

Template & Guidelines-
Detailed Project Report Preparation
For
Andhra Pradesh Technology Services

National Institute for Smart Government



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Abbreviations and Acronyms

Term	Definition

Snapshot of the DPR

Title of DPR	
Project Initiator	
Project Implementation Agency*	
Project Implementation Location	
Project duration	
Total Project Cost	

* Project Implementation Agency refers to the Agency (Department/Corporation/ Government Entities/ Other External Agencies) which will implement the Project

Table of Contents

1.	Executive Summary.....	6
2.	Rational/Context of the Project.....	6
2.1	Title of the Project	6
2.2	Does the project fall under an existing Flag ship project (FSP)?.....	6
2.3	Eligibility Tests.....	6
2.4	Is the Project Pilot or Roll-Out	9
2.5	Project Initiator details	10
2.6	Implementing Agency details.....	10
2.7	Project Implementation Location	11
3.	Project Vision, Goal and Smart Objectives.....	11
3.1	Project Vision	11
3.2	Goal of the Project	11
3.3	Smart Objectives	12
4.	Project Overview.....	14
4.1	Stakeholders Analysis.....	14
4.2	Problems/ Issues Addressed	15
4.3	Causes & Effect of Problems/Issues.....	15
4.4	Project Type	16
4.5	Improvement envisaged for each of the Service (in terms of Service Levels).....	16
4.6	Past Experiences and Lessons Learnt.....	17
4.7	Project Activities and Timelines	18
4.8	Summary of Total Project cost.....	20
4.9	Sources of Funding.....	20
5.	Project Details and Implementation Model.....	22
5.1	Approach & Methodology	22
5.2	Proposed Interventions.....	22
5.3	Implementation Strategy	23
5.4	Key Activities	24
5.5	Solution Architecture	31
5.6	Organization Structure.....	33
5.7	Project Management & Governance Structure	34
5.8	Monitoring & Evaluation.....	34
5.9	Strategic Control	38

5.10	Assumptions & Risk Management	38
5.11	Project Costs & Financing	40
5.12	Public Private Partnership (PPP)	48
5.13	Sustainability Plan	50
5.14	Implementation Arrangements	51
5.15	Critical Success Factors	51
5.16	Expected Outcomes & Benefits of the Project	52
5.17	Detailed work Plan	53

1. Executive Summary

The Executive summary would give an overview of the report in brief and is a 5-10 page Summary.

<<Please incorporate the highlights of the following Important Sections :>>

- Rational/Context of the Project
- Project Vision/Goals/Objectives
- Project Implementation Model & Timelines
- Project cost and Financing
- Expected Outcome

2. Rational/Context of the Project

In this section, describe the project proposed in terms of the rationale behind the project, clearly focusing on the existing condition (how it will help in improving the situation and bring benefits to the stakeholders). The rationale could be broad based and could be supplemented with facts and figures. Information based on objective research, not subjective impressions, should be provided to justify the need or problem. The rationale should be written in a way that would lead to objectives.

2.1 Title of the Project

The project must be given a name- The Title of the project must be attractive and self-explanatory in itself.

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

2.2 Does the project fall under an existing Flag ship project (FSP)?

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

For example: Gram Panchayats, e-Districts etc.

2.3 Eligibility Tests

Kindly state whether the project clears the four broad eligibility tests proposed for APSEA project proposals. These tests probe the project alignment with (i) APSEA (ii) NeGP; (iii) Best practice (iv) Procurement Policy of GoAP (GOMs 12 dated 08.06.2105 of ITE&C dept.). These would be as follows:

2.3.1 APSEA alignment Test

1. Organizational Principles

- **Principle #1: Primacy of Principles**

These principles of information management apply to all organizations within the Government.

- **Principle #2: Maximize benefit to the Government as a whole**

All decisions relating to information management are made to provide maximum benefit to the Government as a whole. Some organizations may have to concede their own preferences for the greater benefit of the entire Government. Applications and components should be shared across organizational boundaries.

- **Principle #3: Information Management is Everybody's Business.** EA is Architecture of Architectures.

All organizations in the Government participate in information management decisions needed to accomplish business objectives, and implement such decisions with full commitment, devoting the right and adequate resources. APSEA has a federated structure. It will focus on guidelines, mandates, standards, interoperability and integration.

The option of designing APSEA as a single, monolithic architecture is infeasible and hence REJECTED. Respective Domain Owners and Managers shall develop their own sub-architectures following these principles, and federate the same to APSEA.

- **Principle #4: Common Use of Applications**

Development of applications used across the Government is preferred over the development of similar or duplicative applications, which are only specific to a particular department or organization.

- **Principle #5: Service Orientation**

The enterprise architecture is based on a design of services which mirror real-world activities required to conduct the business of Government. Service orientation places unique requirements on the infrastructure, and implementations should use open standards to realize interoperability and location transparency.

2. Data Principles

Data is to an information system as the blood is to the body.

- Data should be pure and shall remain pure always
- Data should circulate among the entities as freely as possible, following the principle of seamless access to all those authorized to use it.

- All data should conform to the data definition standards notified, so as to promote interoperability and to minimize the ETL efforts.
- A well-designed Data Governance Model should be put in place, specifying the 'owners' and 'users' of each dataset.
- Above all, data should be secure from loss, corruption, unauthorized access, theft and misuse.
- **Data is an Asset**- Data is an asset that has a specific and measurable value to the Government and is to be managed accordingly.
- **Data is Shared** - Users have access to the data necessary to perform their duties; therefore, data is shared across enterprise functions and organizations. It is less costly to maintain timely, accurate data in a single application, and then share it, than it is to maintain duplicative data in multiple applications. Shared data will result in faster and improved decisions since we will rely on fewer sources (ultimately one virtual source, i.e. the Single Source of Truth) of more accurate and timely managed data for our decision-making.
- **Data Trustee** - Each data element has a trustee accountable for data quality. As the degree of data sharing grows and departments rely upon common information, it becomes essential that only the data trustee makes decisions about the content of data, and authorizes its modification. Information should be captured electronically once and immediately validated as close to the source as possible. Quality control measures must be implemented to ensure the integrity of the data
- **Common Vocabulary and Data Definitions** - Data is defined consistently throughout Government, and the definitions are understandable and available to all users. Defining Metadata and Data Standards (MDDS) within each domain assumes great significance.
- **Data Security** - Data is protected from unauthorized use and disclosure. In addition to the traditional aspects of national security classification, this includes, but is not limited to protection of pre-decisional, sensitive, source selection-sensitive and proprietary information.
- Open sharing of information and the publication of information as per extant legislation must be balanced against the need to restrict the availability of classified, proprietary and sensitive information.

“Shared Data leads to Faster Decision-making”

3. Technology Principles

- **Requirements-Based Change** - Only in response to process/service needs are changes to applications and technology made.
- **Control Technical Diversity** - Technological diversity is controlled to minimize the non-trivial cost of maintaining expertise in and connectivity between multiple

processing environments. Policies, standards and procedures that govern acquisition of technology must be tied directly to this principle.

- **Interoperability** - Software and hardware should conform to defined standards that promote interoperability for data, applications, and technology.

Standards help ensure consistency, thus improving the ability to manage systems and improve user satisfaction, and protect existing IT investments, thus maximizing return on investment and reducing costs. Standards for interoperability additionally help ensure support from multiple vendors for their products, and facilitate supply chain integration.

A process for setting standards, reviewing and revising them periodically, and granting exceptions must be established.

“Interoperability is *sine qua non* for Integrated Services”.

2.3.2 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 Flagship Project Core Scope Guidance.
- The project complies with all NeGP e-Governance standards.

2.3.3 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.

2.4 Is the Project Pilot or Roll-Out

A Project can be -

- (i) A Pilot or
- (ii) A Roll out of the project subsequent to Pilot phase (give details of pilot in previous experience section)

(iii) Roll out Project without Pilot phase

2.5 Project Initiator details

(i) **Department/ Ministry initiating the project (Centre or State)/ external Agency (WB, NGO)**

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

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

Describe the project initiator(s) in sufficient details

(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.

2.6 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.

(ii) **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.

(iii) **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.

2.7 Project Implementation Location

Please state the location of the project.

3. Project Vision, Goal and Smart Objectives

3.1 Project Vision

Explain what the vision of the project is.

Example: The vision of “Andhra Pradesh Health Management Information System (HMIS)” is “Utilize information technology to enhance **effectiveness of health governance** & to improve the **delivery of health care** through the use of **reliable, accurate and timely** information.”

In this case, the vision statement emphasizes on certain key aspects, which are

- **Effectiveness of Health Governance:** Aims to improve the administration of Human, Financial and Other Resources directly or indirectly, involved in the delivery of health care services
- **Delivery of health care:** The term includes Preventive, Curative and Epidemic management health services in the state
- **Reliable, accurate and timely information:** This focuses on streamlining and redesigning the information flow for providing the required information on demand, to the decision maker in customized formats

3.2 Goal of the Project

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.

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

3.3 Smart Objectives

State briefly as bulleted points the objectives to achieve the vision of the project. Objectives of the project should be **minimum 3 or maximum 5 in** number. The objectives must be clear and there should be a central focus/ common link in all the objectives. The objectives should be such that it would lead to the action/ activities

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 straight forward 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 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. "

4. Project Overview

4.1 Stakeholders Analysis

Anybody who is affected by or can influence the programme/ project is called a stakeholder. All the relevant stakeholders associated with the project should be identified. This section should contain the Stakeholder Analysis (SA). It should provide the list of stakeholder groups and their stake, roles and interests with a view to

- Ensure a buy-in and thus reducing possible negative impacts on the project (e.g. employees of the department/ ministry, citizens/ businesses/ other departments who are directly impacted by the services).
- Identify who should be encouraged and helped to participate (e.g. employees of the department/ ministry, citizens/ businesses/ other departments who are directly impacted by the services).
- Identify champions (e.g. Ministers/ Administrative heads of the unit/ key influencers, etc.) those with rights, interests, resources, skills and abilities to take part or influencing the course of a project.
- Improve project sensitivity to perceived needs of those affected (e.g. employees of the department/ ministry, citizens/ businesses/ other departments who are directly impacted by the services).
- Enable useful alliances which can be built upon with funding organizations, private organizations willing to participate in the project, community based groups, etc.
- Identify and reduce risks (e.g. identifying areas of possible conflicts/ interest between stakeholders so that these can be avoided before it happens)

Examples of stakeholders:

Stakeholder	Example of interest
Citizens	Quality/value/ time taken to receive services, provision for customer care, jobs, involvement, environmental issues, etc.
Government	Legislation, taxation, etc.
Employees	Rates of pay, job security, working conditions, minimum wages, etc.
Businesses	Profit, performance, clearances, etc.

Classify stakeholders based on their level of interest and influence in context of the project and develop an engagement strategy based upon the quadrant as furnished below:

High interest-Low influence	High interest-High influence
Engagement/Communication Strategy: Protect interests and empower	Engagement/Communication Strategy: Work in partnership and keep on board
Low interest-Low influence	Low interest-High influence
Engagement/Communication Strategy: Keep informed	Engagement/Communication Strategy: Ensure that they support the project

4.2 Problems/ Issues Addressed

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.

For Example: This project has been designed to address the problems of inefficiency, low effectiveness, less transparency and less accountability in PDS system till FPS level.

The inefficiency and low transparency problem in the system can be gauged from the findings of the TPDS performance evaluation conducted by PEO (Planning Commission) (2005), ORGMARG (2005) and NCAER (2007-08):

- (i) Government spends Rs. 3.65 to transfer Rs. 1 to the poor
- (ii) About 57% of subsidized grains does not reach the target group, of which over 36% is siphoned off the supply chain
- (iii) TPDS implementation is plagued by large errors of exclusion and inclusion
- (iv) Only 23% of sample FPSs were financially viable (the rest survive on leakage and diversions of subsidized grains)

4.3 Causes & Effect of Problems/Issues

A cause refers to the reason(s), which leads to the problem or issue. The effect(s) refers to the impact of the problem or issue on Citizens, Businesses or Government. Discuss in brief, the causes due to which the problem has arisen and the effect(s) of the problem.

Example:

Problem	Cause	Effect
Leakages and diversion of grains allocated by Centre	Absence of commodity tracking system across the supply chain	Diversion & Leakage

4.4 Project Type

A Project can be broadly classified into three types –

- a) Service Delivery
- b) Infrastructure Creation
- c) Service Outsourcing

A 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

4.5 Improvement envisaged for each of the Service (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

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:

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

	Existing Service Level	Proposed Service Level
Existing Services		
Proposed New Services		
	Not applicable	
	Not applicable	

An example of service level could be:

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

4.6 Past Experiences 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

4.7 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:

- Scoping Study
- Process Re-engineering
- Infrastructure (including technology) Adoption
- Change Management
- Capacity Building
- Legal Issues
- Monitoring, Evaluation and Assessment
- Other project specific activities

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 sub activity and timelines envisaged for carrying out these activities.

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

4.8 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.

(Rupees in Lakhs)

Costs	Year 1	Year 2	Year 3	And so on
Investment Costs				
Recurring Costs				
Total				

4.9 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.)

(Rupees in Lakhs)

Detailed Project Report Template and Guidelines for APTS

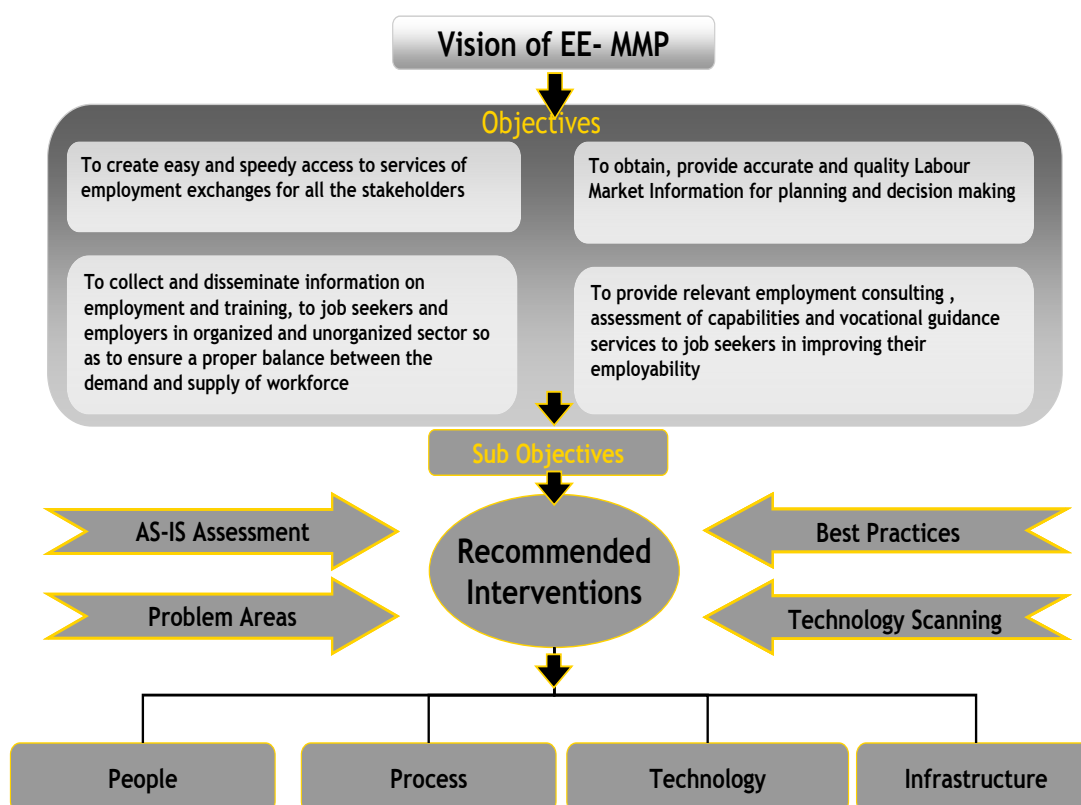
Year	Source of Funds	Nature of assistance	Amount of funds (INR)	Total amount of funds (INR)
Year 1				
Year 2				
Year 3				
And so on..				
TOTAL				

5. Project Details and Implementation Model

5.1 Approach & Methodology

Describe in brief, the overall approach to identify interventions/ activities in the area of people, process, technology and infrastructure that would enable achievement of project objectives and consequently the stated Vision

Example: Approach & Methodology Followed for designing Employment Exchanges Flag ship project



5.2 Proposed Interventions

This section should provide information of series of interventions in terms of processes; people, technology and infrastructure (non-IT) required to address the root cause of the problem and gaps in service delivery. In addition to it, this section should also provide recommendations for policy level changes if required

5.2.1 Processes and Technology

This section should highlight the re-engineered processes and best-fit technology solutions to automate the re-engineered processes using ICT.

5.2.2 People

This section should contain information on the proposed CM/CB initiatives and Reward & Recognition Scheme for the employees in order to ensure their involvement and commitment in the project

Example: Incentive Scheme for government employees in e-Passport Project

5.2.3 Non-IT Infrastructure

This section should contain information on interventions required in terms of upgrading old /creating new physical infrastructure

Example: Up-gradation of physical infrastructure in Employment Exchanges to improve the look and feel of the front office in Employment Exchanges Flag ship project

5.2.4 Policy Interventions

This sub section should recommend policy related interventions including 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.

Example: Amendments to the present CNV Act to adopt electronic Filing of returns by the Employers

5.3 Implementation Strategy

Describe the general implementation strategy in terms of:

- Whether the proposed IT systems will be deployed horizontally across all offices/sites involved or vertically with full functionality in one site
- The prioritization criteria used in selecting sites and services
- A general statement about the delivery channel strategy for Services. The service delivery mechanisms that would be adopted viz. through internet, citizen's facilitation centers, will most of them be provided from government offices and/ or will some of them be "outsourced" to service delivery organizations under contract?
- What is the project implementation plan?
 - i) Geographical Phasing
 - ii) Application Phasing
 - iii) Implementation roll out plan

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.

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 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

(However it may be noted here that, one of the critical success factors for e-Governance projects under NeGP is 'implementation of a pilot before the full roll out and hence a **full roll out project without a pilot phase** would be considered for funding only under special conditions and would be approved on a case to case basis)

5.4 Key Activities

5.4.1 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 summarize the sub-activities that have been undertaken as part of the scoping study along with persons/ agency that has undertaken the study, actual time taken for these activities

Name of the Agency (that has undertaken the study)	
Sub Activity, if any	Time taken

5.4.2 Process Re-engineering

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

Please provide narrative description of each sub-activity

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

Sub Activity	Persons/ agencies responsible	Estimated Time frame

5.4.3 Change Management

Resistance Management

Employees may resist change for a number of reasons, including vested interest, loss of authority, fear of the unknown, upsetting a well-established routine, fear of failure, lack of conviction in the change causes, lack of proper communication etc.

Provide information on Resistance Points, Cause of resistance, Stakeholders expected to resist and Resistance management actions to be taken. Furnish this information in tabular format.

Communication strategy & Plan

Keeping the above issues in perspective, creating awareness among the employees about the new system is of prime importance. Describe all the channels which will be used as mediums for communicating with the stakeholders and creating awareness about the new system and processes. Also describe the awareness strategy and official communication strategy.

List down the potential communication interventions & develop a communication plan. Also provide information on Stakeholder wise key change issuers, Communication Message & Medium of communication.

CAPACITY BUILDING & TRAINING PLAN

Classify stakeholders into bands for the purpose of identification of trainings.

TYPES OF TRAINING PROGRAMS

Based on the band created, provide information on the training plan proposed to address the need and requirement of skill and capacity enhancement of the identified stakeholders.

TRAINING PLAN

- Legal Issues:

Identify legislative changes which might be required to facilitate improved service delivery and new services envisaged under the project. Also state the methodology to be undertaken for the same. Ensure that the time lag for this is appropriately factored in the project timelines.

Please provide narrative description of each sub-activity

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

5.4.4 Infrastructure (including technology)

In this section, details of the existing infrastructure (including hardware and software currently being used) and proposed up gradation plans should be provided along with the estimated time frame. 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. 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. 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. The Front-end (including hardware) may 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 are the design and hardware that will be used for the project to ensure smooth communication between computer systems and/ or devices. 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. 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:

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

Description	Location 1	Location 2	Location 3	Provide all locations....	Total
<i>Back-end (including database management tools used)</i>					
<i>Middle ware (including application software)</i>					

Front-end delivery channels (including application software)					
Network devices (the existing network design should be provided schematically separately)					
Information Security					

- **Options**

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

<p>Detailed description of various options and reason for selecting the given option (Technology – including Back-end, middleware, front-end, networking, and security standards being adopted)</p>

- **To-Be scenario**

The following details need to be provided for the ‘To-Be’ scenario:

- (i) Back-end (databases/ database management tools and database servers, other hardware proposed to be used, etc.)
- (ii) Middle ware (software proposed to be used, etc.) and
- (iii) Front-end delivery channels (application software and application servers, desktops, laptops and other hardware proposed to be used, etc.)
- (iv) Network architecture/devices (routers, bridges and application layer gateways, TCP/ IP architecture, etc.)
- (v) Information Security (systems and processes proposed to be put in place)

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

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:

- (i) Performance requirements
- (ii) Functional requirements
- (iii) Operational requirements
- (iv) Security and confidentiality requirements
- (v) Data conversion requirements
- (vi) Maintenance and technical support requirements
- (vii) Business continuity requirements

Other Details

The other details that need to be provided include:

(i) **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 Flagship Project) and State Data Center (in the case of State Flagship Project) should be provided.

(ii) **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

(iii) **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 Flagship Project, also illustrate synergy with State data center (SDC), State Wide Area Network (SWAN) and Common Service Centers (CSCs)

(iv) **Scalability:**

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

(v) **Service providers:**

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

(vi) **Linkages with core infrastructure:**

Illustrate synergies that the project proposes with:

- State wide area network (SWAN)
- State Data Centers (SDC), and
- Common Service Centers (CSC).

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:

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

5.5 Solution Architecture

5.5.1 Functional Solution

This section is intended to present a listing of the functional requirements. It describes what functionality will be required from the proposed solution.

(i) Functional architecture schematic

Using suitable modeling techniques application functions and corresponding interactions should be represented diagrammatically in this section.

(ii) Functional Module Description

Different modules depicted in the previous sections should be described here.

5.5.2 TECHNICAL Solution

This section describes the technical details of the proposed solution. Describe the method or approach to be used for this software design. Provide a high-level overview of how the

functionality and responsibilities of the system are partitioned and then assigned to subsystems or components.

(i) **Application Architecture**

Describe in brief the Application Architecture identifying the best platform and infrastructure for the application solution.

(ii) **Data Architecture**

Data Architecture should ensure that an application's data is complete, standardized, and can be accessed and reused across the application.

(iii) **Network Architecture**

Network Architecture constitutes the communication system which includes the backbones, routers, switches, wireless access points, access methods and protocols etc. Provide details about bandwidths requirement between centre, States, nodal centres etc.

(iv) **Deployment Architecture**

This section should provide details on how and where the application should be deployed. Deployment architecture should consider the no of users and the load on the system.

(v) **Security Architecture**

This section should provide information on the application's ability to protect confidentiality and integrity of processed data, as well as to be able to provide availability of the system and data. Describe in brief the Network security, End point security, Application security & Information security.

(vi) **Interfaces**

Internal Interface: Provide details on the interactions/data flow between various stakeholders using this application. Format and standards to be followed for these interactions should be described here.

External Interface: Provide details on interaction/data exchange with any other external applications/departments/Institutions

5.5.3 Linkage with Core Infrastructure

Illustrate synergies that the project proposes with:

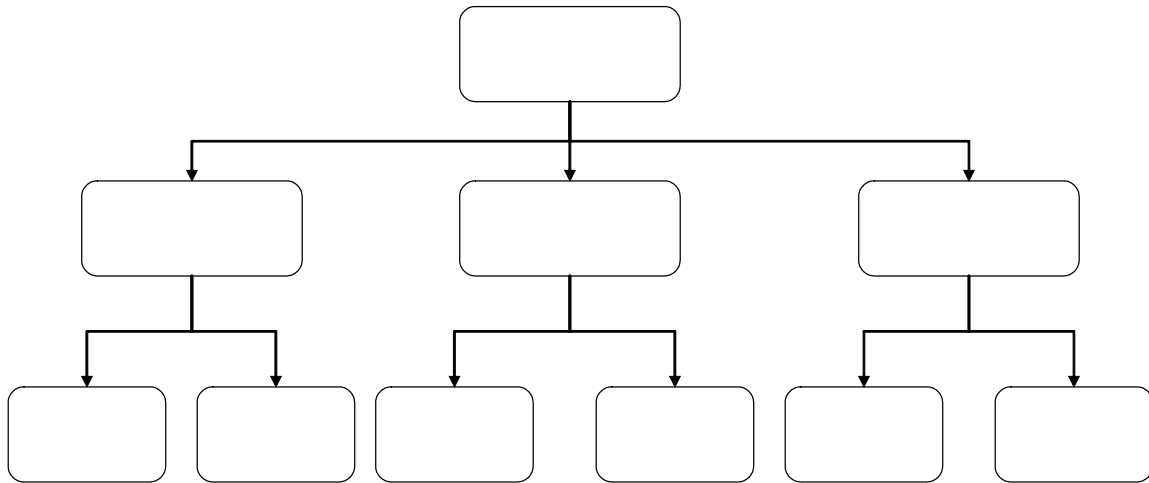
- State Wide Area Network (SWAN)
- State Data Centres (SDC), and
- Common Service Centres (CSC).

5.6 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



(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 -

Position	Roles and Responsibilities	Number	Location
Project Implementation Agency			

Line Department			

5.7 Project Management & Governance Structure

This section should describe the Project Management & Governance structure and roles & responsibilities of the different entities to support the Ministry/department from project conceptualization stage to complete roll out and subsequent operations & maintenance (O&M) phase.

5.8 Monitoring & Evaluation

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 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:

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,

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:

Process Indicators-

- Empowered Committee created
- Mission Leader appointed
- Core processes mapped
- Scoping study undertaken
- Detailed project report prepared
- Government process re-engineering undertaken
- Stakeholders Identified

[Evaluation Criteria for Success of implementation](#)

This section should contain the details of: Indicators for assessment of success/ failure in terms of the Goals, Objectives and Outputs of the project and means of their verification in the tabular format as furnished below:

Example: Bangalore One Project

Outcome	Outcome Indicator	Means of Verification
Creation of efficient, reliable, transparent and integrated single window for all G2C & B2C services	15 % of citizens covered	<u>Bangalore One Project</u> database and Department Statistics
	10% quarterly transactions growth rate	<u>Bangalore One Project</u> database
	15 government department counters closed and transferred to Bangalore One	Department sources

Means of verification

Provide the list of Means of verification 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 with the estimated time frame. 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 summarize the sub-activities to be undertaken as a part of Monitoring, Evaluation and Assessment along with persons/ agencies responsible (if identified), estimated time frame for these activities.

Sub Activity	Persons/ agencies responsible	Estimated Time frame

5.9 Strategic Control

Please refer the DEITY Guidelines on Strategic Control & customize to the project requirement

- i) Strategic control over the application
- ii) Strategic control over the database
- iii) Strategic control over security and network administration
- iv) IPR ownership

5.10 Assumptions & Risk Management

5.10.1 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.

5.10.2 Risk Assessment Matrix

Impact	Low	Medium	High
Probability			
Low			
Medium			

High			
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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

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).

5.10.3 Measures for risk mitigation

Description of Risk	Risk mitigation measure	Stakeholders involved

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.

This section should also provide the impact against each risk & the mitigation measures that would be planned and executed should be indicated against each of the risks identified above.

Example:

Description of Risk	Risk Impact	Risk mitigation measure
Resistance from Employment Exchange (EE) Staff	Involvement of a private agency assuming the role of EE Staff and performing operational activities may cause resentment among the EE officials leading to delay in the Project related activities and inefficient functioning of Employment Exchanges	Proper change management strategy shall be adopted. (As outlined in the Change Management Strategy section of this report and detailed in the Capacity Building & Change Management report) Incentives: Additional incentives may be planned for staff doing the additional work related to EEMMP

5.11 Project Costs & Financing**5.11.1 Project Cost**

The project costs should be provided under two broad heads (i.e. Capital expenditure and operational expenditure). 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:

- Capital Expenditure 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 licenses;
 - Networking (including LAN installation);
 - Development of functional & technical requirement;
 - Defining parameters & customization of application software;

Detailed Project Report Template and Guidelines for APTS

- 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.
- Operational Expenditure including:
 - Connectivity;
 - Operations and maintenance costs;
 - Operational subsidies, etc.;
 - Any other ongoing costs

A sample of Project Cost Summary is provided below for reference:

Capital Expenditure (CAPEX) - INR							
S. No	Items	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
1	IT Infrastructure						
2	Software Development						
3	Physical Infrastructure (non-IT)						
4	Data Migration						
5	Professional Consultancy services						
SUB-TOTAL							
TOTAL							
Operational Expenditure (OPEX) - INR							
S. No	Items	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
1	Hard Ware Maintenance						
2	Software Maintenance						
3	Maintenance of Physical Infrastructure (non-IT)						
4	Network & Bandwidth maintenance						
5	Project Management Unit						
6	Capacity Building & Change Management - Training Programme						
7	Capacity Building & Change Management - Awareness Programme						
8	Monitoring & Evaluation						
SUB- TOTAL							
TOTAL							

5.11.2 Detailed Project Costing

<An example of the detailed project Implementation costs is given in the tables below>-

IT Infrastructure cost

Infrastructure Costs			
Component	Unit Cost(INR)	No.	Total(INR)
Civil Work & Electrical			
Civil & Furniture Work, Racks and UPS etc. for the local departments/ hospitals			
Civil & Furniture Work, Racks and UPS etc. for the local departments/ hospitals			
Sub-Total			
Hardware			
Database Server(Including system software)			
Application Servers(including system software)			
Local servers (SHC, SC)(Including system software)			
Firewall(Software based)			
Switch (Managed Access switch)			
Tape Library			
PCs			
Scanners			
Desktop Laser Printers			
Sub-Total			
Software			
Database			
Sub-Total			

Total Cost of Infrastructure			
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Application development/customization cost

Sr. No.	MIS Modules	Estimated Expenditure	
		Standard Price(INR)	Customization (25% of standard cost)
1	License Module		
2	Inventory control		
3	Health care Management		
4	Finance Management		
5	Grievance Redressal System		
6	Human Resource Management System		
7	Scheme Management		
8	Web Portal		
9	Other features of the system(Single sign-on, Security etc)		
	Total Cost		

Network connectivity cost

Network cost	Connectivity cost/centre(INR)	Number of centres	Total cost(INR)
Initial Leased Line cost for the first year			
Leased line cost for subsequent years(yearly cost)			

Capacity building and training cost

Capacity Building & Training Component	No. of Trainees in 23 Districts	Duration (In Hours)	Cost Per Person Per Hour (INR)	Cost per training module (INR)
AP HMIS Orientation				
Change Sensitization Training				
Basic Computer Training				
Mid Term Computer Training				
Advanced Computer Training				
AP HMIS training for Operational level staff				
AP HMIS training for Tactical level staff				
AP HMIS training for Strategic level staff				
Specialized Training				
Training on Inventory Management				
Training on Scheme Management				
Training on Finance Management				
Training License Management				
Training on HR Management				
Total Amount				99828000

Cost towards Financial Incentives to Employees

People Participation	HoDs	No of Units per district (Incentives)	Unit Cost (INR)	Total Cost (INR)
Monthly Incentive to Change Champions	DH			
	DME			
	CFW			
	APVVP			
	AYUSH			
	DCA			
	IPM			
	APSACS			
	APHMHIDC			
	APYP			
Total Amount				
Total Amount for 23 districts for 3 years				52164000

Capacity Building & Training Cost (INR)	
Incentives for Change Champions for 3 Years (INR)	
Total Change Management & Capacity Building cost(for the state wide rollout)	

Data entry/ migration cost

Training and Data Entry	Estimated Expenditure(INR)
Data Entry	
Total	

Assumptions: 1.5 Cr pages @ INR 4 each are considered while arriving at the data entry cost.

Annual maintenance cost

Annual Maintenance Cost	
Key Components	Amount (INR)
Post implementation support for Application software (@ 22% of Costs)	
AMC hardware(22% of cost)(from fourth year)	
AMC for end user hardware(From fourth year)	
Consumables	
Support cost(12 resources)	
Total	

PMU cost

Item	Man Month cost	Total cost for one month	Number of months required	Total cost
State Level (7 resources)				
District Level				
For stage -1 districts(5 districts)(1 resource each)				
For stage -2 districts(6 districts)(1 resource each)				
For stage -1 districts(12 districts)(1 resource each)				
Total				

Notes:

1. For stage-1 districts, PMU is required for the first two years of implementation.
2. For stage two districts, PMU is required for six months in the first year, 12 months for the second year and six months in the third year
3. For stage three districts, PMU is required for the second and third year of implementation.

Overall cost of the project (Five years)

Item	1 st year	2 nd year	3 rd year	4 th year	5 th year	Total
Total Server Infrastructure cost						
Software development Cost						
Network Cost						
Change management cost						
Data entry cost						
PMU cost						
Annual Maintenance Cost						
Total						
Overall project cost for five years						

Note: Overall cost of server infrastructure, software development, network cost, training cost and data entry cost is distributed in 70:30 ratio for 1st and 2nd years.

i) Financing Model

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:

(Rupees in Lakhs)

Period	Centre		State		Others (including private sector support)		Total
	Amount	Nature of Assistance	Amount	Nature of Assistance	Amount	Nature of Assistance	
Year 1							
Year 2							
Year 3							
And so on							
Total							

5.12 Public Private Partnership (PPP)

PPP is a mode of implementing government programmes/schemes in partnership with the private sector.

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**

This section is intended to capture the information on the following elements

- Service deployment plan
- Demand projections and price elasticity of demand
- Fees and fee setting mechanism
- REVENUE MODEL- This should include information about the various plans and ways in which you seek to generate revenue from the project to make it self-sustaining in the long run.
- Revenue projections
- Estimated investment (including phasing of investment) and operating costs
- **Proposed cost sharing arrangements between state, centre and private participant**
- VIABILITY GAP FUNDING- Viability Gap Funding means a grant one-time or deferred, provided by the Government with the objective of making a project commercially viable. Provide information on the viability gap funding required to make the project commercially viable.

(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.)

5.13 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

5.14 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.

5.15 Critical Success Factors

Provide the list of project success factors & explain each of them.

<Example- Bhoomi Project in Karnataka>

1. Robust Program Design
2. Political and administrative support
3. Stakeholder engagement and involvement
4. Institutionalization And Legal Changes- Amendment in Karnataka land revenue act
5. Capacity Building Among Government Servants
6. Government Process Re-Engineering
7. Importance Of The Project Champion
8. Financial Sustainability

5.16 Expected Outcomes & Benefits of the Project

1. **Tangible and Measurable Benefits** - Describe the benefits that can be measured.

Example :

Net Savings & Payback Calculation

Cost Heads	Unit	Amount
Annual all-India volume	KG	32,704,563,100
Estimated leakage (36.38%)*	KG	11,897,920,056
Economic Price	Rs/Kg	11
Annual Value of Estimated leakages	Rs. (Crores)	13,087.71
Total Investment (Capex&Opex)	Rs. (Crores)	3206.91
Output	Unit	Amount
Reduction in leakage	Percentage	5.00%
Savings due to reduction in Leakage	Rs. (Crores)	654.39

* Considering the leakage and diversion level of 36.38% as reported by PEO in its 2005 report "Performance Evaluation of TPDS".

Thus, even with a meager reduction in leakage of 5%, the annual savings could be in the range of Rs. 650 crores.

2. Intangible and Qualitative Benefits

Describe the benefits that the project would be providing to the stakeholders in terms of set objectives of **transparency, accountability, efficiency** and **effectiveness**

- i) Benefits to Citizens
- ii) Benefits to Employers
- iii) Benefits to Business Houses
- iv) Benefits to Other Stakeholders
- v) Benefits to Government

5.17 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.

Project activities	Responsibility	Target date	Project duration											
			Year 1				Year 2				Year 3 and so on			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

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.

