 50% and overhead costs by 20% in filing of taxes, sales-purchases reconciliation and vehicle checking and monitoring at all check posts, in order to benefit Citizens and Businesses by January 2008."

c) **Stakeholder Analysis**

i) **Identification of stakeholders and description of their roles and responsibilities, level of influence and proposed engagement/communication strategy**

<table>
<thead>
<tr>
<th>Stakeholder Group/ Name</th>
<th>Roles and Responsibilities</th>
<th>Level of Influence</th>
<th>Engagement/Communication Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
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</tr>
</tbody>
</table>

In case of each of the stakeholder group/ stakeholder, corresponding roles and responsibilities should be stated e.g. the role of the Project Implementation Agency would include ensuring all aspects of project management (such as integration, scope, cost, time, quality, human resource, risk, communication, procurement, change, partnership) are carefully planned and implemented. The extent of involvement of the stakeholder and the stage at which they would be involved (i.e. conceptualization, design, implementation and continuous improvement) should be provided. The level of influence of the stakeholder group/ stakeholder (based upon the stakeholder analysis) should be stated and the corresponding engagement/communication strategy provided.

d) **Services and Service levels**

i) **Identification of services and service levels**

*Service is defined as the core services that are delivered by the Ministry/ department/ institution to Government, Business or Citizen.*
Some examples under each of the above categories

**G2C-**
- Provision of Ration Card, PAN card, Driving license, Passport, etc.
- Filing of tax returns
- Registration of births and deaths
- Application and sanction of power connection
- Payment of property tax and pension
- Car registration
- Road tax payment
- Employment registration
- Status of court cases
- Grievance handling etc.

**G2B-**
- Filing and acknowledgement of TDS returns
- Commercial tax related compliance/registration
- Central excise related compliance/registration
- Industrial pollution control registration
- Procurement for Government Departments
- Submission of documents to Registration of Companies
- Grievance handling etc.

**G2G-**
- Treasury system
- Information regarding training / deputation of Government officials
- Movement of files (within department / across Government departments)
- Passport – Police verification etc.

In case of the NeGP, services would be provided under the Mission Mode Projects (MMPs). For example under the Income Tax MMP, the services envisaged include:
- Submission of returns
- Tax accounting
- Processing of tax returns
- Processing of TDS returns
- Taxpayer grievance redressal
- Taxpayer correspondence
- Tax compliance.

*Service levels* refer to the parameters that can be used in measuring the efficiency, transparency & reliability of the core services in terms of
- *Service Quality*
- *Service Quantity*
- *Service delivery time*
- *Cost of service*
Improvements in service levels would imply improvements in all or some of these aspects of services.

In case of services, which are already being provided and are to be made more efficient within the proposed project, existing service levels and the proposed service levels should be indicated. In case of new services, only proposed service levels should be indicated. Service levels should be defined along the four parameters indicated above i.e. quality, quantity, cost and time. Both service and service levels proposed to be achieved through the proposed project should be clearly identified in the table below:

**Table 6**

<table>
<thead>
<tr>
<th>Service (s)</th>
<th>Service level Parameter (in terms of Quality/ Quantity/ Cost/ Time)</th>
<th>Service Levels</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Existing (Baseline)</td>
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<td></td>
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</tbody>
</table>

An example of service level could be:

**Example:**

Online (Quality) dealer registration in 1 day (Time) along with provision of additional services such as registration renewal (Quantity) without any service charges (Cost)

e) **Implementation Strategy**

Describe the general implementation strategy in terms of:

- Whether the new systems will be deployed horizontally across all offices/sites involved or vertically with full functionality in one site before proceeding to the next, or in any other manner.
- The prioritization criteria used in selecting sites and services that will be tackled by the project before others.
- A general statement about the delivery channel strategy for eServices; i.e.: will most of them be provided from government offices and/or will some of them be “outsourced” to service delivery organizations under contract?

f) **Key Activities**

i) **Scoping Study (prior to pilot/ roll out phase)**

Provide narrative description of each of the sub-activities that have been carried out along with a brief synopsis of all the recommendations in the table below:

| Please provide narrative description of each sub-activity undertaken | |
|-------------------------------------------------------------------| |
In the table below summarise the sub-activities that have been undertaken as part of the scoping study along with persons/ agency that has undertaken the study (ies), actual time taken and expense incurred for these activities.

Table 7

<table>
<thead>
<tr>
<th>Name of the Agency (that has undertaken the study)</th>
<th>Sub Activity, if any</th>
<th>Time taken</th>
<th>Expenditure incurred</th>
</tr>
</thead>
</table>

ii) **Process reengineering**

The various sub-activities that may be undertaken for process re-engineering would include:

- Scope and purpose of intended process change
- Mapping of existing processes (as is work-flow mapping),
- Identification of areas of inefficiency, duplication of efforts, redundancy etc and
- Preparation of blue print for improving efficiencies
- Safeguard and protection of stakeholder interest

Please provide narrative description of each sub-activity

In the table below summarise the sub-activities to be undertaken as a part of process reengineering along with persons/ agencies responsible (if identified), estimated time frame and cost for these activities.

Table 8

<table>
<thead>
<tr>
<th>Sub Activity</th>
<th>Persons/ agencies responsible</th>
<th>Estimated Time frame</th>
<th>Estimated cost</th>
</tr>
</thead>
</table>

iii) **Change Management**

The various sub-activities that may be undertaken under Change Management would include:

- Capacity building/ Training:
  As the project envisages change, there would be need to build capacities at various levels (i.e. Project Implementing Unit, Project e-Mission Team, State e-Mission Team and Ministry/Department level etc.)
• **Awareness Creation:**
  Development of a communication strategy and plan which will ensure that both internal and external stakeholders of the project are made aware of the project and changes it envisions (including process changes and its impact with regard to HR aspects). Communications strategy will develop messages/communications that are segmented and customized for different audiences, answering their questions.

  It is critical to ensure that a communication and capacity building strategy is effectively developed and carried out as it serves the following purposes:

  - Citizens/Business/Government have an understanding of why change is happening
  - Citizens/Business/Government has ownership of the project.
  - Resistance is identified and dealt with early in the process
  - Momentum is built throughout different areas and levels within the organization
  - Changes are less painful to the organization and to the employees
  - A coalition of support among senior leaders and managers for the project
  - There is a higher probability of meeting project objectives.

• **Legal Issues:**
  Identifying legislative changes which might be required to existing acts and rules to facilitate improved service delivery covering all services envisaged under the project. Also state the methodology to be undertaken for the same and ensure that the time lag for this is appropriately factored in the project timelines.

<table>
<thead>
<tr>
<th>Sub Activity</th>
<th>Persons/agencies responsible</th>
<th>Estimated Time frame</th>
<th>Estimated cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>iv) <strong>Infrastructure (including technology)</strong></td>
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<tr>
<td>In this section, details of the existing infrastructure (including hardware and software currently being used) and proposed upgradation plans should be</td>
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</tbody>
</table>
provided along with the estimated time frame and costs involved. The details of ‘Infrastructure’ should be provided under the following broad categories:

- **Back-end**: The ‘back-end’ is the current system of data management used by the ‘unit’ to support the ‘front-end’ services being delivered. For the purpose of this DPR it could vary from use of manual registers/files to use of database management tools and devices.

- **Middle ware**: Middleware is computer software that connects software components or applications. For the purpose of this DPR it may include web servers, application servers, content management systems, and similar tools that support application development and delivery.

- **Front-end (including hardware)**: The ‘front-end (including hardware)’ is that part of the software and hardware system that interacts directly with the user. For the purpose of this DPR, the Front-end (including hardware) will include front-end hardware to be used for delivery of services to the client/beneficiaries. Some examples of the front-end software in use include, a graphical file manager, such as Windows Explorer.

- **Network Architecture/ Devices**: Network architecture/devices is the design and hardware that will be used for the project to ensure smooth communication between computer systems and/or devices. For the purpose of this DPR a detailed description of design (wired or wireless) and hardware should be provided for:
  - Local Area Networking
  - Wide Area Networking, if required.

- **Information Security**: Information security is the process of protecting data from unauthorized access, use, disclosure, destruction, modification, or disruption. For the purpose of this DPR, the ‘unit’ needs to state the processes being followed/adopted and firewalls, etc being procured to ensure appropriate information security.

For each of the above categories, location wise numbers needed, should be provided in the tables below to explain the ‘As-Is’ and the ‘To-be’ scenarios. Over and above this a detailed write-up explaining each of these might also be required to be given.

- **As-Is scenario**

The following details need to be provided for the ‘As-Is’ scenario, wherever applicable:

- Back-end (databases/database management tools currently in use and database servers, other hardware already in use, etc.)
- Middle ware (software currently in use, etc) and
- Front-end delivery channels (application software and application servers, desktops, laptops and other hardware already in use, etc.)
- Network architecture/devices (routers, bridges and application layer gateways, TCP/IP architecture, etc)
- Information Security (systems and processes already in place)
• Options Analysis

Provide alternative technology options looked at and analysis of their pros and cons. Provide reasons and details of the option identified and selected.

**Table 10**

<table>
<thead>
<tr>
<th>Description</th>
<th>Location 1</th>
<th>Location 2</th>
<th>Location 3</th>
<th>Provide all locations…</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Back-end (including database management tools used)</strong></td>
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<tr>
<td><strong>Middleware (including application software)</strong></td>
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<tr>
<td><strong>Front-end delivery channels (including application software)</strong></td>
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<tr>
<td><strong>Network devices (the existing network design should be provided schematically separately)</strong></td>
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<tr>
<td><strong>Information Security</strong></td>
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</table>

• To-Be scenario

The following details need to be provided for the ‘To-Be’ scenario:
- Back-end (databases/ database management tools and database servers, other hardware proposed to be used, etc.)
- Middleware (software proposed to be used, etc) and
- Front-end delivery channels (application software and application servers, desktops, laptops and other hardware proposed to be used, etc.)
- Network architecture/ devices (routers, bridges and application layer gateways, TCP/ IP architecture, etc)
- Information Security (systems and processes proposed to be put in place)
Table 11

<table>
<thead>
<tr>
<th>Description</th>
<th>Location 1</th>
<th>Location 2</th>
<th>Location 3</th>
<th>Provide all locations...</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Back-end (including database management tools used)</td>
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<tr>
<td>Middle ware (including application software)</td>
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<tr>
<td>Front-end delivery channels (including application software)</td>
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<tr>
<td>Network devices (the proposed network design should be provided schematically separately)</td>
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</tr>
<tr>
<td>Information Security</td>
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</tbody>
</table>

Description of Application to be developed

For all the major application systems to be developed, identify the software platforms and technical architectures, and the standards for system engineering to be adhered to. Describe in a separate annexure the following application requirements in detail:

- Performance requirements
- Functional requirements
- Operational requirements
- Security and confidentiality requirements
- Data conversion requirements
- Maintenance and technical support requirements
- Business continuity requirements

Other Details

The other details that need to be provided include:

Network Architecture:
- A statement on compliance (not a repetition of e-Governance standards) and more specifically an explanation of deviations, if any, due to local considerations, from the e-Governance standards on Network Architecture including use of SWAN (in the case of State MMP) and State Data Center (SDC) (in the case of State MMP) should be provided.

Conformance to security standards on data, network, software, etc:
• A statement on compliance (not a repetition of e-Governance standards) and more specifically an explanation of deviations, if any, due to local considerations, from the e-Governance standards on security standards under NeGP projects should be provided.

Conformance to technological standards on inter-connectivity and inter-operability:
• A statement on compliance (not a repetition of e-Governance standards) and more specifically an explanation of deviations, if any, due to local considerations, with technological standards, if any, on inter inter-connectivity and interoperability with regard to software, network, etc. should be provided. In the case of a State MMP, also illustrate synergy with State data centre (SDC), State Wide Area Network (SWAN) and Common Service Centers (CSCs).

For the latest standards/guidelines for NeGP, click on http://egovstandards.gov.in/.

Scalability:
• A statement and strategy thereof, on scalability, if required, of the project and technology used for the same should be provided.

Service providers:
• Provide details of services and service providers that are going to be utilized for the project.

Linkages with core infrastructure:
• Illustrate synergies that the project proposes with:
  o State wide area network (SWAN)
  o State Data Centres (SDC), and
  o Common Service Centres (CSC).

For the latest guidelines being followed by DIT in implementing SWAN, SDC and CSC, click on http://www.mit.gov.in/default.aspx?id=828

In the table below provide the estimated time frame within which the various technologies (including hardware) would be procured and the estimated costs involved for the same:

Table 12

<table>
<thead>
<tr>
<th>Description</th>
<th>Estimated Time Frame</th>
<th>Estimated Costs Involved</th>
<th>Any comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Back-end (including database management tools used)</td>
<td></td>
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<tr>
<td>Middle ware (including application software)</td>
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<tr>
<td>Front-end delivery channels (including application software)</td>
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<td>Network devices</td>
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</tr>
<tr>
<td>Description</td>
<td>Estimated Time Frame</td>
<td>Estimated Costs Involved</td>
<td>Any comments</td>
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<tr>
<td>Information Security</td>
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</tbody>
</table>

v) Monitoring, Evaluation and Assessment

Under this section provide details of:
- Indicators for assessment of success/ failure in terms of the Goals, Objectives and Outputs and means of their verification
- List out all the sub-activities along the estimated time frame, costs and persons responsible for each of these.

**Identification of indicators for assessment of success/ failure**

An indicator provides evidence that a certain condition exists or certain results have or have not been achieved. Indicators enable decision-makers to assess progress towards the achievement of intended outcomes, outputs and objectives.

However it is imperative to have a clear status of all inputs in the form of a baseline based on which the following indicators could be used to identify any change that has taken place due to this project.

Indicators can be classified as follows:

**Impact/ Outcome indicators**

Impact/ Outcome indicators measure the broader results achieved through the provision of improved service levels/ new services. These indicators measure performance based upon the impact that the project has had upon the stakeholder groups (Government, Business and Citizens). Impact/ outcome indicators would be measuring the achievement of the goal of the project. These are more long term indicators that measure the impact of the project or the programme.

**Output Indicators**

Output indicators measure the quantity of goods and services produced and the efficiency of production (e.g., number of people served, speed of response to queries, etc). Output indicators would also measure the quantity/ quality/ time/ cost of services (i.e., number of new services added, improved efficiency in service levels, new skills acquired, new legislation approved, new institutional capabilities or new facilities, etc.) achieved through this project.

**Process Indicators**

Process indicators measure means by which new services and services levels are proposed to be improved. Thus process indicators indicate how well project activities are progressing.
The above indicators can be either qualitative or quantitative. Quantitative indicators would be in terms of numbers and percentages (e.g. % change, no. of attendants, etc) whereas qualitative indicators would be based on individual/ group perceptions (e.g. proportion of people who perceive local government management as “very participatory”, etc.).

The above indicators and their use at different stages of a project/ programme are depicted in the exhibit below:

Exhibit

Some examples of impact/outcome are provided as follows:
**Impact/ Outcome Indicators -**
- Increased User value and satisfaction in terms of:
  - % change in number of complaints,
  - % change in number of users reporting Government services to be useful,
  - % change in number of users reporting that they trust providing personal information online etc.
- Openness in terms of:
  - % growth in the use of the Government websites providing two way interactions
- Quality improvement of service as perceived by citizens/ business/ government
- Increased access of Government services in terms of:
  - % change in usage of Government portals,
  - % change in usage of online forms,
  - % change in use of e-Government services by disadvantaged groups,
  - % change in number of Businesses bidding for public tenders electronically,
  - % change in usage of Government portals for Business etc.
- Transparency and accountability in terms of:
  - % change of number of citizens satisfied with the level of transparency/ accountability demonstrated by the Government
- Participation in terms of:
  - % change in queries submitted online,
  - % change in online forum interaction

Some examples of output indicators are provided below:

**Output Indicators-**
- Number of personnel trained/ new skills acquired
- Reduced quantum of time taken to carry out a transaction
- % cost reduction in delivery of service
- % change in number of Government websites providing two way interactions
- New legislation approved
- New institutional capabilities/ new facilities developed
- Number of locations where services is delivered/ accessible
- % of beneficiaries in rural areas and vulnerable communities

Some examples of process indicators are provided below:
Means of verification

Means of verification are the tools for verifying the status of the indicators stated above. Some examples of means of verification are stakeholder feedback, surveys, project reviews, minutes of meeting, attendance registers, etc.

Listing of the sub-activities

List out all the sub-activities (like preparation of reports, carrying out surveys, evaluations, etc) along the estimated time frame and costs involved. Also provide herein strategy, if any, that has been developed to ensure participation of NGOs/ civil society in validating the M&E results.
Please provide narrative description of the indicators, sub-activities and strategy, if any.

In the table below summarise the sub-activities to be undertaken as a part of Monitoring, Evaluation and Assessment along with persons/ agencies responsible (if identified), estimated time frame and cost for these activities.

**Table 13**

(Rupees in Lakhs)

<table>
<thead>
<tr>
<th>Sub Activity</th>
<th>Persons/ agencies responsible</th>
<th>Estimated Time frame</th>
<th>Estimated cost</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

vi) Other Activities like Civil Works, etc. (please identify each separately)
Provide a narrative description of any other activity that would be carried out for successful implementation of the project, below:

Please provide narrative description of each sub-activity

In the table below summarise the sub-activities (as narrated above) to be undertaken along with persons/ agencies responsible, estimated time frame and estimated cost for these activities.

**Table 14**

(Rupees in Lakhs)

<table>
<thead>
<tr>
<th>Sub Activity</th>
<th>Persons/ agencies responsible</th>
<th>Estimated Time frame</th>
<th>Estimated cost</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>
g) **Organization structure**

i) **Existing and Proposed Organization Structure**

Provide the existing and proposed organization structure of the ‘unit’, in which the project is to be implemented (in the form of an organogram) as illustrated below.

![Exhibit](image)

ii) **Staffing and deployment strategy**

Besides providing the existing and proposed organogram (as illustrated above), provide annotated description of the existing and proposed organization structure reflecting the lines of authority, degree of autonomy at various levels, geographic distribution, staffing strength at each location, their relevant skill levels and any aspects regarding their deployment, remuneration levels and attitudes with special bearing on the objectives of the project.

Also provide the existing and proposed key institutional relationships, whether with citizens/ business/ other government departments, etc., indicating the nature of each relationship and its importance to achieve the objectives of the ‘unit’.

The proposed staffing and deployment strategy of the ‘unit’ may be detailed in terms of number of positions, corresponding roles and responsibilities and proposed location/office of deployment in the table below.

<table>
<thead>
<tr>
<th>Position</th>
<th>Roles and Responsibilities</th>
<th>Number</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Implementation Agency</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Line Department</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
h) **Assumptions and Risk Management**

i) **Assumptions**

Assumptions are factors that have an influence on the achievement of project objectives. They need to be managed for achievement of activities, outputs and objectives. The various assumptions that have been taken into account should be listed.

*For example:* Assumptions may be related to growth rate of demand for proposed services, availability of qualified personnel and technology etc.

ii) **Risk Assessment Matrix**

<table>
<thead>
<tr>
<th>Impact</th>
<th>Low</th>
<th>Medium</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Probability</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low</td>
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<td>Medium</td>
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<td>High</td>
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</table>

Risk is the potential for unwanted happenings impairing the achievement of objectives and outputs. The various risks associated with a Project may include:

- Economic
- Stakeholder
- Social
- Technological
- Financial etc

All the possible risks associated with the Project should be identified and evaluated against two parameters: probability of occurrence (high or low) and resultant impact (high or low)

iii) **Measures for risk mitigation**

<table>
<thead>
<tr>
<th>Description of Risk</th>
<th>Risk mitigation measure</th>
<th>Stakeholders involved</th>
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For each of the risks identified above, a brief description should be provided. The risk mitigation measures that would be planned and executed should be indicated against each of the risks identified above. Also, the stakeholders/ personnel involved in performing these mitigation activities should be indicated.

i) Estimated demand for and growth rate of proposed services in the short, medium and long term

Demand estimation for the proposed services should be provided in the short, medium and long term. The various assumptions taken into account while carrying out this estimation must be explicitly stated here.

j) Project Costs, Procurement and Financing

i) Project Cost

The project costs should be provided under two broad heads (i.e. investment cost and recurring cost). These estimates should be provided activity wise for the entire term of the project. Some of the activities that may be undertaken under the above two heads are:

- Investment Costs including:
  - Stakeholder Analysis;
  - Scoping Study & preparation of DPR;
  - Business process re-engineering;
  - Advocacy for legislative changes;
  - Capacity building of Project Champions, IT staff, department staff, etc.;
  - Awareness creation of proposed changes through the project;
  - Development of software;
  - Procurement of software licences;
  - Networking (including LAN cabelling & installation);
  - Development of functional & technical requirement;
  - Defining parameters & customisation of application software;
  - Development of additional modules (based on requirements);
  - Data entry & integration testing;
  - Procurement of terminals, modems, routers, desktops, etc.;
  - Digitization of documents/ records;
  - Construction of Facilities (like video conferencing, service centres, etc);
  - Procurement of furniture, electrical facilities, etc.;
  - Renovation of existing facilities;
  - Project Management, etc.

- Recurring Costs including:
  - Connectivity;
  - Operations and maintenance costs;
  - Operational subsidies, etc.;
  - Any other ongoing costs.
The investment and recurring costs during the project duration must be prepared in the format attached in Annexure I.

ii) Financing

The year-wise breakup of source (Central Government / State Government/ Other including private sector support) and amount of funds and the form of assistance (Centrally Sponsored Scheme, ACA, State assistance, external aided, etc) over the project life, should be provided in the table below:

Table 18

<table>
<thead>
<tr>
<th>Period</th>
<th>Centre</th>
<th>State</th>
<th>Others (including private sector support)</th>
<th>Total</th>
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<tbody>
<tr>
<td></td>
<td>Amount</td>
<td>Nature of Assistance</td>
<td>Amount</td>
<td>Nature of Assistance</td>
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<td>Year 1</td>
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<td>Total</td>
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k) Public Private Partnership (PPP)

PPP is a mode of implementing government programmes/schemes in partnership with the private sector. The term ‘private’ in PPP encompasses all non-government agencies including corporate sectors, voluntary organizations, self help groups etc.

Some of the approaches currently being adopted for PPP in e-Governance include:

- **Fee Based Approach:**
  Under this approach the private party would make an initial investment in setting up systems and structures and in return would be allowed to fix nominal charges (in consultation with government) for public services to be collected either from government or public, e.g. Collecting nominal charges for issuance of birth certificate, death certificate etc.

- **Cost Saving Approach:**
  This approach is specifically used where the Government brings about substantial changes in existing processes through extensive Government process reforms and use of information technology, which leads to large scale of savings in terms of staff and real estate. Under this approach the private party provides the initial investment along with their management expertise and in return they are entitled to share of the cost saved, e.g. cost saving due to online processing of property transfer and registration document can be shared.

- **Advertising & Sponsorship Fee Approach:**
Under this approach, the government may collect fees in exchange for direct advertising by a private company on a government website, indirect marketing (by tracking user spending habits on the government website and beyond) or by sponsorship arrangements. The advertising arrangements could be based upon a measurable outcome, such as the number of users who either visit or purchase items from the website advertised.

- **Full Service Approach:**
  Under this approach, the private sector is hired as a contractor to take over certain responsibilities of the Government, and may retain staff on the government’s behalf, in return for a fee.

- **Shared Revenue Approach:**
  The shared revenue approach is adopted where there are ways in which the government may generate new revenue from enhanced services. This increased revenue can be used as a way to offset project costs, or finance the investment made by the private sector.

If any PPP model is adopted for delivery of services under the project, the following aspects of the model must be clearly stated in the DPR:

i) **Business Model**
   The business model for the proposed PPP should clearly be explained in the areas of:
   - Service deployment plan
   - Demand projections and price elasticity of demand
   - Fees and fee setting mechanism
   - Revenue projections for the operator
   - Estimated investment (including phasing of investment) and operating costs
   - Proposed cost sharing arrangements between state, centre and private participant

ii) **Key Design**
   The key design features of the implementation that affect the overall cost/revenue model for potential private partners must clearly be explained in the areas of:
   - IPRs
   - Change management
   - Service level agreements
   - Security requirements
   - Confidentiality requirements
   - Business continuity requirements
   - Termination provisions

iii) **Financial Analysis**
   - Provide net cash flow and net present value (if applicable)
   - Cost benefit analysis of the PPP
   - Sensitivity analysis (i.e. an analysis of how some key occurrences impact project sustainability should be carried out for the Project.)

l) **Sustainability Plan**
Describe the procedural, staffing, budgetary and contractual arrangements that will ensure sustainability of project outcomes. Describe particularly the provisions for retention of technical staff needed to supervise project-related contracts with the private sector, to supervise internal ICT activity and to operate ICT infrastructure. Aspects to consider are:

- Tenure commitments for project champions
- Key technical staff resources needed in the long run
- Strategy for hiring, training, remunerating and replacing key technical staff
- Government commitments for O&M budgetary support
- Government commitment to absorb ongoing staffing costs
- Contingency planning in case of PPP failure.

m) **Implementation arrangements**

The project implementation arrangements relating to management, contracting, accounting and audit should be provided.

i) **Management arrangements**

Management arrangements refer to the institutional structures and mechanisms that would be set up for ensuring effective project management.

ii) **Contracting arrangements**

A detailed list/ nature of contracts that the unit is proposing to enter into for implementation of the project should be provided highlighting compliance with guidelines and procedures, if any that would need to be adhered to.

iii) **Accounting and audit arrangements**

A statement on compliance with the accounting and audit arrangements should be provided herein.

n) **Detailed Work Plan**

Whilst preparing the detailed work plan, provide the

- Phasing of project activities and schedule of implementation for each phase.
- Identify critical dependencies in the project and
- Expected timelines for completion of key milestones and associated process indicators for the same.

The implementation schedule detailing out the list of activities to be carried out, their timelines and the persons responsible for carrying out the same during each phase of the project, should be provided in the table below.
### Table 19

<table>
<thead>
<tr>
<th>Project activities</th>
<th>Responsibility</th>
<th>Target date</th>
<th>Project duration</th>
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<td>Year 1</td>
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