BRIEF OF SCOPE OF SERVICES

Process Study and Business Process Re - engineering solution for

Divisional Secretariat (eDS)

ICTA/GOSL/CON/QCBS/2016/153

1. INTRODUCTION & BACKGROUND

1.1   Information and Communication Technology Agency of Sri Lanka (ICTA) and Ministry of Home Affairs (MHA) intend to obtain the provision of consultancy services for process re-engineering, detail system study, analysis and design an information system for Divisional Secretaries (DS). In order to create a more seamless citizen centric service by DS and he/she would be required to provide solid, customizable, sustainable service to full fill the stakeholder's expectations.

1.2   The DSs function under the preview of the Ministry of Home Affairs. However, many other ministries and departments provide their services through Divisional Secretariats making (DS) the most common, grass root level citizen delivery point. The main services which are delivered by DS are Registration of persons and their life events, Pensions, Social benefits, Motor Vehicle registration, Motor vehicle driving licenses and renewal of motor vehicle revenue licenses, passports, and issuance of various permits. Therefore, the Divisional Secretariat is identified as the "one stop shop" for delivering most critical government services to the citizen.

1.3   There are 25 District Secretariats for 25 administrative districts in the country. The District Secretariat which is headed by the District Secretary is the superior administrative units to the Divisional Secretariat. Generally, there are 5-25 DSs functioning under a District Secretariat. Therefore, Divisional Secretariats cover the entire island. A DS divisions is further broken in to smaller administrative units called "Grama Niladarai" Divisions (GN Division) which is a collection of few villages. There are 500 -800 families on average in a GN Division and almost all such families are needed to interact with Divisional Secretariat for many matters related to their daily life.

1.4   The details related to the structure of the regional administration setup in Sri Lanka are given in the table below.

Name of Administrative Unit	Number of Units
Provincial Councils	9
District Secretariats	25
Divisional Secretariats	320
GN Divisions	Approximately. 14,000

All Divisional Secretariats which are categorized as a Class A departments perform same functions by following similar procedures. They also utilize forms of same formats for such activities.

2.   KEY PROBLEMS IN DIVISIONAL SECRETARIATS

Some of the key problems are listed below

2.1   The organizations which have been created for revenue collection in colonial times are plagued with bureaucratic controls and cumbersome processes.

2.2   Lack of readily available, reusable information on citizen is causing delays in citizen service delivery.

2.3   Lack of information on citizen's status (i.e. income level, geographical distribution) hampers national as well as regional planning.

2.4   Communication with the central organizations (such as the District Secretariats/Divisional Secretariats (DS), Ministry of Home Affairs, the Treasury) is paper based and by normal mail

2.5   Delays and inefficiencies in providing services are inherent weaknesses of the manual office system.

2.6   Loss of valuable information is common due to the problems innate to paper based systems i.e. lack of archiving system.

2.7   Most of processes are functioning manually and inefficiency due to lack of integration with internal and external processes. Due to lack of information in reports cannot do the route case analysis.

3. KEY OBJECTIVES OF THE ASSIGNMENT

The broad objectives of this assignment are to:

3.1   Shift from a department/ government agency centric approach to a citizen centric approach

3.2   Shift from a function oriented work performance to a service oriented performance

3.3   Shift from output based assessment to well defined outcome based assessments

3.4   Shift from an ad hock piecemeal view of performance and information to an integrated data driven view

3.5   Conduct a core and sub processes study in order to propose a new computerized information system for Divisional Secretariat.

3.6   Conduct a BPR study for Divisional Secretariat (please refer to Appendix A for list of key processes)

3.7   Conduct a BPR study for dependence processes/ services with district secretariat, Provincial council, etc. (Refer Appendix B)

3.8   Identify all processes under DS which is applicable for BPR. (Please refer Appendix A for list of key process)

3.9   Prepare documents that will enable ICTA to select a solution provider on competitive basis and prepare a Change Management Plan.

3.10   Conduct a BPR study for dependent processes for grass root level officers.

4.   SCOPE OF WORK, DELIVERABLES AND COMPLETION CRITERIA

The roles and responsibilities of the all DSs in the Island are similar. However, very few activities may have variations due to the physical and socio-economic environment where the DSs are situated. Therefore, studying few selected divisional secretariats would be adequate to identify and understand the entire system. The principal tasks of the assignment are given below:

4.1   To undertake a detailed study encompassing the needs of all stakeholders to determine the process related information and communication technology and information system requirements of Divisional Secretariats and its linkages to the District Secretariat to be detailed in a "System Requirement Definition" document with special attention given to key processes mentioned in **appendix A**.

4.2   To undertake Business Process Re-engineering Study to determine re-engineering opportunities and requirements of current processes, procedures of Divisional Secretariat and the preparation of a report on the BPR study. Consultant shall prioritize five (5) services streams with the stakeholder consultations. (Please refer to **appendix A** for list of key processes)

4.3   To develop "Functional process Specification" of the "Process to be"

   4.3.1 Comprising the key processes explain in the appendix A (but not limited to);

   4.3.2   Taking into consideration existing systems (if any), external interfaces, applicable technology standards and policy framework.

4.4   To develop detailed configuration of hardware requirements and indicative costs of hardware.

4.5   Solution must be aligned with Lanka Interoperability framework (LIFE) (Please refer

www.life.gov.lk)

4.6   To undertake to carry out a baseline survey of which results to be used as the efficiency indicators.

4.7   To assess the changes that would occur due to the new system and prepare a Change Management Plan

4.8   To conduct required BPR workshops before the final review of BPR Report review:

a)   Workshop for senior officials of MHA, GA and DSs

   The workshop shall cover the following agenda (not limited to):

   - Objectives of BPR for DSs
   - Results of BPR Change Management Plan for Organization
   - Training Proposal

b)   Workshop for Head of Divisions of DSs

   The workshop shall cover the following agenda (not limited to):

   - Objectives of BPR
   - Results of BPR as approved by Management
   - New Proposed processes
   - Change Management Plan for Department
   - Training Proposal for all DSs staffs

   The BPR Consultant shall summarize and present the BPR Reports, processes studied, Change Management Plan proposed to Management for verification and approval. Consultant shall also facilitate second workshop to highlight to DSs key users on the coming changes and training needs so that they can be better prepared for the Stage 2 implementation.

4.9   The Consultant shall complete the entire assignment within **20 weeks** from the commencement of work. The Consultant shall produce the following deliverables at specified milestones (not necessary in the sequential order shown here):

List of Reports and Deliverables

S/N	Major Milestones	Duration (From the Commencement Date)	Deliverables
1	Commencement of work	0 week	-
2	Assignment Inception Report	1 week	The inception reports should, at minimum, address the following for each of the key components identified in paragraph 5 of this section: **1. Detail proposed work plan** **2. Project schedule with individual deliverables and milestones identified** **3. ICTA and MPA&HA comments from contract negotiations**
3	BPR Study	10 Weeks	**BPR Study Report**
4	BPR Workshops	3 Weeks	1. Agenda for Workshops
5	System Requirements Specification/ Blueprint	2 Weeks	**1. SRS Report** A software requirements specification (SRS) is a description of a software system to be developed. It lays out functional and non-functional requirements, and may include a set of use cases that describe user interactions that the software must provide. The requirements shall address all the key areas specified in Appendix A (but not limited to).
6	Hardware and Software Requirements	1 week	1. Document should include, Proposed Hardware and Software Requirement Specifications
7	Change Management Planning	1 Week	**1. Change Management Plan**

S/N	Major Milestones	Duration (From the Commencement Date)	Deliverables
			The Change Management Plan shall at least comprise a Communication Plan and a Training Plan.
8	Proof of Concept (POC)	1 Week	1. **POC Requirement Specifications** 2. **POC Presentation to Stakeholders and Project Organisation.**
9	Acceptance of Assignment	1 week	
10	Document sign off		

4.10   Completion Criteria

All the deliverables must be verified and confirmed to be accurate and would be agreed among stakeholders of which described below. It must be formally endorsed by MHA and ICTA.

The basic requirements shall include, but not limited to the following:

a) Review and document existing Services (Citizen Interaction and Internal Departments / Internal Staff / Other Staff) policies, strategies, Work Flows / processes and systems;

b) Identity existing communication mechanism between citizens and service providers, internal departments, Handover and take over processes for documents / information / Knowledge management between citizens, DS staff and internal departments and monitoring system.

c) Re-engineering existing key processes and their supporting processes; (Please refer Appendix A)

d) Identify inefficiencies in all internal & external dependent processes and Pain areas for citizens and staff, which is connected with divisional secretariat. (Refer Appendix A & B)

e) Determine Time taken to deliver services of current Processes and Use proven tools to measure process stability.

f) Work closely with stakeholders and identify which processes are to be Re-engineered along with their supporting processes, as per the agreed priority matrix.

g) Produce detailed Business Process Reengineering (BPR) reports, which has briefly about identifying BPR opportunities, process workflows and Functional Specifications of the newly proposed "to be" process/solution, technical, briefly about BPR methodology selection guidelines and briefly about implementation of BPR.

h) Develop a change management plan to communicate the change to all levels and address the training of key personnel during implementation.

i) Identify and provide BPR process to communicate with Provincial council and DS.

j) Develop a re-engineered processes for the communication and work flow management process for officers attached to DS from various governments institutions, which includes a responsibility matrix.

The successful Consultant shall carry out all planning activities jointly with ICTA, MHA, District Secretariat of the Colombo district (5 DS within the Colombo District).

4.1   PROJECT DOCUMENTATION AND METHODOLOGY

4.1.1   All documentation must be in good, simple and concise English using accepted technical terms and symbols. Where necessary, graphical representation (instead of textual) shall be used, e.g. flowchart, structure chart. All such documents must have comprehensive indexes to facilitate quick reference.

4.1.2   All the draft, final, and signed-off documentation shall come in ring folders with proper front/side labels. The documentation shall be made available in hardcopy (one (1) copy) and softcopy (one (1) copy) CD-ROM in word processing format that is agreeable with ICTA). All pages must be numbered.

4.1.3   Consultant shall demonstrate the methodology and processes which will be applied for Project Management, System Analysis and Study, and BPR solution for the DSs.

5. CLIENT'S ASSISTANCE

The role of ICTA, MHA and DSs staffs involved in the current project, generally, is to assist the consultants in areas of facilitation of study, interview, review and some administrative work.

6. PROOF OF CONCEPTS

6.1   The successful consultants have to submit the Proof of Concepts (POC) as per the study and proposed solution submitted. The specifications shall be prepared and reviewed before the POC work begins to ensure that the stakeholders have the correct understanding of the work and the continuity for the Development and Implementation stage. The specifications also should include the operational process to demonstrate the process. The cost and resources shall be endured by the consultant while he may have to describe the POC requirement as well.

6.2   Consultant shall describe how the POC will be conducted in the POC Requirement specification. (e.g. A real working proto-type system(s) presentation of a system with snapshot of screens, or using Flash Player)

7. INSTITUTIONAL ARRANGEMENTS

7.1   The Consultant shall have an office in Sri Lanka and the personnel assigned by the Consultant for the provision of the Services shall reside in Sri Lanka for the duration of the Contract.

7.2   The MHA and DSs will provide a desk space at the MHA and DSs premises for the Consultant's Project Manager and two (2) officers.

7.3   The MHA and DSs will provide copies of all relevant documentation, such as government policy and regulatory / legislative documents relevant to the assignment to the Consultant.

7.4   The MHA, DS and ICTA will not provide any additional allowance for transportation and logistics.

7.5   Workshop for the project will be facilitated by ICTA / MHA/DS.

Appendix A – Brief Description of Key Services

The key areas to be looked into in the system analysis and designing stages are given below. (**But not limited to**)

Further BPR consultant should be able to identify all internal and dependence key services which is handling underneath divisional secretariat (DS) and he/she has to provide solid, customizable, sustainable service to full fill the stakeholder's expectations.

Administrative Services

Handling an administrative activity is one of the major services under divisional secretariat. Managing staff personal files (HR related), maintenance activities, Issue certificates, Issue permits, Revenue collections, Mail distribution are some of the internal and external services are conduct by DS. In addition to that they will communicate with other external departments such as Motor traffic, Department of registration and personal, etc by issuing certificate/ sending confirmation notes to them. Therefore, the new service/system should have capability to make a flexible and sustainable bridge with those dependent services.

Registration Services

Registration service is mainly conducting but not limited to registering personal information and issue certificates to citizens. DS already streamline issuing certificates for Birth, Marriage and Death. In addition to that collecting daily income, daily account balance, Registration of Missing Persons (Special Provision Act section -II), Preliminary Activities of Correction of errors in the earlier Registration of Marriages, Births & Deaths and communicating account department are some other services belongs to this section.

Planning Services

This is an another key service and will be benefit to citizens improve their life style. However, identify development needs, Evaluate the progress of the projects, Maintain and updating resource profile of the division and updating PMCS are few of main services belongs to planning services. Currently those functions maintaining by manually and some of DSs have been developed their own mechanism to execute those services to improve the efficiency.

Pension Services

Most of the old citizens are eligible for government pension schema. Execute pension policies efficiently and productively in regionally to provide active contribution to uplift and to assure wellbeing, Future protection of officers who dedicated for public services, their spouses and dependents. Therefore, DS mainly responsibility is make sure eligibilities are getting their monthly payment on time and need to avoid the deceiving/fraud from citizen.

Social Services

Social service is conducting number of services to fulfil citizen's expectations but not limited to Issuing senior citizen ID cards, provision of the aids and equipment, Issuing dry rations, Providing assistance to PAMA, Cancer, Leporacy, Payment Related to differently abled, Housing Assistance for differently abled etc.

Account Services

Any DS/ organization account service is the major activity which is connecting with all other services. Consequently, internal and external services are closely communicating with this service. Some of the DS's are using standalone system to full fill their requirements too.

Land Related Services

Most of the Land services are covered in deferent application such as collecting revenue / tax state own land, Acquisition of private land, Provision of deeds and permits for state land, Post requirement for lands, etc. However, existing Land services belongs to DS will be communicating with internal and external services/parties to provide better service to citizens.

Appendix B – Brief description on dependence processes / services

House Holders List (including basic Socio-Economic information)

All the "Grama Niladaries" functioning under the Divisional Secretary Division expected to maintain list called House Holders List which includes all the socio-economic information of the members of households such as names, age, sex, education, employment, etc in the respective area. Currently this is handling by MTDI and eDS should have capability to communicate with House Holder List and get relevant information to proposed solution.

"Samurdhi" and other Social Benefits Receivers

The module will facilitate the handling of all the social benefit schemes. This also include some of the information available in the house holds list and additional information on the social benefit scheme.

Flood and Draught Relief and other Disaster Management Information

This module will facilitate storing all the information required for mitigation, relief rehabilitation and management of Disasters.

Issuances of Various Permits

The DSs are the authority of issuance of various kinds of permits such as Timber, Sand Mining, Quarrying etc. The processes of issuance of permits are expected to re-engineered and ICT enabled under this module.

Issuance of Certificates

Also the DSs are the authority of issuance of various kinds of Certificates such as Income, GS Certificate, Land valuation etc. The processes of issuance of permits are expected to re-engineered and ICT enabled under this module.

Development Projects Information

The DSs are the implementing agency or the coordinating agency of majority of the government development projects implemented at divisional level. Further, it has to facilitate development activities carried out by the NGOs and Private Sector at the grass root level. Therefore, a database and informational management system on this respect will be much useful to DSs for the improvement of efficiency and effectiveness of their activities.

Development Plans Services

The DSs are entrusted with the Preparation of Divisional Agricultural plan and other Development plans. This process is to look into the possibilities of building a data collection mechanism that could provide information for the development plan module.

Information base on the resources available and socio–economic condition of the DS division (IS)

This module would facilitate in keeping information which are required on decision making process in respect of the needs identification and implementation of the development activities in the area. Most of the data for this system can be derived from the above mention sub modules such as house holders list, land information module etc. Besides this system will have some other information such as other resources, infrastructure, educational facilities etc. The database of this system will include information which will more or less   equal to GIS system apart from the mapping facilities included in the GIS system.

Integrated citizen information system

This system will provide integrated front end for retrieving information from the modules ICT enabled to the public or any other stakeholder of the DSs. This can also be developed to a web enabled services.

Enable DSs to electronically interact with the following central citizen service providers
The following citizen services agencies will ICT enabled their activities within another 2-3 years.

1) Issuance of ID cards
2) Passports
3) Motor vehicle revenue licenses

As initial actions related to these services begin from DSs there should be interaction modules at DSs to enable the transactions electronically related to these activities.

Develop an interface to Link Ministry of MHA, District Secretariat and Divisional Secretariat for the human resource management and progress monitoring purposes

The Ministry and MHA and District Secretaries are the supervisory organizations of DSs and there should be an interface to link those organizations for the purpose of supervision and progress review. Internal and external communication mechanism and capacities may have to be built in order to achieve this objective.

Document and Work Floor Management System

In order to support all the above modules, it is proposed to establish Document and Work Floor Management system at Divisional Secretariat

Training Requirements

Identification of requirements to build the physical and human capacity in relation to use of ICT for efficient services at the DS office.