

Government of NCT of Delhi
DEPARTMENT OF INFORMATION TECHNOLOGY
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Guidelines, Steps and Procedures
for
Planning of IT Projects

1. Introduction

Major objectives of computerization in government departments are to

- Improve the internal efficiency of the department
- Improve government-citizen-interface
- Disseminate Information
- Improve Citizen Service Delivery
- Enable filing of Application online and
- To deliver services online

1.2 There has been significant achievement by individual computerization efforts in most of the departments/agencies of Government of Delhi. However, there are still few departments, which are yet to start any IT project for their own working or for automating the services offered by them. In many departments automation has been done partially and it needs to be strengthened further to synergise and integrate all the achievements made so far to provide desired visible impact of e-Governance initiatives of the Government. Optimal utilization of resources, sharing of assets and providing single point of contact to people with government are other aims of e-gov initiatives. Like any other project, IT Projects too require planned approach. If planned well, not only the project gets executed well but also the desired objective are achieved in time without any time or cost overrun and monitoring becomes easier.

1.3 The guidelines presented in this document define the recommended steps to be taken and procedures to be followed for planning IT projects. The project report prepared in this format will enable better examination of

the report for granting approval by IT, Planning and Finance Departments. The guidelines are intended to ensure that the IT initiatives in the government departments are:

- Conceptualized, planned and implemented in an orderly manner.
- Are consistent with the ongoing initiatives of the Delhi Government.
- Are within the constraints of available resources and government procedures.
- Cover all aspects of the chosen activities and make full use of the potential of technology
- Managed in a consistent manner to optimize benefits and contain production and maintenance costs.
- Completed on time within budget and based on the required/planned specifications.
- Meet the administrative, financial, audit control requirements of the Government.
- Uses optimal technologies available for the same.

1.4 The guidelines also intend to ensure that IT initiatives of the departments/agencies are accomplished in a planned and orderly manner. The guidelines/procedures contained in the document will be valuable to departments, which have not automated their activities as yet as well as to those who have automated few activities and want to go for an integrated department wide automation. IT initiatives may not only include development of application software but also process re-engineering, enhancement/upgradation/customization of an existing software or development of IT infrastructure or development of website.

2.0 IT Project Implementation

2.1 An IT project needs to be implemented in following phases.

- I. Project Planning Phase
- II. Project Implementation Phase
- III. Post Implementation – Project maintenance and monitoring Phase

The guidelines contained in this report covers Phase I only which are required for examination by IT, Planning and Finance Departments, in that order.

2.2 Project Planning Phase

The project planning phase has been divided into two major parts-Part 1 and Part-2. The first part consists of information collection, compilation and preparation of wish list by the departments. The second part deals with preparation of feasibility study which in majority of departments may have to be done by experts sourced from outside on account of absence of such manpower within the department.

Both the parts consists of many steps under which information collection/compilation has to be done in templates devised. The templates have been devised to elicit best response for preparation of requirement definition document (RDD), which forms base of an IT Project.

2.2.1 Part-1 – Information Collection and Compilation

This activity is to be performed by department officials and involves collection of data, writing of mission and vision etc and consists of following three main units.

- i. Establish Plan and Key Success Factors
 - Department Basic Information
 - History, Functions, Critical Issues
 - Mission, Vision, Key Success Factors

- ii. Where the department is - Present Status of Automation/Information Processing
 - Department As Is Status - Present Status of Automation/Information Processing
 - Process Study - As Is Status - Present Process

- iii. Where the department wants to be - Determine Department's Direction/Future Plan
 - About the Project Planned - Determine Department's Direction/Future
 - Gap Analysis - Determine gap from present to future process
 - About the Project Planned - Project Justification
 - Project Planned - Options, Strategies, Information Flow

For the above purpose, the department employees need to identify the processes that they want to be automated for the purpose of improving internal efficiency and/or improving government-citizen business-interface. They are required to draw out the complete procedure being followed in the processes, drawing out attention towards necessary approvals at each stage of the above procedure.

2.2.2. Part-2 - Preparation of Feasibility Study.

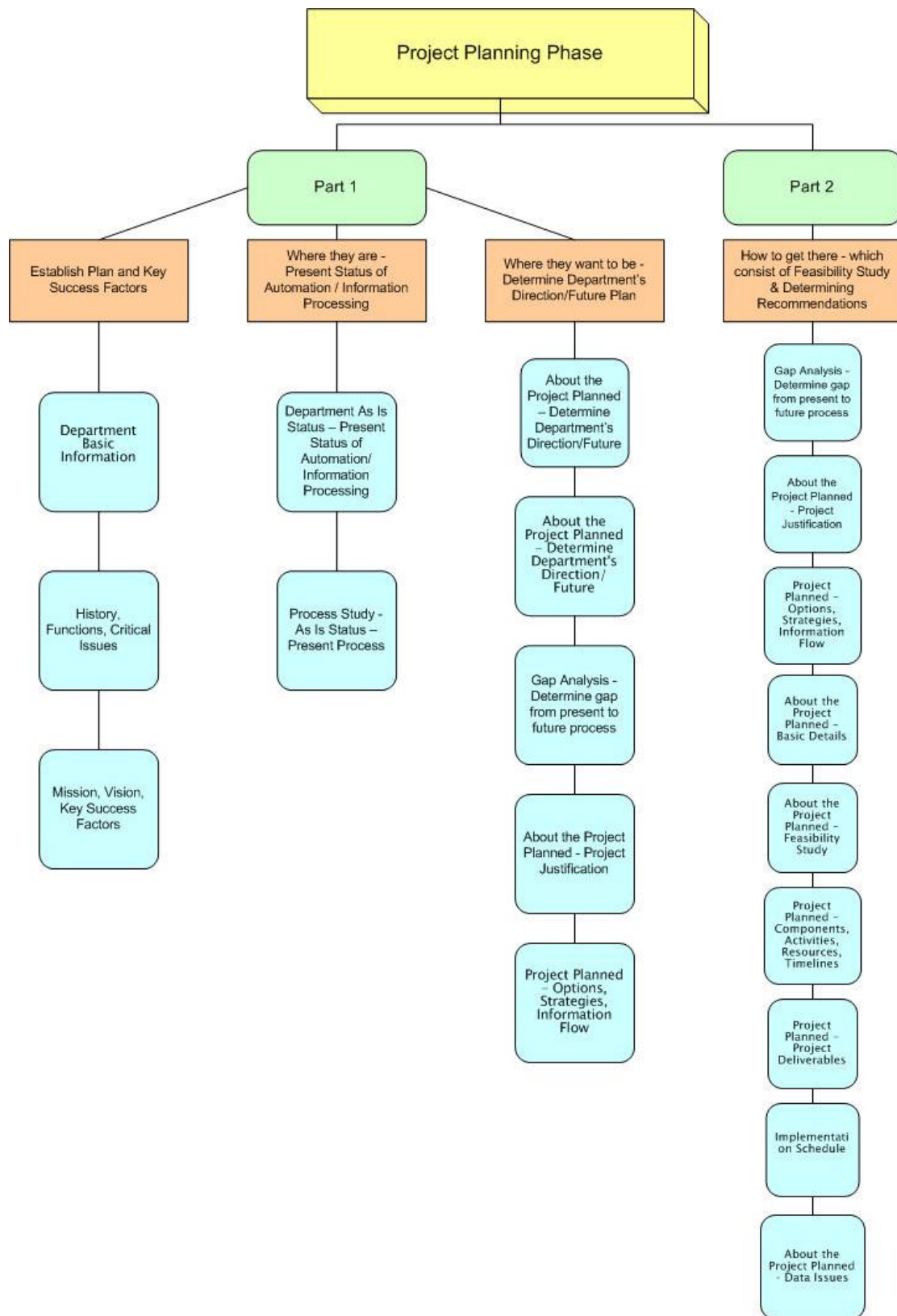
This is required to be done by NIC or any consulting company (appointed by the department), and consists of the following steps where information is

compiled in specified forms. In some departments this has also been prepared by officials of department itself. Hence outsourcing this job is not mandatory.

How to get there – which consist of Feasibility Study & Determining Recommendations

- Gap Analysis - Determine gap from present to future process
- About the Project Planned – Project Justification
- Options, Strategies, Information Flow
- Basic details of Projects.
- Feasibility Study
- Components, Activities, Resources, Timelines of project.
- Project Deliverables
- Sample Implementation Schedule
- Data Issues -About the Project Planned

The Department must make all efforts to consult similar reports prepared by other departments/states, if any, and incorporate the relevant experiences gained there for similar applications.



2.3 Formation of Project Specific Task Force

The first and foremost task is formation of a project specific task force and appointment of a Nodal Officer to take stock of all computerization activities carried out at the department level so far. While Nodal Officers have been appointed in all departments/agencies, Project eGovernance Mission Team (PeMT) (project specific task force) as envisaged under National e-Governance Plan, is yet to be formed for specific projects in many departments. The PeMT is primarily responsible for conceptualizing project and monitoring its day-to-day implementation. The project specific task force is to report to PeMT.

PeMT and Task Force should be constituted first.

2.4. Report Template

Based on items described in para 2.2 a template of the report has been designed to be used by the officials of the department. The template is the suggested format, which can be further fine tuned and more information can be added in the form of new sub-paras. However, deletion of points is not allowed. The template is enclosed as Annexure-I.

While Part-I is to be filled by department official, part-II can be filled by department officials or officials of NIC or a third party selected by the department for this purpose. In case department hires a third

party to develop part-II, Part-I will be useful for selection of the said third party.

All new proposals will be accepted only in this format.

2.5. Important Points to Remember

2.5.1 Identification a Nodal Officer: Identify and nominate a Nodal officer for co-coordinating the planning and implementation of IT projects. Such an officer should either be the Head Of Department himself or a senior officer of the Department. The success of the project entirely depends on the Nodal Officer. Knowledge of technology is not essential for such a person, however, his/her commitment to the project and position in hierarchy of the department are very important for the success of the project.

2.5.2 Identification of PeMT/Core committee: Identify a Project Management Team/Core Committee of 2 to 3 committed officers of the Department. The team members may need to be re-skilled and empowered appropriately for Information Technology.

Alternatively, the professionals for various phases of the project – consultancy, implementation, operation, maintenance phase can be hired on contract basis from the open market for fixed period with the prior approval of the Department of IT & Finance.

2.5.3 Identification of Key areas: Identify the key areas and critical application the Department may like to take on first. The strategy of the Department should be “to start simple but grow fast”.

The revenue generating and public dealing branches should be taken up first for quick gains high impact and high visibility. Focusing on

pain areas, specially those of subordinates is very important for wider acceptability of the project.

2.5.4 Technical Sanction: The Department would be required to send this Project Report to Department of Information Technology to obtain its Technical Sanction (TS).

2.5.5. Financial Sanction: After the Technical Sanction (TS) of the Department of Information Technology, the Department needs to get sanction of Planning/Finance Department. Possibility of funds from sources like DIT, Government of India could be explored for bigger projects.

2.5.6 Development cost and effort estimates: The project cost estimates along with approximate breakup should be so prepared such that the deviation is within $\pm 10\%$ during actual execution is provisioned for. Man-hour estimates can also be given for the purposes of estimating the cost.

2.5.7 Motivating the Existing Staff: Motivate the existing staff and carry out IT awareness campaigns within the Department and for the end users and beneficiaries. Train & re-skill them in computer operation, application operations & not computer technology.

2.5.8 Data: The Departments must take steps in time for collection of data, its entry and validation. This activity should be planned with special care so that the required data is available. Past data could be required as historical records, however, temptation to go too much in past should be curbed as that becomes a drag on the project. Data will also be required for testing of the software to be developed and this should be arranged in time from real life environment.

2.5.9 Service Level Agreement (SLA): In case the project is to be executed under Public Private Partnership methodology then good service level conditions need to be identified for all activities to ensure quality service. Payment should be linked with SLAs and adequate monitoring mechanism should be in place for implementation of SLA.

2.5.10 Parallel Processing: Development of application software, installation of network and procurement of hardware should go hand in hand to minimize the project time.

Format in which Report is to be Prepared