

GUIDELINES FOR NATIONAL ROLLOUT

eDistrict MMP

Department of Information Technology

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# GUIDELINES FOR NATIONAL ROLLOUT eDistrict

## 1. BACKGROUND

- a. NeGP was approved by the Government in May 2006, with the following vision:

*“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”.*

- b. To realize this vision, 27 Central, State and Integrated Mission Mode projects (MMPs) along with 8 support components were identified and approved under NeGP (**Annexure II**). States have been given flexibility to identify upto 5 additional state-specific projects, which are particularly relevant for the economic development of the State. NeGP also envisages creation of the core IT infrastructure in the form of SWANs, SDCs and one lakh front ends namely CSCs in rural areas across the country to deliver public services electronically.
- c. **e-District** is one of the 27 MMPs under NeGP, with the Department of Information Technology (DIT), Government of India (GoI) as the nodal Department, to be implemented by State Government or their designated agencies. **This MMP aims at electronic delivery of identified high volume citizen centric services, at district and sub-district level, those are not part of any other MMP.** To achieve these objectives service levels and outcomes for each of these services will be clearly laid down by the concerned State, with a view to improving the efficiency and effectiveness of the service delivery. The MMP envisages leveraging and utilizing the four pillars of e-infrastructure namely, SDCs, SWANs, SSDGs and CSCs, optimally to deliver public services electronically to citizens at their door steps. Initially only those high volume citizen-centric services will be taken up for implementation which have high priority for the State. New services will be added to the portfolio subsequently, once the demand for the initial set of e-enabled services increases.

## 2. OBJECTIVES

The objectives of the e District Mission Mode Project are to ensure the following:

- a. Undertake backend computerization of District and Tehsil level offices to ensure electronic delivery of high volume citizen centric services at the district level.

- b. Efficient delivery of services with improved Service Levels by undertaking extensive Business Process Re Engineering of identified services.
- c. Extensive Capacity Building and training of field level functionaries to ensure smooth migration to electronic delivery of e district services and phasing out manual delivery of services.
- d. Delivery of services through Common Service Centers (CSCs) by leveraging the common infrastructure of SWAN, SDC, and SSDG.
- e. Development of applications to be hosted at the State Data Centers for delivery of services.
- f. Delivery of all public services at District/ Sub District level in electronic form through State Portals by using the State Service Delivery Gateways.
- g. Providing easy, anywhere and anytime access to Government Services (both Information & Transactional) to ensure reliability, efficiency, transparency and accountability.
- h. Reducing number of visits of citizens to a Government office / department for availing the services and there by eliminating harassment.
- i. Reducing administrative burden and service fulfillment time & costs for the Government, Citizens & Businesses
- j. Reducing direct interaction of citizen with the Government and encourage 'e'-interaction and efficient communication through portal
- k. Enhancing perception & image of the Government and its constituent Departments.

### **3. COVERAGE AND SCOPE OF THE PROJECT**

#### **3.1. Coverage of the Project**

- a. The e-District MMP is to be implemented in all 640 districts of the country including 41 districts already taken up under pilot implementation of the eDistrict Project. The implementation of the Scheme will be completed in four years commencing from 2011-12 which will include 2 years of O&M phase.
- b. The implementation in the States is proposed to be carried out in 2 phases: **In the first phase**, districts in which at least 70 per cent of the CSCs are operational would be targeted for the rollout and **in the second phase**, rest of the districts would be selected for the e-District rollout.

### 3.2. Scope of the Project

- a. e-District MMP aims at electronic delivery of all public services at District / Sub District level, progressively. Initially 10 categories (5 mandatory + 5 State Specific) of identified high volume citizen centric public services at district and sub-district level will be taken up for implementation. While doing so, the four pillars of e-infrastructure i.e. SWANs, SDCs, SSDGs and CSCs will be leveraged and no new infrastructure would be created. Later on, new services could be added depending on the requirements and the felt needs.
- b. The e-District MMP envisages centralized architecture at the State level with common application software for each of the identified services for all the districts of the State. The application software will be hosted in the State Data Centre. Integration across States would be enabled, through mandatory adherence to technical specifications and e Governance standards. The detailed guidelines in this regard will be issued by DIT (Department of Information Technology) separately.
- c. Two key aspects of the Scheme are Business Process Re-engineering (BPR) and creation of databases based on e-Governance standards for the purposes of ensuring interoperability. BPR is intended to enable process simplification and significant value addition to citizens.

## 4. SERVICES

### 4.1. Category of Services

A minimum of Five (5) service categories can be undertaken under this Scheme. State would be required to identify and notify **at least 20 services** and their service levels to be delivered under this programme in electronic mode only to the citizens from a fixed cut off date. It is clarified sub services like add/modify/delete will be part of the same service and will be counted as one service. Accordingly, Government Orders/ legal changes need to be issued or made by State notifying no parallel manual processing for these services will be carried out after the cut off date. The State Government will satisfy itself that electronic system of delivery of services is working satisfactorily and is tested prior to moving for exclusive mode of delivery of services. Some of the Government Notifications for enabling e services are available at DIT site at <http://www.mit.gov.in/content/government-notifications-enabling-e-services>.

### Core list of Services

**(a) National Mandated Services**

**Five service categories** have been identified at the national level which shall be taken up for implementation by all States which agree to participate in the e District MMP.

- (i) **Issue of Certificates** including services :Birth, Death, Domicile, Nationality, Caste, Marriage, Income, Employment, etc.
- (ii) **Social Welfare Schemes** including services – Social welfare Pensions (Old age, Widow, Handicap, Destitute), Scholarships.
- (iii) **Revenue Court** including services – including Case listing, Case adjournment, Stay orders, Final orders, Status of execution of orders: information, tracking, filing of miscellaneous applications. Also, Government dues and recovery, as part of Land Revenue – including issue of notices, record payments, track default processes, updation of treasury receipts, etc.
- (iv) **Ration Card** related services including services change of address, additions, deletions of members, application for issue of duplicates, etc.
- (v) **RTI services** including redressal of Grievances – application, tracking, monitoring, redressal, appeals, etc at district level. RTI services will be applicable to all departments/offices which have been provided with ICT infrastructure and connectivity for delivery of services under e District Scheme

The States while identifying the services under the 5 core services should leverage the services identified and developed under the *Implementation of State Portal, SSDG and Electronic Form project*.

**(b) State Optional Service Categories**

The State can also add further 5 service categories, at its discretion, for implementation under the eDistrict MMP. However, in case, funds are available, additional categories of services may be added by the State subject to adherence to project timelines. Indicative list of service categories, which is illustrative and not exhaustive from which the States can select is given below. States would be free to add additional services other than those indicated, subject to their meeting the criterion indicated in these guidelines.

**Table 1: Indicative List of Optional Service Categories**

CERTIFICATES	GRIEVANCES
REVENUE	EDUCATION
MARRIAGE SERVICES	HEALTH
ELECTORAL SERVICES	EMPLOYMENT

LICENSES	POLICE
COURT SERVICES	TRAVEL/SERAI
UTILITY SERVICES	GRANTS/ LOANS
COLLECTION OF TAX/DUES	SOCIAL WELFARE
INDUSTRIES	

**4.2. Guidelines for selection of optional services by the State**

For the eDistrict MMP, the State should consider the following during the process of selection of optional services under the Project. This would include:

**4.2.1 Identification**

States are required to identify all possible public services that can be delivered at the district and sub district level. States should also make use of the list of services identified under SSDG/ State Portal project.

**4.2.2 Prioritization**

Having identified all the services at the district and sub district level, these services may be prioritized in order of volume. For this the State may make use of already existing surveys by independent agencies or the number of manual transactions for the last 3 years could also be the one of the basis to determine the demand.

From the list so drawn, services to be included in the scope of the e district MMP would be identified by the State based on an analysis of each identified service. The analysis would include considerations such as:

- a. Importance – How important is the service from the citizen’s point of view and how sustainable the service would be in the long run.
- b. Potential benefit to Citizen/Government from computerization.
- c. Ease with which service levels (time bound) for each service can be defined , tracked and ease of replication throughout the state
- d. Degree of changes required in existing processes to meet the service level requirements of each of the service (BPR). BPR reports as available from pilot states is available at DIT website.
- e. Ease with which such changes can be introduced, including legal reforms,
- f. Availability and quality of existing manual/digital data that can be used for online service delivery within a period of 18 months



- g. Extent of coordination with multiple offices of the State for provision of the service online
- h. Potential for levying user charges for sustainability of the initiative

#### **4.2.3 Automation Of Backend:**

The states may like to use the following criteria for prioritization, however, they may devise their own criteria and in such a case, the project outlay will be limited to the overall approval under the Scheme. The selected services are to be classified with reference to the number of line departments involved in delivering the selected service and whether the line department/s is covered under any other MMP under the NeGP such as panchayats, police etc

- a. High volume services where a single line department is involved in the delivery of the service should be taken up first , preferably for an end-to-end digitization & workflow automation (covering all process points) for effective online delivery of service. In any case, minimally, the service offered under the project must be enabled, to receive requests, track status and deliver the service online. The backend processes to the extent feasible may be taken up for e enablement.
- b. Priority may also be given to services that involve more than one department at the backend e.g. Arms License involving Revenue Department and Police Department.
- c. For services which at the backend would involve computerization of a line department being covered under another MMP of National e-Governance plan, funding under eDistrict would only be made available for providing a minimum interface to the line department with the district administration for activities such as receipt of requests, status tracking and delivery, and general information. *In such cases the backend processing and infrastructure shall be beyond the scope of the present scheme.*
- d. For services that are taken up under eDistrict but where the backend and infrastructure are being funded out of another project (NeGP or otherwise), it must be ensured that the entire workflow at the point of service fulfillment “citizen end” is automated – and can be integrated with the backend as and when the same is ready.

### **4.3. Approach to BPR and Service levels**

#### **4.3.1 AS IS Study**

- a. In line with the philosophy of NeGP i.e. focus on service delivery with assured service levels, it is mandatory that prior to the start of the actual implementation, the State undertakes a comprehensive study of the existing processes for service delivery, to identify areas for improvement across the selected services. (Minimum of Five and maximum of Ten). This improvement would be aimed at achieving service levels for each of the service, *to be approved by the State* as a standard prior to the actual implementation of the pilot.
- b. Implementation of BPR and Change Management are the key components in ensuring the success of eDistrict MMP .

#### 4.3.2 Business Process Reengineering

The first step in the implementation of the eDistrict MMP would be to undertake the BPR study of the selected services.

- a. States on the basis of BPR shall issue Government Orders / Notifications as may be required to give effect to electronic delivery of services. Such orders should necessarily indicate the **Service Levels** for each of the Services. Additionally, wherever possible, the grievance redressal mechanism may also be indicated in such Government Orders/Notifications.
- b. Pilot States having approved the BPR for the Pilot districts need to extend such Government orders to all districts. However, in case, different processes are being followed for delivering the same service in different districts, States need to ensure adoption of a common standardized process across districts for such a Service.
- c. The BPR and other work done under the *Implementation of State Portal, SSDG and Electronic Form Project* need to be utilized to the extent possible by each state under eDistrict.
- d. Further, the States need to identify the offices at the backend (up to the sub district level) which are to be inter connected and automated for processing the service requests/ work flow. Please refer the service delivery architecture given in Annexure 1.
- e. The eDistrict Project envisages **Centralized Architecture** at the State level with common application software and common citizen database for all the districts of the State, hosted in the SDC. Citizens will access the web enabled services at CSCs whereas the State Portal would be the front end. Guidelines for Architecture Specifications, Standards, interoperability with other MMPs, Sharing

of IT Infrastructure through Virtualization, Digital Signature, etc have been given under System Guidelines in Annexure 1.

#### **4.3.3 Documents for State Approval**

The following documents need to be prepared and submitted by the State PMU to the State Designated Agency (SDA) for approval:

- a. Documentation of the existing process of service delivery across the eDistrict Services
- b. Existing and proposed Services Levels
- c. Identification of **Business Process Reengineering** requirement to achieve the proposed service levels, including areas where legal changes would be required.
- d. Documentation of **To-Be Process** maps in line with the BPR proposed
- e. The proposed BPR has to be examined by the e District Champion of the concerned State from the view point of ensuring comprehensive service quality improvement.
- f. Draft of **the Government Order** for notification of the delivery of the reengineered services from a cutoff date

Note: BPRs of the Pilot States are available at <http://www.mit.gov.in/content/e-district>

#### **4.3.4 Change Management**

States will undertake comprehensive change management exercise which will be different from and in addition to the training given for the application software. Such an initiative would help officials to understand reasons for changed processes, revised roles and responsibilities and to motivate ownership of the project. It is expected that there will be change management team led by a Change Champion which will lead and coordinate the efforts across the respective states or districts and would include key officials and change management experts.

## **5. Program Management**

### **5.1. Empowered Committee**

An Empowered Committee, with composition as under, has been constituted, in terms of the Cabinet approval for e-District MMP, with delegated administrative and financial powers inter alia to approve individual e-District projects of the States/Union Territories(UTs) The Empowered Committee will remain effective until the completion of implementation of the

Scheme across all States/UTs and will take all steps necessary to ensure completion of implementation of the Scheme within the approved budget and timelines.

## **5.2. Composition of the Empowered Committee at National Level**

Secretary, DIT, Government of India	-	<b>Chairman</b>
Representative from Planning Commission	-	Member
Representative from Department of Expenditure	-	Member
Additional Secretary, (e-Gov), DIT	-	Member
Joint Secretary, (e-Gov), DIT	-	Member
Director General, National Informatics Centre	-	Member
Director General, STQC, DIT	-	Member
Financial Advisor, DIT	-	Member
Director, DIT	-	Member & Convener

In addition to the above members, representatives of 3 State Governments will be represented in the Empowered Committee by rotation.

## **5.3. Role and responsibilities of various stakeholders**

### **5.3.1 Department of Information Technology (DIT), GoI**

- a. Frame and Issue Guidelines, Templates based on approved Scheme to the State Governments and District Administration for implementation of 'e-District'.
- b. Receive and appraise proposals from the State for 'e-District' implementation and for release of sanctioned funds.
- c. Form eDistrict National Project Management Unit (NPMU) to assist DIT in monitoring and assessing achievements by states as per laid down milestones under the project, at national level
- d. Provide technical assistance to the State for effective implementation of the MMP
- e. Provide empanelled list of Consulting Agencies, OEMs/ Vendors and System Integrators (Implementation Agencies) for the project management, monitoring and implementation to the State
- f. Support state/designated agency in getting guidance /assistance technical or otherwise.

### 5.3.2 State Government

- a. The State Governments shall set up a State Project Steering Committee headed by the Chief Secretary. The committee shall comprise of Secretaries in charge of Finance, Planning, Revenue, IT, Infrastructure/Industries, Social Welfare, Rural Development, Panchayati Raj Departments, the “e District Champion” for the concerned State and a representative of the Government of India. Chief Secretary may also co-opt other officials as deemed fit. This committee shall be serviced by IT/E Governance Department with the help of the State level PMU.
- b. The State Project Steering Committee shall meet at least once a month and shall be responsible for overall planning, coordination, monitoring, evaluation and guidance for successful implementation of the e District Scheme in the State.
- c. Identify a State Designated Agency (SDA) and a State e District Mission Leader for smooth and expeditious implementation of the ‘e-District’ Project. The Mission Leader should normally be Secretary in charge of IT Department or any other officer of sufficient seniority.
- d. The Mission Leader shall *interalia* coordinate with all concerned Departments to identify the services and service levels and get approval of the State Project Steering Committee headed by the Chief Secretary. It is made clear that the prime responsibility of identification of services and service levels will be that of the concerned Department / Organization.
- e. Ensure formation of District e-Governance Societies under the Chairmanship of District Collector / Magistrate which will be responsible for implementation of the Scheme at the district level.
- f. Provide necessary support, including infrastructure and financial resources, as required /envisaged under the project.
- g. Provide Infrastructure and other support to the State Designated Agency (SDA)
- h. Take appropriate steps for legal changes required in implementing BPR for identified services

### 5.3.3 Divisional / District Administration:

- a. Divisional Commissioners in states where Divisional Commissioner system exists, the Divisional Commissioner will provide leadership and ownership for implementation of the Scheme at the Divisional level.

- b. District Collector / Magistrate through DeGS shall ensure Planning, Coordination, Monitoring, Evaluation and Guidance for successful implementation of the e District Scheme at the district level.
- c. A **District eGovernance Society (DeGS)**, headed by the Collector/District Magistrate shall be established in each district by the district administration and registered under the Societies Act. The DeGS will be responsible for the implementation of the project at the district level. District level officials of all service delivery departments could be the members of the society. The District Informatics Officer (DIO), NIC will be the member secretary of the Society. The DeGS will also play a key role in the post implementation operation and maintenance phase of the Scheme

#### **5.3.4 District eGovernance Society (DeGS)**

- a. The DeGS would implement the project and ensure close linkages and coordination amongst the -various stakeholders in the Project at field level. Provide commitment and support to bring-in the process changes.
- b. Provide overall guidance to the Project partners at District level.
- c. Work closely with the System Integrator/Implementing Agency to undertake the field work, comprehend the requirements, document the observations, prepare roadmap and redesign the processes.
- d. Build capacity of the staff at various levels of the district administration. DeGS and System Integrator would also work closely with the technical solution provider for developing and customizing the software, implement the technical solution
- e. Manage, supervise and implement backend computerization of partner Departments/Agencies.
- f. The DeGS as owner of the Project at district level will be responsible for proper record keeping of all the assets including software / artifacts created under the Scheme at the District level.
- g. Release funds to the Implementing agencies on successful completion / installation of hardware, training, data digitization.
- h. Support the Common Services Centers (CSCs), throughout the District for providing G2C services as per the Service Level Agreements between Departments/ SDA for CSCs and the Service Center Agency (SCA). It would identify and recommend the Citizen Services which can be provided in

consultation and co-ordination with the concerned departments on priority and assist SCA in roll out of G2C services through CSCs.

- i. Collect user charges as fixed by the State Government and keep audited accounts of the same.
- j. Take all publicity measures and campaigning through media like TV, radio, newspaper, conferences, seminars, public meetings, banners and posters etc for creating awareness about transformation through e-Governance for the benefit of the rural masses.
- k. Explore revenue streams for the sustenance of the District eGovernance Society and assist SDA in formulating policies accordingly.
- l. The DeGS shall also ensure close tie-ups with all the stakeholders in the project, to provide commitment and support, help to bring-in the process changes, and overall guidance to the project. The stakeholders would include district level departmental officers e.g. SSP/SP, Chief Development Officer, CEO (ZP), District Panchayati Raj Officer, District Social Welfare Officer, Chief Medical Officer, District Education Officer / Basic Shiksha Adhikari, Sub Divisional Officer / Magistrate, Tehsildar / Patwari, Block Development Officer etc.

### **5.3.5 National Informatics Centre (NIC)**

- a. NIC shall under the overall guidance, supervision and control of the District Magistrate / Collector provide assistance and technical support for successful implementation of the Scheme at the District level.
- b. Support the implementation of the project at district level through District Informatics officer (DIC) who would be the **Member** Secretary of District e Governance Society. District level Program Officer provided by the State PMU will work under the guidance of DIO, NIC. The role of DIO can be extended beyond the project period by the District e Governance Society as the O & M phase is envisaged to be on a transaction based revenue model. Further a representative of SIO, NIC will also be a member in District e Governance Society.
- c. NIC will ensure that application software developed by NIC in pilot states are tested by STQC. No software will be deployed for state wide rollout in any state unless it has been certified by STQC.

### **5.3.6 State Designated Agency (SDA)**

- a. SDA will synchronize roll out of 'e-District' with e-form, SSDG, State Portal, CSC, SWAN, SDC;
- b. Receive and manage funds to ensure timely fund flow to implementing agencies.
- c. Transfer funds to DeGS for district level activities like hardware installation, training and data digitization.
- d. Coordinate and facilitate interactions between the project implementation partners/, State PMU, State Government Departments and District Administration
- e. Facilitate integration of the existing ICT enabled / E Governance services, wherever possible, into the e-District Project.
- f. Facilitate selection of State PMU and the System Integrator from the empanelled list provided by DIT under the guidance of State Project Steering Committee.
- g. SDA shall ensure delivery of services, identification and deployment of new services as per requirement.
- h. Prepare a comprehensive policy on User Charges.
- i. For the Operations and Maintenance of the e district project, the SDA shall finalize an effective transaction-based revenue sharing mechanism for all stakeholders i.e. the Implementing Agency, District e Governance Society (DeGS), CSCs, SCAs, State Designated Agency etc.

### **5.3.7 State PMU**

- a. The State PMU will design an efficient and effective end to end service delivery process for each of the identified services. This will be based on AS IS and To BE studies for all the services. This study may be conducted in more than 1 district subject to a maximum of 3 districts.
- b. Prepare the functional requirements (FRS) based on the BPR and review the System Requirement Specification (SRS) and System Design Documents (SDD) for the application development.
- c. Assist Pilot States in deploying the existing applications for the state wide rollout. No application software will be deployed for state wide rollout in any state unless it has been certified by STQC.



- d. Assist Non Pilot States in the selection of Application Software from the sets of STQC certified application software developed during pilot implementation.
- e. Prepare the Capacity Building, Change Management & Training plans, identify the legal changes required and assist in drafting and issuance of Government Orders for giving effect to the BPR.
- f. Assist the SDA in monitoring of the User Acceptance Tests (UAT) and review of test results.
- g. Coordinate with STQC for certification of application software.
- h. Prepare RFPs wherever required for State wide rollout.
- i. Assist the State in the selection of System Integrator (Implementation Agency).
- j. Supervise the installation, commissioning and acceptance of IT infrastructure at the State and District level.
- k. Provide one dedicated manpower at each district for project coordination for 3 years.
- l. Supervise the rollout at all the locations.
- m. Design the post implementation guidelines for Operation and Maintenance phase.
- n. Project Management and Monitoring with status update and progress tracking.
- o. Scope of works of the State PMU shall be further refined at the time of bidding for the Empanelment for both Pilot as well as non Pilot States.

## **6. PROJECT IMPLEMENTATION**

Following steps are to be followed at State level for the implementation of the eDistrict MMP-

### **6.1. Identification of a Nodal Department**

The Nodal Department would be the Project owner at the state level (IT/E Governance Department) within 2 weeks of the issuance of these guidelines.

## **6.2. Notification of a State Designated Agency (SDA)**

Notification of a State Designated Agency (SDA) and a Mission Leader to represent the State and provide all State level support for smooth implementation of the Project. The State Designated Agency should ideally be a PSU/Society of the State Government. In any event the SDA would have to be empowered to open a separate Bank account and operate the same for the implementation of the e District Project within 2 weeks of the issue of the guidelines. It is advised that existing SDAs which are implementing NeGP Projects (CSC, SWAN, SDC, SSDG, E District Pilots) should normally be designated as SDAs for the E District Scheme also.

## **6.3. Formation/Notification of District e-Governance Societies (DeGS)**

Formation/Notification of District e-Governance Societies (DeGS) as implementation agencies at District level, wherever these societies have not yet been constituted, within 45 days of issuance of these guidelines.

## **6.4. Preparation of the Detailed Project Report (DPR)**

States are required to prepare a Detailed Project Report (DPR) in the format prescribed by DIT. Template of DPR is available in Annexure 2.

- a. For the Pilot States, as per the work order issued to existing consultants, they have to prepare the DPR for State wide roll out. Thus the Pilot States should get DPR prepared by the Consultant engaged for the Pilot e District implementation
- b. Non Pilot states shall have the option to prepare the DPRs through any of the consulting agencies empanelled either by the State Government or DIT, Government Of India for e-Governance projects subject to a cost ceiling of Rs. 3 lakhs (fixed) plus Rs. 10000 per district.
- c. The DPR will be submitted by the States after taking due approval of State Project Steering Committees.
- d. These DPRs shall be appraised by DIT for approval in conformance to the eDistrict MMP guidelines/scheme. For the purpose of the appraisal a soft copy of the project proposal must reach DIT Government of India within 2 months of issuance of these Guidelines.

## **6.5. Approval by DIT**

- a. Following the appraisal, the project would be accorded Administrative Approval by the Empowered Committee for the eDistrict Project and the same would be communicated to the State / State Designated Agency for project initiation within 3 weeks of the receipt of the proposal.
- b. The Administrative Approval shall be followed with Sanction Order along with the release of first installment.

## **6.6. Selection of the State PMU**

State wise PMUs will be selected through a Central Bid Process. This bid process will be managed by DIT. The concerned State IT Secretary will be co-opted in the bid process management.

## **6.7. Selection of System Integrator (SI) /Implementing Agency**

In 16 states e-District pilot project is being done under different platforms. The 6 core and 4 optional service categories are chosen by states and several applications have been developed under each service category for pilot districts. STQC is engaged to test that each e-district pilot application conforms to the functional requirements, security requirements and performance requirements for a defined load. The e-district applications which will get certification from STQC will qualify for state wide roll out.

The system integrators will also need to add one service category from among the optional service categories to increase their number from 4 to 5 as the 6 core service categories have been merged into 5. This will keep the total number of service categories to 10, i.e., 5 core and 5 optional service categories.

In order to expedite rollout of E District project, the following will be done:

### **6.7.1. Empanelment of Original Equipment Manufacturers**

In view of the need of standardization of hardware and software which is to be installed in large numbers across the country, DIT would undertake empanelment of OEMs/Vendors for Systems and Peripherals required for the project. This would not only reduce the procurement cycle time but will also result in cost savings. System Integrators will be free to quote the rates from any of the empanelled OEMs. The indicative list of items to be taken for empanelment of OEMs will include:

- Desktop (Unit Cost)
- Laptop (Unit Cost)
- Digital Web cam (Unit Cost)
- Scanners (Unit Cost)
- Network Printers Cum FAX (Unit Cost)
- Laser printers (Unit Cost)
- UPS (1 KVA) (Unit Cost)
- 42 U Rack (Unit Cost)
- 9 U Rack (Unit Cost)
- 12 Port Switch (Unit Cost)
- Modem (Unit Cost)
- Operating System

#### **6.7.2 Common RFP for Selection of System Integrator**

State shall get Scope of Work for the System Integrator (as per the template to be issued by DIT) prepared through the State PMU for State Wide rollout and submit it to DIT for examination. After appraisal, the Scope of Work for all the States will be incorporated into a common bid document, which will be floated by DIT. This bid document will incorporate detailed Scope of Work for each state. System Integrators can quote for any or all the States. Selection of System Integrator will be decided by the State Government on the basis of technical and financial evaluation by a committee headed by the IT Secretary of the concerned State. Work orders will be issued by the concerned State and all funds will be released through the concerned State Government. The rates quoted will also include the rates for language customisation if required.

**Both existing System Integrators and new system Integrators** will quote the rates with 3 years Support Cost including Help Desk support at state level. Thus System Integrator will be the single point of contact for States. This is being done so that system integrators can bring partners (e.g. System Software, Hardware, Desktop, etc. from amongst the OEMs already empanelled by DIT) of their choice while quoting the rates.

New system integrators can also participate in the central bid process. They can either use the existing source code and documentation of pilot e-District application or develop their own e-district application. However, the budget and time frame are estimated by

keeping in mind that e-District application will now only need customization and addition of one service category in pilot states. In non pilot states, there can be addition of more than one optional service category.

### **Role of System Integrator/ Implementation Agency**

Software Development for all identified services based on the centralized architecture at the State level. This would also include development of UAT procedures and test cases.

- a. Procurement and installation of IT infrastructure from empanelled OEMs/Vendors
- b. Site preparation
- c. Data Digitization.
- d. Deployment of existing/modified application in State Data Centre (SDC) and integration with SDC /SSDG/Network infrastructure for the statewide rollout.
- e. Provide training on familiarization of computers to users
- f. Provide User Training on the application software. This will also include CSC operators
- g. Rollout in the Districts
- h. Interface with SCAs for delivery of services through CSCs
- i. Provide application and system support in SDC for eDistrict
- j. Provide centralised help desk support during and after implementation
- k. Provide hand holding support during and after implementation at all levels.

Scope of work of the System Integrator shall be further refined at the time of bidding for both Pilot as well as non Pilot States

## **6.8. State Wide Rollout**

### **6.8.1 Application Software**

- a. Application Software under pilot implementation is being developed by 16 states. The detailed technical guidelines of rolling out and reusing e-District Pilot Applications in other States is available in Annexure 1. Non pilot states can adopt one of these applications with the help of the state PMU.

- b. Pilot states shall use the same Pilot Application Software for State Wide Rollout. Status of the STQC testing and compliance have to be provided by Pilot State in the State proposal. The State needs to complete the test and comply with STQC testing of Pilot Application Software (both functional and nonfunctional) before submitting the State proposal for the State Wide Rollout to DIT.
- c. Requirements and procedures of STQC testing are given in Annexure 1.
- d. Existing Implementing Agencies which do not get their Application Software for the Pilot e District States certified by STQC will **NOT** be eligible to bid for empanelment under the National Rollout of the Scheme.

### **6.8.2 System Implementation**

- a. System Integrator/Implementing Agency shall implement the State Wide Rollout in a comprehensive manner which shall include inter alia development / customization and deployment of software application in SDC, Procurement and Commissioning of Hardware at SDC and also at all locations of the District including Local Networking, Site preparation, Data Digitization, Training and enabling go live before full fledged State Wide Rollout. The data digitization should be done through the CSCs of the district concerned.
- b. The IT infrastructure created under SDC, SWAN, CSC, State Portal, SSDG and any other MMP should be leveraged for the Implementation of eDistrict Project.
- c. Project envisages centralized architecture at the State level with common application software for all the districts of the State and State Portal as front end, hosted in the SDC. This would provide citizen interface through State portal and citizen would be able to download and submit applications on line.
- d. Accessibility of services to citizens is ensured through Common Service Centres which will be the one stop shop for availing multiple services in an integrated manner. Citizens can access the web enabled services at CSCs which are the primary point of delivery of all Government Services under NeGP including web enabled e district services. However citizens could also access these services through other Internet enabled points of presence including web enabled Gram Panchayat.
- e. In States where State Portal / SSDG is operational, the existing e District application should get integrated with SSDG as a middleware. In States

where State Portal / SSDG is under development, the e District architecture should be compatible with it and should get integrated when the SSDG is operational.

- f. Compliance/Certification by STQC

**Quality certification of the e district application software is mandatory.**

STQC will be the designated agency to lay the guidelines for testing. In view of the need of testing of applications across States, professional agencies may also be empanelled by DIT for undertaking this work.

- g. States need to ensure that the System Integrator be also made part of the Joint Entity to be formed for Post Implementation O&M phase.

### **6.8.3 Capacity Building**

Capacity building and training are very important components of the Scheme. This will not only include imparting training in Information Technology (IT) & Communications skills but also in Business Process Reengineering and Change Management. Such trainings and skills will be imparted to all levels of government employees involved in the processes pertaining to the selected services. These would range from senior officers such as the State Department Secretaries upto the officials working in the districts and sub districts such as Lekhpal/Patwaries/ Panchayat Secretaries etc.

### **6.8.4. Implementation note for Pilot States**

In the pilot states, the State PMU and System Integrators for the state wide rollout may be different from the State PMU and SI of the Pilot implementation. Pilot states need to comply with the following:

- a. Application software as developed for the pilot implementation should be tested by STQC before the State sends the proposals for the statewide rollout. This would be the responsibility of the SI for the pilot project. The STQC testing would include both functional and nonfunctional tests which may also include the performance load test for State Wide Rollout and also the necessary documentation and source code as required by STQC.
- b. Preparation of the complete handover documents including Bill of Materials of Inventory, AMC arrangements etc of the pilot project by the SI of the pilot scheme.

- c. Completion and Closure of the pilot project by launching all services as mandated under the pilot project by the State in all the pilot districts.
- d. In case the SI for the Pilot States fails in any of the above mandatory requirements, he will not be eligible to participate in the empanelment process for the National Rollout of the Scheme.

## 7. COSTING DETAILS

### 7.1. Indicative project cost for one district

#### a. Hardware cost:

Provision of Hardware under this Scheme has been made for the Automated Back End processing of the services mainly in the offices located in the District Head Quarter and also in all the Block and Tehsil offices. An indicative type and cost of the Hardware based on the pilot experience is given below. However based on exact number of offices and also as per the existing IT infrastructure either available or planned ( Gap Infrastructure requirements need to be detailed for each district) the exact number under each head may come down. The requirement of each type of hardware under each office in a district that is DHQ, Block and Tehsil has to be projected separately

Average cost of Hardware in a district has been estimated on the following assumptions of *number of offices in a DHQ, Tehsil and Block (Including Sub Divisional Magistrate):*

**Table 2: Average number of offices in District, Tehsil and Block**

Average number of offices in District Head Quarter location	10
Average number of Tehsils in a district	06
Average number of Blocks in a district	12

Type and Quantity of Hardware in a district as given below has been estimated on number of offices as given above and also based on the pilot experience. As Villages and Panchayats are being covered under other MMPs, hardware has not been provisioned under eDistrict Scheme for them.

**Table 3: Type and Quantity of Hardware at each District**

Desktop	<b>144</b>
Laptop	<b>29</b>



Digital Web cam	<b>46</b>
Scanners	<b>2</b>
Network Printers Cum FAX	<b>20</b>
Laser printers	<b>29</b>
Other printer	<b>14</b>
UPS (1 KVA)	<b>144</b>
42 U Rack	<b>1</b>
9U Rack	<b>39</b>
12 Port Switch	<b>41</b>
Leased Line Modem (pair)	<b>1</b>

**b Data Digitisation Cost:**

An average cost of Rs 50 Lakhs has been estimated for data digitisation for all services selected under eDisrict project in a district. This is the anticipated expenditure under this head and takes into account data digitization requirements based on the most recent data, going backwards. Post data entry, data quality check needs to be carried out at least for 10% data by the Tehsildar (or Department Field Officer) - 2% data check by the Departmental official / (or SDM in case of Revenue department) and it is proposed to incentives the officials within this provision for error free digital data for eDistrict application..

**c. Training Cost:**

Training is an important component of the eDistrict program. The officials and staff of district administration would be trained to work in the changed ICT enabled environment. It is proposed to use the services of DOEACC, DeGS and retired district officials for imparting quality training at the district and tehsil level. Moreover, it is proposed that staff that performs well in the post training exams/ tests will be given incentives under this provision. Average training cost has been kept as Rs 15 lakhs per district.

**d. Indicative Cost summary**

**Table 4: Indicative Costs at District level (Rs. Lakhs)**

<b>SI No</b>	<b>Item</b>	<b>Total</b>
1	Hardware	88.00
2	Data Digitization	50.00
3	Training	15.00
4	LAN Networking and Horizontal Connectivity	25.00

5	Site Preparation	30.00
6	Seed Money to eGov Society	10.00
7	Project Manager for 3 years @ 3.60 lakhs per year	10.80
8	Technical Support for 3 years @ 2.4 Lakhs per year	7.2
9	Awareness and Communication	0.10
10	Contingency @3 % of all District-level costs	7.08
	<b>Grand Total</b>	<b>243.00</b>

## 7.2. Indicative Cost at State Level-Pilot States

**Table 5: Expenditure at State Level Pilot States**

S No.	Component	Unit Cost (Rs. Lakhs)	Unit Cost Period	Total Cost (Lakhs) for 3 years
1	Systems at SDC	175	One Time	175
2	Systems Support	24	Per Year	72
3	Software for Pilot	15	One Time	15
4	Third Party/ STQC Testing	35	One Time	35
5	Application Support	18	Per Year	54
6	Awareness and Communication	20	One Time	20
7	Assessment	15	One Time	15
	Total Expenditure for Pilot States			386

## 7.3. Indicative Cost at State Level-Non Pilot States

**Table 6: Expenditure at State Level Non Pilot States**

S No.	Component	Unit Cost (Rs. Lakhs)	Unit Cost Period	Total Cost (Lakhs) for 3 years
1	DPR Preparation -	10	One Time	10
2	Systems at SDC	175	One Time	175
3	Systems Support	24	Per Year	72
4	Application Software for non Pilot	55	One Time	55
5	Third Party/ STQC Testing	35	One Time	35
6	Application Support	18	Per Year	54
7	Awareness and Communication Citizen awareness on launch of	20	One Time	20

	eServices			
8	Assessment	15	One Time	15
	Total Expenditure for Non Pilot States			436

#### 7.4. Categorization of States

**Table 7: Categorisation of States / UT's for Placement of State PMU Resources**

S.No.	State/ UT	State/ UT	No. of Districts	State category (A,B,C,D)	Pilots Being Implemented	No. of Districts for Rollout	No. of Resources at State capital
1	Andaman	UT	3	A	0	3	1
2	Chandigarh	UT	1	A	0	1	1
3	D & N Haveli	UT	1	A	0	1	1
4	Daman & Diu	UT	2	A	0	2	1
5	Goa	State	2	A	0	2	1
6	Lakshadweep	UT	1	A	0	1	1
7	Pondicherry	UT	4	A	0	4	1
8	Sikkim	State	4	A	0	4	1
9	Tripura	State	4	A	0	4	1
10	Arunachal Pradesh	State	16	B	0	16	2
11	Chhatisgarh	State	18	B	0	18	2
12	Delhi	UT	9	B	0	9	2
13	Himachal Pradesh	State	12	B	0	12	2
14	Kerala	State	14	B	2	12	2
15	Manipur	State	9	B	0	9	2
16	Meghalaya	State	7	B	0	7	2
17	Mizoram	State	8	B	1	7	2
18	Nagaland	State	11	B	0	11	2
19	Punjab	State	20	B	2	18	2
20	Uttarakhand	State	13	B	1	12	2
21	West Bengal	State	19	B	2	17	2
22	Andhra Pradesh	State	23	C	0	23	3
23	Assam	State	27	C	2	25	3
24	Bihar	State	38	C	4	34	3

25	Gujarat	State	26	C	0	26	3
26	Haryana	State	21	C	1	20	2
27	Jammu & Kashmir	State	22	C	0	22	3
28	Jharkhand	State	24	C	1	23	3
29	Karnataka	State	30	C	0	30	3
30	Maharashtra	State	35	C	3	32	3
31	Orissa	State	30	C	2	28	3
32	Rajasthan	State	33	C	2	31	3
33	Tamil Nadu	State	32	C	6	26	3
34	Madhya Pradesh	State	50	D	5	45	4
35	Uttar Pradesh	State	71	D	6	65	4
	Total		640		40	600	76

## 8. MILESTONES AND TIME LINES

Under National rollout of eDistrict project time limit for implementation for those states which have been implementing pilot project shall be one year from the date of issue of Administrative Approval by DIT and for other states ( non pilot states) it will be 2 years. An indicative overall time frame is given below where some activities are to be planned in parallel.

SL No	Name	Duration (days) *
<b>A</b>	<b><u>Project Preparatory Works *</u></b>	
1	Communication from DIT to state	10
2	Preparation of DPR by State	45
3	Constitution of DeGS	45
	<b><u>E-DISTRICT PROJECT EXECUTION</u></b>	
<b>B</b>	<b><u>Stage 1- Project Development #</u></b>	
1	<b>Approval of DPR by DIT, GoI</b>	
2	<b>Selection of State PMU</b>	<b>15</b>

3	<b>Current State Assessment Study</b>	<b>45</b>
	Submission of AS-IS Report	35
	Approval of AS-IS Report by State	10
4	<b>BPR &amp; Gap Assessment</b>	<b>45</b>
	Submission of BPR & Gap Assessment Report	30
	Approval of BPR & Gap Assessment Report by State	15
5	<b>Government Orders</b>	<b>60</b>
	Preparation of draft Government Orders (GO)	30
	Approval and issue of GO by State	30
6	<b>Data Migration &amp; Digitization Plan</b>	<b>30</b>
	Preparation of Data Migration & Digitization Plan	15
	Approval of Data Digitization Plan by State	15
7	<b>Training &amp; Change Management Plan</b>	<b>30</b>
	Preparation of Training & Change Management Plan	15
	Approval of Training & Change Management Plan by State	15
8	<b>Functional Requirement Specifications (FRS)</b>	<b>60</b>
	Prepare FRS of e-District application	30
	Approval of FRS Report by State	30
9	<b>Scope of works of customised application for non pilot states</b>	<b>40</b>
	Submission Scope of works of customised application Report by State PMU	25
	State approval of Scope of works of customised application	15
10	<b>RFP/Scope of Work Preparation</b>	<b>75</b>
	Draft Submission by State PMU	30
	Approval by State	30
	Approval by DIT	15
<b>C</b>	<b><u>Stage 2- Project Implementation</u></b>	

<b>1</b>	<b>Selection of SI</b>	<b>60</b>
2	<b>Software Requirement Specification (SRS)</b>	<b>75</b>
	Preparation of Software Requirement Specification (SRS)	50
	Approval of SRS report by State	25
<b>4</b>	<b>Custimisation and Development of Software Application</b>	<b>90</b>
	Submission and Acceptance of system designs	30
	Submission and Acceptance of Testing Plan	15
<b>5</b>	<b>User Acceptance Testing of e-District application</b>	<b>60</b>
<b>6</b>	<b>Third party application audit by STQC</b>	<b>45</b>
7	<b>Hardware procurement &amp; Commissioning</b>	<b>150</b>
	Placement of order by State	15
	Commissioning at Data Center	45
	Commissioning at District locations	120
8	<b>Site preparation for e-District project</b>	<b>150</b>
	Civil construction,Office infrastructure	100
	Network connectivity (Horizontal & LAN) installation	50
<b>9</b>	<b>Completion of Training &amp; Change Management activities</b>	<b>50</b>
<b>10</b>	<b>Digitization of Historical data</b>	<b>90</b>
<b>11</b>	<b>Deployment of e-District application at SDC</b>	<b>30</b>
<b>12</b>	<b>Go-Live of e-District application</b>	<b>30</b>
<b>D</b>	<b><u>Stage 3- Project Post Implementation</u></b>	<b>2 Years</b>
1	Constitution of Joint Entity for (O&M) of e-District project	30
2	Project handover from State PMU to Joint Entity	365
3	Citizen Satisfaction Survey 1	30
4	Post Go-Live project assessment	45
5	Citizen Satisfaction Survey 2	30
6	Project closure report from State Government to DIT	45

\* The duration and timelines shall be counted from the issue of these guidelines.

## **9. Project Monitoring Mechanism**

### **9.1. Program Management Units (PMUs)**

Program Management Units (PMUs) are to be set up at the National, State and District levels to enable implementation of the project in a time bound manner.

- a. The National Unit would be responsible for preparing the guidelines, processes and templates for the national rollout. It will also monitor implementation of the MMP, execution of which will be carried out by the State Governments or its agencies.
- b. The State Unit will oversee the implementation across all the districts in the State.
- c. The District Units will assist the Collectors/District Magistrates for the implementation of MMP and its operations & maintenance during post implementation as well.
- d. For overall guidance and supervision, each State will be assigned an e District champion. The champions will be chosen from amongst retired officers who would have held positions of the level of Secretary to Gol or Chief Secretary of the State concerned. The selection will be done by DIT in consultation with the State Government concerned

#### **9.1.1 Composition of the Central Project e Mission Team (CPeMT)**

- Additional Secretary (e-Governance), Gol – Chairman
- Financial Advisor or his representative
- DG NIC or his Representative
- Joint Secretary (e-Governance), Gol
- DG STQC or his Representative
- Senior Director / Director, DIT in charge of SWAN, SDC, CSC, SSDG
- Director (e-District), DIT - Convenor

#### **Role and Responsibilities of CPeMT**

- a. To review the financial and technical progress of the project.

- b. To assess the progress of work on the project and to advise the project execution team on new directions / approach and ensure its smoother progress and link-up with the work going on elsewhere in the country for full utilization of the capabilities available in the country.
- c. To examine specific request from State / State Nodal Agency regarding changes in sanctions and to make recommendations thereon for consideration by the Empowered Committee.
- d. To ensure advance action regarding completion of the project, establishment of facilities. Its utilization and transfer of know how etc. for successful replication.
- e. Review the deliverables of the agencies involved and amends the deliverables of required keeping in view the project objective.

## **9.2. State Apex Committee**

The State Apex Committees, under the chairmanship of Chief Secretary, have already been created as per the Operational Guidelines issued by DIT vide [http://www.mit.gov.in/sites/upload\\_files/dit/files/Guidelines\\_Operational\\_Model\\_V42\\_231210.pdf](http://www.mit.gov.in/sites/upload_files/dit/files/Guidelines_Operational_Model_V42_231210.pdf).

### **Role and Responsibilities of State Apex Committee**

- a. Approval on the departments and the services to be taken up under the e-District project.
- b. Approval on the changes required in the Departmental Processes (BPR).
- c. Laying down the respective duties and obligations of each entity including that of CSC/SCA in respect of each service to be made available electronically.
- d. Decisions on Policy matters.
- e. Approval on issuance of necessary government orders and notifications for enablement of e-District services through CSCs
- f. Ensure integration with other MMPs like NLRMP, Transport, Employment Exchange etc
- g. Decision on release of funds under the Scheme.
- h. Monthly review of the Scheme
- i. Address any interdepartmental issues if required.



- j. Overall guidance and directions for speedy implementation of the Scheme.

### **9.3. State Project e-Mission Team (State PeMT)**

At the State level, the State Project e-Mission Team (State PeMT) will oversee the implementation of the Scheme. Its composition is given hereunder:

- Secretary in charge of IT Department or any other Secretary designated by the Chief Secretary (Mission Leader)
- Representative from State Designated Agency (like AMTRON in Assam, CeG in Karnataka, HARTRON in Haryana--), which is the designated agency for SDC/SWAN/SSDG/CSC.
- Representatives/HODs from concerned departments
- Representative of Finance, Planning Departments
- SIO from NIC
- Any other officer deemed fit by the Chief Secretary

#### **Role and Responsibilities of State PeMT**

- a) Overall responsibility to oversee implementation and monitoring of the Scheme
- b) Prioritization of departments and services for which e-District project needs to be implemented.
- c) Examine, review and approve the deliverables of State PMU/ Implementing agencies.
- d) Examine and enable the progress of implementation of BPR and Change management
- e) Review and approval of the RFP.
- f) Bid process management for selection of State PMU and Implementation Agency(ies)
- g) Management of Capacity Building and Training plan.
- h) Exercise Strategic Control as per guidelines issued by DIT ([http://www.mit.gov.in/sites/upload\\_files/dit/files/Guidelines\\_Strategic\\_Control\\_Outsoaced\\_Projects\\_251110.pdf](http://www.mit.gov.in/sites/upload_files/dit/files/Guidelines_Strategic_Control_Outsoaced_Projects_251110.pdf))

- i) Ensure Certification from STQC or its empanelled agencies before Services Go Live
- j) Ensure support during Operation and Maintenance period

#### **9.4. State e-Mission Team (SeMT)**

The SeMT shall support the State PeMT in project implementation and shall build up necessary capacities to manage the project on an ongoing basis. The SeMT will appraise the projects before they are sent to DIT. They will look into issues including Strategic Control, Adherence to Standards, Security Issues and leveraging of e Infrastructure.

## **10. FUNDS MANAGEMENT**

All funds under the 'e-District' Project implementation would be released directly to the State Designated Agency identified by the State Government in the project proposal. Funds under this scheme may also be released directly to the District e-Governance Society for which State has to include all such details in DPR.

### **10.1. Sanction of the Project and stages of release of the funds.**

The funds would be released in 4 installments on accomplishment of prescribed milestones, and the State Government certifying the utilization. The prescribed milestones are listed below.

### **10.2. First Installment**

The first installment will be released as per the following:

- a. 10 lakhs each for Non Pilot States for DPR preparation
- b. 10 lakhs per district for all States (In first phase funds will be released only for those districts where 70% CSCs have been rolled out)

### **10.3. Second Installment**

The second installment amounting to 20% of the total project cost, after adjusting the first installment, would be released subsequent to administrative and financial approval by DIT of the DPR.

All subsequent releases would be subject to submission of utilisation certificate by the SDA & release of State Government commitment & utilisation of the same.

In case the actual utilized amount works out to be different from the amount sanctioned by the DIT for the said Scheme for a State, the Designated Agency would be required to submit a revised sanction proposal for the 'e-District' Project, prior to release of next instalment.

#### **10.4. Third Installment**

The third installment of 50 % of the project cost would be released subject to meeting all of the following conditions;

- a. Utilization of released funds
- b. Issue of Government Orders for enabling e services in the State.
- c. Formation of DeGS
- d. State approval of Base Line study, BPR, FRS, Selection of System Integrator and Signing of Contract with the System Integrator.

#### **10.5. Fourth Installment**

The fourth and final installment of 30 % of the project cost would be released subject to meeting all of the following conditions;

- a. Utilization of released funds
- b. Testing of application by STQC, launch of 20 services in at least 50 % of the districts of the state.

### **11. DEFINITION OF SUCCESSFUL OUTCOME**

For the project to be considered successful, the following outcome would be considered:

- a. Successful implementation of Business Process Reengineering (BPR)
- b. STQC testing completed before launch of services.
- c. Launch of all services as detailed in FRS
- d. \*Number of live notified 'e-Services', adhering to prescribed service levels throughout the State.
- e. To be live for at least six months with services being provided through CSCs and other front end systems
- f. Leveraging the SWAN, SDC , CSC and State Gateways

- g. Regular data updating for 2 years during O&M phase through 'Institutionalized' capacity to sustain e-enabled delivery on a consistent and regular mode.
- h. Development and implementation of a financial sustainability model
- i. Formation of Joint Entity in 1<sup>st</sup> year of O&M phase and successful Operation through Joint entity in 1<sup>st</sup> and 2<sup>nd</sup> year of O&M phase.
- j. Post Implementation Assessment and improvements in service delivery levels as envisaged
- k. Visible and enhanced accountability of the governance structure to deliver efficiently and transparently.
- l. **GO LIVE of the services shall be defined as:**

**“Launch of all e-services as detailed in FRS, notified and adhering to prescribed service levels in 50% of the districts of the first phase or in 10 districts which ever is more”**

## **12. INCENTIVE SCHEME**

For ensuring effective and speedy implementation of the e-District scheme, the following scheme of incentives will be followed.

### **(a) State Level Incentives**

For this purpose states will be grouped into three categories.

- (i) Category I : States with less than 10 districts -

For these states, the District Collector who is first to implement the e-district project in the State in will be awarded a cash award of Rs. 1,00,000 for his entire team.

- (ii) Category II: States with more than 10 districts but less than 30 districts

- For this category of states, two prizes would be awarded to the District Collectors who are the first and second to implement the e-district project in the State. The value of the first prize would be Rs. 1, 00,000 and the second prize would be Rs. 75,000.

- (iii) Category III: Large States with more than 30 districts -

For this category of states, three prizes, would be awarded to the District Collectors who are first, second and third to implement the e-district project in the

State.. The value of the first, second and third prize would be Rs. 1,00,000, Rs. 75,000 and Rs. 50,000 respectively.

(b) Incentive for implementing the e District Project before time

All District Collectors who are able to implement the e District Project in their district a month ahead of the schedule will get an incentive of Rs 50,000 each.

(c) Incentives for State IT Secretaries

IT Secretaries of those States in which more than 75% of the districts complete the e District Project one month ahead of schedule will get an incentive of Rs 2 lakhs each for their entire team.

**(d) (National Level Incentive**

At the National Level those District Collectors who are first, second and third to implement the e-district project in their district would be given prizes amounting to Rs. 3,00,000, Rs. 2,25,000 Rs. 1,50,000 respectively.

Detailed Guidelines with regard to implementation of the Incentive Scheme will be issued separately.

## **13. POST IMPLEMENTATION ASSESSMENT**

### **13.1 Post Implementation**

- a. All the States will get a Joint Entity in the form of an SPV formed at the earliest but not later than 31<sup>st</sup> March 2012 for the Operation and Maintenance (O&M) phase to ensure the sustained operation for ensuring delivery of services in the long term as also addition of new services when the demand for e-services increases. The SPV will ensure O&M on an effective transaction-based revenue sharing arrangement amongst all Stakeholders i.e. the System Integrator(Private Partner), District eGovernance Societies (DeGS), CSCs, SCAs, State Designated Agency etc. The revenue sharing arrangement between the private partners and State for the O&M phase shall however be defined by each State, based on its demographic and other challenges. The details of revenue model for such operation needs to be included in the State DPR.
- b. States will get post implementation assessment done through reputed organizations and academic institutions at the midterm and post launch stages of delivery of services. DIT is in the process of empanelling Research Institutions as well as market research agencies. The States should use the services of these organizations for

undertaking such assessment. Guidelines in respect of Post Implementation Assessment are given hereunder.

**13.2** Assessment of the services being delivered under eDistrict project need to be got done by the States through third party through DIT -empanelled agencies at the mid term and post launch stages of the services. Following is the frame work of assessment:

**Table 8: Assessment Framework to Measure Objectives and Outcomes**

Dimension	Indicators	Questions
Economic: Direct & Indirect	<ul style="list-style-type: none"> <li>Direct cost to user: travel costs, travel time, elapsed time for service delivery, cost of repeated visits</li> </ul>	<ul style="list-style-type: none"> <li>Number of trips made for the service</li> <li>Average travel cost of making each trip</li> <li>Average travel time for each trip</li> <li>Average waiting time in each trip</li> <li><i>Estimate of wage loss if any</i></li> </ul>
	<ul style="list-style-type: none"> <li>Extent of reduction of cost of paying bribes</li> </ul>	<ul style="list-style-type: none"> <li>Payment of bribe to Government functionaries/ agents : Yes/No</li> <li>Total amount paid in bribes to Government functionaries/ agents</li> <li>Extent of reduction in amount of bribe being paid</li> <li>Amount of payments made to agents/touts to facilitate the service pre and post implementation</li> </ul>
	<ul style="list-style-type: none"> <li>Rate of errors and time for recovery</li> </ul>	<ul style="list-style-type: none"> <li>Any errors in the documents which required correction: Yes/No</li> <li>Number of trips required for correction to be done</li> <li>Travel cost for the trips</li> <li>Waiting time in offices for getting correction done</li> <li>Rate of errors and time for Recovery</li> <li>Estimate of wage loss, if any, in getting corrections done</li> </ul>
	<ul style="list-style-type: none"> <li>Payment of user fee/processing</li> </ul>	<ul style="list-style-type: none"> <li>Total processing fee paid for the task charges</li> <li>Total license fee, stamp duty, taxes paid</li> </ul>

	<ul style="list-style-type: none"> <li>• Extent of reduction in Data/documents to be submitted</li> </ul>	<ul style="list-style-type: none"> <li>• Number of documents to be submitted</li> <li>• Cost of preparation of documents in terms of hours/days</li> <li>• Effort in preparing documents:</li> <li>• Measure on a scale</li> </ul>
<p>Governance : Corruption, Accountability, Transparency Participation</p>	<ul style="list-style-type: none"> <li>• Levels of corruption</li> <li>• Need for engaging intermediaries Yes/No</li> <li>• Adherence to a citizen's charter:</li> <li>• compliance to committed service time frame</li> <li>• Accountability of Government functionaries</li> <li>• Quality and quantity of information shared by agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Measured on a scale</li> <li>• Yes/No</li> <li>• Perception measured on a scale</li> <li>• Degree to which of Government functionaries can be held accountable: Measure on a scale</li> <li>• Are the rules and procedures clearly stated without ambiguity and mistakes:</li> <li>• Measure on a scale</li> <li>• Transparency of data: Measure on a scale</li> <li>• Transparency of decisions: Measure on a scale</li> <li>• Does the agency take responsibility for the accuracy of information shared: Yes/No</li> </ul>
	<ul style="list-style-type: none"> <li>• Quality and quantity of Information exchange between client and agencies.</li> </ul>	<ul style="list-style-type: none"> <li>• Has any suggestion or feedback been provided:</li> <li>• Yes/No</li> </ul>
	<ul style="list-style-type: none"> <li>• Ability to influence policy, rules/procedures through feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Measured on a scale</li> </ul>
<p>Quality of Service: Decency, Fairness, Convenience, etc.</p>	<ul style="list-style-type: none"> <li>• Quality of problem resolution and exception handling</li> </ul>	<ul style="list-style-type: none"> <li>• Was any problem taken for resolution:</li> <li>• Yes/No</li> <li>• Satisfaction with the resolution process:</li> <li>• Measure on a scale</li> </ul>

	<ul style="list-style-type: none"> <li>User independence of time and/or place, 24 x 7 availability</li> </ul>	<ul style="list-style-type: none"> <li>Convenience of location of access point for service: Measure on a scale</li> <li>Is the service available 7 days a week: Yes/No</li> <li>Satisfaction with service timings: Measure on a scale</li> </ul>
	<ul style="list-style-type: none"> <li>Quality of facilities at access Points</li> </ul>	<ul style="list-style-type: none"> <li>Measured on a scale</li> </ul>
	<ul style="list-style-type: none"> <li>Simplicity of user actions required for obtaining the service</li> </ul>	<ul style="list-style-type: none"> <li>Measured on a scale</li> </ul>
	<ul style="list-style-type: none"> <li>Single window access to several</li> </ul>	<ul style="list-style-type: none"> <li>How many different services are availed services Convenience through a single window: measured on a scale</li> </ul>
	<ul style="list-style-type: none"> <li>Overall convenience in obtaining service</li> </ul>	<ul style="list-style-type: none"> <li>Measured on a scale</li> </ul>
	<ul style="list-style-type: none"> <li>Friendliness in interaction with Government staff</li> </ul>	<ul style="list-style-type: none"> <li>Measured on a scale</li> </ul>
	<ul style="list-style-type: none"> <li>Extent of protection of privacy</li> </ul>	<ul style="list-style-type: none"> <li>Any instance of privacy being violated: Yes/No</li> <li>Perception of protection of privacy and confidentiality of data: measure on a scale</li> </ul>



# Annexure 1: Technology Guidelines

## 1. Reusing e-District Pilot Applications

Briefly guidelines related to Information Technology, communication and reusing applications of pilot states are described hereunder.

### 1.1 Gap Infrastructure including Connectivity

The states are required to perform study of gap infrastructure at various department offices (DHQ, Tehsil and Block) and different locations within the State. It includes:

- a. Computing infrastructure – desktop, laptop computer, printer, web cam, scanner and UPS.
- b. Connectivity infrastructure which will connect the horizontal field offices where applications are processed. Note - The bandwidth from the telecom service provider would be made available by State as per existing provisions of SWAN.
- c. The details of number of offices, the requirement of units of gap infrastructure per office taking in to considerations of the same either provided or provisioned under any e-governance mission mode project will be provided by the State IT department..
- d. Maintenance of the computing and connectivity infrastructure for 3 years and user training support to be imparted to the end user.

At state level, it includes server hardware and system software for running e-district application

#### 1.2.1 Using e-District Pilot Applications for Pilot State Wide Rollout

Application software currently is being developed in Pilot states. The current applications after completing mandated STQC tests and compliance need to be evaluated by the Project Consultant for scaling up as well as for improvement in the system usability, design, maintainability and ensuring the system is closer to users' need. While achieving these objectives, if it stems out that application needs design tuning and IT infrastructure up gradation in respect of Servers etc , the same should be ensured by the State before deploying it for the state wide rollout. For example, response time requirements of the application should be assessed on the basis of the entire transaction load of all the concurrent users of all the districts of a State.

## 2. Reusing e-District Pilot Applications for Non Pilot State Wide Rollout

- a. The key challenge in implementing e-district is to bring agility and acceleration so that citizens can reap the benefits of government services. The solution to this

problem lies in building *common applications* and reusing and sharing it so that the speed can be maximized and cost can be minimized.

- b. In e-district project, the aim is to reuse the current applications which are developed as pilot and subsequently planned to be rolled out as full-fledged applications in both pilot and non pilot states. Further, IT infrastructure already provided in State Data Centre(SDC) such as storage, security, SLA management tools, etc. should also be used for e-district applications. Facilities provided for Disaster Recovery under State Data Centre scheme may also be utilized, wherever infrastructure exists. The IT infrastructure in SDC should preferably be enabled in Virtualization mode..
- c. Non pilot states will have to select and use one of the existing e-district applications developed in pilot states. However, manpower efforts to tune the pilot application for Sate wide rollout and development of any alternative optional service have been provisioned in the scheme.

## **2.1 Application Selection Process.**

- a. On completion of STQC/3rd Party testing of the Pilot Application, NIC and/or System Integrator(SI) developing Pilot Application Software need to create a page on the Web Site of DIT providing hyperlink to all the family of applications running on test database of pilot states so that the non pilot states can take deep dive view into the application functionality (instead of relying on just power point presentations), evaluate and see for themselves which application is closer to their requirements.
- b. NIC and/or System Integrator need(s) also to put relevant information about pilot software regarding IT infrastructure like servers as well as system software licenses, their cost, number and configuration on the website so that non pilot states could expedite the process of procurement.
- c. After assessing the applications in above manner, the project consultant of non pilot states shall determine the amount of customization required in existing services of an application which closely meets their requirements for national rollout and prepare the RFP accordingly for bringing System Integrator on board for State Wide roll out.

## **3. Offline Service Capabilities:**

- a. Centralized architecture is suggested for states so in case the central servers or storage or link or due to any reason go down despite building redundancy/high

availability capabilities at SDC, the services may get hampered for the entire state. It is suggested that offline server capabilities on one Counter at each Block/Tehsil should be built and used judiciously so that during failures, the services can be provided to citizens from here. When the services at SDC get resumed, the work done at offline server machine should be synchronized with central servers immediately and the offline server machines start functioning under the control of central server. As long as the services are running from state data centre, the offline server machine will not function independently; these will run under control of state servers like any other browser based client.

- b. Number of locations having the off line capabilities shall be decided at the project inception stage by the State and also funded by State only. Further, State may also examine the application of e-Forms as offline backup for certain services at CSC/ Front End Delivery points.

#### **4. Role of System Integrators in Software Development and Deployment for National Rollout**

- a. Using common core of one of the existing state selected applications the System Integrator will customize it and accordingly update all the documents containing specifications, design and user manuals as well as code. The aim is enablement of reusing one of the Pilot applications in other states so all the **System Integrators** working currently in Pilot States as well as the those going to work under national rollout build the architecture of the applications in such a way that their applications can be used as a product.
- b. If the application developed in pilot state, meets requirements of another state; and functionality is unchanged, then the System Integrator must deploy the application using any flavor of OS or RDBMS. However it is informed that under Pilot implementation, 14 Versions of the e-District application are being developed for different platforms with two types of flavours: 1) Open Source including Linux Operating System (OS), JBoss Application Server, open source database and 2) proprietary product including Window OS, .Net, MS SQL Server 2008.
- c. Different versions of pilot applications are designed to handle particular operating environment, language interface and peripheral devices. In this case, the System

Integrator need to change their user interface language and if they want to capture input and send output to other devices say mobile, handheld, etc., the applications should be amenable to reflect the functionality of the service delivery channels without affecting the other components of the application architecture.

- d. Different versions of the applications address specific requirements of 5 mandatory services and 5 optional services. If the State wants to extend the functionality or modify it, then the System Integrator should modify it without disturbing the other components or layers of the architecture. A function is a collection of steps (processes), either some of its steps (processes) or all its steps (processes) can undergo changes/modifications or enhancements so the architecture should support it both at deployment time and design time.
- e. System Integrator need to customize, test, port, make the application operational in State data Centre and maintain it. The SI is expected to perform two roles, firstly the role of software development and later the role of maintaining application and IT infrastructure.
- f. During maintenance phase SI will post its engineers for application support, bug fixing, enhancements, Database administration, system administration so that application runs smoothly and evolves to respond to the new changes and emerging requirements.
- g. SI will procure the hardware, system software licenses to develop and port the application and appropriate testing and configuration (e.g. HA, RAID configuration, etc.) will be done by them along with OEM.
- h. SI will procure the IT infrastructure for districts, and offices connected with districts at block levels. The system integrator will port application and operationalize it at each district, sub-district office and CSC and also post deployment maintain the application.
- i. As the architecture of the application will be central so high availability and redundancy need to be ensured by System Integrators at all layers of IT infrastructure including RDBMS, Application Servers and Web Services so that

services to citizens can be delivered without any disruptions. Therefore, responsibility of ensuring business continuity will lie with the System Integrators. Further, SDC will only make provision for IT infrastructure, the responsibility of formulating policy and solution which ensure disaster recovery, resumption of services and data archival will lie with the System Integrators.

- j. Citizen Relationship Module needs to be designed that allows:
  - a. single sign-on to citizens through a CitizenID and password,
  - b. e-authentication of citizens through UID and
  - c. storing useful additional details of citizens not covered in UID but required in delivering e-district services, history of past transactions, documents submitted or to be submitted by the citizens to avail e-district services, etc. maintaining adequate confidentiality and privacy of the citizen's data.
- k. The services of Citizen Relationship Module and other services delivered through e-District project should be described and published in National Service Directory (NSD) of SSDG so that these can be discovered and used by other MMPs for delivering joined up services through SSDG.
- l. States should identify and select the services which can be delivered over mobile phones from among the e-district services..

## **5 STQC Testing**

- a. STQC/3<sup>rd</sup> party testing is already being suggested for pilot applications before assessing the capability of the pilot application for State Wide Deployment and same shall also be mandatory for the applications adopted/developed for non pilot states
- b. All States including pilot as well as non pilot should contact one of the regional centers of STQC (details at web site <http://www.stqc.nic.in/>) to get conducted the acceptance testing which is expected to include but not limited to the following:
  - Functionality testing of Application
  - Performance testing
  - Usability testing

- Security testing and
  - Conformance to e-Governance standards.
- c. Performance tests to be done by STQC need to ensure that the system can process its intended load and it should be done in such a way that load is increased steadily until the system performance becomes unacceptable. An operational profile has to be constructed in such a way that it contains actual mix of work, i.e., if 80% of transactions are of Service A, 10% of Service B and 5% each of Service C and D then the majority of test cases should be of Service A. By doing so, it will be possible to test the operational performance of application
- d. On receipt of communication from one of the STQC centers, States are expected to provide the following documents/information/access to enable STQC to get conducted the acceptance testing and also to complete it within the time limits of the implementation of the project. State Designated Agency (SDA) shall be fully responsible to get conducted the STQC testing
- i. RFP for selection of the System Integrator of eDistrict, including scope of work of development of application software.
  - ii. FRS for application of eDistrict
  - iii. Software Requirement Specification (SRS) addressing functional and nonfunctional requirements including business functions and applicable regulations, standards and policies.
  - iv. User manual (including installation and operational instructions of application software).
  - v. Software application related information such as –Work flows/ Navigations, Business logics/Rules, Validation Rules, Screen shots
  - vi. Software Design Document (optional)
  - vii. In addition, STQC teams also need to be provided with access:
    - To software application/ test site with sample data (preferably field data) along with the availability of various platforms hardware & system software including Operating System, Web Server, Application Server Middleware and Database for portability testing
    - To hardware, software, network & IT Infrastructure with permission to connect test tools on to the system wherever required

## 6. Architecture Specifications and Standards

### 6.1 Configuration:

The architecture of the application is expected to follow application product line software approach so that it is amenable to reconfiguration at two points in the development process: **Deployment time Configuration** and **Design time configuration**.

### 6.2 Deployment time Configuration:

A generic system needs to be designed for configuration by software development agency. The knowledge of states' specific requirements and system's operating environment needs to be built into a set of configuration files which the generic system uses. If some functionality or processes need to be masked or hidden or added the same will get disabled or enabled in the configuration file through a configuration interface without affecting the code.

#### 6.2.1 Architecture Standards for Application Development for state wide rollout:

Following architecture standard needs to be ensured by all the States as regards with application software including the application being developing/developed in the pilot states to ensure scaling up application software for State Wide Rollout.

- a. Ensure the architecture is scale able and capable to take the load of all districts without affecting the response time.
- b. Architecture is flexible, i.e., its database schema design and User Interface design can accept the changes with minimum impact on other components.
- c. Use layered approach so that it is possible to focus only on one layer if some changes are to be made. Security layer, User Interface layer, Business Layer, Database layer, Data Consolidation and Reporting layer, and Management and Monitoring layer are some of the layers envisaged for the architecture.
- d. Size of Sub Systems or layers should be large enough so that there is minimum interaction between layers as this will improve performance.
- e. **Centralized architecture** needs to be designed for better management and

administration of application, platform and security.

### **6.3 Design time Configuration:**

- a. All the Application Developers including the current System Integrator/NIC who are developing the application are expected to deliver and use the **application framework approach** containing collection of abstract and concrete classes and interfaces linking them so that the System Integrator can implement the state specific processes and functionality through abstract classes provided in the application framework without disturbing the core of the application.
- b. In the framework different design patterns can be used, e.g., **strategy design pattern** to extend the business architecture, **factory design pattern** to compose business processes and activities for delivering **workflow** of a given business functionality in a configurable file thereby giving the capabilities to extend, enhance, customize or hide business workflow (e.g. number of approvals) State wise without disturbing the core application. The **user interface**, preferably, needs to be controlled through **table-driven** entities whenever any attribute is added or deleted on the form.
- c. The configuration engine built into architecture should allow addition of new services through a configurable interface which enables inclusion of new service by defining its form and work flow over existing system. Adequate training and documentation should be provided so that technical staff other than the team which has developed can also add new services.

## **7 Standards**

**7.1 e-governance Standards:** There is a quality assurance framework developed by STQC and published for adoption for e-governance standards which lists various International/ISO standards to be followed in SDLC (Software Development Life Cycle) for quality assurance. Additionally, Metadata Standards and Data Standards for Person Identification and Land Region Codification, the Standards for Unicode and the Open Font Format should also be adhered. Details of the quality assurance standards are available at



<http://www.stgc.nic.in/index3b35f.html> and e-Governance Standards are available at <http://egovstandards.gov.in>

**7.2 Other Standards:** e-governance standards need to be refereed for the implementation of eDistrict project. However, if needed some of the international standards on the subject as indicated below may also be used for further reference. IEEE standards are indicated below for software requirement specifications, software design description, testing and project management. Besides these standards, industry specific standards which are required for information security, photographs and IT infrastructure services are also given below. However the lists given under both the headings are just for reference and are not to be treated as exhaustive. and need always to be aligned with e-governance technical standards for interoperability

**IEEE standards for software development**

- Software Requirements Specification IEEE 830
- Software Design Description IEEE 1016
- Software Validation & Verification Plan IEEE 1012
- Software Test Documentation IEEE 829
- Software Project Management Plan IEEE 1058
- Software Quality Assurance Plan IEEE 730
- Software Configuration Management Plan IEEE 828

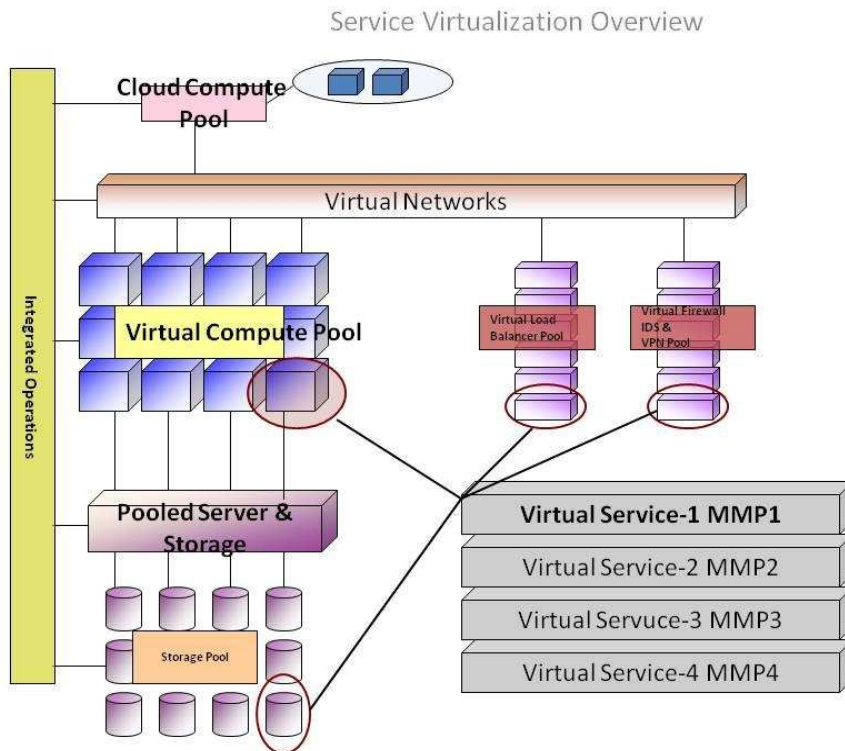
**Industry standards**

1. Portal development	Guidelines for Indian Government website (GIGW)
2. Information access/transfer protocols	SOAP, HTTP/HTTPS
3. Interoperability	Web Services, Open standards
4. Photograph	PNG for capture and the transmission can also be in JPEG 2000
5. Scanned documents	Pdf (ISO 32000)
6. Digital signature	PKCS#7 (As per the IT Act 2000)
7. Document encryption	PKCS specifications

8. Information Security	system to be ISO 27001 certified
9. IT Infrastructure management	ITIL / EITM specifications
10. Service Management	ISO 20000 specifications
11. Project Documentation	IEEE/ISO/CMMi (where applicable)

**8. IT Infrastructure Sharing through Virtualization:**

- a. State Data Centers are being established to provide integrated, secured & well managed hosting environment for e-Gov applications in the State. Creation of the virtualization layer around hardware servers, storage boxes and Security infrastructure is needed so that the IT infrastructure can be shared among different applications. It may be only then possible to run both open source and proprietary products like for Web Servers, Application Servers, Databases and Tools.
  
- b. This concept in the context of e-district application is relevant as at least two common resource pools, one, for reporting, monitoring and management servers and another between different types e.g., Web servers and Database servers of production and testing servers can be created by bringing in proper security in place so that during peak time the load of application can be handled. Inside the test environment two virtual environments, one for testing and another for sharing the load of production can be created.
  
- c. On the other hand, **Multi tenancy Architecture** can be followed that is **State having adequate** infrastructure can host the e-district application of another state after due customization, provided the two states agree. Figure 1 depicts the sharing of the application. Consultants need to study and examine this aspect while finalizing the need for State Hardware resources.



. Figure 1: Virtualization of Compute and Storage Resources

## 9. Selection, Sizing and Location of Servers

- a. All types of servers such as Web Servers, Application Servers, Database Servers, Reporting Servers, SLA Management servers, Testing and Training Servers will be located in State Data Centre using storage, security servers and tools provided as part of SDC. Storage, Security, Management, monitoring, reporting and back up including archive tools will be provided by the composite team of State Data Centre where the application will be hosted and deployed. State Data Centre will also support Disaster Recovery as well as data archival.
- b. It is estimated that 2 Web Servers, 2 App Servers and 2 Data Base Servers, 1 Server for Reporting, Backup and Management services, 2 offline servers for testing, development and training will be required for national rollout. These have been worked out on the basis of averaging the requirements of servers in large and small sized states. However there shall be variations in requirement of exact number of servers for each state which Consultant need to work out on the basis of estimated total /peak load of transactions, concurrent number of users, population of the state, etc. and specified in RFP floated for selecting system integrator of state. However,

the flexibility needs to be given to system integrator to modify/add the number and type of servers.

- c. System Software includes RDBMS, 3 Licenses (2 for Production Environment and 1 for Offline server) and License cost for matching number of licenses for OS. State specific hardware including System Software will be procured with 3 years OEM support.
- d. State level support need to be provided by the System Integrator for e-District application by placing one System Administrator, one Network Administrator and Application Maintenance engineers in SDC. A State level help desk to provide support on issues like downtime of IT infrastructure, Operational issues and also for coordination with Third Party Software suppliers need also be set up by the System Integrator. The resources of composite team of State data centre may be utilized to the extent possible for e-District.

## 10. Digital Signatures

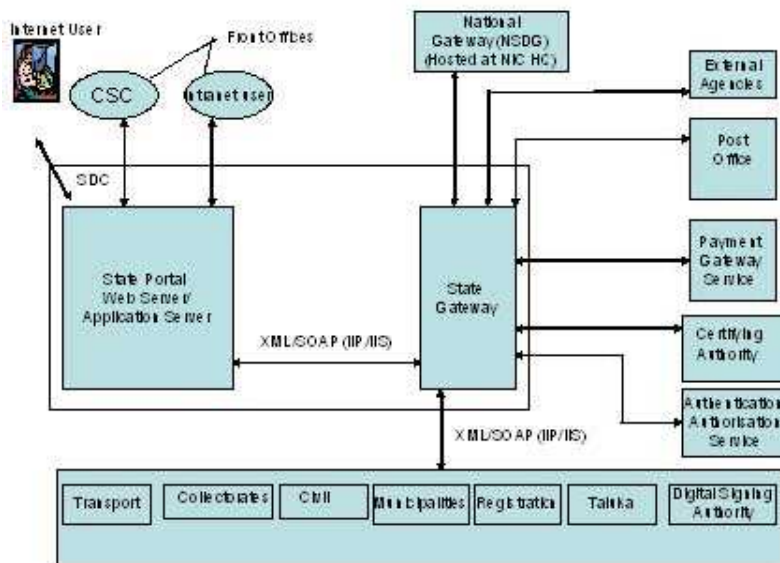
- a. Digital Signature is an essential part of the authentication process of verifying the delivery of eservices. Digital Signatures are to be used for ensuring authenticity, integrity, confidentiality and non repudiation. All Government officials involved in processing the request need to be provided with the digital signature. The office of Controller of Certifying Authorities (CCA) web site at <http://www.mit.gov.in/content/cca> has licensed few Certifying Authorities (CA) in the country to issue Digital Signature Certificates (DSC). State needs to put in place mechanism that ensures the process of verification of all certificates and notification issued from time to time by CCA on State portal.
- b. States can procure DSC for all the officers nominated for providing eservices under eDistrict and include all such costs with proper justification in the State DPR.
- c. Guidelines including technical details of digital signature are available on web site <http://egovstandards.gov.in/>

## 11. Integration with SSDG , e form and other MPP

One of the goals of the State Government is to cooperate, collaborate and integrate information across different departments in the State. To simplify the above task, the concept of e-Governance Service Delivery Gateways has been conceptualized and State Service Delivery Gateway is rolled out in all states. It must be used as standards-based messaging switch between State Portal and backend departments to exchange data across the departments.

## **12. Architecture of the eDistrict Delivery System**

- a. The functionality of the State Level gateway is similar to the NSDG at the Centre and shall work peer to peer with the Central NSDG and other Gateways. It shall use the National Level NSD to carry out address resolution of the services listed on other gateways across the country. All the State services shall be listed in this directory. Figure 2 given below depicts the positioning of the gateway in the SDC and the external entities interacting with the gateway for exchange of data using IIS/IIP message formats and protocols.



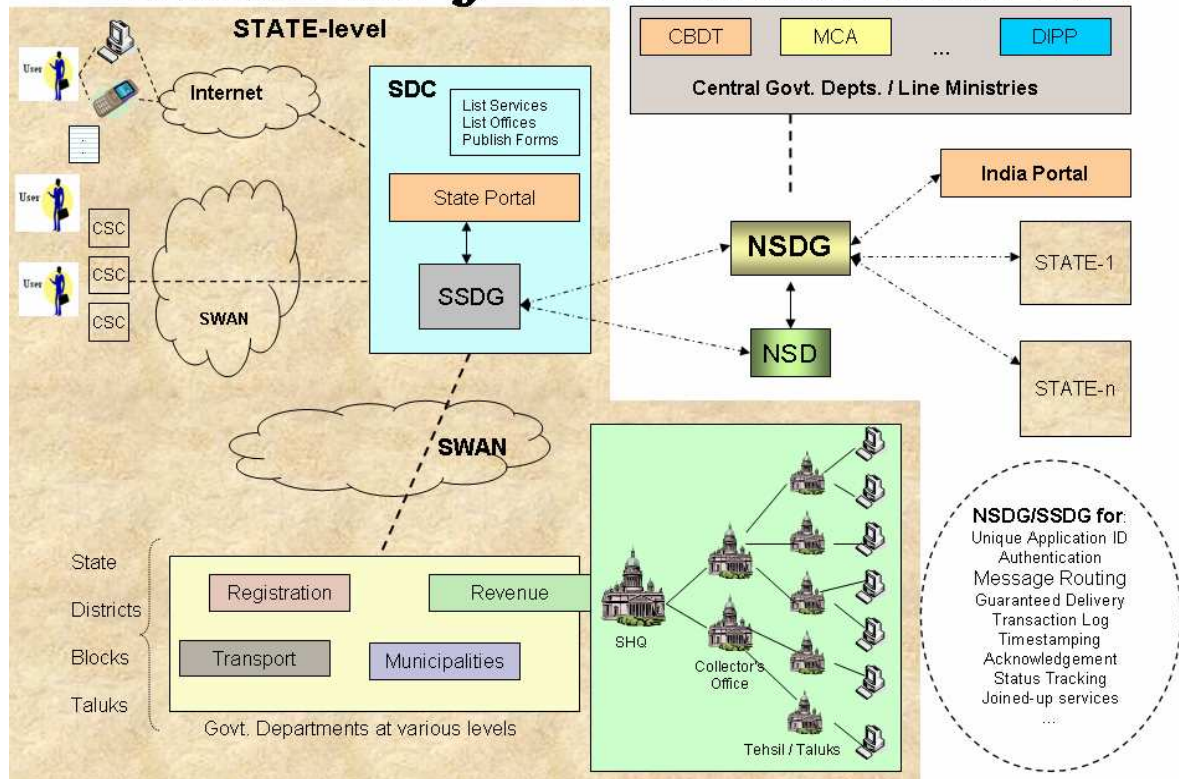
**Figure 2.0: Positioning of the Gateway in the SDC**

- b. The gateway thus enables interaction between various departments /external entities using standard interfaces/connectors. The gateway acts as the single point of access to backend departments for all external entities. The state level gateway also interacts with the NSDG at the central level for exchange of data with central MMPs. The various

Central and State Mission Mode Projects (MMPs) under the NeGP are under different phases of project conceptualization, design and implementation stage. The idea is to develop a framework for speedy realization of benefits under NeGP, and in a way such that the various other MMPs can utilize this framework as and when they are in operational phase.

- c. The State Portals will host all the forms and link to application of State MMPs for various Government Services accessible to citizens in the state. A citizen will be able to download the forms and submit his/her application electronically. This submitted form will be routed intelligently by the SSDG to the respective field office in the state responsible for providing that particular service. The Gateway will guarantee assured delivery of the request from the citizen to the government department and the acknowledgement of successful submission from department to the citizen. A citizen will be able to query the status of his/her application at a later point in time. This request/ response again will be routed through the SSDG. The basic functionalities envisaged through SSDG are as follows:
  - i. Act as hub for all the interactions between service seekers (the citizen and businesses) and various service providers (Government Departments) and even among Govt Departments (refer Figure 3).
  - ii. Audit Management & Time Stamping - Results in better tracking (auditing) and security of each transaction.

# e-Governance Service Delivery Framework



**Figure 3: Service Delivery Architecture**

## 13. Site Preparation

The site preparation would involve, but not limited to, all civil, electrical, mechanical and other general works or modifications before the installation of the required hardware under the e-district project. The Implementation partner should start the site preparation work well in advance to avoid delays in installation and commissioning of IT infrastructure for e-District project. The following needs to be considered for preparation of site for eDistrict project:

- a. *The State/ District e-Governance Society (DeGS) would identify the locations of the sites at District, Tehsil and Block offices and shall provide the necessary rooms /space for site preparation under e-District project.*
- b. *The State/ District e-Governance Society (DeGS) should ensure that the project funds are optimally utilized to facilitate the rollout of e-District project with minimal civil works.*

- c. *The selected Implementation Partner should conduct site survey and needs to submit design lay-out and site preparation plan for all the sites. The implementation plan should clearly define the site-wise milestones to be achieved across the state.*
- d. *SDA/DeGS shall arrange for necessary clearances which shall enable the vendor to undertake civil, electrical and mechanical works including false ceiling, partitioning, installation of electrical equipment, cable laying etc. at the respective sites.*
- e. *The entry and exit to the site for the equipment and personnel for the System Integrator shall be in accordance with security rules and regulations, which may apply to the Government campus, where the sites are located*
- f. *The System Integrator would be appropriately penalized for delays in preparation of project sites to avoid delays in rollout of the project*
- g. *The System Integrator would not only be responsible for preparation of project sites rather the maintenance of these sites would also be part of scope of engagement*
- h. *The System Integrator should ensure that day-to-day functioning of official work and existing electrical setup should not get disrupted during the process of site preparation. Any damage to the interiors during process of installation would have to be made good at no extra cost to the department.*
- i. *All wiring shall be carried out with single core, PVC insulated cables with copper conductors.*
- j. *The system of wiring shall be that separate phase and neutral wire shall be taken for each circuit from the main control board/distribution fuse board.*
- k. *Power circuits if any shall be kept separate and distinct from the light and fan circuits. The wiring shall be done in such a way to facilitate easy inspection.*
- l. *No joints shall be permitted in the wiring.*
- m. *Necessary earth continuity connection shall be provided keeping in mind the maintenance requirements, safety etc. In addition to the above earth connection, the contractor is required to have a separate earth pit and earth connection*
- n. *The vendor shall supply cabling materials which are load tested in accordance with specifications and manufacturers instructions*
- o. *The Implementation vendor shall ensure earthing shall be in conformity with Indian Electricity rules 1956 and as per IS-3843-1986*
- p. *The Fire Protection and other safety measures should be adequately planned for all the project sites.*
- q. *The entry of Rodents and other unwanted pests shall be controlled using non-chemical, non-toxic devices.*



- r. *All the Operational Manuals and similar accessories made available by equipment manufacturers would be handed over by the vendor to the department after the installation work is over.*
- s. *The installation of equipments shall be accepted only after installation tests are completed successfully.*
- t. *The project consultant shall prepare a check list for Site completion and assist the State in ensuring the necessary work done.*
- u. *The System Integrator shall be awarded a Site completion certificate for all the project sites prepared as per terms & conditions of the engagement.*

# **Annexure 2 FORMAT OF SUBMITTING THE STATE PROPOSAL (State DPR)**

## SECTION I:

### BACKGROUND OF PROJECT AND OTHER BASIC INFORMATION

- a) Title of the Project
- b) Is the project:
  - i) Roll out of the project subsequent to Pilot phase? If yes then please provide the following:
    - ◆ Status of the STQC testing of pilot application
    - ◆ Status of the implementation of the pilot project including status of launching of the services in all the pilot districts
    - ◆ Status of closure of the pilot project.
    - ◆ Specifications of the pilot application software in terms of RDBMS, OS, Servers Hardware, System Software , Services and Process, etc so that the comparison with the other pilot application could be made.
  - ii) Roll out Project without Pilot phase Yes/No
- c) Project Initiator details
  - i) Department/ Ministry initiating the project
  - ii) Background of the department/ ministry
  - iii) Name and Job Title of the key contact person (person responsible for initiation)
  - iv) Contact details:
    - ◆ Address :
    - ◆ Fax :
    - ◆ Landline :
    - ◆ Mobile :

◆ Email :

d) State Designated Agency details

i) Name of the State Designated Agency

ii) Date of Establishment (if applicable)

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

iv) Contact details :

◆ Address :

◆ Fax :

◆ Landline :

◆ Mobile :

◆ Email :

e) Location of Project Implementation:

f) List of Acronyms

**SECTION II**

**PROJECT OVERVIEW OR EXECUTIVE SUMMARY**

Provide a project snapshot covering the following aspects:

- a) Identification of all stakeholders
  
- b) Highlight in concrete terms the efficiencies envisaged to be enhanced for each of these services (in terms of service levels).

**Table 1**

Category of Services including Sub services	Existing Service Level	Proposed Service Level
<i>If the State has already <u>implemented</u> the pilot eDistrict project then please state the Service levels for the Services which already have been electronically enabled and also for the services which are additionally going to be implemented under State Wide Rollout</i>		
<i>And for the States which have not <u>implemented</u> pilot eDistrict project (Non Pilot States) please state the service levels for the Proposed Services</i>		

c) Details of locations to be covered

**Table 2**

SN O	Name of the District	Number of Horizontal offices to be connected to DHQ	Number of SDO offices to be connected to DHQ	Number of Blocks	Number of Tehsil or Revenue Circles	Number of any other office (s)

d) Project activities and timelines

**Table 3**

Activity Group	Activities	Timeline
<b>Project Development</b>	Submission of DPR	
	Approval of DPR by DIT, GoI	
	Appointment of Project Consultants	
	Current State Assessment Study	
	BPR & Gap Assessment	
	Issue of Government Orders	
	Data Migration & Digitization Plan	
	Training & Change Management Plan	
<b><u>Project Implementation</u></b>	Functional Requirement Specifications (FRS)	
	Scope of works of customised application for non pilot states	
	RFP preparation and approval	
	Selection of System Integrator	
	Software Requirement Specification (SRS)	
	Customisation and Development of Software Application	
	User Acceptance Testing of e-District application	
	Third party application audit by STQC	

	Hardware procurement & Commissioning	
	Site preparation for e-District project	
	Completion of Training & Change Management activities	
	Digitization of Historical data	
	Deployment of e-District application at SDC	
	Go-Live of e-District application	
<b><u>Project Post Implementation</u></b>	Constitution of Joint Entity for (O&M) of e-District project	
	Project handover from Project Consultant to Joint Entity	
	Citizen Satisfaction Survey 1	
	Post Go-Live project assessment	
	Citizen Satisfaction Survey 2	
	Project closure report from State Government to DIT	

e) Total project cost

**Table 4**

(All costs in Rupees in Lakhs)

<b>Costs</b>	<b>Unit</b>	<b>No. of units</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>TOTAL</b>
DPR Preparation	State	1					
<b>IT Infrastructure</b>							
Hardware/ Computing Facility	District	No. of districts					
Systems at SDC	State						
Systems manpower support for 2 years	State						
Networking and Horizontal Connectivity	District						
<u>Application Software</u>							
Software for non Pilot States	State						
Software for Pilot States	State						
Third Party/ STQC Testing	State						
<b>Application Support</b>	State						
<b>Capacity Building</b>							
Training	District	No. of Persons					
Seed Money to eGov	District						



Society							
<b>Rollout</b>							
Site Preparation	District						
Technical Support for 2 years	District						
Data Digitization	District						
<b>Program and Project Management</b>							
Project Mgmt Consultant	States						
Project Manager for 2 years	District						
<b>Awareness and Communication</b>							
Citizen awareness on launch of eServices	District						
Citizen awareness on launch of eServices	States						
Baseline and Post Assessment	State						
<b>Contingency</b>							
District							
State(SDA)							
<b>Grand Total</b>							

**SECTION III**

**STATE INFORMATION.**

a) Details of Districts ( please provide details of all districts in the state)

District1.....

Name of District -----

Population:

Area (in Sq Kms)

Name of all Blocks:

Name of all Tehsils/Revenue Circles:

b) Officers involved in processing the selected services in the District ( please provide details of all officials-district wise and service wise, involved in backend Government automation process for the services selected).

**Table 5**

District1.....

SNo	Designation of Officer	Name of Location: DHQ/ Horizontal office/ SDO/Block/Tehsil	Number of officers	Services

c) **Details of District e governance Societies**

**Table 6**

<b>SNo</b>	<b>Name of District</b>	<b>Status</b>	<b>Date and Registration number under Societies Act</b>

**STATE SPECIFIC e-GOVERNANCE INITIATIVES**

**SDC: Location of SDC (State Data Centre)**

**Table 7**

<b>Status of SDC</b>	<b>Status of DRS</b>	<b>Likely date of commissioning</b>	<b>Please clarify SDC has adequate space and IT resources for eDistrict project</b>

**CSC ( Common Services Centre)**

**Table 8**

<b>SNo</b>	<b>Name of District</b>	<b>Name of SCA</b>	<b>Number of CSCs Planned</b>	<b>Number of CSCs operational</b>

**SWAN ( State Wide Area Network):**

**Table 9**

Status	Name of District	Name of Sub Division	Total Number of PoPs	No of POPs not found feasible	No of POPs already connected

**Status of Horizontal Connectivity**

Number of Offices District wise which are connected

**SSDG(State Service Delivery Gateway), State Portal and eForm for**

**Table 10**

Status of SSDG in the State		
Status of State Portal		
Services under e-Form for each district	Services already implemented	Services still to be implemented

**Status of State MMPs:**

**Table 11**

SNo	Name of State MMP	Status				No of District covered	Project Cost
		Project Conceptualized	DPR approved	Under Implementation	Post Impl.		

--	--	--	--	--	--	--	--

**Status of SeMT:**

Please state the initiatives identified and undertaken including the staffing details under SeMT

**Other e-governance initiatives in the State.**

Please briefly state in not more than 200 words the other e-governance initiatives in the State.

**Status of Data Digitisation in each district**

**Table 12**

District1....

<b>Name of MMP/ Owner department</b>	<b>Name of Services like certificates, Ration cards etc</b>	<b>Status  Percentage Digitised/ Not Digitised</b>	<b>Remarks</b>

**10.35 Status of Manual / Electronically enabled Transactions District wise:**

Please give status of e transactions for the services gone live under eDistrict pilot project or under any other MMP in the following form. Details of transactions of services still delivered manually need to be given as per the format given below.

**Table 13**

District1....

MMP	Transactions of Manually delivered services	Transactions of e-delivered services for each sub services like certificates, Ration cards etc	Number		
			2008-09	2009-10	2010-11

## SECTION IV

### PROJECT DETAILS INCLUDING ITS IMPLEMENTATION MODEL

a) **Stakeholder Analysis**

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

**Table 14**

Stakeholder Group	Roles and Responsibilities	Level of Influence	Engagement/Communication Strategy

b) **Services and Service levels**

Identification of services and service levels

**Table 15**

Service (s)	Service level Parameter (in terms of Quality/ Quantity/ Cost/ Time)	Service Levels	
		Existing (Baseline)	Proposed


**c) Implementation strategy**

<b>Please provide narrative description of the implementation strategy for the project</b>



d) **Key Activities**

i) **Study of Process Re-engineering**

**Table 16**

*(Rupees in Lakhs)*

Sub Activity, if any	Estimated Time frame	Estimated Cost

ii) **Study of Change Management**

**Table 17**

*(Rupees in Lakhs)*

Sub Activity, if any	Estimated Time frame	Estimated Cost

iii) **Assessment of Gap Infrastructure**

As- Is scenario District wise

**Table 18**

Description	Office 1	Office 2	Office 3	Provide at all offices....	Total
Desktop					

Description	Office 1	Office 2	Office 3	Provide at all offices....	Total
Laptop					
Digital Web cam					
Scanners					
Network Printers Cum FAX					
Laser printers					
Other printer					
UPS (1 KVA)					
42 U Rack					
9U Rack					
12 Port Switch					
LL Modem (pair)					
<b><i>Others pl specify</i></b>					
<b>Servers Hardware</b>					
1.....					
2.....					
3.....					
Others pls specify					
<b>System software</b>					
OS					

Description	Office 1	Office 2	Office 3	Provide at all offices....	Total
RDBMS					
Web server					
Others pls specify					
Application software					
Other if any					

◆ **To Be scenario District wise**

**Table 19(a)**

Description	Office 1	Office 2	Provide at all offices	Total To Be....	Total AS IS from table 18	GAP IT
Desktop						
Laptop						
Digital Web cam						
Scanners						
Network Printers Cum FAX						
Laser printers						
Other printer						
UPS (1 KVA)						
42 U Rack						

Description	Office 1	Office 2	Provide at all offices	Total To Be....	Total AS IS from table 18	GAP IT
9U Rack						
12 Port Switch						
LL Modem (pair)						
<i>Others pl specify</i>						

“To Be” Scenario for servers at SDC

Table 19 (b)

Description	Total To Be....	Total AS IS from table 18	GAP IT
<b>Servers Hardware</b>			
1.....			
2.....			
3.....			
Others pls specify			
<b>System software</b>			
OS			
RDBMS			
Web server			
Others pls specify			
Application software			
Other if any			

iv) Work of Data Digitization : Number of Records **to be** digitized

**Table 20**

Name of District	Service1	2	3.....all
District 1			
2			
Total			

v) Work of Training

**Table 21**

Name of District	No of officers to be trained	Please describe number of days in each batch and total number of batches in each district
District 1		
2.....		
Total		

vi) Other details required to be provided :

- a) Proposed solution
- b) Architecture Framework & Standards including overall approach adopted for application customization
  - i. The functional requirements which can be met directly or little customization from an already implemented e-District Application Software.

- ii. The balance functional requirements requiring implementation and integration with already implemented e-District Application Software. In case of services already delivered in pilot states, specify if they can be adopted without any change or with what percentage of customization.
- c) Network Architecture
- d) Conformance to security standards on data, network, software, etc
- e) Conformance to technological standards on inter-connectivity and inter-operability: Interface with other MMP, UID, e form and SSDG
- f) Mechanism for ensuring compliance to service levels.
- g) Public Awareness Campaign, Citizen Feedback Mechanism and Post Implementation Assessment,
- h) Post Implementation Institutional Mechanism for Operation and Maintenance phase.
- i) Estimated time frame and costs (please submit PERT Chart also) in the following format:

**Table 22**

*(Rupees in Lakhs)*

Description	Estimated Time Frame	Estimated Costs Involved	Any comments
Cost of DPR			
All Districts Hardware			
Server Hardware			
Server Software			
Application Software			
Third Party/ STQC Testing			
Networking and Horizontal Connectivity			

Training			
Seed Money to eGov Society			
Data Digitization			
Site Preparation			
Citizen awareness on launch of eServices			
Baseline and Post Assessment			
Project State Consultant for 3 years			
Project District Manager for 2 years			
O&M			
Systems manpower support for 2 years			
Application Support for 3 years			
Technical Support for 2 years			
<b>Contingency</b>			
District			
State(SDA)			
<b>Grand Total</b>			

vii) Details of Monitoring, Evaluation and Assessment

- Indicate Program Governance Structure for Approvals, Monitoring, Evaluation and Assessment as per the guidelines

- Provide SLAs for IT infrastructure and Services in terms of uptime and Service Levels
- Provide indicators for Go Live and completion of the project.

viii) Site Preparation

Please identify each activity under Site preparation and summarise the same in the table below:

**Table 23**

*(Rupees in Lakhs)*

<b>Sub Activities, if any</b>	<b>Persons/ agencies responsible</b>	<b>Estimated Time frame</b>	<b>Estimated cost</b>



ix) The schedule of implementation along with identification of responsibilities to be provided in table below

**Table 24**

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

x) Project Risks & Mitigation Measures

Provide Risk and Mitigation analysis for the implementation and post implementation periods of the project

Risks analysis

**Table 25**

Assumptions	Impact	Low	Medium	High
	Probability			


Measures for risk mitigation

**Table 26**

Description of Risk	Risk mitigation measure	Stakeholders involved

**SECTION V**

**OPERATION AND MAINTENANCE PHASE**

**a) Revenue model to sustain O&M phase**

1 Projected Revenue

Please provide projected revenue for each district on the basis of a proposed fee structure assuming that service delivery has to be ensured through CSCs in the following format:

District ...1

**Table 28**

SN	Service/ sub service	Average Transactions per year	Proposed fees	Growth Rate per year	Revenue in next 5 years-year wise

(i) Projected Operational Expenses

Please submit projected cost item wise in tabular form for next 5 years – year wise

(ii) Revenue Model

Taking into consideration revenue and expenses please submit revenue model on the basis of which revenue shall be shared among System Integrator, DeGS, SDA, CSC and District Collector office

**b) Institutional arrangement for Operations & Maintenance .Phase**

Please provide details of Institutional Arrangement including role and responsibilities of stake holders for Operation & Maintenance Phase

## **Appendix II - Indicative List of Consulting Agencies Empanelled by DIT, NICSI and UIDAI**

- a) DIT for SSDG/State Portal – PwC, KPMG, IL&FS, E&Y, UTITSL
- b) NICSI – PwC, Wipro, KPMG, E & Y
- c) UIDAI – PwC, E&Y, KPMG, Wipro, Deloitte, Accenture,