<u>**Annexure - ii**</u>

Brief of Scope

Hiring an Individual Consultant to study and technically facilitate the development of a Document Management System for the Ministry of Education

1. Introduction

The Ministry of Education is a ministry of the Government of Sri Lanka that directs the formulation and implementation of policies related to primary and secondary education in Sri Lanka. In recent years, the Ministry of Education has begun to exploit advances in Information and Communication Technology (ICT) to support its many functions and modernize the institution. The Ministry of Education has proposed the digitization of all government documents to accommodate institutional growth, improvement of internal processes, stakeholder satisfaction and cost effectiveness.

ICTA and the Ministry of Education will collaboratively work on the implementation of a Document Management System to provide timely and accurate information to relevant stakeholders while automating key processes.

2. Background

Ministry of Education has many functional units and workflows catering wider stakeholders (teacher's, educational administrators etc.). These workflows cut across provinces, zones and schools. There are hundreds of documents created, modified, shared, archived and distributed at school, zonal and provincial levels every day increasing the redundancy. Therefore the Ministry of Education has proposed the digitization of all government documents to address the above mentioned issue.

3. Objective of the Assignment

ICTA intends to engage a consultant at the capacity of Business Analyst to identify, study, analyze, document and manage requirements of proposed business processes and document management system of the Ministry of Education.

4. Tasks (Components) to be carried out

Phase I: Analyze and gather the requirements

1. Study the present structure, functions and services of the MoE, zonal offices in the Colombo district (Colombo, Homagama, Piliyandala, Sri Jayawardenapura), Gampaha district (Gampaha, Kelaniya, Negambo, Minuwangoda) and the western provincial education office of Sri Lanka

2. Understand the organizations business and records and information management environment

3. Brainstorm with functional groups (MoE, zonal offices in the Colombo district (Colombo, Homagama, Piliyandala, Sri Jayawardenapura), Gampaha district (Gampaha, Kelaniya, Negambo, Minuwangoda) and the western provincial education office) and study the existing processes in the above groups

4. Collaborating with IT architecture / systems experts and IT security experts to establish vision and ability to clearly document

5. Study the existing records classification scheme

6. Prepare and record changes to official documents and confirm changes with legal and compliance management staff

7. Study existing documentation and literature review on the current processes

8. Keep abreast of developments in document management by reviewing current literature, talking with colleagues, participating in educational programs, attending meetings or workshops, or participating in professional organizations or conferences

9. Preparation of use case diagrams, workflow charts and user stories

10. Automated workflows may be used in the certain areas as applicable

11. Analyze business functional requirements to identify information, procedures and decision flows

12. Identify functional and non-functional requirements

13. Conduct Requirements' Analysis (As-it-Is and To-Be Business Processes Mapping)

14. Gap analysis – Analyze performance and structures of current business processes and the redefined (improved) processes

15. Recommendations – map and document the transformation process using appropriate tools, methods, techniques and notations

16. Prepare Requirement Specifications with requirements for planning, pre-implementation, and post-implementation activities

17. Documenting data structure for DMS to create on a file server

18. Identify and classify/index documents or other electronic content according to characteristics

19. Propose recommendations for improving content management system capabilities

20. Identify the types of electronic documents or objects used, the software or technology used, how and where documents are currently stored, the volume of information and records produced (also consider future growth), version controls and publishing information

21. Assess if there is a strong case for integration with existing systems

Phase II: Design and Development

1. Participate for the delivery milestone meetings

2. Requirements review on each iteration and provide a report on development of required requirements

3. Work in collaboration with hired firm as clients support consultant

4. The Consultant is required to present the progress of the project/assignment during the weekly review meetings

5. Consultant is expected to work in close collaboration with appointed representatives of the MoE of Sri Lanka and ICTA

6. Consultant is expected to participate and contribute in review meetings whenever requested by MoE and ICTA

7. Develop a business case with risk-mitigation strategies and change management initiatives

8. Develop a rollout/implementation strategy and plan

9. Develop and gain approval from all stakeholders for a security model

10. Develop a records classification scheme or file plan to facilitate the identification of vital records

11. Develop, document, or maintain standards, best practices, or system usage procedures

12. Consult with end users regarding problems in accessing electronic content

13. Establish measurements of utilization and effectiveness of DMS platform

14. Provide expert support to users, dealing with support requests, issues and improvement requests

15. Develop an administration model to support the ongoing management and evaluation of the DMS

16. Develop a support model for both business processes and technical help

17. Establish the development and testing environment (infrastructure and application, including integration)

18. Ensure delivery of envisaged outputs of the project

5. Minimum Qualification for the Consultant

Key Professional Staff	Academic Qualifications	Experience Years	Experience
Business Analyst	Degree from a recognized university in IT, Project Management, or in a related field M.Sc./MBA would be an advantage ITIL ,or any process related qualification Sound Project Management skills, preferably PMP certified	8 years ++	Expertise in the domain of education with experience and in-depth knowledge of key business processes in it. Plus business process re-engineering, project management, system integration. Specific experience and knowledge with other stakeholders' business processes is desirable Previous public sector project experience

6. Deliverables and Timeline;

The following deliverables should be delivered in a manner acceptable to Review Committee which comprises representatives of MoE and ICTA.

Activities	Deliverables	Duration	Due date	Percentage
• Stakeholder meeting • Background study • Develop project plan pertaining to Requirements development assignment • Prepare Project Inception Report	• Project Inception Report (approach and methodology, Deliverable Schedule) • Meeting minutes of each meeting held in MoE and ICTA • Monthly Progress Reports (MPR) and Periodic Reports	4 Weeks	Contract date + 4 weeks	20% from the total contract value of 2000000
• Brainstorming with all divisions of MoE • Identify and study existing workflows • Identify functional and non-functional requirements	• Key findings of existing processes and workflows • Meeting minutes of each meeting held in MoE and ICTA • Monthly Progress Reports (MPR) and Periodic Reports	4 weeks	Contract date + 8 weeks	15% from the total contract value

• Development of work flowcharts • Develop use cases and user stories • Prepare draft gap analysis report • Develop draft requirement specification • Draft Business Recommendation Report • Validate requirements	• Draft GAP analysis report • Draft Requirement Specifications • Draft Business Recommendation Report • Use cases and user stories • Requirements validation checklist	4 weeks	Contract date + 12 weeks	10% from the total contract value Page | 6
• Prepare complete Requirement Specifications • Prepare complete GAP analysis report • Prepare complete Business Recommendation Report • Prepare Terms of Reference (ToR) for hiring to develop the document management system and automation of associated functions for Ministry of Education and Cost Estimation for the above assignment	• Requirement Specifications • Final GAP analysis report • Business Recommendation Report • ToR • Monthly Progress Reports (MPR) and Periodic Reports	4 weeks	Contract date + 16 weeks	10% from the total contract value

Iteration 01 • Work closely with the counterpart of the selected vendor • Participate for the milestone reviews • Requirements validation with system development iterations • Prepare and validate Test cases with the stakeholders • Prepare User Acceptance Test (UAT) cases • UAT execution support	• User acceptance testing on each iteration • UAT Test Cases • Monthly Progress Reports (MPR) and Periodic Reports	6 weeks	Contract date + 22 weeks	20% from the total contract value Page | 7
Iteration 02 • Work closely with the counterpart of the selected vendor • Participate for the milestone reviews • Requirements validation with system development iterations • Prepare and validate Test cases with the stakeholders • Prepare User Acceptance Test (UAT) cases • UAT execution support	• User Acceptance testing on each iteration • UAT Test Cases • Monthly Progress Reports (MPR) and Periodic Reports	6 weeks	Contract date + 28 weeks	20% from the total contract value

				5% from the total contract value
• OAT and Closure	• Project Acceptance Report • Monthly Progress Reports (MPR) and Periodic Reports	4 weeks	Contract date + 32 weeks	

There should be a review meeting every week to evaluate the progress.

7. Services and Facilities Provided by MoE and ICTA;

    7.1   Setup meetings with relevant parties

    7.2   Delivery review meetings and progress report meetings

    7.3   Project management in collaboration with focal point of selected vendor

8. Review Committees and Review Procedures:

The Business Analysis Consultant will be required to work closely with the relevant officials of MoE and ICTA throughout the assignment.

Annex 01

- o **Project Inception Report**, which shall consist of the detailed Project Work Plan to carry out the assignment. The Project Work Plan shall have details of the Project team, detailed timelines, detailed note on the proposed approach and methodology as well as an identified list of key stakeholders. The terms of reference may be improved and refined for better achieving the outcomes, through mutual discussions at the inception report stage;

- o **Comparative Report (Gap Analysis)**, analyzing performance and structures of the current business processes and the redefined (improved) processes, in order to clearly point-out the benefits, but also the possible radical changes that could impact other aspects of document management systems. Basically, this report should contain a gap analysis.

- o **Business Recommendations Report**, including all areas outlined in the scope of work and as modified through discussions, specifically detailing areas that need legislative and / or administrative amendments of rules / orders. Draft rules, orders and legislative amendments required to give effect to the accepted recommendations;

- o **Requirement Specifications** - Technical specifications of the project

- o **Terms of Reference** - Functional and non-functional requirements of the project

- o **Project Acceptance Report**, containing the following sections: Project Summary; Introduction; Objectives Statement; Methods and Resources; Compliance with the given ToR; Project Results (quantitative and qualitative results, with proper visualizations); Conclusions and Discussion (findings, project usefulness, challenges and limitations, future work directions, lessons learned); Outreach (describing very briefly the type of outreach that the project did, or expect to do); References; Addenda (project-related materials and resources).

- Across all phases, periodically:

  - o **Monthly Progress Reports (MPR) and Periodic Reports,** consisting of progress vis-à-vis agreed work plan and report of existing/possible constraints for mitigation should be submitted to the consultant, at least during the first year, in order to properly and objectively evaluate the improvement. MPR will also include presentations to the Project Governance teams and other consultant(s) for mutual learning. This will also include workshops related reports, focus group discussion (FGD) reports, minutes, record of discussions, and other documentation that form part of the assignment.