



## Response to Technical Proposal:

Selection of Project Management Consultancy (PMC) for PMU  
on Strengthening of State Statistical System under “Odisha  
State Capability & Resilient Growth Policy Programme”

Directorate of Economics & Statistics, Planning & Convergence Dept, Govt  
of Odisha

Private and confidential  
05 July 2024

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# 1. Bid Submission Checklist – Annexure I

Sl#	Description	Submitted (Yes/No)	Page No.
<b>Technical Proposal (Original + 1 Copy)</b>			
1	Filled in Bid Submission Checklist ( <b>Annexure – I</b> )	Yes	3
2	Covering Letter ( <b>Tech – 1</b> )	Yes	5
3	Bid Processing Fee of <b>Rs. 10,000/-</b> in form of Demand Draft/e-payment	Yes	361
4	Bid Security / EMD (Demand draft / Bank Guarantee)	Yes	362
5	Copy of Certificate of Incorporation / Registration of the Bidder	Yes	371
6	Copy of PAN	Yes	373
7	Copy of GSTIN	Yes	374
8	Copies of IT Returns for the FY 2020-21, 2021-22, 2022-23	Yes	24
9	General Details of the Bidder ( <b>Tech – 2</b> )	Yes	7
10	Financial details of the bidder ( <b>Tech – 3</b> ) along with all the supporting documents such as copies of Profit & Loss Statement and Balance Sheet for the concerned period	Yes	12-28
11	Power of Attorney ( <b>Tech – 4</b> ) in favour of the person signing the bid on behalf of the bidder / Board Resolution	Yes	376
12	List of completed assignment of similar nature (Past experience details) ( <b>Tech – 5</b> ) along with copies of work orders for the respective assignments.	Yes	124-230
13	Self- Declaration on Potential Conflict of Interest ( <b>Tech – 6</b> )	Yes	382
14	Undertaking for not having been blacklisted by any State/Central Govt/Any other Autonomous Bodies as on date of bid submission	Yes	383
15	Self-Declaration for not sanctioned/debarred from World Bank system	Yes	384
16	Comments & Suggestions ( <b>Tech – 7</b> )	Yes	360
17	Description of Approach, Methodology & Work Plan ( <b>Tech – 8</b> )	Yes	238-284
18	CV of Key Professionals ( <b>Tech – 9</b> )	Yes	299-359
19	Work Plan ( <b>Tech – 10</b> )	Yes	285-298
<b>Financial Proposal (Original)</b>			
1	Covering Letter ( <b>Fin – 1</b> )	Yes	Separately
2	Summary of Financial Proposal ( <b>Fin – 2</b> )	Yes	Separately
3	Detail Break-up of Fee of Key Professional ( <b>Fin-3</b> )	Yes	Separately
4	Breakdown of Overhead Expenses ( <b>Fin – 4</b> )	Yes	Separately



**Undertaking.**

- All the information has been submitted as per the prescribed format and procedure.
- Each part has been separately bound with no loose sheets and each page of all the two parts are page numbered along with index page.
- All pages of the proposal have been sealed and signed by the authorized representative.



3rd June 2024

Authorized Signatory (In full and initials):

Name and Designation with Date and Seal: Aloke Agarwal, Partner

## 2. Covering Letter (TECH-1)

# Deloitte.

Bengal Intelligent Park,  
13th-14th Floor, Building  
Omega, Block - EP & GP,  
Salt Lake, Electronics Complex,  
Kolkata, West Bengal  
700 091, India  
Phone: 91 33 6612 1000  
Fax: 91 33 66121001

Kolkata, 03.06.2024

To

The Director, Economics and Statistics,  
Arthaniti 'O' Parisankhyan Bhawan,  
HoD Building Campus, Bhubaneswar,  
PIN-751001, Odisha

Sub: Selection of Project Management Consultancy (PMC) for Project Management Unit (PMU) on Strengthening of State Statistical System as a part of World Bank assisted "Odisha State Capability and Resilient Growth Policy Programme. [TECHNICAL PROPOSAL]

Dear Sir,

I, the undersigned, offer to provide the services for the proposed assignment in respect to your Request for Proposal No. 1, Dated 23/05/2024. I hereby submit the proposal which includes this technical proposal sealed under a separate envelope. Our proposal will be valid for acceptance up to 180 Days and I confirm that this proposal will remain binding upon us and may be accepted by you at any time before this expiry date.

All the information and statements made in this technical proposal are true and correct and I accept that any misinterpretation contained in it may lead to disqualification of our proposal. If negotiations are held during the period of validity of the proposal, I undertake to negotiate based on the proposal submitted by us. Our proposal is binding upon us and subject to the modifications resulting from contract negotiations.

I have examined all the information as provided in your Request for Proposal (RFP) and offer to undertake the service described in accordance with the conditions and requirements of the selection process. I agree to bear all costs incurred by us in connection with the preparation and submission of this proposal and to bear any further pre-contract costs. In case, any provision of this RFP/ToR including our technical & financial proposal is found to have deviated, then your Directorate shall have the right to reject our proposal. I confirm that I have the authority to submit the proposal and to clarify any details on its behalf.

I understand you are not bound to accept any proposal you receive.

Yours faithfully,



Authorized Signatory with Date and Seal: 3<sup>rd</sup> June 2024

Name and Designation: Aloke Agarwal, Partner

Address of Bidder:

Deloitte Touche Tohmatsu India Limited Liability Partnership (DTTI LLP)

Address: Bengal Intelligent Park, 13th-14th Floor, Building Omega,  
Block - EP & GP, Salt Lake, Electronics Complex, Kolkata,  
West Bengal, 700 091, India  
Phone: 91 33 6612 1000, Fax: 91 33 66121001

Registered Head office - One International Center, Tower 3, 32nd Floor, Senapati Bapat Marg, Elphinstone Road (W), Mumbai, Mumbai, Maharashtra, 400 013, India





### 3. General Details of the Bidder (TECH-2)

Sl#	Description	Full Details
1	Name of the Bidder	Deloitte Touche Tohmatsu India LLP
2	Address for communication Tel: Email ID:	Bengal Intelligent Park, 13th-14th Floor, Building Omega, Block - EP & GP, Salt Lake, Electronics Complex, Kolkata, West Bengal 700 091, India Phone: 91 33 6612 1000 Fax: 91 33 66121001
3	Name of the authorized person signing and submitting the bid on behalf of the bidder: Mobile No: Email ID:	Aloke Agarwal Partner, Consulting - BO: Operations Transformation Mobile No: +91 9830277090 Email ID: aloagarwal@deloitte.com
4	Registration / Incorporation Details: Registration No: Date & Year:	Deloitte Touche Tohmatsu India Private Limited (DTTIPL) has been operating in India since 1995. On Oct 1, 2015, DTTIPL was converted to Deloitte Touche Tohmatsu India LLP (DTTI LLP). Registration No: 11-93339 Date & Year: 6 <sup>th</sup> Oct, 1995 LLP IDENTIFICATION NO: AAE-8458
5	Local Office in Odisha (if yes, please furnish contact details)	Yes, Deloitte Bhubaneswar CEC, 6 <sup>th</sup> – 10 <sup>th</sup> floor, ICOMC Tower, Bhoi Nagar, Unit – 9 Bhubaneswar, Khordha, Odisha – 751022, India
6	Bid Processing fee details: Amount: Rs 10000/- Demand Draft No. & Date: Name of the Bank: In case of e-payment, UTR No. & Date	Demand Draft No. - 628855 Date: 30 <sup>th</sup> May 2024 Name of the Bank: RBL Bank
7	PAN Number	AALFD7157J
8	GSTIN	06AALFD7157J1Z3
9	Willing to carry out assignment as per terms of reference (ToR) of the RFP	YES
10	Willing to accept all the terms and condition as specified in the RFP	YES

Authorized Signatory (In full and initials):



Name and Designation with Date and Seal: Aloke Agarwal, Partner, Consulting - BO: Operations Transformation

3rd June 2024



## 4. Compliance Sheet for Eligibility Criteria

Sl#	Eligibility Criteria	Documents Required	Compliance (Yes/No)	Reference
1	Bidder must be a Company registered under Companies Act 2013 or a Society registered under The Societies Registration Act 1860 or a Trust registered under the Indian Trust Act 1862 or a Partnership firm registered under the India Partnership Act 1932 or Limited Liability Partnership registered under the Limited Liability Partnership Act 2008.	<ol style="list-style-type: none"> <li>1. Registration/ Incorporation certificate with present address proof.</li> <li>2. Copy of PAN</li> <li>3. Copy of GSTIN</li> </ol>	Yes	Page 371-375
2	The Bidder should have been in the business in India for at least 10 years with Indian presence (office/representatives/partners)	Registration/ Incorporation certificate with present address proof.	Yes	Page 371
3	The Bidder should have an Average Annual Turnover of more than Rs. 80.00 crore from consulting business only in Ministry/Department of Govt. of India/State Government only during FY 2020-21, 2021-22, 2022-23	<ul style="list-style-type: none"> <li>• Copies of audited balance sheet /Income Expenditure statement for FY 2020-21, 2021-22, 2022-23.</li> <li>• Certificate from Statutory Auditor or Chartered Accountant</li> <li>• Copies of IT Return for FY 2020-21, 2021-22, 2022-23</li> </ul>	Yes	Page 12-28
4	The bidder should have experience of undertaking /completing two consulting assignments of minimum duration of one year with Government of India/ State Government departments/Autonomous Agencies pertaining to similar projects on statistical activities during last seven years.	<ul style="list-style-type: none"> <li>• Work Order /Copy of agreement / Contract document / Completion certificate from the previous clients.</li> </ul>	Yes 1. Technical Support Unit for Agriculture Statistics Division, Ministry of Agriculture, GoI. 2. PMU for National Data & Analytics Platform, NITI Ayog, GoI 3. Implementation of Data Engineering & Data Analytics for Skill India Digital, NSDC, GoI	Page 124-171



Sl#	Eligibility Criteria	Documents Required	Compliance (Yes/No)	Reference
			4. Advisory support for UP One Trillion Economy	
5	The bidder should not have been blacklisted / debarred by the Central Government/Any State Government or the agencies in India /International Agencies/The World Bank on the date of submission of the bid.	<ul style="list-style-type: none"> <li>Self-declaration by the authorized representative on the bidder's letter head.</li> </ul>	Yes	Page 383
6	The Bidder should have at least 10 professionals with Doctoral/ master's degree in economics /Statistics/ Applied statistics/Applied Economics /MBA, Post Graduate in Computer Science /Information Technology/ Data Science/Data Analysis from Universities /Institutes of National or International repute as per National Institute of Ranking Framework (NIFR)	List of such employees along with their qualification to be furnished duly certified by the bidder.	Yes	Page 29-120



## 5. Compliance Sheet for Technical Evaluation

Sl#	Parameter	Compliance (Yes/No)	Reference
1	<p><b><u>Working experience in Govt of India/State Govt.</u></b></p> <p>Experience in Digital transformation of Organization/Enhancing data quality/ Strengthening user engagement/ Building institutional capacity/similar assignment related to Statistical Works for Govt. of India or other State Govt for at least 1-year assignment</p>	<p>Yes, following projects are cited:</p> <ol style="list-style-type: none"> <li>1. Technical Support unit for Agriculture Statistics Division – Ministry of Agriculture</li> <li>2. PMU for National Data &amp; Analytics Platform - Niti Ayog</li> <li>3. Implementation of Data Engineering and Data Analytics for Skill India Digital - NSDC</li> <li>4. National PMU for e-Panchayat, Ministry of Panchayati Raj</li> <li>5. DSU for Department of Fisheries, Ministry of Fisheries</li> <li>6. Advisory support for UP One Trillion Economy</li> <li>7. Preparation of vision, mission – Dept of Planning, Statistics &amp; Program Management – West Bengal</li> </ol>	Page 124-169
2	<p><b><u>Experience in Number of Projects/ Assignments</u></b></p> <p>Previous consulting experience in implementation/managing PMU/PMC of the bidder of similar nature of work pertaining to statistical strengthening or improvement/Digital transformation of organization/enhancing data quality/ Strengthening user engagement/ Building institutional capacity of minimum duration of 1 year relating to similar statistical activities.</p>	<p>Yes, following projects are cited:</p> <ol style="list-style-type: none"> <li>1. Advisory support for UP One Trillion Economy</li> <li>2. Bihar Governance and Administrative Reforms Programme</li> <li>3. Ministry of Rural Development</li> <li>4. Technical Support unit for Agriculture Statistics Division – Ministry of Agriculture</li> <li>5. PMU for National Data &amp; Analytics Platform - Niti Ayog</li> <li>6. Implementation of Data Engineering and Data Analytics for Skill India Digital - NSDC</li> <li>7. National PMU for e-Panchayat, Ministry of Panchayati Raj</li> <li>8. DSU for Department of Fisheries, Ministry of Fisheries</li> <li>9. Preparation of Detailed Project Report to Improve the Statistical Environment In Karnataka</li> </ol>	Page 170-230
3	<p>Relevant experience of key personnel in statistical strengthening or improvement / /Digital transformation of organization/ enhancing data quality/ Strengthening user engagement/ Building institutional capacity related to similar statistical activities.</p>	<ol style="list-style-type: none"> <li>1. Team Leader</li> <li>2. Sectoral Expert – Statistics</li> <li>3. Sectoral Expert – Economics</li> <li>4. Data Management cum quality Expert</li> <li>5. Procurement cum Contract management expert</li> <li>6. IT Expert</li> <li>7. Data Scientist – 2 Nos.</li> </ol>	Page 299-359



Sl#	Parameter	Compliance (Yes/No)	Reference
4	Presentation by the bidder on the educational qualification, work experience, and suitability of the key professionals	To be done during presentation	
5	Proposed Methodology, Work Plan with timely completion commitment	Yes	Page 231-298
6	Bidding firm average turnover from consultancy in FY 2020-21, 2021-22, 2022-23	Average turnover from consultancy in FY 2020-21, 2021-22, 2022-23 is more than Rs 500 Crores. Certificate of Statutory Auditor enclosed	Page 28



## 6. Financial Capability

### 6.1 Average Annual Turnover from consulting business in Ministry/Dept of Govt. of India/State Govt only

Deloitte has an average annual turnover of **more than Rs. 100 Cr** from consulting business in Ministry/Dept of Govt. of India/State Govt only.

The certificate from Statutory Auditor and Balance Sheet for FY 2020-21, 2021-22, 2022-23 is enclosed herewith.



**Certificate from Statutory Auditor**

**AVANEE CHOKSI & CO.**  
CHARTERED ACCOUNTANTS

Telephone Office : 2361 4203  
Tel / Fax : 2368 3414  
Mobile : 9820327793  
Queen's Diamond, 2<sup>nd</sup> Floor,  
5, Mama Parmanand Marg,  
Opp. Charni Road Rly. Stn.,  
Mumbai – 400 004.

To,  
Directorate of Economics and Statistics, Planning & Convergence Department, Government of Odisha  
Arthaniti O Parisankhyan Bhawan,  
HOD Campus, Unit V,  
Bhubaneshwar, PIN 751001

This is to certify that as per the audited special purpose financial statements of Deloitte Touche Tohmatsu India LLP ("DTTILLP") for the periods 1<sup>st</sup> April,2022 to 31<sup>st</sup> March,2023 (FY 2022-23), 1<sup>st</sup> April,2021 to 31<sup>st</sup> March,2022 (FY 2021-22) and 1<sup>st</sup> April,2020 to 31<sup>st</sup> March,2021 (FY 2019-20) and according to the information, explanation and other relevant records given to us by the management of entity, the \*Turnover from Government Consultancy in India\*\* Services was more than Rs. 100 crores in each of the said three financial years in DTTI LLP.

This certificate is issued on the request by DTTILLP for submitting the same for Request for Proposal of Directorate of Economics and Statistics, Planning & Convergence Department, Government of Odisha, for "Selection of Project Management Consultancy (PMC) FOR Project Management Unit (PMU) on strengthening of State statistical system ". It should not be used by any other person or for any other purpose. Accordingly, we do not accept or assume any liability or any duty of care or for any other purpose or to any other party to whom it is shown or into whose hands it may come without our prior consent in writing.

\* Turnover mentioned above is integral part of overall total turnover of the firm as appearing in Special Purpose Financial Statements

\*\* Government Consultancy/Advisory Services in India refers to Ministries and Departments of Government of India and State Governments, Public Sector Undertakings, and other Government-owned Agencies.

UDIN: 24100287BKBXZT4384

For Avanee Choksi & Co.  
Chartered Accountants  
(Registration No. 155129W)

AVANEE                    Digitally signed by  
SUNIL                    AVANEE SUNIL  
CHOKSI                    CHOksi  
Date: 2024.04.19  
17:27:06 +05'30'  
Avanee S. Choksi  
(Proprietor)  
(Membership No. 100287)  
Place: Mumbai.  
Date: 19<sup>th</sup> April,2024



**Balance Sheet for FY 2020-21, 2021-22, 2022-23**

**DELOITTE TOUCHE TOHMATSU INDIA LLP**

**FY 2020-21 Special Purpose-Financial Statements**



**DELOITTE TOUCHE TOHMATSU INDIA LLP**

**SPECIAL PURPOSE BALANCE SHEET AS AT 31st MARCH, 2021**

Particulars	31st MARCH, 2021
	RS.
<b>Fixed Assets</b>	
Gross Block	29,76,08,526
Less: Accumulated depreciation	26,57,11,357
Net Block	3,18,97,169
<b>Investments</b>	25,29,09,884
<b>Current and other assets</b>	
Cash and bank balances	16,29,79,392
Sundry Debtors	2,38,17,83,768
Loans and advances and other assets	2,95,79,68,270
	5,50,27,31,430
<b>Less: Current and other liabilities and provisions</b>	3,52,31,19,964
	Total 2,26,44,18,519
<b>Represented by:</b>	
Partners' Funds (Net Worth)	2,26,44,18,519
	Total 2,26,44,18,519
<b>See accompanying Notes to the Special Purpose Financial Statements.</b>	

Compiled from the Audited Books of Account of the Entity

UDIN : 21100287AAA BCG9861

For Deloitte Touche Tohmatsu India LLP

  
Abhay Gupte  
(Designated Partner)

Mumbai  
Date: 30th November, 2021

This is the Balance Sheet referred to in our report of even date

For Avanee Choksi & Co.  
Chartered Accountants  
(Registration No. 155129W)

  
Avanee Choksi  
Proprietor  
(Membership No. 100287)



### DELOITTE TOUCHE TOHMATSU INDIA LLP

#### SPECIAL PURPOSE PROFIT AND LOSS ACCOUNT FOR THE PERIOD 1st APRIL 2020 to 31st MARCH, 2021 (FY 2020-21)

Particulars	For the Period 1st April 2020 to 31st March, 2021 (FY 2020-21) (Refer Note 2 )	
	RS.	
<b>Income</b>		
Professional fees	20,75,25,93,217	
Other income	35,84,24,524	
	<b>21,11,10,17,741</b>	
<b>Expenditure</b>		
Professional fees paid	1,79,08,97,514	
Personnel costs	13,41,29,90,173	
Establishment costs	4,02,13,69,840	
Interest and finance charges	3,55,15,504	
Depreciation	2,82,05,654	
	<b>19,28,89,78,685</b>	
Provision for tax & Other Adjustments	1,82,20,39,056	
	80,70,83,921	
<b>Profit allocated to partners</b>	<b>1,01,49,55,135</b>	
<b>See accompanying Notes to the Special Purpose Financial Statements.</b>		

UDIN : 21100287AAA BCG 9861

This is the Statement of Profit and Loss referred to in our report of even date

For Deloitte Touche Tohmatsu India LLP



Abhay Gupte  
(Designated Partner)

Mumbai  
Date: 30th November, 2021

For Avanee Choksi & Co.  
Chartered Accountants  
(Registration No. 155129W)



Avanee Choksi  
Proprietor  
(Membership No. 100287)



**DELOITTE TOUCHE TOHMATSU INDIA LLP**

FY 2021-22 Special Purpose-Financial Statements



**DELOITTE TOUCHE TOHMATSU INDIA LLP**

**SPECIAL PURPOSE BALANCE SHEET AS AT 31st MARCH, 2022**

Particulars	31st MARCH, 2022	31st MARCH, 2021
		Rs.
<b>Fixed Assets</b>		
Gross Block	304,592,060	297,608,526
Less: Accumulated depreciation	286,870,096	265,711,357
Net Block	17,721,964	31,897,169
<b>Long Term Investments</b>	250,568,189	252,909,884
<b>Current and other assets</b>		
Cash and bank balances	214,751,210	162,979,392
Mutual fund investments	650,133,314	
Sundry Debtors	3,141,833,979	2,381,783,768
Loans and advances and other assets	4,073,806,802	2,957,968,270
	8,080,525,305	5,502,731,430
<b>Less: Current and other liabilities and provisions</b>	4,343,193,404	3,523,119,964
<b>Total</b>	4,005,622,054	2,264,418,519
<b>Represented by:</b>		
Partners' Funds (Net Worth)	4,005,622,054	2,264,418,519
<b>Total</b>	4,005,622,054	2,264,418,519

See accompanying Notes to the Special Purpose Financial Statements.

Compiled from the Audited Books of Account of the Entity

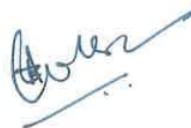
UDIN : 22100287 BBDKZR3070

For Deloitte Touche Tohmatsu India LLP

This is the Balance Sheet referred to in our report of even date

  
Nandkishore Hegde  
(Designated Partner)

For Avanee Choksi & Co.  
Chartered Accountants  
(Registration No. 155129W)

  
Avanee Choksi  
Proprietor  
(Membership No. 100287)

Mumbai  
Date: 28 SEP 2022  




**DELOITTE TOUCHE TOHMATSU INDIA LLP**

**SPECIAL PURPOSE PROFIT AND LOSS ACCOUNT  
FOR THE PERIOD 1st APRIL, 2021 to 31st MARCH, 2022 (FY 2021-22)**

Particulars	For the Period 1st April, 2021 to 31st March, 2022 (FY 2021-22) (Refer Note 2 )	For the Period 1st April, 2020 to 31st March, 2021 (FY 2020-21) (Refer Note 2 )
		Rs.
<b>Income</b>		
Professional fees	30,726,256,156	20,752,593,217
Other income	609,022,177	358,424,524
	31,335,278,333	21,111,017,741
<b>Expenditure</b>		
Professional fees paid	2,189,872,111	1,790,897,514
Personnel costs	19,701,408,251	13,412,990,173
Establishment costs	4,760,818,038	4,021,369,840
Interest and finance charges	30,444,964	35,515,504
Depreciation	21,158,739	28,205,654
	26,703,702,103	19,288,978,685
	(a-b)	
	4,631,576,230	1,822,039,056
Provision for tax & Other Adjustments	1,654,289,052	807,083,921
<b>Profit allocated to partners</b>	2,977,287,178	1,014,955,135
<b>See accompanying Notes to the Special Purpose Financial Statements.</b>		

UDIN : 2210028788DKZR3070

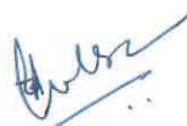
This is the Statement of Profit and Loss referred to in our report of even date

For Deloitte Touche Tohmatsu India LLP



Nandkishore Hegde  
(Designated Partner)

For Avanee Choksi & Co.  
Chartered Accountants  
(Registration No. 155129W)



Avanee Choksi  
Proprietor  
(Membership No. 100287)

Mumbai

Date: 28 SEP 2022



**DELOITTE TOUCHE TOHMATSU INDIA LLP**

FY 2022-23 Special Purpose-Financial Statements



**DELOITTE TOUCHE TOHMATSU INDIA LLP****SPECIAL PURPOSE BALANCE SHEET AS AT 31st MARCH, 2023**

Particulars	31st MARCH, 2023	31st MARCH, 2022 Rs.
<b>Fixed Assets</b>		
Gross Block	374,855,770	304,592,060
Less: Accumulated depreciation	302,372,808	286,870,096
Net Block	72,482,962	17,721,964
<b>Long Term Investments</b>	293,680,429	250,568,189
<b>Current and other assets</b>		
Cash and bank balances	2,171,423,314	214,751,210
Mutual fund investments	350,178,844	650,133,314
Sundry Debtors	6,371,266,524	3,141,833,979
Loans and advances and other assets	5,049,003,818	4,073,806,802
	13,941,872,500	8,080,525,305
<b>Less: Current and other liabilities and provisions</b>	6,936,475,165	4,343,193,404
	7,371,560,726	4,005,622,054
<b>Represented by:</b>		
Partners' Funds (Net Worth)	7,371,560,726	4,005,622,054
	7,371,560,726	4,005,622,054
<b>See accompanying Notes to the Special Purpose Financial Statements.</b>		

Compiled from the Audited Books of Account of the Entity

UDIN: 23100287BQUPLB5384

For Deloitte Touche Tohmatsu India LLP

This is the Balance Sheet referred to in our report of even date

Nandkishore Hegde  
(Designated Partner)For Avanee Choksi & Co.  
Chartered Accountants  
(Registration No. 155129W)

Avanee Choksi  
Proprietor  
(Membership No. 100287)Mumbai  
Date: 15 SEP 2023



**DELOITTE TOUCHE TOHMATSU INDIA LLP**

**SPECIAL PURPOSE PROFIT AND LOSS ACCOUNT  
FOR THE PERIOD 1st APRIL, 2022 to 31st MARCH, 2023 (FY 2022-23)**

Particulars	For the Period 1st April, 2022 to 31st March, 2023 (FY 2022-23) (Refer Note 2 )	For the Period 1st April, 2021 to 31st March, 2022 (FY 2021-22) (Refer Note 2 )	For the Period 1st April, 2021 to 31st March, 2022 (FY 2021-22) (Refer Note 2 )
			Rs.
<b>Income</b>			
Professional fees	50,902,859,298	30,726,256,156	
Other income	1,078,767,481	609,022,177	
	51,981,626,779	31,335,278,333	
<b>Expenditure</b>			
Professional fees paid	3,286,345,868	2,189,872,111	
Personnel costs	32,213,172,764	19,701,408,251	
Establishment costs	8,795,618,086	4,760,818,038	
Interest and finance charges	90,067,961	30,444,964	
Depreciation	17,421,146	21,158,739	
	44,402,625,825	26,703,702,103	
Provision for tax & Other Adjustments	7,579,000,954	4,631,576,230	
	2,635,182,311	1,654,289,052	
<b>Profit allocated to partners</b>	4,943,818,643	2,977,287,178	
<b>See accompanying Notes to the Special Purpose Financial Statements.</b>			

UDIN : 23100287BGUPLB5384

For Deloitte Touche Tohmatsu India LLP

This is the Statement of Profit and Loss referred to in our report of even date

Nandkishore Hegde  
(Designated Partner)

For Avanee Choksi & Co.  
Chartered Accountants  
(Registration No. 155129W)

Avanee Choksi  
Proprietor  
(Membership No. 100287)

Mumbai  
Date:  
15 SEP 2022



## DELOITTE TOUCHE TOHMATSU INDIA LLP

## Notes to the Special Purpose Financial Statements

Note	Particulars						
<b>1 General Information</b>	<p>Deloitte Touche Tohmatsu India Private Limited ("DTTIPL" or "the Company") (originally incorporated on 6th October, 1995) was converted into a limited liability partnership (LLP) in the name of Deloitte Touche Tohmatsu India LLP (LLP Registration Number – AAE-8458) pursuant to the provisions of section 58 and other applicable provisions of the Limited Liability Partnership Act (LLP Act) with effect from 1st October, 2015.</p> <p>As provided in the LLP Act, all tangible (movable or immovable) and intangible property vested in the Company, all assets, interest, rights, privileges, liabilities, obligations relating to the Company, and the whole of the undertaking of the Company, shall be transferred to and shall vest in the LLP without further assurance, act or deed.</p> <p>The Firm is primarily engaged in the business of rendering professional services in the nature of Management Consultancy.</p>						
<b>2 Basis of Accounting and Preparation of Special Purpose Financial Statements</b>	<p>The special purpose financial statements have been prepared on accrual basis under the historical-cost convention and in accordance with Generally Accepted Accounting Principles in India.</p> <p>The Significant Accounting Policies are described in Note 3 below.</p> <p>The special purpose financial statements do not contain all the disclosures required by the Accounting Standards issued by the Institute of Chartered Accountants of India (ICAI), since these have been prepared for the limited purpose of determining the state of affairs as at the balance sheet date, i.e. 31st March, 2023, and the profitability of the Firm for the period 1st April, 2022 to 31st March, 2023, for the reference and use by the Firm.</p>						
<b>3 Significant Accounting Policies and notes to accounts</b>	<p><b>3.01 Use of estimates</b></p> <p>The preparation of the special purpose financial statements in conformity with Generally Accepted Accounting Principles in India requires estimates and assumptions to be made that affect the reported amounts of assets and liabilities and disclosure of contingent liabilities on the date of the special purpose balance sheet and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from these estimates and differences between actual results and estimates are recognised in the periods in which the results are known / materialize.</p> <p><b>3.02 Fixed Assets and Depreciation</b></p> <p>i. Fixed assets are recorded at cost of acquisition less accumulated depreciation. Depreciation on tangible fixed assets has been provided for the period of use by the Written Down Value Method (WDV) over their estimated useful life as prescribed in Schedule II to the Companies Act, 2013 except in respect of the following assets in whose case the life of the assets has been assessed as mentioned below considering the type of asset, nature of use and the period over which they will be used</p> <table> <thead> <tr> <th style="text-align: left;">Assets</th> <th style="text-align: right;">Period</th> </tr> </thead> <tbody> <tr> <td>Leasehold Premises</td> <td style="text-align: right;">- Uniformly over Period of Lease</td> </tr> <tr> <td>Mobile Phones</td> <td style="text-align: right;">- 2 years.</td> </tr> </tbody> </table> <p>The Firm has a policy to replace mobile phones given to employees after two years due to which the useful life is considered as two years.</p>	Assets	Period	Leasehold Premises	- Uniformly over Period of Lease	Mobile Phones	- 2 years.
Assets	Period						
Leasehold Premises	- Uniformly over Period of Lease						
Mobile Phones	- 2 years.						



Note	Particulars										
	<p>ii. Intangible assets are amortised over their estimated useful lives on straight line basis as follows:</p> <table> <thead> <tr> <th>Intangible Assets</th><th>Amortisation Period</th></tr> </thead> <tbody> <tr> <td>SAP</td><td>8 years</td></tr> <tr> <td>Goodwill</td><td>5 years</td></tr> <tr> <td>Non-Compete Fees</td><td>3 years</td></tr> <tr> <td>IP Rights</td><td>6.5 years</td></tr> </tbody> </table>	Intangible Assets	Amortisation Period	SAP	8 years	Goodwill	5 years	Non-Compete Fees	3 years	IP Rights	6.5 years
Intangible Assets	Amortisation Period										
SAP	8 years										
Goodwill	5 years										
Non-Compete Fees	3 years										
IP Rights	6.5 years										
3.03	<p><b>Revenue Recognition</b></p> <p>Revenue is recognised when it is earned and no significant uncertainty exists as to its realisation or collection. Professional fees earned from services are recognised in accordance with the terms of the contract.</p>										
3.04	<p><b>Investments</b></p> <p>Investments are stated at cost. However provision in diminution in value is made to recognize a decline, other than temporary, in the value of the investments</p>										
3.05	<p><b>Employee Benefits</b></p> <p>Employee Benefits such as salaries, allowances, non-monetary benefits and employee benefits under defined contribution plans such as provident fund, are charged as expense to the Profit and Loss Account in the period in which the service is rendered.</p> <p>Employee Benefits under defined benefit plans, such as compensated absences, pension and gratuity which fall due for payment after a period of twelve months from rendering service or after completion of employment, are measured by the projected unit cost method, on the basis of actuarial valuations carried out by third party actuaries, at each Balance Sheet date. The firm's obligations recognized in the balance sheet represent the present value of obligations.</p> <p>Actuarial gains and losses are recognised immediately in the Profit and Loss Account.</p>										
3.06	<p><b>Borrowing Costs</b></p> <p>Borrowing costs primarily include interest and related costs of amounts borrowed for the revenue operations of the firm. These are expensed to revenue on a time proportionate basis.</p>										
3.07	<p><b>Foreign Currency Transactions</b></p> <p>Foreign currency transactions are recorded at the exchange rates prevailing on the date of the transaction. Foreign currency monetary assets and liabilities are restated into Indian Rupees at the exchange rate prevailing at the Balance Sheet date. All exchange differences are dealt with in the Profit and Loss Account.</p>										
3.08	<p><b>Taxes on Income</b></p> <p>Taxes on Income are accounted for in accordance with Accounting Standard 22 on "Accounting for Taxes on Income", which comprises current and deferred tax.</p> <p>Current tax is the amount of tax payable on the taxable income for the year as determined in accordance with the provisions of the Income Tax Act, 1961.</p> <p>The firm had an carry forward deferred tax asset from the erstwhile company (DTTIPL), which has been charged off in the current year.</p>										
3.09	<p><b>Operating Lease</b></p> <p>Operating lease payments are recognised as expenses in the Profit and Loss Account over the lease term, in accordance with the lease agreement.</p>										
3.10	<p><b>Disclosure under the Micro, small and medium enterprises development Act. 2006</b></p> <p>The Firm has not received any intimation from "supplier" regarding their status under the Micro, Small and Medium Enterprises Development Act, 2006 and hence disclosures, if any, relating to amounts unpaid as at year end together with interest paid / payable as required under the said Act have not been given.</p>										
3.11	<p><b>Contingent Liabilities not provided for in respect of</b></p> <p>Income Tax demand disputed in appeal before higher authority - Rs.173.21 crores (P.Y Rs.148.61 crores)</p> <p>Service Tax demand disputed in appeal before higher authority - Rs.0.51 crores (P.Y. Rs. 2.63 crores)</p>										



IT Return for FY 2020-21, 2021-22, 2012-23

The screenshot shows the e-Filing Anywhere Anytime portal interface. At the top, there is a logo for the Income Tax Department, Government of India, followed by links for 'Call Us', 'English', and 'DELOITTE TOUCHE... Firm'. Below the header is a blue navigation bar with links for 'Dashboard', 'e-File', 'Authorised Partners', 'Services', 'Pending Actions', 'Grievances', 'Help', and 'Session Time 8 9 : 3 9'. The main content area displays the filing details for the financial year A.Y. 2021-22. On the left, it says 'Filing Type Original'. In the center, it shows 'ITR : ITR-5', 'Acknowledgement No : 371763970150322', and 'Filed By : Designated partner'. On the right, it shows 'Filing Date : Mar 15, 2022' and 'Filing Section : 139(1)'. Below this, there is a large, empty white space.



e-Filing Anywhere Anytime  
Income Tax Department, Government of India

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Dashboard e-File Authorised Partners Services Pending Actions Grievances Help Session Time 2 9 : 4 1

Dashboard > e-file > Income Tax Return > View Filed Returns

## A.Y. 2022-23

Filing Type <b>Original</b>	ITR : <b>ITR-5</b> Acknowledgement No : 828891441301122 Filed By : <b>Designated partner</b>	Filing Date : <b>Nov 30, 2022</b> Filing Section : <b>139(1)</b>
<ul style="list-style-type: none"><li>✓ Successfully e-verified <b>Nov 30, 2022</b></li><li>Date of e-verification : 2022-11-30 21:04:02.0</li><li>Mode of e-verification : DSC</li><li>✓ Pending for e-verification <b>Nov 30, 2022</b></li><li>✓ ITR Filed <b>Nov 30, 2022</b></li></ul>		



e-Filing Anywhere Anytime  
Income Tax Department, Government of India

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Dashboard e-File Authorised Partners Services AIS Pending Actions Grievances Help Session Time 1 3

Dashboard > e-file > Income Tax Return > View Filed Returns

## View Filed Returns

The e Filed Returns are available for download /view starting Assessment Year 2013-14.

Please note that the refund will be credited only to the PAN linked Bank account ensure the same.

A.Y. 2023-24

Filing Type	Status	ITR	Action
Original	Under Processing Nov 30, 2023	ITR - ITR-5 Acknowledgement No : 534111401291123 Filed By : Designated partner Filing Date : Nov 29, 2023 Filing Section : 139(1)	<a href="#">View Details</a> <a href="#">Download Form</a> <a href="#">Download Receipt</a> <a href="#">Download JSON</a>
	Under Processing Nov 30, 2023		
	Successfully e-verified Nov 29, 2023		



## 6.2 Average turnover from consultancy

Deloitte has an average annual turnover of **more than Rs. 500 Cr** from consulting business. The certificate from Statutory Auditor for FY 2020-21, 2021-22, 2022-23 is enclosed herewith.

**AVANEE CHOKSI & CO.**  
CHARTERED ACCOUNTANTS

Telephone Office : 2361 42  
Tel / Fax : 2368 34  
Mobile : 98208277  
Queen's Diamond, 2<sup>nd</sup> Floor  
5, Mama Parmanand Marg  
Opp. Charni Road Rly. Sta.  
Mumbai – 400 00

**TO WHOMSOEVER IT MAY CONCERN**

This is to certify that as per the audited special purpose financial statement of Deloitte Touche Tohmatsu India LLP ("DTTILLP") for the periods 1<sup>st</sup> April,2022 to 31<sup>st</sup> March,2023 (FY 2022-23), 1<sup>st</sup> April,2021 to 31<sup>st</sup> March,2022 (FY 2021-22) and 1<sup>st</sup> April,2020 to 31<sup>st</sup> March,2021 (FY 2020-21) and according to the information, explanation and other relevant records given to us by the management of entity, the \*average annual turnover from Consultancy Services in India\*\* was more than Rs. 500 crores in the said three financial years of DTTILLP.

\* Simple average of the 3 financial years

\*\* Consultancy Services in India implies services provided by DTTILLP to clients in India

UDIN: 24100287BKBXWW9198

For Avanee Choksi & Co.  
Chartered Accountants  
(Registration No. 155129W)

**AVANE** Digitally signed  
by AVANEE  
**E SUNIL** SUNIL CHOKSI  
Date:  
**CHOKSI** 2024.03.26  
17:14:43 +05'30'

Avanee S. Choksi  
(Proprietor)  
(Membership No. 100287)  
Place: Mumbai.  
Date: 26<sup>th</sup> March, 2024



## 8. Professional Staff Strength

### 7.1 HR Certificate

Deloitte Touche Tohmatsu India LLP have **more than 4 Full-time professionals with Doctoral** in Economics/ Statistics/ Applied Statistics/ Applied Economics/ MBA/ Post Graduate/ Graduate in Computer Science/ Information Technology/ Data Science/ Data Analysis from universities/ institutes of national or international repute as per National Institute Ranking Framework (NIRF)"

And

Deloitte Touche Tohmatsu India LLP have more than **10 Full-time professionals with Masters degree** in Economics/ Statistics/ Applied Statistics/ Applied Economics/ MBA/ Post Graduate/ Graduate in Computer Science/ Information Technology/ Data Science/ Data Analysis from universities/ institutes of national or international repute as per National Institute Ranking Framework (NIRF)"

The certificate from HR Department is enclosed in next page.





**Deloitte Touche Tohmatsu India LLP**

One International Center, Tower 3,  
27th-32nd Floor,  
Senapati Bapat Marg, Elphinstone Road(W),  
Mumbai-400013  
India  
Tel: +91 22 6185 4000  
[www.deloitte.com](http://www.deloitte.com)

19 April 2024

**TO WHOMSOEVER IT MAY CONCERN**

"This is to certify that Deloitte Touché Tohmatsu India LLP has more than 4 Full-time professionals with **Doctoral** in Economics/ Statistics/ Applied Statistics/ Applied Economics/ MBA/ Post Graduate/ Graduate in Computer Science/ Information Technology/ Data Science/ Data Analysis from universities/ institutes of national or international repute as per National Institute Ranking Framework (NIRF)

And

More than 10 Full-time professionals with **Master's degree** in Economics/ Statistics/ Applied Statistics/ Applied Economics/ MBA/ Post Graduate/ Graduate in Computer Science/ Information Technology/ Data Science/ Data Analysis from universities/ institutes of national or international repute as per National Institute Ranking Framework (NIRF)"

The letter is issued for RFP No.1 File No.**DES-WB-OSCRGPP-0005-2023/1723**,  
Dated **15.03.2024**

Yours faithfully,



**Badari Narayana (Executive Director-HR)  
Authorized Signatory**

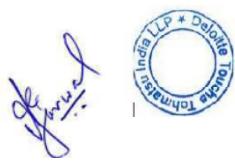
One International Center, Tower 3, 27th-32nd floor, Senapati Bapat Marg, Elphinstone Road (West), Mumbai 400013, Maharashtra, India.



## 7.2 Supporting CVs, Certificates of Professionals

Summary Table			
Sl. No	Professional Name	Doctoral/Master's Degree	Certificate
1	Surajit Biswas	Master of Science Technology	enclosed
2	Rahul Samaddar	Master's in Business Administration (MBA)	enclosed
3	Sanghati Ghosh	Master's in Engineering (ME)	enclosed
4	Biswajit Saha	Master's in Business Administration (MBA)	enclosed
5	Hasinur Rehman	Master of Computer Applications	enclosed
6	Sandeep Ghosh	Master's in Business Administration (MBA)	enclosed
7	Manasvini Vasishth	Master's in Business Administration (MBA)	enclosed
8	Ashwin Rai	Master of Engineering	enclosed
9	Sangita Das	Master's in Engineering (ME)	enclosed
10	Susneha Ghoshal	Master's in Engineering (ME)	enclosed
11	Abhiroop Chatterjee	Master's in Engineering (ME)	enclosed





### **1. Surajit Biswas**

1. Current Position: Director
2. Name of Firm: Deloitte Touché Tohmatsu India LLP
3. Name of Staff: Surajit Biswas
4. Date of Birth: 21 June 1970
5. Years with Firm: 2
6. Nationality: Indian
7. Education:

Sl. No	Name of Institution	Degree Obtained	Passing year
1	IIT (ISM) Dhanbad	M.Sc. Tech (3 year Integrated) in Applied Geophysics, Remote Sensing, Civil Surveying	1993
2	Calcutta University	B.Sc. Honors	1990

8. Membership in Professional Associations:
  - The Open Group (for TOGAF 9.0 certification attained)
9. Other Training: NA
10. Countries of Work Experience: India
11. Languages:

Sl. No	Languages	Speak	Read	Write
1	English	Excellent	Excellent	Excellent
2	Hindi	Excellent	Excellent	Excellent
3	Bengali	Excellent	Native	Native

12. Employment Record:

From June 2022	To Ongoing
Employer Name:	Deloitte Touché Tohmatsu India LLP
Position Held:	Director
Details of the Task Assigned  (List all tasks to be performed under this Assignment/job)	GIS pre-sales lead & Government solution level
From October 2017	To June 2022
Employer Name:	3i Infotech Ltd.
Position Held:	e-Governance (Deputy Vice President)



<b>Details of the Task Assigned</b>  (List all tasks to be performed under this Assignment/job)	Government pre-sales and solutioning, Smart City Practice Lead, GIS solution lead.
<b>From September 2008</b>	<b>To September 2017</b>
<b>Employer Name:</b>	Wipro Limited
<b>Position Held:</b>	Principal Consultant
<b>Details of the Task Assigned</b>  (List all tasks to be performed under this Assignment/job)	GIS project management lead, Engagement lead for e-Governance consultancy, Program Governance Lead
<b>From January 2007</b>	<b>To March 2008</b>
<b>Employer Name:</b>	Quantum Asia(P) Ltd.
<b>Position Held:</b>	Sales Head
<b>Details of the Task Assigned</b>  (List all tasks to be performed under this Assignment/job)	Business development and Presales head for Geospatial Solutions
<b>From April 1997</b>	<b>To December 2006</b>
<b>Employer Name:</b>	Rotla India Limited
<b>Position Held:</b>	Senior Management Associate
<b>Details of the Task Assigned</b>  (List all tasks to be performed under this Assignment/job)	GIS pre-sales & solution lead
<b>From February 1996</b>	<b>To March 1997</b>
<b>Employer Name:</b>	Integrated Digital Systems Pvt. Ltd.
<b>Position Held:</b>	Sales & Support
<b>Details of the Task Assigned</b>  (List all tasks to be performed under this Assignment/job)	GIS business development & solution lead.

13. Work undertaken that best illustrates capability to handle the tasks assigned for the assignment as described in the ToR



<b>Name of the Project</b>	Technical support for Geographic Information System based river bathymetry mapping for navigation
<b>Year</b>	Apr 1999- Mar 2006
<b>Location</b>	Kolkata
<b>Name of the Client</b>	Shyamaprasad Mookerjee Port, Kolkata (prev. Kolkata Port Trust)
<b>Project Feature</b>	GIS mapping of river bathymetry collected through Sonar based depth study. Design navigation plan for ships to Haldia and Kolkata port.
<b>Position Held</b>	GIS technical support lead (Tool used Intergraph's GeoMedia and Image Anayst*)
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Study business requirement and design GIS mapping approach for bathymetry data for Bhagirathi-Hugli River system</li> <li>• Capacity building on GIS mapping to Hydraulic Study division technical staff</li> <li>• Technical support on GIS solution for development of Hydraulic data analysis and Navigation plan development</li> </ul> <p>*Now Intergraph is owned by Hexagon</p>
<b>Name of the Project</b>	Development of IT Strategy for Saudi Geological Survey
<b>Year</b>	Jun 2010- Jun 2011
<b>Location</b>	Jeddah, Saudi Arabia
<b>Name of the Client</b>	Saudi Geological Survey
<b>Project features</b>	Development of IT strategy for Saudi Geological survey of India.
<b>Position Held</b>	Geospatial Technology Domain Lead
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Study the current geospatial domain activities within the SGSc.</li> <li>• SGS units and their role in geospatial data management and data analysis</li> <li>• Tools and technology used by different units.</li> <li>• Resources available in terms of products, infrastructure, technical manpower</li> <li>• Need vs. gap in resources.</li> <li>• Identify areas of improvement, including consolidation of work for cross utilization among the units</li> <li>• Geospatial data availability and accessibility requirement and current challenges</li> <li>• Best practices and applicability in SGS</li> <li>• Development of future plan for geospatial data and solutions management</li> <li>• Technology standardization policy development at enterprise level at SGS</li> </ul>
<b>Name of the Project</b>	Development of Geospatial Technology based decision support system for government (Manipur, Mizoram, Assam, Sikkim)
<b>Year</b>	Sep 2008- May 2010



<b>Location</b>	Imphal/Aizawl/Guwahati/Gangtok respectively for each state level engagement
<b>Name of the Client</b>	Dept. of Science & Tech., Manipur/ Mizoram State eGovernance Society/ Dept. of Information Technology, Govt. of Sikkim/ AMTRON, Assam (respective state project execution bodies)
<b>Project Features</b>	Use geospatial data and GIS solution for development planning in state. Create the infrastructure for development of geospatial data, including tools, IT infrastructure and technical resources
<b>Position Held</b>	Cluster Project Manager (Off-site)
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Design geospatial decision support system solution strategy</li> <li>• Prepare RFPs for section of implementation partner.</li> <li>• Develop project plan and risks.</li> <li>• Coordinate with stakeholders including Min. of IT, GoI (sponsor), state implementation organizations, NRSA, Andhra Pradesh State Remote Sensing Agency (Knowledge partner)</li> <li>• Monitor and evaluate implementation progress, providing technical.</li> <li>• Report project progress to Min. of IT, GoI</li> </ul>
<b>Name of the Project</b>	Dholera Smart City PMU
<b>Year</b>	Jun 2015- Dec 2016
<b>Location</b>	Ahmedabad
<b>Name of the Client</b>	Dholera Smart City Development Ltd.
<b>Project Features</b>	To develop eGovernance solution requirements and processes based on study of best practices from global implementations.
<b>Position Held</b>	e-Governance and GIS domain lead (Offsite-Onsite)
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Identifying eGovernance solution including GIS integration for citizen service delivery</li> <li>• Carry best practice study.</li> <li>• Design the user experience journey and document the same for implementation partner's reference.</li> <li>• Monitoring and implementation</li> <li>• Sizing and assessment of ICT infrastructure/ Hardware, management, and commissioning.</li> <li>• Designing the functional and operational processes including writing and scoping project documents (e.g., business cases, requirements, test cases, cost benefit analysis, gap analysis).</li> <li>• Coordinating with project and other stake holders for task aligning &amp; managing deadlines.</li> <li>• Monitoring and reporting progress of the project to all stakeholders, highlighting issues, and suggesting solutions.</li> </ul>
<b>Name of the Project</b>	DDA Land Pooling, Jhansi Smart City project



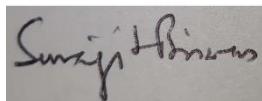
<b>Year</b>	Mar 2019- Nov 2021
<b>Location</b>	Delhi
<b>Name of the Client</b>	Delhi Development Authority, Gol
<b>Project Features</b>	Design the solution and develop architecture of the solution developed on geospatial technology and integration of front-end business applications.
<b>Position Held</b>	Solution architect
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Land pooling- Designed the land pooling solution architecture for DDA that would use underlying GIS solution to map pooled land parcels and apply business rules to consolidate them after running validation workflow.</li> <li>• Identified the solution building blocks and tools for implementing the land pooling solution</li> </ul>
<b>Name of the Project</b>	Jhansi Smart City project
<b>Year</b>	Mar 2019- Nov 2021
<b>Location</b>	Delhi, Jhansi (UP)
<b>Name of the Client</b>	Jhansi Smart City Limited
<b>Project Features</b>	Design the solution and develop architecture of the solution developed on geospatial technology and integration of front-end business applications.
<b>Position Held</b>	Solution architect
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Developed the solution architecture for Jhansi smart city.</li> <li>• Designed and developed RFP for implementation of the smart city command control centre solution and system integration.</li> <li>• Monitored the implementation</li> </ul>

Certification:

I, the undersigned, certify that to the best of my knowledge and belief that this CV correctly describes my qualifications and past experiences. I will undertake this assignment for the full project duration in terms of roles and responsibilities assigned in the technical proposal or any agreed extension of activities thereof. I understand that any misstatement herein leads to disqualification of CV.

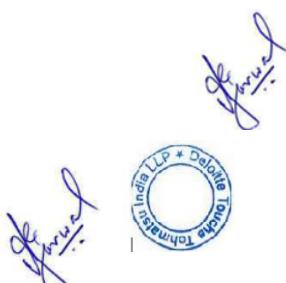
Date: 3<sup>rd</sup> June 2024

Signature of Key Professional with Date



3<sup>rd</sup> June 2024

Authorized Signatory [in full and initials]: Alok Agarwal




Name and Designation with Date and Seal: Alok Agarwal, Partner

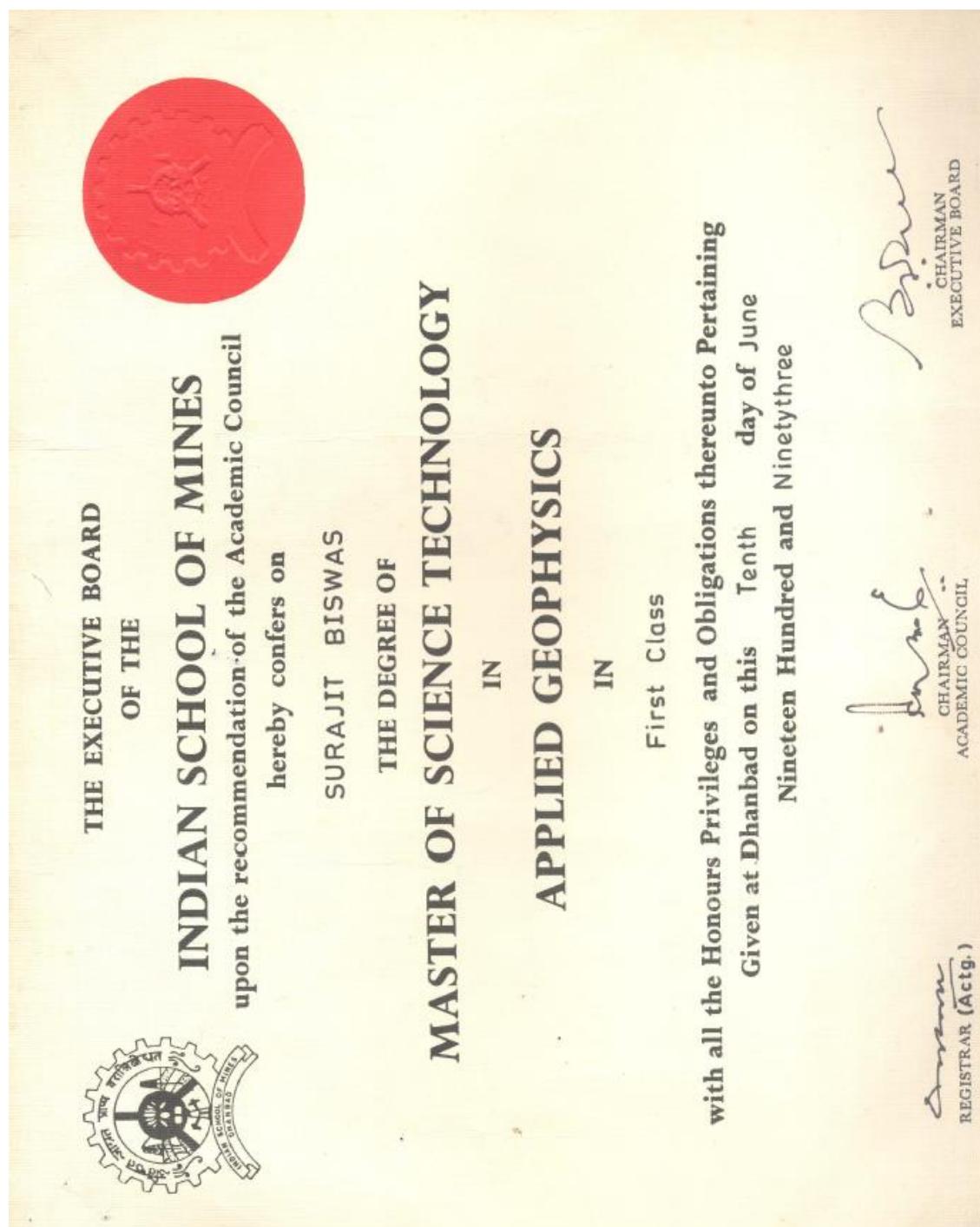
2.



3rd June 2024

A handwritten signature in black ink, appearing to read "Alok Agarwal".

Certificates



## 2. Rahul Samaddar

2. Current Position: Associate Director
3. Name of Firm: Deloitte Touché Tohmatsu India LLP
4. Name of Staff: Rahul Samaddar
5. Date of Birth: 09 October 1982
6. Years with Firm: 2
7. Nationality: Indian
8. Education:

Sl. No	Name of Institution	Degree Obtained	Passing year
1	Indian Institute of Forest Management	Post Graduate Diploma in Forest Management	2007
2	IGNOU	Master of Arts in Economics with Econometrics	2021
3	International Institute of Information Technology, Kolkata	B. Tech in Computer Science	2005

9. Membership in Professional Associations: NA

10. Other Training: NA

11. Countries of Work Experience: India

12. Languages:

Sl. No	Languages	Speak	Read	Write
1	English	Excellent	Excellent	Excellent
2	Hindi	Excellent	Excellent	Excellent
3	Bengali	Excellent	Excellent	Excellent

13. Employment Record:

From March 2022	To Ongoing
Employer Name:	Deloitte Touché Tohmatsu India, LLP
Position Held:	Associate Director
Details of the Task Assigned  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>Business Development</li> <li>Account Management</li> <li>Open-Source Application Implementation Scoping</li> <li>Project Management for IT Implementation Vendor Management</li> </ul>
From October 2015	To February 2022



<b>Employer Name:</b>	PricewaterhouseCoopers Pvt. Ltd.
<b>Position Held:</b>	<ul style="list-style-type: none"> <li>• Senior Consultant (2015-2018)</li> <li>• Principal Consultant (2018- 2021)</li> </ul>
<b>Details of the Task Assigned</b>  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>• Assist the State of Assam to create High Impact Developmental Project for the state of Assam.</li> <li>• Assist in ensuring finance from Externally Aided Projects for the state of Assam.</li> <li>• Concept Note Preparation for Various Departments like Fisheries, Forestry, Tourism, Agriculture Industry and Transport</li> <li>• Data analysis using MS Excel/SPSS/R</li> <li>• Financial Cost Benefit Analysis and Economic Cost Benefit Analysis</li> </ul>
<b>From February 2015</b>	<b>To September 2015</b>
<b>Employer Name:</b>	DIMTS Limited
<b>Position Held:</b>	Manager
<b>Details of the Task Assigned</b>  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>• Manage Key accounts with various Ministry.</li> <li>• SPOC for Smart Cities</li> <li>• RFP preparation for Nirbhaya Project</li> <li>• Selection of Implementation partner for DTC and other Bus operations</li> <li>• Selection of implementation partner for GPS and other vehicle tracking devices</li> <li>• Pre-Sales activities</li> <li>• Revenue Collection</li> <li>• Billing and Collection</li> </ul>
<b>From September 2012</b>	<b>To February 2015</b>
<b>Employer Name:</b>	Ernst and Young LLP
<b>Position Held:</b>	Senior Consultant
<b>Details of the Task Assigned</b>  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>• Program Management for CCTNS West Bengal</li> <li>• PMU for Direct Benefit Transfer in Jharkhand</li> <li>• Maintaining MS excel Database and monitoring progress of- <ul style="list-style-type: none"> <li>▪ No of Beneficiaries for NSAP and MGNREGA</li> </ul> </li> </ul>



	<ul style="list-style-type: none"> <li>▪ Total Beneficiary seeded with department database</li> <li>▪ Total Beneficiary with bank account vis-à-vis beneficiaries whose bank account is seeded with Aadhaar</li> <li>▪ Total Beneficiary with Post Office Account</li> <li>▪ Total Beneficiary with Post Office Account seeded with Aadhaar</li> <li>▪ Total number of beneficiary Aadhaar numbers at the NPCI</li> <li>▪ Number of APBS transaction</li> <li>• Pre Sales</li> <li>• Vendor Management</li> <li>• Client Management</li> <li>• Process Study</li> <li>• Business Process Re-engineering</li> <li>• Mapping of Business requirement</li> </ul>
<b>From December 2008</b>	<b>To September 2012</b>
<b>Employer Name:</b>	Wipro Limited
<b>Position Held:</b>	Associate Consultant, Consultant, Senior Consultant
<b>Details of the Task Assigned</b>  <b>(List all tasks to be performed under this Assignment/job)</b>	<ul style="list-style-type: none"> <li>• Project Management</li> <li>• Program Management</li> <li>• Pre Sales</li> <li>• Vendor Management</li> <li>• Client Management</li> <li>• Process Study</li> <li>• Business Process Re-engineering</li> <li>• Mapping of Business requirement</li> <li>• Functional Study</li> <li>• DPR Preparation</li> </ul>
<b>From March 2007</b>	<b>To May 2008</b>
<b>Employer Name:</b>	The Energy and Resources Institute
<b>Position Held:</b>	Research Associate
<b>Details of the Task Assigned</b>  <b>(List all tasks to be performed under this Assignment/job)</b>	<ul style="list-style-type: none"> <li>• Financial Estimation</li> <li>• Tariff Modelling for DDG based power plants using renewable resources and developed a tariff modelling tool using MS Excel and VB for tariff estimation</li> <li>• Forestry Plan, Master Plan Preparation, Species Identification</li> <li>• Conduct both primary and secondary research on various Decentralized based distribution system and did peak load assessment using SPSS and MS Excel</li> </ul>



	<ul style="list-style-type: none"> <li>• Survey and Analysis for determining peak load and usage pattern</li> <li>• Project Management</li> </ul>
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14. Work undertaken that best illustrates capability to handle the tasks assigned for the assignment as described in the ToR

Name of the Project	Manipur DIGIT PMU
Year	July 2022- Present
Location	Imphal, Manipur
Name of the Client	Manipur Municipal Property Tax Board
Project Feature	<p>The Manipur Municipality Property Tax Board was set up in order to implement the Property Tax Rules using ICT based intervention in the state of Manipur in all the 26 ULBs. To achieve the objectives of MMPTB, a dedicated team of professionals is required to augment the capacity of MMPTB in planning and monitoring of activities and works under implementation of property tax in 26 ULBs of Manipur. The Project Management Unit (PMU) members will be based in Imphal and will liaise with the concerned Nodal Officers of MMPTB and State Governments for timely implementation of projects. Following are the key objectives for which the SPMU is being set up:</p> <ul style="list-style-type: none"> <li>• Better coordination and planning between MMPTB, Imphal Smart City Limited, and Government of Manipur</li> <li>• To strengthen the planning, monitoring (physical and financial) and evaluation of the project to meet the stipulated timeline.</li> <li>• Appointment of Implementing Agency (IA) for implementation of property tax.</li> <li>• Handhold and support MMPTB in day-to-day activities related to implementation of the project</li> </ul>
Position Held	Project Manager
Activities Performed	<ul style="list-style-type: none"> <li>• Handhold/support MMPTB for design, procurement, supervision, cost control, scheduling, monitoring, auditing, reporting and ensuring compliances and due diligences required for the project;</li> <li>• Planning, scheduling and monitoring of the projects.</li> <li>• Review the project costs and financing plan/project financing options for the project and assess the need for additional fund raising to bridge gaps between capex required and allocable funds.</li> <li>• Preparation of As-Is report and indicative functional requirement specifications and get it approved by the client to go for DPR.</li> <li>• Prepare Detailed Project Report including technical and functional specifications, bills of quantities etc.</li> <li>• Preparation of strategy and action plan for Information Education and Communication (IEC) program including public participation</li> </ul>
Name of the Project	Lead External Aided Project (A PMO Cell Set by the Finance Department Assam)



Year	February 2017
Location	Guwahati Assam
Name of the Client	Finance Department (Economic Affairs), Government of Assam
Project features	<p>Assist the state in researching the priority areas which requires investment from state and external agencies;</p> <ul style="list-style-type: none"> <li>• Assist the Finance department in studying the funding agency wise projects being implemented by other state and suggest similar or improved/refitted project for the state in such a way to ensure maximum proposal submission happen from the line department</li> <li>• Help Finance Department in hand holding the line department to prepare the concept notes and project proposals in requisite agency format for external aid</li> <li>• Assist the Finance department in review, appraisal and prioritization of the Project Proposal Report submitted by the line department</li> <li>• Assist Line department in the preparation of the project proposal for various flagship programmes</li> <li>• Assisted in formulation of various concept notes for the following sectors:- <ul style="list-style-type: none"> <li>○ Mitigation solution of Human Wildlife Conflict in the state of Assam, Environment and Forest Department using <b><i>ICT based interventions like Drones for Patrolling, Geophones and Sensors for Elephants movements, Integrated Technological Intervention for gathering migrations details of elephants, predictive assessment for Migrations and Human Wildlife Conflicts</i></b></li> <li>○ Wetland Conservation and Freshwater Fish and Pearl Production for enhancing livelihood opportunities of the backward community of Assam by undertaking <b><i>cluster assessment of marginalized communities dependent on Assam Wetlands, cluster Assessment of geoclimatic zones for replicating possible intervention in similar climatic, edaphic and aquatic zones</i></b></li> <li>○ Undertake state level workshop with the Forest Department to carry out the final stakeholder assessment of the Human Wild Life concept components</li> </ul> </li> </ul> <p>Assist Finance Department in putting a proper monitoring system in place for all the External Aided projects in the state</p>
Position Held	Team Leader Public Policy Expert
Activities Performed	<p>Assisted <b><i>Finance Department (Economic Affairs) Govt. of Assam</i></b> in their <b><i>public policy reforms</i></b> and <b><i>strategies important fiscal decisions</i></b> by assisting in the preparation of <b><i>Budget 2017-18 FY for</i></b> allocation of <b><i>New Externally aided project</i></b> for <b><i>high impact concept notes</i></b> that has been <b><i>devised by PWC</i></b></p> <ul style="list-style-type: none"> <li>• Assisted in <b><i>fiscal policy reforms</i></b> and <b><i>government expenditure in public sector to enhance health</i></b>, agriculture and flood situation of Assam by placing the need of the same in the <b><i>15<sup>th</sup> Finance Commission</i></b></li> </ul>



	<ul style="list-style-type: none"> <li>• Part of the Lead External Aided Project Cell of Finance (Economic Affairs Department), Government of Assam <ul style="list-style-type: none"> <li>○ Assisted the state in identification of <b>key priority sectors</b> for <b>developmental avenue</b> and <b>identify the necessary fiscal expenditure</b> required and <b>analyze the subsequent growth</b> that can result for <b>such expenditure</b></li> <li>○ Identify <b>potential funding sources</b> for <b>the prioritized sectors</b> to be taken up for developmental work</li> <li>○ Assisted the department in <b>streamlining the Project Conceptualization process</b>- Prepared Standard SOP, Standard Concept Notes that are to be reused by all the department across the state of Assam</li> <li>○ Assisted the department in <b>identification for various new ideas</b> for <b>Externally Aided Project</b></li> <li>○ Assisted state in Preparation of the detailed <b>Project Preparation Report</b> and <b>guided various department to undertake necessary feasibility study</b> required for <b>data gathering and economic assessment</b></li> <li>○ Assisted in formulation of various concept notes for the following sectors :-</li> <ul style="list-style-type: none"> <li>▪ Mitigation solution of <b>Human Wildlife Conflict</b> in the state of <b>Assam, Environment and Forest Department</b></li> <li>▪ <b>Wetland Conservation and Freshwater Fish and Pearl Production</b> for enhancing livelihood opportunities of the backward community of Assam</li> <li>▪ <b>Integrated Tourism Circuit for Assam</b> to enhance the tertiary service sector and subsequent livelihood generation for these sectors allied to tourism in the state</li> <li>▪ <b>Energy and Utility Power 24x7 Generation, enhancement of transmission</b> system in the state etc.</li> <li>▪ Renewable Energy <b>like Micro Hydro Power System, Hybrid power system</b> etc.</li> <li>▪ Forestry and Environment: - In order to <b>enhance the environmental condition</b> and <b>combat the climate change</b> aspect of Assam, it was suggested that <b>8 thematic areas</b> across the <b>23 protected area of Assam</b> has to <b>be mapped and activities are to be gauged and necessary regulation</b> needs to be undertaken to <b>combat the anthropological activities</b> and its impact on the <b>sensitive biodiversity and the forestry ecosystem</b> of the state</li> <li>▪ <b>Integrated Transport Management System</b> under Smart City Project</li> <li>▪ <b>City Command Center and emergency response</b> center under Smart City</li> <li>▪ <b>Tertiary Health Sector</b> to improve the <b>Medical Services</b> of the state to enhance the <b>health indicators</b> and transform Assam into a <b>Medical Hub for North Eastern Region</b></li> <li>▪ <b>Climate Resilient and Flood Releifent Farming Concept Note</b></li> </ul> </ul></li> <li>○ Assisted the department to review the existing policies relevant to each sector and assess the policy level reforms required</li> <li>○ Point out necessary data required for carrying out policy level reforms study</li> </ul>
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	<ul style="list-style-type: none"> <li>○ Analyze the gathered data and suggest necessary policy level reform and conceptualize the necessary projects to implement such reforms</li> <li>○ Was responsible for getting 11 Projects worth <u><b>INR 26,880 Crore approved from Department of Economic Affairs</b></u></li> </ul>
Name of the Project	Business Process Re-engineering and Implementation Strategy
Year	2010-2011
Location	Bihar
Name of the Client	Rural Development Department, Govt. of Bihar and World Bank
Project Features	Business Process Re-engineering of operations of Rural Development Department, Government of Bihar
Position Held	Consultant
Activities Performed	<p>Undertake <b><i>Participatory Rural Appraisal for assessment of developmental scheme dynamic like Hariyali</i></b>, Indira Awas Yojana and MGNREGA in rural Bihar</p> <ul style="list-style-type: none"> <li>● Conduct <b><i>Gram Sabha meetings</i></b> to undertake the stakeholders role and <b><i>capture ground level issues</i></b> faced in the execution of each developmental schemes in PRI level</li> <li>● Process mapping of various centrally funded scheme that is channelized through Rural Development Department</li> <li>● <b><i>Undertook transit walk based assessment</i></b> to capture the <b><i>watershed development program</i></b> for various villages in Barharia Block</li> <li>● <b><i>Need assessment</i></b> for various intervention required liked <b><i>check dams, plantations etc. to arrest erosion</i></b> and hence the water table</li> <li>● Use <b><i>basic hydrology models like liner reservoir model, Non liner reservoir</i></b> models etc. for understanding the surface and catchment runoffs.</li> <li>● Detailed As-Is process study of Indira Aawas Yojana and MGNREGA</li> <li>● Process documentation of Indira Aawas Yojana</li> <li>● Mapping of total organizational stakeholders of Bihar Rural Development Department and preparation of a schematic representation</li> <li>● Conducting Gram Sabha at Village and Block level to identify the major bottle necks in the fund disbursement process</li> <li>● Conceptualize and study the feasibility of Community Based Radio Option</li> <li>● Studied the feasibility and the cost factor in using renewable based power supply in Block Development Office</li> <li>● Carried out gap assessment through various focused group discussion</li> <li>● Process modification design to achieve Sevottam standards for the various services offered by the Rural Development Department</li> <li>● Formulize the improved process design that can be adopted by the Rural Development Department</li> </ul>
Name of the Project	Integrated Land Management and Administrative Planning
Year	2009-2010



<b>Location</b>	Gangtok, Sikkim
<b>Name of the Client</b>	Department of Information Technology, Government of Sikkim
<b>Project Features</b>	Develop a GIS based planning portal that would be used by various state government department for planning and administrative purpose
<b>Position Held</b>	Associate Consultant, Consultant, Project Manager
<b>Activities Performed</b>	<p>As-Is study using focused group meetings with various stakeholders to identify the processes that requires spatial information of decision making</p> <ul style="list-style-type: none"> <li>• Oversee the <b>DGPS survey in the state of Sikkim for West and South Sikkim</b></li> <li>• Assist the client in high level image procurement namely <b>World View Images, Quickbird images, LISS III and LISS IV images</b></li> <li>• <b>Gap Assessment to identify the bottlenecks present in the spatial data usage in various departments with more Forest Department</b></li> <li>• Conduct a detailed <b>To-Be study and design detailed To-Be processes</b> for the GIS based portal that will serve various government department in Sikkim</li> <li>• <b>SRS preparation</b></li> <li>• Vendor and Procurement Management</li> <li>• Monitoring and Reporting</li> <li>• Quality Control of the DGPS survey</li> </ul>
<b>Name of the Project</b>	Decentralized Power Generation unit in Sunderban
<b>Year</b>	2007-2008
<b>Location</b>	West Bengal
<b>Name of the Client</b>	World Bank, WBREDA and Ministry of New and Renewable Energy
<b>Project Features</b>	Assist WBREDA in the creation and operation of a decentralized based power station in Laxmijanardhanpur in Sunderban from hybrid based renewable energy source in order to generate electricity for 150 household and 2 commercial units.
<b>Position Held</b>	Team Member
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Survey to assess household load</li> <li>• Survey to assess commercial load</li> <li>• Analysis of the total load using SPSS</li> <li>• Analysis of peak load using SPSS</li> <li>• Identification <b>of plantation area for Biomass based gasifier</b></li> <li>• Identification of fast <b>growing species for plantations</b></li> <li>• Development of <b>a master plan for the plantation area for sustainable yield</b> to run the biomass based gasifier for continuous electric production</li> <li>• <b>Tariff modelling-Both One</b> tire and two tire tariff</li> <li>• Return on Investment estimation on the basis of various tariff models</li> <li>• Development of distribution mechanism using PPP model</li> </ul>
<b>Name of the Project</b>	Village Energy Security Project



<b>Year</b>	2007-2008
<b>Location</b>	West Bengal
<b>Name of the Client</b>	World Bank, WBREDA and Ministry of New and Renewable Energy
<b>Project Features</b>	Assist WBREDA in the creation and operation of a decentralized based power station in Laxmijanardhanpur in Sunderban from hybrid based renewable energy source in order to generate electricity for 150 household and 2 commercial units
<b>Position Held</b>	Team Member
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Survey to assess household load</li> <li>• Survey to assess commercial load</li> <li>• Analysis of the total load using SPSS</li> <li>• Analysis of peak load using SPSS</li> <li>• Tariff modelling-Both One tire and two tire tariff</li> <li>• Return on Investment estimation on the basis of various tariff models</li> <li>• Identification <b>of plantation area for Biomass based gasifier</b></li> <li>• Identification of fast <b>growing species for plantations</b></li> <li>• Development of <b>a master plan for the plantation area</b> for <b>sustainable yield</b> to run the biomass based gasifier for continuous electric production</li> <li>• <b>Tariff modelling-Both One</b> tire and two tire tariff</li> <li>• Development of distribution mechanism using PPP model</li> <li>• Preparation of Detailed Project Report for each district</li> <li>• Preparation of RFP for selection of vendor for implementation of :- <ul style="list-style-type: none"> <li>◦ <b>Biomass based electricity generation system</b></li> <li>◦ SPV based power Plants</li> <li>◦ Hybrid Power Plants</li> </ul> </li> <li>• Program Management</li> </ul>
<b>Name of the Project</b>	Project Management Unit for implementation of RAPDRP
<b>Year</b>	2009-2012
<b>Location</b>	Gangtok and Ranchi
<b>Name of the Client</b>	Energy and Power Department, Govt. of Sikkim and Jharkhand State Electricity Board, Govt. of Jharkhand
<b>Project Features</b>	Program Management of RAPDRP including As-Is study, Determination of AT&C losses, DPR preparation, RFP preparation, bid management and program management
<b>Position Held</b>	Project Manager
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• As-Is Process Study of all Transmission and Billing processes related to commercial distribution</li> <li>• Gap Assessment</li> <li>• To-Be Study of all transmission and billing processes related to commercial distribution</li> </ul>



	<ul style="list-style-type: none"> <li>• RFP Preparation for selection of System Integrator</li> <li>• Preparation of System Requirement Specification Preparation</li> <li>• Bid Management like conducting pre bid meetings, bid evaluation and contract formulation</li> <li>• Project Management</li> <li>• Vendor Management</li> <li>• Data Assimilation in Arc GIS</li> <li>• Quality Control for GIS survey</li> <li>• Oversee image procurement mechanism for GIS based application</li> <li>• Status Reporting</li> <li>• Review of Deliverable as per SRS</li> </ul>
<b>Name of the Project</b>	JnNURM for Shillong Municipal Board
<b>Year</b>	2015-2016
<b>Location</b>	Shillong, Meghalaya
<b>Name of the Client</b>	Urban Development Department, Meghalaya
<b>Project Features</b>	Ensure the computerization of the Shillong Municipal Board to enhance the services and Increase efficiency and transparency of Municipal Services
<b>Position Held</b>	Urban Development Expert
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Preparation of Inception Report</li> <li>• Conduct Detailed As-Is study</li> <li>• Conduct Detailed Gap Assessment</li> <li>• Conduct To-Be Process Re-engineering</li> <li>• Detailed out Total Functional Requirement Specification</li> <li>• Preparation of FSD</li> <li>• Preparation of RFP for selection of SI</li> </ul>
<b>Name of the Project</b>	Nirbhaya Project with MoRTH
<b>Year</b>	2015
<b>Location</b>	New Delhi
<b>Name of the Client</b>	Ministry of Road Transport and Highway
<b>Project Features</b>	<p>Ensure public transport monitoring and security through CCTV based monitoring based aspect</p> <ul style="list-style-type: none"> <li>• GPS tracking of public vehicles</li> <li>• Data Center and Disaster Recovery Center for application hosting and data storage</li> <li>• The ultimate aim is to make public transport more safer for woman and children in India</li> </ul>
<b>Position Held</b>	Manager



<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>Identify the issues and risk pertaining to woman and child in Public transport, in facilities required for public transport like Bus Stands, ticket counters, Bus terminus, Last mile connection etc.</li> <li>Gather secondary data and analyse the trend of the issues and problems faced</li> <li>Identify various ICT based technological solution to improve monitoring and response system</li> <li>Prepare a detailed concept note, Detailed Project Report for such initiative</li> <li>Prepare a detailed RFP to select implementers</li> </ul>
<b>Name of the Project</b>	ERP for Depot Management for PUNBUS
<b>Year</b>	2015
<b>Location</b>	New Delhi/Chandigarh
<b>Name of the Client</b>	PUNBUS
<b>Project Features</b>	ERP Solution for Depot Management
<b>Position Held</b>	Process Consultant
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>Preparation of DPR</li> <li>Client Handling</li> <li>As-Is Study</li> <li>Gap Assessment</li> <li>To-Be Process Design</li> <li>FSD Design</li> </ul>
<b>Name of the Project</b>	PMU for Direct Benefit Transfer
<b>Year</b>	Sept 2014 to Feb 2015
<b>Location</b>	Jharkhand
<b>Name of the Client</b>	Department of Information and Technology, Jharkhand, Bill and Melinda Gates Foundation and World Bank
<b>Project Features</b>	Enhance Aadhaar seeding for Line Departments, enable 100% DBT fund transfer in the State of Jharkhand
<b>Position Held</b>	Senior Consultant
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>Coordinate with CSC Agency for smooth technical functioning of systems / applications</li> <li>Monitor number of enrolments and updates through the CSC operator</li> <li>Monitor efficiency of CSC's to offer Aadhaar enrolment, update, eAadhaar and related services (e.g., how many of them are actually offering these services)</li> <li>Seeding strategy definition and process implementation using organic (field / door-to-door) and inorganic techniques (by leveraging Jharkhand SRDH)</li> </ul>

	<ul style="list-style-type: none"><li>• Seeding validation process definition, implementation and monitoring (would use bulk demographic validation)</li><li>• Explore potential of seeding services at CSC's, and coordination with state CSC agency</li><li>• Seeding strategy definition and implementation using organic and inorganic techniques</li><li>• Seeding validation process definition, implementation and monitoring</li><li>• Explore potential of bank account / post office seeding from the department database, through institutional arrangements</li><li>• Partnerships with banks to offer eKYC based account opening at branches and at CSC's / BC's</li><li>• Helping the banks and IT Department become KUA's, and implement the eKYC service</li><li>• Leveraging the Jan Dhan Yojana for increased bank account opening, and define an integrated project / process approach for DBT</li><li>• Coordinating with NPCI to ensure that readiness of DBT is gauged at an individual level</li><li>• Management of DBT payments in UID enabled bank accounts, non-UID enabled bank accounts, and post offices using a consistent electronic process</li></ul>
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Certification:

I, the undersigned, certify that to the best of my knowledge and belief that this CV correctly describes my qualifications and past experiences. I will undertake this assignment for the full project duration in terms of roles and responsibilities assigned in the technical proposal or any agreed extension of activities thereof. I understand that any misstatement herein leads to disqualification of CV.

Date: 3<sup>rd</sup> June 2024



3rd June 2024

Signature of Key Professional with Date-

Authorized Signatory [in full and initials]: Aloke Agarwal



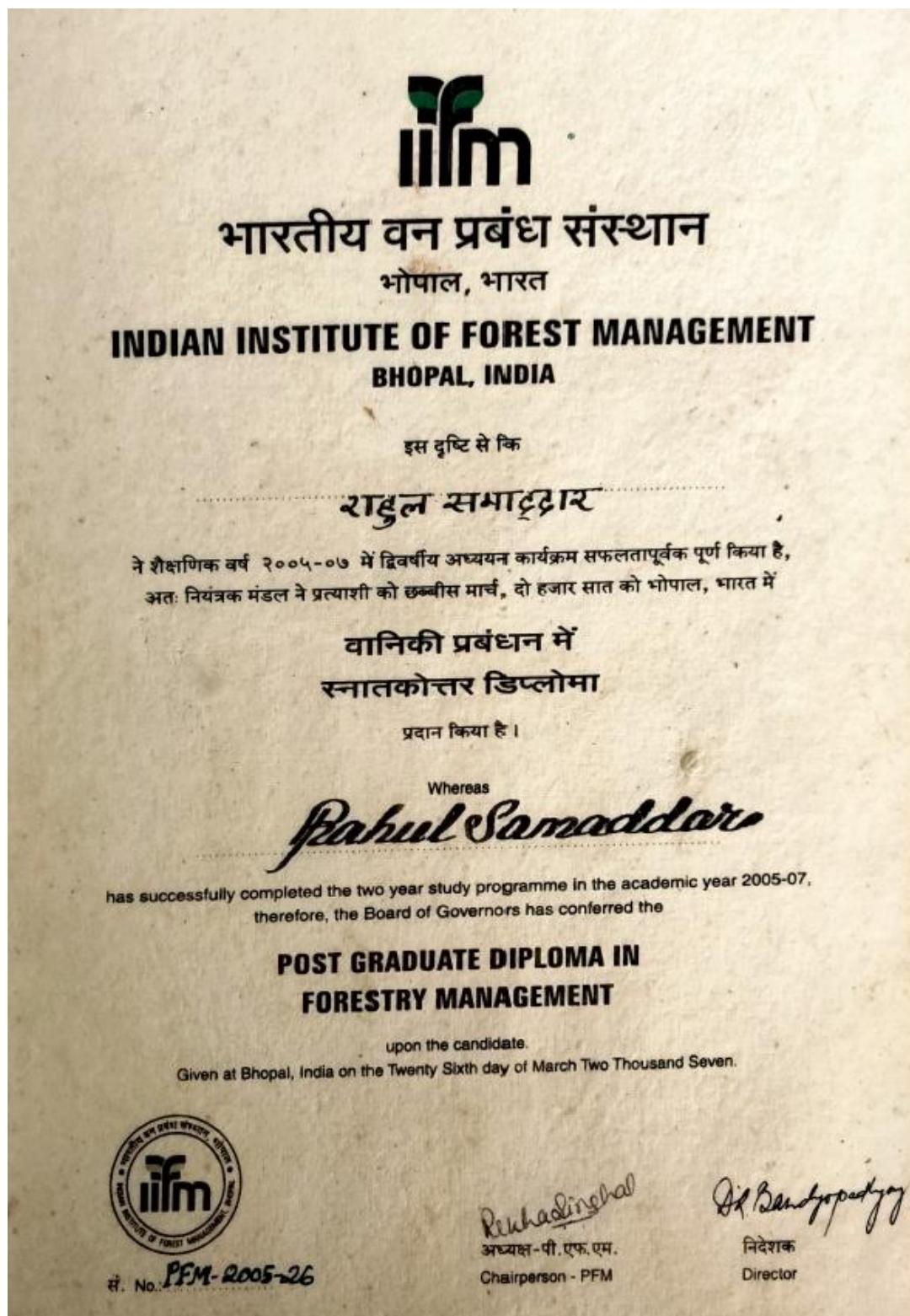
Name and Designation with Date and Seal: Aloke Agarwal, Partner



3rd June 2024



Certificates



### 3. Sanghati Ghosh

1. Current Position: Associate Director
2. Name of Firm: Deloitte Touché Tohmatsu India LLP
3. Name of Staff: Sanghati Ghosh
4. Date of Birth: 18 August 1983
5. Years with Firm: 2
6. Nationality: Indian
7. Education:

Sl. No	Name of Institution	Degree Obtained	Passing year
1	Bengal Engineering & Science University, Sibpur	M.E in Computer Science & Engineering	2008
2	College of Engineering & Management, Kolaghat, WBUT	BTech in Information Technology	2006

8. Membership in Professional Associations: NA
9. Other Training: NA
10. Countries of Work Experience: India
11. Languages:

Sl. No	Languages	Speak	Read	Write
1	English	Excellent	Excellent	Excellent
2	Hindi	Excellent	Excellent	Fair
3	Bengali	Excellent	Excellent	Excellent

12. Employment Record:

From June 2022	To Ongoing
Employer Name:	Deloitte Touché Tohmatsu India, LLP
Position Held:	Associate Director
Details of the Task Assigned  (List all tasks to be performed under this Assignment/job)	Technical and solution architecture with open-source technology, expertise in delivery of implementation project, expertise in Data Migration, PHP development, API development using .Net for reusability, Development & Debugging of Modules, Troubleshoot & root cause analysis of critical production issues.
From September 2015	To February 2022
Employer Name:	PwC India Limited



<b>Position Held:</b>	Manager
<b>Details of the Task Assigned</b>  (List all tasks to be performed under this Assignment/job)	Requirement analysis, architecture & design, Designing & Integration with external entities, Preparation of HDL & LLD, System Design, Data Modelling, Architecture & Replication, Data Migration, Performance analysis, Database design
<b>From November 2014</b>	<b>To September 2015</b>
<b>Employer Name:</b>	Avvas Infotech Pvt. Ltd.
<b>Position Held:</b>	Senior Software Engineer
<b>Details of the Task Assigned</b>  (List all tasks to be performed under this Assignment/job)	System Design, Data Modelling, Architecture & Replication, Data Migration, Performance analysis, Database design
<b>From December 2010</b>	<b>To April 2013</b>
<b>Employer Name:</b>	Infosys Technologies
<b>Position Held:</b>	Senior Software Engineer
<b>Details of the Task Assigned</b>  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>• Involved in understanding of customer requirements and issues related to CIF module.</li> <li>• Providing approach to incorporate new changes and existing issue fixing.</li> <li>• Involved in scripting of and debugging through Java, JS, SQL, PL/SQL scripts to provide resolution to customer.</li> <li>• Involved in performance improvement activities and review of codes.</li> </ul>
<b>From July 2008</b>	<b>To December 2010</b>
<b>Employer Name:</b>	INTEC
<b>Position Held:</b>	Development Consultant
<b>Details of the Task Assigned</b>  (List all tasks to be performed under this Assignment/job)	<p>Worked on recurring charge and one-off charge generation functionality.</p> <ul style="list-style-type: none"> <li>• Worked on exception handling for existing functionalities by passing adjustments and modified existing function or accommodate new function.</li> <li>• Performed rating for data and voice events, performed billing with different bill cycle.</li> <li>• Implemented threshold exceed messages to be sent to customer on each level</li> </ul>



13. Work undertaken that best illustrates capability to handle the tasks assigned for the assignment as described in the ToR

<b>Name of the Project</b>	e-Vidyavahini Jharkhand
<b>Year</b>	Aug 2022- Present
<b>Location</b>	Ranchi, Jharkhand, Kolkata West Bengal
<b>Name of the Client</b>	JAP IT
<b>Project Feature</b>	<p>Department of School Education and Literacy, Government of Jharkhand aims to create an integrated digital platform called e-Vidya Vahini to ensure robust governance of the school and effective service delivery. e-Vidya Vahini shall serve as single centralized dynamic platform for monitoring of all key parameters to ensure effective delivery of quality education to all the schools in the state. It shall also serve as a two-way communication platform to address issues and grievances of schools, and education officials at multiple levels.</p> <p>The project “Web Portal-e-Vidya Vahini” will be used by e-Vidya Vahini State office as well as in the district offices, Block offices, Clusters, Schools, and Teachers. It will address the need for effective and transparent governance of the education system</p>
<b>Position Held</b>	Technical Architect
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Assessment of existing application code</li> <li>• PHP development</li> <li>• API development using .Net for reusability.</li> <li>• Development and debugging of the Modules.</li> <li>• Troubleshoot and root cause analysis of critical production issues.</li> </ul>
<b>Name of the Project</b>	Manipur DIGIT PMU
<b>Year</b>	July 2023- Present
<b>Location</b>	Imphal, Manipur
<b>Name of the Client</b>	Manipur Municipal Property Tax Board
<b>Project Feature</b>	<p>The Manipur Municipality Property Tax Board was set up in order to implement the Property Tax Rules using ICT based intervention in the state of Manipur in all the 26 ULBs . To achieve the objectives of MMPTB, a dedicated team of professionals is required to augment the capacity of MMPTB in planning and monitoring of activities and works under implementation of property tax in 26 ULBs of Manipur. The Project Management Unit (PMU) members will be based in Imphal and will liaise with the concerned Nodal Officers of MMPTB and State Governments for timely implementation of projects. Following are the key objectives for which the SPMU is being set up:</p> <ul style="list-style-type: none"> <li>• Better coordination and planning between MMPTB, Imphal Smart City Limited, and Government of Manipur</li> </ul>



	<ul style="list-style-type: none"> <li>To strengthen the planning, monitoring (physical and financial) and evaluation of the project to meet the stipulated timeline.</li> <li>Appointment of Implementing Agency (IA) for implementation of property tax.</li> <li>Handhold and support MMPTB in day to day activities related to implementation of the project</li> </ul>
Position Held	Technical Architect
Activities Performed	<ul style="list-style-type: none"> <li>Preparation of <b>solution architecture</b></li> <li><b>Planning, scheduling, designing, server sizing of the solution</b></li> <li>Preparation of As-Is report and indicative functional requirement specifications and get it approved by the client to go for DPR.</li> <li>Contribute to prepare <b>Detailed Project Report</b> including technical and functional specifications, bills of quantities etc.</li> <li>Preparation of strategy and action plan for Information Education and Communication (IEC) program including public participation</li> </ul>
Name of the Project	Upgradation & Implementation of Enhanced KMC e-Governance Application (e-KMC) for Kolkata Municipal Corporation
Year	December 2021 – July 2022
Location	Kolkata – India
Name of the Client	Kolkata Municipal Corporation
Project features	<p>Kolkata Municipal Corporation (KMC) aims to upgrade their existing system by implementing technologies that are scalable enough to cater to ever growing citizen services transactions. Currently, 48 modules are currently running in KMC under MAS (J2EE based custom built System) and 6 modules in ERP (Oracle Apps based System). The applications went live in 2010 and the Technology Stack, has over the time, became old and it requires modernization to cater to the need of the current requirements.</p> <p>The new e-KMC system which will act as the foundation of an ecosystem for the KMC's long-term future requirements, would be built on micro-service based containerized platform. This project will allow KMC to solve challenges and issues from technical, operational, and business standpoints.</p> <p>In the scope of the project, major areas are Finance &amp; Accounts, Assessments, Certificate of Enlistment, SWM, Market, Grievance, Store, Engineering etc. along with WhatsApp BOT implementation for citizen for various services.</p>
Position Held	Solution Architect
Activities Performed	<ul style="list-style-type: none"> <li>Requirement analysis, architecture &amp; design</li> <li>Project management &amp; stakeholder management</li> <li>SRS review &amp; ensure signoff from client</li> <li><b>Ensure smooth delivery of existing support &amp; enhancement</b></li> <li><b>Designing and integration with external entities</b></li> </ul>



	<ul style="list-style-type: none"> <li><b>Preparation of HLD &amp; LLD</b></li> </ul>
Name of the Project	Implementation of an integrated e-Governance Solution across 113 Urban Local Bodies of Odisha (SUJOG)
Year	December 2020 – July 2022
Location	Kolkata & Bhubaneswar – India
Name of the Client	Directorate Of Municipal Administration, Govt. of Odisha
Project Features	<p>The Housing &amp; Urban Development Department (H&amp;UDD), Government of Odisha has ambitious plans to scale up e-governance across all 113 Urban Local Bodies (ULBs) in the state. It aims to enhance the citizen experience of public services by providing integrated, end-to-end services using a comprehensive State-wide Service Delivery Infrastructure, supported by a chain of Citizen Service Centres (CSCs) and by utilizing advanced ICT tools for citizen-facing service delivery and back-office computerization.</p> <p>Given to above context, H&amp;UDD has launched a Programme named ‘SUJOG - Sustainable Urban Services in a Jiffy by Odisha Government’ to roll out e-governance services across the ULBs in State. SUJOG will make urban governance transparent, technology enabled, time-bound through teamwork, thereby leading to transformation in the lives of citizens in all</p> <p>Urban Local Bodies of the State. In the SUJOG DIGIT implementation project, majorly modules are covered like Finance &amp; Accounts, Asset Management, Property Tax, Water &amp; Sewerage, Trade License, Marriage Registration, DSS Dashboard (Both State &amp; ULB level).</p>
Position Held	Technical Lead
Activities Performed	<ul style="list-style-type: none"> <li>Functional Analysis</li> <li>System design</li> <li>Data modelling, architecture &amp; replication</li> <li>Data migration</li> <li>Technical team leading</li> <li>Create a smooth transition from staging to production movement</li> <li>Performance analysis, tuning of queries</li> </ul>
Name of the Project	Digital Secretariat for Mantralaya in the State of Chhattisgarh
Year	November 2017 – June 2021
Location	Raipur & Kolkata – India
Name of the Client	Government of Chhattisgarh
Project Features	CHIPS has proposed to establish Digital Secretariat for the State Government. The objective of the Digital Secretariat Project is to enhance the efficiency and transparency in administration through the implementation of a comprehensive online workflow application in the state secretariat and various departments of Government of Chhattisgarh. The project will reduce paper work in state



	secretariat and various departments of Government of Chhattisgarh. The project has been rolled out in the Mantralaya and later it will go live in all State Government offices of Chhattisgarh
<b>Position Held</b>	Technical Lead/ Solution Architect
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Functional Analysis and Database Designing, Data Modelling.</li> <li>• Database monitoring and performance tuning</li> <li>• Development and troubleshooting</li> <li>• End to end system design</li> <li>• Establishing a smooth co-ordination between onsite and offshore during UAT phase for rapid bug fixing and deployment</li> <li>• Understanding client requirements and capturing proper CR with mutual parties in confidence.</li> <li>• Ensuring a timely UAT signoff</li> </ul>
<b>Name of the Project</b>	Implementation Of BRASS- SIMHA platform for Indian Coast Guard
<b>Year</b>	March 2019 — February 2021
<b>Location</b>	Delhi, Kolkata – India
<b>Name of the Client</b>	Indian Coast Guard, Government of India
<b>Project Features</b>	The BRASS — SIMHA project will provide a centralized platform for all application of Indian Coast Guard (ICG) in online and offline mode. This platform will synchronize all data and documents transaction in online and offline mode. This platform provide the application deployment process, data synchronization, conflict management, patch management, document management, Dashboard and reporting framework.
<b>Position Held</b>	Technical Lead
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Requirement analysis</li> <li>• Functional and Technical specifications finalization</li> <li>• End to End Technical design and development</li> <li>• Data synchronization between Postgres and Oracle</li> <li>• Database scripting for application data synchronization logic</li> <li>• Implementation of Role Based access management by keycloak</li> <li>• Performance analysis of database</li> <li>• Impact analysis and issue fixing</li> <li>• Technical Team leading</li> </ul>
<b>Name of the Project</b>	Nepal Public Procurement Monitoring Office [PPMO] Phase 2
<b>Year</b>	Sept 2015 – April 2018
<b>Location</b>	Nepal, Kolkata
<b>Name of the Client</b>	Nepal Public Procurement Monitoring Office



<b>Project Features</b>	<p>Nepal PPMO e-procurement system is an end to end product for procuring any kind of goods, works consultancy and other services for the Nepal government, starting from the procuring planning to contract management. Full Information on Disputes.</p> <p>PPMO is the guiding body responsible for procurement policy formulation as well as implementation and monitoring of effective public procurement system in Nepal, and has a vision of ensuring good governance in the Public Entity procurement system, which is transparent, accountable, proficient, and free of corruption. The identified functional requirements are as follows:</p> <ul style="list-style-type: none"> <li>• Implementation of Dynamic composite business workflow for different govt. department in Nepal for same functionalities.</li> <li>• Implementation of online Master Procurement Planning (MPP) functionality</li> <li>• Implementation of online Annual Procurement Planning (APP) functionality</li> <li>• Publish approved procurement plans in the e-procurement portal</li> <li>• Online Tender Document creation and report publication to outside of the world.</li> <li>• Online Tender Amendment and report publication.</li> <li>• Bid Submission.</li> <li>• Technical and price bid opening and evaluation.</li> <li>• Contract awarding and management.</li> <li>• Contract Negotiation, complaint management.</li> </ul>
<b>Position Held</b>	Technical Lead
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Monitoring of the application, managing defect tracker sheet.</li> <li>• Functional analysis</li> <li>• Technical Design</li> <li>• Troubleshooting and bug fixing.</li> <li>• Establishing a smooth co-ordination between onsite and offshore during UAT phase for rapid bug fixing and deployment.</li> <li>• Database design, development, performance tuning</li> </ul>
<b>Name of the Project</b>	<b>ICICI BANK Finacle Banking Implementation and support</b>
<b>Year</b>	Dec 2010 – April 2013
<b>Location</b>	Mumbai – India
<b>Name of the Client</b>	ICICI Bank
<b>Project Features</b>	The project involves migration of the bank system from Finacle 7.0 to Finacle 10.0. The previous version of Finacle does not support CRM and the entire data has to be migrated as per the CRM functionality introduced in the new version 10.0 of Finacle. Necessary scripting, tools have been written to achieve the same.
<b>Position Held</b>	Senior developer
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Involved in understanding of customer requirements and issues related to CIF module.</li> </ul>



	<ul style="list-style-type: none"> <li>• Mentoring offshore team to stabilize Miggen tool and incorporate new changes..</li> <li>• Involved in scripting of and debugging through SQL, PL/SQL scripts and JS to provide resolution to customer.</li> <li>• Involved in performance improvement activities and review of codes for SQL/PL/SQL scripts</li> </ul>
<b>Name of the Project</b>	<b>IndusInd Bank Finacle Banking Implementation and support</b>
<b>Year</b>	Dec 2010 – Dec, 2011
<b>Location</b>	Mumbai – India
<b>Name of the Client</b>	IndusInd Bank
<b>Project Features</b>	IndusInd bank enhances their banking system to Finacle io.z. version with core banking along with CRM solution, then bank has already in live with e-banking of Finacle. The implementation and enhancement CIF module was going on. Respective understanding and requirement, issue fixing activities required to achieve the same
<b>Position Held</b>	Senior Developer
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Involved in understanding of customer requirements and issues related to CIF module.</li> <li>• Providing approach to incorporate new changes and existing issue fixing.</li> <li>• Involved in scripting of and debugging through Java, JS, SQL, PL/SQL scripts to provide resolution to customer.</li> <li>• Involved in performance improvement activities and review of codes.</li> </ul>
<b>Name of the Project</b>	<b>POLKOMTEL</b>
<b>Year</b>	July 2008 – Dec 2010
<b>Location</b>	Bangalore – India
<b>Name of the Client</b>	POLKOMTEL
<b>Project Features</b>	The purpose of this Polkomtel Project is to implement the Polkomtel New Billing system based on Intec Sing1.eView. convergent charging for all Polkomtel services in a real line mode
<b>Position Held</b>	Technical Developer
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Worked on recurring charge and one-off charge generation functionality</li> <li>• Worked on exception handling for existing functionalities by passing adjustments and modified existing function or accommodate new function</li> <li>• Performed rating for data and voice events, performed billing with different bill cycle</li> <li>• Implemented threshold exceed messages to be sent to customer on each level</li> </ul>

Certification:



I, the undersigned, certify that to the best of my knowledge and belief that this CV correctly describes my qualifications and past experiences. I will undertake this assignment for the full project duration in terms of roles and responsibilities assigned in the technical proposal or any agreed extension of activities thereof. I understand that any misstatement herein leads to disqualification of CV.

Date: 3<sup>rd</sup> June 2024

Signature of Key Professional with Date

Sanghati Ghosh

3<sup>rd</sup> June 2024

Authorized Signatory [in full and initials]: Aloke Agarwal



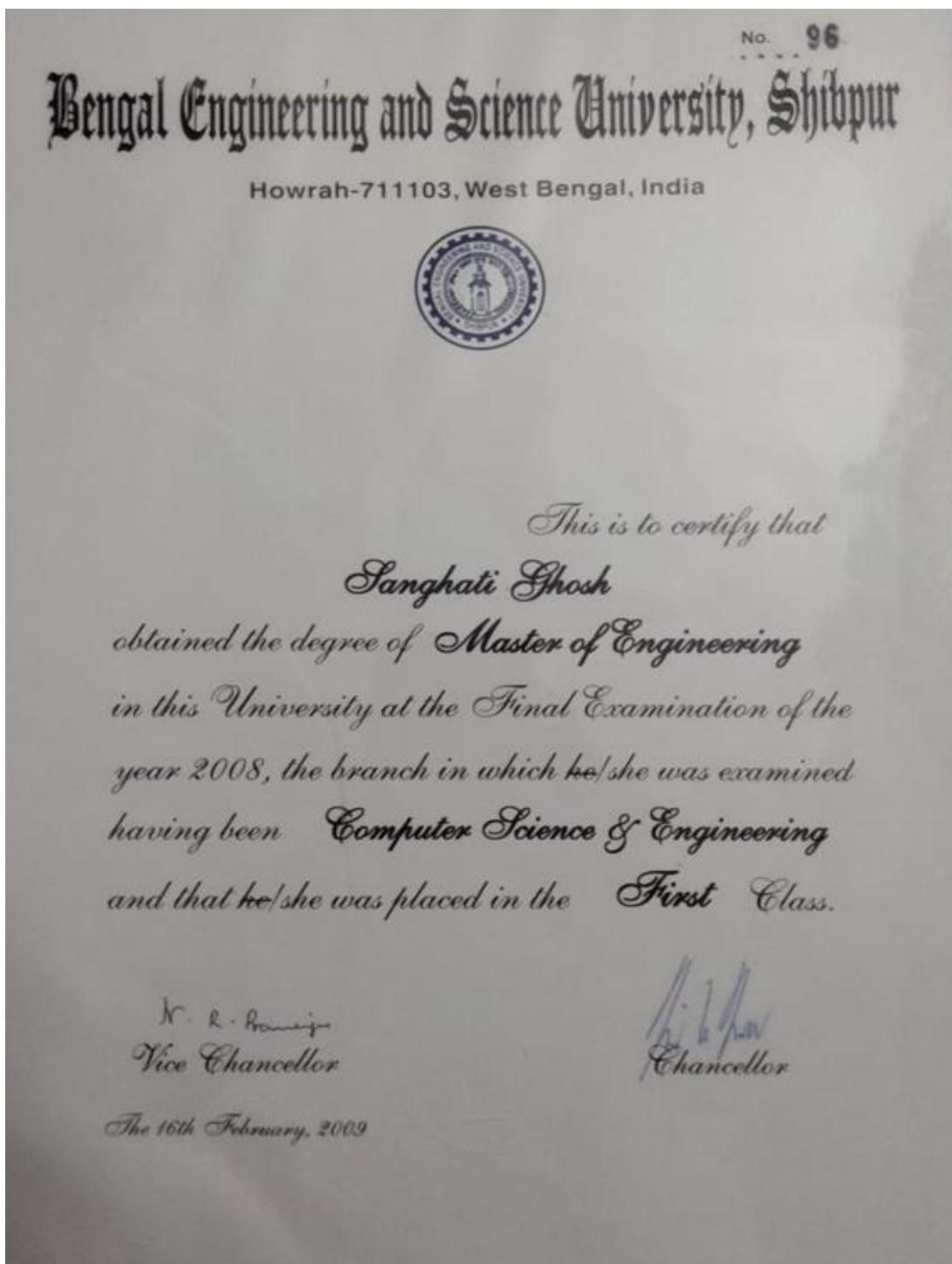
Name and Designation with Date and Seal: Aloke Agarwal, Partner



3rd June 2024



Certificates





#### 4. Biswajit Saha

1. Current Position: Associate Director
2. Name of Firm: Deloitte Touché Tohmatsu India LLP
3. Name of Staff: Biswajit Saha
4. Date of Birth: 28 January 1984
5. Years with Firm: 2
6. Nationality: Indian
7. Education:

Sl. No	Name of Institution	Degree Obtained	Passing year
1	ABV-IIITM Gwalior	MBA in Information System	2010
2	Dr. B.R. Ambedkar NIT Jalandhar	BTech in Electronics & Communications	2008

8. Membership in Professional Associations:
  - ISO 27001 Certification
  - Certified eGovernance Aware Citizen
  - Cyber Law Certification
  - Prince2 Practitioner
  - ITILv3 Foundation
  - Microsoft Azure-AZ900
  - TOGAF 9
  - Google Cloud Digital Leader
  - Management Development Programme at IIM Ahmedabad
9. Other Training: NA
10. Languages:

Sl. No	Languages	Speak	Read	Write
1	English	Excellent	Excellent	Excellent
2	Hindi	Excellent	Excellent	Excellent
3	Bengali	Excellent	Excellent	Excellent

11. Employment Record:

From January 2022	To Ongoing
Employer Name:	Deloitte Touché Tohmatsu India LLP
Position Held:	Associate Director
Details of the Task Assigned  (List all tasks to be performed under this Assignment/job)	Digital transformation, Enterprise Architecture, ICT Strategy, Business Process Reengineering and Project Management, Technology Consulting, Technology Solution Building in various domains such as telecom, insurance, healthcare, public service delivery




The stamp contains the text "Deloitte Touché Tohmatsu India LLP" around the perimeter and "Biswajit Saha" in the center.

From January 2019	To January 2022
Employer Name:	Ernst & Young LLP
Position Held:	Manager
<b>Details of the Task Assigned</b>  (List all tasks to be performed under this Assignment/job)	Project Management, Enterprise Architecture, Business Process Re-engineering, Technology Consulting, ICT Strategy
From June 2012	To January 2019
Employer Name:	PricewaterhouseCoopers Pvt Ltd
Position Held:	Principal Consultant
<b>Details of the Task Assigned</b>  (List all tasks to be performed under this Assignment/job)	Enterprise Architecture, ICT Strategy, Technology Solution Building, Public Sector Delivery
From September 2010	To May 2012
Employer Name:	HCL Technologies
Position Held:	Assistant Manager
<b>Details of the Task Assigned</b>  (List all tasks to be performed under this Assignment/job)	Project Presales, Project Planning and Monitoring

12. Work undertaken that best illustrates capability to handle the tasks assigned for the assignment as described in the ToR

Name of the Project	IT and Data strategy for a marine sector, government client
Year	2023
Location	India
Name of the Client	Department of Fisheries, Govt. of India
Project Feature	Preparation of IT and data strategy of the client, avenues for improvement of the IT systems, design of the target architecture.
Position Held	Engagement Manager
Activities Performed	<ul style="list-style-type: none"> <li>• Assessment of the current status</li> <li>• Identification of <b>data sources, collection methodology, cleansing, ingestion, processing, segregation, and visualization.</b></li> <li>• Assessment of the experiences, difficulties faced, and lessons learnt.</li> </ul>



	<ul style="list-style-type: none"> <li>Identify the key areas of interventions and the related KPIs.</li> <li>Review the current information system, understand the gaps, and <b>design the To-Be strategy and architecture.</b></li> <li><b>Prepare the IT and data strategy.</b></li> </ul>
Name of the Project	Setting up of a Data & Insights Unit for a rural development in India.
Year	2023-24
Location	Delhi, India
Name of the Client	Ministry of Rural Development, Government of India
Project features	The Ministry of Rural Development, Government of India through its various programmes works for the upliftment of the rural poor in the country. Almost all functional areas of each programme are being executed through IT systems which act as technology enablers in managing, implementing, and monitoring. With the vast amount of data generated, emerging technologies such as AI, GIS and other algorithms can be used to reduce fraud in overall government processes or increase efficiencies in development programmes. The intent is to setup a team of experts including data scientists for data-driven decision making.
Position Held	Team Leader
Activities Performed	<ul style="list-style-type: none"> <li>Identification areas where AI/ML or other algorithms can be deployed to reduce administrative burdens, improve service delivery, reduce, and detect fraud etc.</li> <li>Conduct non-routine granular analysis to find areas for improvements.</li> <li>Development of an implementation framework for the deployment of AI models</li> <li>Preparation of the technical architecture and leverage of open-source frameworks and tools for machine learning</li> <li>Guidance to the team for the development, training, and deployment of AI/ML models.</li> </ul>
Name of the Project	Preparation of DPR for the Naval Aviation Management System for a Govt. Defense client
Year	May 2022- Jan 2023
Location	New Delhi
Name of the Client	Defense Client
Project Features	Conceptualize and design Naval Aviation Management System
Position Held	Project Manager
Activities Performed	Conceptualization, As-Is assessment, prepare the functional specifications, technical architecture and specifications for the application, software requirements, connectivity, and IT infrastructure requirements. the Project for



	conceptualization and implementation of Naval Aviation Management System (NAMS) for Indian Navy
<b>Name of the Project</b>	<b>Digital Transformation for Chhattisgarh Khanij Online (mining)</b>
<b>Year</b>	Jan 2020-Nov 2020
<b>Location</b>	Raipur, India
<b>Name of the Client</b>	Directorate of Geology and Mining
<b>Project Features</b>	The project aims to transform the business of Minerals Resources Department by undertaking transition from existing system to a revamped system.
<b>Position Held</b>	Project Manager
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Conduct As-Is Assessment of the current processes of the existing Khanij Online system.</li> <li>• Prepare the Architecture for the new system, including Cloud DC and DR, aligning to the vision of the department.</li> <li>• Prepare the transition strategy from the existing System Integrator to the new System Integrator</li> <li>• Preparation of requirements for the Integrated Command and Control Centre including surveillance</li> <li>• Preparation of strategy for Vehicle tracking System</li> <li>• Preparation of RFP for on boarding of System Integrator</li> <li>• Bid Process Management</li> <li>• Bid Evaluation Report</li> <li>• Preparation of draft contract</li> <li>• On-boarding of System Integrator and transition</li> </ul>
<b>Name of the Project</b>	<b>Consultancy for Aadhaar-enabled Public Distribution System</b>
<b>Year</b>	Dec 2019-Mar 2020
<b>Location</b>	Bihar, India
<b>Name of the Client</b>	Food & Civil Supplies Department, Bihar
<b>Project Features</b>	The project aims to transform the Public Distribution System, viz. Fair Price Shops through use of POS devices and Aadhaar-enabled means of identification of beneficiaries.
<b>Position Held</b>	Project Manager
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Identification of integration requirements with other applications such as Supply Chain Management, Ration Card Management System, FPS Management System.</li> <li>• Preparation of strategy for implementation of AePDS in the state</li> <li>• Monitoring the rollout of POS devices across more than 46500 FPS</li> </ul>



	<ul style="list-style-type: none"> <li>Preparation of Procurement strategy for implementation of Supply Chain Management of the ration from FCI stores to state depots, FPS dealers.</li> <li>Preparation of RFP including the technical requirements, CCTV surveillance of depots, vehicle tracking</li> </ul>
Name of the Project	Consultancy for Public Key Infrastructure for Govt. of Qatar
Year	Feb 2019-Jun 2019
Location	Doha, Qatar
Name of the Client	Ministry of Interior, State of Qatar
Project Features	The project aims to establish the national Public Key Infrastructure (PKI) certification services that enable government, citizens, residents and corporate organizations to conduct secure electronic transactions
Position Held	Business Consultant
Activities Performed	<ul style="list-style-type: none"> <li>Development of a framework for adoption of PKI in e-Services of Ministry of Interior, State of Qatar.</li> <li>PKI adoption master plan addressing identified early adopters and national initiatives such as e-Commerce and e-transactions .</li> <li>Conduct assessment of selected e-Services for PKI adoption based on the developed framework.</li> <li>Identification of e-Services from the e-services assessed which are fit for PKI Adoption</li> <li>Develop use cases for PKI in the identified e-Services</li> </ul>
Name of the Project	Consultancy for Public Key Infrastructure for Govt. of Qatar
Year	Sep 2019-Jan 2019
Location	Delhi, India
Name of the Client	World Bank, WBREDA and Ministry of New and Renewable Energy
Project Features	Under the ambit of Ayushman Bharat, PM-JAY seeks to accelerate India's progress towards achievement of Universal Health Coverage (UHC). It aims to provide health cover and treatment to more than 50 Crore people.
Position Held	Product Manager
Activities Performed	<ul style="list-style-type: none"> <li>Defining metrics for Scheme's performance, dashboard requirements, Benchmarking against other schemes</li> <li>Identification of various services to be delivered to various stakeholders in the scheme.</li> <li>Understand the business requirements from the project stakeholders – State Health Agencies, Panel Doctors, Insurers, Healthcare providers etc.</li> <li>Preparation of PMJAY IT landscape</li> <li>Prepare the functional requirements of the Transaction Management System which is a web-based application for handling the entire treatment</li> </ul>



	<p>cycle of the patient viz. primary diagnosis, pre-authorization, treatment &amp; discharge, claim adjudication and settlement.</p> <ul style="list-style-type: none"> <li>• Manage new product feature requests, change requests, configuration changes and release cycles across the instances.</li> <li>• Active involvement with both technical and functional teams to make sure successful integration of Government Programmes and states (NIKSHAY, POSHAN, RCH, NHSRC, NCD, UWIN, TB-WIN, E-SANJEEVANI ETC.) to thrive the Digital health mission and maximum reachability.</li> </ul>
<b>Name of the Project</b>	<b>Consultancy for transformation of Civil Registration System in India</b>
<b>Year</b>	Jan 2017- Jan 2018
<b>Location</b>	West Bengal
<b>Name of the Client</b>	Registrar General of India & Census Commissioner
<b>Project Features</b>	Preparation of strategy for transformation of the Vital Statistics Generation in the country viz. Civil Registration System and Sample Registration System.
<b>Position Held</b>	Project Consultant
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Assessment of current system of generation of vital statistics, process of registration of births and deaths, assessment of organizational structure and sample registration system.</li> <li>• Gap Analysis and preparation of To-Be Report for transformation of vital statistics generation.</li> <li>• Preparation of IT strategy in alignment with the organizational vision, mission, and objectives</li> <li>• Preparation of Authentication Framework for government employees using e-Sign</li> <li>• Preparation of detailed project report including the business architecture, technology architecture, integration requirements etc</li> <li>• Preparation of RFP for selection of Application Development &amp; Maintenance Agency</li> </ul>
<b>Name of the Project</b>	<b>Consultancy for Chhattisgarh BharatNet</b>
<b>Year</b>	2017
<b>Location</b>	Raipur, India
<b>Name of the Client</b>	BharatNet
<b>Project Features</b>	The project focuses on the Implementation of an optical fibre network encompassing around 6000 Village Panchayats
<b>Position Held</b>	Product Manager for Health Claims Management System
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Preparation of Technology Architecture</li> <li>• Preparation of RFP for selection of Master System Integrator</li> </ul>



	<ul style="list-style-type: none"> <li>Preparation of Project Plans, Roll out plans, Implementation Plans, SLAs, Roadmap</li> <li>Preparation of RFP for selection of Project Support Consultant which would supervise and perform quality and quantity audit of the implementation agency.</li> <li>Defining the process framework for the implementation agency and the auditing agency</li> </ul>
Name of the Project	Consultancy for Madhya Pradesh BharatNet
Year	2017
Location	Bhopal
Name of the Client	BharatNet
Project Features	The project focuses on implementing an optical fibre network encompassing around the Village Panchayats
Position Held	Product Manager for Health Claims Management System
Activities Performed	<ul style="list-style-type: none"> <li>Preparation of DPR</li> <li>Preparation of RFP for selection of Master System Integrator</li> <li>Preparation of Project Plans, Roll out plans, Implementation Plans, SLAs, Roadmap</li> <li>Preparation of RFP for selection of Project Support Consultant which would supervise and perform quality and quantity audit of the implementation agency.</li> </ul>
Name of the Project	Consultancy for BharatNet
Year	2016
Location	Bhubaneswar
Name of the Client	BharatNet
Project Features	The project focuses on implementing an optical fibre network encompassing around the Village Panchayats
Position Held	Product Manager for Health Claims Management System
Activities Performed	<ul style="list-style-type: none"> <li>Preparation of DPR</li> <li>Preparation of RFP for selection of Master System Integrator</li> <li>Preparation of Project Plans, Roll out plans, Implementation Plans, SLAs, Roadmap</li> <li>Defining the process framework for the implementation agency and the auditing agency</li> <li>Monitor system performance and identify opportunities for optimization.</li> <li>Collaborate with stakeholders to implement enhancements and updates</li> </ul>
Name of the Project	Consultancy for e-District Project, Meghalaya



<b>Year</b>	2013
<b>Location</b>	Shillong
<b>Name of the Client</b>	Meghalaya Government
<b>Project Features</b>	The project focuses on implementing an optical fibre network encompassing around the Village Panchayats
<b>Position Held</b>	BPR Expert
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Current state assessment</li> <li>• Gap Analysis</li> <li>• Preparation of To Be Report</li> <li>• Preparation of models for procurement of services of an Application Development Agency</li> </ul>
<b>Name of the Project</b>	Third-Party Audit for Sikkim Data Centre
<b>Year</b>	2012
<b>Location</b>	Gangtok
<b>Name of the Client</b>	Sikkim
<b>Project Features</b>	The project entails an IT audit of the State Data Centre
<b>Position Held</b>	IT Auditor
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Involved in a comprehensive assessment of ERP modules to ensure compliance with data protection and security regulations.</li> <li>• Evaluate the ERP's adherence to standards set forth by the State Data Centre and other relevant authorities.</li> <li>• Identify and address any non-compliance issues through corrective actions.</li> <li>• Implement measures to enhance data quality and governance.</li> <li>• IT Infrastructure Audit</li> <li>• SLA Audit</li> <li>• ISO 20000 Audit</li> <li>• Security Audit as per ISO 27001</li> </ul>

## Certification:

I, the undersigned, certify that to the best of my knowledge and belief that this CV correctly describes my qualifications and past experiences. I will undertake this assignment for the full project duration in terms of roles and responsibilities assigned in the technical proposal or any agreed extension of activities thereof. I understand that any misstatement herein leads to disqualification of CV.

Date: 3<sup>rd</sup> June 2024

Signature of Key Professional with Date-


3<sup>rd</sup> June 2024

Authorized Signatory [in full and initials]: Alok Agarwal



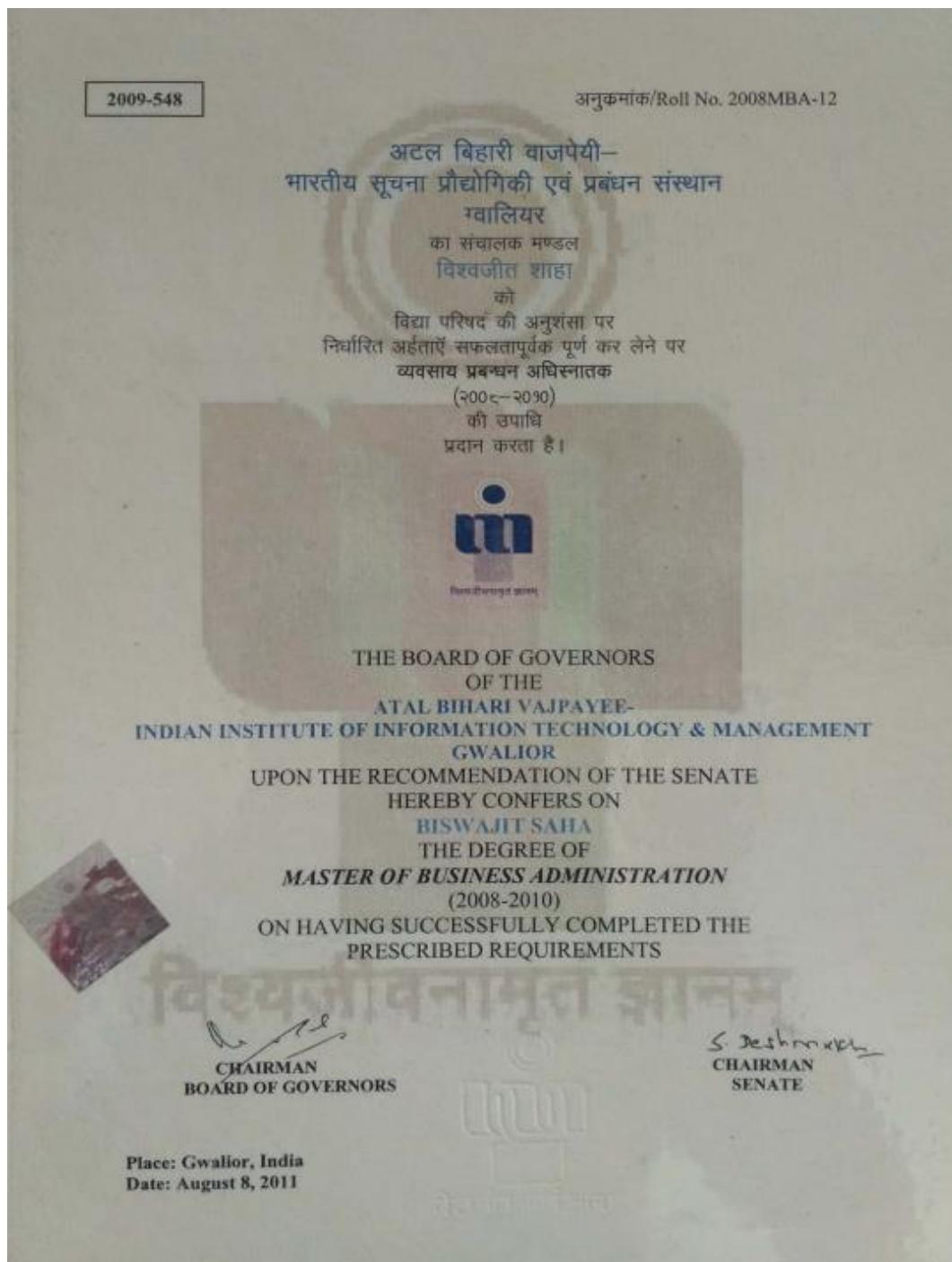
Name and Designation with Date and Seal: Alok Agarwal, Partner

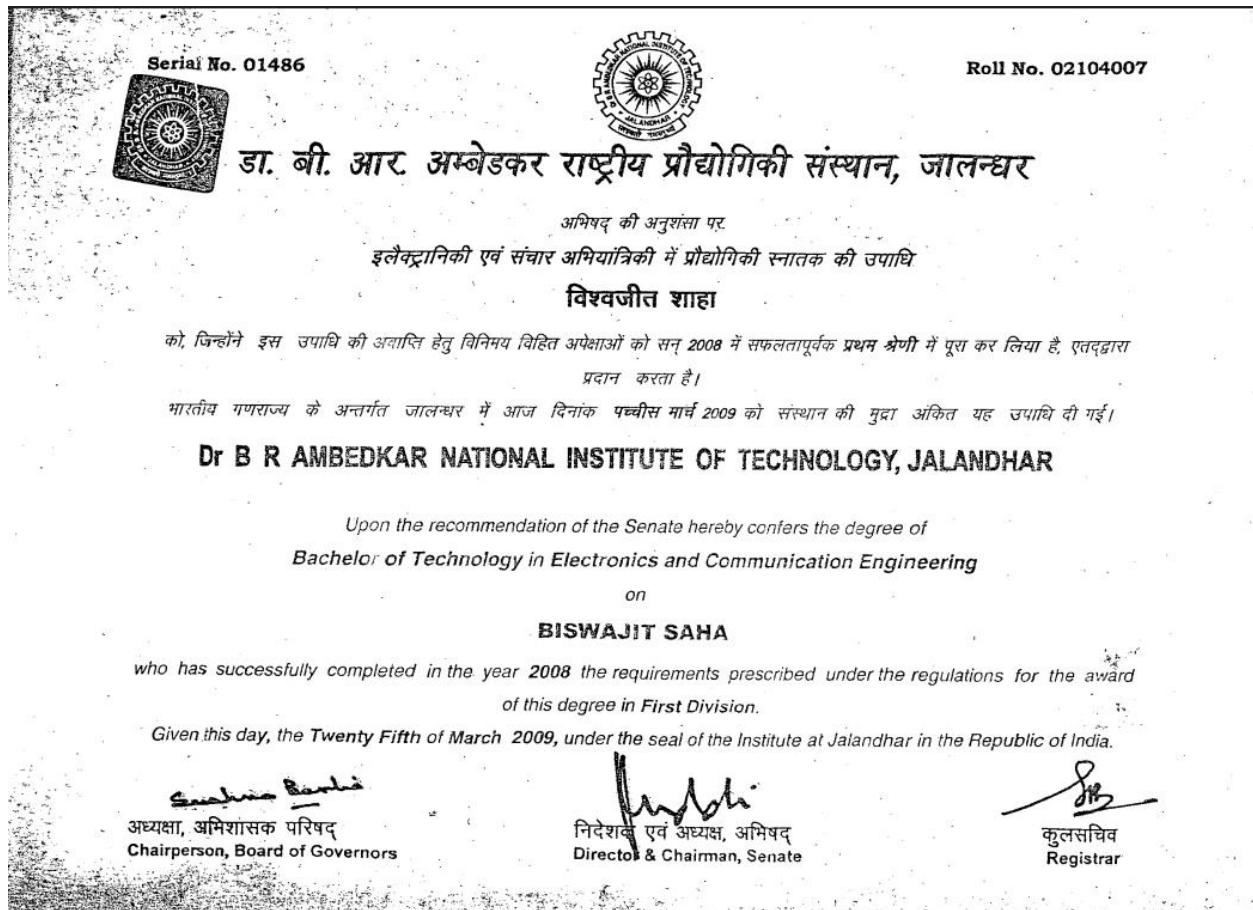


3<sup>rd</sup> June 2024



**Certificates**





### 5. Hasinur Rehman

1. Current Position: Manager
2. Name of Firm: Deloitte Touché Tohmatsu India LLP
3. Name of Staff: Hasinur Rehman
4. Date of Birth: 02 May 1984
5. Years with Firm: 0.5
6. Nationality: Indian
7. Education:

Sl. No	Name of Institution	Degree Obtained	Passing year
1	Indian Institute of Management Kozhikode	General Management Program for Business Excellence (eMDP)	2022
2	International Institute of Information Technology Bangalore	Post Graduate Diploma in Data Science	2018
3	West Bengal University of Technology	Master of Computer Application	2011
4	Bangalore University	Bachelor of Computer Application	2007

8. Membership in Professional Associations: NA

- Other TrSix Sigma White Belt – Council for Six Sigma Certification
- Data Science Tools – IBM
- Managing an Agile Team – University of Virginia
- Agile Meets Design Thinking – University of Virginia
- Brand Management: Aligning Business, Brand and Behavior – University of London
- Digital Product Management: Modern Fundamentals – University of Virginia
- Customer Insights: New Product Development Orientation – University of Illinois
- Certificate of Participation – International Model United Nations Conference

9. Countries of Work Experience: India, Kuwait

10. Languages:

Sl. No	Languages	Speak	Read	Write
1	English	Excellent	Excellent	Excellent
3	Bengali	Excellent	Excellent	Excellent

11. Employment Record:

From November 2023	To Ongoing
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<b>Employer Name:</b>	Deloitte Touché Tohmatsu India LLP
<b>Position Held:</b>	Manager
<b>Details of the Task Assigned</b>  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>Lead the <b>development of software applications</b>, systems and technical solutions according to project requirements and specifications</li> <li>Ensure <b>data quality</b> and adherence to coding standards</li> <li>Devising <b>data management</b> strategy</li> <li>Utilize <b>decision support</b> tools and frameworks, such as decision trees, <b>cost-benefit analysis</b>, scenario modeling, and SWOT analysis to facilitate evidence-based decision-making</li> <li>Documentation of <b>Quality Assurance</b> activities</li> <li>Making <b>recommendations</b> for systemic performance improvement</li> </ul>
<b>From November 2022</b>	<b>To October 2023</b>
<b>Employer Name:</b>	PricewaterhouseCoopers Private Limited
<b>Position Held:</b>	Senior Associate
<b>Details of the Task Assigned</b>  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>Evaluate <b>technical feasibility</b>, scalability, and compatibility of proposed solutions with existing systems and infrastructure</li> <li>Ensure <b>data quality</b> and adherence to coding standards</li> <li>Making recommendations for <b>systemic performance improvement</b></li> <li>Documentation of <b>Quality Assurance</b> activities</li> </ul>
<b>From January 2014</b>	<b>To October 2022</b>
<b>Employer Name:</b>	TCG Digital Pvt. Ltd
<b>Position Held:</b>	Manager
<b>Details of the Task Assigned</b>  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>Implement agile methodologies or <b>project management frameworks</b> to facilitate iterative development, feedback and adaptation.</li> <li>Utilize <b>decision support</b> tools and frameworks, such as decision trees, <b>cost-benefit analysis</b>, scenario modeling, and SWOT analysis to facilitate evidence-based decision-making</li> </ul>
<b>From March 2013</b>	<b>To December 2013</b>
<b>Employer Name:</b>	Csoft Marketing Pvt. Ltd
<b>Position Held:</b>	Programmer
<b>Details of the Task Assigned</b>	<ul style="list-style-type: none"> <li>Conduct <b>research</b> and <b>analysis</b> of emerging technologies, industry trends and best practices to</li> </ul>



(List all tasks to be performed under this Assignment/job)	<p>identify opportunities for innovation and technical advancement</p> <ul style="list-style-type: none"> <li>• <b>Develop software features</b>, modules, components, or applications using programming languages, framework and development tools</li> </ul>
From September 2011	To January 2013
Employer Name:	Nectar Consultancy Services
Position Held:	Consultant
Details of the Task Assigned (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>• <b>Develop software features</b>, modules, components, or applications using programming languages, framework and development tools</li> <li>• Creating <b>training and operating manuals</b></li> </ul>

12. Work undertaken that best illustrates capability to handle the tasks assigned for the assignment as described in the ToR

Name of the Project	e- Vidya Vahini, Jharkhand
Year	April 2023- October 2024
Location	Ranchi, Jharkhand
Name of the Client	Government of Jharkhand
Project features	Centralized system to increase the efficiency and transparency in different level and department under Ministry of Education
Position Held	Technical Manager
Activities Performed	<ul style="list-style-type: none"> <li>• <b>Solution Designing of Statistical Analytics Dashboard</b> using open source technologies.</li> <li>• <b>Documentation of training manuals and operating manuals</b> for statistical product dissemination</li> <li>• Ensures adherence to <b>data quality</b> by understanding the data requirements.</li> <li>• Ensuring Quality Assurance using QA tools</li> <li>• Documenting <b>Quality Assurance activities</b> and adherence to Quality Assurance policies</li> <li>• Maintains <b>confidentiality ad security</b> existing data also providing roadmap for the new application's data security.</li> <li>• Creation of Audit reports</li> </ul>
Name of the Project	Kolkata Municipal Corporation, e-Governance portal
Year	2022- 2023
Location	Kolkata
Name of the Client	Kolkata Municipal Corporation



<b>Project features</b>	Reduce the paperwork and optimize the human intervention in the case of G2C activity.
<b>Position Held</b>	Technical Lead
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>Assessing <b>system performance</b> and making recommendations for software and hardware</li> <li><b>Recommendations</b> for data storage requirements</li> <li>Maintains <b>confidentiality and security</b> existing data and providing roadmap for the new application's data security.</li> <li><b>Monitoring the processes</b> during the entire lifecycle for its adherence and updating or creating new processes for improvement and minimizing the data wastage</li> <li>Encouraging and building automated processes</li> <li>Coordination and communication within the team and with client</li> </ul>
<b>Name of the Project</b>	KNPC Analytics Dashboard
<b>Year</b>	2019
<b>Location</b>	Kuwait
<b>Name of the Client</b>	Kuwait National Petroleum Company
<b>Project features</b>	The purpose of this project was to get insights from historical data to provide better quality of product and to increase the efficiency in the operations.
<b>Position Held</b>	Technical Lead
<b>Activities performed</b>	<ul style="list-style-type: none"> <li><b>Solution Designing of Statistical Analytics Dashboard</b> using open source technologies.</li> <li><b>Documentation of training manuals and operating manuals</b> for statistical product dissemination</li> <li>Implemented the <b>Data Lake</b>.</li> <li>Provided <b>ETL solution</b>.</li> <li>Development and implementation of effective <b>data management system</b></li> </ul>
<b>Name of the Project</b>	Development of Analytics Platform
<b>Year</b>	2014-2022
<b>Location</b>	Kolkata
<b>Name of the Client</b>	Internal
<b>Project features</b>	This product has been designed and developed using open-source technologies to provide an analytics platform across business domain
<b>Position Held</b>	Product Manager
<b>Activities performed</b>	<ul style="list-style-type: none"> <li>Designed <b>core architecture</b> of the product.</li> </ul>



	<ul style="list-style-type: none"> <li>Provided evidence-based insights in selecting technologies and tool to develop and implement the product.</li> <li>Designed <b>ETL roadmap</b> for different implementation.</li> <li>Data File Management with implementation of <b>Data Management strategies</b></li> <li><b>Data wrangling</b> and <b>data analysis</b></li> </ul>
Name of Project	Development of centralized portal for Public Procurement Monitoring Offices
Year	2011-2013
Location	Kolkata, India
Name of the Client	Public Procurement Office of Nepal Government
Project features	Centralized single window process to execute and monitor public procurement/tendering process
Position Held	Software Developer
Activities performed	<ul style="list-style-type: none"> <li>Designed and developed <b>core architecture</b> of the database.</li> <li>Implement <b>Quality Assurance</b> tools and methods</li> <li>Ensure adherence to Government regulations</li> <li>Ensures adherence to <b>data quality</b> by understanding the data requirements.</li> <li>Ensuring <b>Quality Assurance</b> using QA tools</li> <li>Documenting <b>Quality Assurance activities</b> and adherence to <b>Quality Assurance policies</b></li> <li>Perform routine inspections and <b>Quality tests</b></li> </ul>
Name of Project	CS Panorama (Engineering Document Viewer)
Year	2013
Location	Kolkata, India
Name of the Client	Internal
Project features	document management system for large engineering drawings
Position Held	Software Developer
Activities performed	<ul style="list-style-type: none"> <li>Designed and developed initial <b>architecture</b> of the solution.</li> <li>Development API using Java and writing SQL Query</li> <li>Creation of rules and procedures for <b>data sharing</b></li> <li><b>Handling of data files</b></li> </ul>

Certification:

I, the undersigned, certify that to the best of my knowledge and belief that this CV correctly describes my qualifications and past experiences. I will undertake this assignment for the full project duration in terms of roles and responsibilities assigned in the technical proposal or any agreed extension of activities thereof. I understand that any misstatement herein leads to disqualification of CV.



Date: 3<sup>rd</sup> June 2024

Signature of Key Professional with Date-  
Authorized Signatory [in full and initials]: Aloke Agarwal

Hesinor Pahoman

3<sup>rd</sup> June 2024

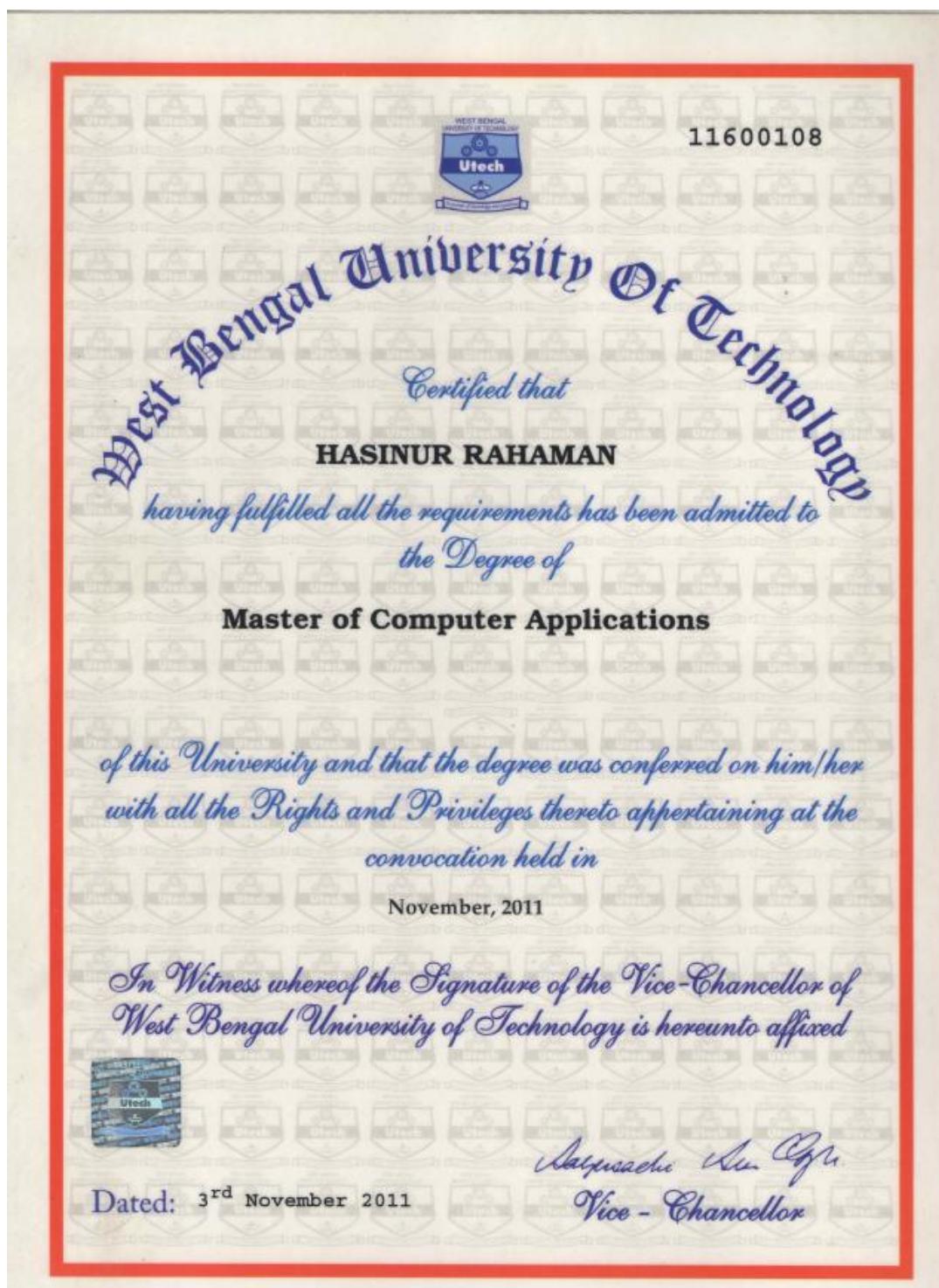
Name and Designation with Date and Seal: Aloke Agarwal, Partner



3<sup>rd</sup> June 2024



Certificates



## 6. Sandeep Ghosh

1. Current Position: Manager
2. Name of Firm: Deloitte Touché Tohmatsu India LLP
3. Name of Staff: Sandeep Ghosh
4. Date of Birth: 09 June 1984
5. Years with Firm: 2
6. Nationality: Indian
7. Education:

Sl. No	Name of Institution	Degree Obtained	Passing year
1	Institute of Chartered Financial Analyst, India (ICFAI) Business School, Gurgaon	MBA (Marketing)	2008
2	Guwahati University	B. Com (Management Major)	2005

8. Membership in Professional Associations: NA

9. Other Training: NA

10. Countries of Work Experience: India

11. Languages:

Sl. No	Languages	Speak	Read	Write
1	English	Excellent	Excellent	Excellent
2	Hindi	Excellent	Excellent	Excellent
3	Bengali	Excellent	Excellent	Excellent

12. Employment Record:

From April 2022	To Ongoing
Employer Name:	Deloitte Touché Tohmatsu India LLP
Position Held:	Manager
Details of the Task Assigned  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>• IT Transformation</li> <li>• Digital Transformation</li> <li>• Business Analysis</li> <li>• Process Study</li> <li>• Functional Requirement Specification (FRS) formulation</li> <li>• Project Management</li> <li>• Account Management</li> </ul>



From February 2017	To April 2022
Employer Name:	Price Waterhouse Coopers
Position Held:	Principal Consultant
Details of the Task Assigned  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>• <b>As-Is Assessment</b> for ACCSDP and DIDS Projects in Assam</li> <li>• <b>VA-NVA Analysis</b></li> <li>• <b>Designing To-Be Process Maps</b></li> <li>• Preparation of <b>Concept Notes, PPRs</b> for funding by Multilateral/Bilateral Donor Agencies</li> <li>• Co-ordination with State, Central Stakeholders and <b>Multilateral/Bilateral Donor Agencies</b> for funding of projects in Assam</li> <li>• Assisting in preparatory activities for project formulation by Multilateral/Bilateral Donor Agencies and State Government of Assam</li> <li>• End to end project planning and management for Assam LEAP and Assam SDC Projects</li> <li>• <b>Monitoring and evaluation of project of EAPs</b> in Assam including performance, risk &amp; mitigation planning, etc. Designing of templates for monitoring</li> <li>• <b>Monitoring re-imbursement claims for EAPs</b> in co-ordination with Implementing Agencies, CAAA, Finance Department, etc.</li> <li>• Act as the single point of contact and co-ordinate with all the stakeholders at AS-CFMS, Line Departments and Central Government agencies for processing of EAP Project proposals from the State</li> <li>• Capacity Building Workshops and Knowledge Management as part of Assam LEAP Project</li> <li>• <b>Develop SOPs and guidelines</b> for effective monitoring and implementation of EAP Projects</li> <li>• Handhold the Health and Fisheries Departments of Assam in procuring services for JICA assisted Fisheries</li> <li>• Development and Health Infrastructure Strengthening Projects</li> </ul>
From September 2009	To February 2017
Employer Name:	Wipro Infotech



<b>Position Held:</b>	Senior Consultant, Consultant, Associate Consultant
<b>Details of the Task Assigned</b>  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>• Responsible for review of deliverables submitted by vendors and facilitate sign off on deliverables for TPDS Assam, eDistrict Statewide Rollout in Assam and Manipur, eDistrict Pilot in Mizoram, Commercial Taxes Automation Project in Nagaland, SWAN Mizoram, SeMT Mizoram</li> <li>• <b>Process Study &amp; Analysis</b></li> <li>• <b>Business Process Re-engineering</b></li> <li>• <b>Formulation of Functional Requirements Specification (FRS)</b></li> <li>• <b>Preparation of System Design Document (SSD)</b></li> <li>• <b>DPR and RFP Preparation</b> for various projects in the North East region of India</li> <li>• Bid Process Management for various projects in the North East region of India</li> <li>• <b>Project Monitoring and Evaluation for various projects</b> in the North East region of India</li> <li>• Contract &amp; Vendor Management for various projects in the North East region of India</li> </ul>
<b>From May 2008</b>	<b>To August 2009</b>
<b>Employer Name:</b>	3i-Infotech Ltd
<b>Position Held:</b>	Consultant
<b>Details of the Task Assigned</b>  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>• <b>Process Study &amp; Analysis</b> for ePRI Project in Tripura</li> <li>• <b>Requirement gathering &amp; analysis</b> for SDC Projects in Meghalaya, Nagaland and Tripura</li> <li>• <b>DPR and RFP Preparation</b> for various projects in the North East region of India</li> <li>• Bid Process Management for various projects in the North East region of India</li> <li>• Project Monitoring and Evaluation for various projects in the North East region of India</li> <li>• Contract &amp; Vendor Management for various projects in the North East region of India</li> </ul>

13. Work undertaken that best illustrates capability to handle the tasks assigned for the assignment as described in the ToR



Name of the Project	Manipur DIGIT PMU
Year	July 2022- Present
Location	Imphal, Manipur
Name of the Client	Manipur Municipal Property Tax Board
Project Feature	<p>The Manipur Municipality Property Tax Board was set up in order to implement the Property Tax Rules using ICT based intervention in the state of Manipur in all the 26 ULBs. To achieve the objectives of MMPTB, a dedicated team of professionals is required to augment the capacity of MMPTB in planning and monitoring of activities and works under implementation of property tax in 26 ULBs of Manipur. The Project Management Unit (PMU) members will be based in Imphal and will liaise with the concerned Nodal Officers of MMPTB and State Governments for timely implementation of projects. Following are the key objectives for which the SPMU is being set up:</p> <ul style="list-style-type: none"> <li>• Better coordination and planning between MMPTB, Imphal Smart City Limited, and Government of Manipur</li> <li>• To strengthen the planning, monitoring (physical and financial) and evaluation of the project to meet the stipulated timeline.</li> <li>• Appointment of Implementing Agency (IA) for implementation of property tax.</li> <li>• Handhold and support MMPTB in day to day activities related to implementation of the project</li> </ul>
Position Held	Principal Consultant
Activities Performed	<ul style="list-style-type: none"> <li>• Planning, scheduling and monitoring of the project activities</li> <li>• Review the project costs and financing plan/project financing options for the project and assess the need for additional fund raising to bridge gaps between capex required and allocable funds.</li> <li>• Preparation of <b>As-Is report and indicative functional requirement specifications</b> and get it approved by the client to go for DPR.</li> <li>• Prepare <b>Detailed Project Report including technical and functional specifications</b>, bills of quantities etc.</li> <li>• Preparation of strategy and action plan for Information Education and Communication (IEC) program including public participation</li> </ul>
Name of the Project	Project Management Consultant for Implementation of e-Governance Solutions in Assam Excise Department (World Bank funded)
Year	2021 - 2022
Location	Guwahati



<b>Name of the Client</b>	Finance Department, Government of Assam
<b>Project features</b>	<p>The Excise Department was operating on manual decentralized processes for both regulation and taxation functions resulting in perceived losses of revenue and administrative inefficiencies. Non-availability of e-governance and IT tools had resulted in inadequate monitoring of the (a) operations of various trading and distilling licenses;(b) transport permits for moving stocks; (c) offtake of stocks from excise bonded warehouses of distilleries, breweries, manufacturers of Indian-made foreign liquor, and wholesalers; (d) transport of liquor through the state and production, and (e) consumption trends with suspicions of revenue being far below potential.</p> <p>To address these issues Excise Department with aid from World Bank embarked upon the following-</p> <ul style="list-style-type: none"> <li>• Business process review to improve departmental processes</li> <li>• Development and implementation of a solution design</li> <li>• Rollout of a web-based portal for dealer services</li> <li>• Adopting use of mobile technologies and workflow system for excise administration.</li> <li>• Strengthening IT infrastructure, including improved MIS and business intelligence systems</li> <li>• The entire cycle of implementation of these reforms was supervised and monitored by the Project Management Consultant (PMC).</li> </ul>
<b>Position Held</b>	Team Member
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Preparation of Audit Assessment Framework</li> <li>• Preparation of Business Continuity Plan and Disaster Recovery Strategy</li> <li>• Preparation of Training Materials for conducting trainings of the Departmental officials</li> <li>• Conducting the User Acceptance Tests (UAT) of the modules developed by the System Integrator and submission of the findings report to enable the declaration of Go-Live</li> <li>• End to end project planning and management for the entire project duration</li> <li>• Monitoring and reporting of project performance, risk &amp;, issue management etc.</li> <li>• Timely completion of project milestones</li> <li>• Act as the single point of contact and coordinate with all the stakeholders' departments</li> <li>• Prepare Project Review reports, conducting key Project review meetings with senior stakeholders, prepare guidelines/frameworks for successful project monitoring &amp; evaluation</li> </ul>
<b>Name of the Project</b>	Technical Cell for Lead Externally Aided Projects (LEAP), Assam

<b>Year</b>	2017 - 2020
<b>Location</b>	Guwahati
<b>Name of the Client</b>	Finance Department (Economic Affairs, Government of Assam)
<b>Project Features</b>	The assignment was part of ReSTART Assam initiative under the Finance Department of the Government of Assam. The mandate of this assignment was to handhold and facilitate the State Government's Line Departments in preparing Concept Notes, Preliminary Project Reports (PPR) for obtaining Loans from Multilateral / Bilateral Funding Agencies like World Bank, Asian Development Bank, JICA, AFD, AIIB, NDB, etc. The mandate also involved to assist the State Line Departments in expediting the process of approval of the loan applications through co-ordination with stakeholders involved like MoDONER, DEA, Gol, Central Line Ministries, NITI Ayog. Another part of the mandate was to monitor the physical and financial progress of the Externally Aided Projects (EAP) that were being implemented in the State of Assam.
<b>Position Held</b>	Team Member
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Assisted Finance Department (Economic Affairs) Govt. of Assam in their public policy reforms and strategies important fiscal decisions by assisting in the preparation of Budget 2017-18 FY for allocation of New Externally aided project for high impact concept notes that has been devised by the team</li> <li>• Assisted in fiscal policy reforms and government expenditure in public sector to enhance health, agriculture and flood situation of Assam by placing the need of the same in the 15th Finance Commission</li> <li>• Assisted the state in identification of key priority sectors for developmental avenue and identify the necessary fiscal expenditure required and analyze the subsequent growth that can result for such expenditure</li> <li>• Identify potential funding sources for the prioritized sectors to be taken up for developmental work</li> <li>• <b>Design Research and Data gathering</b> mechanism to identify problem/pain areas for the identified sectors; <ul style="list-style-type: none"> <li>○ Responsible for defining the problem statement for any sectoral issues that were not addressed or inadequately addressed by Centrally Sponsored Schemes</li> <li>○ Define the adequate techniques to be adopted for the Study</li> <li>○ Advise on the adequate Research Methodology for identified sector and its pain area</li> <li>○ Define timelines for Data Gathering and Data Analysis</li> <li>○ Participate in the data analysis using various statistical methodology for ascertaining the Hypothesis</li> </ul> </li> </ul>



	<ul style="list-style-type: none"> <li>○ Once the same is identified, approach the State Line Department for possible intervention design</li> <li>● Assisted the department in streamlining the Project Conceptualization process- Prepared Standard SOP, Standard Concept Notes that are to be reused by all the department across the state of Assam</li> <li>● Assisted the department in identification for various new concepts for Externally Aided Project <ul style="list-style-type: none"> <li>● Assisted state in preparation of the detailed Project Preparation Report and guided various department to undertake necessary feasibility study required for data gathering and economic assessment</li> <li>● Assisted in formulation of various concept notes for the following sectors;</li> <li>● Mitigation solution of Human Wildlife Conflict in the state of Assam, Environment and Forest Department</li> <li>● Wetland Conservation and Freshwater Fish and Pearl Production for enhancing livelihood opportunities of the backward community of Assam</li> <li>● Integrated Tourism Circuit for Assam to enhance the tertiary service sector and subsequent livelihood generation for these sectors allied to tourism in the state</li> <li>● Energy and Utility Power 24x7 Generation, enhancement of transmission system in the state etc.</li> <li>● Renewable Energy like Micro Hydro Power System, Hybrid power system etc.</li> <li>● Forestry and Environment: - In order to enhance the environmental condition and combat the climate change aspect of Assam, it was suggested that 8 thematic areas across the 23 protected area of Assam has to be mapped and activities are to be gauged and necessary regulation needs to be undertaken to combat the anthropological activities and its impact on the sensitive biodiversity and the forestry ecosystem of the state</li> <li>● Integrated Transport Management System under Smart City Project</li> <li>● City Command Center and emergency response center under Smart City</li> <li>● Tertiary Health Sector to improve the Medical Services of the state to enhance the health indicators and transform Assam into a Medical Hub for North Eastern Region</li> <li>● Assisted the department to review the existing policies relevant to each sector and assess the policy level reforms required</li> <li>● Assisted department in <b>conducting reviews of ongoing EAP projects</b></li> <li>● Point out necessary data required for carrying out policy level reforms study</li> </ul> </li> </ul>
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	<ul style="list-style-type: none"> <li>Analyze the gathered data and suggest necessary policy level reform and conceptualize the necessary projects to implement such reforms</li> </ul>
Name of the Project	Assam State Data Center Consultancy Project
Year	2019 - 2021
Location	Guwahati
Name of the Client	Assam Electronics Development Corporation
Project Features	<p>The Information Technology Department of the Government of Assam through Assam Electronics Development Corporation (AMTRON) had undertaken the setting up of the State Data Center under the National e-Governance Plan of the Government of India. Technical Consultant was engaged to carry out the requirement assessment, formulating the Request for proposal (RFP) document, bid process management for the onboarding of the System Integrator, Implementation Monitoring, Partial and Final Acceptance Testing. The mandate of the Consultant also involved preparing the Change Management Plan, Service Level Agreement to be executed by AMTRON with other service availing departments and agencies of the State Government</p>
Position Held	Project Manager
Activities Performed	<ul style="list-style-type: none"> <li><b>End to end project planning and management</b> for the entire project duration</li> <li><b>Monitoring and reporting of project performance</b>, risk &amp;, issue management etc.</li> <li>Timely completion of project milestones</li> <li>Act as the single point of contact and coordinate with all the stakeholders' departments</li> <li>Prepare Project Review reports, conducting key Project review meetings with senior stakeholders, prepare guidelines/frameworks for successful project monitoring &amp; evaluation</li> <li>Preparation of Change Management Plan &amp; Communication management</li> <li>Preparing the <b>Service Level Agreement</b> to be executed by AMTRON with other service availing departments and agencies of the State Government</li> <li>Conducting the <b>Final Acceptance Test</b> and submission of the findings report to enable the declaration of Go-Live</li> </ul>
Name of the Project	Implementation of Digital Infrastructure for DBT Schemes (World Bank funded)
Year	2020 - 2021
Location	Guwahati
Name of the Client	Finance Department, Government of Assam

<b>Project Features</b>	<p>End to end delivery of the government programs and schemes in a very short duration of time</p> <ul style="list-style-type: none"> <li>• Creation of a unique identity of each beneficiary</li> <li>• Identification of the groups that the beneficiaries are associated</li> <li>• Validation and authenticity of the beneficiary's entitlement</li> <li>• Better financial discipline through integration with PFMS and FMIS</li> </ul> <p>Opensource scalable solution based on API based data exchange framework, and open to integration with external systems like DBT Bharat, Digi Locker etc.</p>
<b>Position Held</b>	Team Member
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Requirement gathering and analysis</li> <li>• Documenting As-Is Processes</li> <li>• Designing To-Be Process Maps</li> <li>• Defining Functional Requirements Specification to enable application development</li> <li>• Monitoring and reporting of project performance, risk &amp;, issue management etc.</li> <li>• Timely completion of project milestones</li> <li>• Coordinate with all the stakeholders' departments</li> <li>• Prepare Project Review reports, conducting key Project review meetings with senior stakeholders, prepare guidelines/frameworks for successful project monitoring &amp; evaluation</li> </ul>
<b>Name of the Project</b>	<b>End to End Computerization of Targeted Public Distribution System Assam</b>
<b>Year</b>	2015 onwards
<b>Location</b>	Guwahati
<b>Name of the Client</b>	Assam Electronics Development Corporation
<b>Project Features</b>	<p>Data Digitization on beneficiaries under National Food Security Act (NFSA)</p> <ul style="list-style-type: none"> <li>• Computerization of Supply Chain</li> <li>• Setting up of State Transparency Portal</li> <li>• Developing Electronic Grievance Redressal System</li> <li>• Online Allocation of food grains under NFSA</li> <li>• Setting up of Call Center for Grievance Redressal</li> </ul>
<b>Position Held</b>	Project Manager



<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Stakeholder Analysis</li> <li>• AS-IS Study</li> <li>• Preparation of Process flows</li> <li>• Business Process Re-engineering which included preparation of modified process flows, reorganization of the department</li> <li>• Formulating Functional Requirement Specification of the Application</li> <li>• Review of the System Requirement Specification Report submitted by System Integrator</li> <li>• Suggesting Technology Solution based on the requirements of the Departments</li> <li>• Preparation of Financial Estimates</li> <li>• RFP Preparation</li> <li>• Bid process management</li> <li>• Preparation of Change Management and Capacity Building Plan including Training Plan, etc.</li> <li>• Preparation of Risk Assessment and Mitigation Framework</li> <li>• Preparation of Project Plan</li> </ul>
<b>Name of the Project</b>	e-District Statewide Rollout Project Assam and Manipur
<b>Year</b>	2012 to 2015
<b>Location</b>	Guwahati, Assam
<b>Name of the Client</b>	Assam Electronics Development Corporation and Manipur State eGovernance Society
<b>Project Features</b>	<ul style="list-style-type: none"> <li>• AS – IS Study</li> <li>• GAP Assessment</li> <li>• Developing TO – BE Scenarios</li> <li>• Specifying the Functional Requirements of the Application to be Implemented</li> <li>• RFP Preparation</li> <li>• Bid process management</li> <li>• Change Management &amp; Capacity Building</li> <li>• Preparation of Training Plan</li> <li>• Project Management</li> </ul>
<b>Position Held</b>	Project Manager
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• AS – IS Study</li> <li>• GAP Assessment</li> <li>• Developing TO – BE Scenarios</li> <li>• Specifying the Functional Requirements of the Application to be Implemented</li> <li>• Preparation of Financial Estimates</li> <li>• Designing Revenue Model</li> <li>• Designing guidelines for revenue collection and disbursement</li> <li>• RFP Preparation</li> <li>• Bid process management</li> </ul>



	<ul style="list-style-type: none"> <li>Preparation of Risk Assessment and Mitigation Framework</li> </ul>
Name of the Project	Program Management for Commercial Taxes Mission Mode Project – Nagaland, Manipur, Mizoram, Arunachal Pradesh, Daman & Diu, Dadra Nagar Haveli
Year	2011
Location	Dimapur, Nagaland
Name of the Client	State Governments
Project Features	<ul style="list-style-type: none"> <li>AS – IS Study</li> <li>GAP Assessment</li> <li>Process study of both VATSoft Application and Departmental processes</li> <li>Developing TO – BE Scenarios</li> <li>Specifying the Functional Requirements of the Application to be Implemented</li> <li>RFP preparation</li> <li>Bid process management</li> <li>Change Management &amp; Capacity Building</li> <li>Preparation of Training Plan</li> <li>Project Management</li> </ul>
Position Held	Project Manager
Activities Performed	<ul style="list-style-type: none"> <li>Business Process Re-engineering which included preparation of modified process flows, reorganization of the department</li> <li>Drafting of Rules for electronic registration of dealers, return filing, generation of statutory forms</li> <li>Designing the online payment system for dealers</li> <li>Preparation of Financial Estimates</li> <li>Analysis of procurement options and feasibility</li> <li>Preparation of guidelines for procurement</li> <li>RFP preparation</li> <li>Bid process management</li> <li>Designing the Contract to be executed by the Department with selected SI</li> <li>Preparation of Risk Assessment and Mitigation Framework</li> </ul>
Name of the Project	DPR Preparation for Statewide Rollout of e – District Project in Tripura
Year	2011
Location	Agartala, Tripura
Name of the Client	Tripura State Computerisation Agency (TSCA)
Project Features	The Project involves carrying out an initial assessment of the Services to be delivered through the e – District Project in Tripura, drawing up the Funding requirements for the Project and suggesting a Revenue Model for the Project
Position Held	Project Manager



<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Process Study &amp; Analysis</li> <li>• Functional Requirement Specification (FRS)</li> <li>• Preparation of Bill of Material</li> <li>• Preparation Financial Estimate for the Project</li> <li>• Defining the Revenue Model</li> </ul>
<b>Name of the Project</b>	DPR for the implementation of a solution to automate the working of the Directorate of Treasuries & Accounts
<b>Year</b>	2011
<b>Location</b>	Kohima, Nagaland
<b>Name of the Client</b>	Directorate of Treasuries and Accounts, Nagaland
<b>Project Features</b>	The Project drawing up the DPR for the implementation of a solution to automate the working of the Directorate of Treasuries & Accounts. The Project involved carrying out AS – IS Process mapping, suggesting TO – BE scenario, formulating the cost implications for the Project along with the Sustainability Plan
<b>Position Held</b>	Project Manager
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• AS – IS Study</li> <li>• GAP Assessment</li> <li>• Developing TO – BE Scenarios</li> <li>• Specifying the Functional Requirements of the Application to be Implemented</li> <li>• Preparation of Bill of Material</li> <li>• Preparation Financial Estimate for the Project</li> <li>• Defining the Sustainability Plan</li> </ul>
<b>Name of the Project</b>	GAP Assessment for Implementation of VATSoft Application in North Eastern States and the UTs of Daman & Diu and Dadra Nagar Haveli
<b>Year</b>	2010
<b>Location</b>	Bangalore, Mizoram and Manipur
<b>Name of the Client</b>	National Informatics Centre, Karnataka
<b>Project Features</b>	Requirement Gathering at State Level <ul style="list-style-type: none"> <li>• AS-IS</li> <li>• GAP Analysis</li> </ul>
<b>Position Held</b>	Team Member
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Studying the functionalities of the VATSoft Application</li> <li>• Studying the AS-IS processes of indirect tax administration at State level</li> <li>• Studying the Workflow of the VATSoft Application</li> </ul>



	<ul style="list-style-type: none"> <li>Comparing the AS-IS Processes at State level with the Workflows in VATSoft Application</li> <li>Identifying GAPs in the form of System Requirements, Legal Requirements, Capacity Building</li> <li>Training needs assessment of stakeholders involved in the operations</li> </ul>
<b>Name of the Project</b>	<b>State e-Governance Mission Team, Mizoram</b>
<b>Year</b>	2009
<b>Location</b>	Aizawl
<b>Name of the Client</b>	Department of ICT, Government of Mizoram
<b>Project Features</b>	Monitoring and reporting on all eGovernance initiative undertaken by the Govt. of Mizoram, provide technical inputs in area which require our special concern.
<b>Position Held</b>	Project Manager
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>Monitoring all the eGovernance initiatives undertaken by the Government of Mizoram</li> <li>Preparation of Status Reports and ensuring that all eGovernance initiatives proceed as per plan; report as and when deviation take place and provide inputs how to mitigate the risks associated with these deviations</li> <li>Overseeing the procurement initiatives of the IT Department, Govt. of Mizoram</li> </ul>
<b>Name of the Project</b>	<b>State Data Center Consultancy Project</b>
<b>Year</b>	2008 – 2009
<b>Location</b>	Meghalaya, Nagaland, Tripura
<b>Name of the Client</b>	Meghalaya IT Society, Tripura State Computerisation Agency, Directorate of IT, Nagaland
<b>Project Features</b>	<ul style="list-style-type: none"> <li>Requirement Gathering and Analysis</li> <li>Site Survey and Selection</li> <li>Preparation of DPR for the Project</li> <li>Preparation of RFP for the Project</li> <li>Bid Process Management and Vendor Selection</li> <li>Project Management during the Implementation Phase</li> </ul>
<b>Position Held</b>	Project Manager
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>Requirement gathering of all application currently present, future application to hosted were also accounted for</li> <li>Site survey and selection</li> <li>RFP preparation</li> <li>Bid process management</li> </ul>

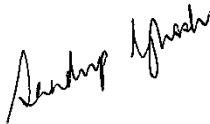
Certification:



I, the undersigned, certify that to the best of my knowledge and belief that this CV correctly describes my qualifications and past experiences. I will undertake this assignment for the full project duration in terms of roles and responsibilities assigned in the technical proposal or any agreed extension of activities thereof. I understand that any misstatement herein leads to disqualification of CV.

Date: 3<sup>rd</sup> June 2024

Signature of Key Professional with Date



3<sup>rd</sup> June 2024

Authorized Signatory [in full and initials]: Aloke Agarwal



Name and Designation with Date and Seal: Aloke Agarwal, Partner



3<sup>rd</sup> June 2024



**Certificates**



**The ICFAI University  
Dehradun**

Upon the recommendation of the Academic Council,  
hereby confers on

**Sandeep Ghosh**

the degree of

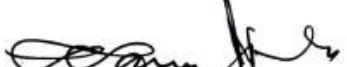
**Master of Business Administration**

in recognition of proficiency in the General  
and Special Courses of study prescribed by the University and having  
passed the Examinations for the same.

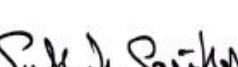
Given this the Twentieth Day of December, Two Thousand and Eight  
under the Seal of the University.



408761049102

  
Registrar

  
Vice-Chancellor

  
Chancellor

For online verification of the certificate, please visit [www.kuktarakhand.edu.in/olv](http://www.kuktarakhand.edu.in/olv).



## 7. Manasvini Vasisht

1. Current Position: Consultant
2. Name of Firm: Deloitte Touche Tohmatsu India
3. Name of Staff: Manasvini Vasisht
4. Date of Birth: 5th September 1995
5. Years with Firm: 0
6. Nationality: Indian
7. Education:

S.No.	Degree Obtained	Institution	Dates
1.	Master of Business Administration - Data Science	Birla Institute of Management Technology, Noida	2021-2023
2.	BA Economics Honors	Gargi College, Delhi University	2013-2016

## 8. Membership in Professional Associations:

- KPMG Six Sigma Green Belt

## 9. Other Training:

- Agile Scrum
- Agile Sprinting
- DevOps
- AI/ML
- Lean Data
- Internet Security
- Microsoft Azure AI fundamentals
- DIGIT HCM 360 Functional Training (DIGIT is an Open-Source Platform)

## 10. Countries of Work Experience: India, USA(remote)

## 11. Languages:

Sl. No	Languages	Speak	Read	Write
1	English	Excellent	Excellent	Excellent
2	Hindi	Excellent	Excellent	Excellent
3	Haryanvi	Excellent	Excellent	Excellent

## 12. Employment Record:

From/To	Jul 2023 – Present
Employer	Deloitte Touche Tohmatsu India, Gurugram
Position held	Consultant




The stamp contains the text "Deloitte Touche Tohmatsu India LLP" around the perimeter and "Manasvini Vasisht" in the center.

Key Duties Assigned:	<ul style="list-style-type: none"> <li>Handling <b>data science and statistical analysis</b> aspects for various Central Government/ State Government projects</li> <li>Key duties involve creating, documenting, and maintaining tools such as <b>R/ Python/ SAS/ STATA/SPSS</b> that simplify data wrangling, statistical modeling, and visualization tasks required for data analysis and creating <b>analytical dashboard</b> of various projects.</li> <li>Involved in implementing <b>statistical and visualization techniques</b> to explore the data and identify patterns, trends, and relationships using data visualization tools for various projects.</li> <li>Has been assigned the duties of data scraping, data wrangling, data imports and validation tasks, to running statistical analysis, specialized statistical products, and creating web-based visualizations for various projects.</li> <li>Possess working knowledge in various relevant tools as follows-           <ul style="list-style-type: none"> <li><b>Statistical tools:</b> SPSS, STATA, Quantitative Modeling, Feature Extraction (MATLAB), Hyper Parameter Tuning, Data Mining, Quantitative Economics, Time Series Analysis, Experimental Design, &amp; Statistical Inference</li> <li><b>Analytical tools:</b> Python, R, PostgreSQL, Machine Learning, Generative AI, Convolutional Neural Networks, Predictive Analytics, Cluster Analysis, &amp; Data Visualization</li> <li><b>Others :</b> Power BI, Tableau, Excel, JIRA, Keras, TensorFlow, Database Management, Web Scraping, Hadoop, Spark, &amp; Qualtrics</li> </ul> </li> </ul>
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From/To	Jun 2022 – Aug 2022
Employer	Honda Motorcycles & Scooters India (HMSI), Manesar
Position held	Associate (more analytical)
Key Duties Assigned:	<ul style="list-style-type: none"> <li>Formulated a <b>Brand Enhancement Plan for HMSI's Premium Motorcycle Business (PMB)</b> with a <b>Digital Focus</b> to better understand and capture the evolving consumer decision journey touchpoints, resulting in improved KPI metrics &amp; digital presence.</li> <li>Conducted <b>market analysis</b> within defined geographies for different consumer persona identification &amp; mapping.</li> <li>Designed a <b>GTM strategy</b> with a <b>digital focus</b>.</li> <li>Performed <b>Competition Benchmarking</b> for HMSI to better position HMSI's new Premium Motorcycle Business (PMB) in the Indian market.</li> <li>Performed <b>Data Analysis</b> for Customer Questionnaire using <b>IBM SPSS</b> to gather insights into the current positioning of HMSI's PMB.</li> </ul>

From/To	Jan 2020 – Jan 2022
Employer	Frontida Records (Not-For-Profit), Los Angeles, USA
Position held	Program Manager
Key Duties Assigned:	<ul style="list-style-type: none"> <li>Headed a team of #5 to develop a <b>Progressive Mobile First Electronic Health Records System</b> for 10,000 undocumented refugees in Greece.</li> </ul>



	<ul style="list-style-type: none"> <li>• Co-designed the <b>architecture</b> for <b>Digitalization of Health Records</b> for Floating Doctors.</li> <li>• Used various data modelling techniques for maintaining the records</li> </ul>
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From/To	Sep 2017 – June 2021
Employer	Lachikwik
Position held	Founder
Key Duties Assigned:	<p><b>Key Responsibilities</b></p> <ul style="list-style-type: none"> <li>• Founded and conceptualized Lachikwik, an innovative e-commerce platform offering curated products and personalized shopping experiences.</li> <li>• Leveraged <b>advanced analytics tools</b> to identify market trends, customer preferences, and optimization opportunities, resulting in a <b>200% increase in conversion rates</b> within the first year.</li> <li>• Utilized <b>predictive modeling</b> with tools such as <b>Python</b> and <b>R</b> to identify key market trends and customer preferences, driving strategic partnerships with suppliers, influencers, and industry experts to expand product offerings and enhance brand visibility.</li> <li>• Led a <b>data-driven approach</b> with a multidisciplinary team, using tools like <b>IBM SPSS Statistics</b>, fostering a culture of data-driven decision-making, creativity, collaboration, and continuous learning to achieve company objectives.</li> <li>• Implemented performance marketing initiatives leveraging tools like <b>Adobe Analytics</b> across PPC advertising, SEO, social media platforms, and email marketing, resulting in a <b>150% increase</b> in online sales.</li> <li>• Conducted robust <b>data analysis</b>, including market research and competitive analysis with tools like <b>SAS</b> and Excel, to identify growth opportunities and refine product positioning strategies.</li> <li>• Collaborated with cross-functional teams utilizing tools like <b>Power BI</b> to launch new product lines and promotional campaigns, ensuring alignment with brand objectives and customer expectations.</li> </ul>

From/To	Jul 2016 – Aug 2017
Employer	Emirates Shipping Line, Okhla
Position held	Management Trainee
Key Duties Assigned:	<ul style="list-style-type: none"> <li>• Collaborated with management utilizing <b>enterprise resource planning (ERP)</b> systems like <b>SAP</b> and customer relationship management (CRM) tools such as Salesforce to strategically plan and oversee daily operations. Managed centralized billing, SOP billing for GCS &amp; MNC customers, and negotiated budgeting contracts, ensuring strict compliance with Service &amp; Income Tax laws through data-driven insights and analytics.</li> <li>• Leveraged advanced analytical tools including <b>Tableau, SAS, and Power BI</b> to assist department heads and associates in identifying vendor development opportunities.</li> <li>• Developed <b>predictive models</b> and conducted deep data dives to create proactive solutions and actionable plans, driving operational efficiency and strategic growth initiatives.</li> </ul>



	<ul style="list-style-type: none"> <li>Utilized <b>PostgreSQL</b> for robust data management and analysis, ensuring comprehensive insights into business operations and facilitating informed decision-making across departments.</li> </ul>
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From/To	2015-2016
University	Gargi College, University of Delhi
Position held	Intern (Research Paper/Final Year Thesis)
Key Duties Assigned:	<ul style="list-style-type: none"> <li>Used <b>Stata</b> software for Thesis Paper 'Fiscal sustainability and the implications for long-run economic growth: An econometric analysis.' for <b>data wrangling, visualization, &amp; analysis</b> of the expected relationships between <b>key fiscal variables</b>( <b>government debt, deficits, &amp; taxation</b>) and <b>economic growth indicators</b> chosen for <b>econometric modeling</b> to explain implications of the results for fiscal sustainability and long-run economic growth.</li> <li>Used a variety of <b>Econometric Methods</b> to substantiate research findings such as <b>Linear Regression Analysis</b> (Two-stage least squares (2SLS) regression, <b>Time Series Analysis</b> ( Vector Autoregression(VAR) models, Autoregressive Conditional Heteroskedasticity(GARCH) models, Granger Causality Tests), <b>Panel Data Analysis</b>( Panel cointegration Tests), &amp; <b>Binary &amp; Multinomial Choice Models</b>(Logistic Regression, Probit Regression).</li> </ul>

13. Work undertaken that best illustrates capability to handle the tasks assigned for the assignment as described in the ToR

Name of assignment or project:	e-Vidya Vahini System 3.0
Year:	2023-24
Location:	Ranchi, Jharkhand
Client:	JAP IT
Main project features:	<p>Department of School Education and Literacy, Government of Jharkhand aims to create an integrated digital platform called e-Vidya Vahini to ensure robust governance of the school and effective service delivery. e-Vidya Vahini shall serve as single centralized dynamic platform for monitoring of all key parameters to ensure effective delivery of quality education to all the schools in the state. It shall also serve as a two-way communication platform to address issues and grievances of schools, and education officials at multiple levels.</p> <p>The project "Web Portal-e-Vidya Vahini" will be used by e-Vidya Vahini State office as well as in the district offices, Block offices, Clusters, Schools, and Teachers. It will address the need for effective and transparent governance of the education system</p>
Positions held:	Data Analyst



<b>Activities performed:</b>	<ul style="list-style-type: none"> <li>Conducted <b>data analysis</b> using statistical software (e.g., R, Python) on various parameters captured by the e-Vidya Vahini System.</li> <li>Utilized <b>predictive analysis</b> techniques to <b>forecast trends</b> in school infrastructure, learning outcomes, and program effectiveness.</li> <li>Implemented advanced form-based data entry and AI-driven mobile-based facial recognition for <b>data validation</b> and security.</li> <li><b>Integrated multiple data sources</b> and utilized APIs for dynamic updating of project datasets from government databases.</li> <li><b>Generated comprehensive reports</b> in PDF, MS Office, and CSV formats, ensuring data accessibility and usability for stakeholders.</li> <li>Ensured compliance with document and image storage policies and implemented automated backup solutions for data security.</li> <li>Collaborated with multi-role managerial teams through a secure web interface for <b>data management and reporting</b>.</li> <li>Created Dashboard utilizing modern <b>data visualization techniques</b>.</li> </ul>
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<b>Name of assignment or project:</b>	Technical Support Unit for National Agriculture
<b>Year:</b>	2024
<b>Location:</b>	New Delhi, India
<b>Client:</b>	Ministry of Agriculture and Farmers Welfare, Government of India
<b>Main project features:</b>	The TSU provides the Technical Support for digital intervention in the Agriculture Sector. The TSU is providing support in strategizing and identification of various IT intervention, effective monitoring of the various IT interventions being implemented, coordination with the vendors/ stakeholders, providing strategic advice to DAD with respect to the AI initiatives, Data Analytics, Krishi Mapper etc. Deloitte is assisting the division in conceptualization of Krishi Decision Support System, designing the Integrated Command and Control System, automation of Budget System, etc.
<b>Positions held:</b>	Data Analyst
<b>Activities performed:</b>	<ul style="list-style-type: none"> <li><b>Predictive Modeling</b> for Krishi-DSS(Decision Support System) using historic weather forecasts (Data) to offer real-time information on optimal sowing dates, irrigation schedules, and disease forecasts.</li> <li><b>Data Pre-Processing, Data Wrangling, &amp; Machine Learning</b> for Modeling.</li> <li><b>Agricultural Statistics</b></li> <li><b>Statistical digitalization</b> of the crop yield estimation process through crop cutting experiment</li> <li>Development of unified portal for agriculture statistics and advanced analytics</li> <li>Coordination for digital ranking assessment of the ministry</li> <li><b>Data visualization</b> for dashboard</li> <li><b>Agricultural statistics data analysis</b> and estimation exercise</li> <li>Assisted in day-to-day business requirements of the project.</li> </ul>



<b>Name of assignment or project:</b>	GOA IDC Portal Development
<b>Year:</b>	2023-2024
<b>Location:</b>	Goa, India
<b>Client:</b>	GOA Industrial Development Corporation
<b>Main project features:</b>	<ul style="list-style-type: none"> <li>• Streamlined Application Process: Digitalizing the entire application process, eliminating paperwork and manual intervention. Users can now submit their applications seamlessly through the client's portal, saving time and resources.</li> <li>• Advanced Tracking System: Our solution incorporates an advanced tracking system that provides real-time updates on the status of applications. Users can effortlessly track their submissions, monitor progress, and receive notifications at every stage of the process.</li> <li>• Customizable Dashboard: Understand the importance of user-centric design. Our project includes a customizable dashboard tailored to the specific needs of users.</li> <li>• Scalable Architecture: Our solution is designed with scalability in mind. The architecture is flexible and scalable, capable of accommodating future growth and evolving requirements without compromising performance or reliability.</li> <li>• Seamless Integration: We're ensuring seamless integration with existing systems and third-party applications, facilitating interoperability and data exchange. This ensures a smooth transition and minimal disruption to existing workflows.</li> </ul>
<b>Positions held:</b>	Data Analyst
<b>Activities performed:</b>	<ul style="list-style-type: none"> <li>• Spearheaded the design and implementation of a cutting-edge analytical dashboard at Goa IDC using R programming &amp; Power BI.</li> <li>• Conducted rigorous data analysis on complex socioeconomic datasets to uncover nuanced insights and trends.</li> <li>• Applied <b>advanced machine learning</b> techniques and artificial intelligence to develop predictive models for forecasting and optimization.</li> <li>• Engineered algorithms such as <b>regression analysis, clustering, and classification algorithms</b>, to drive strategic decision-making and operational efficiencies.</li> <li>• Championed a data-driven culture aimed at maximizing organizational effectiveness and innovation at Goa IDC.</li> </ul>

<b>Name of assignment or project:</b>	Assam PWRD E-Portal Implementation
<b>Year:</b>	2023-24
<b>Location:</b>	India
<b>Client:</b>	Assam Public Works Road Department
<b>Main project features:</b>	Provision of an Analytical Dashboard & Preparation of SRS for APWRD



<b>Positions held:</b>	<b>Data Analyst</b>
<b>Activities performed:</b>	<ul style="list-style-type: none"> <li>Designed a <b>dynamic Analytical Dashboard using Power BI</b> for APWRD officials inculcating several formats such as JSON for better <b>visualization</b> of Assam districts and forecasting budget scheme wise &amp; yearly.</li> <li><b>Time-Series Forecasting</b> for Assam PWRD's yearly budget planning.</li> <li>Prepared SRS for APWRD's <b>Analytical Dashboard</b>.</li> <li>Collected data from various sources including historical budget records, district-wise financial data, and project expenditure reports.</li> <li>Ensured data quality through <b>cleaning and preprocessing</b> techniques to maintain data integrity.</li> <li>Utilized advanced statistical methods to perform <b>time-series forecasting</b> for budget planning.</li> <li>Developed predictive models to assist in forecasting financial needs and allocation for the upcoming fiscal years.</li> <li>Interpreted complex data sets to provide actionable insights for APWRD's budgetary and financial planning.</li> <li>Created detailed analytical reports highlighting <b>key trends, patterns, and predictions</b> to inform decision-making.</li> <li>Designed and developed <b>interactive dashboards</b> using Power BI to visualize data effectively for APWRD officials.</li> <li>Created comprehensive visual representations of financial data, aiding in better understanding and analysis.</li> <li>Worked closely with APWRD officials and other stakeholders to understand their data requirements and objectives.</li> <li>Communicated technical findings and methodologies to non-technical stakeholders to facilitate informed decision-making.</li> <li>Stayed updated with the latest developments in <b>data science and visualization tools</b> to enhance the quality of deliverables.</li> <li>Continuously improved the <b>dashboard and forecasting models</b> based on feedback and new data inputs.</li> </ul>

<b>Name of assignment or project:</b>	Manipur Municipality Property Tax Board
<b>Year:</b>	2023
<b>Location:</b>	India
<b>Client:</b>	Manipur Municipality Property Tax Board
<b>Main project features:</b>	Provision of an Analytical Dashboard for gaining insights on property tax collection & tax delinquency trends at the 26 ULBs in the State of Manipur.
<b>Positions held:</b>	<b>Data Analyst</b>
<b>Activities performed:</b>	<ul style="list-style-type: none"> <li>Designed a dynamic Analytical Dashboard using Data Visualization for MMPTB officials better understanding of the property tax collection trends in the State of Manipur.</li> <li>Prepared SRS for MMPTB's Analytical Dashboard.</li> </ul>



	<ul style="list-style-type: none"> <li>Collected and aggregated data from various municipal sources on property tax collection and delinquency.</li> <li>Ensured data quality through rigorous cleaning and preprocessing to maintain data accuracy and reliability using <b>R</b>.</li> <li>Conducted statistical analyses to identify trends and patterns in property tax collection and delinquency.</li> <li>Developed <b>predictive models</b> to forecast future tax collection and identify potential areas of delinquency.</li> <li>Generated detailed reports highlighting key insights and recommendations for improving tax collection efficiency.</li> <li>Visualized property tax collection data, delinquency rates, and other relevant metrics to aid decision-making by MMPTB officials.</li> </ul>
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Name of assignment or project:	UNDP Mauritius
Year:	2023
Location:	India
Client:	UNDP Mauritius
Main project features:	Proposal for Digital Health Architecture Blueprint for Mauritius
Positions held:	Consultant
Activities performed:	<ul style="list-style-type: none"> <li>Conducted comprehensive research utilizing tools such as <b>IBM Watson</b> and <b>Qualtrics</b> to analyze the existing Mauritius healthcare ecosystem, identifying gaps and obtaining actionable insights.</li> <li>Utilized advanced analytics tools like <b>Tableau</b> and <b>SAS</b> to perform competition benchmarking against countries similar to Mauritius and other Small Island Developing States (SIDS), assessing the state of digital health and identifying best practices.</li> <li>Orchestrated stakeholder collaboration using robust project management tools and analytics software such as <b>JIRA</b> and <b>IBM Cognos</b>, facilitating seamless coordination and support throughout the bidding process.</li> <li>Assisted in bid management to ensure alignment with project objectives and stakeholder expectations, leveraging data-driven insights to optimize strategy and maximize competitiveness.</li> </ul>

Name of assignment or project:	Electronic Health Record (EHR) Design & Implementation Strategy for Floating Doctors (Not-For-Profit)
Year:	2021-2022
Location:	Remote



<b>Client:</b>	Floating Doctors
<b>Main project features:</b>	<b>Designing a customized Electronic Health Record (EHR) System &amp; Implementation Plan</b> for a remote community in Panama, Central America to provide free, acute, & preventative healthcare services.
<b>Positions held:</b>	<b>Program Manager</b>
<b>Activities performed:</b>	<ul style="list-style-type: none"> <li>• Performed a <b>comparative analysis</b> for documentation times of patient visits using pen &amp; paper vis-à-vis electronic records. <ul style="list-style-type: none"> <li>- Duration of times for active documentation of patient information of patient information for administrative processing, intake, &amp; provider-care were recorded for both pen &amp; paper &amp; electronic record keeping methods.</li> <li>- <b>SAS 9.4, a statistical software</b>, was employed to find the average difference in time between paper &amp; electronic records using a two-sample independent t-test.</li> <li>- The result was a <b>72.62% decrease</b> in overall department time using the Electronic Record keeping method.</li> </ul> </li> <li>• Build <b>EHR Implementation Roadmap</b></li> <li>• Outlined the project's expected implementation costs &amp; defined the total budget with Billing/Finance Lead</li> <li>• Performed <b>EHR Data Migration</b> <ul style="list-style-type: none"> <li>- Conversion of paper records to electronic records</li> <li>- Data cleansing &amp; verification</li> <li>- EHR database setup</li> <li>- Mapping legacy data to new database fields</li> <li>- Data transfer to the new system</li> <li>- Testing &amp; verification of legacy data</li> <li>- Testing &amp; verification of new data inputs (this step aided in a 10% reduction in data related errors)</li> </ul> </li> <li>• Created a <b>user training program</b> with the implementation team. <ul style="list-style-type: none"> <li>- With <b>\$70,000 in annual savings</b> &amp; a <b>10% increase in productivity</b>, the EHR Training Program had a huge impact on the final ROI of our system.</li> </ul> </li> <li>• Conducted <b>EHR Testing (Beta-Testing)</b> &amp; clearly define <b>go-live (Beta Testing) activities</b>. <ul style="list-style-type: none"> <li>- System testing processes (pre- &amp; post-go-live)</li> <li>- Patient communication guidelines (inclusive of expected downtimes)</li> <li>- Staff Scheduling including required overtime or temporary staff.</li> <li>- Network speed &amp; reliability checks</li> <li>- Data backup processes</li> </ul> </li> </ul>



Certification:

I, the undersigned, certify that to the best of my knowledge and belief that this CV correctly describes my qualifications and past experiences. I will undertake this assignment for the full project duration in terms of roles and responsibilities assigned in the technical proposal or any agreed extension of activities thereof. I understand that any misstatement herein leads to disqualification of CV.

Date: 3<sup>rd</sup> June 2024

Signature of Key Professional with Date-



3<sup>rd</sup> June 2024

Authorized Signatory [in full and initials]: Alok Agarwal



Name and Designation with Date and Seal: Alok Agarwal, Partner



3<sup>rd</sup> June 2024



Certificates



## 8. Ashwin Rai

1. Current Position: Analyst
2. Name of Firm: Deloitte Touché Tohmatsu India LLP
3. Name of Staff: Ashwin Rai
4. Date of Birth: 13 February 1996
5. Years with Firm: 0.10
6. Nationality: Indian
7. Education:

Sl. No	Name of Institution	Degree Obtained	Passing year
1	Jadavpur University	Masters in engineering	2023
2	MAKAUT	Bachelors in technology	2018

8. Membership in Professional Associations: NA

9. Other Training: NA

10. Countries of Work Experience: India

11. Languages:

Sl. No	Languages	Speak	Read	Write
1	English	Excellent	Excellent	Excellent
2	Hindi	Excellent	Excellent	Excellent

12. Employment Record:

From October 2023	To Ongoing
Employer Name:	Deloitte Touché Tohmatsu India LLP
Position Held:	Analyst
Details of the Task Assigned  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>Development and maintenance of APIs for software systems</li> <li>Using version control systems like Git to manage code changes.</li> <li>Perform integration testing and debugging of issues</li> </ul>

13. Work undertaken that best illustrates capability to handle the tasks assigned for the assignment as described in the ToR

Name of the Project	Goa- IDC Portal development
Year	October 2023- Ongoing
Location	Goa, India
Name of the Client	Goa Industrial Development Corporation



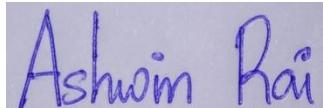
<b>Project Feature</b>	Development of Goa-IDC portal which will help Goa-IDC in ease of doing business by transforming all the offline work related to plots to online process
<b>Position Held</b>	Analyst
<b>Activities Performed</b>	<ul style="list-style-type: none"><li>• Development of functionalities for modules on java development (backend).</li><li>• Involved in testing of different backend applications.</li><li>• Documenting of codes, APIs and System Architecture</li></ul>

Certification:

I, the undersigned, certify that to the best of my knowledge and belief that this CV correctly describes my qualifications and past experiences. I will undertake this assignment for the full project duration in terms of roles and responsibilities assigned in the technical proposal or any agreed extension of activities thereof. I understand that any misstatement herein leads to disqualification of CV.

Date: 3<sup>rd</sup> June 2024

Signature of Key Professional with Date-



3<sup>rd</sup> June 2024

Authorized Signatory [in full and initials]: Aloke Agarwal



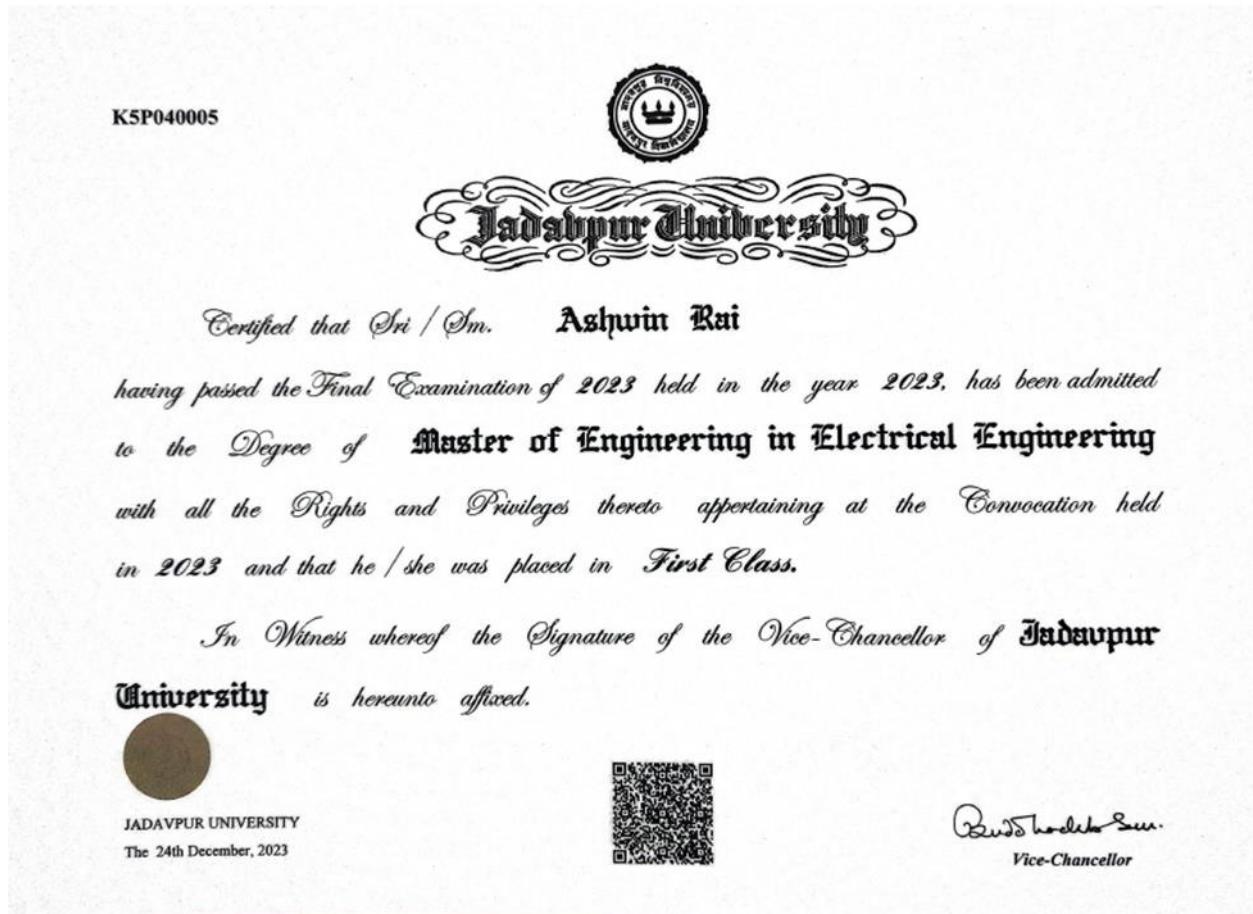
Name and Designation with Date and Seal: Aloke Agarwal, Partner



3<sup>rd</sup> June 2024



Certificates



**9. Sangita Das**

1. Current Position: Analyst
2. Name of Firm: Deloitte Touché Tohmatsu India LLP
3. Name of Staff: Purushottam Kumar Nirala
4. Date of Birth: 26 October 1995
5. Years with Firm: 0.8
6. Nationality: Indian
7. Education:

Sl. No	Name of Institution	Degree Obtained	Passing year
1	Jadavpur University	Master of Engineering (Computer Science & Engineering)	2023
2	Swami Vivekananda Institute of Science and Technology	Bachelor of Technology	2017

8. Membership in Professional Associations: NA

9. Other Training: NA

10. Countries of Work Experience: India

11. Languages:

Sl. No	Languages	Speak	Read	Write
1	English	Excellent	Excellent	Excellent
2	Hindi	Excellent	Excellent	Excellent
3	Bengali	Excellent	Excellent	Excellent

12. Employment Record:

From July 2023	To Ongoing
Employer Name:	Deloitte Touché Tohmatsu India LLP
Position Held:	Analyst
Details of the Task Assigned  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>Frontend development using HTML, CSS, ReactJS</li> <li>Using HTML features like media queries, viewport settings and flexible layouts</li> <li>Styling of HTML forms for user input using HTML attributes and Javascripts</li> </ul>

13. Work undertaken that best illustrates capability to handle the tasks assigned for the assignment as described in the ToR

Name of the Project	Goa- IDC Portal development
Year	October 2023- Ongoing



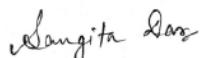
<b>Location</b>	Goa, India
<b>Name of the Client</b>	Goa Industrial Development Corporation
<b>Project Feature</b>	Development of Goa-IDC portal which will help Goa-IDC in ease of doing business by transforming all the offline work related to plots to online process
<b>Position Held</b>	Analyst
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Development of forms and styling for user input that includes text fields, checkboxes, radio buttons, dropdown menus, and validation mechanisms using HTML attributes and JavaScript</li> <li>• Collaborate with Cascading Style Sheets (CSS) to style and layout HTML elements for consistent UI</li> </ul>

Certification:

I, the undersigned, certify that to the best of my knowledge and belief that this CV correctly describes my qualifications and past experiences. I will undertake this assignment for the full project duration in terms of roles and responsibilities assigned in the technical proposal or any agreed extension of activities thereof. I understand that any misstatement herein leads to disqualification of CV.

Date: 3<sup>rd</sup> June 2024

Signature of Key Professional with Date-


3<sup>rd</sup> June 2024

Authorized Signatory [in full and initials]: Aloke Agarwal



Name and Designation with Date and Seal: Aloke Agarwal, Partner



3<sup>rd</sup> June 2024



Certificates



যাদবপুর বিশ্ববিদ্যালয়  
**JADAVPUR UNIVERSITY**  
KOLKATA - 700032  
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Date :- 31-05-2023

**COURSE COMPLETION CERTIFICATE**

**TO WHOM IT MAY CONCERN**

This is to certify that SANGITA DAS bearing University Registration No. 160063 of 2021-2022 and Class Roll No. 002110502020 has completed all the requirements related to the course of M.E. COMPUTER SCIENCE AND ENGINEERING in May 2023.



**Controller of Examinations**



## 10. Susneha Ghoshal

1. Current Position: Analyst
2. Name of Firm: Deloitte Touché Tohmatsu India LLP
3. Name of Staff: Susneha Ghoshal
4. Date of Birth: 22 December 1998
5. Years with Firm: 0.8
6. Nationality: Indian
7. Education:

Sl. No	Name of Institution	Degree Obtained	Passing year
1	Jadavpur University, Kolkata	Master of Technology (MTech) in Computer Technology	2023
2	Swami Vivekananda Institute of Science and Technology, Kolkata	Bachelor of Technology in Computer Science & Engineering	2020

8. Membership in Professional Associations: NA

9. Other Training:

- Web Design using PHP, MySQL
- Data Science and Data Analytics
- Machine Learning using PYTHON
- PowerBI

10. Languages:

Sl. No	Languages	Speak	Read	Write
1	English	Excellent	Excellent	Excellent
2	Hindi	Excellent	Excellent	Excellent
3	Bengali	Excellent	Excellent	Excellent

11. Employment Record:

From July 2023	To Ongoing
Employer Name:	Deloitte Touché Tohmatsu India, LLP
Position Held:	Analyst
Details of the Task Assigned  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>• Working on PostgreSQL, Excel, Power Point and Frontend development.</li> <li>• Performance Testing using JMeter.</li> <li>• Experience on SQL, PowerBI and Analyst skill.</li> </ul>
From February 2022	To June 2023




The stamp contains the text "Deloitte Tohmatsu India LLP" around the perimeter and "Susneha Ghoshal" in the center.

<b>Employer Name:</b>	Cognizant Technology Solution
<b>Position Held:</b>	Performance Tester
<b>Details of the Task Assigned (List all tasks to be performed under this Assignment/job)</b>	<ul style="list-style-type: none"> <li>Working as a Performance Tester using LoadRunner, Vugen and Performance Center</li> <li>Prepared Report using Excel. And Test execution using Performance Center</li> <li>SAP and WEB html protocol used. Basic knowledge in JMeter.</li> </ul>

12. Work undertaken that best illustrates capability to handle the tasks assigned for the assignment as described in the ToR

Name of the Project	Goa- IDC Portal development
Year	October 2023- Ongoing
Location	Goa, India
Name of the Client	Goa Industrial Development Corporation
Project Feature	Development of Goa-IDC portal which will help Goa-IDC in ease of doing business by transforming all the offline work related to plots to online process
Position Held	Analyst
Activities Performed	<ul style="list-style-type: none"> <li>Development of functionalities for modules on java development (backend).</li> <li>Involved in testing of different backend applications.</li> <li>Documenting of codes, APIs and System Architecture</li> </ul>

Certification:

I, the undersigned, certify that to the best of my knowledge and belief that this CV correctly describes my qualifications and past experiences. I will undertake this assignment for the full project duration in terms of roles and responsibilities assigned in the technical proposal or any agreed extension of activities thereof. I understand that any misstatement herein leads to disqualification of CV.

Date: 3<sup>rd</sup> June 2024

Signature of Key Professional with Date

3<sup>rd</sup> June 2024

Authorized Signatory [in full and initials]: Alok Agarwal



Name and Designation with Date and Seal: Alok Agarwal, Partner



3rd June 2024

A handwritten signature in black ink, appearing to read "Alok Agarwal".

Certificates



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KOLKATA - 700032  
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Ref.No.PROV/M6TCT23003

Date:- 24-07-2023

To whom it may concern

This is to certify that Sri/Smt SUSNEHA GHOSAL registration no 154183 of 20-21 has provisionally passed the Master of Technology in Computer Technology Final Examination, 2023 held in JULY - AUGUST , 2023 having been placed in FIRST CLASS with 76.65% marks, has duly qualified himself/herself for receiving the degree of Master of Technology in Computer Technology from Jadavpur University in the next Convocation to be held on 24.12.2023. This Provisional certificate will be valid till the final degree is awarded on 24.12.2023.

Released by: 110002

A handwritten signature in black ink, appearing to read "B. Bhattacharyya".

Controller of Examinations

NOTE: This is a digitally generated document,hence signature and stamp not required from issuing authority.



### 11. Abhiroop Chatterjee

1. Current Position: Analyst
2. Name of Firm: Deloitte Touché Tohmatsu India LLP
3. Name of Staff: Abhiroop Chatterjee
4. Date of Birth: 04 November 1998
5. Years with Firm: 0.9
6. Nationality: Indian
7. Education:

Sl. No	Name of Institution	Degree Obtained	Passing year
1	B.P Poddar Institute of Management Technology (WBUT).	Bachelor of Technology (BTech) in Computer Science & Engineering	2020
2	Jadavpur University	Master's in Engineering in Computer Science & Engineering	2023

8. Membership in Professional Associations: NA
- Other Training:
- Internship at Infosys March, 2021 – June, 2021 (Mysore Campus remote)
- IBM MAINFRAME SYSTEM Z TRAINING
- Python training, NPTEL
- Machine Learning thesis (Jadavpur University)
9. Countries of Work Experience: India
10. Languages:

Sl. No	Languages	Speak	Read	Write
1	English	Excellent	Excellent	Excellent
2	Bengali	Excellent	Good	Good
3	Hindi	Excellent	Good	Good

### 11. Employment Record:

From October 2023	To Ongoing
Employer Name:	Deloitte Touché Tohmatsu India LLP
Position Held:	Analyst
Details of the Task Assigned  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>• Development and maintenance of APIs for software systems</li> <li>• Using version control systems like Git to manage code changes.</li> <li>• Perform integration testing and debugging of issues</li> </ul>

12. Work undertaken that best illustrates capability to handle the tasks assigned for the assignment as described in the ToR



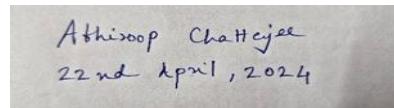
<b>Name of the Project</b>	Assam PWRD Portal development
<b>Year</b>	October 2023- Ongoing
<b>Location</b>	Assam, India
<b>Name of the Client</b>	Public Works Department, Government of Assam
<b>Project Feature</b>	Functional upgradation of DPR, Procurement, Contract management modules and Technical upgradation of architecture of Assam PWRD e-Portal
<b>Position Held</b>	Analyst
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Development of functionalities for modules on java development (backend).</li> <li>• Involved in testing of different backend applications.</li> <li>• Documenting of codes, APIs and System Architecture</li> </ul>

Certification:

I, the undersigned, certify that to the best of my knowledge and belief that this CV correctly describes my qualifications and past experiences. I will undertake this assignment for the full project duration in terms of roles and responsibilities assigned in the technical proposal or any agreed extension of activities thereof. I understand that any misstatement herein leads to disqualification of CV.

Date: 3<sup>rd</sup> June 2024

Signature of Key Professional with Date-



Athiappa Chatterjee  
22nd April, 2024

3<sup>rd</sup> June 2024

Authorized Signatory [in full and initials]: Aloke Agarwal



Name and Designation with Date and Seal: Aloke Agarwal, Partner



3<sup>rd</sup> June 2024



Certificates



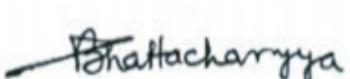
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**JADAVPUR UNIVERSITY**  
KOLKATA - 700032  
GENERATED FROM JADAVPUR UNIVERSITY MANAGEMENT SYSTEM

Date :- 31-05-2023

**COURSE COMPLETION CERTIFICATE**

**TO WHOM IT MAY CONCERN**

*This is to certify that ABHIROOP CHATTERJEE bearing University Registration No. 160072 of 2021-2022 and Class Roll No. 002110502029 has completed all the requirements related to the course of M.E. COMPUTER SCIENCE AND ENGINEERING in May 2023.*

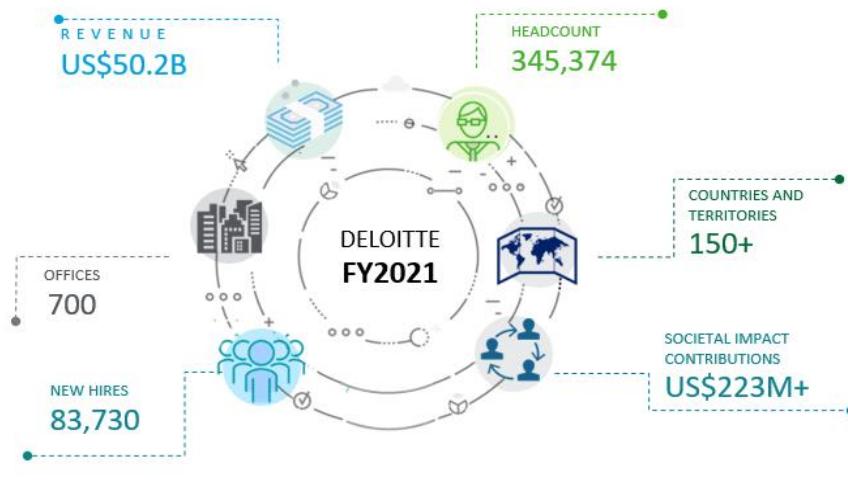
  
**Controller of Examinations**



## 9. Bidder's Organization

### Deloitte: One of the leading professional services firms

Deloitte is one of the world's largest and most diversified professional services organizations, providing assurance & advisory, tax, management consulting, and enterprise risk management services through more than 345,374 professionals in more than 150 countries. Our organization includes a unique portfolio of competencies integrated in one industry-leading organization. Deloitte Touche Tohmatsu India LLP (DTTI LLP) is a member firm in India that provides non-audit consulting services. Our experienced professionals deliver seamless, consistent services wherever our clients operate.



Deloitte member firms serve 84% of the 2021 Fortune 500 companies

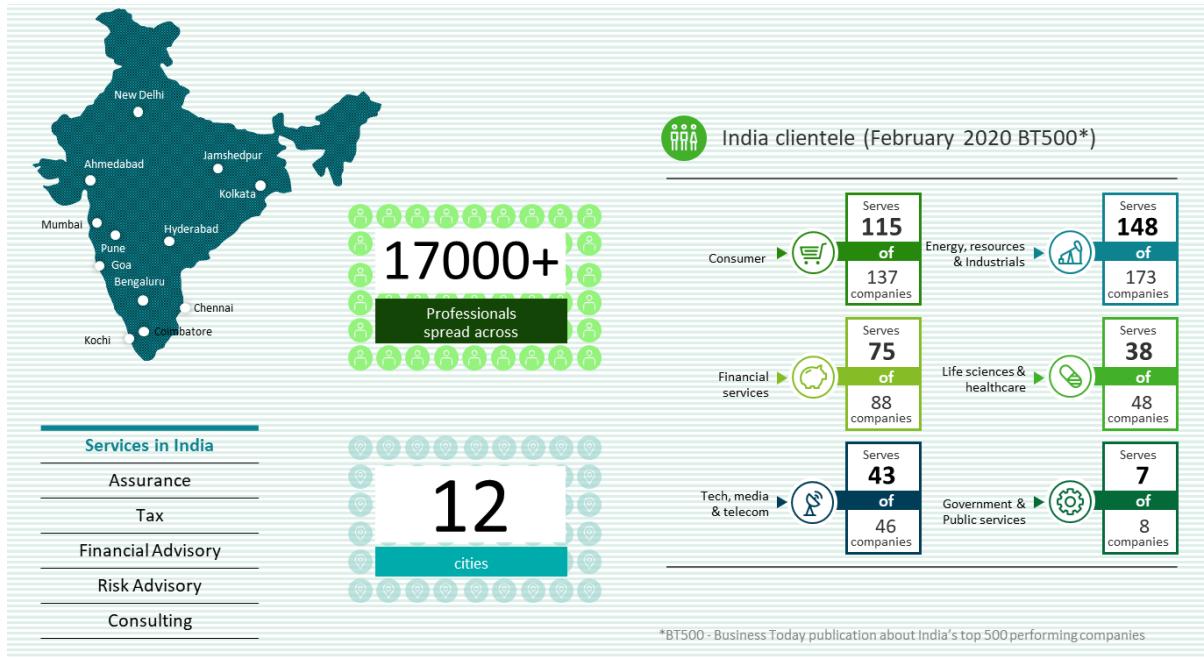
### Industry recognitions

- Deloitte has been positioned highest in the ability to execute in **Software Asset Management Managed Services Magic Quadrant** by Gartner in 2020.
- Deloitte was named a leader in **Procurement Operations Consulting** by ALM Intelligence in their report Procurement Operations Consulting Vanguard 2020.
- Deloitte has been recognized as a leader in **The Forrester Wave for Enterprise Insight Service Providers** in Q2, 2020.
- Deloitte has received the highest score in **Assessment and Strategy Use Case** in Gartner's Critical Capabilities for **Oracle Cloud Applications Services**.
- Deloitte receives high scores in **Critical Capabilities for Public Cloud Infrastructure Managed and Professional Services** by Gartner.
- Deloitte named a global leader in **Public Cloud Infrastructure Managed and Professional Services** by Gartner.
- Deloitte named a global leader in **Oracle Cloud Applications Services** by Gartner.
- Deloitte has been named a Leader in Gartner's 2020 Magic Quadrant for **SAP S/4HANA Application Services**, Worldwide.
- Deloitte named a Leader in the 2020 Magic Quadrant for **CRM and Customer Experience Implementation Services** by Gartner.
- Deloitte named a leader for the 6th consecutive time in **Data and Analytics Service Providers**, Worldwide by Gartner.
- Deloitte named a global leader in **Sourcing Strategy Consulting** by ALM Intelligence.



### Presence in India

In India, Deloitte is spread across 13 cities namely – Ahmedabad, Bengaluru, Chennai, Coimbatore, Goa, New Delhi, Hyderabad, Jamshedpur, Kochi, Kolkata, Mumbai, Pune and Bhubaneswar.

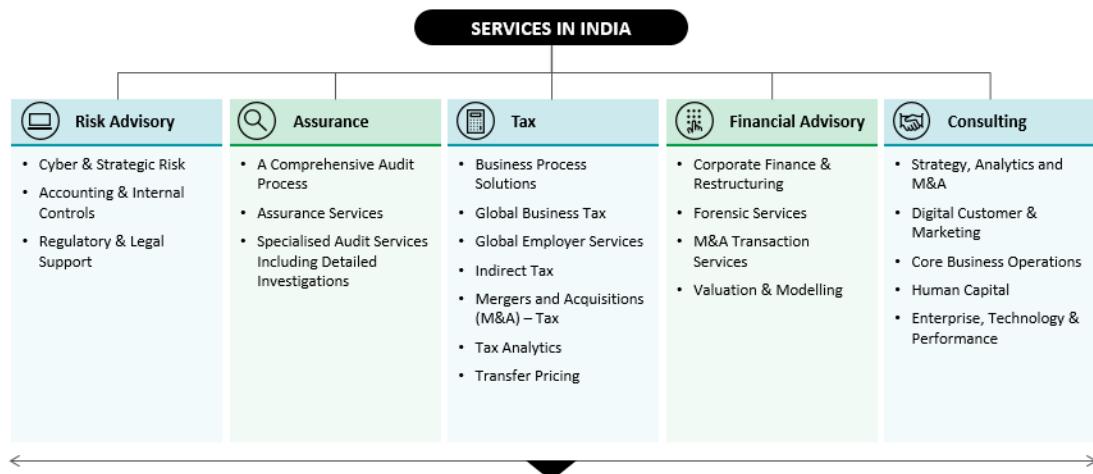


### Professional staff

In India, Deloitte is recognized as one of the country's top professional services firms, with over 12000 professional staff. Our professionals are proficient at delivering the right combination of local insight and international expertise to our clientele drawn from across industry segments.

### Our services

Deloitte is well-equipped to deliver solutions to the complex challenges faced by organizations across the public and private sectors. Being one of the largest professional services organizations, our edge lies in our ability to draw upon a well-equipped global network and teaming this with customized services at a local office.



Deloitte is well-equipped to deliver solutions to the complex challenges faced by organisations across the public and private sectors. Being one of the largest organisations, our edge lies in our ability to draw upon well-equipped, globally customised services at a local office.

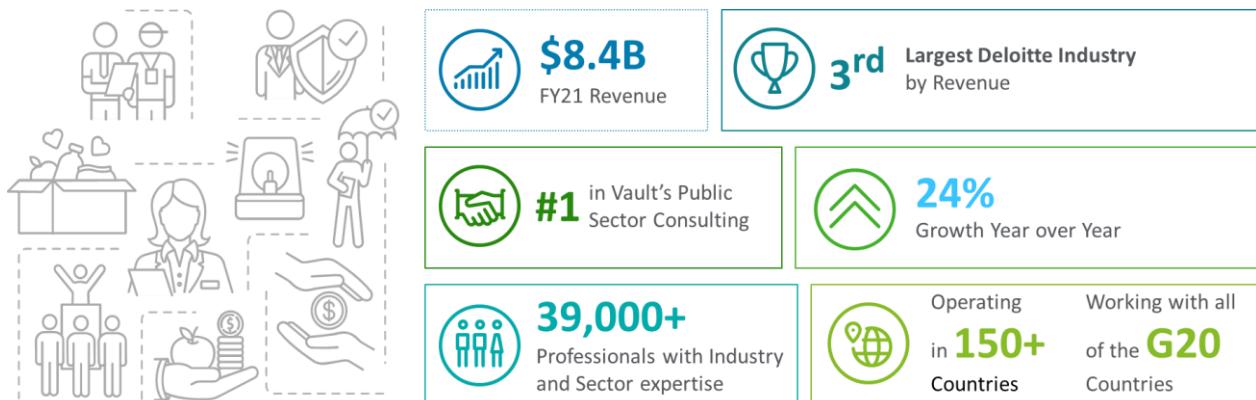
Note:

All of the services listed here may not be available from every Deloitte member firm. In addition, there may be local regulations restricting the provision of certain services to attest clients.



### Our experience with governments.

Deloitte has significant experience in working with the government and we have 39000+ professionals working on government agendas across the globe.



<b>25+</b> projects	<b>Team capability in working with Ministries and Departments</b>	MoHFW, Indian Customs, ITD-CPC 2.0, e-Governance of Civil Aviation
<b>15+</b> projects	<b>E-Governance &amp; Municipal Enhancement projects</b>	Bhopal Municipal Corporation, NACO Project Finance Management system,
<b>5+</b> projects	<b>Govt Program Dashboarding and Monitoring Experience</b>	Dhaka Water Supply & Sewerage, National Level Drugs & Vaccines Distribution (MoHFW), Odisha Water IMS & PMIS, CA Regression model
<b>25+</b> projects	<b>Deep AMRUT related Expertise</b>	Delhi Jal Board, KL Water Res. Dept, Water Balance for KIADB, NMCG, Shimla Jal Prabandhan Nigam
<b>25+</b> projects	<b>Broad experience in strategic Central / State Govt Programs</b>	Smart Cities MMU, MoHFW, MOLE, CBDT, CAG
<b>15+</b> projects	<b>Experience in Urban / Smart City Transformation Programs</b>	Tirupati, Rourkela, New Town Kolkata, Chennai Smart City, Chennai Safe City, TN Cities...



## 10. Past Experience

### 9.1 Working experience in Govt of India/State Govt.

Sl#	Project	Client	Duration
1	Technical Support unit for Agriculture Statistics Division	Ministry of Agriculture, GoI	More than 1 years
2	PMU for National Data & Analytics Platform	Niti Ayog, GoI	More than 5 years
3	Implementation of Data Engineering and Data Analytics for Skill India Digital	NSDC, GoI	More than 1 years
4	National PMU for e-Panchayat	Ministry of Panchayati Raj, GoI	More than 2 years
5	DSU for Department of Fisheries	Ministry of Fisheries, GoI	More than 1 years
6	Boost up the size of Gross State Domestic Product (GSDP) of Uttar Pradesh to One Trillion Dollar in five years (2022-2027)	Department of Planning, Government of Uttar Pradesh	More than 2 years
7	Preparation of vision, mission document	Dept of Planning, Statistics & Program Management, Govt. of West Bengal	



### 9.1.1 Project 1

Project 1		
<b>Assignment Name:</b> Digital Agricultural Mission Technical Support Unit		<b>Country:</b> India
<b>Location within country:</b> New Delhi		<b>Professional staff provided by your firm/Entity (profiles):</b> Statistical Expert, IT Expert, Data Analyst, Business Analyst
<b>Name of Client:</b> Digital Agricultural Division, Department of Agriculture and Farmers Welfare, Gol.		<b>No of staff:</b> 10
<b>Address:</b> Krishi Bhawan, Gate Number 2, Dr. Rajendra Prasad Road, New Delhi - 110001		<b>No. of Staff-Months:</b> 110
<b>Start date:</b> June 2023	<b>Completion date:</b> October 2024	<b>Approx. value of services (in INR):</b> INR 5 crore+
<b>Name of Associated Consultants, If Any:</b> NA		<b>No. of months of professional staff provided by Associated Consultants:</b> NA
<b>Name of Senior staff involved and Corresponding positions:</b>		
<ol style="list-style-type: none"> <li>1. Amit Singh- Engagement Partner</li> <li>2. Abhijit Pandey- Engagement Manager</li> <li>3. Rituparna Ghosh Paul- Statistical Expert</li> </ol>		
<b>Narrative description of the Project:</b>		
<p>The Technical Support Unit (TSU) setup by Deloitte provided the Technical Support (IT / ICT) for digital intervention in the Agriculture Sector. The TSU provided support to Digital Agricultural Division (MoAFW) in identification of various IT interventions, effective monitoring of the various IT interventions being implemented, coordination with the vendors/stakeholders, providing strategic advice to DAD with respect to the AI initiatives, <b>Data Analytics</b>, etc.</p> <p>The TSU team is also involved in development of <b>unified portal for agriculture statistics</b> and estimation of crop production and yield gap index through <b>data triangulation</b> of multiple data sources. The project also includes <b>Streamlining agriculture database and agriculture Statistics</b>.</p> <p>Deloitte also assisted the division in conceptualization of <b>Krishi Decision Support System</b>, designing the Integrated Command and Control System, automation of Budget System, etc.</p>		
<b>Description of actual services provided by your staff within the assignment:</b>		
<p>Deloitte as Technical Support Unit is assisting the Digital Agriculture Division in conceptualization, designing and implementation of various IT initiatives envisaged under Digital Public Infrastructure. Various initiatives such as Krishi DSS, Krishi MApper, Krishi ICCC, AI interventions are being worked upon by the TSU. The major activities of TSU are as follows</p> <ul style="list-style-type: none"> <li>• <b>Conceptualization of Viksit Bharat Sankalp Yatra IT portal.</b> VBSY is a government of India event to reach 2.69 gram panchayats across the nation. The yatra is for saturations of various government schemes and celebration of Gol initiatives. The IT portal is designed to capture various information from the event. TSU team is involved in the end to end IT portal management of this event.</li> </ul>		



## Project 1

- Conceptualization in Krishi DSS:** Krishi DSS is designed as open-source platform where all spatial and non spatial data will be integrated. Further various rule engine would be applied to generate meaning full insight so that proactive decision making can be undertaken
- Designing Integrated Command and Control Centre** for visualization of various GIS enabled intervention. Preparation of RFP and bid process management for onboarding the SI
- Krishi MApper** is the GIS enabled intervention enabling the authorities to access the farmland area by drawing a polygon through the Mobile Application. The application to be implemented by all land-based schemes.
- Streamlining agriculture database and agriculture Statistics.** The team is working on digitalization of data collection of crop cutting experiments and crop yield estimation. Key activities include KPIs identification, advanced statistical visualization of data, estimation of crop yield and production, estimation of standard error.
- TSU team is involved in development of **unified portal for agriculture statistics** and estimation of crop production and yield gap index through **data triangulation** of multiple data sources.
- TSU team coordinated with various division, understood their scheme and workflows, prepared To be workflows and how Krishi Mapper can be integrated with the schemes. Coordination with the IT development team for the development
- Understanding the current offline Budget System and designing the **Budget Automation System**, along with **Proposal Tracking and online feedback mechanism**
- TSU team is also working on **Application Portfolio Rationalization**. For this the team has analysed more than 84 application and have designed technical document for better rationalization of the applications
- Monitoring of various development work done by IT team
- Monitoring the cloud deployment and migration of various module in the cloud from on-prem services
- Analysing all application and portal under the ministry and advising on way of bringing more efficiency
- Data Assessment and Indexing:** TSU team is also coordinating with various division to fill information for DGQI, NeSDA, EGD, PRAYAS, myScheme, etc.

<p>Experience in Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity/ similar assignment related to Statistical Works for Govt. of India or other state Governments for at least one-year assignment</p>	<p>Yes, the project involves:</p> <ul style="list-style-type: none"> <li>Involved in development of <b>unified portal for agriculture statistics</b> and estimation of crop production and yield gap index through <b>data triangulation</b> of multiple data sources</li> <li>Streamlined agriculture database and <b>agriculture Statistics</b> through <b>digital transformation</b> of activities such as crop cutting experiments and crop yield estimation</li> <li><b>Strengthening user engagement</b> by coordinating with various divisions to fill information for DGQI, NeSDA, EGD, PRAYAS, myScheme, etc.</li> </ul>
<p>Experience in implementation/ managing PMU/ PMC/ similar nature of work pertaining to Statistical Strengthening or Improvement/ Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity of minimum duration of one year with relating to similar statistical activities.</p>	<p>Yes, this project involved the creation of an <b>Agriculture Statistics Unit</b> for <b>statistical strengthening</b> of the Digital Agriculture Division. This also included digital transformation through various IT initiatives.</p>
<p>Experience of the Key Personnel in Statistical Strengthening or Improvement/ Digital</p>	<p>Yes, the key personnel have experience on work related to Statistical improvement, Digital transformation, strengthening user engagement.</p>



Project 1	
<b>transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity related to similar statistical activities.</b>	
<b>Professional Staff strength and Master's or PhD in Economics, Statistics, Econometrics, Applied Statistics, Mathematics, Computer Science, Data Science, Information Technology</b>	<ul style="list-style-type: none"><li>● Professional staff strength – 10</li><li>● The deployed resources were having Master's Degree in Computer Science, Data Science, Information Technology</li></ul>



## Work Order



नेशनल इन्फोर्मेटिक्स सेंटर सर्विसिज़ इन्कोर्पोरेटेड  
National Informatics Centre Services Incorporated

(ग. सू. वि. के. के अन्तर्गत भारत सरकार का एक उद्यम)

(A Government of India Enterprise under NIC)

इलेक्ट्रॉनिकी और सूचना प्रौद्योगिकी मंत्रालय

Ministry of Electronics and Information Technology



जल जल की पानी है दिली



## Work Order

(GSTIN No. of NICSI: 07AAACN2185J1ZE)

Work Order No:-	M2304949	Date	27-OCT-2023
Project No:-	C231185MPND	PI Number:	PMPDL231058
Project Name:-	Dio Agriculture & Farmers Welfare		
Issued to:	Name: Deloitte Touche Tohmatsu India LLP		
	Address: 7th Floor, Building 10, Tower-B, DLF Cyber City Complex, DLF City Phase-II, Haryana- 122002		
	Contact Person: Anil K. Jain		
	Phone No.: 9811100081		
	Email ID: akjain@deloitte.com		

Subject: Work-Order for providing Certified e-Governance Professional Services as mentioned above.

Sir,

In reference to your Empanelment No:10/08/2020-NICSI-Deloitte(Tier-1)/Rev1 with NICSI, Issued with the approval of the Competent Authority, I have been directed to place an order for Certified e-Governance Professional Services as per the details and Terms and Conditions given below:-

S. No	HSN/SAC Code	Description	No of Persons Required	Required Period (No. of Months/ days)	Unit Rate per Month (excluding Taxes)	Date of Deployment (From/To)	Total Amount (AxBxC)	CGST (%) /Amount	SGST (%) /Amount	Igst (%) /Amount
			(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)
1	998311	Consultants with 10 yrs and < 15 yrs experience(Technology Profile Tier-1) with 1st rate revision (From 22.10.2022 to 21.10.2023)	1	Four Month(s) and Seventeen Day(s)	3,15,000.00	05/06/2023 To 21/10/2023	14,31,387.10	0.00% 0.00	0.00% 0.00	18.00% 2,57,649.58
2	998311	Consultants with 6 yrs and < 10 yrs experience(Technology Profile Tier-1) with 1st rate revision (From 22.10.2022 to 21.10.2023)	1	Four Month(s) and Seventeen Day(s)	2,88,750.00	05/06/2023 To 21/10/2023	13,12,104.84	0.00% 0.00	0.00% 0.00	18.00% 2,36,178.87
3	998311	Consultants with 6 yrs and < 10 yrs experience(Management/Functional Profile Tier-1) with 1st rate revision (From 22.10.2022 to 21.10.2023)	1	Four Month(s) and Seventeen Day(s)	2,88,750.00	05/06/2023 To 21/10/2023	13,12,104.84	0.00% 0.00	0.00% 0.00	18.00% 2,36,178.87
4	998311	Consultants with 3 yrs and < 6 yrs experience(Technology Profile Tier-1) with 1st rate revision (From 22.10.2022 to 21.10.2023)	3	Four Month(s) and Seventeen Day(s)	2,46,750.00	05/06/2023 To 21/10/2023	33,63,759.68	0.00% 0.00	0.00% 0.00	18.00% 6,05,476.74
5	998311	Consultants with 3 yrs and < 6 yrs experience(Management/Functional Profile Tier-1) with 1st rate revision (From 22.10.2022 to 21.10.2023)	1	Four Month(s) and Seventeen Day(s)	2,46,750.00	05/06/2023 To 21/10/2023	11,21,253.23	0.00% 0.00	0.00% 0.00	18.00% 2,01,825.58
6	998311	Consultants with < 3 yrs experience(Technology Profile Tier-1) with 1st rate revision (From 22.10.2022 to 21.10.2023)	1	Four Month(s) and Seventeen Day(s)	2,20,500.00	05/06/2023 To 21/10/2023	10,01,970.97	0.00% 0.00	0.00% 0.00	18.00% 1,80,354.77
7	998311	Consultants with < 3 yrs experience(Management/Functional Profile Tier-1) with 1st rate revision (From 22.10.2022 to 21.10.2023)	2	Four Month(s) and Seventeen Day(s)	2,20,500.00	05/06/2023 To 21/10/2023	20,03,941.94	0.00% 0.00	0.00% 0.00	18.00% 3,60,709.55
							Total Amount In Re.	1,16,48,623	0.00	0.00 20,78,37 4.08
							Grand Total (In Re.):-			1,36,24,887

The services of Manpower are to be provided at the office of Dio Agriculture & Farmers Welfare, Location:

Dio Agriculture & Farmers Welfare

Room No. 39, Krish Bhawan

New Delhi-110001, Delhi

The contact person is Mr/Ms. Chandan Kumar, Under Secretary (Contact-no: 8383819457 and email-id: us-h@gov.in). The details of multi-location deployment of Manpower, if any are attached in Annexure-I

1. Placement of Work Order

I. NIC/NICSI may place the work orders to the empanelled agency for its own requirement or for its projects on behalf of its clients. Work may be awarded based on Man-Month basis or Project mode.

हाल सं. 2 द 3, छठी मंजिल, एन.डी.सी.सी. टावर, 15, शीकायी कामा प्लॉस, नई दिल्ली-110066, दूरभाष: 26105258, 26105054, 26169437, 26169415, फैक्स: 26105212  
Hall No. 2 & 3, 6th Floor, NBCC Tower, 15, Bhikaji Cama Place, New Delhi-110066, Ph: 26105258, 26105054, 26169437, 26169415, Fax: 26105212  
Website : [www.nicsi.com](http://www.nicsi.com), Corporate Identity Number: U74990DL1995NPL072045 GSTIN: 07AAACN2185J1ZE





## नेशनल इन्फोर्मेटिक्स सेंटर सर्विसिज़ इन्कोर्पोरेटेड

National Informatics Centre Services Incorporated

(रा. सू. वि. के. के अन्तर्गत भारत सरकार का एक उद्यम)

(A Government of India Enterprise under NIC)

इलेक्ट्रॉनिकी और सूचना प्रौद्योगिकी मंत्रालय

Ministry of Electronics and Information Technology



जरुरी की जगह है डिलॉटे

Work Order		(GSTIN No. of NICSI: 07AAACN2185J1ZE)	
Work Order No:-	M2304950	Date	27-OCT-2023
Project No:-	C231185MPNO	PI Number:	PMPDL231068
Project Name:-	Dio Agriculture & Farmers Welfare		
Issued to:	Name: Deloitte Touche Tohmatsu India LLP Address: 7th Floor, Building 10, Tower-B, DLF Cyber City Complex, DLF City Phase-II, Haryana- 122002 Contact Person: Anil K. Jain Phone No.: 9811100081 Email ID: skjain@deloitte.com		

Subject: Work-Order for providing Certified e-Governance Professional Services as mentioned above.

Sir,

In reference to your Empanelment No:10/08/2020-NICSI-Deloitte(Tier-1)Rev2 Valid Till: 21/10/2024 with NICSI, Issued with the approval of the Competent Authority, I have been directed to place an order for Certified e-Governance Professional Services as per the details and Terms and Conditions given below:-

S. No	HSN/SAC Code	Description	No of Persons Required	Required Period (No. of Months/days)	Unit Rate per Month (excluding Taxes)	Date of Deployment (From/To)	Total Amount (AxBxC)	CGST (%) /Amount	SGST (%) /Amount	IGST (%) /Amount
(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)			
1	998311	Consultants with 10 yrs and < 15 yrs experience/Technology Profile Tier-1) with 2nd rate revision (From 22.10.2023 to 21.10.2024)	1	Twelve Month(s)	3,30,750.00	22/10/2023 To 21/10/2024	39,69,000.00	0.00% 0.00	0.00% 0.00	18.00% 7,14,420.00
2	998311	Consultants with 6 yrs and < 10 yrs experience/Technology Profile Tier-1) with 2nd rate revision (From 22.10.2023 to 21.10.2024)	1	Twelve Month(s)	3,03,187.50	22/10/2023 To 21/10/2024	36,38,250.00	0.00% 0.00	0.00% 0.00	18.00% 6,54,885.00
3	998311	Consultants with 6 yrs and < 10 yrs experience/Management/Functional Profile Tier-1) with 2nd rate revision (From 22.10.2023 to 21.10.2024)	1	Twelve Month(s)	3,03,187.50	22/10/2023 To 21/10/2024	36,38,250.00	0.00% 0.00	0.00% 0.00	18.00% 6,54,885.00
4	998311	Consultants with 3 yrs and < 6 yrs experience/Technology Profile Tier-1) with 2nd rate revision (From 22.10.2023 to 21.10.2024)	3	Twelve Month(s)	2,59,087.50	22/10/2023 To 21/10/2024	93,27,150.00	0.00% 0.00	0.00% 0.00	18.00% 16,78,887.00
5	998311	Consultants with 3 yrs and < 6 yrs experience/Management/Functional Profile Tier-1) with 2nd rate revision (From 22.10.2023 to 21.10.2024)	1	Twelve Month(s)	2,59,087.50	22/10/2023 To 21/10/2024	31,09,050.00	0.00% 0.00	0.00% 0.00	18.00% 5,59,629.00
6	998311	Consultants with < 3 yrs experience/Technology Profile Tier-1) with 2nd rate revision (From 22.10.2023 to 21.10.2024)	1	Twelve Month(s)	2,31,525.00	22/10/2023 To 21/10/2024	27,78,300.00	0.00% 0.00	0.00% 0.00	18.00% 5,00,094.00
7	998311	Consultants with < 3 yrs experience/Management/Functional Profile Tier-1) with 2nd rate revision (From 22.10.2023 to 21.10.2024)	2	Twelve Month(s)	2,31,525.00	22/10/2023 To 21/10/2024	55,56,600.00	0.00% 0.00	0.00% 0.00	18.00% 10,00,188.00
							Total Amount In Rs.	3,20,18,800	0.00	0.00 67,82,888.00
							Grand Total (In Re.):-			3,77,79,688

The services of Manpower are to be provided at the office of Dio Agriculture &amp; Farmers Welfare, Location:

Dio Agriculture &amp; Farmers Welfare

Room No. 39, Krishi Bhawan

New Delhi-110001, Delhi

.The contact person is Mr/Ms. Chandan Kumar, Under Secretary (Contact-no: 8383819457 and email-id: us-hs@gov.in). The details of multi-location deployment of Manpower, if any are attached in Annexure-I

## 1. Placement of Work Order

1. NIC/NICSI may place the work orders to the empanelled agency for its own requirement or for its projects on behalf of its clients. Work may be awarded based on Man-Month basis or Project mode.

हात सं. 2 व 3, छठी मंडिल, एन.पी.सी.री. टावर, 15, शीकाजी कामा लेस, नई दिल्ली-110066, दूरभाष: 26105258, 26105054, 26169437, 26169415, फैक्स: 26105212  
 Hall No. 2 & 3, 6th Floor, NBCC Tower, 15, Bhikaji Cama Place, New Delhi-110066, Ph: 26105258, 26105054, 26169437, 26169415, Fax: 26105212  
 Website : [www.nicsi.com](http://www.nicsi.com), Corporate Identity Number: U74899DL1995NPL072045 GSTIN: 07AAACN2185J1ZE



### 9.1.2 Project 2

Project 2	
<b>Assignment Name:</b> Project Management Unit for National Data & Analytics Platform	<b>Country:</b> India
<b>Location within country:</b> New Delhi	<b>Professional staff provided by your firm/Entity (profiles):</b> Project Director, Team Lead, Data Oversight & Quality Lead, Technology Lead, Usability Lead, User Engagement Lead, Project Management Consultant, Support Associate
<b>Name of Client:</b> NITI Aayog	<b>No of staff:</b> 9
<b>Address:</b> Sansad Marg, New Delhi- 110001	<b>No. of Staff-Months:</b> 540
<b>Start date:</b> September 2022	<b>Completion date:</b> August 2027 <b>Approx. value of services (in INR):</b> INR 5 crore+
<b>Name of Associated Consultants, If Any:</b> NA	<b>No. of months of professional staff provided by Associated Consultants:</b> NA
<b>Name of Senior staff involved and Corresponding positions:</b>	
1. Sreeram Ananthasayanam- Engagement Partner 2. Mayank Mathur- Engagement Manager	
<b>Narrative description of the Project:</b>	
<p><b>National Data and Analytics Platform (NDAP)</b> was launched in May, 2022 by NITI Aayog, as a flagship initiative to provide easy access to foundational datasets from Central and State government entities in machine-readable formats, with a user-friendly interface and powerful analytics. NDAP released for public use in May 2022 can be accessed at <a href="https://ndap.niti.gov.in/">https://ndap.niti.gov.in/</a>.</p> <p>NDAP is a pivotal infrastructure that leverages <b>Statistical methodologies</b> to derive actionable insights and make data-driven decisions at national scale. The standardized &amp; interoperable datasets onboarded on NDAP can be used by Centre/State government departments, experts, academicians, researchers, etc. to conduct a holistic analysis and help solve their problem statements.</p>	
<b>Description of actual services provided by your staff within the assignment:</b>	
<p><b>1. Project Management</b></p> <ul style="list-style-type: none"> <li>• As-Is Assessment in terms of project status, gaps and challenges.</li> <li>• Preparation of Roadmap for onboarding datasets in current quarter</li> <li>• <b>Digital transformation</b> by monitoring through PMU dashboard to track progress on various aspects of the project.</li> <li>• Coordinate with the Technology Advisory Group for feedback and support.</li> <li>• Project management related activities for <b>State Data Analytics Platform</b></li> </ul> <p><b>2. Data Identification, Sourcing, Processing &amp; Updation</b></p>	



## Project 2

- Identification and validation of use-cases suggested by various experts.
- Checklist for information to be captured for IT/ Data maturity of providing organization.
- Identification of new Datasets to be onboarded for upcoming Quarter.
- Explore feasibility to onboard datasets through APIs from various ministries.
- Identify Dataset Updation requirements with reference to their source(s)
- Support in **data standardization** and data quality activities done by OTSI for **statistical** purpose.
- Ensuring all **datasets** meet the required quality standards and completeness (Granularity, Time period, Indicators) for various **statistical outputs**.
- Coordination with State government for identification of Datasets for State Data Analytics Platform

### 3. Platform development, usability and feedback

- Suggestions on **strengthening User Experiences**/ Usability enhancement.
- Identify analytical features need to be added onto the platform.
- Review and updation of User Guidance Material
- Assess ICT Infrastructure usage and upscaling requirements.
- Continuous monitoring of platform usage and adoption
- **Building institutional capacity** for the state level users and provider user organization

<p><b>Experience in Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity/ similar assignment related to Statistical Works for Govt. of India or other state Governments for at least one-year assignment</b></p>	<p>Yes, this project involves:</p> <ul style="list-style-type: none"> <li>• Leveraging <b>statistical methodologies</b> to use the Data Analytics Platform in deriving actionable insights at a national scale</li> <li>• Enhancing data quality activities and data standardization for <b>statistical</b> purpose</li> <li>• Ensuring <b>data quality standards</b> of data sets for various <b>statistical outputs</b></li> </ul>
<p><b>Experience in implementation/ managing PMU/ PMC/ similar nature of work pertaining to Statistical Strengthening or Improvement/ Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity of minimum duration of one year with relating to similar statistical activities.</b></p>	<p>Yes, the work is related to <b>strengthening of user engagement</b> through platform development and <b>building institutional capacity</b> for the state level users and provider user organization</p>
<p><b>Experience of the Key Personnel in Statistical Strengthening or Improvement/ Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity related to similar statistical activities.</b></p>	<p>Yes, this project involved statistical strengthening of the Digital Agriculture Division which involved digital transformation through various IT initiatives.</p>



## Project 2

### Professional Staff strength and

**Master's or PhD in Economics, Statistics,  
Econometrics, Applied Statistics, Mathematics,  
Computer Science, Data Science, Information  
Technology**

- Professional staff strength – 9
- The deployed resources were having Master's Degree in Computer Science, Data Science, Information Technology



**Work Order**

**M-18011/105/2019-DM&A**

**Government of India  
NITI Aayog**

Sansad Marg, New Delhi-110001  
Date : 2<sup>nd</sup> August 2022

**Letter of Award**

To,

**Sreeram Ananthasayanam  
Deloitte Touche Tohmatsu India LLP (DTTI LLP)  
DLF Cyber City Complex, Tower B, DLF City Phase II,  
7<sup>th</sup> floor, Building 10, Gurgaon  
New Delhi - 122002**

**Subject:** Letter of Award for selection as Project Management Consultant for managing the Project management Unit of National Data and Analytics Platform (NDAP).

**Reference:** Request for Proposals for Selection of Project Management Consultant for managing the Project management Unit of (NDAP) floated by NITI Aayog on 11.02.2022.

Mr. Ananthasayanam,

Your proposal for selection as Project Management Consultant for **National Data and Analytics Platform (NDAP)** has been selected based on the evaluation of proposals of all applicants. The undersigned is directed to convey the approval of your appointment as Project Management Consultant for managing the Project management Unit of NDAP by the competent authority, **as per the provisions of the RFP**. The deliverables for the project will be submitted as per the schedule provided in the RFP.

2. You are, therefore, requested to sign and return the duplicate Letter of Award (LoA) within 7 (seven) days of the receipt of the LOA in acknowledgement thereof. In the event the duplicate copy of the LOA duly signed is not received by the stipulated date, the Authority may, unless it consents to extension of time for submission thereof, consider the next highest ranking Applicant.

3. After execution of the LOA as aforesaid by the Selected Applicant, we shall execute the Agreement within 10 days of the execution of the LoA.

This is issued with the approval of the Competent Authority, NITI Aayog.

  
(Anna Roy)  
Senior Adviser  
NITI Aayog



### 9.1.3 Project 3

Project 3		
<b>Assignment Name:</b> Implementation of Data Engineering and Data Analytics for Skill India Digital		<b>Country:</b> India
<b>Location within country:</b> New Delhi		<b>Professional staff provided by your firm/Entity (profiles):</b> Project Manager, Solution Architect, Business Analyst, Data Engineer, Data Analyst, Data Scientist
<b>Name of Client:</b> National Skill Development Corporation		<b>No of staff:</b> 6
<b>Address:</b> National Skill Development Corporation, 301, West Wing, Worldmark-1, New Delhi-110037		<b>No. of Staff-Months:</b> 72
<b>Start date:</b> February 2023	<b>Completion date:</b> March 2024	<b>Approx. value of services (in INR):</b> INR 5 crore+
<b>Name of Associated Consultants, If Any:</b> NA		<b>No. of months of professional staff provided by Associated Consultants:</b> NA
<b>Name of Senior staff involved and Corresponding positions:</b>		
<ol style="list-style-type: none"> <li>1. Sreeram Ananthasayanam- Engagement Partner</li> <li>2. Mayank Mathur- Engagement Manager</li> </ol>		
<b>Narrative description of the Project:</b>		
<p>NSDC is developing the world's largest Skill providing platform (SID), wherein India's transition from its current skilling, education, employment, and entrepreneurship model to an evolved one will require the development of a highly competent and skilled workforce that will be adaptable to the evolving, agile job market and meet the shift in demand due to these reforms. The SID will emerge as the world largest Skilling platform and will act as benchmark for global skilling initiatives and bridge between world of education and world of work.</p> <p>The platform will be a one-stop solution for various <b>statistical data and insights</b> related to job seekers, employer, and training partners across the country. The platform will help NSDC in compiling, analyzing, maintaining and dissemination of skill related data for the user community in education sector, labour and job market. This would also facilitate various organizations in building institutional capacity.</p> <p>To implement the SID portal, NSDC has selected Deloitte for overall development of <b>data engineering</b> and <b>data analytics</b> for SID portal.</p>		
<b>Description of actual services provided by your staff within the assignment:</b>		
<p>Deloitte is providing the following services as part of the assignment-</p> <ul style="list-style-type: none"> <li>• Develop <b>Data Lake</b> by injecting data from more than 44 sources across ministries and external agencies.</li> <li>• Develop Meta Data Management (MDM) layer for creating golden records of Candidates, Training and Content providers, jobs and Courses</li> <li>• Develop NLP based search engine for users to search contextual resources from Platform for <b>strengthening user engagement</b>.</li> <li>• Design framework for enhancing <b>Data Quality</b> and <b>Data Standardization</b> across data points for reporting and business</li> </ul>		



Project 3	
<p>processes.</p> <ul style="list-style-type: none"> <li>• Develop <b>Datawarehouse</b> for dimensional <b>statistical data modelling</b> and creating Data Marts/Cubes for Data Visualization and Analytics.</li> <li>• Develop Recommendation engine to recommend skilling path based on profile, to select right course and training provider and find job opportunities.</li> <li>• Develop <b>Data Provisioning layer</b> for the other layers of SID Architecture to consume data for business processes integration and automation.</li> </ul>	
<b>Experience in Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity/ similar assignment related to Statistical Works for Govt. of India or other state Governments for at least one-year assignment</b>	Yes, the project involves: <ul style="list-style-type: none"> <li>• Designing one-stop solution for various <b>statistical data and insights</b> related to job seekers, employer, and training partners across the country.</li> <li>• Developing Data Lake, using NLP based search engine for enhancing strengthening user engagement.</li> <li>• Developing <b>Datawarehouse</b> for dimensional <b>statistical data modelling</b> and creating Data Marts/Cubes for Data Visualization and Analytics.</li> <li>• Designing framework for enhancing <b>Data Quality</b> and <b>Data Standardization</b> across data points for reporting and business processes.</li> </ul>
<b>Experience in implementation/ managing PMU/ PMC/ similar nature of work pertaining to Statistical Strengthening or Improvement/ Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity of minimum duration of one year with relating to similar statistical activities.</b>	Yes, this is a PMU project that involves similar statistical activities as mentioned above
<b>Experience of the Key Personnel in Statistical Strengthening or Improvement/ Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity related to similar statistical activities.</b>	Yes, the key personnel have experience on work related to Statistical improvement, Digital transformation, strengthening user engagement.
<ul style="list-style-type: none"> <li>• Professional Staff strength and</li> <li>• Master's or PhD in Economics, Statistics, Econometrics, Applied Statistics, Mathematics, Computer Science, Data Science, Information Technology</li> </ul>	<ul style="list-style-type: none"> <li>• Professional staff strength – 6</li> <li>• The deployed resources were having Master's Degree in Computer Science, Data Science, Information Technology</li> </ul>



## Work Order

Work Order-1

 <b>N·S·D·C</b> <b>National Skill Development Corporation</b> <b>Transforming the skill landscape</b>	<b>Company</b> <b>National Skill Development Corporation</b> 301,West Wing, Worldmark-1 New Delhi - 110037 DELHI, India Tel No: 01147451600-10,Fax No:01146560417 CIN: U85300DL2008NPL181612								<b>Ship To :</b> National Skill Development Corporation 301,West Wing, Worldmark-1 New Delhi - 110037 DELHI, India Tel No: 01147451600-10,Fax No:01146560417 GST Number : 07AACCN8680L1ZW							
<b>Vendor Details</b> DELOITTE TOUCHE TOHMATSU INDIA LLP. (10000480) Th Floor Tower C, Building 10, DLF Haryana -122002 HARYANA , India GST Number : PAN Number : AALFD7157J				PO No			4200000883		PO Date			24.01.2023				
				Validity Start			20.01.2023		Validity End			30.06.2023				
				Version												
				Reference No.												
S.No.	Service Description	HSN Code	Unit	Delivery Date	Qty	Basic Price	Disc %	Taxable Value	CGST		SGST		IGST			
									Rate	Amt(INR)	Rate	Amt(INR)	Rate	Amt(INR)		Rate
S.No.	Service Description	HSN Code	Unit	Delivery Date		Basic Price	Disc %	Taxable Value	Rate	Amt(INR)	Rate	Amt(INR)	Rate	Amt(INR)	Amt (INR)	
1	Data Engineering		AU	24.01.2023	26,433,763.00			26,433,763.00	9	2,379,038.67	9	2,379,038.67			0.00	31,191,840.34
<b>Total :</b>					1.00			26,433,763.00		2,379,038.67		2,379,038.67			0.00	31,191,840.34
					<b>Total:</b>		26,433,763.00	2,379,038.67	2,379,038.67	2,379,038.67	0.00	31,191,840.34				
					<b>In Words :</b>		rupees three crore eleven lakh ninety one thousand eight hundred forty rupees thirty four paise Only									
					<b>Payment Terms :</b>											
S.No.	Service Code	Description			UOM	Qty	Basic Price									
1.10	82600003	IT related services			AU	26,433,763	1.00									

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**PO Text**  
Terms and Condition: As per attached ToR



## Work Order – 2 (Extension)

 <b>N·S·D·C</b> <b>National Skill Development Corporation</b> <b>Transforming the skill landscape</b>	<b>Company</b> <b>National Skill Development Corporation</b> 301,West Wing, Worldmark-1 New Delhi - 110037 DELHI, India Tel No: 01147451600-10, Fax No: 01146560417 CIN: U85300DL2008NPL181612								<b>Ship To :</b> National Skill Development Corporation 301,West Wing, Worldmark-1 New Delhi - 110037 DELHI, India Tel No: 01147451600-10, Fax No: 01146560417 GST Number : 07AACCN8680L1ZW				
<b>Vendor Details</b> <b>DELOTTE TOUCHE TOHMATSU INDIA LLP. (10000480)</b> Th Floor Tower C, Building 10, DLF Haryana -122002 HARYANA , India GST Number : PAN Number : AALFD7157J	<b>PO No</b>		<b>4200000884</b>		<b>PO Date</b>		<b>24.01.2023</b>						
	<b>Validity Start</b>		<b>20.01.2023</b>		<b>Validity End</b>		<b>30.06.2023</b>						
	<b>Version</b>												
	<b>Reference No.</b>												
S.No.	Service Description	HSN Code	Unit	Delivery Date	Qty	Basic Price	Disc %	Taxable Value	Rate	Amt(INR)	CGST	SGST	IGST
S.No.	Service Description	HSN Code	Unit	Delivery Date	Basic Price	Disc %	Taxable Value	Rate	Amt(INR)	Rate	Amt(INR)	Amt(INR)	Amt (INR)
1	Data Analytics (AI-ML)		AU	24.01.2023	11,016,355.00		11,016,355.00	9	991,471.95	9	991,471.95		0.00
<b>Total :</b>					1.00		11,016,355.00		991,471.95		991,471.95		0.00
							<b>Total:</b>	11,016,355.00		991,471.95		991,471.95	
							<b>In Words :</b>	rupees one crore twenty nine lakh ninety nine thousand two hundred ninety eight rupees ninety paise Only					
							<b>Payment Terms :</b>						
S.No.	Service Code	<b>Description</b>			UOM	Qty	<b>Basic Price</b>						
1.10	82600003	IT related services			AU	11,016,355	1.00						

This is a system generated document. No manual signature required.

Terms and condition: As per attached ToR




### 9.1.4 Project 4

Project 4	
<b>Assignment Name:</b> National Programme Management Unit, e-Panchayat, Ministry of Panchayat Raj	<b>Country:</b> India
<b>Location within country:</b> New Delhi	<b>Professional staff provided by your firm/Entity (profiles):</b> Program Managers, Project Managers, Business Analysts, Data Scientist
<b>Name of Client:</b> Ministry of Panchayati Raj, Govt of India	<b>No of staff:</b> 10
<b>Address:</b> 11th Floor, 25 K.G. Marg, Jeevan Prakash Building, Connaught Place New Delhi	<b>No. of Staff-Months:</b> 312
<b>Start date:</b> March 2022	<b>Completion date:</b> Ongoing
<b>Name of Associated Consultants, If Any:</b> NA	<b>Approx. value of services (in INR):</b> INR 8.35 crore  <b>No. of months of professional staff provided by Associated Consultants:</b> NA
<b>Name of Senior staff involved and Corresponding positions:</b>	
1. Sreeram Ananthasayanam- Engagement Partner 2. Mayank Kharbanda- Engagement Manager	
<b>Narrative description of the Project:</b>	
Ministry of Panchayat Raj (MoPR) aims to transform the functioning of Panchayati Raj Institutions in India making them more transparent, accountable and effective as organs of decentralized self-governing institutions. The Ministry sees e-Governance as a major tool to enable the Panchayats by making their functioning more transparent, robust and user friendly.	
Deloitte has been hired to be part of Governance Division of Ministry of Panchayati Raj (MoPR) as <b>National Project Management Unit</b> (NPMU). The objective is to assist the Ministry in conceiving, implementation and rollout, capacity building of the various applications under e-Panchayat mission mode project as well as assisting Ministry in <b>setting up of the Data &amp; Statistics Unit for various Panchayat Statistics</b> .	
<b>Description of actual services provided by your staff within the assignment:</b>	
Deloitte team is part of Governance Division of Ministry of Panchayati Raj (MoPR) and acting as National Project Management Unit (NPMU) for the e-Panchayat Mission Mode Project (MMP). Following are the services provided to the client:	
<b>A. IT &amp; Project Management, Governance</b>	
<ul style="list-style-type: none"> <li>• Establish and monitor e-Panchayat MMP milestones and deliverables</li> <li>• Overall <b>Program Management</b> and Implementation/rollout of various applications like eGramSwaraj, AuditOnline etc.</li> <li>• Assist the ministry in defining the contours and providing policy inputs of new schemes/initiatives such as Gram Panchayat Development Plan (GPDP)</li> </ul>	



## Project 4

### B. Data Management and Inter-Ministerial Coordination

- Building **data frameworks, data collection, analysis and reporting** for launching various initiatives
- Assisting Ministry in setting up of the **Data & Statistics Unit for various Panchayat Statistics**
- Application of various **statistical models and data analytics** (e.g., data normalization, weightage calculation, estimation of weighted average) for calculation of **Rural Development index**
- Dashboard designing and **advanced data visualization of key KPIs for Rural Development Index**
- **Inter-Ministerial Coordination** synergizing efforts for rural development.

### C Training and Capacity Building

- Facilitate and organize meetings, trainings and workshops, etc on e-Panchayat applications/ Gram Panchayat Development Plan/RGSA and other initiatives of the Ministry
- **Institutional capacity building** of the master trainers at state level
- Support the officials in field operation and support.

<p><b>Experience in Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity/ similar assignment related to Statistical Works for Govt. of India or other state Governments for at least one-year assignment</b></p>	<p>Yes, the project involves:</p> <ul style="list-style-type: none"> <li>• Setting up of the <b>Data &amp; Statistics Unit</b> for various <b>Panchayat Statistics</b></li> <li>• Involved in the application of various <b>statistical models and data analytics</b> for calculation of <b>Rural Development Index</b></li> <li>• Building institutional capacity of Master Trainers at State Level</li> </ul>
<p><b>Experience in implementation/ managing PMU/ PMC/ similar nature of work pertaining to Statistical Strengthening or Improvement/ Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity of minimum duration of one year with relating to similar statistical activities.</b></p>	<p>Yes, this is a PMU project that involves similar statistical activities as mentioned above</p>
<p><b>Experience of the Key Personnel in Statistical Strengthening or Improvement/ Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity related to similar statistical activities.</b></p>	<p>Yes, the key personnel have experience on work related to Statistical improvement, Digital transformation, strengthening user engagement.</p>
<p><b>Professional Staff strength and Master's or PhD in Economics, Statistics, Econometrics, Applied Statistics, Mathematics, Computer Science, Data Science, Information Technology</b></p>	<ul style="list-style-type: none"> <li>• Professional staff strength – 10</li> <li>• The deployed resources were having Master's Degree in Computer Science, Data Science, Information Technology</li> </ul>



## Work Order

### Work Order 1



**नेशनल इंफोर्मेटिक्स सेंटर सर्विसिज इंक.**  
**National Informatics Centre Services Inc.**  
 (रा. सु. वि. के. के अन्तर्राष्ट्रीय भारत सरकार का एक उद्यम)  
 (A Government of India Enterprise under NIC)  
 इलेक्ट्रॉनिकी और सूचना प्रौद्योगिकी मंत्रालय  
 Ministry of Electronics and Information Technology

Work Order (GSTIN No. of NICSI: 07AAACN2185J1ZE)		Date	31-MAR-2023
Work Order No:-	M2207711	PI Number:	
Project No:-	C210918MPND		
Project Name:-	Panchayat Planning & Evaluation Cell		
Issued to:	Name: Deloitte Touche Tohmatsu India LLP Address: 7th Floor, Building 10, Tower-B, DLF Cyber City Complex, DLF City Phase-II, Haryana-122002 Contact Person: Anil K. Jain Phone No.: 9811100061 Email ID: anil.jain@deloitte.com		

Subject: Work-Order for providing Certified e-Governance Professional Services as mentioned above.

Sir,

In reference to your Empanelment No:10/08/2020-NICSI-Deloitte(Tier-1) with NICSI, issued with the approval of the Competent Authority, I have been directed to place an order for Certified e-Governance Professional Services as per the details and Terms and Conditions given below:-

S. No	HSN/SAC Code	Description	No of Persons Required (No. of Month/ days)	Required Period (No. of Month/ days)	Unit Rate per Month (excluding Taxes)	Date of Deployment (FromTo)	Total Amount (AxBxC)	CGST (%) /Amount	SGST (%) /Amount	IGST (%) /Amount
			(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)
1	998311	Consultants with 6 yrs and < 10 yrs experience(Management/Functional Profile Tier-1)	2	Six Month(s) and Twenty-One Day(s)	2,75,000.00	01/04/2022 To 21/10/2022	36,72,580.65	0.00% 0.00	0.00% 0.00	18.00% 6,61,064.52
Total Amount In Rs.:							36,72,581	0.00	0.00	6,61,064.52
Grand Total (In Rs.):-										43,33,645

The services of Manpower are to be provided at the office of Ministry of Panchayati Raj, Location: SVAMITVA Scheme, Ministry of Panchayati Raj, 11th Floor, JP Building, Connaught Place, New Delhi-110001, Delhi.

The contact person is Mr/Ms. V. Udaya Kumar, HOG (Contact-nos: 9610091883 and email-id: uday.kumar@nic.in, sarma.dhrub@nic.in). The details of multi-location deployment of Manpower, if any are attached in Annexure-I

#### 1. Placement of Work Order

I. NIC/NICSI may place the work orders to the empanelled agency for its own requirement or for its projects on behalf of its clients. Work may be awarded based on Man-Month basis or Project mode.

II. In view of NICSI's order on Procurement Preference Policy, preference shall be given to L1 vendor of such particular category for distribution of projects (purchase orders) / work in that category. However, NICSI / User shall have right to choose any other eligible vendor for allotment of projects (purchase orders) / work considering various parameters like performance, location, mix of project etc. or any other factors depend on the situation.

III. The Work Order may encompass the complete scope of work or may require few services. Depending on the requirement, the work orders may be placed to anyone of the empanelled agency; more than one depending on the project requirement or the TOR may be given to more than one empanelled agency for their proposals for the specific scope of work using the L1 rates.

IV. On receipt of request from a User department, NICSI would inform the User Department/ Agency/ Institution about the Empanelled agency and the GFR compliant procedure followed in the empanelment.

V. In case the User Department clearly and specifically states in writing the name of a particular agency, NICSI may assign the work to that agency. In such cases, the responsibility for adhering to relevant financial/procurement rules would be that of the Department concerned.

VI. The Terms of Reference/ Scope of Work will be shared among all Empanelled agency and they would be invited by the Committee to make presentations and submission of technical proposal and financial effort estimate in a separate sealed envelope regarding the project under consideration. The presentations may be evaluated objectively, based on which the most suitable agency may be assigned the work by NICSI, on the recommendation of the above Committee. There should be full participation and involvement of the User Department in the process of selection of agency. For assignment of work to Empanelled agency, the above mentioned Standard Operating Procedure (SOP) is followed or implementation of new guidelines from time to time.

VII. The proposal of the selected agency along with necessary supporting document/ minutes of meeting are then forwarded to NICSI by the user department for issuance of Proforma Invoice (PI).

VIII. Once the requisite funds are transferred to NICSI against issued PI, the Work Order will be placed on the selected agency as per the terms and conditions of the empanelment and scope of work.

IX. The empanelled agency will provide service all over India. In case deployed resources are required to undertake any tour in the interest of the project, from the project site, then the TA/DA in the form of OPE shall be applicable. However any such tour/ travel for the project would require a prior approval from the competent

हाल सं. 2 व 3, छठी मंजिल, पन.वी.सी.सी. टावर, 15, शीकाजी कामा लेस, नई दिल्ली-110066, दूरभाष: 26105258 26105054 26169437 26169415, फैक्स: 26105212  
 Hall No. 2 & 3, 6th Floor, NBCC Tower, 15, Bhikaji Cama Place New Delhi-110066, Ph: 26105258, 26105054, 26169437, 26169415, Fax: 26105212  
 Website : [www.nicsi.com](http://www.nicsi.com), Corporate Identity Number: U74899DL1995NPL072045



## Work Order – 2



## नेशनल इंफोर्मेटिक्स सेंटर सर्विसिज इंक.

**National Informatics Centre Services Inc.**

(रा. सू. वि. के. के अन्तर्गत भारत सरकार का एक उद्यम)

(A Government of India Enterprise under NIC)

इलेक्ट्रॉनिकी और सूचना प्रौद्योगिकी मंत्रालय

Ministry of Electronics and Information Technology

## Work Order

(GSTIN No. of NICSI: 07AACN2185J1ZB)

Work Order No:-	M2207693	Date	31-MAR-2023
Project No:-	C210918MPND	PI Number:	
Project Name:-	Panchayat Planning & Evaluation Cell		
	Name: Deloitte Touche Tohmatsu India LLP		
Issued to:	Address: 7th Floor, Building 10, Tower-B, DLF Cyber City Complex, DLF City Phase-II Haryana- 122002		
	Contact Person: Anil K. Jain		
	Phone No.: 9811100081		
	Email ID: akjain@deloitte.com		

Subject: Work-Order for providing Certified e-Governance Professional Services as mentioned above.

Sir,

In reference to your Empanelment No:10(08)/2020-NICSI-Deloitte(Tier-1)Rev1 Valid Till: 21/10/2023 with NICSI, Issued with the approval of the Competent Authority, I have been directed to place an order for Certified e-Governance Professional Services as per the details and Terms and Conditions given below:-

S. No	HSN/SAC Code	Description	No of Person Required	Required Period (No. of Month/ days)	Unit Rate per Month (excluding Taxes)	Date of Deployment (From/To)	Total Amount (AxBxC)	CGST (%) /Amount	SGST (%) /Amount	IGST (%) /Amount
			(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)
1	998311	Consultants with 6 yrs and < 10 yrs experience(Management/Functional Profile Tier-1)	2	Five Month(s) and Ten Day(s)	2,88,750.00	22/10/2022 To 31/03/2023	30,73,790.32	0.00% 0.00	0.00% 0.00	18.00% 5,53,282.26
Total Amount In Re. -									30,73,790	0.00
Grand Total (In Re.):-									36,27,073	

The services of Manpower are to be provided at the office of Ministry of Panchayati Raj .Location:

SVAMITVA Scheme, Ministry of Panchayati Raj

11th Floor, JP Building, Carnought Place

New Delhi-110001, Delhi

.The contact person is Mr/Ms V. Uday Kumar, HOG (Contact-nos: 9810091883 and email-id: uday.kumar@nic.in, sarma.dhrub@nic.in ). The details of multi-location deployment of Manpower, if any are attached in Annexure-I

## 1. Placement of Work Order

I. NIC/NICSI may place the work orders to the empanelled agency for its own requirement or for its projects on behalf of its clients. Work may be awarded based on Man-Month basis or Project mode.

II. In view of NICSI's order on Procurement Preference Policy, preference shall be given to L1 vendor of such particular category for distribution of projects (purchase orders) / work in that category. However, NICSI / User shall have right to choose any other eligible vendor for allotment of projects (purchase orders) / work considering various parameters like performance, location, mix of project etc. or any other factors depend on the situation.

III. The Work Order may encompass the complete scope of work or may require few services. Depending on the requirement, the work orders may be placed to anyone of the empanelled agency; more than one depending on the project requirement or the TOR may be given to more than one empanelled agency for their proposals for the specific scope of work using the L1 rates.

IV. On receipt of request from a User department, NICSI would inform the User Department/ Agency/ Institution about the Empanelled agency and the GFR compliant procedure followed in the empanellement.

V. In case the User Department clearly and specifically states in writing the name of a particular agency, NICSI may assign the work to that agency. In such cases, the responsibility for adhering to relevant financial/procurement rules would be that of the Department concerned.

VI. The Terms of Reference/ Scope of Work will be shared among all Empanelled agency and they would be invited by the Committee to make presentations and submission of technical proposal and financial effort estimate in a separate sealed envelope regarding the project under consideration. The presentations may be evaluated objectively, based on which the most suitable agency may be assigned the work by NICSI on the recommendation of the above Committee. There should be full participation and involvement of the User Department in the process of selection of agency. For assignment of work to Empanelled agency, the above mentioned Standard Operating Procedure (SOP) is followed or implementation of new guidelines from time to time.

VII. The proposal of the selected agency along with necessary supporting document/ minutes of meeting are then forwarded to NICSI by the user department for issuance of Proforma Invoice (PI).

VIII. Once the requisite funds are transferred to NICSI against issued PI, the Work Order will be placed on the selected agency as per the terms and conditions of the empanellement and scope of work.

IX. The empanelled agency will provide service all over India. In case deployed resources are required to undertake any tour in the interest of the project, from the project site, then the TA/DA in the form of OPE shall be applicable. However any such tour/ travel for the project would require a prior approval from the competent authority of the NICSI/NIC/User department.

हाल सं. 2 व 3, छठी मंजिल, पन्थवीसी.सी.टावर, 15, भीकाजी कामा प्लॉस, नई दिल्ली-110066, दूरभाष: 26105258 26105054 26169437 26169415, फैक्स: 26105212  
 Hall No. 2 & 3, 6th Floor, NBCC Tower, 15, Bhikaji Cama Place New Delhi-110066, Ph: 26105258, 26105054, 26169437, 26169415, Fax: 26105212  
 Website : [www.nicsi.com](http://www.nicsi.com), Corporate Identity Number: U74899DL1995NPL072045



## Work Order – 3



नेशनल इन्फोर्मेटिक्स सेंटर सर्विसिज़ इन्कोर्पोरेटेड  
National Informatics Centre Services Incorporated  
(ग. सू. वि. के. के अनार्गत भारत सरकार का एक उद्यम)  
(A Government of India Enterprise under NIC)  
इलेक्ट्रॉनिकी और सूचना प्रौद्योगिकी मंत्रालय  
Ministry of Electronics and Information Technology



जल जल से जल है जिवी

## Work Order

(GSTIN No. of NICSI: 07AAACN2185J1ZE)

Work Order No:-	M2307956	Date	22-FEB-2024
Project No:-	O210099GNND	PI Number:	
Project Name:-	E-Panchayat-PES Maintenance Training and Proposal for 2021-22		
Issued to:	Name: Deloitte Touche Tohmatsu India LLP Address: 7th Floor, Building 10, Tower-B, DLF Cyber City Complex, DLF City Phase-II, Haryana- 122002 Contact Person: Alok Saxena Phone No.: 981000831 Email ID: alok.saxena@deloitte.com		

Subject: Work-Order for providing Certified e-Governance Professional Services as mentioned above.

Sir,

In reference to your Empanelment No:10/08/2020-NICSI-Deloitte(Tier-1)Rev1 with NICSI, Issued with the approval of the Competent Authority, I have been directed to place an order for Certified e-Governance Professional Services as per the details and Terms and Conditions given below:-

S. No	HSN/ SAC Code	Description	No of Person & Required	Required Period (No. of Month/ days)	Unit Rate per Month (excluding Taxe)	Date of Deployment (From/To)	Total Amount (AxBxC)	CGST (%) /Amount	SGST (%) /Amount	IGST (%) /Amount
			(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)
1	998311	Consultants with 6 yrs and < 10 yrs experience(Management/Functional Profile Tier-1) with 1st rate revision (From 22.10.2022 to 21.10.2023)	2	Six Month(s) and Twenty-One Day(s)	2,88,750.00	01/04/2023 To 21/10/2023	38,56,208.68	0.00% 0.00	0.00% 0.00	18.00% 6,94,117.74
Total Amount In Ru. :-									38,68,210	0.00
Grand Total (In Ru.):-										46,60,827

The services of Manpower are to be provided at the office of E-Panchayat-PES Maintenance Training and Proposal for 2021-22 Location:

EPanchayatPES Maintenance Training and Proposal for 2021-22  
NICSI Development Center, IT Park Road, Metro Vihar Ghastri Park  
New Delhi-110053, Delhi

.The contact person is Mr/Ms Shri Sunil Jain (Contact-nos: and email-id: sjain@nic.in ). The details of multi-location deployment of Manpower, if any are attached in Annexure-I

## 1. Placement of Work Order

I. NIC/NICSI may place the work orders to the empanelled agency for its own requirement or for its projects on behalf of its clients. Work may be awarded based on Man-Month basis or Project mode.

II. In view of NICSI's order on Procurement Preference Policy, preference shall be given to L1 vendor of such particular category for distribution of projects (purchase orders) / work in that category. However, NICSI / User shall have right to choose any other eligible vendor for allotment of projects (purchase orders) / work considering various parameters like performance, location, mix of project etc. or any other factors depend on the situation.

III. The Work Order may encompass the complete scope of work or may require few services. Depending on the requirement, the work orders may be placed to anyone of the empanelled agency; more than one depending on the project requirement or the TOR may be given to more than one empanelled agency for their proposals for the specific scope of work using the L1 rates.

IV. On receipt of request from a User department, NICSI would inform the User Department/ Agency/ Institution about the Empanelled agency and the GFR compliant procedure followed in the empanelment.

V. In case the User Department clearly and specifically states in writing the name of a particular agency, NICSI may assign the work to that agency. In such cases, the responsibility for adhering to relevant financial/procurement rules would be that of the Department concerned.

VI. The Terms of Reference/ Scope of Work will be shared among all Empanelled agency and they would be invited by the Committee to make presentations and submission of technical proposal and financial effort estimate in a separate sealed envelope regarding the project under consideration. The presentations may be evaluated objectively, based on which the most suitable agency may be assigned the work by NICSI, on the recommendation of the above Committee. There should be full participation and involvement of the User Department in the process of selection of agency. For assignment of work to Empanelled agency, the above mentioned Standard Operating Procedure (SOP) is followed or implementation of new guidelines from time to time.

VII. The proposal of the selected agency along with necessary supporting document/ minutes of meeting are then forwarded to NICSI by the user department for issuance of Proforma Invoice (PI).

VIII. Once the requisite funds are transferred to NICSI against issued PI, the Work Order will be placed on the selected agency as per the terms and conditions of the empanelment and scope of work.

IX. The empanelled agency will provide service all over India. In case deployed resources are required to undertake any tour in the interest of the project, from the project site, then the TA/DA in the form of OPE shall be applicable. However any such tour/ travel for the project would require a prior approval from the competent authority of the NICSI/NIC/User department.

X. Out of Pocket Expenses (OPE) for Consultants will be reimbursed on production of original documents.

XI. Each work order will be considered as a project and OPE (Out of pocket Expense) shouldn't exceed 15% of the work order value.

XII. Each Job assignment will be done at the cost finalized depending on Project Execution Model used in TOR as mentioned in tender document/ empanelment.

फल रोड, 2 & 3, छठी मैजिल, एन.टी.सी.टी. टावर, 15, बीकाजी कामा लेस, नई दिल्ली-110066, दृष्टिगत: 26105258, 26105054, 26169437, 26169415, फैक्स: 26105212  
Hall No. 2 & 3, 6th Floor, NBCC Tower, 15, Bhikaji Cama Place, New Delhi-110066, Ph: 26105258, 26105054, 26169437, 26169415, Fax: 26105212  
Website : www.nicsi.com, Corporate Identity Number: U74899DL1995NPL072045 GSTIN: 07AAACN2185J1ZE



## Work Order – 4



नेशनल इन्फोर्मेटिक्स सेंटर सर्विसिज़ इन्कोर्पोरेटेड  
National Informatics Centre Services Incorporated  
(रा. सू. वि. के. के अन्तर्गत भारत सरकार का एक उद्यम)  
(A Government of India Enterprise under NIC)  
इलेक्ट्रॉनिकी और सूचना प्रोग्रामिकी मंत्रालय  
Ministry of Electronics and Information Technology



वर जल की चाह है देखी

## Work Order

(GSTIN No. of NICSI: 07AAACN2185J1ZE)

Work Order No:-	M2307903	Date	21-FEB-2024
Project No:-	C210099GNND	PI Number:	
Project Name:-	E-Panchayat-PES Maintenance Training and Proposal for 2021-22		
Issued to:	Name:	Deloitte Touche Tohmatsu India LLP	
	Address:	7th Floor, Building 10, Tower-B, DLF Cyber City Complex, DLF City Phase-II, Haryana- 122002	
	Contact Person:	Alok Saxena	
	Phone No.:	9810000831	
	Email ID:	alok.saxena@deloitte.com	

Subject: Work-Order for providing Certified e-Governance Professional Services as mentioned above.

Bir,

In reference to your Empanelment No: 10(08)/2020-NICSI-Deloitte(Tier-1)/Rev2 Valid Till: 21/10/2024 with NICSI, issued with the approval of the Competent Authority, I have been directed to place an order for Certified e-Governance Professional Services as per the details and Terms and Conditions given below:-

S. No	HSN/SAC Code	Description	No of Persons Required	Required Period (No. of Months/ days)	Unit Rate per Month (excluding Taxes)	Date of Deployment (From/To)	Total Amount (AxBxC)	CGST (%) /Amount	SGST (%) /Amount	IGST (%) /Amount
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	
1	998311	Consultants with 6 yrs and < 10 yrs experience/Management/Functional Profile Tier-1 with 2nd rate revision (From 22.10.2023 to 21.10.2024)	2	Five Month(s) and Ten Day(s)	3,03,187.50	22/10/2023 To 31/03/2024	32,27,479.84	0.00% 0.00	0.00% 0.00	10.00% 5,80,846.37
					Total Amount In Re.		32,27,480	0.00	0.00	6,80,846.37
					Grand Total (In Rs.):-					38,08,426

The services of Manpower are to be provided at the office of E-Panchayat-PES Maintenance Training and Proposal for 2021-22 .Location:

E-Panchayat-PES Maintenance Training and Proposal for 2021-22  
NICSI Development Center, IT Park Road, Metro Vihar Shastri Park  
New Delhi-110053, Delhi

The contact person is Mr/Ms. Shri Sunil Jain (Contact nos.: and emailId: sjain@nic.in ). The details of multi-location deployment of Manpower, if any are attached in Annexure-I

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IV. On receipt of request from a User department, NICSI would inform the User Department/ Agency/ Institution about the Empanelled agency and the GFR compliant procedure followed in the empanelment.

V. In case the User Department clearly and specifically states in writing the name of a particular agency, NICSI may assign the work to that agency. In such cases, the responsibility for adhering to relevant financial/procurement rules would be that of the Department concerned.

VI. The Terms of Reference/ Scope of Work will be shared among all Empanelled agency and they would be invited by the Committee to make presentations and submission of technical proposal and financial effort estimate in a separate sealed envelope regarding the project under consideration. The presentations may be evaluated objectively, based on which the most suitable agency may be assigned the work by NICSI, on the recommendation of the above Committee. There should be full participation and involvement of the User Department in the process of selection of agency. For assignment of work to Empanelled agency, the above mentioned Standard Operating Procedure (SOP) is followed or implementation of new guidelines from time to time.

VII. The proposal of the selected agency along with necessary supporting document/ minutes of meeting are then forwarded to NICSI by the user department for issuance of Proforma Invoice (PI).

VIII. Once the requisite funds are transferred to NICSI against issued PI, the Work Order will be placed on the selected agency as per the terms and conditions of the empanelment and scope of work.

IX. The empanelled agency will provide service all over India. In case deployed resources are required to undertake any tour in the interest of the project, from the project site, then the TA/DA in the form of OPE shall be applicable. However any such tour/ travel for the project would require a prior approval from the competent authority of the NICSI/NICI/User department.

X. Out of Pocket Expenses (OPE) for Consultants will be reimbursed on production of original documents.

XI. Each work order will be considered as a project and OPE (Out of pocket Expense) shouldn't exceed 15% of the work order value.

XII. Each Job assignment will be done at the cost finalized depending on Project Execution Model used in TOR as mentioned in tender document/ empanelment.

एल सं. 2 & 3, छठी मंजिल, एन.पी.सी.टी., टायर, 15, शीकाजी कामा प्लॉस, नई दिल्ली-110066, दूरध्वाः 26105258, 26105054, 2610437, 26109415, फैक्स: 26105212  
Hall No. 2 & 3, 6th Floor, NBCC Tower, 15, Bhikaji Cama Place, New Delhi-110066, Ph: 26105258, 26105054, 26109437, 26109415, Fax: 26105212  
Website : [www.nicsi.com](http://www.nicsi.com), Corporate Identity Number: U74899DL1995NPL072045 GSTIN: 07AAACN2185J1ZE



Appreciation Letter

खुशवंत सिंह सेठी

संयुक्त सचिव

K.S. SETHI

Joint Secretary



पंचायती राज मंत्रालय

भारत सरकार

11वीं मंजिल, जीवन प्रकाश बिल्डिंग,

25, के.जी. मार्ग, नई दिल्ली-110001

MINISTRY OF PANCHAYATI RAJ

GOVERNMENT OF INDIA

11<sup>th</sup> Floor, Jeevan Prakash Building

25, K.G. Marg, New Delhi-110001

Date: 21<sup>st</sup> March 2022

Dear

I would like to record my appreciation for the consultancy services provided by M/s Deloitte in the Ministry of Panchayati Raj, Government of India.

I am happy to inform that the team's performance has consistently been of high professional standards while accomplishing collaboration with stakeholders at Central and State levels and while conceptualizing technological interventions and monitoring & evaluation of schemes/ programmes / initiatives of this Ministry. The team has been involved throughout the lifecycle of the various programmes / schemes/ initiatives of the Ministry from their conceptualization to closure including regular reporting/ analysis of data in the review meetings held at the level of Secretary, MoPR. During this process, they have added tremendous value to the work of Ministry. The team has shown diligence and integrity while carrying out all the assignments/ tasks and completed the same within the assigned stringent timelines.

I take this opportunity to appreciate the efforts of the Team and congratulate M/s Deloitte for their continuous and valuable association with the Ministry of Panchayati Raj. I look forward to a synergistic association of Deloitte with the Ministry of Panchayati Raj.

With regards,

Shri Amit Singh  
Executive Director  
Deloitte Touche Tohmatsu India LLP  
Gurugram, Haryana.

Tel. No.: 011-23753820, 011-23753821 (Telefax), Email: jsbc-mopr@gov.in, www.panchayat.gov.in



### 9.1.5 Project 5

Project 5	
<b>Assignment Name:</b> DSU for Department of Fisheries	<b>Country:</b> India
<b>Location within country:</b> New Delhi	<b>Professional staff provided by your firm/Entity (profiles):</b> Project Manager, Functional Consultant, Technical Consultant
<b>Name of Client:</b> Department of Fisheries	<b>No of staff:</b> 5
<b>Address:</b> Sansad Marg, New Delhi- 110001	<b>No. of Staff-Months:</b> 75
<b>Start date:</b> September 2022	<b>Completion date:</b> December 2023 <b>Approx. value of services (in INR):</b> INR 5 crore+
<b>Name of Associated Consultants, If Any:</b> NA	<b>No. of months of professional staff provided by Associated Consultants:</b> NA
<b>Name of Senior staff involved and Corresponding positions:</b>	
1. Amit Singh- Engagement Partner 2. Biswajit Saha- Engagement Manager	
<b>Narrative description of the Project:</b>	
DSU- DGQI, is a NITI Aayog initiative for creating better mechanisms for <b>digitization of processes</b> related to implementation and monitoring of Central Sector/Centrally Sponsored Schemes and other non-schematic interventions of Ministries/Departments.	
Deloitte is driving an institutional mechanism by setting up a " <b>Data and Strategy Unit</b> " for the Department of Fisheries. The Data and Strategy Unit shall drive the process of building and harnessing existing as well as augmenting the project monitoring, <b>statistical</b> , technological and <b>data analytics</b> capabilities of the respective Ministry/ Department. Deloitte is assisting the DoF in realizing its IT vision of <b>digital transformation</b> by providing technology consulting in IT enablement of various core business activities to help in embarking upon a <b>strategic transformation</b> journey required to cater to the needs of rapidly changing environment.	
<b>Description of actual services provided by your staff within the assignment:</b>	
<ul style="list-style-type: none"> <li>• Conceptualizing integrated monitoring systems for schemes of the Department based on a unified monitoring framework that enabled tracking of schemes along with its <b>statistics</b>, broader sectors and M/D level outcomes, and its contribution to <b>SDGs/National Priorities</b>.</li> <li>• Development of clear and SMART input, output and outcome indicator frameworks for schemes and ensuring that the <b>statistical indicators</b> are aligned with the output outcome monitoring framework.</li> <li>• Coordinating to drive its implementation in collaboration with other scheme units.</li> <li>• Development/ identification/ tracking of other sector level <b>statistical indicators</b> at Department level and aligning their progress tracking with the SDG goals.</li> <li>• Ensuring a synergistic approach that enables project monitoring on all aspects: OOMF, GIRG, Sector dashboards, etc. of the M/Ds.</li> <li>• Identifying data requirements across scheme divisions within the Department along with <b>Department-level indicators</b> based on M/D needs as well as reporting requirements.</li> <li>• <b>Designing and implementing data capturing mechanisms</b> in collaboration with the respective scheme divisions.</li> </ul>	



## Project 5

- Designing and implementing **data quality assurance** mechanisms including but not limited to **data integrity checks, data cleaning protocols, data validation and verification**, among others.
- Integration of various internal and external IT systems (MIS/Dashboards etc.) for data collection and reporting and to ensure end-to-end data integration within Department to reach high-frequency, granular, transactional data generated with minimal human interference across its various scheme divisions and for non-schematic interventions.
- Technology up-gradation of IT systems with latest technologies.
- Identifying hardware and software requirements for revamping the data systems within the Ministry and drive the implementation to meet these requirements in a time-bound manner.
- Enabling cross-platform integration given that some of the legacy systems within the M/D across scheme divisions may be operating on different technologies and would thus require seamless data sharing going forward to strengthen **user engagement**.
- Explore the use of **emerging technologies** including Industry 4.0 technologies for driving near real-time, high quality, granular programme information.
- Using **statistical techniques** such as drawing correlations between performance of different schemes, as well as M/Ds lying in the same category for comparisons.
- Identify the decision-needs of different stakeholders within the Department and prepare a **data analysis plan** incorporating existing and future data availability within the DoF.
- Use **data analytics and visualization** to convert data into meaningful insights which may aid decision making to foster a culture of evidence-based policy making within the Department.

<p><b>Experience in Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity/ similar assignment related to Statistical Works for Govt. of India or other state Governments for at least one-year assignment</b></p>	<p>Yes, this project involves:</p> <ul style="list-style-type: none"> <li>• Setting up a “<b>Data and Strategy Unit</b>” for the Department of Fisheries to drive the process of building and harnessing, <b>statistical</b> and <b>data analytics</b> capabilities of the Ministry/ Department.</li> <li>• Using <b>statistical techniques</b> for drawing correlations between performance of different schemes, as well as M/Ds lying in the same category for comparisons.</li> <li>• Enabling cross-platform integration through seamless data sharing to <b>strengthen user engagement</b></li> <li>• Designing and implementing <b>data quality assurance</b> mechanisms including but not limited to <b>data integrity checks, data cleaning protocols, data validation and verification</b></li> </ul>
<p><b>Experience in implementation/ managing PMU/ PMC/ similar nature of work pertaining to Statistical Strengthening or Improvement/ Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity of minimum duration of one year with relating to similar statistical activities.</b></p>	<p>Yes, the work is related to <b>Project Monitoring</b> through integrated monitoring systems based on a unified monitoring framework that enabled tracking of schemes along with its statistics</p>
<p><b>Experience of the Key Personnel in Statistical Strengthening or Improvement/ Digital transformation of organization/ Enhancing data</b></p>	<p>Yes, the key personnel have experience on work related to Statistical improvement, Digital transformation, strengthening user engagement.</p>



Project 5	
<b>quality/ Strengthening user engagement/ Building institutional capacity related to similar statistical activities.</b>	
<b>Professional Staff strength and</b> <b>Master's or PhD in Economics, Statistics, Econometrics, Applied Statistics, Mathematics, Computer Science, Data Science, Information Technology</b>	<ul style="list-style-type: none"><li>• Professional staff strength – 5</li><li>• The deployed resources were having Master's Degree in Computer Science, Data Science, Information Technology</li></ul>



## Work Order

Work Order – 1

F. No. J-1203135/22/2020-Fy  
Government of India,  
Ministry of Fisheries, Animal Husbandry and Dairying  
Department of Fisheries

Krishi Bhawan,  
New Delhi.  
Dated the 28<sup>th</sup> September 2022

To,

The Partner Consulting,  
(Kind Attn : Shri Anil K. Jain)  
M/s Deloitte Touche Tohmatsu LLP  
7th Floor, Building 10  
Tower DLF City Phase II  
Haryana

Sir,

**Subject: Onboarding/ hiring the manpower for Data and Strategy Unit for Data Governance Quality Index (DGQI) through NICSI by the Department of Fisheries - reg**

I am directed to refer to the above mentioned subject and convey the approval of competent authority for assigning the above work to M/s Deloitte Touche Tohmatsu LLP , at a cost of Rs. 31,83,345/- as fees plus GST @ 18% as applicable as present plus NICSI margin @ 9% for a period of three months..The details of cost structure as approved are as below:

S.N.	Description	Empanelled Rate/ Per Month ( in Rs) includes NICSI Operating Margin @9%	Required Period	Total (Exclusive of Taxes)
1	Consultants with 6 to 10 Years exp. (Management/Functional Profile)-01	2,99,750	3 Months	8,99,250
2	Consultants with 6 to 10 Years exp. (Technology Profile) - 02	5,99,500	3 Months	17,98,500
Total				26,97,750
GST@18%				4,855,95
Gross Amount				31,83,345

2. As per the terms and condition, the Department of Fisheries has constituted a Recommendation Committee for selection of a vendor for hiring of 3 consultants. After detailed deliberations, the Recommendation Committee recommended for selection of M/s Deloitte



Touche Tohmatsu LLP for hiring of three consultants and among the candidates presented before the Committee, the following have been recommended for Onboarding Ms. Sonakshi Varshney, Ms. Bhawna Khanduri and Mr. Sumit Soam.

3. Out of the selected candidates Ms. Sonakshi Varshney and Mr. Sumit Soam has reported from 19<sup>th</sup> September 2022 in Department of Fisheries.

4. The Terms of Reference (TOR) of the Study are as follows:

i. **Contract Period:**

The contract period of this assignment will be from **19th September, 2022 to 18<sup>th</sup> December 2022**.

ii. **Project Components:**

The Scope of Work and services requested in this project is defined under the following components:-

**Roles and Responsibilities of Data and Strategy Unit**

Breaking data silos within the Department to enable efficient data exchange, create integrated well-developed data systems and develop policy insights using cutting-edge technology and data analytics capabilities

Integrate various internal and external monitoring initiatives such as the output-outcome monitoring of CS/CSS schemes, monitoring of sectoral or department level outcomes, Global Indices monitoring and Sustainable Development Goals (SDG) monitoring, and identify and develop high-quality administrative data mechanisms to plug the existing data gaps therein by triangulating it with MoSPI's survey-based data availability.

Use Data analytics and visualization to convert data into meaningful insights to foster a culture of evidence-based policy making within the Department.

**Availability of data quality protocols** and ensuring third-party quality assessments of administrative data to improve quality of data generated by the Department.

**Develop mechanisms for use of alternative data sources and emerging technologies** in data generation and analysis.

**Coordinating facilitating and roping in States and other implementing agencies** for all of the above.

**To develop a revised action plan for reaching DGQI 5.0 frontier scores for all Schemes of the Ministry/ Department.**



**Project Deliverables/Work streams:**

The department needs support from DSU team to do the following activities under the respective themes of DGQI:

a) Data Generation

Under Data Generation, the DGQI team should do the following:

- ✓ Granular, unit-level and high-frequency, near real-time data is being generated with minimal manual intervention. A unit can be either a beneficiary, household, micro-geography (e.g. a village or a field for area-based interventions) or a project.
- ✓ Use of location tracking devices for data collection, using Geographic Information System (GIS) mapping/geo-coding/geo-fencing/mobile devices for data generation are some additional tools that can be taken into use by the Departments to minimize manual intervention.

b) Data Quality

Under Data Quality, the DGQI team should do the following:

- ✓ Endeavour for quality-at-entry by collecting verification checkpoints (e.g. location, photographs, Aadhar linkage, etc.) along with programmatic data using technology with minimal manual intervention.
- ✓ Regular and automated profiling/filtering of data at its primary processing level.
- ✓ Develop a robust design for data pipeline, in order to avoid duplication and redundancy of data.
- ✓ Collection of Metadata / data classifiers to enable efficient reporting, analytics and use.
- ✓ Integration of datasets and internal and cross-dataset consistency checks.
- ✓ Maximize technology use and establish dedicated data quality teams.

c) Use of Technology

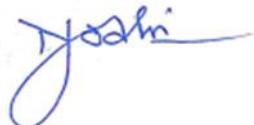
Under Use of Technology, the DGQI team should do the following:

- ✓ Ensure linkage of relevant scheme Management Information Systems (MISs) with Public Financial Management System (PFMS), Aadhaar, mobile numbers and bank accounts.
- ✓ Use of alternative data sources in order to support the existing department data.
- ✓ Use of emerging, Industry 4.0 technologies like Machine Learning, Artificial Intelligence, Internet of Things (IoT) etc. for improving scheme delivery, monitoring and review.

d) Data Analysis - Use and Dissemination

Under Data Analysis – Use and Dissemination, the DGQI team should do the following:-

- ✓ Expand the type of data analyses being used by the department e.g. Exploratory, Modelling, Correlation, Causation, Regression or Predictive.



- ✓ Maximize the use of different platforms for dissemination of data e.g., through websites, dashboards, mobile apps, and social media.
- ✓ Ensure user-friendly visualizations for easier dissemination of information.
- ✓ Ensure multi-lingual interfaces along with compatibility feature for differently abled.
- ✓ Endeavour to move towards, inter-agency, cross-functional, prescriptive analysis for augmented decision support.

e) Data Security and HR Capacity

Under Data Security and HR Capacity, the DGQI team should do the following:

- ✓ Build an integrated human, technology, and infrastructural capacity building plan.
- ✓ Ensure that the dedicated Data and Insights Units are established, and the central teams, State, and field functionaries are well-trained in data analytics, use of technology, and sensitized towards thriving a culture of evidence-based policymaking.
- ✓ Ensure 100% compliance on the statutory norms for data security.

f) Data Management

Under Data Management, the DGQI team should do the following:

- ✓ Management of data at various stages right from its generation to its use, Strategy in place for integrated storage of data and its disposal.
- ✓ Means of dealing with personal data using techniques like encryption, de-identification, etc.
- ✓ Ensuring proper data classification using good quality meta-data to enable better reporting, analytics, and use.
- ✓ Clarify data ownership and stewardship norms for different data classes, especially entailing intra-ministry and inter-ministry interactions.

5. The following subunit-wise work streams are envisioned under the project:

Units	Broad Scope of Work
Monitoring Work stream	<ul style="list-style-type: none"> <li>• Conceptualize integrated monitoring systems and drive its implementation in collaboration with other units based on a unified monitoring framework that enabled tracking of schemes, broader sectors and department level outcomes, and its contribution to Sustainable Development Goals (SDGs)/National Priorities.</li> <li>• Development of data quality protocols for reliable monitoring systems.</li> <li>• Development of indicators for schemes and ensure that the indicators are aligned with the Output-Outcome Monitoring Framework (OOMF).</li> <li>• Ensure a synergistic approach that enables monitoring on all aspects of SDG Goals, OOMF, Global Indices to drive Reforms and Growth (GIRG), Sector dashboards, etc. of the department.</li> </ul>
Statistical Workstream	<ul style="list-style-type: none"> <li>• Identify the data requirements on common indicators across scheme divisions within the department in terms of their outputs and outcomes.</li> </ul>



Units	Broad Scope of Work
	<ul style="list-style-type: none"> <li>• Based on the gap analysis of data requirements, design and implement data capturing mechanisms.</li> <li>• Design and implement data quality assurance mechanisms including but not limited to data integrity checks, data cleaning protocols, data validation and verification, among others.</li> <li>• Build a statistical register for the department to enlist all data points being captured within the department along with its meta data definitions.</li> <li>• The unit needs to facilitate coordination with MoSPI for needs assessment and compilation of statistics as per MoSPI standards of dissemination.</li> </ul>
Technology Workstream	<ul style="list-style-type: none"> <li>• Development and implementation of IT-based data systems for data collection and reporting and ensure end-to-end data integration within department.</li> <li>• Integration of various internal and external monitoring initiatives and development of high-quality administrative data mechanisms to plug the existing data gaps.</li> <li>• Up-gradation of the data systems with latest technology.</li> <li>• Identify hardware and software requirements for revamping the data systems within the department.</li> <li>• Enable cross-platform integration.</li> </ul>
Data Analytics Workstream	<ul style="list-style-type: none"> <li>• Use data analytics and visualization to convert data into meaningful to foster a culture of evidence-based policy making within the department.</li> <li>• Prepare a data analysis plan incorporating existing and future data availability within the department.</li> <li>• Drawing correlations between performance of different schemes, as well as department lying in the same category for comparisons.</li> <li>• Use the latest statistical analysis packages for Qualitative data analysis, and data visualization tools for enhanced data to insights transformation.</li> </ul>
Communication Workstream	<ul style="list-style-type: none"> <li>• Inter-Ministerial Coordination for synergies in data collection for common indicators</li> <li>• State-level engagements</li> <li>• Enhance Partnerships with private and research organizations to develop capabilities.</li> </ul>

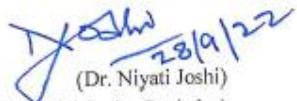
**6. Other deliverables required from the Data & Strategy Unit:**

S.N.	Activities to be taken	Time Period
1.	Action Plan for Department of Fisheries to achieve 5.0 score of DGQI	Within 4 Days
2.	As-Is Assessment of Data, IT and Statistical standing of DoF and other allied Institutes and entities	Within 4 Days




3.	Develop Standard Operating Procedures for all activities/technologies of Department of Fisheries	Within 4 Days
4.	Analysis of present state of digitalization of Department of Fisheries and allied agencies/institutes	Within 4 Days
5.	Support the implementation of all the schemes/activities under Department of Fisheries	Submit the Action Plan
6.	Support implementation and management of IT Systems, Mobile Applications, Management Information Systems, Dashboards, Websites & Social Media Channels for Department of Fisheries and allied agencies	Submit the Action Plan
7.	Integrated Communication Plan for Department of Fisheries and other allied Institutes and entities	Submit the Action Plan
8.	Identify new data sources and emerging technologies for complementing the efforts at Department of Fisheries	Submit the Action Plan
9.	Weekly Status Reports to be submitted to Director(FS)	Submit the Action Plan

Yours faithfully,



28/9/22  
 (Dr. Niyati Joshi)  
 Director (Fisheries Statistics)  
 Email: niyati.joshi@nic.in

Copy for information to:

1. PS to JS (I &A), DoF, GoI, Krishi Bhawan, New Delhi – 110001.
2. Shri Sajjad Akhtar, General Manager, Ministry Team, National Informatics Centre Services Incorporated, 15 Bhikaji Cama Place, New Delhi – 110066.
3. Shri Amit Singh, Executive Director, M/s Deloitte Touche Tohmatsu LLP.



Work Order 2

F. No. j-17001/105/2022-DOF  
Government of India,  
Ministry of Fisheries, Animal Husbandry and Dairying  
Department of Fisheries

Krishi Bhawan,  
New Delhi.  
Dated the 12<sup>th</sup> January, 2023

To,

The Partner Consulting,  
(Kind attn: Shri Amit Kumar Singh)  
M/s Deloitte Touche Tohmatsu LLP  
7th Floor, Building 10  
Tower DLF City Phase II  
Haryana

Sir,

**Subject: Onboarding/ hiring the five manpower for IT and e-Governance cell for the Department of Fisheries through NICSI by the Department of Fisheries – reg.**

I am directed to refer to the above mentioned subject and convey the approval of competent authority for assigning the above work to M/s Deloitte Touche Tohmatsu LLP, at a cost of Rs. 2,09,86,925/- as fees plus GST @ 18% as applicable as present plus NICSI margin @ 9% for a period of One Year which is extendable upto further two years based on the performance. Initially the project is being awarded for nine months as NICSI tender( NICSI/eGov Professionals/2020/11) is valid till 21.10.2023.The details of cost structure as approved are as below:

S.N.	Description	Empanelled Rate/ Per Month (in Rs) includes NICSI Operating Margin @9%	Required Period	Total (Exclusive of Taxes)
1	Consultants with 6 to 10 Years exp. (Technology Profile)-02	3,14,737.50	9 Months	56,65,275.00
2	Consultants with 6 to 10 Years exp. (Technology Profile) - 01	3,14,737.50	9 Months	28,32,637.50
3	Consultants with 3 to 6 Years exp. (Technology Profile) - 02	2,68,957.50	9 Months	48,41,235.00
Total				1,33,39,147.50
GST@18%				2401046.56
Gross Amount				1,57,40,194



2. Out of the five consultants two were deployed for IT & e-Governance cell of Department of Fisheries on 19<sup>th</sup> December 2022 and three were deployed on 11<sup>th</sup> January 2023.

**Term of Reference/ Scope of work are as below:**

I. Conceptualize Centralized IT platform for creation of effective IT systems for Department of Fisheries. (Concept attached at Annexure-I)

II. Provide assistance for onboarding of technical solution providers for development of Centralized IT platform.

III. Procurement related activities, Bid Process management; RFP, evaluation, vendor on-boarding etc.

**IV. Providing assistance for Implementation of centralized IT platform related activities:-**

a) Establish a framework for reliable and accurate monitoring of the IT Service Providers performance and service delivery

b) Monitoring of deliverables, timelines, and other tasks as agreed upon in contract

c) Review project documents such as SRS, FRS, Solution Design, etc submitted by the Service providers.

d) Development of Mobile apps, futuristic analytical dashboards.

e) Track the progress on the proposed and under-implementation change requests

f) Support UAT based on the test scripts provided by the Service providers.

g) Monitor the implementation of enhancements & adherence to the applicable e-Governance Standards

h) Provide inputs for the SLA measurement methodology and tool

i) Facilitate and monitor all upgrades/ replacement to solution components, including infrastructure

j) Escalate the issues and monitor resolution thereof as may be appropriate

k) Provide periodic reports

l) Bring synergies across the service provider(s) as well as the various DoF institutions

m) Support in the preparation of High-Level Design, application architecture etc

n) Assist DoF in finalization of development & testing environments with the Service providers

o) Oversee the Data and DoF IT applications Migration Process

p) Support DoF and Service providers (s) in User Acceptance Testing (UAT) Management

q) Assist in Security Audit related activities

r) Design and assist in developing a rollout / Implementation plan of DoF IT applications

s) Support in implementing Capacity Building programs

t) Monitoring Performance and Service Levels

**V. Provide assistance for Operation & Maintenance of IT platform related activities -**

a) Review data and reports provided by Service providers in respect of service delivery as per the SLA

b) Facilitate and monitor all upgrades/ replacement to solution components, including infrastructure,

c) Review and report adherence by Service providers to applicable statutory requirements and industry standards



- d) Monitor implementation & compliance of business processes in production environment.
- e) Track the progress on the proposed and under-implementation change requests
- f) Review and report maintenance of list of all the project assets, contracts, support teams and their contact details
- g) Review & Monitor the third-party agreements as submitted by the Service providers.
- h) Review and report validity of ATS for licensed software and AMC for hardware, beyond expiry of the Service providers contract
- i) Create a repository of all the certificates / licenses for documentation purpose
- j) Provide capacity building support such as prepare training plan and calendar for trainings, monitoring the uptake/adoption of digital learning courses by the DoF stakeholders
- k) Assist DoF to explore new age technologies (e.g., AI/ML, IoT) for DoF and design/undertake demonstration pilots-
- l) Undertake best practice study at National and Global level to identify the possible solutions based on emerging technology relevant to Fisheries sector
- m) Continue to research regarding the trends in innovation and invention in the technology sector and keep DoF abreast with the latest technological advancement
- n) Help in planning and designing the concept note/case studies for testing the solutions
- o) Assist DoF in implementing pilot studies based on emerging tech solutions and document the outcome
- p) Support DoF to Design, Plan and Conduct events to crowdsource innovative solutions and test the feasibility of new technology solutions
- q) Assist DoF to decide the theme and then undertake secondary research.
- r) Assist DoF in organizing the events – webinars, conferences, etc.

vi. **Other activities - Coordination & Monitoring with:**

- a) Line ministries for IT related initiatives such Gati Shakti, PFMS, Meity, Data gov. in, NIC, MoSPI, MoEF, etc.
- b) NIC for e-office related activities.
- c) compliance for improvement Department of Website
- d) Other departments for compliance with DGQI Activities -
  - i. Data.gov.in
  - ii. PFMS
  - iii. NIC Cloud
  - iv. Niti Ayog- DMEO (DGQI)
- e) NFDB and autonomous institutes for IT related data.
- f) States/UTs for MIS data reporting on PMMSY & FIDF Schemes.
- g) Coordination with development teams of PMMSY and FIDF for scheme related information.

vii. Cyber Security related activities for Department – Coordination & Compliance with GIGW, STQC & Meity, CERT IN, Security Audit etc

viii. Cloud infrastructure related activities – Coordination and compliance for maintenance of NIC Cloud – VM creation, Port opens and over all cloud management.

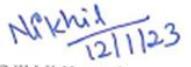
ix. Any other IT related activities/Miscellaneous as and when comes.



Other Terms & Condition

- Daily Time for Reporting: 09:30 AM & punctuality has to be maintained by the deployed staff.
- All urgent and exigent work has to be completed in a time bound banner.
- The team will report to Director (Fisheries Statistics & IT).

Yours faithfully,

  
Nikhil  
12/11/23  
(Nikhil Kumar)  
Assistant Director (Fisheries Statistics)  
Email: [nikhil.nik@nic.in](mailto:nikhil.nik@nic.in)

Copy for information to:

1. PS to JS (I &A), DoF, Gol, Krishi Bhawan, New Delhi – 110001.
2. Dr. Niyati Joshi, Director ( Fisheries Statistics & IT),DoF, Gol
3. Shri Sajjad Akhtar, General Manager, Ministry Team,National Informatics Centre Services Incorporated, 15 Bhikaji Cama Place, New Delhi – 110066.
4. Shri Amit Singh, Executive Director, M/s Deloitte Touche Tohmatsu LLP.



Work Order – 3

F. No. J-17001/105/2022-DOF  
Government of India,  
Ministry of Fisheries, Animal Husbandry and Dairying  
Department of Fisheries

Krishi Bhawan, New Delhi.  
Dated the: 18<sup>th</sup> January, 2024.

To,  
Shri Sajjad Akhtar, General Manager, Ministry Team,  
National Informatics Centre Services Incorporated,  
15, Bhikaji Cama Place, New Delhi-110066.

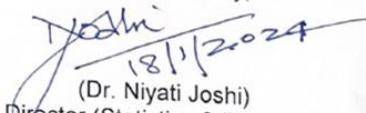
**Subject: Project Extension for another three months, i.e., 18<sup>th</sup> March, 2024 – reg.**

Sir,

This is with reference to the project name "Department of Fisheries" and Project No.C220936MPND", which is valid till 18<sup>th</sup> December, 2023. In this regard, it is to convey that the competent authority of this department has decided to extend the validity of the same project to M/s Deloitte Touche Tohmatsu LLP for another three months, i.e., 18<sup>th</sup> March, 2024, with the same terms and conditions as communicated earlier.

2. Accordingly, NICSI is requested to kindly take the necessary action and issue the work order to M/s Deloitte for the above-mentioned extended period.

Yours faithfully,

  
18/1/2024  
(Dr. Niyati Joshi)  
Director (Statistics & IT)  
Email: [niyati.joshi@nic.in](mailto:niyati.joshi@nic.in)

Copy for information to:

1. Joint Secretary (Inland-Fisheries), DoF, Govt. of India.
2. Shri Amit Singh, Partner, M/s Deloitte Touche Tohmatsu LLP.



### 9.1.6 Project 6

Project 6	
<b>Assignment Name:</b> Boost up the size of Gross State Domestic Product (GSDP) of Uttar Pradesh to One Trillion Dollar in five years (2022-2027)	<b>Country:</b> India
<b>Location within country:</b> Lucknow, Uttar Pradesh	<b>Professional staff provided by your firm/Entity (profiles):</b> Sector-wise Experts, Economist, Statisticians, Business Analyst, IT Expert, Mobile Apps Developer, etc
<b>Name of Client:</b> Department of Planning, Government of Uttar Pradesh	<b>No of staff:</b> 50+
<b>Address:</b> Yojana Bhawan, Department of Planning, Government of Uttar Pradesh	<b>No. of Staff-Months:</b> 300
<b>Start date:</b> 2022	<b>Completion date:</b> 2027
<b>Name of Associated Consultants, If Any:</b> NA	<b>Approx. value of services (in INR):</b> 6 crores <b>No. of months of professional staff provided by Associated Consultants:</b> NA
<b>Name of Senior staff involved and Corresponding positions:</b>	
1. Subham Gupta- Engagement Partner 2. Rishav Singh- Engagement Manager	
<b>Narrative description of the Project:</b>	
<p>Government of India has stepped up efforts to achieve the ambitious target of making India a Five Trillion Dollar economy and UP being the most populous state plays a critical role in the same. Achieving this goal requires increased current growth rate, investment rate, and improved basic infrastructure in the State.</p> <p>Deloitte has been selected as a consultant to spearhead the ambitious initiative of boosting Uttar Pradesh's economy to a staggering <b>one trillion dollars</b>. Leveraging its expertise in <b>economic analysis</b>, strategic planning, and innovative solutions, Deloitte aims to catalyse growth across key sectors such as infrastructure, manufacturing, agriculture, and services. Through comprehensive <b>data analysis, policy recommendations, and investment strategies</b>, Deloitte plans to unlock Uttar Pradesh's immense potential, attracting domestic and foreign investments, fostering entrepreneurship, and creating a conducive <b>business environment</b>. By collaborating with stakeholders, implementing robust <b>economic policies</b> and harnessing <b>technological advancements</b>, Deloitte is poised to play a pivotal role in transforming Uttar Pradesh into a vibrant economic powerhouse on a global scale.</p>	
<b>Description of actual services provided by your staff within the assignment:</b>	
<ul style="list-style-type: none"> <li>Critical analysis of <b>macro and microeconomic</b> sectoral data, identifying pivotal factors driving sectoral growth.</li> <li>Establish <b>multipliers correlating sectoral growth with its impact on the Gross State Domestic Product (GSDP)</b>, alongside setting targets for each sector and devising strategies to attain them.</li> <li>Design mechanisms and methodologies to enable interventions, study potential social impact and suggest refinements across all relevant institutions to align with overall strategy and its implementation.</li> </ul>	



## Project 6

- Facilitate **targeted institutional restructuring activities and identifying sector specific skills and capacity building requirement** including developing strategies for operationalizing skill development programs.
- Develop Project Charter to document governance mechanism and remove ambiguities in roles, responsibilities, and expectations.
- A **super-app** is being developed to create a **comprehensive farmer database, integrating input support, credit options, government schemes, crop management tools, market access, and digital crop surveys**. The goal is to empower farmers through technology, enhancing their opportunities. These **digital initiatives aim to boost agricultural productivity**, streamline crop management, and establish a centralized data resource centre at the state level.
- Create a **dashboard** for the HPC to facilitate seamless and consistent monitoring. This dashboard should enable easy tracking of milestones and be **integrated with big data analytics and relevant software for enhanced insights and analysis**.
- Conduct a **feasibility assessment and market analysis** for GPU-powered Data Centres, coupled with initiatives to attract investments, facilitating the advancement of a **digital economy** and sophisticated data processing.
- Establish a **State Open Data portal** to enhance data accessibility, security, and protection, fostering transparency and openness.
- Perform an in-depth examination of **international digital government practices**, proposing essential use cases to accelerate the government's technological adoption for various user departments.
- Development of a **prominent global technology and data centre hub** to expand the IT/ITeS sector in Uttar Pradesh. The region's abundance of high-calibre talent and competitive rental rates serve as compelling factors to **entice significant investments** from the IT/ITeS industry.
- The vision for Lucknow involves its **transformation into an AI City**, positioning it as a cutting-edge technology hub and Uttar Pradesh's next prominent IT centre following Noida. This will ensure a steady supply of **high-quality talent crucial for the advancement of the AI industry**.
- Development of a **cutting-edge drone and robotics park**, offering value-added services to companies, such as shared research laboratories and essential infrastructure.
- Establish **Engineering Research and Development (ER&D) Parks** is proposed to foster a cluster effect, encouraging collaboration among ER&D units within the cities.
- The overarching utilization of **health analytics** was extensively explored and recommendations on the same include utilization of **AI & ML in healthcare**. Enabling **technological development** and creation of an ecosystem to enhance delivery of healthcare services.
  - Exploration into the potential of hydro energy and identification of the capacity for addition of hydro energy within the state.

<p><b>Experience in Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity/ similar assignment related to Statistical Works for Govt. of India or other state Governments for at least one-year assignment</b></p>	<p>Yes, the project involves:</p> <ul style="list-style-type: none"> <li>• Digital transformation with creation of dashboard <b>integrated with big data analytics and relevant software for enhanced insights and analysis</b>, <b>establishment of State Open Data Portal</b>.</li> </ul>
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Project 6	
	<ul style="list-style-type: none"> <li>The project also involves strengthening user engagement through building of super app to digitally empower farmers.</li> </ul>
<b>Experience in implementation/ managing PMU/ PMC/ similar nature of work pertaining to Statistical Strengthening or Improvement/ Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity of minimum duration of one year with relating to similar statistical activities.</b>	Yes, this is a PMU kind of project with work pertaining to Digital Transformation, <b>data analysis, policy recommendations and investment strategies.</b>
<b>Experience of the Key Personnel in Statistical Strengthening or Improvement/ Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity related to similar statistical activities.</b>	Yes, the key personnel have experience in Digital transformation, strengthening user engagement and building institutional capacity.
<b>Professional Staff strength and Master's or PhD in Economics, Statistics, Econometrics, Applied Statistics, Mathematics, Computer Science, Data Science, Information Technology</b>	<ul style="list-style-type: none"> <li>Professional staff strength – 50+</li> <li>The deployed resources were having Master's or PhD in Economics, Statistics, Econometrics, Applied Statistics, Mathematics, Computer Science, Data Science, Information Technology</li> </ul>



Work Order

Agreement Award	<b>Indian-Non Judicial Stamp Haryana Government</b>		Date : 29/07/2022
Certificate No. G0292022G2383		Stamp Duty Paid : ₹ 101 (Rs. Only)	
GRN No. 92983743		Penalty : ₹ 0 (Rs. Zero Only)	
<b>Seller / First Party Detail</b>			
Name: Deloitte Touche Tohmatsu India LLP	H.No/Floor: 7th	Sector/Ward: 25	LandMark: Building 10b dlf cyber city complex
City/Village: Gurugram	District: Gurugram	State: Haryana	
Phone: 99*****78			
<b>Buyer / Second Party Detail</b>			
Name : Department of Planning government of Uttar pradesh	H.No/Floor : Na	Sector/Ward : Na	LandMark : Yojana bhavan 9 sarojini naidu ma
City/Village: Lucknow	District: Lucknow	State: Uttar pradesh	
Phone : 99*****78			
Purpose : Contract Agreement			

The authenticity of this document can be verified by scanning this QRCode Through smart phone or on the website <https://egrashty.nic.in>

### FORM OF AGREEMENT

This agreement is made this 5<sup>th</sup> day of August 2022 at Lucknow BETWEEN M/S. **Deloitte Touche Tohmatsu India LLP**, registered office at One International Centre, Tower 3, 25th - 32nd Floor, Senapati Bapat Marg, Elphinstone Road (West), Mumbai – 400 013, Maharashtra, India, through **Shri Romal Shetty**, Partner- Deloitte Touche Tohmatsu India LLP, Level 20, Prestige Trade Tower, 46 Palace Road, High Grounds, Bangalore – 560001, India selected under the Bidding Process against the RFP (RFP NO 447/2022-I7M(21)3-AA-12019-32) for "**SELECTION OF CONSULTANT TO BOOST UP THE SIZE OF GSDP OF UTTAR PRADESH TO ONE TRILLION DOLLAR IN FIVE YEARS (2022-2027)**" herein after referred to as the "First party", which expression shall include his successors in office of the One Part AND "**The Governor of Uttar Pradesh through Sri Alok Kumar Secretary, Department of Planning, Government of Uttar Pradesh, Yojana Bhawan, Lucknow**" herein after referred to as the "Second Party", which expression shall include his successors in office of the Second Part.

WHEREAS the First Party will provide consultancy services to Department of Planning and all the related departments of the State Government, in accordance with all the Terms and Conditions and other related clauses of the RFP ( RFP No : 447/2022-I7M(21)3-AA-12019-32) and also the terms and conditions



contained in the subsequent corrigendum and Work Orders to be issued by the Second Party to the First Party and the same shall be binding on the First Party and shall be the integral part of this agreement.

IN WITNESS WHEREOF THE ABOVE MENTIONED PARTIES HAVE PUT THEIR SIGNATURES  
ON THIS FIFTH DAY OF AUGUST TWO THOUSAND AND TWENTY TWO

**Shri. Romal Shetty**

Authorised Signatory of DTTILLP  
"First Party"

**Shri. Alok Kumar**

For and on behalf of the  
Governor of Uttar Pradesh  
Department of Planning Government of Uttar Pradesh

SEAL

Name and Address:

Name and Address:

Witness'

Witness'

Signature:

Signature :

Name and Address:

Name and Address:



Letter of Intent

**Letter of Intent**

State Planning Commission-1(Planning ,U.P.)

No.-(1445/22)I7M(21)/35-AA-1/2019-32TCII

Date: 20 July,2022

To

**Deloitte Touche Tohmatsu India LLP**  
7th Floor, Building No. 10-B, DLF Cyber City Complex,  
DLF City Phase II,  
Gurgaon, Haryana  
122002, India

**Subject:** Regarding selection of Consultant to boost up the size of Gross State Domestic Product (GSDP) of Uttar Pradesh to One Trillion Dollar in five years (2022-2027) (RFP 447/2022-I7M(21)3-AA-12019-32 and Tender ID 2022\_DPUP\_678527\_1 dated 15<sup>th</sup> March 2022

Dear Sir,

Kindly refer to your eBid submitted in response to the Request for Proposal (RFP) issued by Uttar Pradesh Planning Department (RFP 447/2022-I7M(21)3-AA-12019-32) and Tender ID 2022\_DPUP\_678527\_1 dated 15<sup>th</sup> March 2022) for the Selection of Consultant to boost up the size of Gross State Domestic Product (GSDP) of Uttar Pradesh to One Trillion Dollar in five years (2022-2027).

We are pleased to inform that the competent authority has approved the selection of "**Deloitte Touche Tohmatsu India LLP (Deloitte India)**" as Consultant to boost up the size of Gross State Domestic Product (GSDP) of Uttar Pradesh to One Trillion Dollar in five years (2022-2027) @ Rs. 120.00 Cr (Rupees One Hundred Twenty Crore Only) and GST extra.

As a Consultant, **Deloitte India** required to fulfil the following terms and conditions:

1. To furnish an unconditional and irrevocable Performance Bank Guarantee in the enclosed prescribed format (Form-3 (c)-2) equivalent to 5% of the contract value rounded off to the nearest thousand Indian Rupees i.e of **INR 60000000 (INR Six Crore Only)** from any Nationalised Bank/Scheduled Bank in India on the prescribed format in favour of Secretary, Planning Department, Govt of Uttar Pradesh payable at Lucknow for the period of contract with 60 days claim period beyond the completion of all contractual obligations. The bank guarantee must be submitted within 15 days of issuance of LOI but before signing of the consultancy contract. **Deloitte India** has to renew the bank guarantee on same terms and



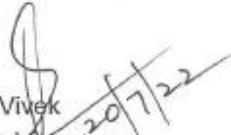
conditions for the period up to contract including extension period, if any. Performance Guarantee would be returned only after successful completion of tasks assigned to them and only after adjusting/recovering any dues recoverable/payable from/by the Consultant on any account under the contract.

2. **Deloitte India** has to sign the contract in a duly prescribed enclosed format (Form-3 (c)-1) after fulfilling all the formalities/pre-conditions, within 15 days of issuance of the letter of intent.
3. In addition to the above, **Deloitte India** shall comply with all other requirements, terms & conditions set out in the RFP, Corrigendum(s) and further communications thereon for boosting up the size of Gross State Domestic Product (GSDP) of Uttar Pradesh to One Trillion Dollar in five years (2022-2027).

**Deloitte India** is therefore expected to fulfil above-mentioned requirements within stipulated time frame so that it may start the work for providing consultancy services to boost up the size of Gross State Domestic Product (GSDP) of Uttar Pradesh to One Trillion Dollar in five years (2022-2027).

Encl. : As mentioned.

Yours sincerely,

  
Vivek  
Spl. Secretary  
Planning Department  
Govt. of Uttar Pradesh



### 9.1.7 Project 7

Project 7		
<b>Assignment Name:</b> Preparation of Vision and Mission Document and perspective plans for the state of West Bengal		<b>Country:</b> India
<b>Location within country:</b> West Bengal		<b>Professional staff provided by your firm/Entity (profiles):</b> Project Manager, Functional Consultants, Sector-wise experts
<b>Name of Client:</b> Department of Planning, Statistics & Programme Monitoring, West Bengal		<b>No of staff:</b> 3
<b>Address:</b> Department of Planning, West Bengal, Joint Administrative Building, HC-7, Sector-III, Salt Lake, Kolkata-7000106		<b>No. of Staff-Months:</b> 36
<b>Start date:</b> 02 Jan 2017	<b>Completion date:</b> 31 Jan 2018	<b>Approx. value of services (in INR):</b>
<b>Name of Associated Consultants, If Any:</b> NA		<b>No. of months of professional staff provided by Associated Consultants:</b> NA
<b>Name of Senior staff involved and Corresponding positions:</b>		
1. Aloke Aggarwal- Engagement Partner 2. Sanghamitra Sanyal - Engagement Manager		
<b>Narrative description of the Project:</b>		
The client has undertaken the development of vision, mission and short and long term perspective plans for their state. Deloitte has been mandated to develop the state vision document along with sectoral vision and roadmap for the implementation of the same. The process of developing such long term vision and goals shall be developed in conformity with:		
1. International development targets (UNSDGs) 2. State and National priorities set out in various policies and government sponsored programs 3. Citizen commitments		
Based on an assessment of the state profile covering State's geography & demography, its resource profile, state of human development and its economy & finances, Deloitte was entrusted to perform a SWOT analysis for the state of West Bengal, sectoral as well as combined containing synopsis of West Bengal's strengths, opportunities, weaknesses and threats to economic stability. The goal was to provide a nuanced analysis that could inform strategic planning and decision making, leveraging both <b>economic insights</b> and <b>statistical trends</b> .		
<b>Description of actual services provided by your staff within the assignment:</b>		
<ul style="list-style-type: none"> <li>• <b>Identify Key Performance Indicators (KPIs) and prepare a Common Template:</b> <ul style="list-style-type: none"> <li>✓ <b>Identification and listing the Key Economic Indicators</b> that are essential for achieving vision targets in alignment with national and international development frameworks and citizen commitments. The UN Office in India has committed to assist the state in amalgamating the <b>UN SDGs</b>, within the overarching framework of</li> </ul> </li> </ul>		



## Project 7

the state's Vision, Mission and Perspective Plan document. UN agencies are already assisting other state governments in preparing similar documents.

- ✓ Technical Assistance by deputing experts in various social sectors. The TA shall extensively take recourse to the expertise of the UN agencies for these sectors, while compiling the material.
- ✓ After identifying the KPIs, the consultants **prepared a common template** for the departments to ascertain each of their visions, missions, strategy, long and short term perspective plans and measurable targets to achieve the overarching vision element.
- ✓ Leveraged participatory tools (workshop, FGDs etc.) to **provide support to the departments in finalising their vision along with identifying focus areas, outcomes and measurable parameters** Having identified vision and measurable parameters based on the above, consultants also **assessed perception of the Departments on adequacy of institutional strengthening and capacity development and availability of resources** for attaining the targets.
- ✓ **Framing a Vision Document incorporating all the sectors identified and selected by the Government as "Key Sector"**: The consultants in discussion with appropriate authorities of Government of West Bengal **identified and finalised the sectors** which needs explanations/recommendations/justifications to obtain the concurrences from the concerned Departments for Key Sectors.
- **Sectoral vision:** Perform a SWOT analysis for identified sectors to focus the whole exercise with most effective use of the available resources Based on analysis of present status of measurable KPIs, consultants shall **identify Focus Areas for which perspective plans for 2020, 2025 and 2030 will be made. Spell out outcomes for those time horizons and process of measuring the performance.**
- **State vision:** Compiled the sector vision into a state vision which will have measurable outcomes.
- **Design monitoring framework** with KPIs to measure the progress of achieving expected results of the Departments.
- **Creating interactive Web-based system and mobile application for dissemination** of the vision, mission and perspective plan and monitoring of performance of KPIs including facilitating online data collection from different agencies/ departments through that app.

<p><b>Experience in Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity/ similar assignment related to Statistical Works for Govt. of India or other state Governments for at least one-year assignment</b></p>	<p>Yes, the project involves:</p> <ul style="list-style-type: none"> <li>• Building <b>institutional capacity</b> of the government with knowledge dissemination through creation of Vision document with SWOT analysis for the state of West Bengal</li> <li>• Leveraging <b>data-driven insights</b> to define aspirational goals, identify key economic indicators and develop strategic pathways for sustainable growth and prosperity</li> </ul>
<p><b>Experience in implementation/ managing PMU/ PMC/ similar nature of work pertaining to Statistical Strengthening or Improvement/ Digital transformation of organization/ Enhancing data quality/ Strengthening user</b></p>	<p>Yes, the project involves:</p> <ul style="list-style-type: none"> <li>• Digital transformation by <b>creating interactive Web-based system and mobile application for dissemination</b> of the vision, mission and perspective</li> </ul>



Project 7	
<b>engagement/ Building institutional capacity of minimum duration of one year with relating to similar statistical activities.</b>	plan and monitoring of performance of KPIs including facilitating online data collection from different agencies/ departments through that app.
<b>Experience of the Key Personnel in Statistical Strengthening or Improvement/ Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity related to similar statistical activities.</b>	Yes, the key personnel have experience in Digital transformation, strengthening user engagement and building institutional capacity.
<b>Professional Staff strength and</b>  <b>Master's or PhD in Economics, Statistics, Econometrics, Applied Statistics, Mathematics, Computer Science, Data Science, Information Technology</b>	<ul style="list-style-type: none"> <li>● Professional staff strength – 4</li> <li>● The deployed resources were having Master's or PhD in Economics, Statistics, Information Technology</li> </ul>



Work Order



Government of West Bengal  
Department of Planning  
Joint Administrative Building, HC-7, Sector-III  
Salt Lake, Kolkata: 700 106

No. 3109/DP/P/P-1S-08/2016

Dated: 08.12.2016

From: Joint Secretary to the Government of West Bengal

To: The Partner/Proprietor/Manager,  
M/s Deloitte Touche Tohmatsu India Private Ltd.

**Subject: Work Order for Preparation of Vision and Mission Document and Perspective Plans for the state of West Bengal**

Sir,

Subsequent to the evaluation of Technical and Financial Bids from empanelled Transaction Advisers (TAs) for preparing Vision, Mission, Strategy, Long and Short Term Perspective Plan for the State of West Bengal, issued vide Tender No.2587-DP/P/P-1S-08/2016 on 12.09.2016, you have come out as L<sub>1</sub> Bidder with quoted price of Rs. 1, 41, 37, 650/-.

This may be treated as the formal **Work Order** for starting the process of preparing Vision, Mission, Strategy, Short and Long Term Perspective Plan for the State of West Bengal, which includes:

- Perform a SWOT analysis for the state of West Bengal.
- Identify Key Performance Indicators (KPIs) and prepare a Common Template.
- Framing a Vision Document incorporating all the sectors identified and selected by the Government as "Key Sector".
- Sectoral vision.
- State vision.
- Design monitoring framework.
- Creating interactive Web-based system and mobile application.

Clause No. 4 of RFP Document and the clarifications made to the queries raised in Pre-Bid Meeting would be treated as the Terms of Reference for the said assignment.

Yours faithfully

Joint Secretary to the Govt. of West Bengal

Dated: 08.12.2016

No. 3109/1/DP/P/P-1S-08/2016

Copy to:

1. The Principal Secretary, Department of Finance, Govt. of West Bengal for his kind information.

Joint Secretary to the Govt. of West Bengal



## 9.2 Experience in Number of Projects/ Assignments

Sl#	Project	Client	Duration
1	Boost up the size of Gross State Domestic Product (GSDP) of Uttar Pradesh to One Trillion Dollar in five years (2022-2027)	Department of Planning, Government of Uttar Pradesh	More than 2 years
2	Bihar Governance and Administrative Reforms Programme	Department for International Development (DFID), UK/ Government of Bihar	More than 2 years
3	Data and Insights Unit for Ministry of Rural Development	Ministry of Rural Development, GoI	More than 2 years
4	Technical Support unit for Agriculture Statistics Division	Ministry of Agriculture, GoI	More than 1 years
5	PMU for National Data & Analytics Platform	Niti Ayog, GoI	More than 5 years
6	Implementation of Data Engineering and Data Analytics for Skill India Digital	NSDC, GoI	More than 1 years
7	National PMU for e-Panchayat	Ministry of Panchayati Raj, GoI	More than 2 years
8	DSU for Department of Fisheries	Ministry of Fisheries, GoI	More than 1 years
9	Preparation of Detailed Project Report to Improve the Statistical Environment in Karnataka	Karnataka Statistical System Development Agency (KSSDA), Government of Karnataka	



### 9.2.1 Project 1

Project 1	
<b>Assignment Name:</b> Boost up the size of Gross State Domestic Product (GSDP) of Uttar Pradesh to One Trillion Dollar in five years (2022-2027)	<b>Country:</b> India
<b>Location within country:</b> Lucknow, Uttar Pradesh	<b>Professional staff provided by your firm/Entity (profiles):</b> Sector-wise Experts, Economist, Statisticians, Business Analyst, IT Expert, Mobile Apps Developer, etc
<b>Name of Client:</b> Department of Planning, Government of Uttar Pradesh	<b>No of staff:</b> 50+
<b>Address:</b> Yojana Bhawan, Department of Planning, Government of Uttar Pradesh	<b>No. of Staff-Months:</b> 300
<b>Start date:</b> 2022	<b>Approx. value of services (in INR):</b> 6 crores
<b>Name of Associated Consultants, If Any:</b> NA	<b>No. of months of professional staff provided by Associated Consultants:</b> NA
<b>Name of Senior staff involved and Corresponding positions:</b>	
3. Subham Gupta- Engagement Partner 4. Rishav Singh- Engagement Manager	
<b>Narrative description of the Project:</b>	
<p>Government of India has stepped up efforts to achieve the ambitious target of making India a Five Trillion Dollar economy and UP being the most populous state plays a critical role in the same. Achieving this goal requires increased current growth rate, investment rate, and improved basic infrastructure in the State.</p> <p>Deloitte has been selected as a consultant to spearhead the ambitious initiative of boosting Uttar Pradesh's economy to a staggering <b>one trillion dollars</b>. Leveraging its expertise in <b>economic analysis</b>, strategic planning, and innovative solutions, Deloitte aims to catalyse growth across key sectors such as infrastructure, manufacturing, agriculture, and services. Through comprehensive <b>data analysis, policy recommendations, and investment strategies</b>, Deloitte plans to unlock Uttar Pradesh's immense potential, attracting domestic and foreign investments, fostering entrepreneurship, and creating a conducive <b>business environment</b>. By collaborating with stakeholders, implementing robust <b>economic policies</b> and harnessing <b>technological advancements</b>, Deloitte is poised to play a pivotal role in transforming Uttar Pradesh into a vibrant economic powerhouse on a global scale.</p>	
<b>Description of actual services provided by your staff within the assignment:</b>	
<ul style="list-style-type: none"> <li>Critical analysis of <b>macro and microeconomic</b> sectoral data, identifying pivotal factors driving sectoral growth.</li> <li>Establish <b>multipliers correlating sectoral growth with its impact on the Gross State Domestic Product (GSDP)</b>, alongside setting targets for each sector and devising strategies to attain them.</li> <li>Design mechanisms and methodologies to enable interventions, study potential social impact and suggest refinements across all relevant institutions to align with overall strategy and its implementation.</li> </ul>	



## Project 1

- Facilitate **targeted institutional restructuring activities and identifying sector specific skills and capacity building requirement** including developing strategies for operationalizing skill development programs.
- Develop Project Charter to document governance mechanism and remove ambiguities in roles, responsibilities, and expectations.
- A **super-app** is being developed to create a **comprehensive farmer database, integrating input support, credit options, government schemes, crop management tools, market access, and digital crop surveys**. The goal is to empower farmers through technology, enhancing their opportunities. These **digital initiatives aim to boost agricultural productivity**, streamline crop management, and establish a centralized data resource centre at the state level.
- Create a **dashboard** for the HPC to facilitate seamless and consistent monitoring. This dashboard should enable easy tracking of milestones and be **integrated with big data analytics and relevant software for enhanced insights and analysis**.
- Conduct a **feasibility assessment and market analysis** for GPU-powered Data Centres, coupled with initiatives to attract investments, facilitating the advancement of a **digital economy** and sophisticated data processing.
- Establish a **State Open Data portal** to enhance data accessibility, security, and protection, fostering transparency and openness.
- Perform an in-depth examination of **international digital government practices**, proposing essential use cases to accelerate the government's technological adoption for various user departments.
- Development of a **prominent global technology and data centre hub** to expand the IT/ITeS sector in Uttar Pradesh. The region's abundance of high-calibre talent and competitive rental rates serve as compelling factors to **entice significant investments** from the IT/ITeS industry.
- The vision for Lucknow involves its **transformation into an AI City**, positioning it as a cutting-edge technology hub and Uttar Pradesh's next prominent IT centre following Noida. This will ensure a steady supply of **high-quality talent crucial for the advancement of the AI industry**.
- Development of a **cutting-edge drone and robotics park**, offering value-added services to companies, such as shared research laboratories and essential infrastructure.
- Establish **Engineering Research and Development (ER&D) Parks** is proposed to foster a cluster effect, encouraging collaboration among ER&D units within the cities.
- The overarching utilization of **health analytics** was extensively explored and recommendations on the same include utilization of **AI & ML in healthcare**. Enabling **technological development** and creation of an ecosystem to enhance delivery of healthcare services.
  - Exploration into the potential of hydro energy and identification of the capacity for addition of hydro energy within the state.

**Experience in Digital transformation of organization/  
Enhancing data quality/ Strengthening user engagement/  
Building institutional capacity/ similar assignment related  
to Statistical Works for Govt. of India or other state  
Governments for at least one-year assignment**

Yes, the project involves:

- Digital transformation with creation of dashboard **integrated with big data analytics and relevant software for enhanced insights and analysis**, **establishment of State Open Data Portal**.



Project 1	
	<ul style="list-style-type: none"> <li>The project also involves strengthening user engagement through building of super app to digitally empower farmers.</li> </ul>
<b>Experience in implementation/ managing PMU/ PMC/ similar nature of work pertaining to Statistical Strengthening or Improvement/ Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity of minimum duration of one year with relating to similar statistical activities.</b>	Yes, this is a PMU kind of project with work pertaining to Digital Transformation, <b>data analysis, policy recommendations and investment strategies.</b>
<b>Experience of the Key Personnel in Statistical Strengthening or Improvement/ Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity related to similar statistical activities.</b>	Yes, the key personnel have experience in Digital transformation, strengthening user engagement and building institutional capacity.
<b>Professional Staff strength and Master's or PhD in Economics, Statistics, Econometrics, Applied Statistics, Mathematics, Computer Science, Data Science, Information Technology</b>	<ul style="list-style-type: none"> <li>Professional staff strength – 50+</li> <li>The deployed resources were having Master's or PhD in Economics, Statistics, Econometrics, Applied Statistics, Mathematics, Computer Science, Data Science, Information Technology</li> </ul>



Work Order

Agreement Award	<b>Indian-Non Judicial Stamp Haryana Government</b>		Date : 29/07/2022
Certificate No. G0292022G2383		Stamp Duty Paid : ₹ 101 (Rs. Only)	
GRN No. 92983743		Penalty : ₹ 0 (Rs. Zero Only)	
<b>Seller / First Party Detail</b>			
Name: Deloitte Touche Tohmatsu India LLP	H.No/Floor: 7th	Sector/Ward: 25	LandMark: Building 10b dlf cyber city complex
City/Village: Gurugram	District: Gurugram	State: Haryana	
Phone: 99*****78			
<b>Buyer / Second Party Detail</b>			
Name : Department of Planning government of Uttar pradesh	H.No/Floor : Na	Sector/Ward : Na	LandMark : Yojana bhavan 9 sarojini naidu ma
City/Village: Lucknow	District: Lucknow	State: Uttar pradesh	
Phone : 99*****78			
Purpose : Contract Agreement			

The authenticity of this document can be verified by scanning this QRCode Through smart phone or on the website <https://egrashty.nic.in>

### FORM OF AGREEMENT

This agreement is made this 5<sup>th</sup> day of August 2022 at Lucknow BETWEEN M/S. **Deloitte Touche Tohmatsu India LLP**, registered office at One International Centre, Tower 3, 25th - 32nd Floor, Senapati Bapat Marg, Elphinstone Road (West), Mumbai – 400 013, Maharashtra, India, through **Shri Romal Shetty**, Partner- Deloitte Touche Tohmatsu India LLP, Level 20, Prestige Trade Tower, 46 Palace Road, High Grounds, Bangalore – 560001, India selected under the Bidding Process against the RFP (RFP NO 447/2022-I7M(21)3-AA-12019-32) for "**SELECTION OF CONSULTANT TO BOOST UP THE SIZE OF GSDP OF UTTAR PRADESH TO ONE TRILLION DOLLAR IN FIVE YEARS (2022-2027)**" herein after referred to as the "First party", which expression shall include his successors in office of the One Part AND "**The Governor of Uttar Pradesh through Sri Alok Kumar Secretary, Department of Planning, Government of Uttar Pradesh, Yojana Bhawan, Lucknow**" herein after referred to as the "Second Party", which expression shall include his successors in office of the Second Part.

WHEREAS the First Party will provide consultancy services to Department of Planning and all the related departments of the State Government, in accordance with all the Terms and Conditions and other related clauses of the RFP ( RFP No : 447/2022-I7M(21)3-AA-12019-32) and also the terms and conditions



contained in the subsequent corrigendum and Work Orders to be issued by the Second Party to the First Party and the same shall be binding on the First Party and shall be the integral part of this agreement.

IN WITNESS WHEREOF THE ABOVE MENTIONED PARTIES HAVE PUT THEIR SIGNATURES  
ON THIS FIFTH DAY OF AUGUST TWO THOUSAND AND TWENTY TWO



**Shri. Romal Shetty**

Authorised Signatory of DTTILLP  
"First Party"



**Shri. Alok Kumar**

For and on behalf of the  
Governor of Uttar Pradesh  
Department of Planning Government of Uttar Pradesh

SEAL

Name and Address:

Name and Address:

Witness'

Witness'

Signature:

Signature :

Name and Address:

Name and Address:



Letter of Intent

**Letter of Intent**

State Planning Commission-1(Planning ,U.P.)

No.-(1445/22)I7M(21)/35-AA-1/2019-32TCII

Date: 20 July,2022

To

**Deloitte Touche Tohmatsu India LLP**  
7th Floor, Building No. 10-B, DLF Cyber City Complex,  
DLF City Phase II,  
Gurgaon, Haryana  
122002, India

**Subject:** Regarding selection of Consultant to boost up the size of Gross State Domestic Product (GSDP) of Uttar Pradesh to One Trillion Dollar in five years (2022-2027) (RFP 447/2022-I7M(21)3-AA-12019-32 and Tender ID 2022\_DPUP\_678527\_1 dated 15<sup>th</sup> March 2022

Dear Sir,

Kindly refer to your eBid submitted in response to the Request for Proposal (RFP) issued by Uttar Pradesh Planning Department (RFP 447/2022-I7M(21)3-AA-12019-32) and Tender ID 2022\_DPUP\_678527\_1 dated 15<sup>th</sup> March 2022) for the Selection of Consultant to boost up the size of Gross State Domestic Product (GSDP) of Uttar Pradesh to One Trillion Dollar in five years (2022-2027).

We are pleased to inform that the competent authority has approved the selection of "**Deloitte Touche Tohmatsu India LLP (Deloitte India)**" as Consultant to boost up the size of Gross State Domestic Product (GSDP) of Uttar Pradesh to One Trillion Dollar in five years (2022-2027) @ Rs. 120.00 Cr (Rupees One Hundred Twenty Crore Only) and GST extra.

As a Consultant, **Deloitte India** required to fulfil the following terms and conditions:

1. To furnish an unconditional and irrevocable Performance Bank Guarantee in the enclosed prescribed format (Form-3 (c)-2) equivalent to 5% of the contract value rounded off to the nearest thousand Indian Rupees i.e of **INR 60000000 (INR Six Crore Only)** from any Nationalised Bank/Scheduled Bank in India on the prescribed format in favour of Secretary, Planning Department, Govt of Uttar Pradesh payable at Lucknow for the period of contract with 60 days claim period beyond the completion of all contractual obligations. The bank guarantee must be submitted within 15 days of issuance of LOI but before signing of the consultancy contract. **Deloitte India** has to renew the bank guarantee on same terms and



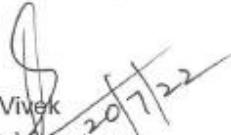
conditions for the period up to contract including extension period, if any. Performance Guarantee would be returned only after successful completion of tasks assigned to them and only after adjusting/recovering any dues recoverable/payable from/by the Consultant on any account under the contract.

2. **Deloitte India** has to sign the contract in a duly prescribed enclosed format (Form-3 (c)-1) after fulfilling all the formalities/pre-conditions, within 15 days of issuance of the letter of intent.
3. In addition to the above, **Deloitte India** shall comply with all other requirements, terms & conditions set out in the RFP, Corrigendum(s) and further communications thereon for boosting up the size of Gross State Domestic Product (GSDP) of Uttar Pradesh to One Trillion Dollar in five years (2022-2027).

**Deloitte India** is therefore expected to fulfil above-mentioned requirements within stipulated time frame so that it may start the work for providing consultancy services to boost up the size of Gross State Domestic Product (GSDP) of Uttar Pradesh to One Trillion Dollar in five years (2022-2027).

Encl. : As mentioned.

Yours sincerely,

  
Vivek  
Spl. Secretary  
Planning Department  
Govt. of Uttar Pradesh



## 9.2.2 Project 2

Project 2		
<b>Assignment Name:</b> Bihar Governance and Administrative Reforms Programme		<b>Country:</b> India
<b>Location within country:</b> Bihar		<b>Professional staff provided by your firm/Entity (profiles):</b> Project Manager, Business Analyst, Functional Consultant, Technical Consultant
<b>Name of Client:</b> Department for International Development (DFID), UK/ Government of Bihar		<b>No of staff:</b> 06 (Approximately)
<b>Address:</b> Principal Secretary, General Administration Department, Government of Bihar, Tel: 0612 – 2216784, email: <a href="mailto:secy-par-bih@nic.in">secy-par-bih@nic.in</a>		<b>No. of Staff-Months:</b> 355
<b>Start date:</b> September 2008	<b>Completion date:</b> June 2014	<b>Approx. value of services (in INR):</b> INR 1 crores +
<b>Name of Associated Consultants, If Any:</b> GHK & Praxis		<b>No. of months of professional staff provided by Associated Consultants:</b> 85
<b>Name of Senior staff involved and Corresponding positions:</b>		
<ol style="list-style-type: none"> <li>1. Arindam Guha- Engagement Partner</li> <li>2. XXXXX- Engagement Manager</li> </ol>		
<b>Narrative description of the Project:</b>		
<p>This flagship GBP 16 million programme of Government of Bihar supported by DFID aims to improve the effectiveness, efficiency, accountability and capacity of government so that they deliver better quality services to all its citizens, particularly the poorest and most excluded.</p> <p>Deloitte is the lead programme manager providing technical and management support at state/district level to the mission for planning, implementation, monitoring and evaluation of the governance reform initiatives in priority departments/institutions like Home, Food and Civil Supplies, Industries, Transport, Education, Commercial Taxes, Personnel and Administrative Reforms, Revenue and Land Administration, Registration, District Collectorates, etc. so as to enhance the economy of the state</p> <p>The project also involves capacity building, streamlining and rationalization of existing organization structures, business processes, policies, <b>economic and statistical systems</b> and citizen interface mechanisms as well as implementing ICT based systems including change management to ensure effective implementation. A key component of the programme is framework-based monitoring and evaluation of the baselines/targets/performance indicators across departments in terms of the service delivery levels.</p>		
<b>Description of actual services provided by your staff within the assignment:</b>		
<ul style="list-style-type: none"> <li>• Reorganizing service delivery processes into front-end and back-end. Setting up of “Samadhan Kendra (front end interface)” for delivering high volume, citizen- centric services from dedicated service windows leveraging one-stop shop approach.</li> </ul>		



## Project 2

- Reengineering of processes, fixing accountability, timelines and grievance redressal mechanism for key public services (e.g. caste & character certificate verification services)
- Leveraging ICT to improve efficiency and effectiveness of internal office administration, establish transparency, accountability and reduce processing delays (e.g. Court Case Monitoring System, Dak Tracking & Monitoring System, Retirement Benefits Management System, Public Grievance Management System)
- Assisting government to strengthen administrative monitoring in the state leveraging mobile-technology using SMS feature. Through this SMS based monitoring system Deloitte is assisting government in **real-time tracking of Statistical data** of 10 most important public-oriented development efforts in all 534 blocks in the state like NREGS, basic health and food measures, rainfall and mutation etc.
- Developing an e- application to measure outcomes and to monitor the implementation of state sponsored Akshar Anchal Yojana, a literacy scheme targeting 40 lakh women. Deloitte through this e-application is recording attendance and measuring the attainment of cognitive learning milestones including ability to understand eligibility and benefits under key government schemes.
- **Business Process Reengineering** relating to issuance of Caste, Domicile and Income certificates which comprise about 60% of the services accessed under Right to Public Services 2011.
- Conducting **comparative analysis** of the Bihar VAT rates on agricultural commodities, industrial and household goods etc. with the neighbouring states assisting commercial taxes department to rationalize the tax schedule

<p><b>Experience in Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity/ similar assignment related to Statistical Works for Govt. of India or other state Governments for at least one-year assignment</b></p>	<p>Yes, the project involves:</p> <ul style="list-style-type: none"> <li>• Involves <b>capacity building</b>, streamlining and rationalization of existing organization structures, business processes, policies, <b>economic and statistical systems</b> and citizen interface mechanisms.</li> <li>• Assisting the government in <b>real-time tracking of Statistical data</b></li> </ul>
<p><b>Experience in implementation/ managing PMU/ PMC/ similar nature of work pertaining to Statistical Strengthening or Improvement/ Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity of minimum duration of one year with relating to similar statistical activities.</b></p>	<p>Yes, this project involves Deloitte as the lead programme manager providing technical and management support at state/district level to the mission for planning, implementation, monitoring and evaluation of the governance reform initiatives in priority departments and institutions</p>
<p><b>Experience of the Key Personnel in Statistical Strengthening or Improvement/ Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity related to similar statistical activities.</b></p>	<p>Yes, the key personnel have experience on work related to Statistical improvement, Digital transformation, strengthening user engagement.</p>
<p><b>Professional Staff strength and Master's or PhD in Economics, Statistics, Econometrics, Applied Statistics, Mathematics,</b></p>	<ul style="list-style-type: none"> <li>• Professional staff strength – 6</li> <li>• The deployed resources were having Master's Degree</li> </ul>

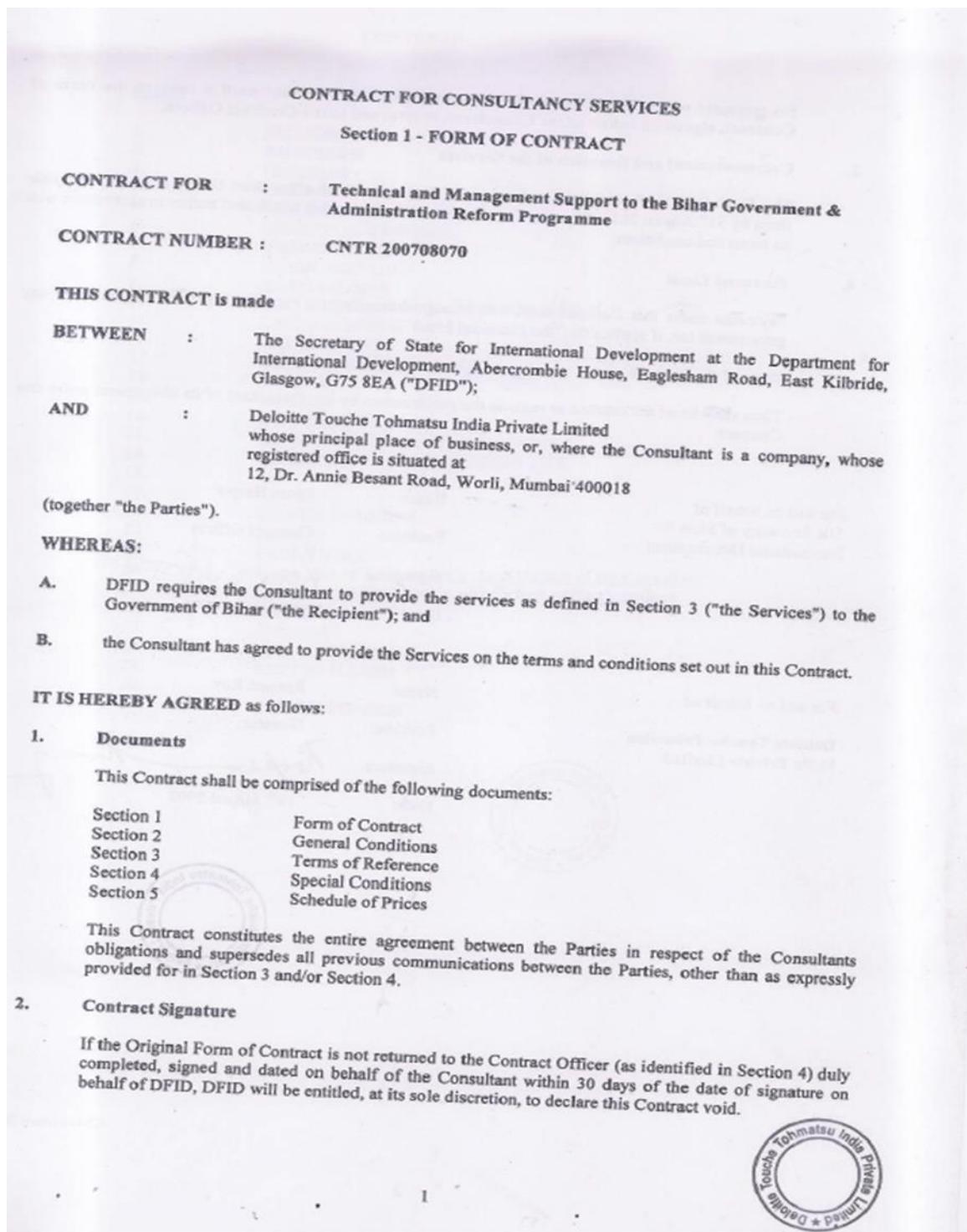


Project 2

Computer Science, Data Science, Information  
Technology



Work Order



No payment will be made to the Consultant under this Contract until a copy of the Form of Contract, signed on behalf of the Consultant, is returned to the Contract Officer.

**3. Commencement and Duration of the Services**

The Consultant shall start the Services on 1<sup>st</sup> September 2008 ("the Start Date") and shall complete them by 31<sup>st</sup> August 2011 ("the End Date") unless this Contract is terminated earlier in accordance with its terms and conditions.

**4. Financial Limit**

Payments under this Contract shall not, in any circumstances, exceed £3,852,509 exclusive of any government tax, if applicable ("the Financial Limit").

**5. Time of the Essence**

Time shall be of the essence as regards the performance by the Consultant of its obligations under this Contract.

For and on behalf of  
The Secretary of State for  
International Development

Name: Laura Harper

Position: Contract Officer

Signature:

Date: 18<sup>th</sup> August 2008

For and on behalf of  
Deloitte Touche Tohmatsu  
India Private Limited

Name: Roopen Roy

Position: Director

Signature:

Date: 18<sup>th</sup> August 2008



### 9.2.3 Project 3

Project 3	
<b>Assignment Name:</b> Data and Insights Unit for Ministry of Rural Development	<b>Country:</b> India
<b>Location within country:</b> New Delhi	<b>Professional staff provided by your firm/Entity (profiles):</b>
<b>Name of Client:</b> Ministry of Rural Development, Department of Rural Development, Krishi Bhawan, New Delhi-110001	<b>No of staff:</b> 10
<b>Address:</b> Ministry of Rural Development	<b>No. of Staff-Months:</b> 119
<b>Start date:</b> 06 Feb 2023	<b>Completion date:</b> 31 March 2024
<b>Name of Associated Consultants, If Any:</b> NA	<b>Approx. value of services (in INR):</b> 3.5 Cr+ <b>No. of months of professional staff provided by Associated Consultants:</b> NA
<b>Name of Senior staff involved and Corresponding positions:</b>	
1. Amit Kumar Singh – Engagement Partner 2. Biswajit Saha- Project Manager	
<b>Narrative description of the Project:</b>	
<p>The Ministry of Rural Development, Government of India through its various programs works for the upliftment of the rural poor in the country. Almost all functional areas of each programme are being executed through IT systems which act as technology enablers in managing, implementing and monitoring. With the vast amount of data generated, emerging technologies such as AI, GIS and other algorithms can be used to reduce fraud in overall government processes or increase efficiencies in development programs.</p>	
The objective is to:	
<ul style="list-style-type: none"> <li>• Detect/flag instances of non-maintenance of rural roads and link with the payments of the contractors.</li> <li>• Detect forged documents being uploaded by rural skill development centres for training and placements conducted by them.</li> <li>• Identify and verify the public assets (such as sheds, ponds, dug-well etc.) claimed to be created in rural areas.</li> <li>• Identify sparse habitations which lack proper road connectivity and flag them to the administrators for the planning of proper roads to such habitations.</li> </ul>	
Deloitte is supporting the MoRD in setting up a <b>Data and Insights Unit</b> to <b>strengthen various MIS and Statistical reports and insights</b> for evidence-based decision-making. The data and insights are being generated by using advanced <b>Data Analytics &amp; Statistical tools</b> , Image Analytics, and AI/ML.	
<b>Description of actual services provided by your staff within the assignment:</b>	



### Project 3

- Identification of areas where **statistical modelling techniques** such as AI/ML or other algorithms can be deployed is crucial for reducing administrative burdens, improving service delivery, and effectively detecting and preventing fraud.
- Conduct non-routine granular analysis to find areas for improvements.
- Development of an implementation framework for the deployment of AI models
- Preparation of the technical architecture and leverage of open-source frameworks and tools for machine learning
- Using **statistical techniques** for development, training and deployment of AI/ML models to enable usage of predictive capabilities through statistical validation and monitoring
- Detect(flag instances of non-maintenance of rural roads and link with the payments of the contractors
- Detect forged documents being uploaded by rural skill development centers for training and placements conducted by them
- Identify and verify the public assets (such as sheds, ponds, dug-well etc.) claimed to be created in rural areas
- Using **Data analytics & Statistical** tools to identify sparse habitations which lack proper road connectivity and flag them to the administrators for the planning of proper roads to such habitations

<p><b>Experience in Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity/ similar assignment related to Statistical Works for Govt. of India or other state Governments for at least one-year assignment</b></p>	<p>Yes, the project involves:</p> <ul style="list-style-type: none"> <li>• Setting up of a <b>Data and Insights Unit</b> to detect and flag instances of non-maintenance, forged documents and verification of public assets</li> <li>• Using <b>Data analytics &amp; Statistical</b> tools to identify sparse habitations which lack proper road connectivity and flag them to the administrators for the planning of proper roads to such habitations</li> <li>• <b>Statistical analysis of data patterns</b>, trends, and anomalies to pinpoint specific opportunities where advanced AI/ML technologies can be applied with precision, leading to optimized resource allocation, streamlined processes, and enhanced decision-making capabilities.</li> </ul>
<p><b>Experience in implementation/ managing PMU/ PMC/ similar nature of work pertaining to Statistical Strengthening or Improvement/ Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity of minimum duration of one year with relating to similar statistical activities.</b></p>	<p>Yes, the project includes <b>strengthening user engagement</b> by conducting non-routine granular analysis to find areas for improvements, <b>digital transformation</b> to identify areas demanding government attention and <b>statistical strengthening</b> of the department by providing a data-driven approach for efficient resource allocation, targeted interventions and improved infrastructure</p>
<p><b>Experience of the Key Personnel in Statistical Strengthening or Improvement/ Digital transformation of organization/ Enhancing data quality/</b></p>	<p>Yes, the key personnel have experience on work related to Statistical improvement, Digital transformation, strengthening user engagement.</p>



Project 3	
<b>Strengthening user engagement/ Building institutional capacity related to similar statistical activities.</b>	
<b>Professional Staff strength and</b> <b>Master's or PhD in Economics, Statistics, Econometrics, Applied Statistics, Mathematics, Computer Science, Data Science, Information Technology</b>	<ul style="list-style-type: none"><li>• Professional staff strength – 10</li><li>• The deployed resources were having Master's Degree in Computer Science, Data Science, Information Technology</li></ul>



## Work Order

## Work Order – 1



नेशनल इंफोर्मेटिक्स सेंटर सर्विसिज इंक.  
**National Informatics Centre Services Inc.**  
(रा. सु. वि. के. के अन्तर्राष्ट्रीय भारत सरकार का एक उद्यम)  
(A Government of India Enterprise under NIC)  
इलेक्ट्रॉनिकी और सूचना प्रौद्योगिकी मंत्रालय  
Ministry of Electronics and Information Technology

Work Order		Date	28-APR-2023
Work Order No:-	M2300585	GSTIN No. of NICSI:	07AAACN2165J1ZE
Project No:-	C220339GNND	PI Number:	
Project Name:-	NIC-DRD IT Manpower project 2022-23		
Issued to:	Name: Deloitte Touche Tohmatsu India LLP Address: 7th Floor, Building 10, Tower-B, DLF Cyber City Complex, DLF City Phase-II, Haryana- 122002 Contact Person: Anil K. Jain Phone No.: 9811100081 Email ID: akjain@deloitte.com		

Subject: Work-Order for providing Certified e-Governance Professional Services as mentioned above.

Sir,

In reference to your Empanelment No:10/08/2020-NICSI-Deloitte(Tier-1)Rev1 Valid Till: 21/10/2023 with NICSI, Issued with the approval of the Competent Authority, I have been directed to place an order for Certified e-Governance Professional Services as per the details and Terms and Conditions given below:-

S. No	HSN/SAC Code	Description	No of Persons Required	Required Period (No. of Months/ days)	Unit Rate per Month (excluding Taxes)	Date of Deployment (From/To)	Total Amount (AxBxC)	CGST (%) /Amount	SGST (%) /Amount	IGST (%) /Amount
(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)			
1	998311	Consultants with 6 yrs and < 10 yrs experience (Technology Profile Tier-1) with 1st rate revision	1	One Month(s) and Sixteen Day(s)	2,88,750.00	13/02/2023 To 31/03/2023	4,53,750.00	0.00% 0.00	0.00% 0.00	18.00% 81,675.00
2	998311	Consultants with 6 yrs and < 10 yrs experience (Technology Profile Tier-1) with 1st rate revision	1	One Month(s) and Nine Day(s)	2,88,750.00	20/02/2023 To 31/03/2023	3,81,562.50	0.00% 0.00	0.00% 0.00	18.00% 68,681.25
3	998311	Consultants with 3 yrs and < 6 yrs experience (Technology Profile Tier-1) with 1st rate revision	1	One Month(s) and Nine Day(s)	2,46,750.00	20/02/2023 To 31/03/2023	3,26,062.50	0.00% 0.00	0.00% 0.00	18.00% 58,691.25
4	998311	Consultants with < 3 yrs experience (Technology Profile Tier-1) with 1st rate revision	1	One Month(s) and Twenty-Three Day(s)	2,20,500.00	06/02/2023 To 31/03/2023	4,01,625.00	0.00% 0.00	0.00% 0.00	18.00% 72,292.50
5	998311	Consultants with < 3 yrs experience (Technology Profile Tier-1) with 1st rate revision	1	One Month(s) and Sixteen Day(s)	2,20,500.00	13/02/2023 To 31/03/2023	3,46,500.00	0.00% 0.00	0.00% 0.00	18.00% 62,370.00
6	998311	Consultants with 3 yrs and < 6 yrs experience (Technology Profile Tier-1) with 1st rate revision	1	Seventeen Day(s)	2,46,750.00	15/03/2023 To 31/03/2023	1,35,314.52	0.00% 0.00	0.00% 0.00	18.00% 24,356.61
							Total Amount In Re.	20,44,816	0.00	0.00 3,88,086.61
							Grand Total (In Re.):-			24,12,881

The services of Manpower are to be provided at the office of Department of rural Development, Location:

Department of rural Development  
Room no. 378-A, Krish Bhawan , New Delhi  
new delhi-110001,Delhi

The contact person is Mr/Ms. Sh. Kallash Kumar, Under Secretary (Contact-nos: 011-23381709 and email-id: kallash.sankhla@nic.in ). The details of multi-location deployment of Manpower, if any are attached in Annexure-I

1. Placement of Work Order
- I. NIC/ICSI may place the work orders to the empanelled agency for its own requirement or for its projects on behalf of its clients. Work may be awarded based on Man-Month basis or Project mode.
- II. In view of NIC/ICSI's order on Procurement Preference Policy, preference shall be given to L1 vendor of such particular category for distribution of projects (purchase orders) / work in that category. However, NIC/ICSI / User shall have right to choose any other eligible vendor for allotment of projects (purchase orders) / work considering various parameters like performance, location, mix of project etc. or any other factors depend on the situation.
- III. The Work Order may encompass the complete scope of work or may require few services. Depending on the requirement, the work orders may be placed to anyone of the empanelled agency; more than one depending on the project requirement or the TOR may be given to more than one empanelled agency for their proposals for the specific scope of work using the L1 rates.

हाल पा. 2 व 3, छठी भविल, एन.सी.सी.सी. टावर, 16, गोकाजी कामा प्लॉज़, नई दिल्ली-110066, फ़ॉक्स: 26105258 26105054 26169437 26169415, फैक्स: 26105212  
Hall No. 2 & 3, 6th Floor, NBCC Tower, 16, Bhikaji Cama Place New Delhi-110066, Ph: 26105258, 26105054, 26169437, 26169415, Fax: 26105212  
Website : [www.nicsi.com](http://www.nicsi.com), Corporate Identity Number: U74899DL1998NPL072045



## Work Order – 2



नेशनल इन्फोर्मेटिक्स सेंटर सर्विसिज़ इन्कोर्पोरेटेड  
National Informatics Centre Services Incorporated  
(रा. सू. वि. के. के अन्तर्गत भारत सरकार का एक उद्यम)  
(A Government of India Enterprise under NIC)  
इलेक्ट्रॉनिकी और सूचना प्रौद्योगिकी मंत्रालय  
Ministry of Electronics and Information Technology



जब जल की धारा है दिल्ली

## Work Order

(GSTIN No. of NICSI: 07AAACN2185J1ZE)

Work Order No:-	M2302358	Date	03-JUL-2023
Project No:-	C230514GNNO	PI Number:	
Project Name:-	IT Activities of DoRD for financial year 2023-24		
	Name: Deloitte Touche Tohmatsu India LLP		
Issued to:	Address: 7th Floor, Building 10, Tower-B, DLF Cyber City Complex, DLF City Phase-II, Haryana-122002		
	Contact Person: Anil K. Jain		
	Phone No.: 9811100081		
	Email ID: ak.jain@deloitte.com		

Subject: Work-Order for providing Certified e-Governance Professional Services as mentioned above.

Sir,

In reference to your Empanelment No:10(08)/2020-NICSI-Deloitte(Tier-1)Rev1 Valid Till: 21/10/2023 with NICSI, issued with the approval of the Competent Authority, I have been directed to place an order for Certified e-Governance Professional Services as per the details and Terms and Conditions given below:-

S. No	HSN/ SAC Code	Description	No of Person s Required	Required Period (No. of Month/ days)	Unit Rate per Month (excluding Taxes)	Date of Deployment (From/To)	Total Amount (AxBxC)	CGST (%) /Amount	SGST (%) /Amount	IGST (%) /Amount
			(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)
1	998311	Consultants with 10 yrs and < 15 yrs experience/Management/Functional Profile (Tier-1) with 1st rate revision (From 22.10.2022 to 21.10.2023)	1	Three Month(s)	3,15,000.00	01/04/2023 To 30/06/2023	9,45,000.00	0.00% 0.00	0.00% 0.00	18.00% 1,70,100 .00
2	998311	Consultants with 5 yrs and < 10 yrs experience/Technology Profile (Tier-1) with 1st rate revision (From 22.10.2022 to 21.10.2023)	3	Three Month(s)	2,88,750.00	01/04/2023 To 30/06/2023	25,88,750.00	0.00% 0.00	0.00% 0.00	18.00% 4,67,775 .00
3	998311	Consultants with 3 yrs and < 5 yrs experience/Technology Profile (Tier-1) with 1st rate revision (From 22.10.2022 to 21.10.2023)	2	Three Month(s)	2,46,750.00	01/04/2023 To 30/06/2023	14,80,500.00	0.00% 0.00	0.00% 0.00	18.00% 2,66,490 .00
4	998311	Consultants with < 3 yrs experience/Technology Profile (Tier-1) with 1st rate revision (From 22.10.2022 to 21.10.2023)	3	Three Month(s)	2,20,500.00	01/04/2023 To 30/06/2023	19,84,500.00	0.00% 0.00	0.00% 0.00	18.00% 3,57,210 .00
Total Amount In Rs.:							70,08,750	0.00	0.00	12,61,67 5.00
Grand Total (In Rs.):-										82,70,326

The services of Manpower are to be provided at the office of Department of Rural Development (DoRD). Location:  
Department of Rural Development (DoRD)  
Room no. 378-A, H-wing, Krish Bhawan,  
New Delhi  
new delhi-110001,Delhi

The contact person is Mr/Ms. Bh. Kalash Kumar, Under Secretary (Contact nos: 08700311822 and email Id: kalash.sankha@nic.in). The details of multi-location deployment of Manpower, if any are attached in Annexure-I

## 1. Placement of Work Order

I. NIC/NICSI may place the work orders to the empanelled agency for its own requirement or for its projects on behalf of its clients. Work may be awarded based on Man-Month basis or Project mode.

II. In view of NICSI's order on Procurement Preference Policy, preference shall be given to L1 vendor of such particular category for distribution of projects (purchase orders) / work in that category. However, NICSI / User shall have right to choose any other eligible vendor for allotment of projects (purchase orders) / work considering various parameters like performance, location, mix of project etc. or any other factors depend on the situation.

III. The Work Order may encompass the complete scope of work or may require few services. Depending on the requirement, the work orders may be placed to anyone of the empanelled agency; more than one depending on the project requirement or the TOR may be given to more than one empanelled agency for their proposals for the specific scope of work using the L1 rates.

IV. On receipt of request from a User department, NICSI would inform the User Department/ Agency/ Institution about the Empanelled agency and the GFR compliant procedure followed in the empanellement.

V. In case the User Department clearly and specifically states in writing the name of a particular agency, NICSI may assign the work to that agency. In such cases, the responsibility for adhering to relevant financial/procurement rules would be that of the Department concerned.

VI. The Terms of Reference/ Scope of Work will be shared among all Empanelled agency and they would be invited by the Committee to make presentations and

हल सं. 2 व 3, छठी मंजिल, एन.सी.सी.सी. टावर, 15, बीकानी कामा प्लॉस, नई दिल्ली-110066, दूरध्वाः 26105258, 26105054, 26169437, 26169415, फैक्स: 26105212  
Hall No. 2 & 3, 6th Floor, NBCC Tower, 15, Bhikaji Cama Place, New Delhi-110066, Ph: 26105258, 26105054, 26169437, 26169415, Fax: 26105212  
Website : [www.nicsi.com](http://www.nicsi.com), Corporate Identity Number: U74899DL1995NPL072045 GSTIN: 07AAACN2185J1ZE



## Work Order – 3



नेशनल इन्फोर्मेटिक्स सेंटर सर्विसिज इन्कोर्पोरेटेड  
National Informatics Centre Services Incorporated  
(ग. सू. वि. के. के अन्तर्गत भारत सरकार का एक उद्यम)  
(A Government of India Enterprise under NIC)  
इलेक्ट्रॉनिकी और सूचना प्रौद्योगिकी मंत्रालय  
Ministry of Electronics and Information Technology



जरुरी से जब है जिन्हीं

Work Order		Date	07-NOV-2023
Work Order No:-	M2305239	GSTIN No. of NICSI: 07AACCN2185J1ZE)	
Project No:-	C230514GNND	PI Number:	
Project Name:-	IT Activities of DoRD for financial year 2023-24		
Issued to:	Name: Deloitte Touche Tohmatsu India LLP		
	Address: 7th Floor, Building 10, Tower-B, DLF Cyber City Complex, DLF City Phase-II, Haryana- 122002		
	Contact Person: Anil K. Jain		
	Phone No.: 9811100081		
	Email ID: ak.jain@deloitte.com		

Subject: Work-Order for providing Certified e-Governance Professional Services as mentioned above.

Sir,

In reference to your Empanelment No:10(08)/2020-NICSI-Deloitte(Tier-1)(Rev1) with NICSI, issued with the approval of the Competent Authority, I have been directed to place an order for Certified e-Governance Professional Services as per the details and Terms and Conditions given below:-

S. No	HSN/ SAC Code	Description	No of Person required	Required Period (No. of Months/ days)	Unit Rate per Month (excluding Taxes)	Date of Deployment (From/To)	Total Amount (AxBxC)	DGST (%) /Amount	SGST (%) /Amount	IGST (%) /Amount
			(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)
1	998311	Consultants with 10 yrs and < 15 yrs experience(Management/Functional Profile Tier-1) with 1st rate revision (From 22.10.2022 to 21.10.2023)	1	Three Month(s)	3,15,000.00	01/07/2023 To 30/09/2023	9,45,000.00	0.00% 0.00	0.00% 0.00	18.00% 1,70,100 .00
2	998311	Consultants with 6 yrs and < 10 yrs experience(Technology Profile Tier-1) with 1st rate revision (From 22.10.2022 to 21.10.2023)	1	Three Month(s)	2,88,750.00	01/07/2023 To 30/09/2023	8,66,250.00	0.00% 0.00	0.00% 0.00	18.00% 1,55,925 .00
3	998311	Consultants with 6 yrs and < 10 yrs experience(Technology Profile Tier-1) with 1st rate revision (From 22.10.2022 to 21.10.2023)	1	Two Month(s)	2,88,750.00	01/07/2023 To 31/08/2023	5,77,500.00	0.00% 0.00	0.00% 0.00	18.00% 1,03,950 .00
4	998311	Consultants with 6 yrs and < 10 yrs experience(Technology Profile Tier-1) with 1st rate revision (From 22.10.2022 to 21.10.2023)	1	Three Month(s)	2,88,750.00	01/07/2023 To 30/09/2023	8,66,250.00	0.00% 0.00	0.00% 0.00	18.00% 1,55,925 .00
5	998311	Consultants with 3 yrs and < 6 yrs experience(Technology Profile Tier-1) with 1st rate revision (From 22.10.2022 to 21.10.2023)	1	Three Month(s)	2,46,750.00	01/07/2023 To 30/09/2023	7,40,250.00	0.00% 0.00	0.00% 0.00	18.00% 1,33,245 .00
6	998311	Consultants with 3 yrs and < 6 yrs experience(Technology Profile Tier-1) with 1st rate revision (From 22.10.2022 to 21.10.2023)	1	Three Month(s)	2,46,750.00	01/07/2023 To 30/09/2023	7,40,250.00	0.00% 0.00	0.00% 0.00	18.00% 1,33,245 .00
7	998311	Consultants with < 3 yrs experience(Technology Profile Tier-1) with 1st rate revision (From 22.10.2022 to 21.10.2023)	3	Three Month(s)	2,20,500.00	01/07/2023 To 30/09/2023	19,84,500.00	0.00% 0.00	0.00% 0.00	18.00% 3,57,210 .00
8	998311	Consultants with 6 yrs and < 10 yrs experience(Technology Profile Tier-1) with 1st rate revision (From 22.10.2022 to 21.10.2023)	1	Twelve Day(s)	2,88,750.00	19/08/2023 To 30/09/2023	1,15,500.00	0.00% 0.00	0.00% 0.00	18.00% 20,790.00
						Total Amount in Rs.	88,36,600	0.00	0.00	12,30,38 .00
						Grand Total (In Rs.):-				80,86,880

The services of Manpower are to be provided at the office of Department of Rural Development (DoRD). Location:

Department of Rural Development (DoRD)

2nd floor, Jeevan Bharti building,

Delhi-110001, Delhi

.The contact person is Mr/Ms.Mr.Rajeev Kumar,Mr.Atul Kumar Singh (Contact-nos: 011-23097055 and email-id: rajeev.tyagi@nic.in,atulkumar.singh@nic.in ). The details of multi-location deployment of Manpower, if any are attached in Annexure-I

हाल सं. 2 ए 3, छठी मंजिल, एन.वी.सी.सी. टावर, 15, शीकाजी कामा प्लॉ, नई दिल्ली-110066, दूरध्वाः 26105258, 26105054, 26169437, 26169415, फैक्स: 26105212  
Hall No. 2 & 3, 6th Floor, NBCC Tower, 15, Bhikaji Cama Place, New Delhi-110066, Ph: 26105258, 26105054, 26169437, 26169415, Fax: 26105212  
Website : [www.nicsi.com](http://www.nicsi.com), Corporate Identity Number: U74899DL1995NPL072045 GSTIN: 07AACCN2185J1ZE



## Work Order – 4



नेशनल इन्फोर्मेटिक्स सेंटर सर्विसिज़ इन्कोर्पोरेटेड  
**National Informatics Centre Services Incorporated**  
 (रा. सू. वि. के. के अन्तर्गत भारत सरकार का एक उद्यम)  
 (A Government of India Enterprise under NIC)  
 इलेक्ट्रॉनिकी और सूचना प्रौद्योगिकी मंत्रालय  
 Ministry of Electronics and Information Technology



जल जल की जाग है दिल्ली

Work Order		(GSTIN No. of NICSI: U7AAACN2185J1ZE)	
Work Order No:-	M2306241	Date	15-DEC-2023
Project No:-	C230614GNND	PI Number:	
Project Name:-	IT Activities of DoRD for financial year 2023-24		
Issued to:	Name: Deloitte Touche Tohmatsu India LLP  Address: 7th Floor, Building 10, Tower-B, DLF Cyber City Complex, DLF City Phase-II, Haryana- 122002  Contact Person: Anil K. Jain  Phone No.: 9811100081  Email ID: akjain@deloitte.com		

Subject: Work-Order for providing Certified e-Governance Professional Services as mentioned above.

Sir,

In reference to your Empanelment No:10(08)/2020-NICSI-Deloitte(Tier-1)/Rev1 with NICSI, issued with the approval of the Competent Authority, I have been directed to place an order for Certified e-Governance Professional Services as per the details and Terms and Conditions given below:-

S. No	HSN/ SAC Code	Description	No of Persons Required	Required Period (No. of Months/ days)	Unit Rate per Month (excluding Taxes)	Date of Deployment (From/To)	Total Amount (AxBxC)	CGST (%) /Amount	SGST (%) /Amount	IGST (%) /Amount
(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)
1	998311	Consultants with 10 yrs and < 15 yrs experience(Management/Functional Profile Tier-1) with 1st rate revision (From 22.10.2022 to 21.10.2023)	1	Twenty-One Day(s)	3,15,000.00	01/10/2023 To 21/10/2023	2,13,387.10	0.00% 0.00	0.00% 0.00	18.00% 38,409.68
2	998311	Consultants with 6 yrs and < 10 yrs experience(Technology Profile Tier-1) with 1st rate revision (From 22.10.2022 to 21.10.2023)	3	Twenty-One Day(s)	2,88,750.00	01/10/2023 To 21/10/2023	5,86,814.52	0.00% 0.00	0.00% 0.00	18.00% 1,05,626.51
3	998311	Consultants with 3 yrs and < 6 yrs experience(Technology Profile Tier-1) with 1st rate revision (From 22.10.2022 to 21.10.2023)	2	Twenty-One Day(s)	2,46,750.00	01/10/2023 To 21/10/2023	3,34,306.45	0.00% 0.00	0.00% 0.00	18.00% 60,175.16
4	998311	Consultants with < 3 yrs experience(Technology Profile Tier-1) with 1st rate revision (From 22.10.2022 to 21.10.2023)	3	Twenty-One Day(s)	2,20,500.00	01/10/2023 To 21/10/2023	4,48,112.90	0.00% 0.00	0.00% 0.00	18.00% 80,560.32
Total Amount in Re.							16,82,821	0.00	0.00	2,84,871.77
Grand Total (In Re.):-										18,67,483

The services of Manpower are to be provided at the office of Department of Rural Development (DoRD) -Location: Department of Rural Development (DoRD)

Room no 378-A, H-wing, Department of Rural Development, Krish Bhawan,  
NEW DELHI-110001, Delhi

.The contact person is Mr/Ms Sh. Avik Bhattacharya, US (IT) (Contact nos: 011-23381709 and email-id: avik.bhattacharya@nic.in ). The details of multi-location deployment of Manpower, if any are attached in Annexure-I

## 1. Placement of Work Order

i. NIC/NICSI may place the work order to the empanelled agency for its own requirement or for its projects on behalf of its clients. Work may be awarded based on Man-Month basis or Project mode.

ii. In view of NICSI's order on Procurement Preference Policy, preference shall be given to L1 vendor of such particular category for distribution of projects (purchase orders) / work in that category. However, NICSI / User shall have right to choose any other eligible vendor for allotment of projects (purchase orders) / work considering various parameters like performance, location, mix of project etc. or any other factors depend on the situation.

iii. The Work Order may encompass the complete scope of work or may require few services. Depending on the requirement, the work orders may be placed to anyone of the empanelled agency; more than one depending on the project requirement or the TOR may be given to more than one empanelled agency for their proposals for the specific scope of work using the L1 rates.

iv. On receipt of request from a User department, NICSI would inform the User Department/ Agency/ Institution about the Empanelled agency and the GFR compliant procedure followed in the empanelment.

v. In case the User Department clearly and specifically states in writing the name of a particular agency, NICSI may assign the work to that agency. In such cases, the responsibility for adhering to relevant financial/procurement rules would be that of the Department concerned.

vi. The Terms of Reference/ Scope of Work will be shared among all Empanelled agency and they would be invited by the Committee to make presentations and submission of technical proposal and financial effort estimate in a separate sealed envelope regarding the project under consideration. The presentations may be

हाल सं. 2 व 3, छठी मंजिल, एन.वी.पी.सी. टावर, 15, शीकाजी कामा प्लॉस, नई दिल्ली-110066, दूरध्वाः 2610528, 2610504, 26169437, 26169415, फैक्स: 26105212  
 Hall No. 2 & 3, 6th Floor, NBCC Tower, 15, Bhikaji Cama Place, New Delhi-110066, Ph: 26105258, 26105054, 26169437, 26169415, Fax: 26105212  
 Website : [www.nicsi.com](http://www.nicsi.com), Corporate Identity Number: U74899DL1995NPL072045 GSTIN: U7AAACN2185J1ZE



## Work Order – 5



नेशनल इन्फोर्मेटिक्स सेंटर सर्विसेज इन्कोर्पोरेटेड  
**National Informatics Centre Services Incorporated**  
 (रा. सू. वि. के. के अन्तर्गत भारत सरकार का एक उद्यम)  
 (A Government of India Enterprise under NIC)  
 इलेक्ट्रॉनिकी और सूचना प्रौद्योगिकी मंत्रालय  
 Ministry of Electronics and Information Technology



वर जन को पाना है दिनी

## Work Order

(GSTIN No. of NICSI: U7AAACN2185J1ZE)

Work Order No:-	M2306242	Date	15-DEC-2023
Project No:-	C230514GNND	PI Number:	
Project Name:-	IT Activities of DoRD for financial year 2023-24		
Issued to:	Name:	Deloitte Touche Tohmatsu India LLP	
	Address:	7th Floor, Building 10, Tower-B, DLF Cyber City Complex, DLF City Phase-II, Haryana- 122002	
	Contact Person:	Anil K. Jain	
	Phone No.:	9811100081	
	Email ID:	akjain@deloitte.com	

Subject: Work-Order for providing Certified e-Governance Professional Services as mentioned above.

Sir,

In reference to your Empanelment No:10(08)/2020-NICSI-Deloitte(Tier-1)Rev2 Valid Till: 21/10/2024 with NICSI, Issued with the approval of the Competent Authority, I have been directed to place an order for Certified e-Governance Professional Services as per the details and Terms and Conditions given below:-

S. No	HSN/SAC Code	Description	No of Person required	Required Period (No. of Month/ days)	Unit Rate per Month (excluding Taxes)	Date of Deployment (From/To)	Total Amount (AxBxC)	CGST (%) /Amount	SGST (%) /Amount	IGST (%) /Amount
							(A)	(B)	(C)	(D)
1	998311	Consultants with 10 yrs and < 15 yrs experience(Management/Functional Profile Tier-1) with 2nd rate revision (From 22.10.2023 to 21.10.2024)	1	Twenty-Seven Day(s)	3,30,750.00	22/10/2023 To 17/11/2023	2,94,118.55	0.00% 0.00	0.00% 0.00	18.00% 52,941.34
2	998311	Consultants with 10 yrs and < 15 yrs experience(Management/Functional Profile Tier-1) with 2nd rate revision (From 22.10.2023 to 21.10.2024)	1	One Month(s) and Eleven Day(s)	3,30,750.00	20/11/2023 To 31/12/2023	4,52,025.00	0.00% 0.00	0.00% 0.00	18.00% 81,364.50
3	998311	Consultants with 6 yrs and < 10 yrs experience(Technology Profile Tier-1) with 2nd rate revision (From 22.10.2023 to 21.10.2024)	3	Two Month(s) and Ten Day(s)	3,03,187.50	22/10/2023 To 31/12/2023	21,12,532.26	0.00% 0.00	0.00% 0.00	18.00% 3,80,255.81
4	998311	Consultants with 3 yrs and < 6 yrs experience(Technology Profile Tier-1) with 2nd rate revision (From 22.10.2023 to 21.10.2024)	2	Two Month(s) and Ten Day(s)	2,59,087.50	22/10/2023 To 31/12/2023	12,03,503.23	0.00% 0.00	0.00% 0.00	18.00% 2,16,630.58
5	998311	Consultants with < 3 yrs experience(Technology Profile Tier-1) with 2nd rate revision (From 22.10.2023 to 21.10.2024)	3	Two Month(s) and Ten Day(s)	2,31,525.00	22/10/2023 To 31/12/2023	16,13,206.45	0.00% 0.00	0.00% 0.00	18.00% 2,90,377.16
Total Amount In Rs.:							66,76,386	0.00	0.00	10,21,68,838
Grand Total (In Rs.):-										88,98,866

The services of Manpower are to be provided at the office of Department of Rural Development (DoRD). Location:

Department of Rural Development (DoRD)  
Room no 378-A, H-wing, Department of Rural Development, Krishibhawan,  
NEW DELHI-110001, Delhi

The contact person is Mr/Ms. Sh. Avik Bhattacharya, US (IT) (Contact nos: 011-23381709 and email-id: avik.bhattacharya@nic.in ). The details of multi-location deployment of Manpower, if any are attached in Annexure-I

## 1. Placement of Work Order

I. NIC/NICSI may place the work orders to the empanelled agency for its own requirement or for its projects on behalf of its clients. Work may be awarded based on Man-Month basis or Project mode.

II. In view of NICSI's order on Procurement Preference Policy, preference shall be given to L1 vendor of such particular category for distribution of projects (purchase orders) / work in that category. However, NICSI / User shall have right to choose any other eligible vendor for allotment of projects (purchase orders) / work considering various parameters like performance, location, mix of project etc. or any other factors depend on the situation.

III. The Work Order may encompass the complete scope of work or may require few services. Depending on the requirement, the work orders may be placed to anyone of the empanelled agency; more than one depending on the project requirement or the TOR may be given to more than one empanelled agency for their proposals for the specific scope of work using the L1 rates.

IV. On receipt of request from a User department, NICSI would inform the User Department/ Agency/ Institution about the Empanelled agency and the GFR compliant procedure followed in the empanelment.

हाल सं. 2 व 3, छठी मंजिल, एन.सी.सी.सी. टावर, 15, शीकायी कामा लोअर, नई दिल्ली-110066, दूरध्वाः 26105258, 26105054, 26169437, 26169415, फैक्स: 26105212  
 Hall No. 2 & 3, 6th Floor, NBCC Tower, 15, Bhikaji Cama Place, New Delhi-110066, Ph: 26105258, 26105054, 26169437, 26169415, Fax: 26105212  
 Website : [www.nicsi.com](http://www.nicsi.com), Corporate Identity Number: U74899DL1995NPL072045 GSTIN: 07AAACN2185J1ZE



## Work Order – 6



नेशनल इन्फोर्मेटिक्स सेंटर सर्विसिज़ इन्कोर्पोरेटेड  
National Informatics Centre Services Incorporated  
(ग. सू. वि. के. के. अनारत भारत सरकार का एक उद्यम)  
(A Government of India Enterprise under NIC)  
इलेक्ट्रॉनिकी और सूचना प्रौद्योगिकी मंत्रालय  
Ministry of Electronics and Information Technology



जरुरत की वाह है दिलों

**Work Order**  
(GSTIN No. of NICSI: 07AAACN2185J1ZE)

Work Order No:-	M2307182	Date	23-JAN-2024
Project No:-	C230514GNND	PI Number:	
Project Name:-	IT Activities of DoRD for financial year 2023-24		
Issued to:	Name: Deloitte Touche Tohmatsu India LLP		
	Address: 7th Floor, Building 10, Tower-B, DLF Cyber City Complex, DLF City Phase-II, Haryana- 122002		
	Contact Person: Alok Saxena		
	Phone No.: 9810000831		
	Email ID: aloksaxena@deloitte.com		

Subject: Work-Order for providing Certified e-Governance Professional Services as mentioned above.

Sir,

In reference to your Empangement No:10(08)/2020-NICSI-Deloitte(Tier-1)Rev2 Valid Till: 21/10/2024 with NICSI, Issued with the approval of the Competent Authority, I have been directed to place an order for Certified e-Governance Professional Services as per the details and Terms and Conditions given below:-

S. No	HSN/SAC Code	Description	No of Person required	Required Period (No. of Months/ days)	Unit Rate per Month (excluding Taxes)	Date of Deployment (From/To)	Total Amount (AxBxC)	CGST (%) /Amount	SGST (%) /Amount	IGST (%) /Amount
			(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)
1	998311	Consultants with 6 yrs and < 10 yrs experience(Technology Profile Tier-1) with 2nd rate revision (From 22.10.2023 to 21.10.2024)	3	Three Month(s)	3,03,187.50	01/01/2024 To 31/03/2024	27,28,687.50	0.00% 0.00	0.00% 0.00	18.00% 4,91,163.75
2	998311	Consultants with 3 yrs and < 6 yrs experience(Technology Profile Tier-1) with 2nd rate revision. (From 22.10.2023 to 21.10.2024)	2	Three Month(s)	2,59,087.50	01/01/2024 To 31/03/2024	15,54,525.00	0.00% 0.00	0.00% 0.00	18.00% 2,79,814.50
3	998311	Consultants with < 3 yrs experience(Technology Profile Tier-1) with 2nd rate revision (From 22.10.2023 to 21.10.2024)	3	Three Month(s)	2,31,525.00	01/01/2024 To 31/03/2024	20,83,725.00	0.00% 0.00	0.00% 0.00	18.00% 3,75,070.50
Total Amount In Rs.:										75,12,888
Grand Total (In Rs.):-										75,12,888

The services of Manpower are to be provided at the office of Department of Rural Development (DoRD). Location:

Department of Rural Development (DoRD)  
Room no 378-A, H-wing, Department of Rural Development, Krish Bhawan,  
NEW DELHI-110001, Delhi

.The contact person is Mr/Ms Sh. Avik Bhattacharya, US (IT) (Contact nos: 011-23381709 and email-id: avik.bhattacharya@nic.in ). The details of multi-location deployment of Manpower, if any are attached in Annexure-I

- Placement of Work Order
- NIC/NICSI may place the work orders to the empanelled agency for its own requirement or for its projects on behalf of its clients. Work may be awarded based on Man-Month basis or Project mode.
- In view of NICSI's order on Procurement Preference Policy, preference shall be given to L1 vendor of such particular category for distribution of projects (purchase orders) / work in that category. However, NICSI / User shall have right to choose any other eligible vendor for allotment of projects (purchase orders) / work considering various parameters like performance, location, mix of project etc. or any other factors depend on the situation.
- The Work Order may encompass the complete scope of work or may require few services. Depending on the requirement, the work orders may be placed to anyone of the empanelled agency; more than one depending on the project requirement or the TOR may be given to more than one empanelled agency for their proposals for the specific scope of work using the L1 rates.
- On receipt of request from a User department, NICSI would inform the User Department/ Agency/ Institution about the Empanelled agency and the GFR compliant procedure followed in the empanellement.
- In case the User Department clearly and specifically states in writing the name of a particular agency, NICSI may assign the work to that agency. In such cases, the responsibility for adhering to relevant financial/procurement rules would be that of the Department concerned.
- The Terms of Reference/ Scope of Work will be shared among all Empanelled agency and they would be invited by the Committee to make presentations and submission of technical proposal and financial effort estimate in a separate sealed envelope regarding the project under consideration. The presentations may be evaluated objectively, based on which the most suitable agency may be assigned the work by NICSI, on the recommendation of the above Committee. There should be full participation and involvement of the User Department in the process of selection of agency. For assignment of work to Empanelled agency, the above mentioned Standard Operating Procedure (SOP) is followed or implementation of new guidelines from time to time.
- The proposal of the selected agency along with necessary supporting document/ minutes of meeting are then forwarded to NICSI by the user department for

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Hall No. 2 & 3, 6th Floor, NBCC Tower, 15, Bhikaji Cama Place, New Delhi-110066, Ph: 26105258, 26105054, 26169437, 26169415, Fax: 26105212  
Website : [www.nicsi.com](http://www.nicsi.com), Corporate Identity Number: U74899DL1995NPL072045 GSTIN: 07AAACN2185J1ZE



Appreciation Letter

अभिषेक भगोत्रिया, आई.ए.एस  
संयुक्त सचिव

Abhishek Bhagotia, IAS  
Joint Secretary  
Tel.: 23386173  
E-mail: a.bhagotia@ias.nic.in



ग्रामीण विकास मंत्रालय  
ग्रामीण विकास विभाग  
भारत सरकार  
कृषि भवन, नई दिल्ली-110001  
Ministry of Rural Development  
Department of Rural Development  
Government of India  
Krishi Bhawan, New Delhi-110001

Dear Amit Singh Sir,

Dated the 3<sup>rd</sup> April, 2024

APPRECIATION LETTER

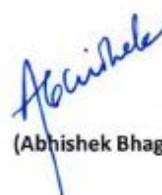
I would like to record my appreciation for the consultancy services provided by Ms. Deloitte Touche Tohmatsu India LLP for the Data and Insight Unit (DIU) and IT Division under the Department of Rural Development.

2. I am happy to inform that the performance of the "DIU team" led by Ms. Richa Marwah and supported by Ms. Saanjuli Gupta, Shri Ajay Palle, Ms. Krutika Chowdhary, Shri Rahat Sulemani & Ms. Ahsas Sood has consistently shown high professional standards. This diverse team has endeavored to enhance service delivery in DoRD schemes through the utilization of Data & Algorithm Dashboard/Decision Support Tools, Policy Analytics, User Experience Design, and Qualitative Field Research.

3. I would also like to extend my appreciation for Shri Abhishek Srivastava and Shri Sanjiv Dogra, who work as Management and IT consultants in the "IT Division". They have been instrumental in providing valuable support to the IT Division on matters pertaining to policy, strategy, compliance and procurement.

4. I take this opportunity to convey that the whole Deloitte team has been very professional, diligent and prompt in their work until now. I also wish to appreciate Shri Biswajit Saha & Shri Abhishek Sah for providing guidance to the team time to time. I wish the team good luck for the future and hope they continue this work with the same zeal.

With regards,



(Abhishek Bhagotia)

Shri Amit Singh,  
Partner,  
Deloitte Touche Tohmatsu India LLP,  
Gurugram,  
Haryana



### 9.2.4 Project 4

Project 4		
<b>Assignment Name:</b> Digital Agricultural Mission Technical Support Unit		<b>Country:</b> India
<b>Location within country:</b> New Delhi		<b>Professional staff provided by your firm/Entity (profiles):</b> Statistical Expert, IT Expert, Data Analyst, Business Analyst
<b>Name of Client:</b> Digital Agricultural Division, Department of Agriculture and Farmers Welfare, Gol.		<b>No of staff:</b> 10
<b>Address:</b> Krishi Bhawan, Gate Number 2, Dr. Rajendra Prasad Road, New Delhi - 110001		<b>No. of Staff-Months:</b> 110
<b>Start date:</b> June 2023	<b>Completion date:</b> October 2024	<b>Approx. value of services (in INR):</b> INR 5 crore+
<b>Name of Associated Consultants, If Any:</b> NA		<b>No. of months of professional staff provided by Associated Consultants:</b> NA
<b>Name of Senior staff involved and Corresponding positions:</b>		
4. Amit Singh- Engagement Partner 5. Abhijit Pandey- Engagement Manager 6. Rituparna Ghosh Paul- Statistical Expert		
<b>Narrative description of the Project:</b>		
<p>The Technical Support Unit (TSU) setup by Deloitte provided the Technical Support (IT / ICT) for digital intervention in the Agriculture Sector. The TSU provided support to Digital Agricultural Division (MoAFW) in identification of various IT interventions, effective monitoring of the various IT interventions being implemented, coordination with the vendors/stakeholders, providing strategic advice to DAD with respect to the AI initiatives, <b>Data Analytics</b>, etc.</p> <p>The TSU team is also involved in development of <b>unified portal for agriculture statistics</b> and estimation of crop production and yield gap index through <b>data triangulation</b> of multiple data sources. The project also includes <b>Streamlining agriculture database and agriculture Statistics</b>.</p> <p>Deloitte also assisted the division in conceptualization of <b>Krishi Decision Support System</b>, designing the Integrated Command and Control System, automation of Budget System, etc.</p>		
<b>Description of actual services provided by your staff within the assignment:</b>		
<p>Deloitte as Technical Support Unit is assisting the Digital Agriculture Division in conceptualization, designing and implementation of various IT initiatives envisaged under Digital Public Infrastructure. Various initiatives such as Krishi DSS, Krishi MApper, Krishi ICCC, AI interventions are being worked upon by the TSU. The major activities of TSU are as follows</p> <ul style="list-style-type: none"> <li>• <b>Conceptualization of Viksit Bharat Sankalp Yatra IT portal.</b> VBSY is a government of India event to reach 2.69 gram panchayats across the nation. The yatra is for saturations of various government schemes and celebration of Gol initiatives. The IT portal is designed to capture various information from the event. TSU team is involved in the end to end IT portal management of this event.</li> </ul>		



#### Project 4

- Conceptualization in Krishi DSS:** Krishi DSS is designed as open-source platform where all spatial and non spatial data will be integrated. Further various rule engine would be applied to generate meaning full insight so that proactive decision making can be undertaken
- Designing Integrated Command and Control Centre** for visualization of various GIS enabled intervention. Preparation of RFP and bid process management for onboarding the SI
- Krishi MApper** is the GIS enabled intervention enabling the authorities to access the farmland area by drawing a polygon through the Mobile Application. The application to be implemented by all land-based schemes.
- Streamlining agriculture database and agriculture Statistics.** The team is working on digitalization of data collection of crop cutting experiments and crop yield estimation. Key activities include KPIs identification, advanced statistical visualization of data, estimation of crop yield and production, estimation of standard error.
- TSU team is involved in development of **unified portal for agriculture statistics** and estimation of crop production and yield gap index through **data triangulation** of multiple data sources.
- TSU team coordinated with various division, understood their scheme and workflows, prepared To be workflows and how Krishi Mapper can be integrated with the schemes. Coordination with the IT development team for the development
- Understanding the current offline Budget System and designing the **Budget Automation System**, along with **Proposal Tracking and online feedback mechanism**
- TSU team is also working on **Application Portfolio Rationalization**. For this the team has analysed more than 84 application and have designed technical document for better rationalization of the applications
- Monitoring of various development work done by IT team
- Monitoring the cloud deployment and migration of various module in the cloud from on-prem services
- Analysing all application and portal under the ministry and advising on way of bringing more efficiency
- Data Assessment and Indexing:** TSU team is also coordinating with various division to fill information for DGQI, NeSDA, EGD, PRAYAS, myScheme, etc.

<p>Experience in Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity/ similar assignment related to Statistical Works for Govt. of India or other state Governments for at least one-year assignment</p>	<p>Yes, the project involves:</p> <ul style="list-style-type: none"> <li>Involved in development of <b>unified portal for agriculture statistics</b> and estimation of crop production and yield gap index through <b>data triangulation</b> of multiple data sources</li> <li>Streamlined agriculture database and <b>agriculture Statistics</b> through <b>digital transformation</b> of activities such as crop cutting experiments and crop yield estimation</li> <li><b>Strengthening user engagement</b> by coordinating with various divisions to fill information for DGQI, NeSDA, EGD, PRAYAS, myScheme, etc.</li> </ul>
<p>Experience in implementation/ managing PMU/ PMC/ similar nature of work pertaining to Statistical Strengthening or Improvement/ Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity of minimum duration of one year with relating to similar statistical activities.</p>	<p>Yes, this project involved the creation of an <b>Agriculture Statistics Unit</b> for <b>statistical strengthening</b> of the Digital Agriculture Division. This also included digital transformation through various IT initiatives.</p>
<p>Experience of the Key Personnel in Statistical Strengthening or Improvement/ Digital</p>	<p>Yes, the key personnel have experience on work related to Statistical improvement, Digital transformation, strengthening user engagement.</p>



Project 4	
<b>transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity related to similar statistical activities.</b>	
<b>Professional Staff strength and Master's or PhD in Economics, Statistics, Econometrics, Applied Statistics, Mathematics, Computer Science, Data Science, Information Technology</b>	<ul style="list-style-type: none"><li>● Professional staff strength – 10</li><li>● The deployed resources were having Master's Degree in Computer Science, Data Science, Information Technology</li></ul>



## Work Order



नेशनल इन्फोर्मेटिक्स सेंटर सर्विसिज़ इन्कोर्पोरेटेड  
National Informatics Centre Services Incorporated

(ग. सू. वि. के. के अन्तर्गत भारत सरकार का एक उद्यम)

(A Government of India Enterprise under NIC)

इलेक्ट्रॉनिकी और सूचना प्रौद्योगिकी मंत्रालय

Ministry of Electronics and Information Technology



जल जल की पानी है दिली

जल जल की पानी है दिली

## Work Order

(GSTIN No. of NICSI: 07AAACN2185J1ZE)

Work Order No:-	M2304949	Date	27-OCT-2023
Project No:-	C231185MPND	PI Number:	PMPDL231058
Project Name:-	Dio Agriculture & Farmers Welfare		
Issued to:	Name: Deloitte Touche Tohmatsu India LLP Address: 7th Floor, Building 10, Tower-B, DLF Cyber City Complex, DLF City Phase-II, Haryana- 122002 Contact Person: Anil K. Jain Phone No.: 9811100081 Email ID: akjain@deloitte.com		

Subject: Work-Order for providing Certified e-Governance Professional Services as mentioned above.

Sir,

In reference to your Empanelment No:10/08/2020-NICSI-Deloitte(Tier-1)/Rev1, with NICSI, Issued with the approval of the Competent Authority, I have been directed to place an order for Certified e-Governance Professional Services as per the details and Terms and Conditions given below:-

S. No	HSN/SAC Code	Description	No of Persons Required	Required Period (No. of Months/ days)	Unit Rate per Month (excluding Taxes)	Date of Deployment (From/To)	Total Amount (AxBxC)	CGST (%) /Amount	SGST (%) /Amount	Igst (%) /Amount
			(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)
1	998311	Consultants with 10 yrs and < 15 yrs experience(Technology Profile Tier-1) with 1st rate revision (From 22.10.2022 to 21.10.2023)	1	Four Month(s) and Seventeen Day(s)	3,15,000.00	05/06/2023 To 21/10/2023	14,31,387.10	0.00% 0.00	0.00% 0.00	18.00% 2,57,649.58
2	998311	Consultants with 6 yrs and < 10 yrs experience(Technology Profile Tier-1) with 1st rate revision (From 22.10.2022 to 21.10.2023)	1	Four Month(s) and Seventeen Day(s)	2,88,750.00	05/06/2023 To 21/10/2023	13,12,104.84	0.00% 0.00	0.00% 0.00	18.00% 2,36,178.87
3	998311	Consultants with 6 yrs and < 10 yrs experience(Management/Functional Profile Tier-1) with 1st rate revision (From 22.10.2022 to 21.10.2023)	1	Four Month(s) and Seventeen Day(s)	2,88,750.00	05/06/2023 To 21/10/2023	13,12,104.84	0.00% 0.00	0.00% 0.00	18.00% 2,36,178.87
4	998311	Consultants with 3 yrs and < 6 yrs experience(Technology Profile Tier-1) with 1st rate revision (From 22.10.2022 to 21.10.2023)	3	Four Month(s) and Seventeen Day(s)	2,46,750.00	05/06/2023 To 21/10/2023	33,63,759.68	0.00% 0.00	0.00% 0.00	18.00% 6,05,476.74
5	998311	Consultants with 3 yrs and < 6 yrs experience(Management/Functional Profile Tier-1) with 1st rate revision (From 22.10.2022 to 21.10.2023)	1	Four Month(s) and Seventeen Day(s)	2,46,750.00	05/06/2023 To 21/10/2023	11,21,253.23	0.00% 0.00	0.00% 0.00	18.00% 2,01,825.58
6	998311	Consultants with < 3 yrs experience(Technology Profile Tier-1) with 1st rate revision (From 22.10.2022 to 21.10.2023)	1	Four Month(s) and Seventeen Day(s)	2,20,500.00	05/06/2023 To 21/10/2023	10,01,970.97	0.00% 0.00	0.00% 0.00	18.00% 1,80,354.77
7	998311	Consultants with < 3 yrs experience(Management/Functional Profile Tier-1) with 1st rate revision (From 22.10.2022 to 21.10.2023)	2	Four Month(s) and Seventeen Day(s)	2,20,500.00	05/06/2023 To 21/10/2023	20,03,941.94	0.00% 0.00	0.00% 0.00	18.00% 3,60,709.55
							Total Amount In Re.	1,16,48,623	0.00	0.00 20,78,37 4.08
							Grand Total (In Re.):-			1,36,24,887

The services of Manpower are to be provided at the office of Dio Agriculture & Farmers Welfare, Location:

Dio Agriculture & Farmers Welfare

Room No. 39, Krish Bhawan

New Delhi-110001, Delhi

The contact person is Mr/Ms. Chandan Kumar, Under Secretary (Contact-no: 8383819457 and email-id: us-h@gov.in). The details of multi-location deployment of Manpower, if any are attached in Annexure-I

1. Placement of Work Order

I. NIC/NICSI may place the work orders to the empanelled agency for its own requirement or for its projects on behalf of its clients. Work may be awarded based on Man-Month basis or Project mode.

हाल सं. 2 व 3, छठी मंजिल, एन.डी.सी.सी. टावर, 15, शीकायी कामा प्लैस, नई दिल्ली-110066, दूरभाष: 26105258, 26105054, 26169437, 26169415, फैक्स: 26105212  
Hall No. 2 & 3, 6th Floor, NBCC Tower, 15, Bhikaji Cama Place, New Delhi-110066, Ph: 26105258, 26105054, 26169437, 26169415, Fax: 26105212  
Website : [www.nicsi.com](http://www.nicsi.com), Corporate Identity Number: U74990DL1995NPL072045 GSTIN: 07AAACN2185J1ZE





## नेशनल इन्फोर्मेटिक्स सेंटर सर्विसिज़ इन्कोर्पोरेटेड

National Informatics Centre Services Incorporated

(ग. सू. वि. के. के अन्तर्गत भारत सरकार का एक उद्यम)

(A Government of India Enterprise under NIC)

इलेक्ट्रॉनिकी और सूचना प्रौद्योगिकी मंत्रालय

Ministry of Electronics and Information Technology



जरुरी की जगह है डिलॉटे

Work Order		(GSTIN No. of NICSI: 07AAACN2185J1ZE)	
Work Order No:-	M2304950	Date	27-OCT-2023
Project No:-	C231185MPNO	PI Number:	PMPDL231068
Project Name:-	DG Agriculture & Farmers Welfare		
Issued to:	Name: Deloitte Touche Tohmatsu India LLP Address: 7th Floor, Building 10, Tower-B, DLF Cyber City Complex, DLF City Phase-II, Haryana- 122002 Contact Person: Anil K. Jain Phone No.: 9811100081 Email ID: skjain@deloitte.com		

Subject: Work-Order for providing Certified e-Governance Professional Services as mentioned above.

Sir,

In reference to your Empanelment No:10/08/2020-NICSI-Deloittee (Tier-1)Rev2 Valid Till: 21/10/2024 with NICSI, Issued with the approval of the Competent Authority, I have been directed to place an order for Certified e-Governance Professional Services as per the details and Terms and Conditions given below:-

S. No	HSN/SAC Code	Description	No of Persons Required	Required Period (No. of Months/days)	Unit Rate per Month (excluding Taxes)	Date of Deployment (From/To)	Total Amount (AxBxC)	CGST (%) /Amount	SGST (%) /Amount	IGST (%) /Amount
(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)			
1	998311	Consultants with 10 yrs and < 15 yrs experience/Technology Profile Tier-1) with 2nd rate revision (From 22.10.2023 to 21.10.2024)	1	Twelve Month(s)	3,30,750.00	22/10/2023 To 21/10/2024	39,69,000.00	0.00% 0.00	0.00% 0.00	18.00% 7,14,420.00
2	998311	Consultants with 6 yrs and < 10 yrs experience/Technology Profile Tier-1) with 2nd rate revision (From 22.10.2023 to 21.10.2024)	1	Twelve Month(s)	3,03,187.50	22/10/2023 To 21/10/2024	36,38,250.00	0.00% 0.00	0.00% 0.00	18.00% 6,54,885.00
3	998311	Consultants with 6 yrs and < 10 yrs experience/Management/Functional Profile Tier-1) with 2nd rate revision (From 22.10.2023 to 21.10.2024)	1	Twelve Month(s)	3,03,187.50	22/10/2023 To 21/10/2024	36,38,250.00	0.00% 0.00	0.00% 0.00	18.00% 6,54,885.00
4	998311	Consultants with 3 yrs and < 6 yrs experience/Technology Profile Tier-1) with 2nd rate revision (From 22.10.2023 to 21.10.2024)	3	Twelve Month(s)	2,59,087.50	22/10/2023 To 21/10/2024	93,27,150.00	0.00% 0.00	0.00% 0.00	18.00% 16,78,887.00
5	998311	Consultants with 3 yrs and < 6 yrs experience/Management/Functional Profile Tier-1) with 2nd rate revision (From 22.10.2023 to 21.10.2024)	1	Twelve Month(s)	2,59,087.50	22/10/2023 To 21/10/2024	31,09,050.00	0.00% 0.00	0.00% 0.00	18.00% 5,59,629.00
6	998311	Consultants with < 3 yrs experience/Technology Profile Tier-1) with 2nd rate revision (From 22.10.2023 to 21.10.2024)	1	Twelve Month(s)	2,31,525.00	22/10/2023 To 21/10/2024	27,78,300.00	0.00% 0.00	0.00% 0.00	18.00% 5,00,094.00
7	998311	Consultants with < 3 yrs experience/Management/Functional Profile Tier-1) with 2nd rate revision (From 22.10.2023 to 21.10.2024)	2	Twelve Month(s)	2,31,525.00	22/10/2023 To 21/10/2024	55,56,600.00	0.00% 0.00	0.00% 0.00	18.00% 10,00,188.00
							Total Amount In Rs.	3,20,18,800	0.00	0.00 67,82,888.00
							Grand Total (In Re.):-			3,77,79,688

The services of Manpower are to be provided at the office of DG Agriculture &amp; Farmers Welfare, Location:

DG Agriculture &amp; Farmers Welfare

Room No. 39, Krishi Bhawan

New Delhi-110001, Delhi

The contact person is Mr/Ms. Chandan Kumar, Under Secretary (Contact-no: 8383819457 and email-id: us-hs@gov.in). The details of multi-location deployment of Manpower, if any are attached in Annexure-I

## 1. Placement of Work Order

1. NIC/NICSI may place the work orders to the empanelled agency for its own requirement or for its projects on behalf of its clients. Work may be awarded based on Man-Month basis or Project mode.

हात सं. 2 व 3, छठी मंडिल, एन.पी.सी.री. टावर, 15, शीकाजी कामा लेस, नई दिल्ली-110066, दूरभाष: 26105258, 26105054, 26169437, 26169415, फैक्स: 26105212  
 Hall No. 2 & 3, 6th Floor, NBCC Tower, 15, Bhikaji Cama Place, New Delhi-110066, Ph: 26105258, 26105054, 26169437, 26169415, Fax: 26105212  
 Website : [www.nicsi.com](http://www.nicsi.com), Corporate Identity Number: U74899DL1995NPL072045 GSTIN: 07AAACN2185J1ZE



## 9.2.5 Project 5

Project 5	
<b>Assignment Name:</b> Project Management Unit for National Data & Analytics Platform	<b>Country:</b> India
<b>Location within country:</b> New Delhi	<b>Professional staff provided by your firm/Entity (profiles):</b> Project Director, Team Lead, Data Oversight & Quality Lead, Technology Lead, Usability Lead, User Engagement Lead, Project Management Consultant, Support Associate
<b>Name of Client:</b> NITI Aayog	<b>No of staff:</b> 9
<b>Address:</b> Sansad Marg, New Delhi- 110001	<b>No. of Staff-Months:</b> 540
<b>Start date:</b> September 2022	<b>Completion date:</b> August 2027 <b>Approx. value of services (in INR):</b> INR 5 crore+
<b>Name of Associated Consultants, If Any:</b> NA	<b>No. of months of professional staff provided by Associated Consultants:</b> NA
<b>Name of Senior staff involved and Corresponding positions:</b>	
3. Sreeram Ananthasayanam- Engagement Partner 4. Mayank Mathur- Engagement Manager	
<b>Narrative description of the Project:</b>	
<p><b>National Data and Analytics Platform (NDAP)</b> was launched in May, 2022 by NITI Aayog, as a flagship initiative to provide easy access to foundational datasets from Central and State government entities in machine-readable formats, with a user-friendly interface and powerful analytics. NDAP released for public use in May 2022 can be accessed at <a href="https://ndap.niti.gov.in/">https://ndap.niti.gov.in/</a>.</p> <p>NDAP is a pivotal infrastructure that leverages <b>Statistical methodologies</b> to derive actionable insights and make data-driven decisions at national scale. The standardized &amp; interoperable datasets onboarded on NDAP can be used by Centre/State government departments, experts, academicians, researchers, etc. to conduct a holistic analysis and help solve their problem statements.</p>	
<b>Description of actual services provided by your staff within the assignment:</b>	
<p><b>4. Project Management</b></p> <ul style="list-style-type: none"> <li>• As-Is Assessment in terms of project status, gaps and challenges.</li> <li>• Preparation of Roadmap for onboarding datasets in current quarter</li> <li>• <b>Digital transformation</b> by monitoring through PMU dashboard to track progress on various aspects of the project.</li> <li>• Coordinate with the Technology Advisory Group for feedback and support.</li> <li>• Project management related activities for <b>State Data Analytics Platform</b></li> </ul> <p><b>5. Data Identification, Sourcing, Processing &amp; Updation</b></p>	



## Project 5

- Identification and validation of use-cases suggested by various experts.
- Checklist for information to be captured for IT/ Data maturity of providing organization.
- Identification of new Datasets to be onboarded for upcoming Quarter.
- Explore feasibility to onboard datasets through APIs from various ministries.
- Identify Dataset Updation requirements with reference to their source(s)
- Support in **data standardization** and data quality activities done by OTSI for **statistical** purpose.
- Ensuring all **datasets** meet the required quality standards and completeness (Granularity, Time period, Indicators) for various **statistical outputs**.
- Coordination with State government for identification of Datasets for State Data Analytics Platform

## 6. Platform development, usability and feedback

- Suggestions on **strengthening User Experiences**/ Usability enhancement.
- Identify analytical features need to be added onto the platform.
- Review and updation of User Guidance Material
- Assess ICT Infrastructure usage and upscaling requirements.
- Continuous monitoring of platform usage and adoption
- **Building institutional capacity** for the state level users and provider user organization

<p><b>Experience in Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity/ similar assignment related to Statistical Works for Govt. of India or other state Governments for at least one-year assignment</b></p>	<p>Yes, this project involves:</p> <ul style="list-style-type: none"> <li>• Leveraging <b>statistical methodologies</b> to use the Data Analytics Platform in deriving actionable insights at a national scale</li> <li>• Enhancing data quality activities and data standardization for <b>statistical</b> purpose</li> <li>• Ensuring <b>data quality standards</b> of data sets for various <b>statistical outputs</b></li> </ul>
<p><b>Experience in implementation/ managing PMU/ PMC/ similar nature of work pertaining to Statistical Strengthening or Improvement/ Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity of minimum duration of one year with relating to similar statistical activities.</b></p>	<p>Yes, the work is related to <b>strengthening of user engagement</b> through platform development and <b>building institutional capacity</b> for the state level users and provider user organization</p>
<p><b>Experience of the Key Personnel in Statistical Strengthening or Improvement/ Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity related to similar statistical activities.</b></p>	<p>Yes, this project involved statistical strengthening of the Digital Agriculture Division which involved digital transformation through various IT initiatives.</p>



## Project 5

**Professional Staff strength and**

**Master's or PhD in Economics, Statistics,  
Econometrics, Applied Statistics, Mathematics,  
Computer Science, Data Science, Information  
Technology**

- Professional staff strength – 9
- The deployed resources were having Master's Degree in Computer Science, Data Science, Information Technology



**Work Order**

**M-18011/105/2019-DM&A**

**Government of India  
NITI Aayog**

Sansad Marg, New Delhi-110001  
Date : 2<sup>nd</sup> August 2022

**Letter of Award**

To,

**Sreeram Ananthasayanam  
Deloitte Touche Tohmatsu India LLP (DTTI LLP)  
DLF Cyber City Complex, Tower B, DLF City Phase II,  
7<sup>th</sup> floor, Building 10, Gurgaon  
New Delhi - 122002**

**Subject:** Letter of Award for selection as Project Management Consultant for managing the Project management Unit of National Data and Analytics Platform (NDAP).

**Reference:** Request for Proposals for Selection of Project Management Consultant for managing the Project management Unit of (NDAP) floated by NITI Aayog on 11.02.2022.

Mr. Ananthasayanam,

Your proposal for selection as Project Management Consultant for **National Data and Analytics Platform (NDAP)** has been selected based on the evaluation of proposals of all applicants. The undersigned is directed to convey the approval of your appointment as Project Management Consultant for managing the Project management Unit of NDAP by the competent authority, **as per the provisions of the RFP**. The deliverables for the project will be submitted as per the schedule provided in the RFP.

2. You are, therefore, requested to sign and return the duplicate Letter of Award (LoA) within 7 (seven) days of the receipt of the LOA in acknowledgement thereof. In the event the duplicate copy of the LOA duly signed is not received by the stipulated date, the Authority may, unless it consents to extension of time for submission thereof, consider the next highest ranking Applicant.

3. After execution of the LOA as aforesaid by the Selected Applicant, we shall execute the Agreement within 10 days of the execution of the LoA.

This is issued with the approval of the Competent Authority, NITI Aayog.

  
(Anna Roy)  
Senior Adviser  
NITI Aayog



## 9.2.6 Project 6

Project 6		
<b>Assignment Name:</b> Implementation of Data Engineering and Data Analytics for Skill India Digital		<b>Country:</b> India
<b>Location within country:</b> New Delhi		<b>Professional staff provided by your firm/Entity (profiles):</b> Project Manager, Solution Architect, Business Analyst, Data Engineer, Data Analyst, Data Scientist
<b>Name of Client:</b> National Skill Development Corporation		<b>No of staff:</b> 6
<b>Address:</b> National Skill Development Corporation, 301, West Wing, Worldmark-1, New Delhi-110037		<b>No. of Staff-Months:</b> 72
<b>Start date:</b> February 2023	<b>Completion date:</b> March 2024	<b>Approx. value of services (in INR):</b> INR 5 crore+
<b>Name of Associated Consultants, If Any:</b> NA		<b>No. of months of professional staff provided by Associated Consultants:</b> NA
<b>Name of Senior staff involved and Corresponding positions:</b>		
3. Sreeram Ananthasayanam- Engagement Partner 4. Mayank Mathur- Engagement Manager		
<b>Narrative description of the Project:</b>		
<p>NSDC is developing the world's largest Skill providing platform (SID), wherein India's transition from its current skilling, education, employment, and entrepreneurship model to an evolved one will require the development of a highly competent and skilled workforce that will be adaptable to the evolving, agile job market and meet the shift in demand due to these reforms. The SID will emerge as the world largest Skilling platform and will act as benchmark for global skilling initiatives and bridge between world of education and world of work.</p> <p>The platform will be a one-stop solution for various <b>statistical data and insights</b> related to job seekers, employer, and training partners across the country. The platform will help NSDC in compiling, analyzing, maintaining and dissemination of skill related data for the user community in education sector, labour and job market. This would also facilitate various organizations in building institutional capacity.</p> <p>To implement the SID portal, NSDC has selected Deloitte for overall development of <b>data engineering</b> and <b>data analytics</b> for SID portal.</p>		
<b>Description of actual services provided by your staff within the assignment:</b>		
<p>Deloitte is providing the following services as part of the assignment-</p> <ul style="list-style-type: none"> <li>• Develop <b>Data Lake</b> by injecting data from more than 44 sources across ministries and external agencies.</li> <li>• Develop Meta Data Management (MDM) layer for creating golden records of Candidates, Training and Content providers, jobs and Courses</li> <li>• Develop NLP based search engine for users to search contextual resources from Platform for <b>strengthening user engagement</b>.</li> <li>• Design framework for enhancing <b>Data Quality</b> and <b>Data Standardization</b> across data points for reporting and business</li> </ul>		



## Project 6

<p>processes.</p> <ul style="list-style-type: none"> <li>• Develop <b>Datawarehouse</b> for dimensional <b>statistical data modelling</b> and creating Data Marts/Cubes for Data Visualization and Analytics.</li> <li>• Develop Recommendation engine to recommend skilling path based on profile, to select right course and training provider and find job opportunities.</li> <li>• Develop <b>Data Provisioning layer</b> for the other layers of SID Architecture to consume data for business processes integration and automation.</li> </ul>	<p><b>Experience in Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity/ similar assignment related to Statistical Works for Govt. of India or other state Governments for at least one-year assignment</b></p>	<p>Yes, the project involves:</p> <ul style="list-style-type: none"> <li>• Designing one-stop solution for various <b>statistical data and insights</b> related to job seekers, employer, and training partners across the country.</li> <li>• Developing Data Lake, using NLP based search engine for enhancing strengthening user engagement.</li> <li>• Developing <b>Datawarehouse</b> for dimensional <b>statistical data modelling</b> and creating Data Marts/Cubes for Data Visualization and Analytics.</li> <li>• Designing framework for enhancing <b>Data Quality</b> and <b>Data Standardization</b> across data points for reporting and business processes.</li> </ul>
<p><b>Experience in implementation/ managing PMU/ PMC/ similar nature of work pertaining to Statistical Strengthening or Improvement/ Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity of minimum duration of one year with relating to similar statistical activities.</b></p>		<p>Yes, this is a PMU project that involves similar statistical activities as mentioned above</p>
<p><b>Experience of the Key Personnel in Statistical Strengthening or Improvement/ Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity related to similar statistical activities.</b></p>		<p>Yes, the key personnel have experience on work related to Statistical improvement, Digital transformation, strengthening user engagement.</p>
<ul style="list-style-type: none"> <li>• Professional Staff strength and</li> <li>• Master's or PhD in Economics, Statistics, Econometrics, Applied Statistics, Mathematics, Computer Science, Data Science, Information Technology</li> </ul>		<ul style="list-style-type: none"> <li>• Professional staff strength – 6</li> <li>• The deployed resources were having Master's Degree in Computer Science, Data Science, Information Technology</li> </ul>



## Work Order

### Work Order-1

 <b>N·S·D·C</b> <b>National Skill Development Corporation</b> <i>Transforming the skill landscape</i>	<b>Company</b> <b>National Skill Development Corporation</b> 301,West Wing, Worldmark-1 New Delhi - 110037 DELHI, India Tel No: 01147451600-10,Fax No:01146560417 CIN: U85300DL2008NPL181612								<b>Ship To :</b> National Skill Development Corporation 301,West Wing, Worldmark-1 New Delhi - 110037 DELHI, India Tel No: 01147451600-10,Fax No:01146560417 GST Number : 07AACCN8680L1ZW						
<b>Vendor Details</b> DELOITTE TOUCHE TOHMATSU INDIA LLP. (10000480) Th Floor Tower C, Building 10, DLF Haryana -122002 HARYANA , India GST Number : PAN Number : AALFD7157J				PO No			4200000883		PO Date			24.01.2023			
				Validity Start			20.01.2023		Validity End			30.06.2023			
				Version											
				Reference No.											
S.No.	Service Description	HSN Code	Unit	Delivery Date	Qty	Basic Price	Disc %	Taxable Value	CGST		SGST		IGST		
									Rate	Amt(INR)	Rate	Amt(INR)	Rate	Amt(INR)	Rate
S.No.	Service Description	HSN Code	Unit	Delivery Date		Basic Price	Disc %	Taxable Value	Rate	Amt(INR)	Rate	Amt(INR)	Rate	Amt(INR)	
1	Data Engineering		AU	24.01.2023	26,433,763.00			26,433,763.00	9	2,379,038.67	9	2,379,038.67		0.00	31,191,840.34
<b>Total :</b>					1.00			26,433,763.00		2,379,038.67		2,379,038.67		0.00	31,191,840.34
					<b>Total:</b>		26,433,763.00		2,379,038.67		2,379,038.67		0.00	31,191,840.34	
					<b>In Words :</b>		rupees three crore eleven lakh ninety one thousand eight hundred forty rupees thirty four paise Only								
					<b>Payment Terms :</b>										
S.No.	Service Code	Description			UOM	Qty	Basic Price								
1.10	82600003	IT related services			AU	26,433,763	1.00								
This is a system generated document. No manual signature required.															
<b>PO Text</b> Terms and Condition: As per attached ToR															




Debraj Chakraborty  
Deloitte Touche Tohmatsu LLP, India

## Work Order – 2 (Extension)

 <b>N·S·D·C</b> <b>National Skill Development Corporation</b> <b>Transforming the skill landscape</b>	<b>Company</b> <b>National Skill Development Corporation</b> 301,West Wing, Worldmark-1 New Delhi - 110037 DELHI, India Tel No: 01147451600-10, Fax No: 01146560417 CIN: U85300DL2008NPL181612								<b>Ship To :</b> National Skill Development Corporation 301,West Wing, Worldmark-1 New Delhi - 110037 DELHI, India Tel No: 01147451600-10, Fax No: 01146560417 GST Number : 07AACCN8680L1ZW																																																																																																																												
<b>Vendor Details</b> <b>DELOTTE TOUCHE TOHMATSU INDIA LLP. (10000480)</b> Th Floor Tower C, Building 10, DLF Haryana -122002 HARYANA , India GST Number : PAN Number : AALFD7157J	<b>PO No</b>			<b>4200000884</b>			<b>PO Date</b>		<b>24.01.2023</b>																																																																																																																												
	<b>Validity Start</b>			<b>20.01.2023</b>			<b>Validity End</b>		<b>30.06.2023</b>																																																																																																																												
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<table border="1"> <thead> <tr> <th rowspan="2"><b>S.No.</b></th> <th rowspan="2"><b>Service Description</b></th> <th rowspan="2"><b>HSN Code</b></th> <th rowspan="2"><b>Unit</b></th> <th rowspan="2"><b>Delivery Date</b></th> <th rowspan="2"><b>Qty</b></th> <th rowspan="2"><b>Basic Price</b></th> <th rowspan="2"><b>Disc %</b></th> <th rowspan="2"><b>Taxable Value</b></th> <th colspan="2"><b>CGST</b></th> <th colspan="2"><b>SGST</b></th> <th><b>IGST</b></th> </tr> <tr> <th><b>Rate</b></th> <th><b>Amt(INR)</b></th> <th><b>Rate</b></th> <th><b>Amt(INR)</b></th> <th><b>Rate</b></th> <th><b>Amt(INR)</b></th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Data Analytics (AI-ML)</td> <td></td> <td>AU</td> <td>24.01.2023</td> <td>11,016,355.00</td> <td></td> <td></td> <td>11,016,355.00</td> <td>9</td> <td>991,471.95</td> <td>9</td> <td>991,471.95</td> <td>0.00</td> <td>12,999,298.90</td> </tr> <tr> <td colspan="5" style="text-align: right;"><b>Total :</b></td><td>1.00</td><td></td><td></td><td>11,016,355.00</td><td></td><td>991,471.95</td><td></td><td>991,471.95</td><td>0.00</td><td>12,999,298.90</td></tr> <tr> <td colspan="5" style="text-align: right;"><b>Total:</b></td><td>11,016,355.00</td><td></td><td></td><td>991,471.95</td><td></td><td>991,471.95</td><td></td><td>991,471.95</td><td>0.00</td><td>12,999,298.90</td></tr> <tr> <td colspan="5" style="text-align: right;"><b>In Words :</b></td><td colspan="8">rupees one crore twenty nine lakh ninety nine thousand two hundred ninety eight rupees ninety paise Only</td><td></td></tr> <tr> <td colspan="5" style="text-align: right;"><b>Payment Terms :</b></td><td colspan="8"></td><td></td></tr> <tr> <td><b>S.No.</b></td><td><b>Service Code</b></td><td colspan="3"><b>Description</b></td><td><b>UOM</b></td><td><b>Qty</b></td><td colspan="2"><b>Basic Price</b></td><td colspan="4"></td><td></td></tr> <tr> <td>1.10</td><td>82600003</td><td colspan="3" rowspan="2">IT related services</td><td>AU</td><td>11,016,355</td><td colspan="2" rowspan="2">1.00</td><td colspan="4" rowspan="2"></td><td></td></tr> </tbody> </table>	<b>S.No.</b>	<b>Service Description</b>	<b>HSN Code</b>										<b>Unit</b>	<b>Delivery Date</b>	<b>Qty</b>	<b>Basic Price</b>	<b>Disc %</b>	<b>Taxable Value</b>	<b>CGST</b>		<b>SGST</b>		<b>IGST</b>	<b>Rate</b>	<b>Amt(INR)</b>	<b>Rate</b>	<b>Amt(INR)</b>	<b>Rate</b>	<b>Amt(INR)</b>	1	Data Analytics (AI-ML)		AU	24.01.2023	11,016,355.00			11,016,355.00	9	991,471.95	9	991,471.95	0.00	12,999,298.90	<b>Total :</b>					1.00			11,016,355.00		991,471.95		991,471.95	0.00	12,999,298.90	<b>Total:</b>					11,016,355.00			991,471.95		991,471.95		991,471.95	0.00	12,999,298.90	<b>In Words :</b>					rupees one crore twenty nine lakh ninety nine thousand two hundred ninety eight rupees ninety paise Only									<b>Payment Terms :</b>														<b>S.No.</b>	<b>Service Code</b>	<b>Description</b>			<b>UOM</b>	<b>Qty</b>	<b>Basic Price</b>							1.10	82600003	IT related services			AU	11,016,355	1.00							This is a system generated document. No manual signature required.		
<b>S.No.</b>				<b>Service Description</b>	<b>HSN Code</b>	<b>Unit</b>	<b>Delivery Date</b>	<b>Qty</b>	<b>Basic Price</b>	<b>Disc %</b>	<b>Taxable Value</b>	<b>CGST</b>							<b>SGST</b>		<b>IGST</b>																																																																																																																
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## 9.2.7 Project 7

Project 7	
<b>Assignment Name:</b> National Programme Management Unit, e-Panchayat, Ministry of Panchayat Raj	<b>Country:</b> India
<b>Location within country:</b> New Delhi	<b>Professional staff provided by your firm/Entity (profiles):</b> Program Managers, Project Managers, Business Analysts, Data Scientist
<b>Name of Client:</b> Ministry of Panchayati Raj, Govt of India	<b>No of staff:</b> 10
<b>Address:</b> 11th Floor, 25 K.G. Marg, Jeevan Prakash Building, Connaught Place New Delhi	<b>No. of Staff-Months:</b> 312
<b>Start date:</b> March 2022	<b>Completion date:</b> Ongoing
<b>Name of Associated Consultants, If Any:</b> NA	<b>Approx. value of services (in INR):</b> INR 8.35 crore  <b>No. of months of professional staff provided by Associated Consultants:</b> NA
<b>Name of Senior staff involved and Corresponding positions:</b>	
3. Sreeram Ananthasayanam- Engagement Partner 4. Mayank Kharbanda- Engagement Manager	
<b>Narrative description of the Project:</b>	
Ministry of Panchayat Raj (MoPR) aims to transform the functioning of Panchayati Raj Institutions in India making them more transparent, accountable and effective as organs of decentralized self-governing institutions. The Ministry sees e-Governance as a major tool to enable the Panchayats by making their functioning more transparent, robust and user friendly.	
Deloitte has been hired to be part of Governance Division of Ministry of Panchayati Raj (MoPR) as <b>National Project Management Unit</b> (NPMU). The objective is to assist the Ministry in conceiving, implementation and rollout, capacity building of the various applications under e-Panchayat mission mode project as well as assisting Ministry in <b>setting up of the Data &amp; Statistics Unit for various Panchayat Statistics</b> .	
<b>Description of actual services provided by your staff within the assignment:</b>	
Deloitte team is part of Governance Division of Ministry of Panchayati Raj (MoPR) and acting as National Project Management Unit (NPMU) for the e-Panchayat Mission Mode Project (MMP). Following are the services provided to the client:	
<b>C. IT &amp; Project Management, Governance</b>	
<ul style="list-style-type: none"> <li>• Establish and monitor e-Panchayat MMP milestones and deliverables</li> <li>• Overall <b>Program Management</b> and Implementation/rollout of various applications like eGramSwaraj, AuditOnline etc.</li> <li>• Assist the ministry in defining the contours and providing policy inputs of new schemes/initiatives such as Gram Panchayat Development Plan (GPDP)</li> </ul>	



## Project 7

### D. Data Management and Inter-Ministerial Coordination

- Building **data frameworks, data collection, analysis and reporting** for launching various initiatives
- Assisting Ministry in setting up of the **Data & Statistics Unit for various Panchayat Statistics**
- Application of various **statistical models and data analytics** (e.g., data normalization, weightage calculation, estimation of weighted average) for calculation of **Rural Development index**
- Dashboard designing and **advanced data visualization of key KPIs for Rural Development Index**
- **Inter-Ministerial Coordination** synergizing efforts for rural development.

### C Training and Capacity Building

- Facilitate and organize meetings, trainings and workshops, etc on e-Panchayat applications/ Gram Panchayat Development Plan/RGSA and other initiatives of the Ministry
- **Institutional capacity building** of the master trainers at state level
- Support the officials in field operation and support.

<p><b>Experience in Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity/ similar assignment related to Statistical Works for Govt. of India or other state Governments for at least one-year assignment</b></p>	<p>Yes, the project involves:</p> <ul style="list-style-type: none"> <li>• Setting up of the <b>Data &amp; Statistics Unit</b> for various <b>Panchayat Statistics</b></li> <li>• Involved in the application of various <b>statistical models and data analytics</b> for calculation of <b>Rural Development Index</b></li> <li>• Building institutional capacity of Master Trainers at State Level</li> </ul>
<p><b>Experience in implementation/ managing PMU/ PMC/ similar nature of work pertaining to Statistical Strengthening or Improvement/ Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity of minimum duration of one year with relating to similar statistical activities.</b></p>	<p>Yes, this is a PMU project that involves similar statistical activities as mentioned above</p>
<p><b>Experience of the Key Personnel in Statistical Strengthening or Improvement/ Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity related to similar statistical activities.</b></p>	<p>Yes, the key personnel have experience on work related to Statistical improvement, Digital transformation, strengthening user engagement.</p>
<p><b>Professional Staff strength and Master's or PhD in Economics, Statistics, Econometrics, Applied Statistics, Mathematics, Computer Science, Data Science, Information Technology</b></p>	<ul style="list-style-type: none"> <li>• Professional staff strength – 10</li> <li>• The deployed resources were having Master's Degree in Computer Science, Data Science, Information Technology</li> </ul>



## Work Order

### Work Order 1



**नेशनल इंफोर्मेटिक्स सेंटर सर्विसिज इंक.**  
**National Informatics Centre Services Inc.**  
 (रा. सु. वि. के. के अन्तर्राष्ट्रीय भारत सरकार का एक उद्यम)  
 (A Government of India Enterprise under NIC)  
 इलेक्ट्रॉनिकी और सूचना प्रौद्योगिकी मंत्रालय  
 Ministry of Electronics and Information Technology

Work Order (GSTIN No. of NICSI: 07AAACN2185J1ZE)		Date	31-MAR-2023
Work Order No:-	M2207711	PI Number:	
Project No:-	C210918MPND		
Project Name:-	Panchayat Planning & Evaluation Cell		
Issued to:	Name: Deloitte Touche Tohmatsu India LLP Address: 7th Floor, Building 10, Tower-B, DLF Cyber City Complex, DLF City Phase-II, Haryana-122002 Contact Person: Anil K. Jain Phone No.: 9811100061 Email ID: anil.jain@deloitte.com		

Subject: Work-Order for providing Certified e-Governance Professional Services as mentioned above.

Sir,

In reference to your Empanelment No:10/08/2020-NICSI-Deloitte(Tier-1) with NICSI, issued with the approval of the Competent Authority, I have been directed to place an order for Certified e-Governance Professional Services as per the details and Terms and Conditions given below:-

S. No	HSN/SAC Code	Description	No of Persons Required (No. of Month/ days)	Required Period (No. of Month/ days)	Unit Rate per Month (excluding Taxes)	Date of Deployment (FromTo)	Total Amount (AxBxC)	CGST (%) /Amount	SGST (%) /Amount	IGST (%) /Amount
			(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)
1	998311	Consultants with 6 yrs and < 10 yrs experience(Management/Functional Profile Tier-1)	2	Six Month(s) and Twenty-One Day(s)	2,75,000.00	01/04/2022 To 21/10/2022	36,72,580.65	0.00% 0.00	0.00% 0.00	18.00% 6,61,064.52
Total Amount In Rs.:							36,72,581	0.00	0.00	6,61,064.52
Grand Total (In Rs.):-										43,33,645

The services of Manpower are to be provided at the office of Ministry of Panchayati Raj, Location: SVAMITVA Scheme, Ministry of Panchayati Raj, 11th Floor, JP Building, Connaught Place, New Delhi-110001, Delhi.

The contact person is Mr/Ms. V. Udaya Kumar, HOG (Contact-nos: 9610091883 and email-id: uday.kumar@nic.in, sarma.dhrub@nic.in). The details of multi-location deployment of Manpower, if any are attached in Annexure-I

#### 1. Placement of Work Order

I. NIC/NICSI may place the work orders to the empanelled agency for its own requirement or for its projects on behalf of its clients. Work may be awarded based on Man-Month basis or Project mode.

II. In view of NICSI's order on Procurement Preference Policy, preference shall be given to L1 vendor of such particular category for distribution of projects (purchase orders) / work in that category. However, NICSI / User shall have right to choose any other eligible vendor for allotment of projects (purchase orders) / work considering various parameters like performance, location, mix of project etc. or any other factors depend on the situation.

III. The Work Order may encompass the complete scope of work or may require few services. Depending on the requirement, the work orders may be placed to anyone of the empanelled agency; more than one depending on the project requirement or the TOR may be given to more than one empanelled agency for their proposals for the specific scope of work using the L1 rates.

IV. On receipt of request from a User department, NICSI would inform the User Department/ Agency/ Institution about the Empanelled agency and the GFR compliant procedure followed in the empanelment.

V. In case the User Department clearly and specifically states in writing the name of a particular agency, NICSI may assign the work to that agency. In such cases, the responsibility for adhering to relevant financial/procurement rules would be that of the Department concerned.

VI. The Terms of Reference/ Scope of Work will be shared among all Empanelled agency and they would be invited by the Committee to make presentations and submission of technical proposal and financial effort estimate in a separate sealed envelope regarding the project under consideration. The presentations may be evaluated objectively, based on which the most suitable agency may be assigned the work by NICSI, on the recommendation of the above Committee. There should be full participation and involvement of the User Department in the process of selection of agency. For assignment of work to Empanelled agency, the above mentioned Standard Operating Procedure (SOP) is followed or implementation of new guidelines from time to time.

VII. The proposal of the selected agency along with necessary supporting document/ minutes of meeting are then forwarded to NICSI by the user department for issuance of Proforma Invoice (PI).

VIII. Once the requisite funds are transferred to NICSI against issued PI, the Work Order will be placed on the selected agency as per the terms and conditions of the empanelment and scope of work.

IX. The empanelled agency will provide service all over India. In case deployed resources are required to undertake any tour in the interest of the project, from the project site, then the TA/DA in the form of OPE shall be applicable. However any such tour/ travel for the project would require a prior approval from the competent

हाल सं. 2 व 3, छठी मंजिल, पन.वी.सी.सी. टावर, 15, शीकाजी कामा लेस, नई दिल्ली-110066, दूरभाष: 26105258 26105054 26169437 26169415, फैक्स: 26105212  
 Hall No. 2 & 3, 6th Floor, NBCC Tower, 15, Bhikaji Cama Place New Delhi-110066, Ph: 26105258, 26105054, 26169437, 26169415, Fax: 26105212  
 Website : [www.nicsi.com](http://www.nicsi.com), Corporate Identity Number: U74899DL1995NPL072045



## Work Order – 2



**नेशनल इंफोर्मेटिक्स सेंटर सर्विसिज इंक.**  
**National Informatics Centre Services Inc.**  
 (रा. सू. वि. के. के अन्तर्गत भारत सरकार का एक उद्यम)  
 (A Government of India Enterprise under NIC)  
 इलेक्ट्रॉनिकी और सूचना प्रौद्योगिकी मंत्रालय  
 Ministry of Electronics and Information Technology

**Work Order**  
 (GSTIN No. of NICSI: 07AACN2185J1ZB)

Work Order No:-	M2207693	Date	31-MAR-2023
Project No:-	C210918MPND	PI Number:	
Project Name:-	Panchayat Planning & Evaluation Cell		
	Name: Deloitte Touche Tohmatsu India LLP		
Issued to:	Address: 7th Floor, Building 10, Tower-B, DLF Cyber City Complex, DLF City Phase-II Haryana- 122002		
	Contact Person: Anil K. Jain		
	Phone No.: 9811100081		
	Email ID: akjain@deloitte.com		

Subject: Work-Order for providing Certified e-Governance Professional Services as mentioned above.

Sir,

In reference to your Empanelment No:10/08/2020-NICSI-Deloitte(Tier-1)Rev1 Valid Till: 21/10/2023 with NICSI, Issued with the approval of the Competent Authority, I have been directed to place an order for Certified e-Governance Professional Services as per the details and Terms and Conditions given below:-

S. No	HSN/SAC Code	Description	No of Person Required	Required Period (No. of Month/ days)	Unit Rate per Month (excluding Taxes)	Date of Deployment (From/To)	Total Amount (AxBxC)	CGST (%) /Amount	SGST (%) /Amount	IGST (%) /Amount
			(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)
1	998311	Consultants with 6 yrs and < 10 yrs experience(Management/Functional Profile Tier-1)	2	Five Month(s) and Ten Day(s)	2,88,750.00	22/10/2022 To 31/03/2023	30,73,790.32	0.00% 0.00	0.00% 0.00	18.00% 5,53,282.26
Total Amount In Re. -									30,73,790	0.00
Grand Total (In Re.):-									36,27,073	

The services of Manpower are to be provided at the office of Ministry of Panchayati Raj .Location:  
 SVAMINRA Scheme, Ministry of Panchayati Raj  
 11th Floor, JP Building, Carnought Place  
 New Delhi-110001, Delhi

The contact person is Mr/Ms V. Uday Kumar, HOG (Contact-nos: 9810091883 and email-id: uday.kumar@nic.in, sarma.dhrub@nic.in). The details of multi-location deployment of Manpower, if any are attached in Annexure-I

1. Placement of Work Order

I. NIC/NICSI may place the work orders to the empanelled agency for its own requirement or for its projects on behalf of its clients. Work may be awarded based on Man-Month basis or Project mode.

II. In view of NICSI's order on Procurement Preference Policy, preference shall be given to L1 vendor of such particular category for distribution of projects (purchase orders) / work in that category. However, NICSI / User shall have right to choose any other eligible vendor for allotment of projects (purchase orders) / work considering various parameters like performance, location, mix of project etc. or any other factors depend on the situation.

III. The Work Order may encompass the complete scope of work or may require few services. Depending on the requirement, the work orders may be placed to anyone of the empanelled agency; more than one depending on the project requirement or the TOR may be given to more than one empanelled agency for their proposals for the specific scope of work using the L1 rates.

IV. On receipt of request from a User department, NICSI would inform the User Department/ Agency/ Institution about the Empanelled agency and the GFR compliant procedure followed in the empanellement.

V. In case the User Department clearly and specifically states in writing the name of a particular agency, NICSI may assign the work to that agency. In such cases, the responsibility for adhering to relevant financial/procurement rules would be that of the Department concerned.

VI. The Terms of Reference/ Scope of Work will be shared among all Empanelled agency and they would be invited by the Committee to make presentations and submission of technical proposal and financial effort estimate in a separate sealed envelope regarding the project under consideration. The presentations may be evaluated objectively, based on which the most suitable agency may be assigned the work by NICSI on the recommendation of the above Committee. There should be full participation and involvement of the User Department in the process of selection of agency. For assignment of work to Empanelled agency, the above mentioned Standard Operating Procedure (SOP) is followed or implementation of new guidelines from time to time.

VII. The proposal of the selected agency along with necessary supporting document/ minutes of meeting are then forwarded to NICSI by the user department for issuance of Proforma Invoice (PI).

VIII. Once the requisite funds are transferred to NICSI against issued PI, the Work Order will be placed on the selected agency as per the terms and conditions of the empanellement and scope of work.

IX. The empanelled agency will provide service all over India. In case deployed resources are required to undertake any tour in the interest of the project, from the project site, then the TA/DA in the form of OPE shall be applicable. However any such tour/ travel for the project would require a prior approval from the competent authority of the NICSI/NIC/User department.

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 Hall No. 2 & 3, 6th Floor, NBCC Tower, 15, Bhikaji Cama Place New Delhi-110066, Ph: 26105258, 26105054, 26169437, 26169415, Fax: 26105212  
 Website : [www.nicsi.com](http://www.nicsi.com), Corporate Identity Number: U74899DL1995NPL072045



## Work Order – 3



नेशनल इन्फोर्मेटिक्स सेंटर सर्विसिज़ इन्कोर्पोरेटेड  
National Informatics Centre Services Incorporated  
(ग. सू. वि. के. के अनार्गत भारत सरकार का एक उद्यम)  
(A Government of India Enterprise under NIC)  
इलेक्ट्रॉनिकी और सूचना प्रौद्योगिकी मंत्रालय  
Ministry of Electronics and Information Technology



जल जल से जब है बिही

## Work Order

(GSTIN No. of NICSI: 07AACCN2185J1ZE)

Work Order No:-	M2307956	Date	22-FEB-2024
Project No:-	O210099GNND	PI Number:	
Project Name:-	E-Panchayat-PES Maintenance Training and Proposal for 2021-22		
Issued to:	Name: Deloitte Touche Tohmatsu India LLP Address: 7th Floor, Building 10, Tower-B, DLF Cyber City Complex, DLF City Phase-II, Haryana- 122002 Contact Person: Alok Saxena Phone No.: 981000831 Email ID: alok.saxena@deloitte.com		

Subject: Work-Order for providing Certified e-Governance Professional Services as mentioned above.

Sir,

In reference to your Empanelment No:10/08/2020-NICSI-Deloitte(Tier-1)Rev1 with NICSI, Issued with the approval of the Competent Authority, I have been directed to place an order for Certified e-Governance Professional Services as per the details and Terms and Conditions given below:-

S. No	HSN/ SAC Code	Description	No of Person & Required	Required Period (No. of Month/ days)	Unit Rate per Month (excluding Taxe)	Date of Deployment (From/To)	Total Amount (AxBxC)	CGST (%) /Amount	SGST (%) /Amount	IGST (%) /Amount
			(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)
1	998311	Consultants with 6 yrs and < 10 yrs experience(Management/Functional Profile Tier-1) with 1st rate revision (From 22.10.2022 to 21.10.2023)	2	Six Month(s) and Twenty-One Day(s)	2,88,750.00	01/04/2023 To 21/10/2023	38,56,208.68	0.00% 0.00	0.00% 0.00	18.00% 6,94,117.74
Total Amount In Ru. :-										38,56,210
Grand Total (In Ru.):-										46,60,827

The services of Manpower are to be provided at the office of E-Panchayat-PES Maintenance Training and Proposal for 2021-22 Location:

EPanchayat-PES Maintenance Training and Proposal for 2021-22  
NICSI Development Center, IT Park Road, Metro Vihar Ghastri Park  
New Delhi-110053, Delhi

.The contact person is Mr/Ms Shri Sunil Jain (Contact-nos: and email-id: sjain@nic.in ). The details of multi-location deployment of Manpower, if any are attached in Annexure-I

## 1. Placement of Work Order

I. NIC/NICSI may place the work orders to the empanelled agency for its own requirement or for its projects on behalf of its clients. Work may be awarded based on Man-Month basis or Project mode.

II. In view of NICSI's order on Procurement Preference Policy, preference shall be given to L1 vendor of such particular category for distribution of projects (purchase orders) / work in that category. However, NICSI / User shall have right to choose any other eligible vendor for allotment of projects (purchase orders) / work considering various parameters like performance, location, mix of project etc. or any other factors depend on the situation.

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IV. On receipt of request from a User department, NICSI would inform the User Department/ Agency/ Institution about the Empanelled agency and the GFR compliant procedure followed in the empanelment.

V. In case the User Department clearly and specifically states in writing the name of a particular agency, NICSI may assign the work to that agency. In such cases, the responsibility for adhering to relevant financial/procurement rules would be that of the Department concerned.

VI. The Terms of Reference/ Scope of Work will be shared among all Empanelled agency and they would be invited by the Committee to make presentations and submission of technical proposal and financial effort estimate in a separate sealed envelope regarding the project under consideration. The presentations may be evaluated objectively, based on which the most suitable agency may be assigned the work by NICSI, on the recommendation of the above Committee. There should be full participation and involvement of the User Department in the process of selection of agency. For assignment of work to Empanelled agency, the above mentioned Standard Operating Procedure (SOP) is followed or implementation of new guidelines from time to time.

VII. The proposal of the selected agency along with necessary supporting document/ minutes of meeting are then forwarded to NICSI by the user department for issuance of Proforma Invoice (PI).

VIII. Once the requisite funds are transferred to NICSI against issued PI, the Work Order will be placed on the selected agency as per the terms and conditions of the empanelment and scope of work.

IX. The empanelled agency will provide service all over India. In case deployed resources are required to undertake any tour in the interest of the project, from the project site, then the TA/DA in the form of OPE shall be applicable. However any such tour/ travel for the project would require a prior approval from the competent authority of the NICSI/NIC/User department.

X. Out of Pocket Expenses (OPE) for Consultants will be reimbursed on production of original documents.

XI. Each work order will be considered as a project and OPE (Out of pocket Expense) shouldn't exceed 15% of the work order value.

XII. Each Job assignment will be done at the cost finalized depending on Project Execution Model used in TOR as mentioned in tender document/ empanelment.

फ्लॉर नं. 2 & 3, छठी मैजिल, एन.वी.सी.सी.टावर, 15, बीकाजी कामा प्लॉस, नई दिल्ली-110066, दृष्टिगत: 26105258, 26105054, 26169437, 26169415, फैक्स: 26105212  
Hall No. 2 & 3, 6th Floor, NBCC Tower, 15, Bhikaji Cama Place, New Delhi-110066, Ph: 26105258, 26105054, 26169437, 26169415, Fax: 26105212  
Website : www.nicsi.com, Corporate Identity Number: U74899DL1995NPL072045 GSTIN: 07AACCN2185J1ZE



## Work Order – 4



नेशनल इन्फोर्मेटिक्स सेंटर सर्विसिज़ इन्कोर्पोरेटेड  
National Informatics Centre Services Incorporated  
(रा. सू. वि. के. के अन्तर्गत भारत सरकार का एक उद्यम)  
(A Government of India Enterprise under NIC)  
इलेक्ट्रॉनिकी और सूचना प्रोग्रामिकी मंत्रालय  
Ministry of Electronics and Information Technology



वर जल की चाह है देशी

## Work Order

(GSTIN No. of NICSI: 07AAACN2185J1ZE)

Work Order No:-	M2307903	Date	21-FEB-2024
Project No:-	C210099GNND	PI Number:	
Project Name:-	E-Panchayat-PES Maintenance Training and Proposal for 2021-22		
Issued to:	Name:	Deloitte Touche Tohmatsu India LLP	
	Address:	7th Floor, Building 10, Tower-B, DLF Cyber City Complex, DLF City Phase-II, Haryana- 122002	
	Contact Person:	Alok Saxena	
	Phone No.:	9810000831	
	Email ID:	alok.saxena@deloitte.com	

Subject: Work-Order for providing Certified e-Governance Professional Services as mentioned above.

Bir,

In reference to your Empanelment No:10(08)/2020-NICSI-Deloitte(Tier-1)/Rev2 Valid Till: 21/10/2024 with NICSI, issued with the approval of the Competent Authority, I have been directed to place an order for Certified e-Governance Professional Services as per the details and Terms and Conditions given below:-

S. No	HSN/SAC Code	Description	No of Persons Required	Required Period (No. of Months/ days)	Unit Rate per Month (excluding Taxes)	Date of Deployment (From/To)	Total Amount (AxBxC)	CGST (%) /Amount	SGST (%) /Amount	IGST (%) /Amount
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	
1	998311	Consultants with 6 yrs and < 10 yrs experience/Management/Functional Profile Tier-1 with 2nd rate revision (From 22.10.2023 to 21.10.2024)	2	Five Month(s) and Ten Day(s)	3,03,187.50	22/10/2023 To 31/03/2024	32,27,479.84	0.00% 0.00	0.00% 0.00	10.00% 5,80,846.37
Total Amount In Re.:										38,08,426
Grand Total (In Rs.):-										

The services of Manpower are to be provided at the office of E-Panchayat-PES Maintenance Training and Proposal for 2021-22 .Location:

EPanchayatPES Maintenance Training and Proposal for 202122  
NICSI Development Center, IT Park Road, Metro Vihar Shastri Park  
New Delhi-110053, Delhi

The contact person is Mr/Ms. Shri Sunil Jain (Contact nos.: and emailId: sjain@nic.in ). The details of multi-location deployment of Manpower, if any are attached in Annexure-I

## 1. Placement of Work Order

I. NIC/NICSI may place the work orders to the empanelled agency for its own requirement or for its projects on behalf of its clients. Work may be awarded based on Man-Month basis or Project mode.

II. In view of NICSI's order on Procurement Preference Policy, preference shall be given to L1 vendor of such particular category for distribution of projects (purchase orders) / work in that category. However, NICSI / User shall have right to choose any other eligible vendor for allotment of projects (purchase orders) / work considering various parameters like performance, location, mix of project etc. or any other factors depend on the situation.

III. The Work Order may encompass the complete scope of work or may require few services. Depending on the requirement, the work orders may be placed to anyone of the empanelled agency; more than one depending on the project requirement or the TOR may be given to more than one empanelled agency for their proposals for the specific scope of work using the L1 rates.

IV. On receipt of request from a User department, NICSI would inform the User Department/ Agency/ Institution about the Empanelled agency and the GFR compliant procedure followed in the empanelment.

V. In case the User Department clearly and specifically states in writing the name of a particular agency, NICSI may assign the work to that agency. In such cases, the responsibility for adhering to relevant financial/procurement rules would be that of the Department concerned.

VI. The Terms of Reference/ Scope of Work will be shared among all Empanelled agency and they would be invited by the Committee to make presentations and submission of technical proposal and financial effort estimate in a separate sealed envelope regarding the project under consideration. The presentations may be evaluated objectively, based on which the most suitable agency may be assigned the work by NICSI, on the recommendation of the above Committee. There should be full participation and involvement of the User Department in the process of selection of agency. For assignment of work to Empanelled agency, the above mentioned Standard Operating Procedure (SOP) is followed or implementation of new guidelines from time to time.

VII. The proposal of the selected agency along with necessary supporting document/ minutes of meeting are then forwarded to NICSI by the user department for issuance of Proforma Invoice (PI).

VIII. Once the requisite funds are transferred to NICSI against issued PI, the Work Order will be placed on the selected agency as per the terms and conditions of the empanelment and scope of work.

IX. The empanelled agency will provide service all over India. In case deployed resources are required to undertake any tour in the interest of the project, from the project site, then the TA/DA in the form of OPE shall be applicable. However any such tour/ travel for the project would require a prior approval from the competent authority of the NICSI/NIC/ User department.

X. Out of Pocket Expenses (OPE) for Consultants will be reimbursed on production of original documents.

XI. Each work order will be considered as a project and OPE (Out of pocket Expense) shouldn't exceed 15% of the work order value.

XII. Each Job assignment will be done at the cost finalized depending on Project Execution Model used in TOR as mentioned in tender document/ empanelment.

एक सं. 2 & 3, छठी मंजिल, एन.पी.सी.टी., टायर, 15, शीकाजी कामा प्लॉस, नई दिल्ली-110066, दूरध्वाः 26105258, 26105054, 2610437, 26109415, फैक्स: 26105212  
Hall No. 2 & 3, 6th Floor, NBCC Tower, 15, Bhikaji Cama Place, New Delhi-110066, Ph: 26105258, 26105054, 26109437, 26109415, Fax: 26105212  
Website : [www.nicsi.com](http://www.nicsi.com), Corporate Identity Number: U74899DL1995NPL072045 GSTIN: 07AAACN2185J1ZE



Appreciation Letter

खुशवंत सिंह सेठी

संयुक्त सचिव

K.S. SETHI

Joint Secretary



पंचायती राज मंत्रालय

भारत सरकार

11वीं मंजिल, जीवन प्रकाश बिल्डिंग,

25, के.जी. मार्ग, नई दिल्ली-110001

MINISTRY OF PANCHAYATI RAJ

GOVERNMENT OF INDIA

11<sup>th</sup> Floor, Jeevan Prakash Building

25, K.G. Marg, New Delhi-110001

Date: 21<sup>st</sup> March 2022

Dear

I would like to record my appreciation for the consultancy services provided by M/s Deloitte in the Ministry of Panchayati Raj, Government of India.

I am happy to inform that the team's performance has consistently been of high professional standards while accomplishing collaboration with stakeholders at Central and State levels and while conceptualizing technological interventions and monitoring & evaluation of schemes/ programmes / initiatives of this Ministry. The team has been involved throughout the lifecycle of the various programmes / schemes/ initiatives of the Ministry from their conceptualization to closure including regular reporting/ analysis of data in the review meetings held at the level of Secretary, MoPR. During this process, they have added tremendous value to the work of Ministry. The team has shown diligence and integrity while carrying out all the assignments/ tasks and completed the same within the assigned stringent timelines.

I take this opportunity to appreciate the efforts of the Team and congratulate M/s Deloitte for their continuous and valuable association with the Ministry of Panchayati Raj. I look forward to a synergistic association of Deloitte with the Ministry of Panchayati Raj.

With regards,

Shri Amit Singh  
Executive Director  
Deloitte Touche Tohmatsu India LLP  
Gurugram, Haryana.

Tel. No.: 011-23753820, 011-23753821 (Telefax), Email: jsbc-mopr@gov.in, www.panchayat.gov.in



### 9.2.8 Project 8

Project 8	
<b>Assignment Name:</b> DSU for Department of Fisheries	<b>Country:</b> India
<b>Location within country:</b> New Delhi	<b>Professional staff provided by your firm/Entity (profiles):</b> Project Manager, Functional Consultant, Technical Consultant
<b>Name of Client:</b> Department of Fisheries	<b>No of staff:</b> 5
<b>Address:</b> Sansad Marg, New Delhi- 110001	<b>No. of Staff-Months:</b> 75
<b>Start date:</b> September 2022	<b>Completion date:</b> December 2023
	<b>Approx. value of services (in INR):</b> INR 5 crore+
<b>Name of Associated Consultants, If Any:</b> NA	<b>No. of months of professional staff provided by Associated Consultants:</b> NA
<b>Name of Senior staff involved and Corresponding positions:</b>	
3. Amit Singh- Engagement Partner 4. Biswajit Saha- Engagement Manager	
<b>Narrative description of the Project:</b>	
<p>DSU- DGQI, is a NITI Aayog initiative for creating better mechanisms for <b>digitization of processes</b> related to implementation and monitoring of Central Sector/Centrally Sponsored Schemes and other non-schematic interventions of Ministries/Departments.</p> <p>Deloitte is driving an institutional mechanism by setting up a “<b>Data and Strategy Unit</b>” for the Department of Fisheries. The Data and Strategy Unit shall drive the process of building and harnessing existing as well as augmenting the project monitoring, <b>statistical</b>, technological and <b>data analytics</b> capabilities of the respective Ministry/ Department. Deloitte is assisting the DoF in realizing its IT vision of <b>digital transformation</b> by providing technology consulting in IT enablement of various core business activities to help in embarking upon a <b>strategic transformation</b> journey required to cater to the needs of rapidly changing environment.</p>	
<b>Description of actual services provided by your staff within the assignment:</b>	
<ul style="list-style-type: none"> <li>• Conceptualizing integrated monitoring systems for schemes of the Department based on a unified monitoring framework that enabled tracking of schemes along with its <b>statistics</b>, broader sectors and M/D level outcomes, and its contribution to <b>SDGs/National Priorities</b>.</li> <li>• Development of clear and SMART input, output and outcome indicator frameworks for schemes and ensuring that the <b>statistical indicators</b> are aligned with the output outcome monitoring framework.</li> <li>• Coordinating to drive its implementation in collaboration with other scheme units.</li> <li>• Development/ identification/ tracking of other sector level <b>statistical indicators</b> at Department level and aligning their progress tracking with the SDG goals.</li> <li>• Ensuring a synergistic approach that enables project monitoring on all aspects: OOMF, GIRG, Sector dashboards, etc. of the M/Ds.</li> <li>• Identifying data requirements across scheme divisions within the Department along with <b>Department-level indicators</b> based on M/D needs as well as reporting requirements.</li> <li>• <b>Designing and implementing data capturing mechanisms</b> in collaboration with the respective scheme divisions.</li> </ul>	



## Project 8

- Designing and implementing **data quality assurance** mechanisms including but not limited to **data integrity checks, data cleaning protocols, data validation and verification**, among others.
- Integration of various internal and external IT systems (MIS/Dashboards etc.) for data collection and reporting and to ensure end-to-end data integration within Department to reach high-frequency, granular, transactional data generated with minimal human interference across its various scheme divisions and for non-schematic interventions.
- Technology up-gradation of IT systems with latest technologies.
- Identifying hardware and software requirements for revamping the data systems within the Ministry and drive the implementation to meet these requirements in a time-bound manner.
- Enabling cross-platform integration given that some of the legacy systems within the M/D across scheme divisions may be operating on different technologies and would thus require seamless data sharing going forward to strengthen **user engagement**.
- Explore the use of **emerging technologies** including Industry 4.0 technologies for driving near real-time, high quality, granular programme information.
- Using **statistical techniques** such as drawing correlations between performance of different schemes, as well as M/Ds lying in the same category for comparisons.
- Identify the decision-needs of different stakeholders within the Department and prepare a **data analysis plan** incorporating existing and future data availability within the DoF.
- Use **data analytics and visualization** to convert data into meaningful insights which may aid decision making to foster a culture of evidence-based policy making within the Department.

<p><b>Experience in Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity/ similar assignment related to Statistical Works for Govt. of India or other state Governments for at least one-year assignment</b></p>	<p>Yes, this project involves:</p> <ul style="list-style-type: none"> <li>• Setting up a “<b>Data and Strategy Unit</b>” for the Department of Fisheries to drive the process of building and harnessing, <b>statistical</b> and <b>data analytics</b> capabilities of the Ministry/ Department.</li> <li>• Using <b>statistical techniques</b> for drawing correlations between performance of different schemes, as well as M/Ds lying in the same category for comparisons.</li> <li>• Enabling cross-platform integration through seamless data sharing to <b>strengthen user engagement</b></li> <li>• Designing and implementing <b>data quality assurance</b> mechanisms including but not limited to <b>data integrity checks, data cleaning protocols, data validation and verification</b></li> </ul>
<p><b>Experience in implementation/ managing PMU/ PMC/ similar nature of work pertaining to Statistical Strengthening or Improvement/ Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity of minimum duration of one year with relating to similar statistical activities.</b></p>	<p>Yes, the work is related to <b>Project Monitoring</b> through integrated monitoring systems based on a unified monitoring framework that enabled tracking of schemes along with its <b>statistics</b></p>
<p><b>Experience of the Key Personnel in Statistical Strengthening or Improvement/ Digital transformation of organization/ Enhancing data</b></p>	<p>Yes, the key personnel have experience on work related to Statistical improvement, Digital transformation, strengthening user engagement.</p>



Project 8	
quality/ Strengthening user engagement/ Building institutional capacity related to similar statistical activities.	
<b>Professional Staff strength and</b> <b>Master's or PhD in Economics, Statistics, Econometrics, Applied Statistics, Mathematics, Computer Science, Data Science, Information Technology</b>	<ul style="list-style-type: none"><li>• Professional staff strength – 5</li><li>• The deployed resources were having Master's Degree in Computer Science, Data Science, Information Technology</li></ul>



## Work Order

Work Order – 1

F. No. J-1203135/22/2020-Fy  
Government of India,  
Ministry of Fisheries, Animal Husbandry and Dairying  
Department of Fisheries

Krishi Bhawan,  
New Delhi.  
Dated the 28<sup>th</sup> September 2022

To,

The Partner Consulting,  
(Kind Attn : Shri Anil K. Jain)  
M/s Deloitte Touche Tohmatsu LLP  
7th Floor, Building 10  
Tower DLF City Phase II  
Haryana

Sir,

**Subject: Onboarding/ hiring the manpower for Data and Strategy Unit for Data Governance Quality Index (DGQI) through NICSI by the Department of Fisheries - reg**

I am directed to refer to the above mentioned subject and convey the approval of competent authority for assigning the above work to M/s Deloitte Touche Tohmatsu LLP , at a cost of Rs. 31,83,345/- as fees plus GST @ 18% as applicable as present plus NICSI margin @ 9% for a period of three months..The details of cost structure as approved are as below:

S.N.	Description	Empanelled Rate/ Per Month ( in Rs) includes NICSI Operating Margin @9%	Required Period	Total (Exclusive of Taxes)
1	Consultants with 6 to 10 Years exp. (Management/Functional Profile)-01	2,99,750	3 Months	8,99,250
2	Consultants with 6 to 10 Years exp. (Technology Profile) - 02	5,99,500	3 Months	17,98,500
Total				26,97,750
GST@18%				4,855,95
Gross Amount				31,83,345

2. As per the terms and condition, the Department of Fisheries has constituted a Recommendation Committee for selection of a vendor for hiring of 3 consultants. After detailed deliberations, the Recommendation Committee recommended for selection of M/s Deloitte



Touche Tohmatsu LLP for hiring of three consultants and among the candidates presented before the Committee, the following have been recommended for Onboarding Ms. Sonakshi Varshney, Ms. Bhawna Khanduri and Mr. Sumit Soam.

3. Out of the selected candidates Ms. Sonakshi Varshney and Mr. Sumit Soam has reported from 19<sup>th</sup> September 2022 in Department of Fisheries.

4. The Terms of Reference (TOR) of the Study are as follows:

i. **Contract Period:**

The contract period of this assignment will be from **19th September, 2022 to 18<sup>th</sup> December 2022**.

ii. **Project Components:**

The Scope of Work and services requested in this project is defined under the following components:-

**Roles and Responsibilities of Data and Strategy Unit**

Breaking data silos within the Department to enable efficient data exchange, create integrated well-developed data systems and develop policy insights using cutting-edge technology and data analytics capabilities

Integrate various internal and external monitoring initiatives such as the output-outcome monitoring of CS/CSS schemes, monitoring of sectoral or department level outcomes, Global Indices monitoring and Sustainable Development Goals (SDG) monitoring, and identify and develop high-quality administrative data mechanisms to plug the existing data gaps therein by triangulating it with MoSPI's survey-based data availability.

Use Data analytics and visualization to convert data into meaningful insights to foster a culture of evidence-based policy making within the Department.

**Availability of data quality protocols** and ensuring third-party quality assessments of administrative data to improve quality of data generated by the Department.

**Develop mechanisms for use of alternative data sources and emerging technologies** in data generation and analysis.

**Coordinating facilitating and roping in States and other implementing agencies** for all of the above.

**To develop a revised action plan for reaching DGQI 5.0 frontier scores for all Schemes of the Ministry/ Department.**



**Project Deliverables/Work streams:**

The department needs support from DSU team to do the following activities under the respective themes of DGQI:

a) Data Generation

Under Data Generation, the DGQI team should do the following:

- ✓ Granular, unit-level and high-frequency, near real-time data is being generated with minimal manual intervention. A unit can be either a beneficiary, household, micro-geography (e.g. a village or a field for area-based interventions) or a project.
- ✓ Use of location tracking devices for data collection, using Geographic Information System (GIS) mapping/geo-coding/geo-fencing/mobile devices for data generation are some additional tools that can be taken into use by the Departments to minimize manual intervention.

b) Data Quality

Under Data Quality, the DGQI team should do the following:

- ✓ Endeavour for quality-at-entry by collecting verification checkpoints (e.g. location, photographs, Aadhar linkage, etc.) along with programmatic data using technology with minimal manual intervention.
- ✓ Regular and automated profiling/filtering of data at its primary processing level.
- ✓ Develop a robust design for data pipeline, in order to avoid duplication and redundancy of data.
- ✓ Collection of Metadata / data classifiers to enable efficient reporting, analytics and use.
- ✓ Integration of datasets and internal and cross-dataset consistency checks.
- ✓ Maximize technology use and establish dedicated data quality teams.

c) Use of Technology

Under Use of Technology, the DGQI team should do the following:

- ✓ Ensure linkage of relevant scheme Management Information Systems (MISs) with Public Financial Management System (PFMS), Aadhaar, mobile numbers and bank accounts.
- ✓ Use of alternative data sources in order to support the existing department data.
- ✓ Use of emerging, Industry 4.0 technologies like Machine Learning, Artificial Intelligence, Internet of Things (IoT) etc. for improving scheme delivery, monitoring and review.

d) Data Analysis - Use and Dissemination

Under Data Analysis – Use and Dissemination, the DGQI team should do the following:-

- ✓ Expand the type of data analyses being used by the department e.g. Exploratory, Modelling, Correlation, Causation, Regression or Predictive.



- ✓ Maximize the use of different platforms for dissemination of data e.g., through websites, dashboards, mobile apps, and social media.
- ✓ Ensure user-friendly visualizations for easier dissemination of information.
- ✓ Ensure multi-lingual interfaces along with compatibility feature for differently abled.
- ✓ Endeavour to move towards, inter-agency, cross-functional, prescriptive analysis for augmented decision support.

e) Data Security and HR Capacity

Under Data Security and HR Capacity, the DGQI team should do the following:

- ✓ Build an integrated human, technology, and infrastructural capacity building plan.
- ✓ Ensure that the dedicated Data and Insights Units are established, and the central teams, State, and field functionaries are well-trained in data analytics, use of technology, and sensitized towards thriving a culture of evidence-based policymaking.
- ✓ Ensure 100% compliance on the statutory norms for data security.

f) Data Management

Under Data Management, the DGQI team should do the following:

- ✓ Management of data at various stages right from its generation to its use, Strategy in place for integrated storage of data and its disposal.
- ✓ Means of dealing with personal data using techniques like encryption, de-identification, etc.
- ✓ Ensuring proper data classification using good quality meta-data to enable better reporting, analytics, and use.
- ✓ Clarify data ownership and stewardship norms for different data classes, especially entailing intra-ministry and inter-ministry interactions.

5. The following subunit-wise work streams are envisioned under the project:

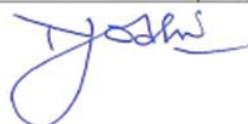
Units	Broad Scope of Work
Monitoring Work stream	<ul style="list-style-type: none"> <li>• Conceptualize integrated monitoring systems and drive its implementation in collaboration with other units based on a unified monitoring framework that enabled tracking of schemes, broader sectors and department level outcomes, and its contribution to Sustainable Development Goals (SDGs)/National Priorities.</li> <li>• Development of data quality protocols for reliable monitoring systems.</li> <li>• Development of indicators for schemes and ensure that the indicators are aligned with the Output-Outcome Monitoring Framework (OOMF).</li> <li>• Ensure a synergistic approach that enables monitoring on all aspects of SDG Goals, OOMF, Global Indices to drive Reforms and Growth (GIRG), Sector dashboards, etc. of the department.</li> </ul>
Statistical Workstream	<ul style="list-style-type: none"> <li>• Identify the data requirements on common indicators across scheme divisions within the department in terms of their outputs and outcomes.</li> </ul>



Units	Broad Scope of Work
	<ul style="list-style-type: none"> <li>Based on the gap analysis of data requirements, design and implement data capturing mechanisms.</li> <li>Design and implement data quality assurance mechanisms including but not limited to data integrity checks, data cleaning protocols, data validation and verification, among others.</li> <li>Build a statistical register for the department to enlist all data points being captured within the department along with its meta data definitions.</li> <li>The unit needs to facilitate coordination with MoSPI for needs assessment and compilation of statistics as per MoSPI standards of dissemination.</li> </ul>
Technology Workstream	<ul style="list-style-type: none"> <li>Development and implementation of IT-based data systems for data collection and reporting and ensure end-to-end data integration within department.</li> <li>Integration of various internal and external monitoring initiatives and development of high-quality administrative data mechanisms to plug the existing data gaps.</li> <li>Up-gradation of the data systems with latest technology.</li> <li>Identify hardware and software requirements for revamping the data systems within the department.</li> <li>Enable cross-platform integration.</li> </ul>
Data Analytics Workstream	<ul style="list-style-type: none"> <li>Use data analytics and visualization to convert data into meaningful to foster a culture of evidence-based policy making within the department.</li> <li>Prepare a data analysis plan incorporating existing and future data availability within the department.</li> <li>Drawing correlations between performance of different schemes, as well as department lying in the same category for comparisons.</li> <li>Use the latest statistical analysis packages for Qualitative data analysis, and data visualization tools for enhanced data to insights transformation.</li> </ul>
Communication Workstream	<ul style="list-style-type: none"> <li>Inter-Ministerial Coordination for synergies in data collection for common indicators</li> <li>State-level engagements</li> <li>Enhance Partnerships with private and research organizations to develop capabilities.</li> </ul>

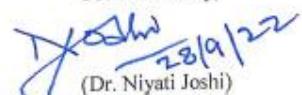
**6. Other deliverables required from the Data & Strategy Unit:**

S.N.	Activities to be taken	Time Period
1.	Action Plan for Department of Fisheries to achieve 5.0 score of DGQI	Within 4 Days
2.	As-Is Assessment of Data, IT and Statistical standing of DoF and other allied Institutes and entities	Within 4 Days




3.	Develop Standard Operating Procedures for all activities/technologies of Department of Fisheries	Within 4 Days
4.	Analysis of present state of digitalization of Department of Fisheries and allied agencies/institutes	Within 4 Days
5.	Support the implementation of all the schemes/activities under Department of Fisheries	Submit the Action Plan
6.	Support implementation and management of IT Systems, Mobile Applications, Management Information Systems, Dashboards, Websites & Social Media Channels for Department of Fisheries and allied agencies	Submit the Action Plan
7.	Integrated Communication Plan for Department of Fisheries and other allied Institutes and entities	Submit the Action Plan
8.	Identify new data sources and emerging technologies for complementing the efforts at Department of Fisheries	Submit the Action Plan
9.	Weekly Status Reports to be submitted to Director(FS)	Submit the Action Plan

Yours faithfully,



(Dr. Niyati Joshi)  
Director (Fisheries Statistics)  
Email: niyati.joshi@nic.in

Copy for information to:

1. PS to JS (I &A), DoF, GoI, Krishi Bhawan, New Delhi – 110001.
2. Shri Sajjad Akhtar, General Manager, Ministry Team, National Informatics Centre Services Incorporated, 15 Bhikaji Cama Place, New Delhi – 110066.
3. Shri Amit Singh, Executive Director, M/s Deloitte Touche Tohmatsu LLP.



Work Order 2

F. No. j-17001/105/2022-DOF  
Government of India,  
Ministry of Fisheries, Animal Husbandry and Dairying  
Department of Fisheries

Krishi Bhawan,  
New Delhi.  
Dated the 12<sup>th</sup> January, 2023

To,

The Partner Consulting,  
(Kind attn: Shri Amit Kumar Singh)  
M/s Deloitte Touche Tohmatsu LLP  
7th Floor, Building 10  
Tower DLF City Phase II  
Haryana

Sir,

**Subject: Onboarding/ hiring the five manpower for IT and e-Governance cell for the Department of Fisheries through NICSI by the Department of Fisheries – reg.**

I am directed to refer to the above mentioned subject and convey the approval of competent authority for assigning the above work to M/s Deloitte Touche Tohmatsu LLP, at a cost of Rs. 2,09,86,925/- as fees plus GST @ 18% as applicable as present plus NICSI margin @ 9% for a period of One Year which is extendable upto further two years based on the performance. Initially the project is being awarded for nine months as NICSI tender( NICSI/eGov Professionals/2020/11) is valid till 21.10.2023.The details of cost structure as approved are as below:

S.N.	Description	Empanelled Rate/ Per Month (in Rs) includes NICSI Operating Margin @9%	Required Period	Total (Exclusive of Taxes)
1	Consultants with 6 to 10 Years exp. (Technology Profile)-02	3,14,737.50	9 Months	56,65,275.00
2	Consultants with 6 to 10 Years exp. (Technology Profile) - 01	3,14,737.50	9 Months	28,32,637.50
3	Consultants with 3 to 6 Years exp. (Technology Profile) - 02	2,68,957.50	9 Months	48,41,235.00
Total				1,33,39,147.50
GST@18%				2401046.56
Gross Amount				1,57,40,194



2. Out of the five consultants two were deployed for IT & e-Governance cell of Department of Fisheries on 19<sup>th</sup> December 2022 and three were deployed on 11<sup>th</sup> January 2023.

**Term of Reference/ Scope of work are as below:**

I. Conceptualize Centralized IT platform for creation of effective IT systems for Department of Fisheries. (Concept attached at Annexure-I)

II. Provide assistance for onboarding of technical solution providers for development of Centralized IT platform.

III. Procurement related activities, Bid Process management; RFP, evaluation, vendor on-boarding etc.

**IV. Providing assistance for Implementation of centralized IT platform related activities:-**

a) Establish a framework for reliable and accurate monitoring of the IT Service Providers performance and service delivery

b) Monitoring of deliverables, timelines, and other tasks as agreed upon in contract

c) Review project documents such as SRS, FRS, Solution Design, etc submitted by the Service providers.

d) Development of Mobile apps, futuristic analytical dashboards.

e) Track the progress on the proposed and under-implementation change requests

f) Support UAT based on the test scripts provided by the Service providers.

g) Monitor the implementation of enhancements & adherence to the applicable e-Governance Standards

h) Provide inputs for the SLA measurement methodology and tool

i) Facilitate and monitor all upgrades/ replacement to solution components, including infrastructure

j) Escalate the issues and monitor resolution thereof as may be appropriate

k) Provide periodic reports

l) Bring synergies across the service provider(s) as well as the various DoF institutions

m) Support in the preparation of High-Level Design, application architecture etc

n) Assist DoF in finalization of development & testing environments with the Service providers

o) Oversee the Data and DoF IT applications Migration Process

p) Support DoF and Service providers (s) in User Acceptance Testing (UAT) Management

q) Assist in Security Audit related activities

r) Design and assist in developing a rollout / Implementation plan of DoF IT applications

s) Support in implementing Capacity Building programs

t) Monitoring Performance and Service Levels

**V. Provide assistance for Operation & Maintenance of IT platform related activities -**

a) Review data and reports provided by Service providers in respect of service delivery as per the SLA

b) Facilitate and monitor all upgrades/ replacement to solution components, including infrastructure,

c) Review and report adherence by Service providers to applicable statutory requirements and industry standards



- d) Monitor implementation & compliance of business processes in production environment.
- e) Track the progress on the proposed and under-implementation change requests
- f) Review and report maintenance of list of all the project assets, contracts, support teams and their contact details
- g) Review & Monitor the third-party agreements as submitted by the Service providers.
- h) Review and report validity of ATS for licensed software and AMC for hardware, beyond expiry of the Service providers contract
- i) Create a repository of all the certificates / licenses for documentation purpose
- j) Provide capacity building support such as prepare training plan and calendar for trainings, monitoring the uptake/adoption of digital learning courses by the DoF stakeholders
- k) Assist DoF to explore new age technologies (e.g., AI/ML, IoT) for DoF and design/undertake demonstration pilots-
- l) Undertake best practice study at National and Global level to identify the possible solutions based on emerging technology relevant to Fisheries sector
- m) Continue to research regarding the trends in innovation and invention in the technology sector and keep DoF abreast with the latest technological advancement
- n) Help in planning and designing the concept note/case studies for testing the solutions
- o) Assist DoF in implementing pilot studies based on emerging tech solutions and document the outcome
- p) Support DoF to Design, Plan and Conduct events to crowdsource innovative solutions and test the feasibility of new technology solutions
- q) Assist DoF to decide the theme and then undertake secondary research.
- r) Assist DoF in organizing the events – webinars, conferences, etc.

vi. **Other activities - Coordination & Monitoring with:**

- a) Line ministries for IT related initiatives such Gati Shakti, PFMS, Meity, Data gov. in, NIC, MoSPI, MoEF, etc.
- b) NIC for e-office related activities.
- c) compliance for improvement Department of Website
- d) Other departments for compliance with DGQI Activities -
  - i. Data.gov.in
  - ii. PFMS
  - iii. NIC Cloud
  - iv. Niti Ayog- DMEO (DGQI)
- e) NFDB and autonomous institutes for IT related data.
- f) States/UTs for MIS data reporting on PMMSY & FIDF Schemes.
- g) Coordination with development teams of PMMSY and FIDF for scheme related information.

vii. Cyber Security related activities for Department – Coordination & Compliance with GIGW, STQC & Meity, CERT IN, Security Audit etc

viii. Cloud infrastructure related activities – Coordination and compliance for maintenance of NIC Cloud – VM creation, Port opens and over all cloud management.

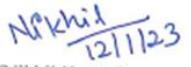
ix. Any other IT related activities/Miscellaneous as and when comes.



**Other Terms & Condition**

- Daily Time for Reporting: 09:30 AM & punctuality has to be maintained by the deployed staff.
- All urgent and exigent work has to be completed in a time bound banner.
- The team will report to Director (Fisheries Statistics & IT).

Yours faithfully,

  
Nikhil  
12/11/23  
(Nikhil Kumar)  
Assistant Director (Fisheries Statistics)  
Email: [nikhil.nik@nic.in](mailto:nikhil.nik@nic.in)

**Copy for information to:**

1. PS to JS (I &A), DoF, Gol, Krishi Bhawan, New Delhi – 110001.
2. Dr. Niyati Joshi, Director ( Fisheries Statistics & IT),DoF, Gol
3. Shri Sajjad Akhtar, General Manager, Ministry Team,National Informatics Centre Services Incorporated, 15 Bhikaji Cama Place, New Delhi – 110066.
4. Shri Amit Singh, Executive Director, M/s Deloitte Touche Tohmatsu LLP.



Work Order – 3

F. No. J-17001/105/2022-DOF  
Government of India,  
Ministry of Fisheries, Animal Husbandry and Dairying  
Department of Fisheries

To,

Krishi Bhawan, New Delhi.  
Dated the: 18<sup>th</sup> January, 2024.

Shri Sajjad Akhtar, General Manager, Ministry Team,  
National Informatics Centre Services Incorporated,  
15, Bhikaji Cama Place, New Delhi-110066.

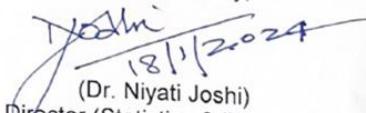
**Subject: Project Extension for another three months, i.e., 18<sup>th</sup> March, 2024 – reg.**

Sir,

This is with reference to the project name "Department of Fisheries" and Project No.C220936MPND", which is valid till 18<sup>th</sup> December, 2023. In this regard, it is to convey that the competent authority of this department has decided to extend the validity of the same project to M/s Deloitte Touche Tohmatsu LLP for another three months, i.e., 18<sup>th</sup> March, 2024, with the same terms and conditions as communicated earlier.

2. Accordingly, NICSI is requested to kindly take the necessary action and issue the work order to M/s Deloitte for the above-mentioned extended period.

Yours faithfully,

  
18/1/2024  
(Dr. Niyati Joshi)  
Director (Statistics & IT)  
Email: [niyati.joshi@nic.in](mailto:niyati.joshi@nic.in)

Copy for information to:

1. Joint Secretary (Inland-Fisheries), DoF, Govt. of India.
2. Shri Amit Singh, Partner, M/s Deloitte Touche Tohmatsu LLP.



### 9.2.9 Project 9

Project 9		
<b>Assignment Name:</b> Preparation of Detailed Project Report to Improve the Statistical Environment In Karnataka		<b>Country:</b> India
<b>Location within country:</b> Karnataka		<b>Professional staff provided by your firm/Entity (profiles):</b> Statistics Expert, BPR Expert, M&E expert, Analysts etc.
<b>Name of Client:</b> Karnataka Statistical System Development Agency (KSSDA), Government Of Karnataka		<b>No of staff:</b> 17
<b>Address:</b> 4th Floor, Gate 1, MS Building, Dr. Ambedkar Veedhi, Bangalore 560001		<b>No. of Staff-Months:</b> 22
<b>Start date:</b> April 2012	<b>Completion date:</b> Jan 2013	<b>Approx. value of services (in INR):</b> 45,32,980/-
<b>Name of Associated Consultants, If Any:</b> NA		<b>No. of months of professional staff provided by Associated Consultants:</b> NA
<b>Name of Senior staff involved and Corresponding positions:</b>		
<ol style="list-style-type: none"> <li>1. Vedamoorthy Namasivayam - Project Advisor</li> <li>2. Mohammed Ali Shariff, Project Manager</li> </ol>		
<b>Narrative description of the Project:</b>		
<p>The assignment seeks to better understand the current status of the <b>Statistical system in Karnataka</b> in terms of identified sectorial statistics (Infrastructure, Human Resource related, Agriculture and Regional Accounts Statistics) and the <b>State and District statistical systems</b> including setting up of an HRD institute for Planning &amp; Development; and track the progress of implementation of the <b>Karnataka State Statistical Strengthening Project (KSSSP)</b> recommendations.</p> <p>The study covered nearly 50 departments and agencies of Government of Karnataka, and more than 300 interactions/interviews with government officials. The study came up with nearly 300 recommendations at policy level, Institutional modifications, process/ quality improvements, studies and surveys, Information &amp; communication technologies, Training, Human Resource Augmentation, and Information Dissemination.</p>		
<b>Description of actual services provided by your staff within the assignment:</b>		
<ul style="list-style-type: none"> <li>• <b>Study of existing State Statistical System</b> in place including software modules, hardware, databases available, other initiatives in execution at DES and other departments with regards to the <b>identified sectorial statistics and state and district statistical systems</b>.</li> <li>• Conduct SWOT analysis of each statistical activity by interacting with DES and line department officers by visiting departmental head offices.</li> <li>• <b>Study the recommendations of National Statistical Commission</b> and Thirteenth Finance Commission with respect to each subject.</li> <li>• Study the activities included in the implementation plan of KSSSP and its outcomes.</li> </ul>		



<b>Project 9</b>	
<ul style="list-style-type: none"> <li>Conduct gap Analysis including the ones detailed in (d) above and identify Business Process Reengineering (BPR) requirements to provide reliable, credible and timely data.</li> <li>Bench mark the concept, meaning, standards of each parameter or indicator used in the above activities.</li> <li>Identify the important indicators of each department which would measure the outcomes of the department with regard to quality of life and socio-economic development.</li> <li>Define the scope of each activity to improve the quality and timeliness of data including the activities that are needed for this purpose.</li> <li><b>Assess the short term and long-term capacity building requirements of Directorate of Economics and Statistics and other departmental officers.</b></li> <li>The deliverable for the assignment was a Detailed Project Report (DPR) having 5 volumes – Agriculture and Allied Sectors, Human Resource Statistics, Regional Accounts, Infrastructure, and State &amp; District Statistical Systems. The DPRs documenting the study as detailed above.</li> </ul>	
<b>Experience in Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity/ similar assignment related to Statistical Works for Govt. of India or other state Governments for at least one-year assignment</b>	Yes, the project involves: <ul style="list-style-type: none"> <li>Setting up of an HRD institute for Planning &amp; Development</li> <li>Assess the short term and long-term capacity building requirements of <b>Directorate of Economics and Statistics</b> and other departmental officers</li> <li>Drafting of the 5 volumes of DPR for <b>strengthening user engagement</b></li> <li>Conducting SWOT analysis of each <b>statistical activity</b> by interacting with <b>DES and line department officers</b> by visiting departmental head offices</li> </ul>
<b>Experience in implementation/ managing PMU/ PMC/ similar nature of work pertaining to Statistical Strengthening or Improvement/ Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity of minimum duration of one year with relating to similar statistical activities.</b>	Yes, the project includes Project Monitoring by tracking the progress of implementation of the <b>Karnataka State Statistical Strengthening Project</b> (KSSP) recommendations. This also included <b>capacity building</b> of the DES officials
<b>Experience of the Key Personnel in Statistical Strengthening or Improvement/ Digital transformation of organization/ Enhancing data quality/ Strengthening user engagement/ Building institutional capacity related to similar statistical activities.</b>	Yes, the key personnel have experience on work related to Statistical improvement, Digital transformation, strengthening user engagement.
<b>Professional Staff strength and Master's or PhD in Economics, Statistics, Econometrics, Applied Statistics, Mathematics, Computer Science, Data Science, Information Technology</b>	<ul style="list-style-type: none"> <li>Professional staff strength – 17</li> <li>The deployed resources were having Master's or PhD in Economics, Statistics, Econometrics, Applied Statistics,</li> </ul>



Work Order

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**INDIA NON JUDICIAL**  
**Government of Karnataka**

**e-Stamp**

Certificate No. : IN-KA88036575799919K  
Certificate Issued Date : 12-Apr-2012 08:25 PM  
Account Reference : NONACO (BKU/kakscub08/ BANGALORE4/ KA-BA  
Unique Doc. Reference : SUBIN-KAKAKSCUB851354650950389K  
Purchased by : DELOITTE TOUCHE TOHMATSU INDIA PVT LTD  
Description of Document : Article 12 Bond  
Description : CONTRACT AGREEMENT  
Consideration Price (Rs.) : 0  
(Zero)  
First Party : KARNATAKA STATISTICAL SYSTEM DEVELOPEMENT AGENCY  
Second Party : DELOITTE TOUCHE TOHMATSU INDIA PVT LTD  
Stamp Duty Paid By : DELOITTE TOUCHE TOHMATSU INDIA PVT LTD  
Stamp Duty Amount(Rs.) : 200  
(Two Hundred only)

For Karnataka State Co-operative Union Banks Federation Ltd.  
Authorized Signatory

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**I. FORM OF CONTRACT**

This CONTRACT (hereinafter called the "Contract") is made the 16<sup>th</sup> day of the month of April, 2012, between, on the one hand, Karnataka Statistical System Development Agency (KSSDA), Government of Karnataka (hereinafter called the "Client") and, on the other hand, Deloitte Touche Tohmatsu India Pvt. Ltd (hereinafter called the "Consultants").

WHEREAS

\_\_\_\_\_  
Project Director  
Karnataka Statistical System Development Agency  
(KSSDA) Bangalore

Statutory Alert:



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the Client has requested the Consultants to provide certain consulting services as defined in the General Conditions of Contract attached to this Contract (hereinafter called the "Services");

the Consultants, having represented to the Client that they have the required professional skills, and personnel and technical resources, have agreed to provide the Services on the terms and conditions set forth in this Contract;

NOW THEREFORE the parties hereto hereby agree as follows:

1. The following documents attached hereto shall be deemed to form an integral part of this Contract:

- (a) The General Conditions of Contract (hereinafter called "GC");
- (b) The Special Conditions of contract (hereinafter called "SC");
- (c) The following Appendices:

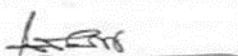
- Appendix A: Description of the Services
- Appendix B: Reporting Requirements
- Appendix C: Key Personnel and Sub-consultants
- Appendix D: Services and Facilities to be provided by the Client
- Appendix E: Breakdown of Contract Price

2. The mutual rights and obligations of the Client and the Consultants shall be as set forth in the Contract, in particular:

- (a) The Consultants shall carry out the Services in accordance with the provisions of the Contract; and
- (b) the Client shall make payments to the Consultants in accordance with the provisions of the Contract.

IN WITNESS WHEREOF, the Parties hereto have caused this Contract to be signed in their respective names as of the day and year first above written.

FOR AND ON BEHALF OF KARNATAKA STATISTICAL SYSTEM DEVELOPMENT AGENCY (KSSDA)

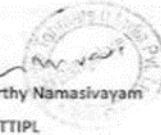


By: Mr. B S Hiremath

Project Director, KSSDA



FOR AND ON BEHALF OF DELOITTE TOUCHE  
TOHMATSU INDIA PVT. LTD



By: Mr. Vedamoorthy Namasivayam

Senior Director, DTTIPL



## 10. Understanding of the Project Objective & Scope

### 10.1 Project Objective

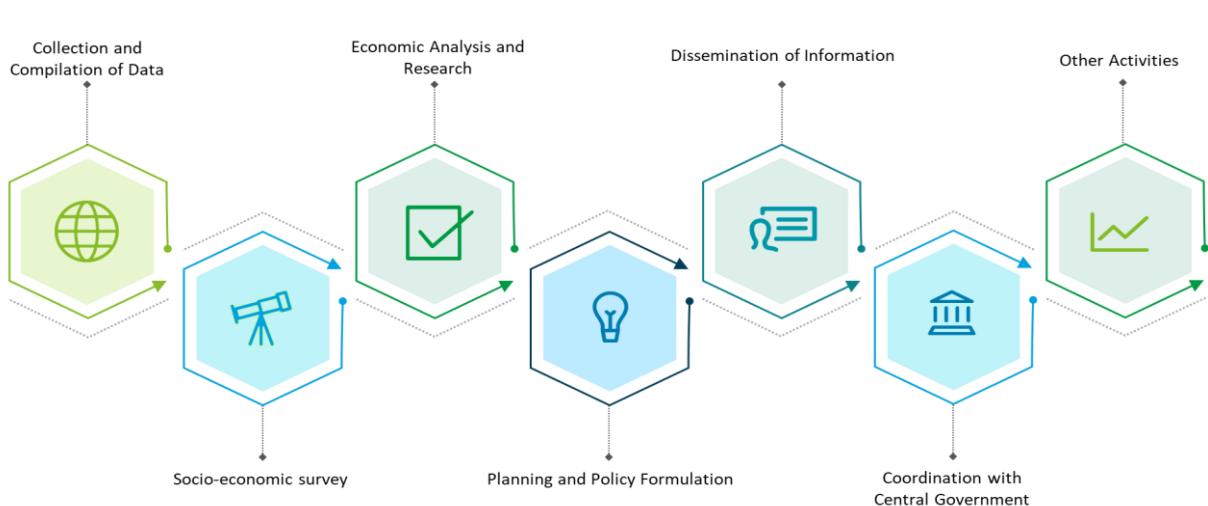
The economy of Odisha is one of the fastest growing economies in India. There is steady growth of the economy over last 20 years with reduction in poverty increase in per capita income and financial sustainability. The state came up with infrastructure development in the field of health, education, sports, tourism, irrigation, and rural connectivity. The economy grew at 7.82 per cent in 2022-23 which is higher than pre-COVID average growth of 7.1 percent (2012-13 to 2019-20). Industry and service sectors have been the major engines of economic growth in the State in the recent years. The state's per capita income has risen to INR 1,50,676 in 2022-23(AE) thereby dramatically shrinking the gap vis-à-vis the national level to half of what it used to be in 2011-12.



The Directorate of Economics & Statistics (DES) plays a vital role in the State Statistical System of Odisha by spearheading the coverage and quality aspects of statistics released in the state. DES is the nodal agency for the planned and organized development of the statistical system in the state and coordination of statistical activities among statistical agencies in the Government of Odisha, Government of India as well as meeting requirements of the International Agencies like UN, World Bank etc.

The DES is engaged in data collection, data processing, analysis, interpretation, and dissemination of administrative, survey and census data. The statistics released are based on administrative sources, surveys and censuses conducted by the Centre and State and non-official sources and studies. DES is the point of contact for Administrative Departments, PSU's, State Bodies, Research Institution, Scholars and Individuals (public) for all the data requirement which is available with the government.

The various activities done by the Directorate of Economics and Statistics (DES), Govt. of Odisha are as follows:



## 1. Collection and Compilation of Data:

- DES is the nodal agency for collecting and compiling statistical data on various economic aspects of Odisha. This includes data on population, agriculture, industry, trade, prices, wages, employment, education, health, etc.
- The data is collected from various sources such as government departments, surveys, censuses, and private agencies.
- DES also compiles and publishes statistical reports and publications on various subjects.
- This includes:
  - ✓ **Agricultural Statistics:** Census, estimation, providing crop yield data.
  - ✓ **Estimation** of State Income, Capital Formation and Public Finance and District domestic product
  - ✓ **Industrial Statistics:** Annual survey of Industries, compilation of state IIP
  - ✓ **Price Statistics:** Compilation of Farm harvest prices, Wholesale price, Annual Average Producer prices & prices on building construction materials and wages of building workers. Collection of Wage rates of Agriculture Laborers and compilation of District level consumer price index.
  - ✓ **Census:** Develop database of Civilian employees in govt. and State PSUs and growth of employment

## 2. Socio-economic survey:

- The DES conducts surveys and studies to gather information on various socio-economic aspects within the state that includes poverty, health, education and access to basic services.
- The socio-economic survey includes - Survey on Socio-Economic issues, Economic survey, Economic census, assess growth of establishment and employment in organized & unorganized sector, etc.
- These surveys help in identifying development gaps, formulating targeted interventions and monitoring progress.

## 3. Economic Analysis and Research:

- DES conducts economic analysis and research on various issues related to the economy of Odisha.
- This includes analysis of trends in economic growth, development, and poverty.
- DES also prepares economic forecasts and projections.

## 4. Planning and Policy Formulation:

- DES provides statistical data and economic analysis to the government of Odisha for planning and policy formulation.
- This includes policy formulation in areas such as agriculture, industry, infrastructure, social welfare, etc.

## 5. Dissemination of Information:

- The Directorate publishes statistical reports, bulletins and research papers on various economic indicators and trends within Odisha.
- These publications serve as valuable resources for policymakers, researchers, businesses and general public.
- This information is used by researchers, policymakers, businesses, and the general public.

## 6. Coordination with Central Government:

- DES acts as a liaison between the state government and the central government on all statistical matters.
- This includes providing data to the central government and participating in national statistical exercises.

## 7. Other Activities:

- Conducting training programs on statistical methods



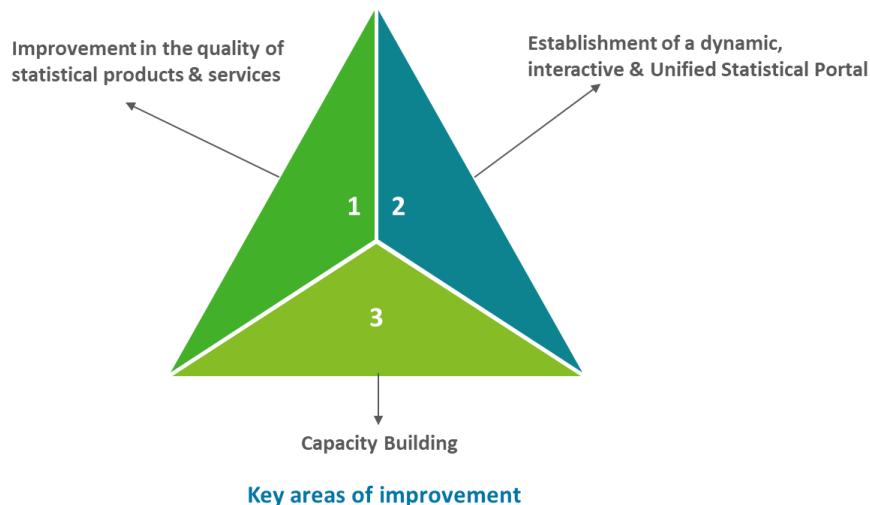
- Providing technical assistance to other government departments
- Conducting research on new statistical techniques.

## Major areas that need more attention

It is understood that there is a requirement for a better statistical system in DES for producing real time data up to the lowest level of administrative units like District, Block, Urban Local Bodies, Gram Panchayat and Villages. At the same time, many short terms and long-term measures needs to be taken to strengthen the statistical system of the state.

It is also felt that improved standard and quality statistics as well as open access to data and greater out-reach are most essential thing for evidence-based planning and convergence of resources.

We, therefore, understand, there are various avenues in DES that needs to be carefully addressed so that the various issues or bottlenecks can be removed. The following are the major areas that requires improvement for effective and efficient functioning of the DES.

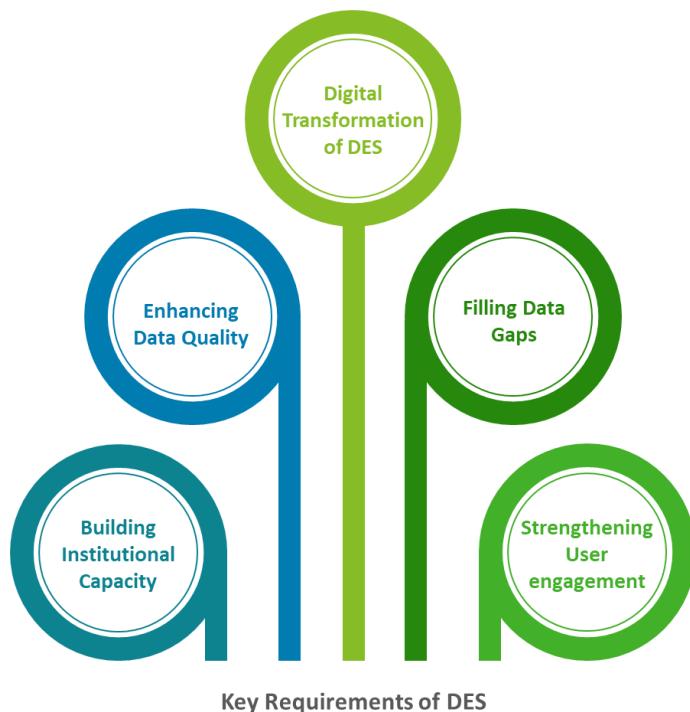


1. **Improvement in quality of statistical products and services of existing schemes:** In terms of quality of statistical products and services, DES needs to:
  - Adopt IT enabled survey and data processing.
  - Involve all the Stake holders in the survey process for quality assurance.
  - Study the existing schemes for innovation and renovation in the light of Statistical Commission Report
  - Frame a data dissemination policy.
  - Study the data gap for evidence based decentralized planning processes through consultation with all stakeholders (State/District Administration)
  - Identify the use of administrative data and study its quality for use as Statistical products.
  - Identify the new areas of data collection and framework for analysis.
  - Introduce quality assurance in statistical products by following UN National Quality Assurance Framework for officials' statistics.
2. **Establishment of a dynamic, interactive & Unified Statistical Portal:** In the new arena of digital economy, DES needs to
  - Implement an ICT based Integrated Statistical platform and Portal for seamless collection, storage, processing, and dissemination of data.
  - This would serve as a hub of unit level database for selected development departments.



- *The platform would provide continuous analysis and feedback to line departments by the trained statisticians and economist.*
  - *The Portal can be accessed by registered users like Planners, Administrators, Researchers, Academicians, Students to use the data.*
3. **Capacity Building:** DES needs to enhance the capacity and skills of its employees for the new system. Therefore, the focus should be on:
- *Restructuring the existing three statistical cadres*
  - *Inducting workforce with right qualification and skill*
  - *Attracting talented people in all three statistical cadres*
  - *Continuous system of skill up-gradation*
  - *Upgrading the Training Institutes like Regional Institute of Planning, Applied Economics and Statistics.*

In view of the above, Directorate of Economics and Statistics (DES) intends to build the capabilities to produce high-quality statistics for policy and decision-making through modernization of statistical systems, processes, and outputs. The following diagram depicts the broad requirements of DES.



- **Digital transformation of DES:** This component would address the challenges faced by DES in generating, compiling, analyzing, maintaining and dissemination of quality data both at micro and macro (aggregate) level for the user community.
- **Enhancing data quality:** For evidence-based decision making, DES needs to have data that are reliable, accurate, valid and complete. Quality of data depends on standardization of survey design, data collection tool and an effective monitoring and supervision. This component would strengthen the statistical system of the state of Odisha and ensure a robust quality assurance.

- **Filling data gaps:** DES collects, compiles, process and release various economic and statistical data from survey and census of various govt schemes. However, the decentralized planning process requires data at more disaggregate level. For monitoring the SDG goals, the coverage of data requirement has also enlarged. Therefore, DES also intends to expand its activities by assessing the data gaps in different areas and filling up the data gaps through survey, census, and compilation of administrative data of various line departments.  
This component would enable the State Statistical System to meet the requirement of disaggregated statistical data and estimate evidence based decentralized planning.
- **Strengthening user engagement:** The primary objective under this component is that the data produced by DES should be used by wider audience like institution, agencies, researchers, administrators, planners, citizens, etc. It should benefit both the data producer and data users. This component would enable DES to manage the relationship and communication with the ‘user’ or recipient of statistical information to understand as to whether its data are “fit for purpose”.
- **Building institutional capacity:** This component would help DES in filling the manpower gaps and ensure proper skills and training.

To expedite the project implementation, the DES needs a dedicated Project Management Consultancy firm (PMC) which will be responsible for the implementation, coordination, supervision, and monitoring of all the above project components.



## 10.2 Scope of the assignment

The proposed project comprises of the following five (5) components.



The detailed requirements under each component are as follows.

Digital transformation of DES	<ul style="list-style-type: none"> <li>• End-to-end automation of DES survey schemes</li> <li>• Design development, implementation &amp; Maintenance (DDIM) of           <ul style="list-style-type: none"> <li>✓ CAPI enabled Digital Survey Platform</li> <li>✓ GIGW compliant CMS based website.</li> <li>✓ State Dynamic Statistical Dashboard</li> <li>✓ Online application for Monthly Progress Reports</li> <li>✓ Inventory management system</li> <li>✓ e-Attendance system</li> </ul> </li> <li>• Setting up of           <ul style="list-style-type: none"> <li>✓ Integrated data warehouse</li> <li>✓ Assist in setting up of GIS system.</li> <li>✓ Assist in setting up of IVRS system.</li> <li>✓ Setting up Document Management System with real time data sharing capability</li> </ul> </li> <li>• Development of Analytical tool for DES officials</li> </ul>
Enhancing data quality	<ul style="list-style-type: none"> <li>• Monitoring of statistical schemes</li> <li>• Business process re-engineering</li> <li>• Introduction of data collection and validation tools for strengthening scrutiny and validation process</li> <li>• Implementation of National Quality Assurance Framework (NQAF)</li> <li>• Development and implementation of quality assurance framework</li> <li>• Introduction of standard quality indicators</li> </ul>
Filling data gap	<ul style="list-style-type: none"> <li>• Key stakeholder discussions and workshops for gap identification</li> <li>• Identification of data requirement by reviewing the state indicator framework and district indicator framework under SDG</li> <li>• Determine the areas where growth planning for three tier local self-government.</li> <li>• Review of Basic Statistics for Local Level Development</li> <li>• Release periodic new statistical products.</li> </ul>
Strengthening user engagement	<ul style="list-style-type: none"> <li>• Development of annual release calendar</li> <li>• Strengthening user production interactions by innovative data dissemination tools such as online mapping and tabulation</li> <li>• Data advocacy through capacity building, training, data visualization and social media presence</li> <li>• Formation of user groups for key statistical domain</li> </ul>



Building institutional capability	<ul style="list-style-type: none"> <li>• Training need analysis, course design and conduct of training as per DES</li> <li>• Capacity building of DES officials on statistical software such as SPSS/STATA/CSPro/SAS/R</li> <li>• Strengthening of RIPAE&amp;S</li> <li>• ISO certification of DES</li> <li>• Capacity building of DES officers on statistical domain activity such as household survey, crop area enumeration survey, state income related aggregates, big data analytics, industrial statistics, price statistics, survey design and data collection tool</li> </ul>
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Basis the above, we understand that the scope of the PMC for this engagement consist of following three pillars – Delivery related scope, Review/Monitor/Assistance related Scope and Ongoing support related Scope,

Deliverables related Scope	Review/Monitor/Assistance related Scope	Ongoing support related Scope
<p>We would be performing below activities under this component.</p> <ul style="list-style-type: none"> <li>• As-Is study of schemes implemented by DES &amp; method of data collection, compilation, analysis.</li> <li>• Analysis of data flow mechanism from districts &amp; various line depts to DES</li> <li>• Ideation of national/international best practices to strengthen the statistical system.</li> <li>• BPR of current process of data collection, processing, analysis &amp; dissemination.</li> <li>• Development of IT strategy.</li> <li>• Prepare detail plan for data dissemination.</li> <li>• Assessment of H/w &amp; S/w requirement for CAPI</li> <li>• Support for preparation of RFP for selection of SI for development of CAPI based digital platform</li> <li>• Develop detail data structure for conducting CAPI based survey for various schemes</li> <li>• Preparation of technical Specification/ToR/ RFPs for development of various applications.</li> <li>• Preparatory works for release of new statistical products</li> <li>• NQAF Assessment under different schemes</li> <li>• Development of Data quality assurance framework based on NQAF</li> <li>• Identification of data gaps, user engagement &amp; review of statistical system in various Depts/Directorates/offices</li> <li>• Review of SDG framework for identification of data gaps</li> <li>• Training Need Assessment, assessment of manpower requirements at various levels, preparation of Action Plan, etc.</li> </ul>	<p>We would assist DES in monitoring and reviewing below activities under this component.</p> <ul style="list-style-type: none"> <li>• End-to-end automation of DES survey schemes</li> <li>• Design, development, implementation &amp; maintenance of - <ul style="list-style-type: none"> <li>✓ CAPI enabled Digital Survey Platform</li> <li>✓ Analytical tool for DES officials</li> <li>✓ Document Management System with real time data sharing capability</li> <li>✓ GIGW compliant CMS based website</li> <li>✓ State Dynamic Statistical Dashboard</li> <li>✓ Online application for Monthly Progress Reports</li> <li>✓ Inventory management system</li> <li>✓ e-Attendance system</li> </ul> </li> <li>• Setting up of <ul style="list-style-type: none"> <li>✓ Integrated data warehouse</li> <li>✓ GIS system &amp; IVRS system</li> </ul> </li> <li>• Go-live of the OISS solution &amp; CAPI.</li> <li>• Analysis of the survey conducted through CAPI.</li> <li>• Training on CAPI by the SI</li> <li>• Digitalization of District Statistical Handbook.</li> <li>• Facilitating Training on advanced statistical tools- (STATA/R /SPSS /SAS /Python etc)</li> <li>• Training programs of officials of DES</li> <li>• Development &amp; publication of Annual release calendar</li> <li>• Release of new statistical product</li> </ul>	<p>Below are some of the regular basis activities that would be performed under this component.</p> <ul style="list-style-type: none"> <li>• Liaison with DES officials, DPMU for development</li> <li>• Day-to-day management &amp; technical support</li> <li>• Monitor project implementation &amp; targets under Disbursement Linked Indicators as per the approved DPR</li> <li>• Prepare reports, presentations, documentation, etc.</li> <li>• Support DES, World Bank, State Govt. depts.</li> <li>• Prepare monthly, quarterly &amp; annual progress reports.</li> </ul>



## 11. Understanding of key issues & challenges and probable mitigation strategies

The key users and consumers of the statistical products are as follows:

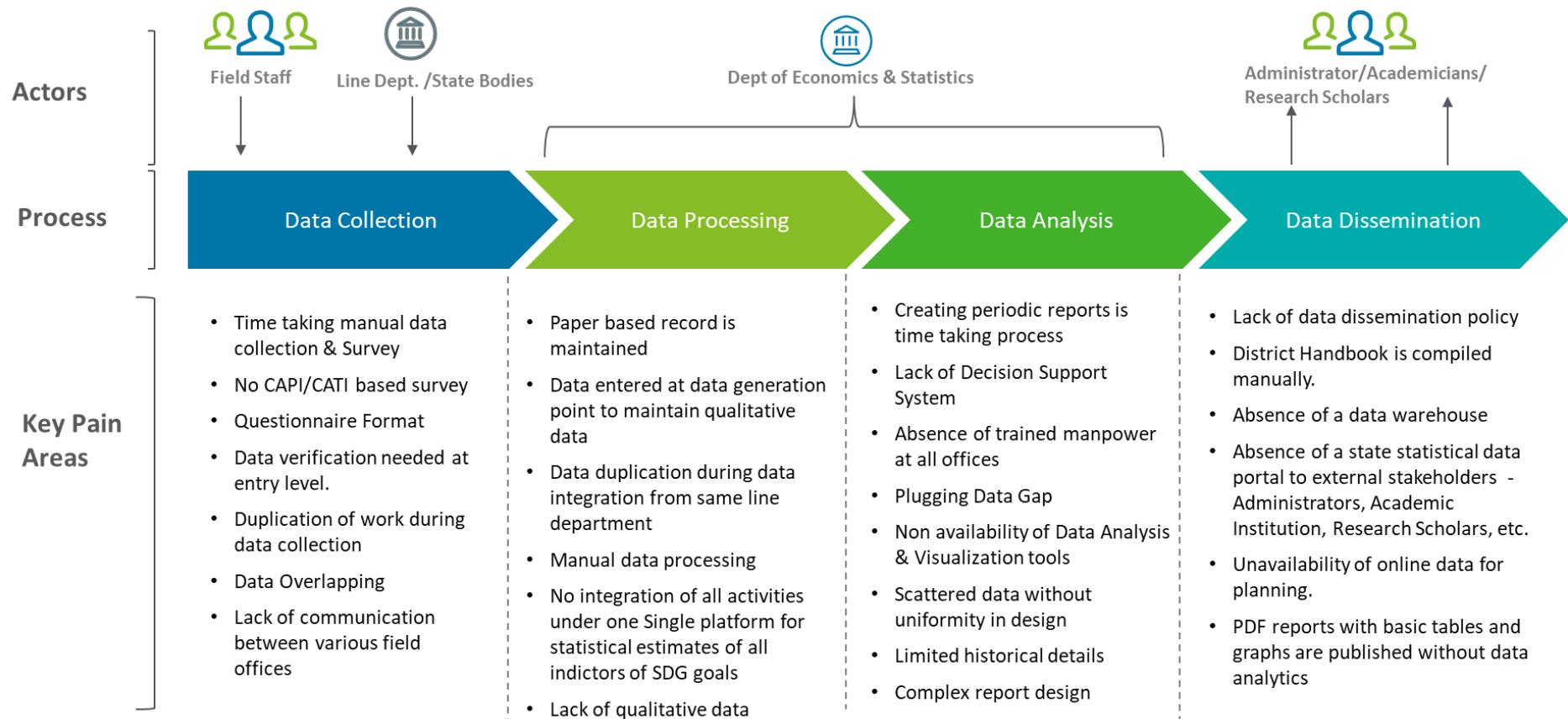
- **Field Staff** – They are essentially the field functionaries at 314 Block Statistics Offices who are entrusted with data collection for statistical purposes.
- **Directorate of Economics & Statistics** – They are the custodian of data responsible for compiling, processing, analyzing, maintaining and dissemination of all data statistical interpretation, estimation and publication.
- **Line department/State Bodies** – They are the users as well as provider of various data.
- **Administrators/Academicians/Research Scholars/Institutes** – They are the consumers of data, publications and various reports.

The entire activities of the DES encompass the following:

- **Data Collection** – Data is collected from field through paper-based sample survey at field level.
- **Data Processing** – Activities like data migration, cleaning, validation, compilation, tabulation, etc., are accomplished under data processing.
- **Data Analysis** – Here statistical outputs are produced and examined in detail. Then in-depth statistical analyses is carried out such as time-series analysis, consistency and comparability analysis, revision analysis, etc.
- **Data Dissemination** – This phase manages the release of the statistical products to users. The data are disseminated to the users and external stakeholders in the form of reports, publications, etc.

As per our understanding and secondary research, the challenges are faced in generating, compiling, analyzing, maintaining and dissemination of quality data both at micro and macro (aggregate) level for the user community. The following diagram illustrates the major issues and challenges that may crop up at each stage of the project implementation.





### Issues & Challenges in implementation

We suggest that the following probable strategies can be adopted to address the key issues and challenges.

Sl#	Phase	Key issues & challenges	Mitigation strategy
1	<b>Data Collection</b>	There is no integration of activities under one single platform	<ul style="list-style-type: none"> <li>Information flow between DES &amp; DPMU as well as between DES and line departments needs to be automated to avoid delay.</li> <li>A single e-portal for data integration needs to be developed. It will aid in data porting from different line departments/ ministries</li> </ul>
2		Time taking manual data collection & Survey process	<ul style="list-style-type: none"> <li>Implementation of computer assisted survey technology (CAPI) for improved data quality and data production in the state.</li> <li>Data collection for core state survey to be done through CAPI based tools.</li> </ul>
3		Questionnaire Format	<ul style="list-style-type: none"> <li>More than 290 types of formats used for data collection.</li> <li>Therefore, a unique/specific format of questionnaire to be developed for all the departments.</li> <li>Close ended questions to be used more than open ended to reduce nonresponse error and for ease of analysis.</li> </ul>
4		Improving survey data quality	<ul style="list-style-type: none"> <li>Data collection using CAPI.</li> <li>Close ended questions</li> <li>Recording and transcripts in case of qualitative data</li> <li>Introducing questions for cross verification (like- age and DOB, Annual income, and sector wise expenditure)</li> <li>Statistically justified sampling technique</li> <li>Data porting in a single window</li> </ul>
5	<b>Data Processing</b>	Higher time lag in the statistical process of data collection, processing, validation, analysis, interpretation, and dissemination	<ul style="list-style-type: none"> <li>Implementation of an ICT based Integrated Statistical platform for seamless collection, storage, processing and dissemination of real-time data</li> </ul>
6		Records are maintained on paper/MS Office	<ul style="list-style-type: none"> <li>Introduction of Document Management System</li> </ul>
7		Data Overlapping & Data duplication	<ul style="list-style-type: none"> <li>Data to be entered at the data generation point in most of the statistical activities.</li> <li>To avoid replication of same data points from different line departments, one single display needs to be connected with all the line departments</li> </ul>
8		Making most of existing data and Manual data processing	<ul style="list-style-type: none"> <li>Map the available data.</li> <li>Data cleaning.</li> <li>Apply time series analysis.</li> <li>Gap finding</li> </ul>



Sl#	Phase	Key issues & challenges	Mitigation strategy
			<ul style="list-style-type: none"> <li>Considering it as a baseline, design endline questionnaire</li> </ul>
9		Lack of qualitative data	<ul style="list-style-type: none"> <li>Capacity building of field teams to record the verbatim and transcript.</li> <li>Training will be provided to field supervisors on data verification.</li> <li>Software like NVivo, Atlas-ti may be introduced to analysis qualitative data</li> </ul>
10		No integration of all activities under one Single platform for statistical estimates of all indicators of SDG goals	<ul style="list-style-type: none"> <li>Combining data from multiple sources, as part of the creation of integrated statistics such as national accounts.</li> <li>Combining geospatial data and statistical data or other non-statistical data.</li> <li>Matching or record linkage routines, with the aim of linking micro or macro data from different sources</li> <li>Prioritizing, when two or more sources contain data for the same variable, with potentially different values.</li> </ul>
11		Reports are created using MS Office	<ul style="list-style-type: none"> <li>Improvement of the report structure in terms of flow of the report, uniformity in styles, better visualization, advanced graphics, use of statistical software for analytical analysis</li> </ul>
12	Data Analysis	The DES publishes PDF reports with basic tables and graphs. Non availability of Data Analysis & Visualization tools	<ul style="list-style-type: none"> <li>Data production in the state needs to be strengthened for enhanced analytics for evidence based policy making.</li> <li>A Data Analytics Unit may be established within the DES to oversee institutional development, capacity building, and incubation of new statistical products</li> </ul>
13		Limited historical details	<ul style="list-style-type: none"> <li>Most historical data is stored in aggregate format in forms of various tables, but detailed data is missing. This can be avoided through digitalization</li> </ul>
14		Complex report design	<ul style="list-style-type: none"> <li>Report writing to be made flexible to make changes on the fly.</li> <li>Advance Analytics and self-service analytics to be introduced.</li> <li>Report maintenance and ad-hoc changes should be available on the fly.</li> </ul>
15	Data Dissemination	Enhancing User relevance of published statistics	<ul style="list-style-type: none"> <li>Design analytical dashboard containing summary of the findings.</li> <li>Graphical presentation of data for layman</li> <li>Raw data will be shared based on requisition of the user for research purpose</li> </ul>



Sl#	Phase	Key issues & challenges	Mitigation strategy
16		<ul style="list-style-type: none"> <li>• The state does not have a statistical data dissemination policy.</li> <li>• The state does not have a data warehouse.</li> <li>• District Handbook is compiled manually.</li> </ul>	<ul style="list-style-type: none"> <li>• There is a need to strengthening organizational data dissemination capacity through enhanced dissemination policy and digitalization of data.</li> <li>• The state govt. needs to develop &amp; adopt a state-wide statistical data dissemination policy based on a web-first policy.</li> <li>• Codifying business processes, data models, data ingestion workflows, and Data Migration Plan needs to be done to enable the implementation of state-wide statistical data dissemination policy.</li> <li>• DES needs to publish a data catalog for the state with Metadata.</li> <li>• DES needs to establish a state statistical data portal and launch a core indicator database to improve online data availability for planning.</li> <li>• All districts need to be covered by the DES core indicator database, thereby allowing open data use for local planning/action</li> </ul>



## 12. Description of Approach and Methodology

### 12.1 Approach & Methodology for Digital Transformation of DES

#### 12.1.1 Our Understanding of the Requirements

To strengthen the statistical system of the state of Odisha, there is a requirement for implementation of an ICT based Integrated Statistical platform for seamless collection, storage, processing and dissemination of data. Following are the broad level requirements for Digital Transformation of DES.

- Conduct IT review and develop IT strategy.
- Develop IT platform for survey data collection.
- Develop core database, metadata repository and micro-database.
- Digitize key products (e.g., District Handbook)
- Revamp DES website.

Therefore, the key activities required for digital transformation of DES from the PMC are as follows-

- As-Is study of the method of data collection, compilation, and analysis.
- Analysis of data flow mechanism from districts to DES & various line depts to DES.
- Adoption of national/international best practices to strengthen the statistical system of DES.
- BPR of current process of data collection, processing, analysis & dissemination.
- Development of IT strategy.
- Assessment of H/w & S/w requirement for CAPI
- Develop detail data structure for conducting CAPI based survey for various schemes.
- Preparation of technical Specification/ToR/RFPs for development of various applications.
- Assistance to DES in
  - End-to-end automation of DES survey schemes.
  - Design, development, implementation & maintenance of -
    - ✓ CAPI enabled Digital Survey Platform
    - ✓ Analytical tool for DES officials
    - ✓ Document Management System with real time data sharing capability
    - ✓ GIGW compliant CMS based website.
    - ✓ State Dynamic Statistical Dashboard
    - ✓ Online application for Monthly Progress Reports specific to establishment & various schemes.
    - ✓ Inventory management system for tracking and monitoring assets at Block, District & State HQ
    - ✓ e-Attendance system in Block, District & State HQ
  - Setting up of
    - ✓ Integrated data warehouse
    - ✓ GIS system & IVRS system



### 12.1.2 Our Strategy to execute the Requirement.

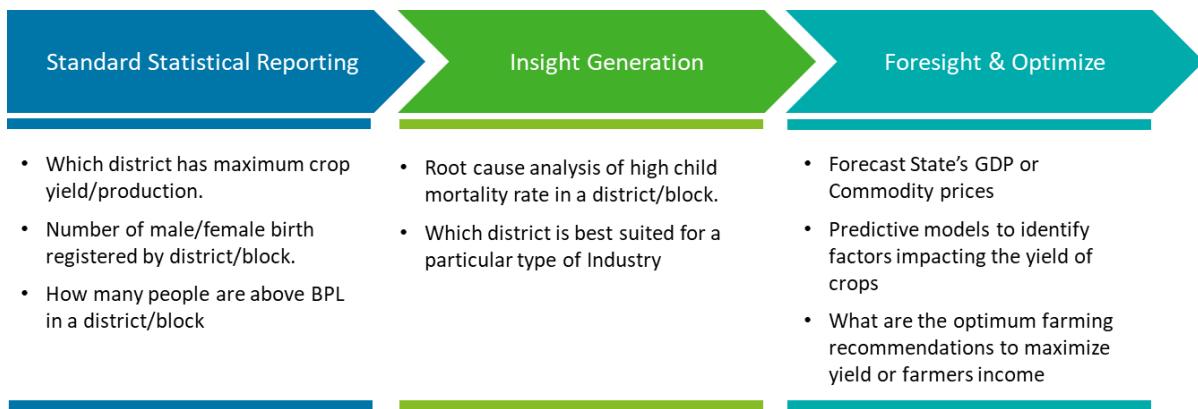
Our strategy would be to **transform DES from a Data Hub to Analytical Hub** in order to realize the vision of DES in digital transformation.

The current scenario in DES reveals manual data collection, manual data consolidation, manual estimation, and static report generation. There are lot of static data available in DES, but they are not able meet the objectives of DES as well as needs of the users like analysts, policymakers, researchers, etc.

Therefore, the ultimate objective of the digital transformation project should be the successful transition of DES from a **data hub to an analytical hub**, driving better insights and informed decision-making. This transition would enable DES to meet its objective in the following way.

- **Improved Accessibility:** Enable easier data access and exploration for authorized users across different skill levels.
- **Enhanced Collaboration:** Foster teamwork and knowledge sharing among analysts and stakeholders.
- **Greater Insight Generation:** Empower users to create insightful reports, visualizations, and analyses for informed decision-making.
- **Streamlined Workflows:** Automate repetitive tasks and data preparation processes to increase efficiency.

The following diagram depicts the roadmap of DES for transition from a data hub to an analytical hub with illustrative examples.



Transition from a data hub to analytical hub will enable DES to accomplish the following illustrative analysis and predictions.

- District classification based on various socio-economic parameters for fund allocation.
- Monitoring the effectiveness of various developmental schemes
- Conduct sentiment analysis to identify the perception of citizens on various schemes.
- Estimation of crop production based on historical patterns.
- Clustering of district based on their productivity.
- Behavior analysis of various sector
- Forecasting the domestic products, WPI, electricity consumption, agriculture prices, etc.
- Clustering commodities into groups based on their WPIs.
- Root cause analysis of high IMR at district/villages.

Our strategy of partnering with DES and helping them in achieving the goal is mainly focused on outcome based. We will put a strong techno functional team which will comprise the right mix technical and domain knowledge with a significant experience in this field.



As the proposed team will get associated as PMU team and there will be separate SI that will get onboarded to take care of the necessary tools development part, as a strategy, **we would also create a POC during the time of our analysis and apply the same in one sample data set** to showcase how the entire technical journey will look like. This would give DES key stakeholders a complete idea in a tangible manner to visualize the future output of the project.

The overall solution as well as the approach and methodology based on the strategy as well as the scope of work is provided in below sections.



### 12.1.3 Proposed Solution.

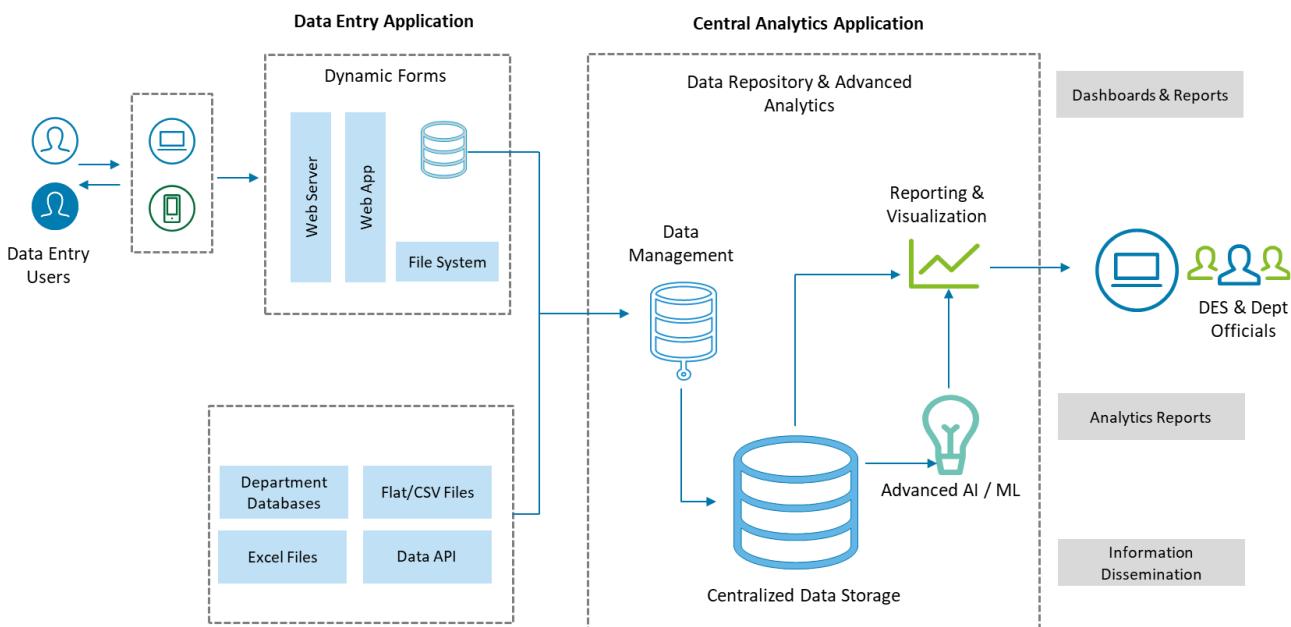
DES conducts surveys based on scientific sampling methods. The data from filed are collected by the field staff of DES. Once these data are collected, these are processed, analyzed, and disseminated. The statistics released are based on administrative sources, surveys and censuses conducted by the Centre and State Governments and non-official sources and studies. Since all these are currently being done manually, there is a higher time lag in the statistical process of data collection, processing, validation, analysis, interpretation, and dissemination.

To overcome those challenges, it is proposed to implement an ICT based Integrated Statistical platform for seamless collection, storage, processing and dissemination of data. The proposed Statistical platform may be termed as **Odisha Integrated Statistical System (OISS)**.

Odisha Integrated Statistical System (OISS) will be a strategic, central, comprehensive, and transformational platform for various stakeholders. The platform will have an interactive user portal as a front-end of DES for public users and the solution will have an Analytical Engine to cater all kind of reporting requirement.

The OISS will be a scalable and integrated platform, to be deployed centrally, having a Web Portal and mobile interface for all stakeholders through Internet. The architecture needs to be designed in such a way that it should have capabilities like Data Visualization, Analytics, ETL, etc.

The overview of the OISS with indicative functionality is shown below:



The application shall have scalable architecture with defined ‘Business Logic layer’ and a ‘Data Access Layer’ to support the efficient data handling between the ‘Application Layer’ and the ‘Database Layer’. It is also envisaged that the portal will be supported by an API Gateway, which would enable effective data exchange between various applications. There should be an efficient data sharing mechanism between all the functional modules of OISS so that each module can show case complete automated workflow functionality for a seamless backend processing. The OISS platform should have integration with, SMS Gateway, e-Mail Messaging services, IVR services, CAPI Survey tools and other National or State schemes / programs as well as external systems /applications as required.

The **major components** of the OISS are as follows.

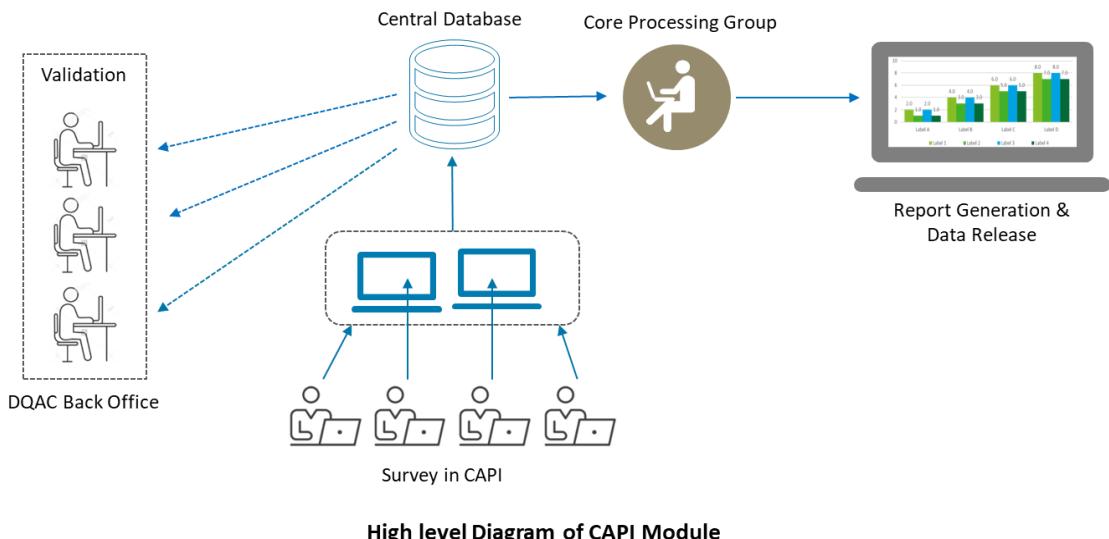
1. **CAPI Enabled Digital Survey Platform.**



A customized Computer assisted personal interviewing (CAPI) platform needs to be developed that would gradually be rolled out for all core surveys implemented by the DES. It would enable DES field staff to shift from schedules to questionnaires and implementation through tablets instead of paper forms. The supervisors will also be able to monitor field activities.

It would enable DES to process data in parallel with data collection, which would reduce the time lag between fieldwork and data release. Implementation of CAPI would improve data quality because enumerators can be better supervised by Data Quality Experts. Following are the benefits of introducing CAPI.

- Interviewers can receive interview assignments and manage the completeness and quality of their questionnaires and submit the questionnaires to supervisor for review.
- Field supervisors can assign interviews, oversee the completeness and quality of interviewer outputs, and upload interviews with comments for management review or reject the same and push it to the interviewer.
- Officials at District or Regional offices can allocate workload across field teams (Supervisor and interviewer) and track the progress of survey.
- Data validation can be done resulting in improvement of data quality. This will reduce time lag and ensure quality of survey data. Also the Data Quality Experts at district level can monitor the data quality in real time.
- The Geo tagged CAPI module can capture the data through a structured and well-defined schedule/questionnaire and upload the same in the server.
- Generation of Tables, Graphs, and charts along with reports and progress reports (for internal use) through the module can again be embedded in the web portal and available through Dashboard.



## 2. OISS Enterprise Portal Services

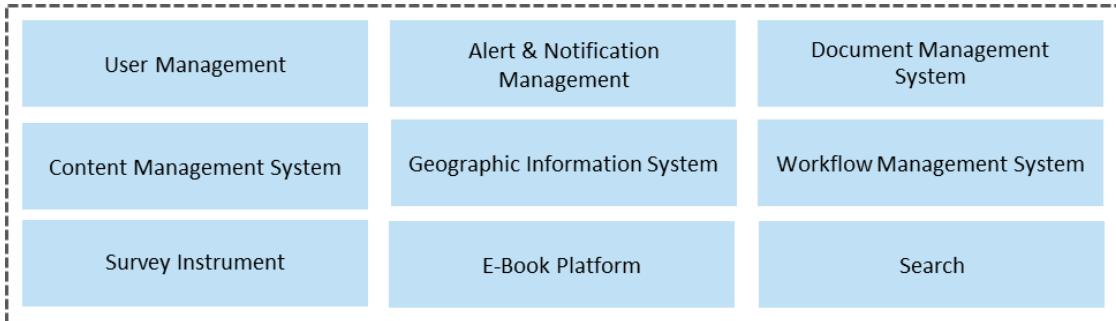
An Enterprise Portal Application needs to be developed for interaction with all the stakeholders. This should have the following basic features:

- Single integrated user interface for all stakeholders. Backend applications will be exposed through Portal console using single sign on.
- Configurable at user level as well as DES level as per defined roles and responsibilities.
- It should be capable of integrating with an advanced content management system and support workflows.



- It should provide search engine with advanced full-text search capabilities.
- The platform should have the capability to consolidate data from multiple sources, search and visualize the data with GIS integration.

It is proposed that the OISS Enterprise Portal should have the following basic features.



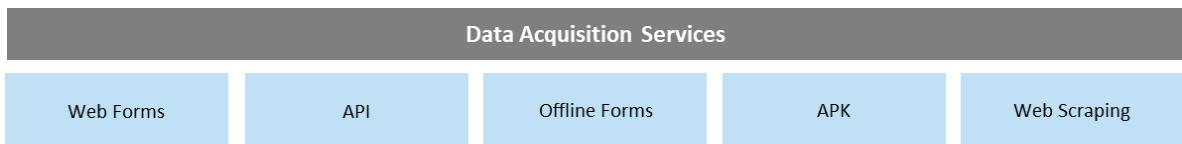
- **User Management** – It will provide role-based access to different user group i.e., Line Department, State govt agencies, research scholars, etc.
- **Alert & Notification Management** - Customized alert and notification can be sent to users or user groups. It should also have functionality to issue automated alerts/ notifications to various data providers/users as per defined periodicity.
- **Document Management System** - To manage and maintain all the documents like published reports, scanned copies, research papers etc., as well as to make them re-usable and searchable for internal and external users of portal, it is proposed to implement a Document Management System (DMS).
- **Content Management System** – DES would be able to approve the content which need to be uploaded on portal. DES users can add/modify/delete the content, and the process itself will take care of versioning of content.
- **Geographic information System** - GIS needs to be an integral part of OISS solution. It will help all user to interact with data compiled from different geographies. DES can add GIS layer to all its data sources and existing data.
- **Workflow Management System** – This would allow the users to define different workflows for diverse types of jobs or processes thereby streamlining repetitive tasks.
- **Survey Instrument** - The solution should support conducting IVR surveys from users. This would be based on CATI (Computer Assisted Telephone Interview) method that uses interactive voice response software. We also propose to include **AI based Chatbot** to facilitate in filling of questionnaires during survey.
- **E-Book Platform** – This would enable researchers to browse, search, and download the relevant studies and documents.
- **Search facility** - Therefore, the system should be able to search information from all possible data sources like internal and external data sources.

### 3. Data Acquisition Services

The field level data collection and monitoring is an integral part of data acquisition services, which will be administered by DES official. DES collects primary data through field surveys or studies carried out by regional offices of DES. This data is further scrutinized, validated, analyzed, and published in the relevant format. Therefore, the proposed solution should be open to all type integration and migration activities. Statistical Data and Metadata exchange (SDMX) standards should be utilized for exchange of aggregated data amongst participating organizations.



Following are the proposed basic features of data acquisition services.



#### 4. Data Dissemination Services

DES not only deals with the information collected by them, but they also compile and publish the information or data collected by the other administrative government department/ministries and their state level bodies. Therefore, the OISS should be envisaged to keep the existing and upcoming data dissemination requirements. Dissemination will include Data services and Reports/Analytical Services. Static as well as dynamic reporting will be required on various parameters.

This would comprise of –

- Data Set Service** - OISS should dynamically generate the dataset, table and reports based on the need of portal users in consultation with DES.
- Generic Data** - This data is readily available for user in public domain without any user authentication. It includes the census data, research reports and published socio-economic indicators.
- Custom Data** - Custom data is not readily available with website, but it can be generated on-demand from the DataMart's build using the available data source with DES. It can be generated by passing the set parameter from web interface, if the relevant set of parameters are available with system.
- Internal/Provisional Data** - This data is available only for the internal users of department. This can be finalized at a later stage. The governing bodies will have to approve and publish it before making it accessible to the external users. It also includes the raw data which only available to the internal user for compilation and calculation of statistical indicators and research studies.

#### 5. Reporting Services

As a part of data dissemination process, DES publishes many periodic and ad-hoc reports. Therefore, the proposed services will include the development of Dashboards/Web services/API for Web and Mobile Apps on various subjects. Based on the existing and upcoming reporting needs, DES can segregate those in following categories.



- MIS Reports** – These are the administrative and monitoring reports that needs to be published on a defined periodic interval. The periodicity and format of these reports are fixed in nature and any change in the layout reports will be approved, processed, and published on portal only after the approval of project team of DES officials..
- Dashboard Reports** - The proposed solution will have provision of dashboards for internal users with drill-down reports, graphs, and maps for decision making. The dashboard feature is limited to the power user of system but can be extended to public users with limited functionality. The solution should have the capability



to define user-role based dashboards and reports. The system should provision for web-based development feature to design and publish the dashboards.

- c) **Custom Reports** - DES can receive the custom reporting requirement for data received from other departments and surveys. The system should have provision to cater the ad-hoc reporting requirements of internal and external users.
- d) **Analytical Reports** – The DES official's routine work involves a significant amount of estimation and forecasting. DES is also involved with the planning and development of Government schemes and programs for which they closely monitor and forecast the important statistical indicator like CPI, WPI, IIP, etc. In order, effectively analyze these the economic indicator, DES need to introduce analytical reporting as an undisputed part the proposed solution.
- e) **Publication Reports** – DES publish various reports for public and government uses. These publication reports require a huge set of table and graphs. The proposed solution should have the provision to automate the generation of these tables and graphs.

## 6. Data Management Service

DES has a huge repository of various socio-economic & indicator of national/state interest. To manage such a huge amount of data, they need a Data Management tool. The tool needs to be capable enough communicate to data sources, run the data quality check, and rectify (or report) the possible errors.

Every piece of information collected from primary or secondary source will be stored in a manner that sanity of data is maintained. Processing of data including cleansing & validation using ETL & Schema design. ETL strategy for control and monitoring like Error management, Creation of Error Logs, defining staging/transformation and loading strategy for Data available from Heterogeneous data sources needs to be adopted. The information has to be maintained in such a way that they qualify for all type of arithmetic functions.

The prime objectives are –

- to develop an integrated repository of current and historical data generated by DES and Programme implementation, which can provide various sliced / diced views of data across various dimensions of interest. This repository over a period will also encompass data generated by various Central Ministries, State Governments and Public Sector Undertakings.
- to build a state-of-the-art decision support infrastructure with online analytical processing (OLAP) capabilities, that includes providing a multi-dimensional and subject oriented view.
- to build user group specific data mart based on the central repository over various phases of implementation.
- to provide extensive integrated metadata support across all layers of data warehouse solution.
- to enable web-based access to the Solution.

## 7. Interoperability and Meta Data Standards

The solution is envisaged to be integrated with other applications as and when required. The following integration and interoperability related guidelines to be followed while designing and developing the entire solution:

- To be built on Service Oriented Architecture (SOA) or Microservice Architecture
- Using open or industry standard based message exchange protocols to ensure interoperability between participating systems.
- Using portable data and exchange protocols like XML and Web Service etc. as preferred much as possible
- To ensure guaranteed delivery of messages by capturing the acknowledgment or confirmation of delivery and receipt of messages
- To ensure integrity of data-in-transit through public network
- To have proper error handling mechanism and message resend capability.



- To have the ability to view failed messages and reason for their failure.
- To ensure proper auditability and accountability of exchange of data between the proposed solution and other systems
- To be developed using the published metadata standards by MeitY (wherever applicable). The information and forms collected from various sources and the development of the solution web portal to be converted into appropriate electronic open standard format(s) as mentioned in Interoperability framework for E-Governance in India issued by Ministry of Electronics & Information Technology (MeitY).

## 8. Integration

The proposed solution should cater to integration needs of sharing the data and business processes among any connected application or data source. It is envisaged that various systems need to be linked together may reside on different operating system, use different database solution or may be legacy systems. This integration is expected to be done through Web Services, Message Queuing, File Based or Native API based on Batch Mode or Need basis (synchronous or asynchronous).

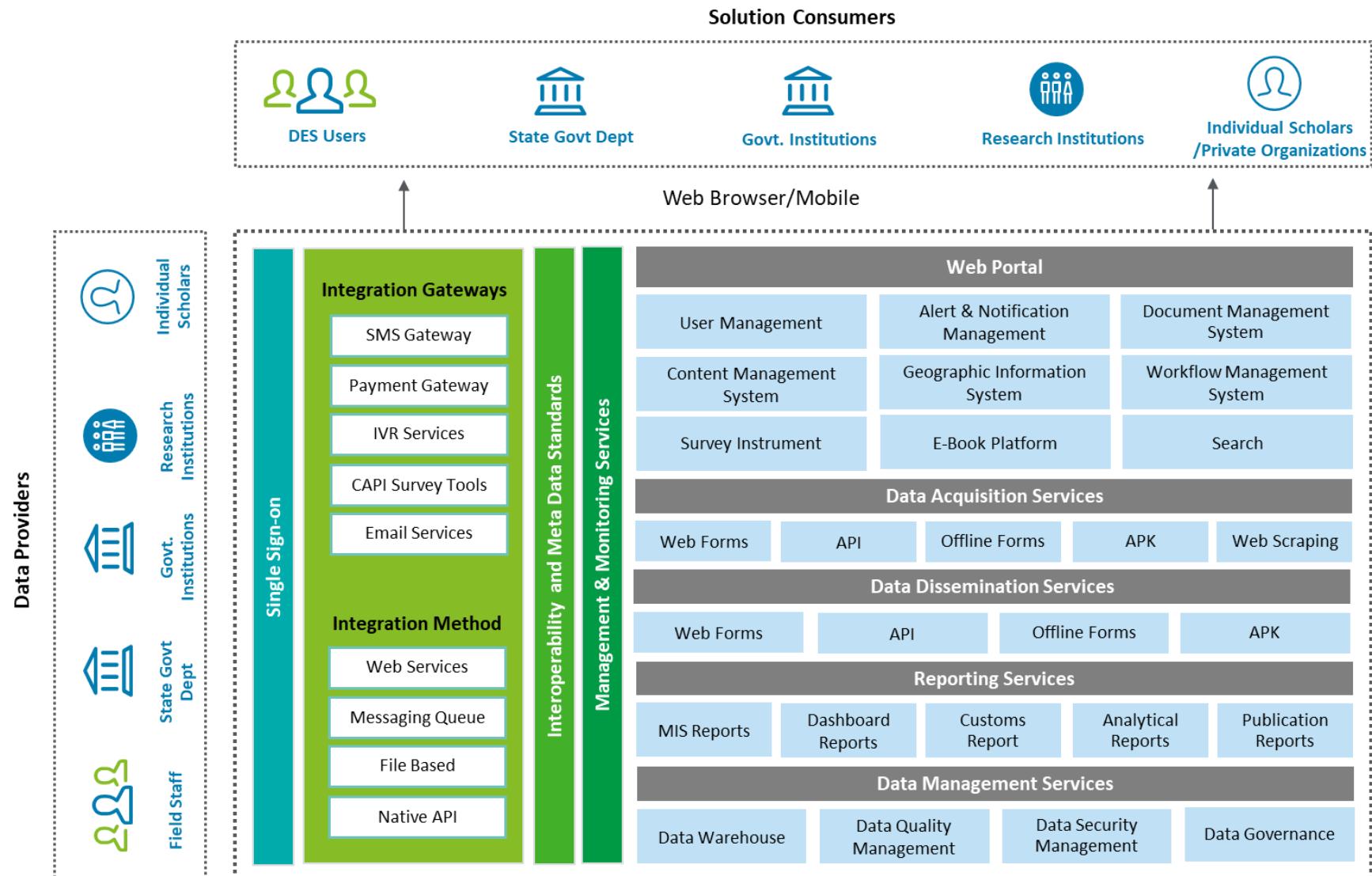
## 9. Single Sign-on

Users would be provided ‘single sign on’ functionality for the entire OISS module. Single Sign-On service will centrally maintain user session thus preventing user from multiple logins when trying to access multiple applications. Once the users enter their login credentials, the user credentials from the user authentication server database would be verified and then only the access would be granted inside the modules. The personal ‘Dashboard’ facility would be available for all the users after successful login as a first interface within the application.

The solution would have security features, such as password complexity, automatic blocking (temporary/permanent) of user logins after given number of unsuccessful login attempts (to be parameterized), controlled access to content stored on the portal and logging of security incidents.

A detailed **illustrative conceptual framework** of the Odisha Integrated Statistical System (OISS) is mentioned below.

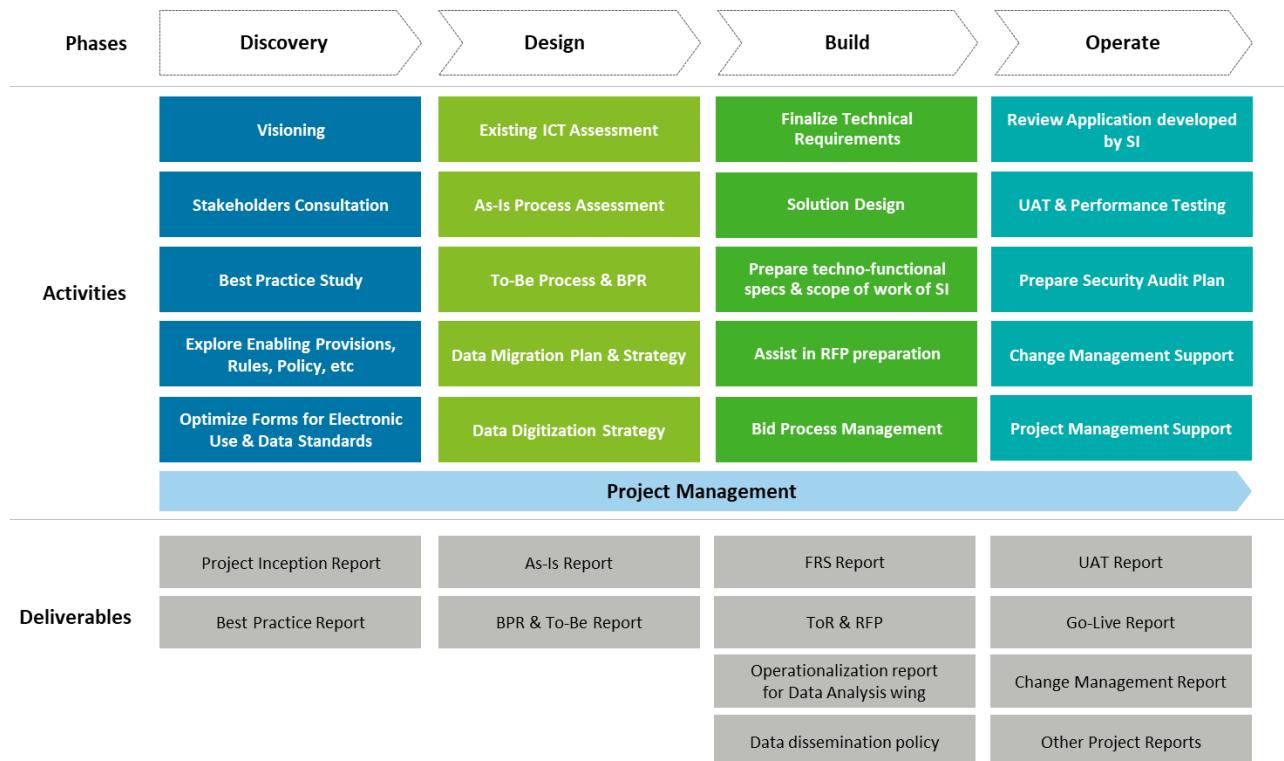




## 12.1.4 Detailed Approach & Methodology to implement the Solution.

Every project is unique, and the necessity of having unique methodologies is largely on account of the complex nature of the assignment requiring multiple areas of specialized inputs. Therefore, we intend to employ a judicious mix of the ‘best-of-breed’ approaches and methodologies available within our firm. Our approach takes into account our understanding of your requirements; the broader challenges the DES is facing which impact project; challenges we understand you will face internally in meeting your business objectives; and our experience of mobilizing and supporting delivery of significant business creation and change programs for key stakeholders.

We would adopt the following methodology that would help DES address all aspects of a large implementation or transformation program including strategy, structure, process, people and technology. The methodology is also integrated with Deloitte’s knowledge bases, competency toolkits and process & controls knowledge.



We would break the entire Digital Transformation component into multiple phases with each phase is accompanied by multiple activities to accomplish the objective. An illustrative outcome/deliverable of each phase is also mentioned above. The detailed approach and methodology to be followed for key activities under each phase is mentioned below.

### 1. Stakeholder Consultation

The objective of the OISS Project clearly reflects that this initiative will help the Government of Odisha to build a State Data Bank powered by analytical platform which will be exposed to all the Departments and its sub-ordinate offices, public, etc., as per the state statistical data dissemination policy. The objective of the stakeholder consultation is to collect information, ideas, opinions, and insights from a wide range of key personnel who are involved with the outcome of the project.

We understand that key stakeholders of the project are-

- Planning and Convergence Department, Government of Odisha
- Finance Department, Government of Odisha
- E & IT Department, Government of Odisha



- d) Key Development Departments of Government of Odisha
- e) Directorate of Economics and Statistics under P & C Department.
- f) Odisha Computer Application Centre under E & IT Department.

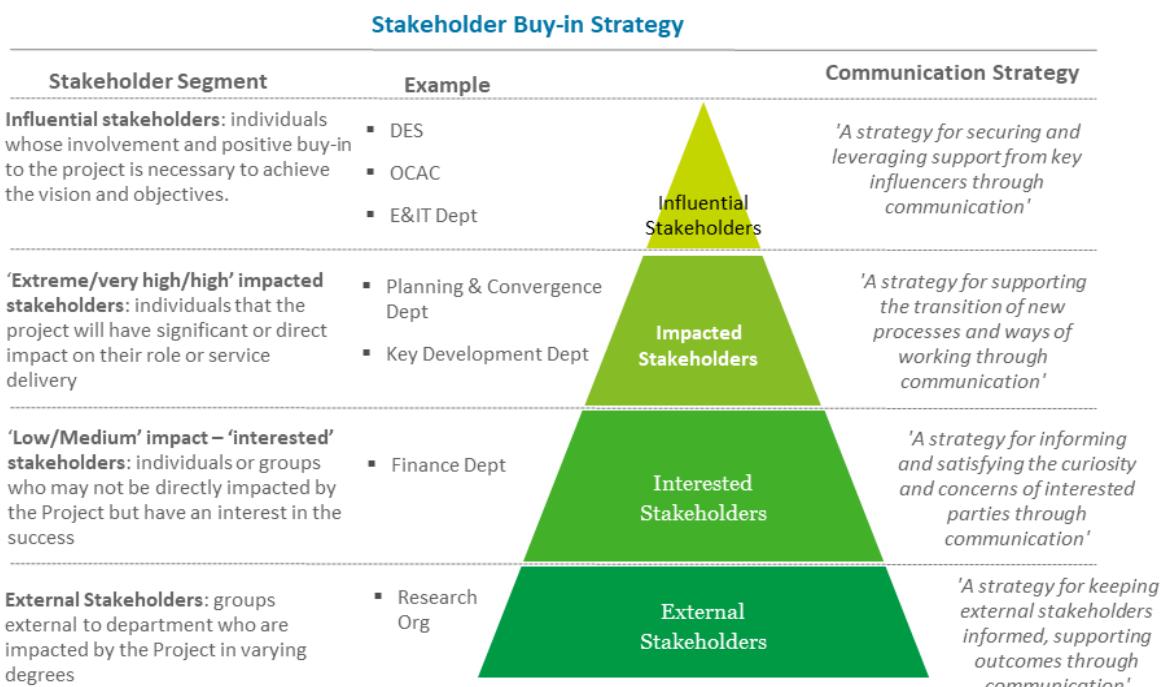
The primary objectives for this phase are -

- ✓ to understand the context, issues, and potential impacts of the project more fully
- ✓ determine our focus, scope, and objectives for solutions.
- ✓ establish whether further research is needed into the problem.

The Digital Transformation component envisages integration of multiple system for effective collection, processing, analysis and dissemination of data to various users. Therefore, it involves interaction with multiple stakeholders to assess the requirement and gaps. Our team would do a stakeholder mapping and conduct workshops with all the relevant stakeholders to understand the system requirement as well as validation of our understanding.

- **Workshops** - We will conduct multiple workshops with key stakeholders to-
  - Gain a full sense of requirements and expectations.
  - Understand the challenges and pain areas.
  - Understand the driver for policy, regulatory and other relevant changes.
- **Interview** - We will conduct interviews with key stakeholders to capture more detailed understanding in specialist areas.
- **Review of documentation** - We will review existing manuals, policy/procedure documents, to design the solution.

Stakeholder meeting would be conducted at various level after proper mapping of various stakeholders to validate the findings. Once stakeholders are identified, the right level of engagement and communication will be applied to enable **buy-in** and **goal-alignment**.



## 2. Best Practice Study

As a part of the assignment, Deloitte would study the best practices from strategy, process, people & technology perspective to provide recommendations to add value in the initiatives envisaged under the project. The best practice study will encompass the following.

- **Strategy** – It is related to transforming DES from a “Data Hub” to a “Analytical Hub”.
- **Process** – It is related to Data collection, Data processing and Data dissemination to produce statistical output.
- **People & technology** – It is related to use of advanced and emerging technology in creating statistical output as well as capacity building of the DES officials.

To understand the best-in-class statistical system, Deloitte would conduct secondary research to understand the activities and processes both at national and international level. Deloitte will also conduct research on leading practices from various states/countries to finalize the solution for the DES for digital transformation.

We would also assist DES in implementing **Data Management best practices**. Following is our approach to implement Data Management best practices.

- **Data organization:** Implement a clear and consistent data organization system for easy retrieval and analysis.
- **Metadata management:** Capture and maintain accurate metadata to understand data context and lineage.
- **Backup and disaster recovery:** Establish robust backup and disaster recovery plans to protect against data loss.
- **Access control:** Define and enforce access control policies to ensure data security and privacy.
- **Data lifecycle management:** Develop policies for data retention, archiving, and deletion based on legal and business requirements.

## 3. AS-IS Assessment

Given the specific nature of this digital transformation, it would be necessary to study the business process and their interactions. The As-Is assessment would result in proper introduction of ICT system and new operational procedure. The key steps that would be performed as part of this process would include breaking down the processes i.e., the five “W” question:

- **Why:** The business requirement
- **What:** Consider what must be accomplished to achieve the goal
- **Who:** Is responsible for those action
- **Where:** Locations the activities are performed
- **When:** Identify the timeframes in the process

The detailed activities to be conducted during the As-Is study is given below:

Existing business process	<ul style="list-style-type: none"><li>• Diagnostic study of current core processes that includes Data collection, Data processing and Data dissemination at DES.</li><li>• Field-level study at few sample offices at district.</li><li>• Identify different services offered by the DES and assess the current level of performance of these services.</li><li>• Identification of the processes behind the services, assessment of the bottlenecks in the processes, assessment of the performance of the processes</li></ul>
Existing ICT landscape	<ul style="list-style-type: none"><li>• Assessment of the existing IT applications being used for statistical processes.</li><li>• Review of the ICT infrastructure in terms of networks, hardware, application etc. at various office locations, which are to be covered under this initiative.</li><li>• Network security, Scalability, Connectivity up to the last mile.</li></ul>



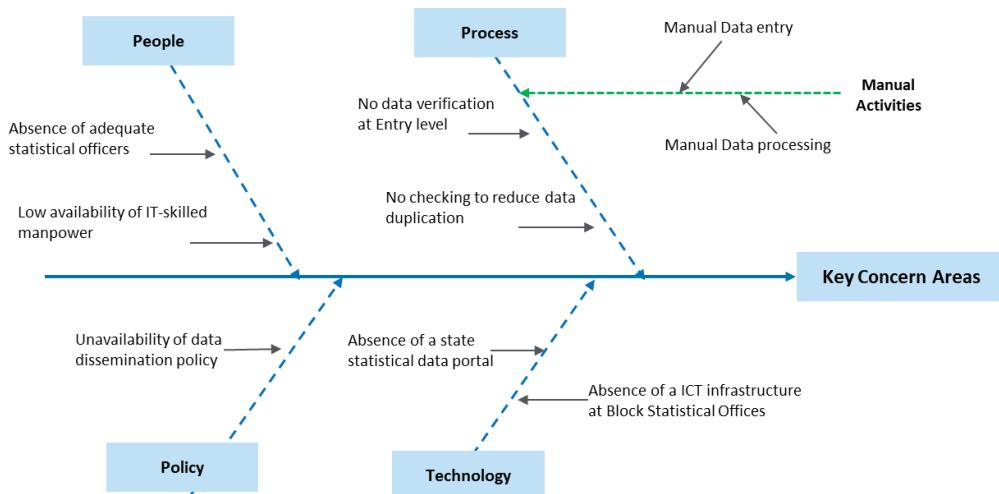
	<ul style="list-style-type: none"> <li>• Review the application bottlenecks &amp; network requirements and associate with inadequacy of hardware.</li> <li>• Assess ICT infrastructure required to meet the requirement of entire OISS solution at Odisha State Data Centre (OSDC) at Bhubaneswar.</li> </ul>
Integration with external IT systems	<ul style="list-style-type: none"> <li>• Study the Internal and external interfaces of the Department/Ministry E.g. – internal interfaces will include interactions with other line departments, between other offices, between the different hierarchies of the government at center, state and district, external interfaces etc.</li> </ul>
Manpower Capabilities	<ul style="list-style-type: none"> <li>• Assessment of the organization structures and the Roles and responsibilities as related to delivering the services to the stakeholders.</li> <li>• Assessment of the current capacities in terms of the skills of the employees to deliver the services.</li> <li>• Interaction with employees/officials and understanding the key issues faced currently in various roles/functions to be covered under the initiative.</li> </ul>
Existing regulatory framework	<ul style="list-style-type: none"> <li>• Assessment of the statutory requirements, provisions, legal framework, policies, rules and norms.</li> <li>• Assessment of the needs of policy makers for effective Interventions in the departments</li> <li>• Assessment of security guidelines, compliances, regulations, and other guidelines as well as policies and government guidelines.</li> </ul>

#### 4. BPR & To-Be Design

Business process re-engineering is an exhaustive exercise which aims at analyzing the existing process framework and define the existing gaps and hurdles to be eliminated in order to achieve the envisaged target. The complete cycle of the BPR activities cover the entire scope of process re-design, pilot design and execution and carrying out change management activities.

Transitioning from existing manual system at DES to the OISS system would lead to process reforms. Thus, it is important to capture the various process reforms to be undertaken for effective implementation of the OISS system. Basis the As-Is process studies and definition of To-Be processes, Deloitte's team shall identify and detail the key process reforms which DES would need to undertake for effective implementation of OISS system. During BPR exercise, our team would conduct '*fish-bone*' analysis to identify the key concern areas





There are many possible drivers for To-Be process design for OISS system adoption. To address some of these drivers, **five** scenarios are described below which address some of the typical issues which arise when designing new processes or amending existing processes:

- **Redesign existing processes** - This is where existing processes are revisited to improve performance. This may also include ceasing parts of processes.
- **Fundamentally reworking the way a process is executed** - Here the process tasks and steps may remain largely the same but how and where the process is executed may be changed.
- **Replace completely** - Here the process mapping focus may just be upon gathering existing performance measures, considering migration issues and capturing experience to avoid problems being replicated in the replacement process.
- **Remove the process** - If a process is to be removed or replaced, the focus may be on the overall process performance measures to show the impact of the removal and the boundaries or connections to other processes which have to be changed (ripple effect).
- **Outsource the process** - Here the process mapping may need to be at a lower level of detail to ensure that all nuances of the current process are captured.

During Business process re-engineering and To-be process design, Deloitte will consider few questions to do the process re-engineering, e.g.:

- How can my processes be realigned for establishing a one stop-shop for all services related to statistical outputs.
- How can I enhance the efficiency of data collection, analysis and dissemination process.
- What is required to reduce cycle time and cost of entire statistical process.
- How can I bring more transparency in the entire process.
- What are the changes in guidelines, compliances, regulations required.

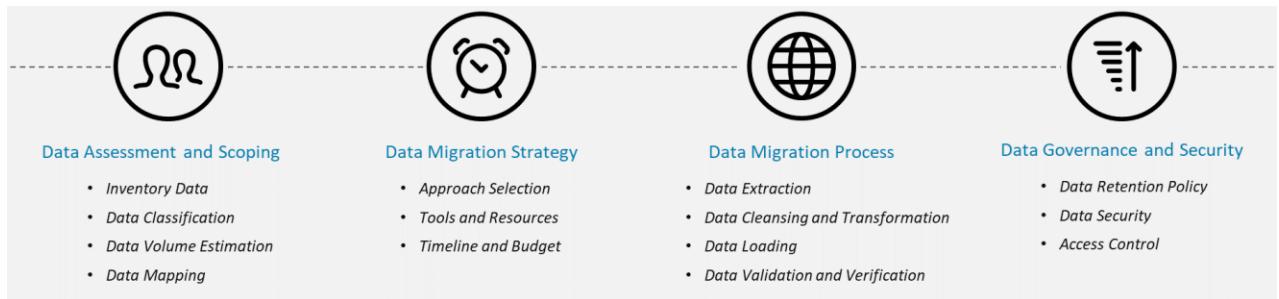
## 5. Data Migration Plan

Currently, the data at DES resides both as electronic-form and as paper-form. This critical mass of data needs to be transferred to the new system to enable operational effectiveness of the new solution. It is required to map the existing data items to possible new codifications schemes/structures that could be introduced as part of the new processes.

Deloitte will prepare a data migration plan that would include process for migration of data, estimation of data volumes; formats/standards to be adopted for data elements, data/document retention period and approach to be adopted for data migration.

Following is our overall approach and methodology for data migration.





### 1) Data Assessment and Scoping:

- **Inventory Data:** We will identify all data sources, including paper documents, electronic files, databases, and applications.
- **Data Classification:** We will categorize data based on type, sensitivity, and criticality.
- **Data Volume Estimation:** We will estimate the size of each data source in bytes, megabytes, or gigabytes.
- **Data Mapping:** We will analyze existing data structures and map them to the new system's requirements. We will also identify any data cleansing or transformation needed.

### 2) Data Migration Strategy:

- **Approach Selection:** We will choose an appropriate migration strategy considering data volume, complexity, and downtime tolerance. Options would include:
  - Big Bang: Transfer all data at once (fast but risky).
  - Trickle Feed: Migrate data gradually (minimizes downtime but longer process).
  - Phased: Migrate portions of data in stages (balances speed and risk).
- **Tools and Resources:** We will identify and evaluate data migration tools based on needs and budget.
- **Timeline and Budget:** We will create a realistic timeline for each phase of the migration, considering resource availability and dependencies. We will also define a budget for tools, personnel, and contingencies.

### 3) Data Migration Process:

- **Data Extraction:** We will define the process to extract data from source systems and convert it to a compatible format for the new system. Depending on the scenario, we will consider using data extraction tools or manual processes.
- **Data Cleansing and Transformation:** We will define the process to cleanse data for accuracy, completeness, and consistency.
- **Data Loading:** Process to load the transformed data into the new system, following defined procedures and quality checks will be prepared.
- **Data Validation and Verification:** This would include plan to test data integrity and functionality in the new system as well as ensuring completeness and accuracy of migrated data.

### 4) Data Governance and Security:

- **Data Retention Policy:** We will define data retention periods for all data types based on legal, regulatory, and business requirements.
- **Data Security:** We will plan to implement security measures throughout the migration process to protect sensitive data.
- **Access Control:** We will define user access controls and permissions for the new system based on data sensitivity and user roles.

## 6. Data Digitization Strategy

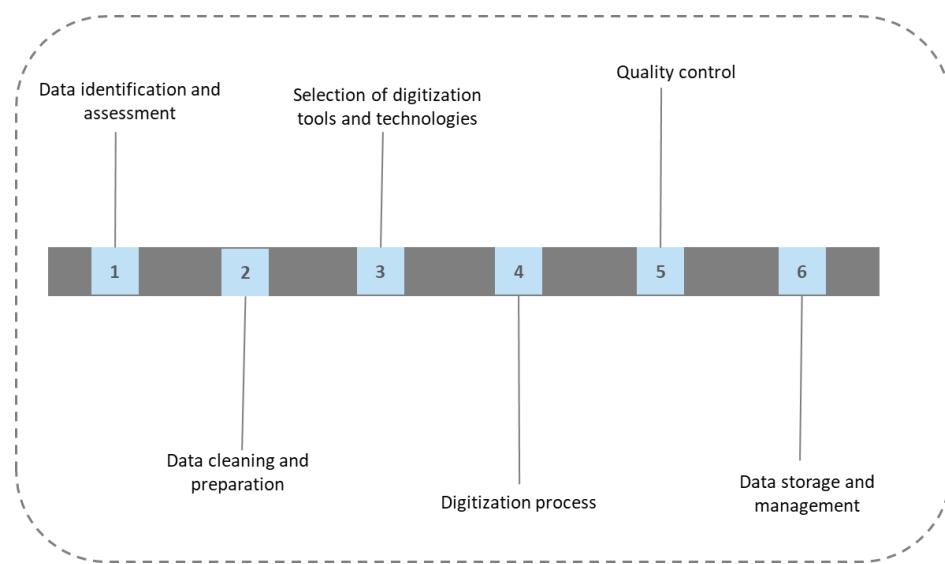


The current scenario in DES reveals manual data collection, manual data consolidation, manual estimation, and static report generation. Therefore, DES has a huge amount of paper-based information. Deloitte will prepare a data digitization strategy for transforming analog or paper-based information into digital formats. This may also involve a wide range of data, from documents and images to audio and video recordings.

We will consider a number of factors to consider when developing the data digitization strategy, including:

- The **types** of data to be digitized.
- The **volume** of data
- The desired **outcomes**
- The **budget**
- The available **resources**

Once these factors have been considered, we would develop a strategy/plan that outlines the following steps for digitizing the data:



#### a) Data identification and assessment:

It involves understanding what data DES have, where it is located, and its quality. We will adopt the following strategy.

Data Identification	<ul style="list-style-type: none"> <li>• <b>Inventory existing data sources:</b> This includes physical documents, databases, spreadsheets, emails, images, audio recordings, video recordings, and any other data repositories within DES.</li> <li>• <b>Map the data flow:</b> Trace how data is generated, collected, stored, processed, and used. This helps identify dependencies and potential bottlenecks.</li> <li>• <b>Understand data formats:</b> Analyze the file types, schemas, and structures of the DES data.</li> <li>• <b>Document data ownership and responsibility:</b> Who is responsible for each data source and its accuracy?</li> </ul>
Data Assessment	<ul style="list-style-type: none"> <li>• <b>Evaluate data quality:</b> Check for completeness, accuracy, consistency, and timeliness. Are there missing values? Are there any duplicate or conflicting data points?</li> <li>• <b>Assess data relevance:</b> Does the data align with your digitization goals and business needs?</li> <li>• <b>Identify compliance requirements:</b> Are there any legal or regulatory</li> </ul>



	requirements that apply to specific data sets? <ul style="list-style-type: none"><li>• <b>Cost-benefit analysis:</b> Consider the resources and costs involved in digitizing different data sources compared to their potential value.</li></ul>
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**b) Data cleaning and preparation**

Our strategy for data cleaning and preparation would include:

- **Removing irrelevant data:** This includes duplicates, outliers, and entries that don't align with your analysis goals.
- **Fixing structural errors:** Inconsistent formatting, typos, and missing values can create problems later.
- **Transforming data:** This involves encoding categorical variables, scaling numerical values, and creating new features.
- **Handling missing data:** We may choose to remove records, impute missing values based on other data, or use specialized techniques like multiple imputation.
- **Documenting the process:** Keep track of the changes you make, so you can reproduce your results and explain your methodology.
- **Validating the data:** After cleaning, check for remaining errors and ensure it aligns with the expectations.

**c) Selection of digitization tools and technologies**

Choosing the right digitization tools and technologies is crucial for an efficient and successful data transformation journey. We will consider some popular digitization tools and technologies categorized by their function like –

- Data Capture:
  - Scanners: For physical documents, photos, and microfilm.
  - OCR software: Converts scanned images into editable text.
  - Audio/video recording software: Captures audio and video content.
  - Data extraction tools: Extract data from various sources like websites, PDFs, and databases.
- Data Processing:
  - Data cleaning and preparation tools: Clean and format data for further analysis.
  - Data transformation tools: Transform data into desired formats for specific use cases.
  - Data integration platforms: Integrate data from multiple sources into a unified system.
- Data Storage and Management:
  - Cloud storage: Scalable and accessible storage for large datasets.
  - On-premises storage: Offers more control and security for sensitive data.
  - Document management systems: Manage and organize digital documents.
  - Media asset management systems: Manage and organize digital audio and video files.

**d) Digitization process**

During this phase, our strategy will encompass the following:

- **Data transformation:** This involves converting your data into a format that is suitable for analysis.
- **Data loading:** This involves loading your data into a system where it can be accessed and used.
- **Data validation:** This involves checking to make sure that your data has been digitized correctly.

**e) Quality control**

Quality control (QC) ensures the accuracy, completeness, and consistency of your digitized data, which is essential for its subsequent analysis and utilization. Here's a breakdown of key aspects of QC in data digitization that would be considered:

- **What to check:**



- **Accuracy:** Does the digitized data match the original data accurately? This includes checking for typos, misinterpretations, missing or duplicated information.

- **Completeness:** Are all necessary data points present and accounted for? Are there any gaps or missing values?

- **Consistency:** Is the data formatted uniformly throughout the digitized set? Are there any inconsistencies in spelling, capitalization, units, or data types?

- **Compliance:** Does the digitized data adhere to any relevant legal, regulatory, or internal standards?

- **Methods for QC:**

- **Manual verification:** This involves manually comparing a sample of digitized data with the original source. While time-consuming, it's essential for small datasets or sensitive information.

- **Automated checks:** Utilize software tools for automatic data validation. These tools can identify inconsistencies, missing values, and format errors quickly and efficiently.

- **Statistical analysis:** Analyze the digitized data for outliers, trends, and patterns that might indicate errors or anomalies.

- **Data profiling:** Tools like data profilers can analyze data characteristics, identify inconsistencies, and help assess data quality.

- **Best practices:**

- **Define standards:** Establish clear guidelines for data format, accuracy, and completeness upfront.

- **Plan for errors:** Develop procedures for handling errors and inconsistencies identified during QC.

- **Document the process:** Document the QC methods used and any issues encountered for future reference.

- **Continuous monitoring:** Implement ongoing monitoring processes to ensure data quality stays high over time.

f) **Data storage and management**

Once the data are successfully digitized, ensuring its safe and efficient storage and management is crucial. We will evaluate various options for data storage like cloud storage, on-premises or hybrid storage. We will consider the following factors when choosing storage:

- **Data size and type:** Different storage options have varying scalability and suitability for different data types.
- **Security requirements:** Choose solutions that meet compliance and data sensitivity needs.
- **Accessibility and performance:** Consider access frequency, desired response times, and data locality requirements.
- **Cost:** Evaluate total cost of ownership, including infrastructure, maintenance, and data transfer fees.

We will adopt the following Data management best practices:

- **Data organization:** Implementing a clear and consistent data organization system for easy retrieval and analysis.
- **Metadata management:** Capturing and maintaining accurate metadata to understand data context and lineage.
- **Backup and disaster recovery:** Establishing robust backup and disaster recovery plans to protect against data loss.
- **Access control:** Defining and enforcing access control policies to ensure data security and privacy.



- **Data lifecycle management:** Developing policies for data retention, archiving, and deletion based on legal and business requirements.

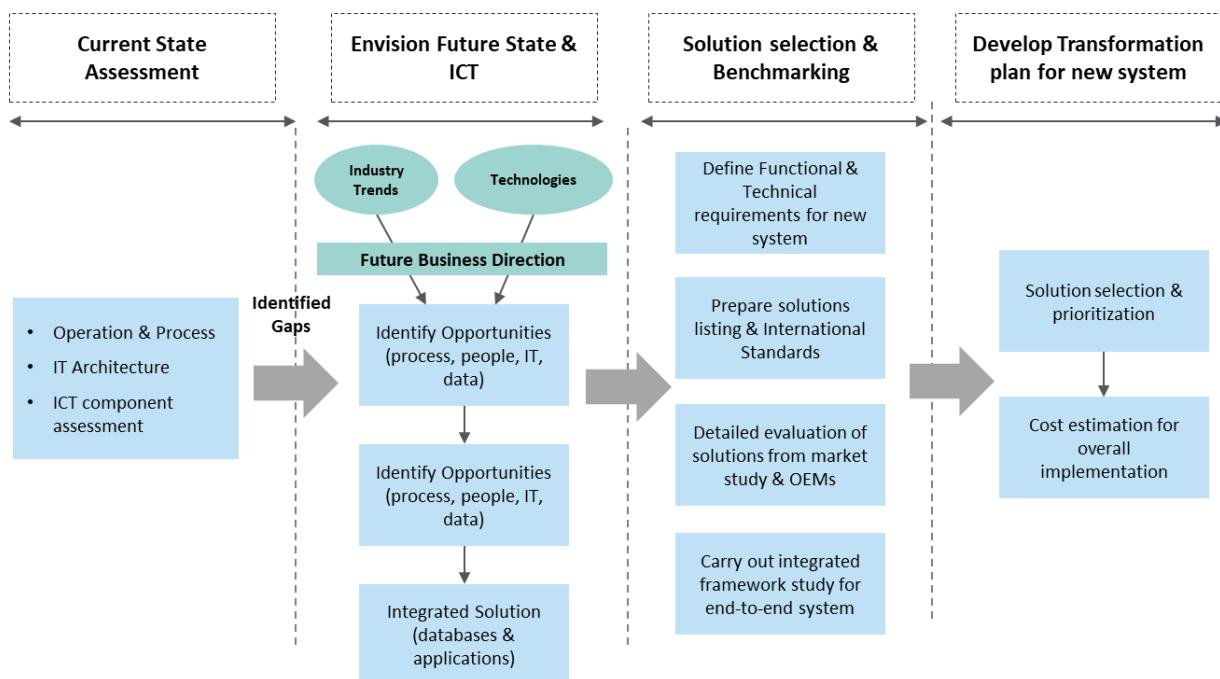
## 7. Solution Design

Various IT solutions needs to be implemented in DES such as

- CAPI, and CATI enabled Digital Survey
- Dynamic statistical portal
- Geographical Information System (GIS) System
- IVRS System
- Document Management System (DMS) with real time data sharing capability
- Inventory Management System for tracking and monitoring of various assets.
- E-Attendance system in Block, District and State HQ.

During designing of the solution, our team will develop the Business, Functional and Technical requirements for implementation of any IT initiatives. We will be detailing out the technical specifications that would include system software, computing hardware, network, security, data center and hardware and system software requirements, licenses, intellectual property, implementation plan, etc.

Following is our illustrative methodology for best fit solution design for various IT initiatives of DES.



## 8. Assistance in Bid Process Management

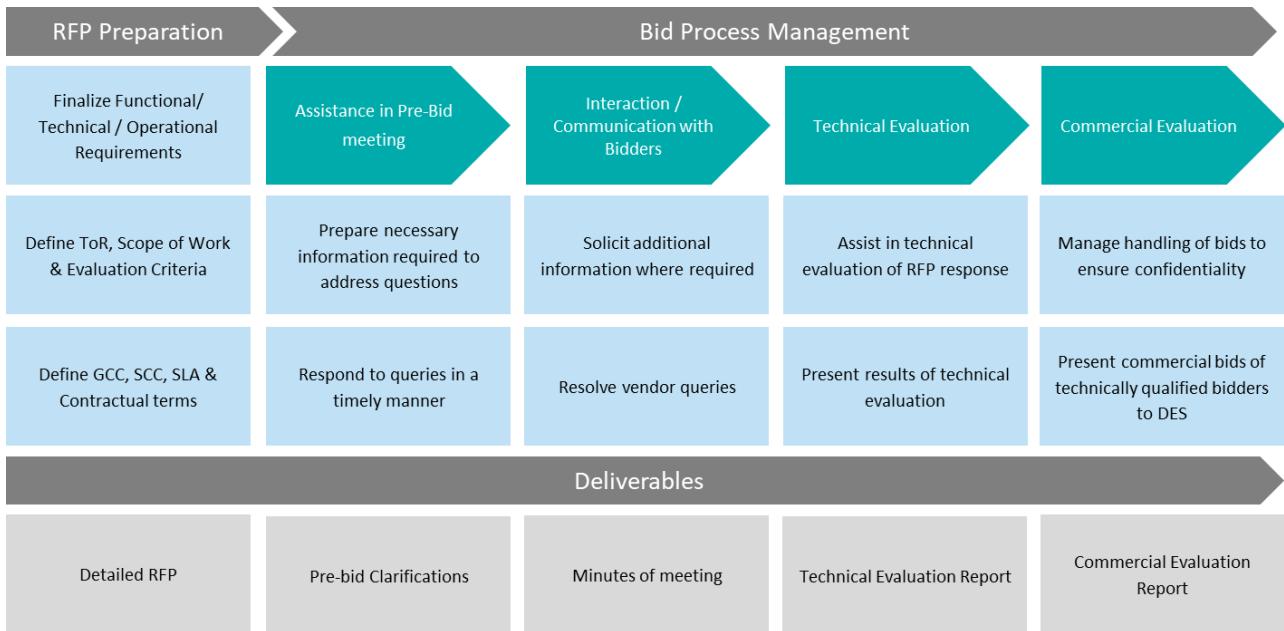
During this phase, Deloitte would carry out the following activities:

- Preparation of scope of work for procurement
- Preparation of RFP for procurement of goods/services at DES
- Preparation and Finalization of Bid Documents for procurement, installation and commissioning of equipment.
- Preparing pre-bid responses
- Conducting pre bid conference and answering bidder queries.
- Publishing corrigenda/ addenda, if required.
- Submission of Technical Evaluation Report of submitted bids.



- Submission of Financial evaluation report of qualified technical bids
- Finalization of vendors for supply and installation of equipment.

The detailed methodology Deloitte will be adopting is depicted below.



## 9. Review of Application developed by vendor & UAT.

We would review the application development of the vendor at each step to ensure Quality Assurance of the desired product. We will conduct a set of activities which ensure processes, procedures as well as standards are suitable for the project and implemented correctly. It will ensure that DES gets a quality product that meets their expectations. The objective of the process is to find any design or development defects, faults, or failures that might have been neglected when designing or developing a software application.

We would adopt the following methodology at each step of the development work.

SI #	Phase	Review Component	Quality Check
1	Requirement's development & Management	<ul style="list-style-type: none"> <li>• Software Requirement Specifications</li> <li>• Software Requirements Traceability Matrix</li> </ul>	<ul style="list-style-type: none"> <li>• Review records of Requirement Specifications</li> </ul>
2	Software Design	<ul style="list-style-type: none"> <li>• Design Specifications</li> <li>• System Architecture Design</li> <li>• High level Design</li> <li>• Detailed Design</li> </ul>	<ul style="list-style-type: none"> <li>• Review records of Design specifications</li> </ul>
3	Software Coding	<ul style="list-style-type: none"> <li>• Program Specifications</li> <li>• Unit Test plan,</li> <li>• Unit Test specifications</li> <li>• Unit test results</li> </ul>	<ul style="list-style-type: none"> <li>• Code review report</li> <li>• Review records of Unit Test plan and specifications</li> </ul>
4	Software Testing	<ul style="list-style-type: none"> <li>• Test plan, test specifications, test scripts, test results</li> <li>• Integration Testing</li> <li>• System Testing</li> <li>• Quality Assurance Testing</li> </ul>	<ul style="list-style-type: none"> <li>• Review records for test plan, specifications and scripts</li> </ul>



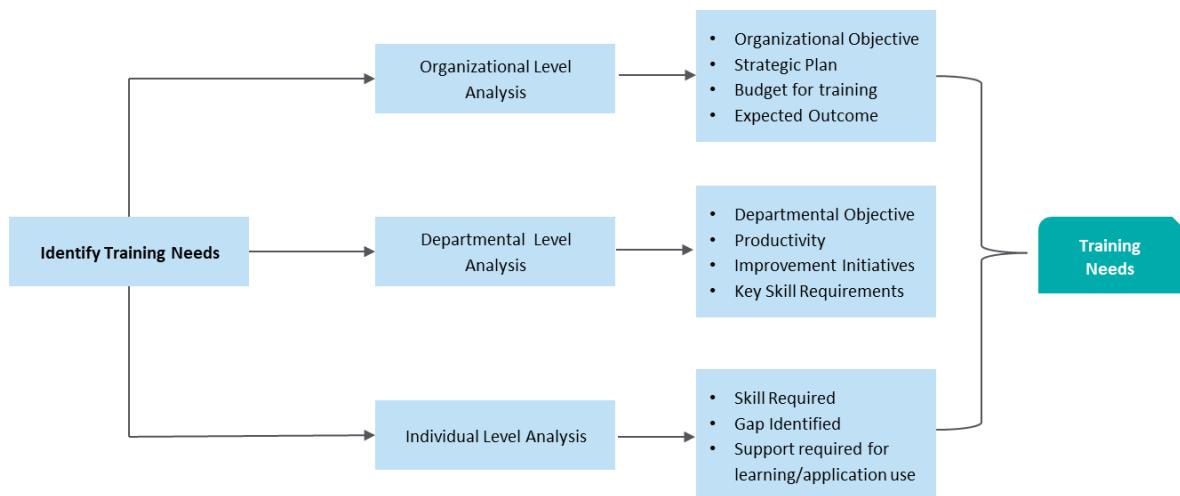
		<ul style="list-style-type: none"> <li>User Acceptance Testing</li> </ul>	
5	Software Release and System Commissioning	<ul style="list-style-type: none"> <li>Implementation Plan</li> <li>User manual</li> <li>System Operations manual</li> <li>Post implementation review report</li> </ul>	<ul style="list-style-type: none"> <li>Review records of Implementation plan and manuals</li> <li>Customer acceptance of the product</li> </ul>
6	Software Change Configuration	<ul style="list-style-type: none"> <li>Software Change Configuration Plan</li> </ul>	<ul style="list-style-type: none"> <li>Review records of Software Change Configuration Plan</li> </ul>
7	Software Change Management	<ul style="list-style-type: none"> <li>Change Requests</li> </ul>	<ul style="list-style-type: none"> <li>Change Requests are approved by DES</li> <li>Functional Configuration Audit report</li> <li>Physical Configuration Audit report</li> </ul>
8	Software Quality Assurance	<ul style="list-style-type: none"> <li>Quality Assurance Plan</li> </ul>	<ul style="list-style-type: none"> <li>Software Quality Assurance audit report</li> </ul>

## 10. Training Needs assessment

We understand the importance of training to internalize the knowledge that would need to get disseminated across the end users for better use of the implemented solution. Therefore, we would identify the training needs assessment of the users of the system. Based on the training needs assessment, we would recommend appropriate trainings for the various training groups. We would also assess the number of trainees and the training course for each one of them.

Introduction of new processes/ technology requires enhanced capability on part of the stakeholders to incorporate these changes in their existing schedule. This would involve equipping the departmental employees especially those at the cutting edge with adequate knowledge/information and resources. Generating sufficient awareness of the changes brought about is also an important aspect of the change management process. This would involve informing and educating the applicants about the need for such changes and also training them on using the new modules.

We would adopt the following methodology for training need assessment.



Once the training need assessment is completed, we would finalize the following.



- Prepare Capacity building plan at various levels including the District levels and Block Statistical Offices at Blocks
- Define training objective and strategy
- Finalize phases of training – training at the beginning of the project, on job training, handholding, etc.
- Finalize type of training and batch size for each type.
- Finalize training location for each type of training.
- Finalize training evaluation process.
- Finalize instructional strategy (Training language will be English & Odia)

## 11. Project Management for Digital Transformation.

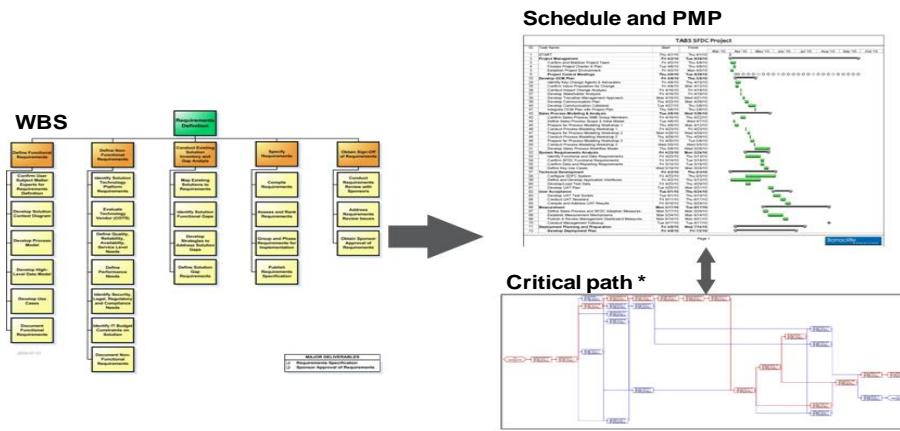
Deloitte will take a robust, output driven approach to monitor the digital transformation of DES. We will form an integrated Core Team with representatives from the DES to develop a best practice driven, Project Management capability in terms of procedures and systems.

We would create Project tracking sheets that includes tasks and project assignments organized, sorted and grouped by tracking parameters to help monitor task attributes and control task progress. It would also include indicators and measures that use formulas and conditions to allow the manager of your project to perform calculations.

ID	Name	Status	Complete	Priority	Due Date	Start Date	Finish Date
1	Discuss media content with Senior Editor on a meeting	Completed	100%	Normal	08.11.2009	22.10.2009 12:00	05.11.2009 17:03
2	Get deadlines and build schedules	Completed	100%	Low	08.11.2009	22.10.2009 16:32	05.11.2009 17:03
3	Gather information	Completed	100%	Normal	03.11.2009	22.10.2009 16:32	05.11.2009 17:03
4	Have an interview with people	Completed	100%	Normal	31.10.2009	22.10.2009 16:33	29.10.2009 17:03
5	Discuss media content with Senior Editor on a meeting	Completed	100%	Low	01.11.2009	22.10.2009 16:33	05.11.2009 17:03
					08.11.2009	31.10.2009 16:33	01.11.2009 16:33



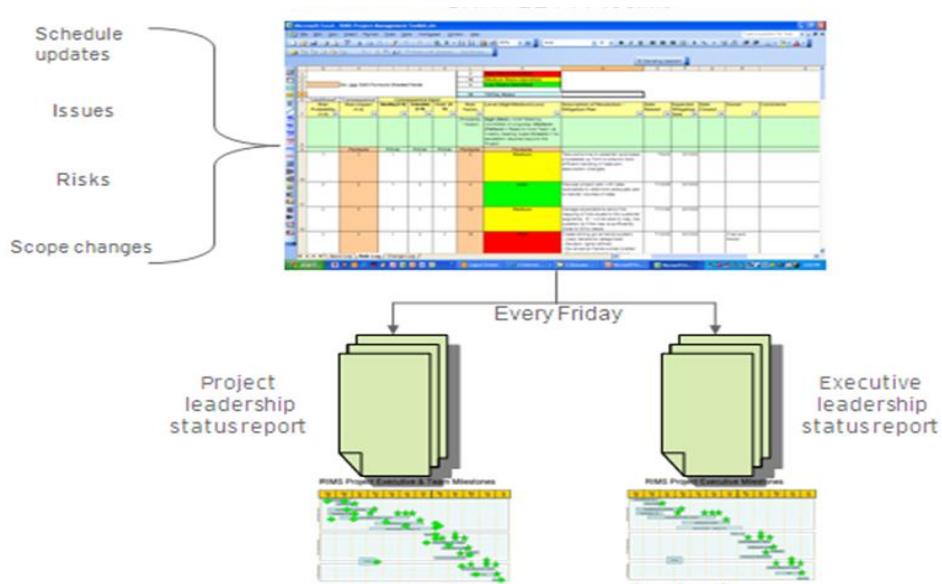
We will review the work plan of different Implementation Partners and prepare a detailed project implementation plan. It would include breaking each activity into sub-activities and task.



\*The critical path is highlighted in red.

Following methodology would be adopted for monitoring of all the projects of different Implementation Partners.

- **Project health** – summary of the project's health status (e.g., cost, schedule, scope, resource); this is derived from the individual status reports submitted by the team members to the team lead or project manager.
- **Individual project progress assessments** – narrative overview of project status including work completed; work in progress; planned key milestones, activities and/or events (e.g., the executive summary).
- **Issues** – summary of major events that have happened and which can negatively impact the project or workstreams.
- **Risks** – summary of major, uncertain events or circumstances which, should they occur, will impact the project or the workstreams.
- **Project change requests** – summary of modifications that were identified, resolved or rejected.
- **Project milestones** – summary of progress based on significant points or events with information on description and due date.
- **Deliverables** – Quarterly Monitoring & Evaluation Report apart from weekly status report.



## 12.2 Approach & Methodology for Enhancing Data Quality

### 12.2.1 Our Understanding of the Requirements

For evidence-based decision making, DES needs to have data that are reliable, accurate, valid and complete. Therefore, to enhance the data quality, following are the key expectations of DES from the PMC.

- Concurrent monitoring of the statistical scheme for consistency and quality
- Assist in re-engineering business process.
- Assistance in strengthening scrutiny and validation process of field data by introduction of data collection and validation tools.
- Assist in Implementing NQAF with required customization to the State.
- Develop quality assurance framework and introduce standard quality indicators.

### 12.2.2 Detailed Approach & Methodology.

The approach for enhancing data quality at the DES is centered around developing a comprehensive quality assurance framework and implementing standardized processes to ensure that data are reliable, accurate, valid, and complete. This approach is guided by the principles of continuous improvement, stakeholder engagement, and efficiency optimization.

Key aspects of the approach include:

1. **Quality Assurance Framework Development:** Implement a robust quality assurance framework that outlines standardized processes, protocols, and quality indicators for ensuring data quality throughout the data lifecycle. This framework will serve as the foundation for all data quality initiatives and activities. This would necessitate in implementing NQAF with required customization to the state.
2. **Stakeholder Engagement:** Engage with relevant stakeholders, including data producers, users, and quality assurance experts, to gather input and insights into the development and implementation of the quality assurance framework. This collaborative approach ensures that the framework is practical, relevant, and widely accepted.
3. **Capacity Building & BPR:** Invest in capacity building initiatives to enhance the skills and competencies of DES staff and other stakeholders involved in data collection, processing, and analysis. This includes training programs, workshops, and knowledge-sharing activities focused on data quality management principles and practices. Introduction of Business Process Re-engineering wherever required.
4. **Data Verification/Validation at Entry Level:** Implement data verification procedures at the point of data entry to ensure the accuracy and reliability of data from the outset. This involves conducting validation checks (both online & offline), error detection, and data cleansing processes to identify and correct any discrepancies or inconsistencies in the data.
5. **Customized Data Collection Formats:** Develop customized data collection formats and tools tailored to the specific needs and requirements of DES data collection activities. These formats should be designed to minimize data duplication, standardize data collection processes, and streamline data entry procedures.
6. **Duplication Avoidance:** Establish protocols and guidelines to avoid data duplication during data gathering from the same line department or source. This may involve coordination mechanisms, data sharing agreements, and data governance frameworks to ensure that data are collected only once and shared efficiently across relevant stakeholders.



We will adopt the following methodology to enhance the Data Quality.

### 1. Implementation of NQAF tailored to the specific needs and context of DES

The National Quality Assurance Framework (NQAF) is the UN adopted quality standard for official statistics which serves as a comprehensive and integrated system for managing statistical quality. It functions as a valuable instrument to enhance the overall quality of the statistical system. This encompasses improvements in management, coordination, institutional structures, processes, and statistical outcomes, with the goal of satisfying user requirements.

The framework was developed by UN to guide countries in establishing or enhancing their own frameworks for ensuring data quality. The NQAF consist of principles, requirements and elements to be assured. The framework comprises of a template that consists of 4 levels, 19 principles with 250 quality elements along with the supporting documents.



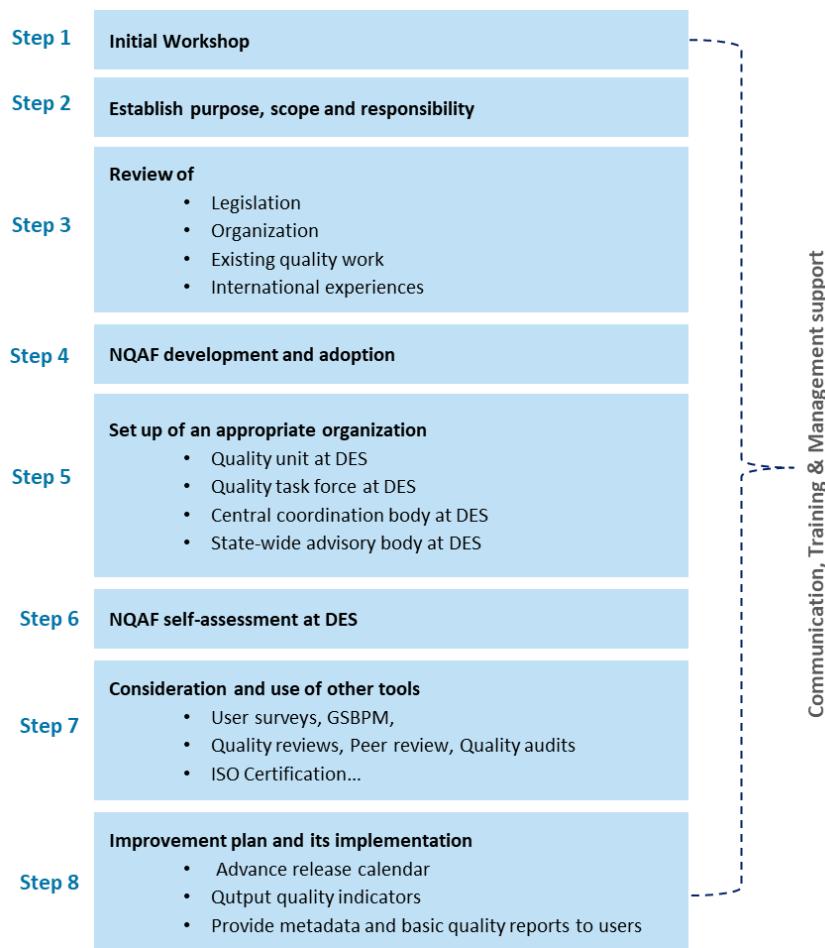
The 4 levels along with the 19 principles that are comprehensively covered by the NQAF have been elucidated in the table below-

LEVEL	STATEMENT
1. MANAGING THE STATISTICAL SYSTEM	1. Coordinating the national statistical system 2. Managing relationships with data users and data providers 3. Managing statistical standards
2. MANAGING THE INSTITUTIONAL ENVIRONMENT	4. Assuring professional independence 5. Assuring impartiality and objectivity 6. Assuring transparency 7. Assuring statistical confidentiality and security 8. Assuring the quality commitment 9. Assuring adequacy of resources
3. MANAGING STATISTICAL PROCESSES	10. Assuring methodological soundness 11. Assuring cost-effectiveness 12. Assuring soundness of implementation 13. Managing the respondent burden
4. MANAGING STATISTICAL OUTPUTS	14. Assuring relevance 15. Assuring accuracy and reliability 16. Assuring timelines and punctuality 17. Assuring accessibility and clarity 18. Assuring coherence and comparability 19. Managing meta data

To implement NQAF, DES must establish a set of standards, processes, and indicators to ensure the quality of various services and activities. On implementation and continuous monitoring of the framework, quality of the statistical production will improve. We will assist DES in implementing NQAF principles and associated requirements with required Odisha specific customization.



An approach to implement NQAF for DES is given below.



### Step 1- Initiation of initial workshop

An initial workshop shall be initiated and led by DES for all the stakeholders in Odisha for implementation of the project. The stakeholders to be involved are as follows:

- Planning and Convergence Department, Government of Odisha
- Finance Department, Government of Odisha
- E&IT Department, Government of Odisha
- Directorate of Economics and Statistics, Odisha
- Odisha Computer Application Centre

A fundamental requirement for implementing NQAF is a strong commitment at the senior level and allocating essential staff resources as well as time commitment. Therefore, we will assist DES to conduct workshops with the following objectives.

- Introduction of the concept of an NQAF to senior and middle management of the stakeholder organizations and other relevant statistical agencies along with the DES staff directly involved in supporting quality-related work.
- Addressing the fundamental aspects like the concept of quality, quality management, quality management in statistics, and quality management frameworks for official statistics.
- Discussions on the 'UN NQAF Manual for Official Statistics' and associated tools

### Step 2- Define and set clear objectives, boundaries, and accountability for the development of an NQAF.



It is understood that the NQAF would be implemented throughout the state of Odisha, but the implementation will typically start with the DES and then at the District and Block level.

We will assist the Data Quality Experts of DES in conducting this meeting. The major activities that would be conducted in this step are:-

- Establish the purpose of achieving quality improvements to better meet user needs and assure the trust in official statistics.
- Establish scope and responsibility.

### **Step 3- Review of legislation, organization, existing quality work and international experiences.**

We will assist the QA team of DES in reviewing the following.

- Legal basis and framework of official statistics
- Organization of the DES across the state
- Existing quality work including the use of quality frameworks.
- International and regional experiences and practices

Based on the review, we will assist DES in drafting the statistical legislation that govern the development, production and dissemination of official statistics by legal and institutional frameworks. The organizational setup could comprise a quality unit at DES and Data Quality Experts at District level also.

### **Step 4- NQAF development and adoption.**

We will assist the QA team of DES to undertake the following actions based on Odisha's circumstances and appropriateness:

- Secure high-level commitment and facilitate effective communication within DES to ensure widespread support from all staff.
- Examine and document the current instruments, tools, and practices employed in statistical quality management.
- Customize the NQAF according to state legislation, organizational structures, existing quality initiatives, and other national considerations, aligning it with the intended scope of usage.
- Establish a timeline for developing and implementing the NQAF.
- Formally adopt the NQAF through official procedures

Once adopted, we will assist DES in conducting training on quality frameworks and quality assurance in statistics for all new staff working in statistics production and dissemination.

### **Step 5- Set up of an appropriate organization.**

We will assist the leadership team at DES to manage the setup of the following.

- A fully functional Quality Assurance (QA) unit at DES responsible for quality assurance.
- A quality task force consisting of representatives from District Offices and BSOs to supplement and reinforce the efforts of the quality unit.
- DES shall be positioned to serve as both the central coordination and governance body in Odisha. The specific institutional arrangements and roles of the quality units, task forces, quality managers, quality champions and focal points, and quality networks, among other things, that are involved in quality assurance would be finalized.

### **Step 6- Self-assessment at DES.**

A self-assessment at DES using the NQAF as a key step and a logical starting point for NQAF implementation shall be initiated. The QA unit at DES would spearhead and guide this assessment process. The primary goal of the assessment shall be to identify opportunities for improvement in management, coordination, institutional arrangements, processes and products.



- The self-assessment shall involve a team comprising staff from DES, District Units and Block Statistical Offices (BSO) possessing adequate experience and training.
- The self-assessment shall be conducted independently or discussed in a workshop involving all the above participants.
- The outcome of the self-assessment will provide an overview of strengths and weaknesses, forming the basis for improvements and future actions.
- Such self-assessment would establishes a baseline for NQAF implementation and ensures awareness, ownership and management support for further quality work.
- The self-assessment by DES shall be repeated periodically.

### **Step 7- Usage of additional tools.**

We will assist higher management at DES for finalizing the use different tools. Some of the tools that DES can consider for an effective NQAF implementation are-

- Fundamental tools for quality assessment like - quality indicators, quality reports for users, and user surveys.
- More advanced assessment tools, such as-
  - ✓ Internal audit or quality review
  - ✓ External peer review
  - ✓ External audit (conducted by an independent entity external to DES)
  - ✓ The Generic Statistic Business Process Model (GSBPM) which outlines and specifies the array of business processes essential for generating official statistics.
  - ✓ Employ certification and labeling mechanisms that compare assessment results against established standards and requirements.

### **Step 8- Overview of the Process Improvement Plan and its implementation.**

Along with the QA unit, we will assist DES in developing an improvement plan based on self-assessments, reviews, audits and additional SWOT analysis.

- The improvement plan shall be deliberated and agreed upon with the management of DES and all stakeholder departments. Priorities, responsibilities, tasks, timeframe, and resources shall be established along with clear indicators of achievement. The improvement plan shall be integrated into the annual work plan and long-term planning.
- Implement some of the low-hanging fruits for quick/visible pay-off like.
  - Establish an advance release calendar.
  - Establish and publish some output quality indicators.
  - Provide metadata and basic quality reports for users.

## **2. Stakeholder Engagement**

- Organize stakeholder workshops, focus group discussions, and consultation sessions to gather input and feedback on quality assurance needs and priorities.
- Establish a stakeholder advisory group or committee to provide ongoing guidance and support for quality assurance initiatives.
- Foster a culture of collaboration and shared ownership of data quality among all stakeholders involved in the data lifecycle.

## **3. Re-engineer business processes**

A statistical business process is a collection of related and structured activities and tasks to convert input data into statistical information. Organizations perform statistical business processes to create official statistics to satisfy the needs of the users. The output of the process may be a mixed set of physical or digital products presenting data



and metadata in different ways, such as publications, maps, electronic services, among others. Understanding of the business process and re-engineering is essential for enhancing data quality.

We will refer the “Generic Statistical Business Process Model (GSBPM)” developed by United Nations Economic Commission for Europe (UNECE) for process understanding. GSBPM is a model that describes the processes used for the production of statistics, including the specification of needs, design, building, data collection, processing, analysis, dissemination of the products and evaluation of the process.

The rationale behind referring this model for process understanding are as follows.

- ✓ It can be used to **document and analyze** statistical processes and associated metadata in a standard way.
- ✓ It provides a **standard framework** and harmonised terminology to help statistical organisations to modernise their statistical production processes.
- ✓ It can be viewed as a checklist to make sure that all necessary steps have been considered to identify all the "ingredients" of a statistical business process.
- ✓ It is not a rigid framework in which all steps must be followed in a strict order, instead it **identifies the possible steps** in the statistical business process and the inter-dependencies between them.
- ✓ It can also be used -
  - for **integrating** data and metadata standards,
  - as a **template** for process documentation,
  - for **harmonising** statistical computing infrastructures,
  - to provide a framework for **quality assessment** of processes based on surveys, censuses, administrative registers, and other non-statistical or mixed sources.
  - The GSBPM can be viewed as a checklist to make sure that all necessary steps have been considered to identify all the "ingredients" of a statistical business process.

The GSBPM comprises of eight phases of the statistical business process and the corresponding sub-processes within each phase. Each of the eight phases will be considered during the business process re-engineering. A brief of those eight phases is mentioned below.

- i. **Specify Needs Phase** - This phase is triggered when a need for new statistics is identified or feedback about current statistics initiates a review. It includes all activities associated with engaging stakeholders to identify their detailed statistical needs (current or future), proposing high level solution options and preparing a business case to meet these needs.
- ii. **Design Phase** - This phase describes the development and design activities, and any associated practical research work needed to define the statistical outputs, concepts, methodologies, collection instruments and operational processes.
- iii. **Build Phase** - This phase builds and tests the production solution to the point where it is ready for use in the "live" environment.
- iv. **Collect Phase** - This phase collects or gathers all necessary information (e.g. data, metadata and paradata), using different collection modes (e.g. acquisition, collection, extraction, transfer), and loads them into the appropriate environment for further processing.
- v. **Process Phase** - This phase describes the processing of input data and their preparation for analysis.



- vi. **Analyze Phase** - In this phase, statistical outputs are produced and examined in detail. It includes preparing statistical content and ensuring outputs are “fit for purpose” prior to dissemination to users.
- vii. **Disseminate Phase** - This phase manages the release of the statistical products to users. It includes all activities associated with assembling and releasing a range of static and dynamic products via a range of channels.
- viii. **Evaluate Phase** - This phase manages the evaluation of a specific instance of a statistical business process. It includes evaluating the success of a specific instance of the statistical business process, drawing on a range of quantitative and qualitative inputs, and identifying and prioritizing potential improvements.

We propose to list all the processes of the prioritized services and arrive at the most impacting and feasible (core & common) processes relevant to DES and Govt. of Odisha. Thereafter, we will re-engineer these processes with the objective of enhancing the data quality.

The illustrative diagram below depicts the phases and sub-processes of the GSBPM framework for BPR purpose.



Overarching Processes							
Specify Needs	Design	Build	Collect	Process	Analyze	Disseminate and Data Archival	Evaluate
Identify needs	Design outputs	Reuse or build collection instruments	Create frame and select sample	Integrate data	Prepare draft outputs	Update output systems	Gather evaluation inputs
Consult and confirm needs	Design variable descriptions	Reuse or build processing and analysis components	Set up collection	Classify and code	Validate outputs	Produce dissemination products	Conduct evaluation
Establish output objectives	Design collection	Reuse or build dissemination components	Run collection	Review and validate	Interpret and explain outputs	Manage release of dissemination products	Agree an action plan
Identify concepts	Design frame and sample	Configure workflows	Finalize collection	Edit and impute	Apply disclosure control	Promote dissemination products	
Check data availability	Design processing and analysis	Test production systems		Derive new variables and units	Finalize outputs	Manage user support	
Prepare and submit business case	Design production systems and workflow	Test statistical business process		Calculate weights			
		Finalise production systems		Calculate aggregates			
				Finalise data files			

illustrative



**4. Data Verification at Entry Level:**

- Develop multiple data verification/validation process from District (Gram Panchayat) to State Level and develop data approval modules for the same for seamless data flow.
- Implement data verification protocols and validation checks at the point of data entry using automated validation tools and software.
- Train data entry operators on data verification procedures and error detection techniques.
- Establish quality control measures to monitor data entry accuracy and address any discrepancies or errors in real-time.
- However actual data validation would be done by designated DES officials

**5. Customized Data Collection Formats:**

- Design customized data collection formats and templates that align with the data needs and requirements of DES.
- Pilot test the formats to identify any usability issues or areas for improvement.
- Train data collectors on the proper use of the formats and provide ongoing support and guidance as needed.

**6. Duplication Avoidance:**

- Develop data collection protocols and guidelines to ensure that data are collected only once from each source or department.
- Establish data sharing agreements and protocols to facilitate efficient data exchange and collaboration between departments.
- Implement data governance mechanisms to monitor and enforce compliance with duplication avoidance measures.



## 12.3 Approach & Methodology for Filling Data Gaps

### 12.3.1 Our Understanding of the Requirements

DES collects, compiles, process and release various economic and statistical data from survey and census of various govt schemes. However, the decentralized planning process requires data at more disaggregate level. For monitoring the SDG goals, the coverage of data requirement has also enlarged. Therefore, DES also intends to expand its activities by assessing the data gaps in different areas and filling up the data gaps through survey, census, and compilation of administrative data of various line departments.

This component would enable the State Statistical System to meet the requirement of disaggregated statistical data and estimate evidence based decentralized planning.

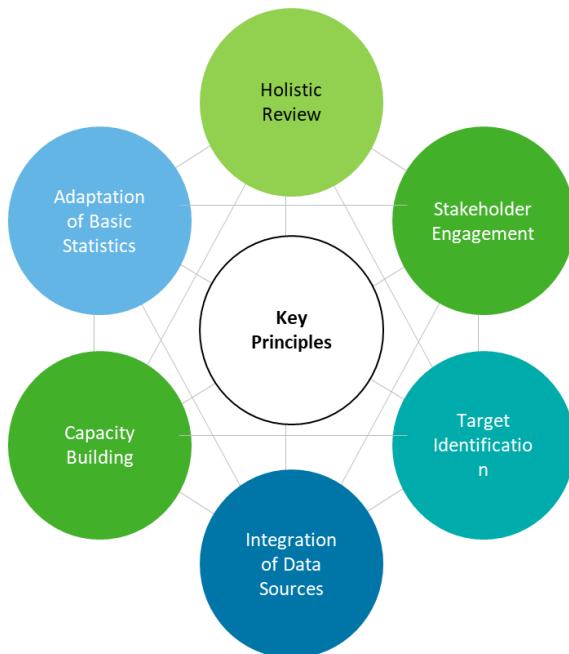
Following are the key expectations of DES from the PMC for filling the Data Gaps-

- Assist in discussion/workshops with different key development departments to identify the data gaps for development monitoring.
- Review the state indicator framework, district indicator framework under SDG to identify the data requirement at disaggregated level.
- Identification of areas, where there is requirement of disaggregated data for development planning for three tier local self-Government.
- Review of basic statistics for Local Level Development (BSLLD).
- Releasing periodic new statistical products.

### 12.3.2 Detailed Approach & Methodology.

The approach for filling data gaps at the DES will involve a systematic and comprehensive strategy that integrates various data sources and methodologies to address the growing need for disaggregated data. The approach is driven by the recognition of the importance of decentralized planning and the monitoring of Sustainable Development Goals (SDGs) at the local level.

Key principles guiding this approach include:



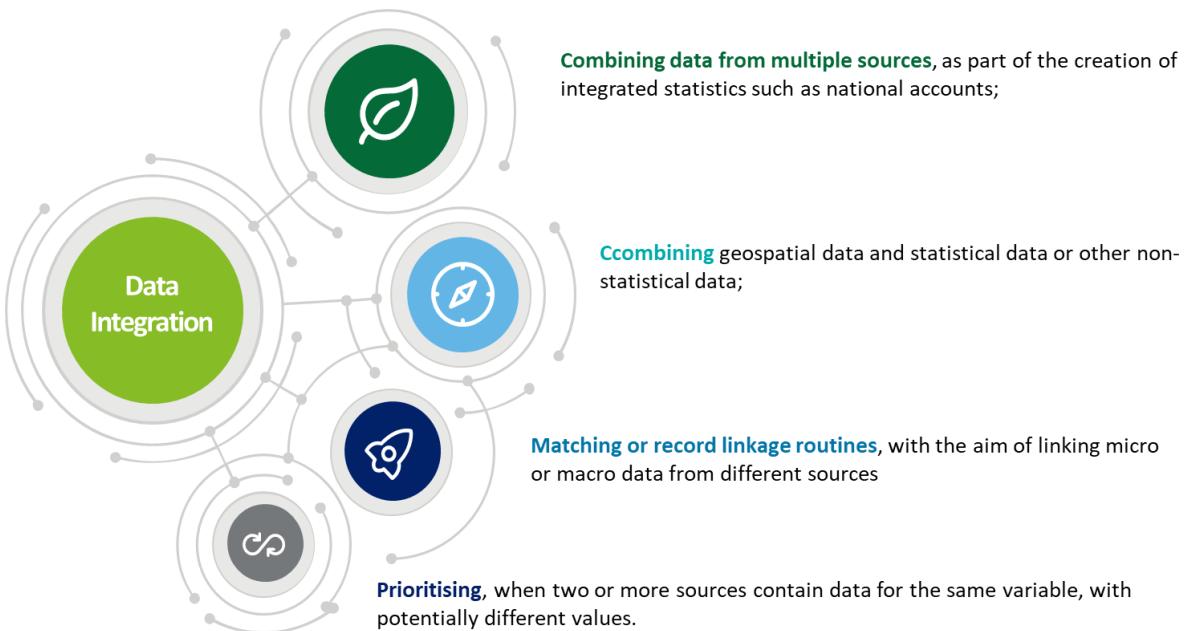
1. **Holistic Review:** Conduct a thorough review of existing state and district indicator frameworks under the SDGs to identify gaps in disaggregated data. This review will ensure alignment with international standards while also catering to local-level planning needs.
2. **Stakeholder Engagement:** Engage with stakeholders at different levels, including government agencies, local self-government bodies, community representatives, and development partners, to understand their specific data requirements and priorities. This collaborative approach ensures that data collection efforts are tailored to meet the diverse needs of stakeholders.
3. **Target Identification:** Identify specific areas and domains where there is a significant need for disaggregated data, particularly for development planning at the three-tier local self-government level, District Domestic Product (DDP), Quarterly Gross State Domestic Product (QGSDP). This involves analyzing demographic, economic, social, and environmental indicators to pinpoint areas of intervention and prioritize data collection efforts.
4. **Integration of Data Sources:** Integrate data from various sources, including surveys, censuses, and administrative records from line departments, to fill data gaps effectively. By leveraging existing data infrastructure and partnerships with government agencies, the DES can optimize resource allocation and minimize duplication of efforts.
5. **Capacity Building:** Strengthen the capacity of DES staff and other stakeholders involved in data collection, processing, and analysis to ensure the quality and reliability of disaggregated data. This includes training programs, workshops, and knowledge-sharing initiatives focused on data collection methodologies, statistical techniques, and data management practices.
6. **Adaptation of Basic Statistics:** Review and adapt basic statistics for Local Level Development (BSLLD) to better reflect the needs and priorities of local communities. This involves refining indicators, methodologies, and data collection instruments to capture granular information relevant to decentralized planning and SDG monitoring.

We will use the following methodology for filling the data gaps.

1. **Review of Indicator Framework:** Conduct a comprehensive review of state and district indicator frameworks under the SDGs to identify specific data requirements at the disaggregated level. This involves analyzing existing indicators, data sources, and methodologies to ensure alignment with local planning needs.
2. **Stakeholder Consultation:** Engage with relevant stakeholders, including government agencies, local self-government bodies, civil society organizations, and development partners, through consultations, workshops, and focus group discussions. This collaborative approach helps identify priority areas for data collection and ensures buy-in from key stakeholders.
3. **Gap Analysis:** Perform a gap analysis to identify areas where disaggregated data is lacking or insufficient for decentralized planning and SDG monitoring. This involves comparing existing data sources against the data requirements identified in the indicator frameworks and stakeholder consultations and finding gaps, identifying KPIs, & developing solutions.
4. **Data Collection Methods:** Utilize a combination of survey, census, and administrative data compilation methods to fill data gaps effectively. This may include designing and implementing household surveys, community-level assessments, and data extraction from administrative records of line departments.



5. **Sampling Techniques:** Employ appropriate sampling techniques to ensure representative and reliable data collection. This may involve stratified sampling, cluster sampling, or random sampling methods, depending on the nature of the data and the target population.
6. **Data Analysis:** Analyze collected data using statistical software and qualitative analysis techniques to derive meaningful insights and trends. This includes descriptive statistics, inferential statistics, spatial analysis, and thematic analysis to identify patterns and relationships in the data.
7. **Quality Assurance:** Implement rigorous quality assurance measures throughout the data collection and analysis process. This includes training field enumerators, conducting pilot surveys, monitoring data collection activities, and validating data against external sources to ensure accuracy and reliability.
8. **Dissemination & Utilization:** Disseminate the findings of the data collection and analysis efforts through various channels, including reports, presentations, and data visualization tools such as creation of SDG Dashboard/Portal and facilitate the utilization of disaggregated data by stakeholders for evidence-based decision-making, policy formulation, and program implementation.
9. **Data Integration to maintain consistency and quality.** - Input data can be from a mixture of external or internal data sources, and a variety of collection modes, including extracts of administrative data. The result is a set of linked data. Therefore, Data Integration is important. Proper data integration can also fill the data gaps.



## 12.4 Approach & Methodology for Strengthening User Engagement

### 12.4.1 Our Understanding of the Requirements

The primary objective under this component is that the data produced by DES should be used by wider audience like institution, agencies, researchers, administrators, planners, citizens, etc. It should benefit both the data producer and data users. This component would enable DES to manage the relationship and communication with the ‘user’ or recipient of statistical information to understand as to whether its data are “fit for purpose”.

Following are the key expectations of DES from the PMC for strengthening user engagement-

- Assist in establishing user-groups for key statistical domains.
- Assist in developing a statistical data dissemination policy.
- Assist in developing and releasing annual calendar for release of statistics.
- Assist in introducing new ways of data dissemination like online mapping and strengthening user-producer interactions.
- Promoting data advocacy through capacity building, training, data visualization and social media presence.

### 12.4.2 Detailed Approach & Methodology.

#### 1. Establish User group for key statistical domain.

We will adopt the following methodology to establish a wider user group.

- ✓ Conduct data dissemination workshop for creating awareness among various Stake holders for use of official Statistics published by DE&S
- ✓ Assist DES in sensitizing all Govt. Institutions & research organizations, academia for use of Statistical Reports of DES.
- ✓ Assist DES in effective management of feedback received from users for improvement of data.
- ✓ Effective use of social media.

#### 2. Strengthening User Engagement

The DES should build and sustain very good relationships with all of their key stakeholders, including users. The user, or recipient of statistical information, transforms it into knowledge needed for decision making or research. As the ultimate client of the DES, the user makes the judgment as to whether its data or services are “fit for purpose”. Delivering quality outputs to the client and obtaining quality feedback are processes that need specific relationship management objectives and supporting processes.

Therefore, for strengthening user engagement, we will ensure the following:

STAGE	KEY QUESTIONS TO BE ADDRESSED
1. AT DES LEVEL	<ul style="list-style-type: none"> <li>• Are there subject-specific user committees available to DES?</li> <li>• Are there arrangements in place for periodic high-level discussions with key users?</li> <li>• Are appropriate strategies in place to service user needs through a combination of print, electronic and other services to ensure users have appropriate access to the statistics they need?</li> </ul>
2. AT THE PROGRAMME DESIGN STAGE	<ul style="list-style-type: none"> <li>• Are processes in place for consulting with user groups when new statistics are developed, or existing statistics are reviewed?</li> <li>• Are processes in place to monitor the relevance and practical utility of existing statistics in meeting their needs?</li> <li>• Are processes in place for users to advise DES about their emerging needs and priorities?</li> </ul>



### 3. AT THE PROGRAMME IMPLEMENTATION STAGE

- Are mechanisms in place to monitor users' needs and feed them back into the design process?
- Are users' priority needs being met and reflected in the work program of the DES?
- Are user support services available to give prompt assistance to users, by knowledgeable staff, to help them access and interpret the data?
- Is information provided on the methodology of statistical processes and the quality of statistical outputs?

User engagement will be strengthened if the following supporting mechanisms are in place:

- Appropriate legal mandates and guarantees are provided.
- A cross-cutting statistics advisory committee exists to advise on overall statistical priorities.
- Up-to-date information on users exists.
- Subject-specific user committees are in place.
- Consultative and "intelligence-gathering" processes and regular stakeholder reviews are in place (e.g., periodic high-level discussions with users; user-producer dialogues; producer-provider dialogues; analysis of media coverage; customer satisfaction surveys; client and stakeholder feedback mechanisms).
- Processes and arrangements (such as a user committees) are in place so that users can advise DES about their emerging needs and priorities and during the development of new or review of existing statistics.
- Development of policy for informing users of data quality and methodology, i.e. to inform users of the concepts and methodology used in collecting, processing and analyzing data, to inform them about the accuracy of these data, and of any other features that affect their quality.
- Communication strategies exist that are tailored to specific needs and concerns of stakeholder groups.
- Support services are in place to handle special requests and provide other assistance to users.
- Continuous sensitization of all Govt. Institutions & research organizations, academia for use of Statistical Reports of DES.

### 3. Development of Statistical Data Dissemination Policy.

DES needs to guarantee that the privacy of data providers (persons, households, industry, administrations and other respondents) will be protected and that the information they provide will be kept confidential, will not be able to be accessed by unauthorized internal or external users, and will be used for statistical purposes only.

Therefore, DES needs to formulate a data dissemination policy that sets out how statistics are to be disseminated to users. This data dissemination policy and the terms and conditions under which their statistics are developed, produced and disseminated would be documented and available to users, respondents, owners of source data and the public.

We would adopt the following approach while preparing the Data Dissemination policy:

- ✓ It should be based on web-first and National policy.
- ✓ It should be published in the proposed DES Portal to make it public.
- ✓ It should be based on national and international principles and best practices.
- ✓ It should mention under what circumstances microdata (i.e. statistical information relating to individual respondents) may be made available for research and further analysis
- ✓ Ensure that appropriate processes are in place to assess the risk that individual respondents can be identified from the public release of statistics or of microdata.

We will also ensure that the following requirements under Principle 7 of NQAF (Assuring statistical confidentiality and data security) is adhered to:



- ✓ Statistical confidentiality is guaranteed by law.
- ✓ Appropriate standards, guidelines, practices, and procedures in place to ensure statistical confidentiality.
- ✓ Strict protocols to safeguard data confidentiality apply to users with access to microdata for research or statistical purposes.
- ✓ Legal or other provisions are in place that allow administrative, penal and disciplinary sanctions for the violation of statistical confidentiality.
- ✓ The security and integrity of data and their transmission is guaranteed by appropriate policies and practices.
- ✓ Awareness programs on data dissemination for various Stake holders for use of official Statistics published by DE&S



## 12.5 Approach & Methodology for Building Institutional Capability

### 12.5.1 Our Understanding of the Requirements

The objective of institutional capacity building is to enhance the capacity of DES officials execute the work more efficiently and effectively in the changed scenario. Following are the key expectations of DES from the PMC for building institutional capabilities-

- Assessment of statistical manpower requirements at various levels of DES
- Training Need Assessment, preparation of Action Plan for training of officials, course design, etc.
- Assist in training and capacity building of the officers on statistical domain activity like household survey, crop area enumeration survey, state income and related aggregates, developing data collection tool, big data analysis, survey design, industrial statistics and related indices, price statistics and related indices etc.
- Facilitating Training on advanced statistical tools (STATA/R/SPSS/SAS/Python/etc) to DES officials.
- Training to DES officials on data analysis, data modelling, data visualization, etc.
- Preparation of Action Plan for modernization of RIPAE&S
- Assistance to DES in reviewing, recommending on various statistical policies, data policies, statistical acts and rules for data collection and data privacy etc.
- Assist DES in reviewing the statistical system in line departments for capacity building
- Assist DES in ISO certification.

### 12.5.2 Detailed Approach & Methodology.

#### 1. Filling Manpower Gaps

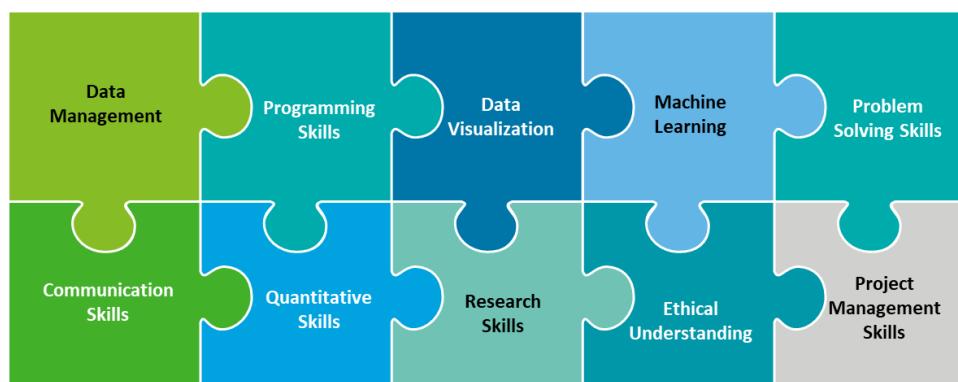
The central role of a statistical division of DES is to dissect data comprehensively, encompassing activities like hypothesis testing, regression analysis, data modeling, and predictive analysis. The evolving landscape of statistical analysis and data-driven decision-making demands a diverse skill set. Therefore, identifying manpower skill gaps is crucial for DES to ensure smooth operations. Here's a breakdown of a comprehensive methodology we would use:

##### 1. Step 1: Planning and Scoping

- Define goals: We would be analyzing for entire organization of DES and not for this specific project.
- Choose timeframe: We would be assessing considering the current needs as well as future projections also.
- Identify stakeholders: We would involve key personnel like HR, managers, and subject matter experts.

##### 2. Step 2: Identify Critical Skills

- Job Role Analysis: We would analyze the required skills and competencies for each role. The following diagram outlines the core competencies vital for a proficient statistical division at DES. These competencies encompass:



In essence, these competencies collectively will equip the statistical division of DES to navigate the intricate landscape of data analysis and interpretation, instilling the capability to harness data-driven insights for informed policymaking and strategic decision-making.

### 3. Step 3: Measure Current Skills

- Skills Inventories: We would utilize the existing data on employee skills and qualifications.
- Interviews & Discussions: We would gather employee feedback on their skills, self-assessment, and learning needs.
- Skill Assessments: We would conduct standardized tests or simulations to evaluate specific skill levels.

### 4. Step 4: Analyze and Identify Gaps

- Compare required skills with existing skills: We would use data visualization tools to identify discrepancies.
- Prioritize skill gaps: We would focus on gaps impacting critical statistical functions of DES.
- Consider root causes: We would analyze why skill gaps exist (e.g., lack of training, outdated knowledge).

### 5. Step 5: Action and Improvement

- Develop a skills gap closure plan: We will outline training programs, upskilling initiatives, or targeted recruitment strategies for various Statistical Officers, Investigators & Statistical Field Surveyors, etc.
- Implement the plan: We will track progress, measure effectiveness, and adapt as needed.
- Continuous monitoring: We will regularly reassess skill gaps as your business and industry evolve.

## 2. Capacity Building of DES

The Capacity Building component would encompass a series of strategically designed activities aimed at fostering enhanced expertise and proficiency in the realm of statistics and data analysis. The envisaged activities would include rigorous training sessions focused on the utilization of advanced statistical tools such as SAS, R, STATA, and SPSS, accompanied by comprehensive instruction in diverse statistical domains.

Additionally, workshops catering to various departments and stakeholders are proposed to facilitate knowledge dissemination and collaboration.

We also propose international exposure visits for officials from the state government to understand the global best practices. Further, technical assistance and advisory support from international and domestic experts would be chosen carefully for specific needs and requirements.

We also suggest that a robust Information, Education, and Communication (IEC) initiative deployed across multiple media platforms may be initiated to raise awareness, disseminate information, and engage the target audience effectively.

Our methodology would include developing a comprehensive framework of activities under the Capacity Building Component to elevate the statistical acumen, cross-functional collaboration, and global perspective of the stakeholders involved. Through a multifaceted approach spanning training, exposure, expert guidance, and informative communication, the component aims to cultivate a well-rounded and proficient cadre adept at harnessing statistical tools and knowledge to drive impactful outcomes.

In short, our methodology for capacity building will encompass the following.

- **Training on advanced statistical tools** such as SAS/R/STATA/SPSS etc. and training on various statistical domain.
- **Workshop** for various departments/stakeholders
- Assist DES for **International exposure visits** of state govt officials to learn the best practices implemented across the world.
- Assist DES in arranging **technical assistance and advisory support** from international/domestic experts as per requirements.
- **IEC Activities** on print, digital and electronic media

## 3. Institutional Strengthening of DES and all Block Statistics Offices (BSOs)



Institutional strengthening could be done by providing IT support for all Block Statistics Offices (BSOs) as well as provisioning of Statistical Officers at all the Block Statistics Offices. We would prepare a model RFP for procurement of IT, internet facilities& other equipment's for BSO offices. We suggest that the following basis equipment needs to be provided for all the BSOs.

- Desktop systems for deployment within BSO offices to streamline administrative tasks and foster seamless communication.
- Laptop for DES Officials to empower them with portable computing solutions, facilitating enhanced work flexibility and productivity, both within and beyond the office environment.
- Multi-Function Printers (MFPs) for the DES office to bolster document handling and printing capabilities.
- Setting up of Digital Conference Hall and Smart Classroom for RIPAEs
- Setting up of Library Management System in RIPAEs and DES
- Setting up of e-Attendance system in block, district, and State HQ
- ISO 9001 Certification of DES, signaling a commitment to operational excellence, standardized processes, and quality management.

In essence, the Institutional Strengthening Component is meticulously designed to fortify the organization's technological infrastructure, operational efficiency, and service delivery, all while fostering an environment conducive to advanced learning, collaboration, and streamlined administrative practices.

#### 4. Strengthening RIPAEs

The Regional Institute of Planning, Applied Economics & Statistics (RIPAE&S) functions under the DES and is responsible for imparting in-service training to statistical personnel working in different Departments of Govt, of Orissa as well as Public Sector Undertakings. RIPAE&S impart training to elected representatives of Panchayati Raj Institutions and conducts training programs sponsored by the Government of India from time to time. RIPAE&S is the only Govt, training institute of its kind in the eastern region of India.

Hence, Strengthening RIPAE&S is an integral component under this project. Following approach will be undertaken to strengthen RIPEA&S

- Modernizing Training Infrastructure and Training Technology at RIPAEs
- Develop or revamp the existing website of RIPAEs as per latest technological standard for better dissemination of different training being undertaken by the institution.
- The roles of RIPAEs can be re-designed for organizing training, workshop and developing various training modules as appropriate for relevant stakeholders.
- Training and capacity building of officers on Statistical Software's like SPSS/STATA/R/Python/CS PRO/SAS.
- Imparting advanced training courses on data analysis and statistics.



## 13. Work/Project activity plan

Sl#	Activity	Year 1							
		Qtr 2		Qtr 3		Qtr 4			
		M1	M2	M3	M4	M5	M6	M7	M8
A1	<b>Project Initiation &amp; Inception</b>								
1	Project Kick off								
2	Key Stakeholder Consultation								
3	Finalize Dependencies & Risk								
4	Finalize Responsibility & Escalation Matrix								
5	Finalize approval mechanism & timelines								
6	Finalize Project Plan								
D1	<b>Project Inception Report</b>								
A2	<b>Digital Transformation of DES</b>								
1	<b>Existing process &amp; system study</b>								
a	<i>As-Is study of the process for data collection, compilation, analysis &amp; dissemination of all the schemes implemented by DES</i>								
b	<i>Study of existing information flow mechanism between DES &amp; DPMUs</i>								
c	<i>Study of existing information flow mechanism between DES &amp; line depts</i>								
d	<i>Analysis of best practices at National/International level</i>								
e	<i>Review of existing IT systems ( Hardware/Software/Network)</i>								
f	<i>Review of HR capabilities in terms of IT</i>								
2	<b>To-Be Process Design</b>								
a	<i>Business Process Re-engineering</i>								
b	<i>Design of required process &amp; IT system</i>								
c	<i>GAP Analysis</i>								
d	<i>Workshops with relevant stakeholders</i>								
e	<i>Finalize To-Be Report &amp; IT Strategy</i>								
D2	<b>As-Is &amp; To-Be Report</b>								
D3	<b>IT Strategy</b>								
3	<b>Assistance for development of OISS Solution &amp; CAPI</b>								
a	<i>Identification of Scheme &amp; detail data structure for conducting CAPI based survey of one scheme</i>								
b	<i>Identify Functional &amp; Technical requirement for CAPI</i>								
c	<i>Identify Functional &amp; Technical requirement for OISS solution</i>								
d	<i>Assist OCAC in preparation of RFP &amp; selection of SI for design, development &amp; maintenance of CAPI based digital surveys</i>								
e	<i>Assess Hardware &amp; Software requirement for CAPI</i>								
f	<i>Assistance in Go-live of OISS solution &amp; CAPI</i>								
g	<i>Monitor &amp; Ensure trainings on CAPI by SI</i>								
D4	<b>Functional Requirement &amp; data structure for CAPI</b>								
D5	<b>Go-live report of OISS solution &amp; CAPI</b>								



Sl#	Activity	Year 2			Year 3				
		Qtr 1		Qtr 1			Qtr 2		
		M9	M10	M11	M21	M22	M23	M24	M25
A1	<b>Project Initiation &amp; Inception</b>								
1	Project Kick off								
2	Key Stakeholder Consultation								
3	Finalize Dependencies & Risk								
4	Finalize Responsibility & Escalation Matrix								
5	Finalize approval mechanism & timelines								
6	Finalize Project Plan								
D1	<b>Project Inception Report</b>								
A2	<b>Digital Transformation of DES</b>								
1	<b>Existing process &amp; system study</b>								
a	<i>As-Is study of the process for data collection, compilation, analysis &amp; dissemination of all the schemes implemented by DES</i>								
b	<i>Study of existing information flow mechanism between DES &amp; DPMUs</i>								
c	<i>Study of existing information flow mechanism between DES &amp; line depts</i>								
d	<i>Analysis of best practices at National/International level</i>								
e	<i>Review of existing IT systems ( Hardware/Software/Network)</i>								
f	<i>Review of HR capabilities in terms of IT</i>								
2	<b>To-Be Process Design</b>								
a	<i>Business Process Re-engineering</i>								
b	<i>Design of required process &amp; IT system</i>								
c	<i>GAP Analysis</i>								
d	<i>Workshops with relevant stakeholders</i>								
e	<i>Finalize To-Be Report &amp; IT Strategy</i>								
D2	<b>As-Is &amp; To-Be Report</b>								
D3	<b>IT Strategy</b>								
3	<b>Assistance for development of OISS Solution &amp; CAPI</b>								
a	<i>Identification of Scheme &amp; detail data structure for conducting CAPI based survey of one scheme</i>								
b	<i>Identify Functional &amp; Technical requirement for CAPI</i>								
c	<i>Identify Functional &amp; Technical requirement for OISS solution</i>								
d	<i>Assist OCAC in preparation of RFP &amp; selection of SI for design, development &amp; maintenance of CAPI based digital surveys</i>								
e	<i>Assess Hardware &amp; Software requirement for CAPI</i>								
f	<i>Assistance in Go-live of OISS solution &amp; CAPI</i>								
g	<i>Monitor &amp; Ensure trainings on CAPI by SI</i>								
D4	<b>Functional Requirement &amp; data structure for CAPI</b>								
D5	<b>Go-live report of OISS solution &amp; CAPI</b>								



Sl#	Activity	Year 1							
		Qtr 2		Qtr 3			Qtr 4		
		M1	M2	M3	M4	M5	M6	M7	M8
4	<b>Data modelling for each Statistics</b>								
a	<i>Codifying business processes in consultation with OCAC</i>								
b	<i>Prepare data models &amp; data ingestion workflow</i>								
c	<i>Prepare Data migration Plan</i>								
D6	<b>Data model &amp; Data migration plan for each Statistics</b>								
5	<b>Revamp website of DES as per GIGW guideline</b>								
a	<i>Study of existing DES website</i>								
b	<i>Identify Functional requirements of revamp website</i>								
c	<i>Prepare technical specifications</i>								
d	<i>High level system design</i>								
e	<i>Support during development of revamped Website</i>								
D7	<b>Technical requirement Document</b>								
6	<b>Inventory management system for DES</b>								
a	<i>Study of existing process</i>								
b	<i>Identify Functional &amp; technical requirements</i>								
c	<i>High level system design</i>								
d	<i>Support during development</i>								
e	<i>Monitoring of operation of Inventory Mgmt System of DES/DPMUs/BSOs</i>								
D8	<b>Technical requirement Document</b>								
7	<b>Online application for MPRs in respect of schemes/ establishment</b>								
a	<i>Study of existing process</i>								
b	<i>Identify Functional requirements &amp; technical specifications</i>								
c	<i>High level system design</i>								
d	<i>Support during development</i>								
e	<i>Monitoring of functioning of online application of MPRs</i>								
D9	<b>Technical requirement Document</b>								

Legend	
Activity	Grey Box
Task	Green Box
Deliverables	Blue Box



Sl#	Activity	Year 2									
		Qtr 1			Qtr 2			Qtr 3			Qtr 4
		M9	M10	M11	M12	M13	M14	M15	M16	M17	M18
4	<b>Data modelling for each Statistics</b>										
a	<i>Codifying business processes in consultation with OCAC</i>										
b	<i>Prepare data models &amp; data ingestion workflow</i>										
c	<i>Prepare Data migration Plan</i>										
D6	<b>Data model &amp; Data migration plan for each Statistics</b>										
5	<b>Revamp website of DES as per GIGW guideline</b>										
a	<i>Study of existing DES website</i>										
b	<i>Identify Functional requirements of revamp website</i>										
c	<i>Prepare technical specifications</i>										
d	<i>High level system design</i>										
e	<i>Support during development of revamped Website</i>										
D7	<b>Technical requirement Document</b>										
6	<b>Inventory management system for DES</b>										
a	<i>Study of existing process</i>										
b	<i>Identify Functional &amp; technical requirements</i>										
c	<i>High level system design</i>										
d	<i>Support during development</i>										
e	<i>Monitoring of operation of Inventory Mgmt System of DES/DPMUs/BSOs</i>										
D8	<b>Technical requirement Document</b>										
7	<b>Online application for MPRs in respect of schemes/ establishment</b>										
a	<i>Study of existing process</i>										
b	<i>Identify Functional requirements &amp; technical specifications</i>										
c	<i>High level system design</i>										
d	<i>Support during development</i>										
e	<i>Monitoring of functioning of online application of MPRs</i>										
D9	<b>Technical requirement Document</b>										

Legend	
Activity	
Task	
Deliverables	



Sl#	Activity	Year 3					
		Qtr 2			Qtr 3		
		M24	M25	M26	M27	M28	M29
<b>8</b>	<b>Library Management System in DES &amp; RIPAES</b>						
a	<i>Study of existing system</i>						
b	<i>Prepare functional requirements</i>						
c	<i>Prepare the plan for implementation</i>						
d	<i>Support setting up of the system in DES &amp; RIPAES</i>						
<b>D10</b>	<b>Implementation Plan for Library Management System</b>						

Legend	
Activity	
Task	
Deliverables	



Sl#	Activity	Year 1			Year 2												Year 3														
		Qtr 4			Qtr 1			Qtr 2			Qtr 3			Qtr 4			Qtr 1			Qtr 2			Qtr 3			Qtr 4					
		M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32			
A3	Enhancing Data Quality																														
1	Improving Data Quality																														
a	NQAF Assessment under different schemes/ maintained database	██████████																													
b	Development of Data quality assurance framework based on NQAF and customization as per state need				██████████																										
c	Data catalogue for datasets with metadata for all schemes of DES				██████████																										
d	Evaluating the functioning of NQAF and advocating for further development as per need																				██████████					██████████					
D11	Data Quality Assurance Framework for DES						████																								
2	Scrutiny & Validation of data collected from fields using tools																														
a	Support for design and development of data collection for one survey taken up during the year through CAPI	██████████																													
b	Identification of scheme and development of detail data structure for conducting CAPI based survey of one scheme during 2025-26				████																										
c	Monitoring of Data collection on the survey during the year 2024-25 through CAPI				████	████																									
d	Ensuring completion of data collection on the survey taken up through CAPI during the year 2024-25							██████████																							
e	Support and monitoring of data collection for one additional survey taken up during the year through CAPI							██████████																							
f	Report generation / Analysis of the survey conducted through CAPI during 2024-25										████																				
g	Monitoring of Data collection on the survey taken up during the year 2025-26 through CAPI										██████████	██████████																			
h	Completion of data collection survey of the scheme through CAPI taken up during the year 2025-26																				████										
i	Identification of scheme and detail data structure for conducting CAPI based survey of one scheme during 2026-27																				████										
j	Data collection through CAPI for the year 2026-27																						██████████								
k	Report generation/ Analysis of the survey conducted through CAPI during 25-26																						██████████								
l	Monitoring of Data collection on the survey taken up during the year 2026-27 through CAPI																								██████████						
m	Completion report of data collection survey of the scheme through CAPI mode taken up during the year 2026-27																														
n	Report generation/ Analysis of the survey conducted through CAPI during 26-27																														



Legend	
Activity	
Task	
Deliverables	

Sl#	Activity	Year 1						Year 2											
		Qtr 3			Qtr 4			Qtr 1			Qtr 2			Qtr 3			Qtr 4		
		M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20
A4	<b>Activity for Filling Data Gaps</b>																		
1	<b>Data Analysis</b>																		
a	<i>Analysis of data availability for different sectors in different sources including DES, Census &amp; Surveys to identify data gaps.</i>																		
b	<i>Analysis of administrative data produced by various departments to identify data gaps.</i>																		
c	<i>Preparing detail report on variables, source &amp; methodology used as a prelude to identify data gaps</i>																		
D12	<b>Detail report on variables, source &amp; methodology used</b>																		
2	<b>Consultation/Workshop with Stakeholders</b>																		
a	<i>Consultation with various stakeholders for identification of data gaps and user engagement</i>																		
b	<i>Consultation with various stakeholders for review of statistical system in Depts/Directorates/offices</i>																		
c	<i>Workshop with various stakeholders for identification of data gaps and user engagement</i>																		
3	<b>Release new Statistical Products</b>																		
a	<i>Recommendation of one new product for 2025-26</i>																		
b	<i>Preparatory works for release of one new product for 2025-26</i>																		
c	<i>Release of new statistical product for 2025-26</i>																		
d	<i>Recommendation of one additional product for 2026-27</i>																		
e	<i>Preparatory works for release of one additional product for 2026-27</i>																		
f	<i>Release of new statistical product for 2026-27</i>																		
g	<i>Recommendation of one new product for 2027-28</i>																		
h	<i>Preparatory works for release of the new product for 2027-28</i>																		
i	<i>Release of the new product for 2027-28</i>																		
4	<b>Review SDG Framework/Survey/Census</b>																		
a	<i>Review of SDG framework for identification of data gaps</i>																		
b	<i>Review of sample size for NSS and Preparation of Draft Plan for collection, compilation and analysis of NSS Data from enlarged sample size for disaggregated indicators</i>																		



Sl#	Activity	Year 3												Year 4											
		Qtr 1			Qtr 2			Qtr 3			Qtr 4			Qtr 1			Qtr 2			Qtr 3			Qtr 4		
		M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36	M37	M38	M39	M40	M41	M42	M43	M44
4	<b>Review SDG Framework/Survey/Census</b>																								
a	<i>Review of SDG framework for identification of data gaps</i>																								
b	<i>Review of sample size for NSS and Preparation of Draft Plan for collection, compilation and analysis of NSS Data from enlarged sample size for disaggregated indicators</i>																								
c	<i>Formulation of detailed framework for data collection on relevant indicators and filling the data gaps</i>																								
d	<i>Unit level data repository for census/survey data under MI Census, Agriculture Census, economic census</i>																								
e	<i>Facilitating Conduct of survey, Census etc for collection of data for filling the data gaps</i>																								
f	<i>Compilation/ Report generation on the surveys/ Census conducted for filling data gaps</i>																								
g	<i>Report generation, digital dissemination of MI Census, Agriculture Census, economic census</i>																								

Legend	
Activity	
Task	■
Deliverables	■■■



Sl#	Activity	Year 1								Year 2										
		Qtr 2		Qtr 3			Qtr 4			Qtr 1		Qtr 2		Qtr 3			Qtr 4			
		M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19
A5	<b>Activity for Strengthening User Engagement</b>																			
1	<b>Publication of Annual Release Calender</b>																			
a	<i>Development &amp; Publication during year 2024 - 25</i>																			
b	<i>Updation of Annual Release calendar as per development</i>																			
2	<b>Digitalization</b>																			
a	<i>Providing support for Digitalization of Price Statistics</i>																			
b	<i>Providing support for Digitalization of District Statistical Hand Book</i>																			
c	<i>Support and monitoring of generation of digitized District Statistical Hand Book</i>																			
d	<i>Digital dissemination of District Statistical Hand Book (DSHB)</i>																			
e	<i>Updating digitized District Statistical Hand Book and dissemination</i>																			
f	<i>Providing support for Digitization of ASI &amp; IIP</i>																			
g	<i>Providing support for digitization of data collection process of State Income and others</i>																			
3	<b>Data Dissemination</b>																			
a	<i>Framing out detail plan/structure of data dissemination (case to case wise) relating to at least one product of DES</i>																			
D13	<b>Plan/Structure of Data Dissemination</b>																			
b	<i>Evaluating working of data dissemination policy/framework, compiling feedback from different user groups and suggestion for further improvement</i>																			
c	<i>Unit level data repository for census/survey data under MI Census, Agriculture Census, economic census</i>																			

<b>Legend</b>	
Activity	
Task	
Deliverables	



Sl#	Activity	Year 3												Year 4												
		Qtr 1			Qtr 2			Qtr 3			Qtr 4			Qtr 1			Qtr 2			Qtr 3			Qtr 4			
		M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36	M37	M38	M39	M40	M41	M42	M43	M44	
A5	<b>Activity for Strengthening User Engagement</b>																									
1	<b>Publication of Annual Release Calender</b>																									
a	<i>Development &amp; Publication during year 2024 - 25</i>																									
b	<i>Updation of Annual Release calendar as per development</i>																									
2	<b>Digitalization</b>																									
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e	<i>Updating digitized District Statistical Hand Book and dissemination</i>																									
f	<i>Providing support for Digitization of ASI &amp; IIP</i>																									
g	<i>Providing support for digitization of data collection process of State Income and others</i>																									
3	<b>Data Dissemination</b>																									
a	<i>Framing out detail plan/structure of data dissemination (case to case wise) relating to at least one product of DES</i>																									
D13	<b>Plan/Structure of Data Dissemination</b>																									
b	<i>Evaluating working of data dissemination policy/ framework, compiling feedback from different user groups and suggestion for further improvement</i>																									
c	<i>Unit level data repository for census/survey data under MI Census, Agriculture Census, economic census</i>																									

Legend	
Activity	
Task	
Deliverables	



Sl#	Activity	Year 1								Year 2											
		Qtr 2		Qtr 3			Qtr 4			Qtr 1			Qtr 2			Qtr 3			Qtr 4		
		M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20
A6	<b>Building Institutional Capability</b>																				
1	<b>Training of Officials</b>																				
a	Assess present scenario w.r.t. statistical manpower capabilities																				
b	Training Need Analysis																				
D14	<b>Base report for conducting training</b>																				
a	Preparation of Action Plan, training module for officers/officials to handle Statistical software and CAPI																				
b	Setting up of Statistical tools like SPSS/STATA /R/ Python/CS PRO/SAS																				
c	Training on advanced statistical tools																				
2	<b>Institutional Strengthening</b>																				
a	Preparation of Action Plan for exposure visit of DES Officers																				
b	Implementation of Action Plan for exposure visit of DES Officers																				
c	Preparation of Action Plan for modernization of RIPAES&S																				
d	Action Plan for ISO 9001 Certification of DES																				
A7	<b>Project Management Activities</b>																				
1	Liaison with DES officials, DPMU & other line departments																				
2	Co-ordination with DES, OCAC, World Bank, State Govt. depts.																				
3	Day-to-day project management support																				
4	Prepare monthly, quarterly & annual progress reports & other documents																				
5	Preparation & submission of project completion report detailing each & every activity with output/outcomes																				
6	Handholding & Transition																				
15	<b>Exit Report</b>																				

Legend	
Activity	
Task	
Deliverables	



Sl#	Activity	Year 3												Year 4												
		Qtr 1			Qtr 2			Qtr 3			Qtr 4			Qtr 1			Qtr 2			Qtr 3			Qtr 4			
		M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36	M37	M38	M39	M40	M41	M42	M43	M44	
A6	<b>Building Institutional Capability</b>																									
1	<b>Training of Officials</b>																									
a	Assess present scenario w.r.t. statistical manpower capabilities																									
b	Training Need Analysis																									
D14	<b>Base report for conducting training</b>																									
a	Preparation of Action Plan, training module for officers/officials to handle Statistical software and CAPI																									
b	Setting up of Statistical tools like SPSS/STATA/R/Python/CS PRO/SAS																									
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a	Preparation of Action Plan for exposure visit of DES Officers																									
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d	Action Plan for ISO 9001 Certification of DES																									
A7	<b>Project Management Activities</b>																									
1	Liaison with DES officials, DPMU & other line departments																									
2	Co-ordination with DES, OCAC, World Bank, State Govt. depts.																									
3	Day-to-day project management support																									
4	Prepare monthly, quarterly & annual progress reports & other documents																									
5	Preparation & submission of project completion report detailing each & every activity with output/outcomes																									
6	Handholding & Transition																									
15	<b>Exit Report</b>																									

Legend	
Activity	
Task	
Deliverables	



Authorized Signatory (In full and initials):



Name and Designation with Date and Seal: Aloke Agarwal, Partner, Consulting - BO: Operations Transformation



## 14. Resource Profile

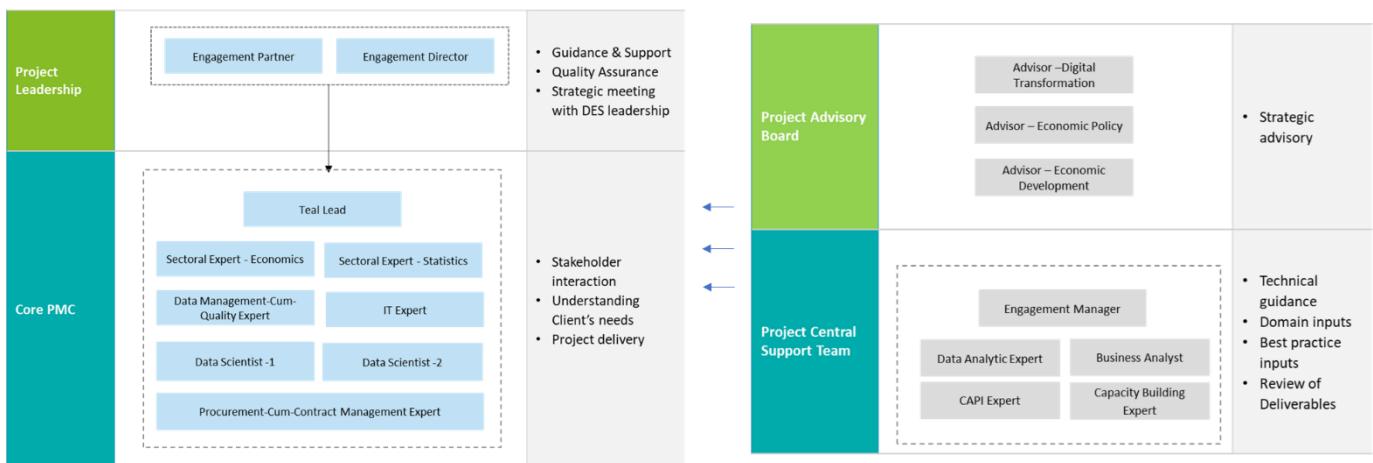
### 14.1 Project Governance Structure

Keeping in mind the nature of the complexity of the project and timelines, we propose a strong overall governance setup to ensure a successful outcome of this engagement. A well-defined governance structure would serve as a roadmap for project management, guiding decision-making, fostering accountability, and ultimately increasing the likelihood of project success.

Deloitte, therefore, proposes a robust governance methodology to ensure the project meets all its objectives. At Deloitte, we firmly believe in mapping of project requirements with resource skill sets and experience to provide the best value to our clients. We also have various in-house experts mapped to the expertise desired for the assignment. These experts have global experience of designing and implementing similar complex programs.

The core team of our staff members has executed several similar projects, allowing for flexibility of deployment and dealing with eventual peak capacity requirements on the project. Team members will ensure that the project team works seamlessly in the local context of Odisha and the communication with stakeholders is handled in the most effective and efficient manner.

The proposed governance framework to execute this project is given below.



The key highlight of our proposed governance structure is as follows.

- The core PMC team will be deployed at DES site. They will be responsible for Stakeholders interaction, understanding of the requirements and execute the project accordingly.
- The core PMC will be directly overseen by Project leadership who will provide necessary project delivery related guidance, quality assurance of the project. The project leadership will also attend for any strategic meeting with DES leadership and management.
- At Deloitte, we believe that a strategic project of this magnitude requires constant support, guidance and inputs from the organization. We, therefore, proposed a Central support team as well as an advisory board to provide the necessary technical inputs and guidance.
- Our Central team will consist of the following experts at the minimum.
  1. Project Engagement Manager - to manage the overall quality of project deliverables, resolving issues, co-ordination with external agencies, if any, etc.
  2. Data Analytic Expert – to provide inputs on data engineering and analytics, statistical dashboard, suggestion on best practices on data sciences, etc.



- 3. CAPI Expert – To advise on the various techno-functional parameters for development of CAPI
- 4. Business Analyst – to assist the core team during As-Is study, process re-engineering and other key process related matters.
- 5. Capacity Building & Training Expert – to provide inputs and support during training on CAPI as well as training on statistical software/applications to DES officials.
  
- Our Project Advisory Board will bring in more than 50 years of experiences in Digital transformation, Economic policies, Statistical modelling and implementation of large-scale economic development projects. The Board members will provide strategic advisory necessary to execute this project. A brief snapshot of the members of the Project Advisory Board is mentioned below.

 <p><b>Sreeram Ananthasyanam</b></p>	<p>Sreeram Ananthasyanam is a Partner with Deloitte Touché Tohmatsu India, LLP. With over 20 years of professional experience in leading companies like IBM, Sreeram has a diverse background spanning across various government agencies and public sector organizations. His professional background pivots around working on Digital Government initiatives, focusing on enhancing citizen services, improving government efficiency and fostering digital inclusion.</p> <p>His career journey reflects a strong track record of driving innovation, delivering value-driven solutions, and leading teams to success in complex and dynamic environments. His expertise includes:</p> <ul style="list-style-type: none"> <li>• Smart City projects leveraging emerging technologies such as Blockchain, Internet of Things (IoT), Drones, Spatial technologies, etc. to create innovative solutions for urban development and sustainability.</li> <li>• Experience in consulting and systems integration, helping clients align their business strategies with technology solutions and delivering integrated systems that meet their needs.</li> <li>• Management of offshoring operations and Global Capability Centers (GCCs), optimizing processes, improving efficiency and ensuring seamless collaboration across global teams</li> <li>• PMO activities for large multi-vendor accounts, ensuring effective project governance, risk management, and delivery excellence.</li> </ul> <p>He has the following research publications and thought leaderships to his credit.</p> <ul style="list-style-type: none"> <li>✓ India's booming space economy: Opportunities for a downstream approach</li> <li>✓ NewSpace: India Perspective</li> </ul> <p><b>Qualification</b></p> <ul style="list-style-type: none"> <li>✓ MBA from SP Jain Institute of Management Research (SPJIMR)</li> <li>✓ BTech from National Institute of Technology, Calicut</li> </ul>
 	<p>Dr. Rumki Majumdar is a director and economist with Deloitte Shared Services India LLP. She writes on several contemporary economic and sector-specific issues related to India with a focus on policy implications on industries such as consumer, financial services, energy and resources, technology and public services. Experienced professional with a background spanning roles as Director &amp; Chief Economist at Deloitte Touché Tohmatsu India LLP, Manager at KPMG Advisory Services Pvt Ltd, Senior Analyst at Infosys Technologies Ltd and Economist at NCAER.</p>



DR Rumki Majumdar

Her core areas of specialization include Macro-data analysis, strategic planning, sub-sector forecasting, and dashboard development. Her notable projects include-

- Leading the macro-fiscal team for Uttar Pradesh's \$1 trillion economy goal
- Forecasting India's economic outlook which involves running a comprehensive econometric model with 100+ economic variables in a CGE framework using the Global Oxford Model software, making key assumptions to create alternate scenarios for publications and client presentations, including baseline, moderate, and pessimistic scenarios.
- Analyzing women's participation and employment trends across G20 nations pre and post-pandemic, identifying income-level patterns, offering recommendations, assessing policy impacts on markets via surveys, and gathering stakeholder feedback, culminating in a comprehensive report.
- Utilizing multi-regression tools, scenario modeling with varied assumptions, investment data analysis, policy analysis, and directing FDI towards capital-intensive manufacturing sectors through econometric analysis, resulting in comprehensive recommendations and reports.

She has also written on numerous economic issues about the United States and several emerging economies for Deloitte Insights in the past. She currently heads the Client and Insights research team and regularly advises Deloitte India's executive leadership on Indian economic outlook.

#### Qualification

- PhD in Economics from Indian Institute of Science (IISc), Bangalore
- Master's in Economics from Stella Maris College
- BSc in Economics from University of Calcutta



Shubham Gupta

Shubham Gupta is a Director in the GUIDE (Public Sector) practice of Deloitte India. He has over 15 years of experience across both public and private sector clients in assignments related to private sector development, formulation of business / strategic plans, and Smart city conceptualization and development. In the last few years, Shubham has been focusing on private sector development, including review of relative ease of doing business to ensure investment facilitation, facilitating growth & development of micro, small and medium enterprises (MSMEs) through survey administration to understand key issues & constraints, identification of global best practices to address the identified issues & constraints and formulation of policy / regulatory level changes to institutionalize the respective best practices after requisite level of customization.

His core experience includes

- Working on projects funded by leading development agencies like DfID, ADB, World Bank etc in the area of economic development and urban transformation across South Asia
- Engagements for leading private sector clients in India including leading cigarette and consumer electronics manufacturer along with assignments for world's leading toy and cigarette manufacturer.
- Industrial Corridors, Economic Corridors, Doing Business, Trade Facilitation and Logistics, Business Process Re-engineering, Application Rationalization,

Corporate Strategy / Business Plan Development, Facilitating Divestment Initiatives.

**Qualification**

- MBA from Indian Institute of Management (IIM), Calcutta
- BTech (Hons) from Indian Institute of Technology (IIT), Kharagpur



## 14.2 Curriculum Vitae (CV) of Key Personnel

### 14.2.1 Team Lead – Pritam Mohanty

1. Proposed Position: Team Lead
2. Name of Firm: Deloitte Touché Tohmatsu India LLP
3. Name of Staff: Pritam Mohanty
4. Date of Birth: 15 February 1987
5. Years with Firm: 0
6. Nationality: Indian
7. Education:

Sl. No	Name of Institution	Degree Obtained	Passing year
1	Regional College of Management, BPUT, Bhubaneswar	Master's in Business Administration (MBA in Marketing & Information System)	2013
2	PKACE, Bargarh, BPUT, AICTE	Bachelor of Technology (B. Tech) in Computer Science	2010

8. Membership in Professional Associations: PMI, SAFE, UCCI, OYEA
9. Other Training: SAP ABAP, Prince 2, PMP TOGAF, CBAP, Agile SRUM
10. Countries of Work Experience: India, Saudi Arabia
11. Languages:

Sl. No	Languages	Speak	Read	Write
1	English	Excellent	Excellent	Excellent
2	Hindi	Excellent	Excellent	Excellent
3	Odia	Excellent	Excellent	Excellent

12. Employment Record:

From 2021	To 2024
Employer Name:	Tech Mahindra
Position Held:	Delivery Manager
Details of the Task Assigned  (List all tasks to be performed under this Assignment/job)	Hands on experience in <b>Business Case</b> , Project Management, <b>Digital Transformation</b> , Digital Maturity, <b>Digital Landscape</b> , Persona Map, <b>BI &amp; Analytics</b> , Dashboard creation



	Involved in <b>Data Engineering, visualization, analysis, simulation</b> across the digital landscape. Creation of SoPs, policies and manuals.
<b>From 2019</b>	<b>To 2021</b>
<b>Employer Name:</b>	Wipro Pvt. Ltd.
<b>Position Held:</b>	Agile Project Manager cum Business Analyst
<b>Details of the Task Assigned (List all tasks to be performed under this Assignment/job)</b>	Preparation of <b>Cost and Schedule management Plan, project charter business justification, SoPs, policies and manual</b> . Prepare effort estimation, Manage Scrum and Kanban Boards, <b>Data Analytics</b> , Preparation of Functional Requirement Specification (FRS) preparation. DPR, RFP, RFI and evaluating Tenders
<b>From 2018</b>	<b>To 2019</b>
<b>Employer Name:</b>	National Institute of Smart Governance
<b>Position Held:</b>	Deputy Manager
<b>Details of the Task Assigned (List all tasks to be performed under this Assignment/job)</b>	Involved in <b>Data Science, Visualizing data, Correlation and ANOVA, Regression</b> including diagnostics (Ordinary Least Squares) activities, including <b>Regression model building, Hypothesis testing, Binary outcome models</b> . Review of relevant Acts, Odisha Financial Rules, Guidelines, Circulars etc. relevant to public procurement.
<b>From 2017</b>	<b>To 2018</b>
<b>Employer Name:</b>	Larsen & Toubro Infotech
<b>Position Held:</b>	Deputy Manager
<b>Details of the Task Assigned (List all tasks to be performed under this Assignment/job)</b>	<b>Prepared ITSM Polices, SoPs and EPDMs</b> for Change, Incident, Problem, Release and Source Management Policy and Guidelines. Preparation of EOI/RFB/RFP BID Documents, <b>Evaluation and Contract Management</b>
<b>From 2014</b>	<b>To 2017</b>
<b>Employer Name:</b>	Deloitte Touché Tohmatsu India Private Limited
<b>Position Held:</b>	Consultant
<b>Details of the Task Assigned (List all tasks to be performed under this Assignment/job)</b>	Development of <b>data collection instruments</b> , delivered training sessions to field teams, managed field implementation and <b>data quality assurance</b> , generated comprehensive reports with <b>statistical analysis</b> .



	<b>Instrumental variable regression, Epidemiological tables, Power analysis and Matrix operations</b> of international aid agencies such as ADB, DFID etc. to study and benchmark against good practices
<b>From 2014</b>	<b>To 2014</b>
Employer Name:	KPMG Advisory Services Pvt. Ltd.
Position Held:	Third party Auditing of Statewide Area Network
<b>Details of the Task Assigned (List all tasks to be performed under this Assignment/job)</b>	Recommended <b>Statistical Process Control (SPC)</b> enable real-time surveillance, vital for promptly identifying network issues. Recommended insights into performance metrics like bandwidth utilization and latency, aiding in <b>optimizing network efficiency</b> as part of <b>Predictive analysis offered insights into performance metrics like bandwidth utilization and latency</b> , aiding in optimizing network efficiency.
<b>From 2013</b>	<b>To 2014</b>
Employer Name:	SRIT Pvt. Ltd
Position Held:	Project Coordinator
<b>Details of the Task Assigned (List all tasks to be performed under this Assignment/job)</b>	Strategizing CSC rollout and administering the <b>feasibility study</b> on CSC Locations, End to end testing of e-district Application, monitoring of Project Schedule, Resources, <b>Project Funding</b>

13. Work undertaken that best illustrates capability to handle the tasks assigned for the assignment as described in the ToR

Name of the Project	Crime Control Tracking System and Network
Year	2013-16
Location	Odisha
Name of the Client	State Crime Record Bureau, Odisha
Project Feature	CCTNS intends to create a national <b>databank</b> of crime and criminals and their biometric profiles. This database will have a handshake with databases of other agencies of the criminal justice system like courts, jails, immigration and passport authorities. Facilitate <b>collection, storage, retrieval, analysis, transfer and sharing of data</b> and information among Police Stations, Districts, State Headquarters and other organizations /agencies, including those at Government of India level
Position Held	Application development Manager and Program manager



<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>Involved in monitoring of Core Application Software of CCTNS.</li> <li>Managed <b>analytics</b> of crime data</li> <li>Involved in <b>Regression model building , Hypothesis testing</b> around and bringing out <b>Data &amp; Insights</b> of crime related data.</li> <li><b>Survival Analysis</b> for managing <b>Data digitization</b>.</li> <li>Awareness and sensitization of benefits of IT along with the application-level training</li> <li>Applying <b>statistical methods</b> to evaluate the effectiveness of crime prevention strategies.</li> <li>Assisted in understanding <b>correlations</b> between variables like <b>socioeconomic factors</b> and crime rates.</li> <li><b>Providing insights</b> into criminal behavior and victimization through empirical analysis</li> <li><b>Hands on experience in main suite of Project Management Tool such as MS Office (MS Access, MS-Word, MS-Excel &amp; MS-Outlook)</b></li> </ul>
<b>Name of the Project</b>	IT enablement at Uttarakhand Power Corporation Limited under R-APDRP and IPDS Scheme
<b>Year</b>	2020-21
<b>Location</b>	Dehradun
<b>Name of the Client</b>	UPCL, funded by ADB and Ministry of Energy
<b>Project features</b>	<ul style="list-style-type: none"> <li>Strengthening of sub-transmission and distribution networks in the urban areas.</li> <li>Metering of distribution transformers / feeders / consumers in the urban areas.</li> <li><b>IT enablement</b> of distribution sector and strengthening of distribution network</li> <li><b>ERP and IT enablement</b> of balance urban towns are also included under IPDS.</li> <li>Underground cabling to include additional demand of States and smart metering solution</li> </ul>
<b>Position Held</b>	Project Management Consultant
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>Technical Loss Modeling: Utilized to estimate the number of technical losses in power distribution networks.</li> <li>Commercial Loss Identification: Applied <b>statistical analysis</b> to identify and minimize commercial losses, including theft and pilferage.</li> <li><b>Data Modeling</b> for Line Loss Management: Analytical models are developed to manage and reduce technical losses in distribution lines.</li> <li><b>Incorporate statistical analysis</b> to understand and address technical, commercial and collection losses in power systems.</li> <li>Used to model the relationship between various factors affecting technical and commercial losses, helping <b>in prediction</b>, and understanding their impact.</li> <li>Applied to evaluate technical power losses on distribution networks by analyzing load characteristics.</li> </ul>



	<ul style="list-style-type: none"> <li>Utilized to estimate technical losses in low voltage distribution systems, aiding in understanding and mitigating losses.</li> <li>Co-ordinate and monitor <b>Data manipulation and visualization in Stata, Data analysis in Stata Regression modelling in Stata.</b></li> <li>Preparation of <b>RACI Matrix, Status Report, Created Project charter, Data Migration plan.</b></li> <li>Creation of <b>Project plan and Change management strategy.</b></li> <li>Preparation of <b>Project Appraisal Document and Project management Plan,</b> manage Stakeholder Engagement</li> <li><b>Hands on experience in statistical software such as STATA, R, SAS, MATLAB &amp; SPSS</b></li> </ul>
Name of the Project	e-SARAS and Yellow Revolution Projects UMED - Maharashtra State Rural Livelihood Mission
Year	2019
Location	Navi Mumbai
Name of the Client	Rural Development & Panchayati Raj Department, Government of Maharashtra
Project Features	<p>e-Saras is an ambitious project of Ministry of Rural Development, Government of India for uplifting Self-Help Groups. The SHGs based in rural areas of the State have specialized and diverse skillsets. They are engaged in a variety of income generation activities, resulting in the production of unique and useful products which also has the potential to provide value for money to end customers while maintaining superior quality compared to existing market options.</p> <p><b>Yellow Revolution</b> Maharashtra State Rural Livelihood Mission steer the production of eggs by promoting backyard poultry practice by Self Help Groups across the state.</p> <ul style="list-style-type: none"> <li>Improve the monetary Returns of the SHGs to ensure self-sustenance.</li> <li>Establish Supplier Chain mechanism.</li> </ul>
Position Held	Consultant
Activities Performed	<ul style="list-style-type: none"> <li>Creation of <b>dashboard</b> on Sales and Supply, emphasizing on co-relation and regression</li> <li>Application of <b>ANOVA and Ancova model for summary for Sales</b> and supply at Block Level/District Level/State Level</li> <li>Recommended <b>simulation techniques and Count data models</b> for ascertaining summary of products/ new buyers etc</li> <li>Used <b>Categorical choice models</b> for Cart Management</li> <li>Used <b>Hypothesis testing</b> for Order Booking, processing, and distribution.</li> <li>Suggested <b>Fractional response models</b> for Promotions</li> </ul>

## Certification:

I, the undersigned, certify that to the best of my knowledge and belief that this CV correctly describes my qualifications and past experiences. I will undertake this assignment for the full project duration in terms of roles and



responsibilities assigned in the technical proposal or any agreed extension of activities thereof. I understand that any misstatement herein leads to disqualification of CV.

Date: 3<sup>rd</sup> June 2024

Signature of Key Professional with Date-

*Pritam Mohanty* 3<sup>rd</sup> June 2024

Authorized Signatory [in full and initials]: Aloke Agarwal

Name and Designation with Date and Seal: Aloke Agarwal, Partner



3<sup>rd</sup> June 2024



## 14.2.2 Sectoral Expert (Statistics) – Dr. K C Pani

1. Proposed Position: Sectoral Expert Statistics
2. Name of Firm: Deloitte Touché Tohmatsu India LLP
3. Name of Staff: Dr. Kailash Chandra Pani
4. Date of Birth: 17 April 1962
5. Years with Firm: 0
6. Nationality: Indian
7. Education:

Sl. No	Name of Institution	Degree Obtained	Passing year
1	Utkal University, Odisha	PhD in Economics	1998
2	Utkal University, Odisha	MSc in Statistics	1986

8. Membership in Professional Associations: NA
  - International Climate Action Partnership (ICAP), USA & European Association
  - Land Ocean Intercontinental Coastal Zones (LOICZ), China
  - Innovation Ambassador - Atal Ranking of Institutions on Innovative Awareness (ARIIA), Ministry of Education
  - Faculty Trainer & Enabler - National Innovation & Start-up Policy for Faculty & Students (NISP), Ministry of Education
  - International Association of Energy Economics (IAEE), USA
  - Indian Economics Association
  - Odisha Economics Association
9. Other Training:
  - Monitoring & Evaluation from National Institute of Labour Economics Research and Development, New Delhi
  - Convergence of Plan programs from NIRD, Hyderabad
  - Decentralized Planning from KILA, Kerala
  - Innovation in Government from XIMB, Bhubaneswar
  - Innovation in Spatial Decision Support System in Rural Development from NIRD, Hyderabad
  - District Planning from Gopabandhu Academy Of Administration, Bhubaneswar
  - Digital Image Analysis from ISRO, Bangalore
10. Countries of Work Experience: India
11. Languages:

Sl. No	Languages	Speak	Read	Write
1	English	Excellent	Excellent	Excellent
2	Hindi	Excellent	Excellent	Average
3	Odia	Excellent	Excellent	Excellent

12. Employment Record:



From 2019	To 2022
Employer Name:	Planning & Convergence Department, Government of Odisha
Position Held:	Joint Director
Details of the Task Assigned  (List all tasks to be performed under this Assignment/job)	As Joint Director of Central Range, oversaw <b>statistical and planning</b> schemes in 10 districts of Central Odisha, including design, implementation, <b>monitoring, evaluation</b> , report writing, and leading national surveys and censuses, ensuring data accuracy and quality standards at the state-level apex authority for statistical activities at DES.
From 2010	To 2019
Employer Name:	Planning & Convergence Department, Government of Odisha
Position Held:	Deputy Director, Planning & Statistics
Details of the Task Assigned  (List all tasks to be performed under this Assignment/job)	Oversaw the implementation, supervision and monitoring of various district development programs. This experience equipped me with strong project management skills, including <b>data collection, filling data gaps, quality control</b> , and report writing. Additionally, played a key role in disaster management efforts demonstrating my ability to work effectively under pressure and adapt to evolving situations.
From 1990	To 2010
Employer Name:	<ul style="list-style-type: none"> <li>• Planning &amp; Convergence Department, Odisha</li> <li>• Panchayati Raj &amp; Drinking Water Department, Odisha</li> <li>• Commerce and Transport Department, Odisha</li> <li>• Health &amp; Family Welfare Department, Odisha</li> </ul>
Position Held:	Assistant Director
Details of the Task Assigned  (List all tasks to be performed under this Assignment/job)	Managed the implementation, supervision, and quality control of statistical schemes, <b>ensuring data accuracy</b> for <b>economic analysis and future statisticians' development</b> through statistics courses at RIPAE&S, Bhubaneswar. Led the design, monitoring, and evaluation of rural development programs as Assistant Project Director (MIS) at DRDAs, utilizing <b>data analysis</b> to enhance program effectiveness. Monitored and evaluated transport schemes, served as State Nodal Officer for Road Safety, and leveraged <b>statistical expertise</b> as a <b>Biostatistician</b> at SCB



	Medical College, Odisha, contributing significantly to research and education in the medical field.
<b>From XX 1986</b>	<b>To XX 1990</b>
<b>Employer Name:</b>	Odisha Space Applications Centre, Odisha
<b>Position Held:</b>	Junior Scientist/STA

**Details of the Task Assigned**  
**(List all tasks to be performed under this Assignment/job)**

Applied remote sensing techniques for **map creation and analysis** of satellite imagery. Skilled in image processing and geospatial **data validation**.

13. Work undertaken that best illustrates capability to handle the tasks assigned for the assignment as described in the ToR.

<b>Name of the Project</b>	EARAS, Agriculture Census, ICS, PMFBY, RMIS, Census of Water bodies, National Sample Survey, Economic Survey, Economics Census, Price statistics, DSHB (70% of all DES schemes)
<b>Year</b>	2010 - 2022
<b>Location</b>	Odisha
<b>Name of the Client</b>	Directorate Of Economics and Statistics
<b>Project Feature</b>	Estimation of Socioeconomic Parameters and Recommending Policy Options <b>conducting Surveys</b>
<b>Position Held</b>	Joint Director/ Deputy Director
<b>Activities Performed</b>	<p>Performed various statistical activities related to:</p> <ul style="list-style-type: none"> <li>• Crop Statistics (EARAS)</li> <li>• Agricultural Census</li> <li>• Annual Survey of Industries (ASI / IIP)</li> <li>• Economic Census &amp; Economic Survey</li> <li>• State Income</li> <li>• National Sample Survey</li> <li>• Price Statistics</li> </ul> <p>Responsible for several critical aspects of data collection and analysis:</p> <ul style="list-style-type: none"> <li>• Development of <b>Data Collection Instruments</b>- Took charge of designing and creating the tools used to gather data, ensuring they were effective in capturing the required information accurately and comprehensively.</li> <li>• Training Sessions- Conducted training sessions for field teams, equipping them with the necessary skills and knowledge to execute <b>data collection activities</b> effectively and consistently.</li> <li>• Field Implementation and <b>Data Quality Assurance</b>- Managed the actual implementation of data collection in the field, overseeing processes to ensure data quality, accuracy and consistency across all teams and locations.</li> </ul>



	<ul style="list-style-type: none"> <li>Maintaining databases using statistical software programs</li> <li>Generation of <b>Comprehensive Reports and Dashboard</b> for statistical facts and findings of data</li> <li>Apart from <b>data collection and analysis</b>, was involved in generating detailed and insightful reports.</li> <li>This included <b>statistical analysis</b> to derive meaningful insights from the collected data, which were then presented in a comprehensive format for further decision-making and action.</li> </ul>
Name of the Project	Statistical schemes implementation for Government of Odisha
Year	1990-2010
Location	Across Odisha
Name of the Client	<ul style="list-style-type: none"> <li>Planning &amp; Convergence Department, Odisha</li> <li>Panchayati Raj &amp; Drinking Water Department, Odisha</li> <li>Commerce and Transport Department, Odisha</li> <li>Health &amp; Family Welfare Department, Odisha</li> </ul>
Project Feature	Managed the implementation, supervision, and <b>quality control of statistical schemes</b> , ensuring data accuracy for economic analysis and future statisticians' development through <b>statistics courses at RIPAE&amp;S, Bhubaneswar</b> . Led the design, monitoring, and evaluation of rural development programs as Assistant Project Director (MIS) at DRDAs, utilizing <b>data analysis</b> to enhance program effectiveness. Monitored and evaluated transport schemes, served as State Nodal Officer for Road Safety, and leveraged statistical expertise as a <b>Biostatistician</b> at SCB Medical College, Odisha, contributing significantly to <b>research and education</b> in the medical field.
Position Held	Assistant Director
Activities Performed	<ul style="list-style-type: none"> <li>Managed the implementation, supervision and <b>quality control of statistical schemes</b>. This ensured <b>the accuracy and reliability of data</b> used for economic analysis. Additionally, developed future generations of statisticians by <b>delivering statistics courses</b> at the Regional Institute of Planning, Applied Economics &amp; Statistics (RIPAE&amp;S), Bhubaneswar.</li> <li>Led the design, monitoring, and evaluation of rural development programs for 9 years as Assistant Project Director (MIS) at DRDAs. <b>Utilized data analysis skills</b> to assess program effectiveness and identify areas for improvement.</li> <li>Led the <b>monitoring and evaluation</b> of transport schemes through <b>analysis of transport statistics</b>. Additionally, served as the State Nodal Officer for Road Safety for 2 years at the Department of Commerce &amp; Transport.</li> <li>Leveraged <b>statistical expertise</b> as a <b>Biostatistician</b> at SCB Medical College, Odisha. Responsibilities included designing and <b>analyzing research</b> studies, as well as teaching <b>biostatistics</b> to medical students.</li> <li>Department liaison for <b>data collection</b> and <b>data gathering</b></li> </ul>

Certification:



I, the undersigned, certify that to the best of my knowledge and belief that this CV correctly describes my qualifications and past experiences. I will undertake this assignment for the full project duration in terms of roles and responsibilities assigned in the technical proposal or any agreed extension of activities thereof. I understand that any misstatement herein leads to disqualification of CV.

Date: 3<sup>rd</sup> June 2024

Signature of Key Professional with Date-

  
26.3.2024

Authorized Signatory [in full and initials]: Aloke Agarwal



Name and Designation with Date and Seal: Aloke Agarwal, Partner



3<sup>rd</sup> June 2024



### 14.2.3 Sectoral Expert (Economics) – Swagat K Mishra

1. Proposed Position: Sectoral Expert Economics
2. Name of Firm: Deloitte Touché Tohmatsu India LLP
3. Name of Staff: Swagat Kishore Mishra
4. Date of Birth: 20 November 1984
5. Years with Firm: 0
6. Nationality: Indian
7. Education:

Sl. No	Name of Institution	Degree Obtained	Passing year
1	Centurion University of Technology & Management (Bhubaneswar)	Doctor of Philosophy (Ph.D)	2024
2	IIM Mumbai (Erstwhile NITIE, Mumbai, Maharashtra)	Fellow NITIE (Doctoral Research Scholar)	2020
3	Utkal University (Bhubaneswar, Odisha)	M.A. Analytical & Applied Economics	2007
4	Ravenshaw University (Cuttack, Odisha)	B.A. Mathematical Economics Honors with Statistics Optional	2005

8. Membership in Professional Associations:
  - International Climate Action Partnership (ICAP), USA & European Association
  - Land Ocean Intercontinental Coastal Zones (LOICZ), China
  - Innovation Ambassador - Atal Ranking of Institutions on Innovative Awareness (ARIIA), Ministry of Education
  - Faculty Trainer & Enabler - National Innovation & Start-up Policy for Faculty & Students (NISP), Ministry of Education
  - International Association of Energy Economics (IAEE), USA
  - Indian Economics Association
  - Odisha Economics Association
9. Other Training:
  - Faculty Trainer & SPOC: Coursera Faculty Development, Birla Global University (2022-24)
  - MDP Consultant: National Entrepreneurship Network (NEN), 2020 – 23
  - Faculty Trainer & Mentor: Tarapore Atomic Power Plant, Maharashtra (2012)
  - MDP Consultant: Reliance Industries, Maharashtra (2013)
  - Faculty Mentor: NALCO, Odisha (2011)
  - Chairperson: Centre for Innovation & Business Incubation (CIBIE), E-Cell, Birla Global University (2016-2024)
10. Countries of Work Experience: India
11. Languages:

Sl. No	Languages	Speak	Read	Write
1	English	Excellent	Excellent	Excellent
2	Hindi	Excellent	Excellent	Excellent



3	Odia	Excellent	Excellent	Excellent
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## 12. Employment Record:

From June 2015	To Ongoing
Employer Name:	Birla Global University (Erstwhile BIMTECH Bhubaneswar) 10.6.2015 to 30.04.2024, Birla School of Management
Position Held:	Assistant Professor (Grade II)
Details of the Task Assigned  (List all tasks to be performed under this Assignment/job)	Innovation & IPR Management, Core Syllabus Teaching, FDP & MDP Consultancy, Faculty Mentor & Corporate Trainer with Start-up Odisha (O-Hub) & NEN, India, Coursera SPOC
From December 2011	To June 2015
Employer Name:	Birla Institute of Science & Technology (BITS) Pilani, K.K. Birla Goa Campus (26.12.2011 – 9.6.2015)
Position Held:	Assistant Professor (Grade I), Department of Economics & Finance
Details of the Task Assigned  (List all tasks to be performed under this Assignment/job)	Industry Trainer on Practice School, Core Syllabus Teaching, FDP & MDP Consultancy, Faculty Mentor
From June 2016	To May 2017
Employer Name:	School of Sustainability, Xavier University Bhubaneswar
Position Held:	Visiting Faculty
Details of the Task Assigned  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>• Teaching on <b>Energy markets</b> and Innovation and Green Accounting and Carbon Markets</li> <li>• Monitoring and analyzing <b>energy market trends</b>, policy developments, technological innovations to identify opportunities and risks.</li> <li>• Collaborating with internal teams, external partners, and stakeholders to drive sustainability initiatives, green investments and <b>climate resilience</b></li> </ul>
From June 2012	To May 2014
Employer Name:	Goa Institute of Management, Goa
Position Held:	Visiting Faculty
Details of the Task Assigned	<ul style="list-style-type: none"> <li>• Conducting <b>macroeconomic</b> research and analysis to identify opportunities and risks for the organization.</li> </ul>



(List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>Monitoring and evaluating <b>industry trends, market conditions</b> and competitive landscape to inform strategic planning.</li> <li>Developing and implementing <b>pricing strategies, cost optimization initiatives, and revenue enhancement plans</b></li> <li>Analyzing <b>business data</b> and performance metrics to assess profitability, efficiency, and competitiveness.</li> <li><b>Managerial Economics</b> for business environment</li> <li><b>Analyzing data using statistical test</b></li> </ul>
From June 2008	To May 2011
Employer Name:	National Institute of Industrial Engineering, Mumbai
Position Held:	Teaching Assistant
Details of the Task Assigned  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>Developing <b>econometric models</b> to analyze financial data related to <b>environmental investments, carbon markets</b> and sustainable finance.</li> <li>Providing expertise and advisory services on <b>environmental economics, financial econometrics, and carbon finance</b> to support decision-making and strategic planning.</li> <li>Conducting <b>economic analysis</b> of environmental policies and initiatives including <b>cost-benefit analysis, impact assessment and policy evaluation</b>.</li> </ul>

13. Work undertaken that best illustrates capability to handle the tasks assigned for the assignment as described in the ToR

Name of the Project	Palan Poshan Paryavaran
Year	2021 - continuing
Location	Bhubaneswar, Odisha and Noida, Uttar Pradesh
Name of the Client	Start-up India
Project Feature	NISP 2019 based Start-up (Proprietary – Exploration Stage)
Position Held	Founder Chairman
Activities Performed	<p><b>Economic Survey</b> of 287 households in Hydropower Utilities at Five major stations Burla, Chiplima, Rengali, Indravati and Upper Kolab.</p> <ul style="list-style-type: none"> <li><b>Data Analysis</b> of the large datasets collected through the survey.</li> <li><b>Trend analysis</b> through histograms for <b>forecasting</b>.</li> <li>Macro and micro economic data analysis using software packages such as <b>SPSS/R/STATA/SAS</b></li> <li><b>Econometric Modelling</b> and forecasting</li> </ul>



Name of the Project	Atal Ranking of Institutions on Innovative Awareness (ARIIA)
Year	2021-23
Location	Bhubaneswar, Odisha and Hyderabad, Telangana
Name of the Client	Institute of Innovation Council (IIE), Ministry of Education
Project features	IIC-ARIIA Regional Meet and Project Innovations
Position Held	Innovation Ambassador (2021-24, Eastern Zone) – Ministry of Education, Innovation Cell and Institution of Innovation Council, BGU.
Activities Performed	<p>Delivered the IIC Speaker track for NISP and ARIIA highlighting the current progress of Startup India registered 'Palan Poshan Paryavaran' in Birla Global University along with <u>three</u> project appraisals of business ventures:</p> <ul style="list-style-type: none"> <li>• Fish Bond (Ideation Complete &amp; 3D-Prototyping in Progress)</li> <li>• FisIT (Ideation Complete)</li> <li>• AgriMeant (Ideation Complete &amp; 3D-Prototyping in Progress)</li> </ul> <p>Presenting updates on startup initiatives, evaluating project progress and providing <b>strategic insights and recommendations</b>.</p>
Name of the Project	International Livestock Research Institute (ILRI) and Bill & Melinda Gates Foundation Management Simulation on Small Ruminants Cooperatives- A Field Survey Analysis
Year	2016
Location	Bhubaneswar, Odisha
Name of the Client	International Livestock Research Institute (ILRI) and Bill & Melinda Gates Foundation, USA
Project Features	<b>Field survey</b> combined workshop featuring a Research Platform Meeting conducted with International Livestock Research Institute (ILRI) and Bill & Melinda Gates Foundation on 19th Feb, 2016 that was attended by 82 delegates.
Position Held	Predictive Analytics as Field Surveyor & Research Professional
Activities Performed	<ul style="list-style-type: none"> <li>• <b>Field Survey Reporting</b> and presentation of a working paper on 'GHG emissions and Livestock management of Indian cattle: A case study of Gothapatana, Odisha'. This event was attended by communities of farmers, animal husbandry, scientists, bankers, international promoters and academicians and highly appreciated.</li> <li>• <b>Data Analysis of</b> large data sets collected <b>and presentation of statistical findings</b> through executive summaries, charts and graphs</li> </ul>



Certification:

I, the undersigned, certify that to the best of my knowledge and belief that this CV correctly describes my qualifications and past experiences. I will undertake this assignment for the full project duration in terms of roles and responsibilities assigned in the technical proposal or any agreed extension of activities thereof. I understand that any misstatement herein leads to disqualification of CV.

Date: 3<sup>rd</sup> June 2024

Signature of Key Professional with Date

*Swagat Kishore Mishra*  
28.03.24

3<sup>rd</sup> June 2024

Authorized Signatory [in full and initials]: Aloke Agarwal

Name and Designation with Date and Seal: Aloke Agarwal, Partner



3<sup>rd</sup> June 2024



#### 14.2.4 Data Management-cum-Quality Expert - Hasinur Rehman

1. Proposed Position: Data Management-cum-Quality Expert
2. Name of Firm: Deloitte Touché Tohmatsu India LLP
3. Name of Staff: Hasinur Rehman
4. Date of Birth: 02 May 1984
5. Years with Firm: 5 months
6. Nationality: Indian
7. Education:

Sl. No	Name of Institution	Degree Obtained	Passing year
1	Indian Institute of Management Kozhikode	General Management Program for Business Excellence (eMDP)	2022
2	International Institute of Information Technology Bangalore	Post Graduate Diploma in Data Science	2018
3	West Bengal University of Technology	Master of Computer Application (MCA)	2011
4	Bangalore University	Bachelor of Computer Application (MCA)	2007

8. Membership in Professional Associations: NA
  - Other TrSix Sigma White Belt – Council for Six Sigma Certification
  - Data Science Tools – IBM
  - Managing an Agile Team – University of Virginia
  - Agile Meets Design Thinking – University of Virginia
  - Brand Management: Aligning Business, Brand and Behavior – University of London
  - Digital Product Management: Modern Fundamentals – University of Virginia
  - Customer Insights: New Product Development Orientation – University of Illinois
  - Certificate of Participation – International Model United Nations Conference
9. Countries of Work Experience: India, Kuwait
10. Languages:

Sl. No	Languages	Speak	Read	Write
1	English	Excellent	Excellent	Excellent
3	Bengali	Excellent	Excellent	Excellent

11. Employment Record:

From November 2023	To Ongoing
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The stamp contains the text "Deloitte Tohmatsu India LLP" around the perimeter and "Hasinur Rehman" in the center.

<b>Employer Name:</b>	Deloitte Touché Tohmatsu India LLP
<b>Position Held:</b>	Manager
<b>Details of the Task Assigned</b>  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>• Lead the <b>development of software applications</b>, systems and technical solutions according to project requirements and specifications.</li> <li>• Ensure <b>data quality</b> and adherence to coding standards.</li> <li>• Devising <b>data management</b> strategy</li> <li>• Utilize <b>decision support</b> tools and frameworks, such as decision trees, <b>cost-benefit analysis</b>, scenario modeling, and SWOT analysis to facilitate evidence-based decision-making.</li> <li>• Documentation of <b>Quality Assurance</b> activities</li> <li>• Making <b>recommendations</b> for systemic performance improvement</li> </ul>
<b>From November 2022</b>	<b>To October 2023</b>
<b>Employer Name:</b>	PricewaterhouseCoopers Private Limited
<b>Position Held:</b>	Senior Associate
<b>Details of the Task Assigned</b>  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>• Evaluate <b>technical feasibility</b>, scalability, and compatibility of proposed solutions with existing systems and infrastructure</li> <li>• Ensure <b>data quality</b> and adherence to coding standards</li> <li>• Making recommendations for <b>systemic performance improvement</b></li> <li>• Documentation of <b>Quality Assurance</b> activities</li> </ul>
<b>From January 2014</b>	<b>To October 2022</b>
<b>Employer Name:</b>	TCG Digital Pvt. Ltd
<b>Position Held:</b>	Manager
<b>Details of the Task Assigned</b>  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>• Implement agile methodologies or <b>project management frameworks</b> to facilitate iterative development, feedback and adaptation.</li> <li>• Utilize <b>decision support</b> tools and frameworks, such as decision trees, <b>cost-benefit analysis</b>, scenario modeling, and SWOT analysis to facilitate evidence-based decision-making</li> </ul>
<b>From March 2013</b>	<b>To December 2013</b>
<b>Employer Name:</b>	Csoft Marketing Pvt. Ltd
<b>Position Held:</b>	Programmer



<b>Details of the Task Assigned</b>  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>Conduct <b>research</b> and <b>analysis</b> of emerging technologies, industry trends and best practices to identify opportunities for innovation and technical advancement</li> <li><b>Develop software features</b>, modules, components, or applications using programming languages, framework and development tools</li> </ul>
From September 2011	To January 2013
Employer Name:	Nectar Consultancy Services
Position Held:	Consultant
<b>Details of the Task Assigned</b>  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li><b>Develop software features</b>, modules, components, or applications using programming languages, framework and development tools</li> <li>Creating <b>training</b> and <b>operating manuals</b></li> </ul>

12. Work undertaken that best illustrates capability to handle the tasks assigned for the assignment as described in the ToR

Name of the Project	e- Vidya Vahini, Jharkhand
Year	April 2023- October 2024
Location	Ranchi, Jharkhand
Name of the Client	Government of Jharkhand
Project features	Centralized system to increase the efficiency and transparency in different level and department under Ministry of Education
Position Held	Technical Manager
Activities Performed	<ul style="list-style-type: none"> <li><b>Solution Designing of Statistical Analytics Dashboard</b> using open-source technologies.</li> <li><b>Documentation of training manuals and operating manuals</b> for statistical product dissemination</li> <li>Provides solution and guidance in smooth transition of data from multiple existing application to the new centralized system.</li> <li>Ensures adherence to <b>data quality</b> by understanding the data requirements.</li> <li>Ensuring Quality Assurance using QA tools</li> <li>Documenting <b>Quality Assurance activities</b> and adherence to Quality Assurance policies</li> <li>Maintains <b>confidentiality ad security</b> existing data also providing roadmap for the new application's data security.</li> <li>Creation of Audit reports</li> </ul>
Name of the Project	Kolkata Municipal Corporation, e-Governance portal
Year	2022- 2023



<b>Location</b>	Kolkata
<b>Name of the Client</b>	Kolkata Municipal Corporation
<b>Project features</b>	Reduce the paperwork and optimize the human intervention in the case of G2C activity.
<b>Position Held</b>	Technical Lead
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Assessing <b>system performance</b> and making recommendations for software and hardware</li> <li>• <b>Recommendations</b> for data storage requirements</li> <li>• Maintains <b>confidentiality and security</b> existing data and providing roadmap for the new application's data security.</li> <li>• <b>Monitoring the processes</b> during the entire lifecycle for its adherence and updating or creating new processes for improvement and minimizing the data wastage</li> <li>• <b>Building of automated process</b></li> </ul>
<b>Name of the Project</b>	KNPC Analytics Dashboard
<b>Year</b>	2019
<b>Location</b>	Kuwait
<b>Name of the Client</b>	Kuwait National Petroleum Company
<b>Project features</b>	The purpose of this project was to get insights from historical data to provide better quality of product and to increase the efficiency in the operations.
<b>Position Held</b>	Technical Lead
<b>Activities performed</b>	<ul style="list-style-type: none"> <li>• <b>Solution Designing of Statistical Analytics Dashboard</b> using open-source technologies.</li> <li>• <b>Documentation of training manuals and operating manuals</b> for statistical product dissemination</li> <li>• Implemented the <b>Data Lake</b>.</li> <li>• Provided <b>ETL solution</b>.</li> <li>• Maintained confidentiality and security of the sensitive data.</li> <li>• Implemented automated processes wherever possible including ETL and report generation.</li> <li>• Development and implementation of effective <b>data management system</b></li> </ul>
<b>Name of the Project</b>	Development of Analytics Platform
<b>Year</b>	2014-2022
<b>Location</b>	Kolkata
<b>Name of the Client</b>	Internal



<b>Project features</b>	This product has been designed and developed using open-source technologies to provide an analytics platform across business domain
<b>Position Held</b>	Product Manager
<b>Activities performed</b>	<ul style="list-style-type: none"> <li>Designed <b>core architecture</b> of the product.</li> <li>Provided evidence-based insights in selecting technologies and tool to develop and implement the product.</li> <li>Designed <b>ETL roadmap</b> for different implementation.</li> <li>Data File Management with implementation of <b>Data Management strategies</b></li> <li><b>Data wrangling</b> and <b>data analysis</b></li> </ul>
<b>Name of Project</b>	Development of centralized portal for Public Procurement Monitoring Offices
<b>Year</b>	2011-2013
<b>Location</b>	Kolkata, India
<b>Name of the Client</b>	Public Procurement Office of Nepal Government
<b>Project features</b>	Centralized single window process to execute and monitor public procurement/tendering process
<b>Position Held</b>	Software Developer
<b>Activities performed</b>	<ul style="list-style-type: none"> <li>Designed and developed <b>core architecture</b> of the database.</li> <li>Writing store procedure to execution complex calculations</li> <li>Development API using Java.</li> <li>Implement <b>Quality Assurance</b> tools and methods.</li> <li>Ensure adherence to Government regulations</li> <li>Ensures adherence to <b>data quality</b> by understanding the data requirements.</li> <li>Ensuring <b>Quality Assurance using QA tools</b></li> <li>Documenting <b>Quality Assurance activities</b> and adherence to <b>Quality Assurance policies</b></li> <li>Perform routine inspections and <b>Quality tests</b></li> </ul>
<b>Name of Project</b>	CS Panorama (Engineering Document Viewer)
<b>Year</b>	2013
<b>Location</b>	Kolkata, India
<b>Name of the Client</b>	Internal
<b>Project features</b>	document management system for large engineering drawings
<b>Position Held</b>	Software Developer
<b>Activities performed</b>	<ul style="list-style-type: none"> <li>Designed and developed initial <b>architecture</b> of the solution.</li> <li>Development API using Java and writing SQL Query</li> <li>Creation of rules and procedures for <b>data sharing</b></li> <li><b>Handling of incoming data files</b></li> </ul>



Certification:

I, the undersigned, certify that to the best of my knowledge and belief that this CV correctly describes my qualifications and past experiences. I will undertake this assignment for the full project duration in terms of roles and responsibilities assigned in the technical proposal or any agreed extension of activities thereof. I understand that any misstatement herein leads to disqualification of CV.

Date: 3<sup>rd</sup> June 2024

**Signature of Professional with Date**  
Authorized Signatory [in full and

*Hesinor Pahenor*

3<sup>rd</sup> June 2024

initials]: Aloke Agarwal



Name and Designation with Date and Seal: Aloke Agarwal, Partner



3<sup>rd</sup> June 2024



### 14.2.5 IT Expert – Arunangshu Nag

1. Proposed Position: IT Expert
2. Name of Firm: Deloitte Touché Tohmatsu India LLP
3. Name of Staff: Arunangshu Nag
4. Date of Birth: 07 November 1984
5. Years with Firm: 1 year 3 months
6. Nationality: Indian
7. Education:

Sl. No	Name of Institution	Degree Obtained	Passing year
1	CIEM, Kolkata (West Bengal University of Technology)	B.E. in Computer Science & Engineering	June 2008

8. Membership in Professional Associations: NA
  - Member of Scientific Committee, Fortis
9. Other Training:
  - Prince2 Foundation level Project Management
  - ITB ISTQB Certified
  - Agile methodology testing
  - SQL & Linux
10. Countries of Work Experience: India
11. Languages:

Sl. No	Languages	Speak	Read	Write
1	English	Excellent	Excellent	Excellent
2	Hindi	Excellent	Excellent	Excellent
3	Bengali	Excellent	Excellent	Excellent

12. Employment Record:

From October 2020	To Ongoing
Employer Name:	Deloitte Touché Tohmatsu India LLP
Position Held:	Manager
Details of the Task Assigned  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>• Involved in requirement gathering, SRS preparation, Functional Test Strategy and planning.</li> <li>• <b>Driving project plan</b> to build the entire application and portal development</li> <li>• <b>Monitoring &amp; Evaluation</b> of the project deliverables</li> <li>• <b>Stakeholder communication</b> and liaison between government officials and the core development team</li> <li>• Ensuring <b>Quality Control</b> of the project deliverables</li> </ul>



	<ul style="list-style-type: none"> <li>Supervision of <b>data management workflows</b> and <b>data warehousing</b></li> </ul>
From September 2019	To January 2023
Employer Name:	PricewaterhouseCoopers Private Limited
Position Held:	Principal Consultant
Details of the Task Assigned  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>Creation of <b>data dissemination portal</b></li> <li>Upload and manage various types of <b>data files</b> including structured data (e.g., CSV, Excel) and unstructured data (e.g., documents, images)</li> <li>Ensure <b>Role-based access control (RBAC)</b> to manage user permissions based on their roles and responsibilities.</li> <li><b>Collaborate</b> with development teams to implement suggested improvements and best practices</li> </ul>
From August 2014	To September 2019
Employer Name:	Infosys Limited
Position Held:	Senior Associate Consultant
Details of the Task Assigned  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>Develop <b>test plans</b> outlining test phases, test cases, test data, environments, and resource requirements.</li> <li>Develop <b>comprehensive QA strategy</b> aligned with project goals and objectives.</li> <li>Identify <b>performance bottlenecks</b> or issues impacting software performance, scalability or reliability.</li> <li>Collect and <b>analyze performance metrics</b> such as response times, throughput and resource utilization.</li> <li>Analyze test results, <b>defect trends</b> and <b>performance metrics</b> to identify areas for improvement</li> </ul>
From September 2012	To August 2014
Employer Name:	Mphasis Limited
Position Held:	Senior Software Engineer
Details of the Task Assigned  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>Designing, coding, and implementing software solutions based on project requirements and technical specifications.</li> <li>Using programming languages, development frameworks and tools to create functional and efficient software applications.</li> <li>Design <b>test data sets and environments</b> necessary for testing different scenarios and edge cases.</li> <li>Design and implement <b>data warehouse architecture</b> based on business requirements</li> </ul>



From August 2011	To September 2012
Employer Name:	Wipro Technology
Position Held:	Senior Software Engineer
<b>Details of the Task Assigned</b> (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>Designing, coding, and implementing software solutions based on project requirements and technical specifications.</li> <li>Using programming languages, development frameworks and tools to create functional and efficient software applications.</li> <li>Design <b>test data sets and environments</b> necessary for testing different scenarios and edge cases.</li> <li>Design and implement <b>data warehouse architecture</b> based on business requirements</li> </ul>
From June 2008	To August 2011
Employer Name:	Mphasis an HP company
Position Held:	Software Engineer
<b>Details of the Task Assigned</b> (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>Designing, coding, and implementing software solutions based on project requirements and technical specifications.</li> <li>Using programming languages, development frameworks and tools to create functional and efficient software applications.</li> <li>Design <b>test data sets and environments</b> necessary for testing different scenarios and edge cases.</li> <li>Design and implement <b>data warehouse architecture</b> based on business requirements</li> </ul>

13. Work undertaken that best illustrates capability to handle the tasks assigned for the assignment as described in the ToR.

Name of the Project	IDC Portal Development, Goa
Year	October 2024- Till now
Location	Goa, India
Name of the Client	Goa Industrial Development Corporation under Government of Goa
Project Feature	Implementation, Development and Support of existing and new application
Position Held	Business Analyst and Project Manager
Activities Performed	<ul style="list-style-type: none"> <li>Driving <b>ICT interventions</b> with project planning and developing project plans</li> <li>Involved in requirement gathering, SRS preparation, Functional Test Strategy and planning.</li> </ul>



	<ul style="list-style-type: none"> <li>• <b>Driving project plan</b> to build the entire application and portal development.</li> <li>• <b>Monitoring &amp; Evaluation</b> of the project deliverables</li> <li>• <b>Stakeholder communication</b> and liaison between government officials and the core development team</li> <li>• Ensuring <b>Quality Control</b> of the project deliverables</li> <li>• Supervision of <b>data management workflows</b> and <b>data warehousing</b></li> <li>• Collaborate with external vendors or third-party service providers involved in the project.</li> <li>• Collaborate with cross-functional teams including developers, project managers and business stakeholders to ensure alignment on <b>quality objectives</b> and priorities.</li> <li>• Designing of <b>Enterprise Level Architecture</b></li> <li>• Formulation of a strategic plan for the <b>enterprise architecture</b>, encompassing aspects such as network infrastructure, <b>data management</b>, <b>security protocols</b>, <b>cloud integration</b> and scalability</li> <li>• Design and implement <b>data warehouse architecture</b> based on business requirements.</li> <li>• Perform data cleansing, validation, and transformation to ensure data quality and consistency in the <b>data warehouse</b></li> </ul>
Name of the Project	e- Vidya Vahini, Jharkhand
Year	April 2023- October 2024
Location	Ranchi, Jharkhand
Name of the Client	Government of Jharkhand
Project features	Implementation, Development and Support of existing and new application.
Position Held	Project Manager
Activities Performed	<ul style="list-style-type: none"> <li>• Plan and conduct <b>regression testing</b> to validate software changes and ensure that new updates do not adversely affect existing functionalities.</li> <li>• Develop a comprehensive <b>test strategy</b> based on project requirements, including defining test objectives, scope, approach and resources needed.</li> <li>• Manage <b>stakeholder expectations</b> and ensure their requirements are reflected in the testing process and project deliverables.</li> <li>• Create detailed <b>test cases and test scenarios</b> based on functional requirements and specifications.</li> <li>• Designing of <b>Enterprise Level Architecture</b></li> <li>• Formulation of a <b>strategic plan</b> for the enterprise architecture, encompassing aspects such as network infrastructure, <b>data management</b>, <b>security protocols</b>, <b>cloud integration</b>, and scalability</li> <li>• Design and implement <b>data warehouse architecture</b> based on business requirements.</li> <li>• Perform data cleansing, validation, and transformation to ensure data quality and consistency in the <b>data warehouse</b>.</li> <li>• Collaborate with external vendors or <b>third-party service providers</b> involved in the project.</li> </ul>



Name of the Project	e- Office, Jharkhand
Year	September 2019- January 2023
Location	Ranchi, Jharkhand
Name of the Client	Government of Jharkhand
Project features	In a mandate to improve efficiency, transparency and accountability across state government offices, the e-Office project is conceived. The solution performance has an impact on everyday life of around 20000 users securely connected through intranet and internet
Position Held	Senior Test Lead
Activities Performed	<ul style="list-style-type: none"> <li>• Creation of <b>data dissemination portal</b></li> <li>• Upload and manage various types of <b>data files</b> including structured data (e.g., CSV, Excel) and unstructured data (e.g., documents, images)</li> <li>• Ensure <b>Role-based access control (RBAC)</b> to manage user permissions based on their roles and responsibilities.</li> <li>• <b>Collaborate</b> with development teams to implement suggested improvements and best practices</li> </ul>
Name of the Project	Apple Online Store
Year	2019
Location	Bangalore, India
Name of the Client	Apple
Project features	Quality check of Apple online store Web application
Position Held	Senior Test Lead
Activities performed	<ul style="list-style-type: none"> <li>• Plan and conduct <b>regression testing</b> to validate software changes and ensure that new updates do not adversely affect existing functionalities.</li> <li>• Automate regression tests where possible to improve efficiency and coverage.</li> <li>• Develop a comprehensive <b>test strategy</b> based on project requirements, including defining test objectives, scope, approach, and resources needed.</li> <li>• Plan test activities, timelines, and milestones to ensure thorough coverage of functional testing.</li> <li>• Create detailed test cases and test scenarios based on functional requirements and specifications.</li> <li>• Design <b>test data and environments</b> necessary for testing various functionalities</li> </ul>
Name of the Project	OU- LEM (Learning and Event Management)
Year	2018



<b>Location</b>	Bangalore, India
<b>Name of the Client</b>	UK Government
<b>Project features</b>	<p>The Open University (OU) is a public distance learning and research university, and the biggest university in the UK for undergraduate education.</p> <p>Enhancement of the current functionality are required on some of the applications and systems associated with LEM to provide a more efficient usage of the system and a better experience for AL Services, students and tutors.</p>
<b>Position Held</b>	Senior QA Lead
<b>Activities performed</b>	<ul style="list-style-type: none"> <li>• Develop <b>test plans</b> outlining test phases, test cases, test data, environments, and resource requirements.</li> <li>• Develop <b>comprehensive QA strategy</b> aligned with project goals and objectives.</li> <li>• Identify <b>performance bottlenecks</b> or issues impacting software performance, scalability or reliability.</li> <li>• Collect and <b>analyze performance metrics</b> such as response times, throughput and resource utilization.</li> <li>• Analyze test results, <b>defect trends</b> and <b>performance metrics</b> to identify areas for improvement</li> </ul>
<b>Name of Project</b>	British Petroleum North America Gas and Power
<b>Year</b>	2014-2017
<b>Location</b>	Bangalore, India
<b>Name of the Client</b>	British Petroleum -USA
<b>Project features</b>	NAGP (North America Gas and Power) is the business unit of IST dealing with gas and power trading
<b>Position Held</b>	Functional Test Lead
<b>Activities performed</b>	<ul style="list-style-type: none"> <li>• Identify testing objectives, scope, approach and methodologies (e.g., manual testing, automated testing, performance testing)</li> <li>• Develop <b>test plans</b> outlining test phases, test cases, test data, environments and resource requirements.</li> <li>• Design test data sets and environments necessary for testing different scenarios and edge cases.</li> <li>• Design and implement <b>data warehouse architecture</b> based on business requirements</li> </ul>
<b>Name of Project</b>	HP Smart Storage QA Support for ACU/HPSSA
<b>Year</b>	2012-2014
<b>Location</b>	Bangalore, India



Name of the Client	Hewlett Packard Enterprise
Project features	HP Smart Storage Administrator (HP SSA)/ HP Array Configuration Utility (HPACU) offers a single interface that quickly sets up, configures and manages the HP Smart Arrays controllers and the HP SAS Host Bus Adapters (HBA).
Position Held	Project Lead
Activities performed	<ul style="list-style-type: none"> <li>Validate data integrity, accuracy and consistency through <b>systematic testing procedures</b>.</li> <li>Conduct <b>data validation checks</b> to ensure data quality and reliability.</li> <li>Conduct <b>hardware compatibility testing</b> to ensure software functionality across different hardware configurations.</li> <li>Test hardware-specific features and functionalities as part of the overall testing process</li> </ul>
Name of Project	Telefonica
Year	2011-20112
Location	Bangalore, India
Client	Telefonica, Germany
Main Project Features	German Telecom company, Billing & Charging
Positions Held	QA Lead
Activities Performed	<ul style="list-style-type: none"> <li><b>Develop and maintain ETL workflows</b>, scripts, and jobs using ETL tools (e.g., Informatica, Talend, SSIS)</li> <li>Perform <b>data cleansing</b>, validation, and transformation to ensure data quality and consistency in the data warehouse.</li> <li>Identify testing objectives, scope, approach and methodologies (e.g., manual testing, automated testing, performance testing)</li> <li>Develop test plans outlining test phases, test cases, test data, environments and resource requirements.</li> <li>Generate defect reports, metrics and dashboards to communicate <b>Quality Assurance status</b>, trends and areas of improvement to stakeholders</li> </ul>
Name of Project	HP VMware SNMP Agents, iLO & OpenIPMI support
Year	2009-2011
Location	Bangalore, India
Client	Hewlett Packard Enterprise
Main Project Features	HP System Management Homepage
Positions Held	Senior Test Engineer
Activities Performed	<ul style="list-style-type: none"> <li>Develop test plans outlining test phases, test cases, test data, environments and resource requirements.</li> </ul>



	<ul style="list-style-type: none"> <li>Identify <b>performance bottlenecks</b> or issues impacting software performance, scalability or reliability.</li> <li>Collect and analyze performance metrics such as response times, throughput and resource utilization.</li> <li>Analyze <b>test results</b>, defect trends, and performance metrics to identify areas for improvement</li> </ul>
Name of Project	ESEC UST Maintenance
Year	2008-2009
Location	Bangalore, India
Client	ESEC, Switzerland
Main Project Features	Human Machine Interface (HMI)
Positions Held	Test Engineer
Activities Performed	<ul style="list-style-type: none"> <li>Identify testing objectives, scope, approach, and methodologies (e.g., manual testing, automated testing, performance testing)</li> <li>Develop test plans outlining test phases, test cases, test data, environments, and resource requirements.</li> <li>Design <b>test data sets and environments</b> necessary for testing different scenarios and edge cases.</li> <li>Design and implement <b>data warehouse architecture</b> based on business requirements</li> </ul>

Certification:

I, the undersigned, certify that to the best of my knowledge and belief that this CV correctly describes my qualifications and past experiences. I will undertake this assignment for the full project duration in terms of roles and responsibilities assigned in the technical proposal or any agreed extension of activities thereof. I understand that any misstatement herein leads to disqualification of CV.

Date: 3<sup>rd</sup> June 2024

Signature of Key Professional with Date-

3<sup>rd</sup> June 2024

Authorized Signatory [in full and initials]: Aloke Agarwal

Name and Designation with Date and Seal: Aloke Agarwal, Partner



3<sup>rd</sup> June 2024



## 14.2.6 Procurement cum Contract Management Expert – Jyoti Ranjan Rout

1. Proposed Position: Procurement-cum-Contract Management Expert
2. Name of Firm: Deloitte Touché Tohmatsu India LLP
3. Name of Staff: Jyoti Ranjan Rout
4. Date of Birth: 26 September 1988
5. Years with Firm: 0.11
6. Nationality: Indian
7. Education:

Sl. No	Name of Institution	Degree Obtained	Passing year
1	Xavier Institute of Management, Bhubaneswar	Master's in Business Administration (MBA)	2015
2	National Institute of Technology, Rourkela (NIT, Rourkela)	B. Tech in Mechanical Engineering	2011

8. Membership in Professional Associations: NA
9. Other Training: NA
10. Countries of Work Experience: India
11. Languages:

Sl. No	Languages	Speak	Read	Write
1	English	Excellent	Excellent	Excellent
2	Hindi	Excellent	Excellent	Fair
3	Odia	Excellent	Excellent	Fair

12. Employment Record:

From May 2023	To Ongoing
Employer Name:	Deloitte Touché Tohmatsu India LLP
Position Held:	Manager
Details of the Task Assigned  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>• Assisted in preparation of <b>procurement manual, procurement rules and guidelines</b> and to implement the e-Procurement system.</li> <li>• Prepare <b>procurement strategies &amp; operational procedures</b> for governing procurement functions.</li> <li>• Provide subject matter expertise in <b>procurement of goods and services</b>.</li> <li>• Ensure proper <b>documentation of bid processes</b> for clients.</li> </ul>



From February 2019	To April 2023
Employer Name:	Azim Premji Foundation, India
Position Held:	Programme Manager / Functional Consultant
Details of the Task Assigned  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>Implement <b>procurement related activities</b> for setting up Programme Management Units (PMUs) for social welfare and tech interventions.</li> <li>Maintain a <b>database of agencies</b> for providing services &amp; supplying goods at different levels of Government.</li> <li>Subject matter expertise on <b>public service delivery, procurement</b> and social protection</li> <li>Promote <b>financial inclusion</b>, especially through ICT interventions</li> </ul>
From May 2015	To February 2019
Employer Name:	Deloitte Touché Tohmatsu India LLP
Position Held:	Manager
Details of the Task Assigned  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>Execute strategic assignments promoting technology transformation, <b>bid process management, ICT implementation</b>, social welfare, DBT, service delivery etc.</li> <li>Preparation of annual performance review reports, progress reports, <b>RFPs/ EOIs/ RFQs &amp; contract documents</b></li> </ul>
From April 2014	To June 2014
Employer Name:	Vistaar Financial Services Pvt. Ltd., Bangalore
Position Held:	Operations Expert
Details of the Task Assigned  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>Assessment of branch operations &amp; strategic inputs to leadership</li> <li>Devising ICT based framework for automating onboarding processes</li> </ul>
From October 2011	To July 2012
Employer Name:	OCL India Limited, Cuttack
Position Held:	Executive Engineer
Details of the Task Assigned	<ul style="list-style-type: none"> <li>Overall <b>project management including procurement &amp; operations.</b></li> </ul>



(List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>• Improve internal ICT systems</li> </ul>
From July 2011	To September 2011
Employer Name:	Philips Carbon Black Limited, Durgapur
Position Held:	Engineer
Details of the Task Assigned  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>• Operations management</li> <li>• Process streamlining, ICT transformation etc.</li> </ul>

13. Work undertaken that best illustrates capability to handle the tasks assigned for the assignment as described in the ToR.

Name of the Project	Monitoring and Evaluation of Tripura Rural Economic Growth & Service Delivery Project (TRESP)
Year	2023- Ongoing
Location	Odisha, India
Name of the Client	World Bank, Tribal Welfare Department, Govt. of Tripura
Project Feature	<p>The project aims to serve the marginalized communities of Tripura including the tribal population, by improving the agriculture and livelihoods opportunities, and other social aspects related to the target communities constituting the agrarian households. Under the TRESP project it has been strategized to have a <b>multifaceted cross sectoral approach</b> through line-departments acting as Project Implementation Units which is expected to spearhead <b>implementation of interventions</b> across the thematic areas of the project.</p> <p>Deloitte is the <b>monitoring and evaluation partner</b> of the project designated to track the project's theory of change with focus on progress on interventions in agricultural value chain.</p>
Position Held	Procurement Expert
Activities Performed	<ul style="list-style-type: none"> <li>• Advisory support for <b>implementation of ICT systems for program management</b> and grievance redressal including dashboard, MIS, grievance platform etc.</li> <li>• Undertaking <b>strategic evaluation of procurement related activities</b> by the line departments</li> <li>• Support the project M&amp;E team through <b>preparation of RFPs, RFQs, BOQs for onboarding of agencies for providing services</b> for developing tools and survey instruments, data collection, training of the resources etc.</li> <li>• Providing end-to-end support in bid process management including <b>preparation of contract documents, conducting contract negotiations &amp;</b></li> </ul>



	<p><b>successful execution of contracts</b></p> <ul style="list-style-type: none"> <li>• Stakeholder consultations including key officials &amp; consultants/ advisors of the Information Technology Department, Govt of Tripura, Tribal Welfare Dept etc. as well as the potential vendors for providing goods &amp; services to different departments.</li> <li>• <b>Assessment</b> of the agricultural interventions and initiatives taken for the agrarian SHG households and comparison of the impact of interventions with treatment and control households which includes mapping of policies, incentives, business regulations/ compliances of various sectors including agribusiness, food processing units.</li> <li>• Assisted in development of M&amp;E framework. Suggested use of <b>Aadhaar</b> and <b>DBT</b> for targeted delivery of benefits and incentives for <b>improved public service delivery</b></li> </ul>
<b>Name of the Project</b>	Monitoring and Evaluation of Assam Citizen Centric Service Delivery Project (ACCSDP) for World Bank/ Assam Rural Infrastructure and Agricultural Services Society (ARIASS)
<b>Year</b>	2023-2024
<b>Location</b>	Assam, India
<b>Name of the Client</b>	ARIAS Society / The World Bank
<b>Project features</b>	The project aims to serve the citizens of Assam, especially the poor, through policy implementation and technology interventions; and takes an integrated approach to improve the institutional arrangements and processes for citizens' improved access to public services. The technical assistance component has been framed around four interrelated sub-components: (i) <b>strengthening Right to Public Services Act implementation</b> ; (ii) improving <b>service delivery processes</b> ; (iii) setting up one-stop-service centers and electronically deliver select services to the citizens closer to their homes/homes; and (iv) <b>promoting citizen engagement</b> .
<b>Position Held</b>	Project Manager
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Providing necessary support to the Assam Rural Infrastructure and Agricultural Services Society (ARIASS) for project implementation</li> <li>• <b>Assessed the client's procurement strategy and assessed hiring of consultants as well as goods and services.</b></li> <li>• Carried out physical site visits to evaluate assets procured under the project.</li> <li>• <b>Provided inputs for procurement plan</b> for multiple project tracks</li> </ul>
<b>Name of the Project</b>	Formulation & implementation of State Action Plan for elimination of Child Labour in Odisha
<b>Year</b>	2023- Ongoing
<b>Location</b>	Odisha, India



Name of the Client	Department of Labor & E.S.I, Govt of Odisha
Project Features	<p>The Labour &amp; E.S.I Department, Government of Odisha (GoO) planned to prepare a comprehensive “State Action Plan for elimination of child labour” across the state, including effective enforcement of labour legislations, rescue &amp; rehabilitation of child &amp; adolescent labour and prosecution of the offending employers.</p> <p>Client was Labour &amp; E.S.I Department, Government of Odisha. The client’s area of operation extends to whole of Odisha (state of India) and is responsible for enforcement of child &amp; adolescent labour laws and for matters connected therewith. The customer of the client’s services is the public at large in the state of Odisha.</p>
Position Held	Programme Manager
Activities Performed	<ul style="list-style-type: none"> <li>• Extensive literature review including the key legislations and study of best practices from across the country including action Plans developed across the country, if any.</li> <li>• Support <b>development of technology platform and ICT resources</b> to combat child labour.</li> <li>• Preparation of <b>guidelines, SOPs &amp; model RFPs to govern the procurement activities for development of ICT based portals</b> for Monitoring &amp; evaluation, along with fixing of accountabilities at various levels of key line departments from development partners, CSOs, academicians etc.</li> <li>• Stakeholder consultations including key officials &amp; consultants/ advisors of the Labour &amp; E.S.I Department, Govt. of Odisha.</li> <li>• Field visits, to identify the critical gaps across different aspects of child/ adolescent labour eradication. Work with <b>ICT system integrators</b> to improve IT performance.</li> <li>• Formulation of the Action Plan across the following areas: <ul style="list-style-type: none"> <li>○ Identification, reporting, and rescue of children &amp; adolescents engaged in employment.</li> <li>○ Incorporate best practices in <b>social protection, public service delivery, dashboard design</b>.</li> <li>○ Stringent enforcement of laws prohibiting child &amp; adolescent labour as well prosecution of the offenders.</li> </ul> </li> </ul> <p>Reinforce strict implementation of child and adolescent labour Act. Develop zero tolerance policy for private sectors, develop SoPs for rescue and rehabilitation of child labour and implement.</p>
Name of the Project	Odisha Nutrition Programme of Azim Premji Foundation
Year	2019-2023



<b>Location</b>	Odisha, India
<b>Name of the Client</b>	Women & Child Development Department (DWCD), Govt. of Odisha
<b>Project Features</b>	Govt. of Odisha through its Women & Child Development Department works towards improving the nutritional scenario across the state. The client's area of operation extends to whole of Odisha (state of India) and is responsible for providing services for the overall development of mothers & children through a network of Anganwadi Centers, Child Care Institutions and shelters for women in distress.
<b>Position Held</b>	Programme Manager and <b>Functional Consultant</b>
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>● Provided support in formulation of the following schemes, including concept preparation, intervention design, implementation strategy &amp; budgeting <ul style="list-style-type: none"> <li>○ <b>State Nutrition Strategy by DWCD "Mukhyamantri Sampoorna Pushti Yojana (MSPY)"</b></li> <li>○ <b>Special nutrition strategy for Particularly Vulnerable Tribal Groups (PVTGs)</b> of Odisha by OPELIP, SC/ST Department, Govt. of Odisha. This has been acknowledged by NITI Ayog as a best practice in the country</li> </ul> </li> <li>● Supported in conceptualization &amp; development of <b>ERP system named as 'Mo-Chhatua'</b> (including an ICT based portal &amp; mobile application) to streamline the supply chain management of Take-Home Ration provided to women &amp; children across the State, including data collection, analysis &amp; visualization to aid timely decision making. Supported in development of an IT based repository for managing training related activities for the Anganwadi Workers, helpers &amp; supervisors. Facilitated setting up <b>Model THR units</b> by forging effective collaborations with WFP. This involved: <ul style="list-style-type: none"> <li>○ Analysing industry trends and preparation &amp; implementation of procurement strategies;</li> <li>○ Preparation &amp; issue of <b>RFPs, bid process management, supporting evaluation of bids</b> for selection of agencies for development of the ICT based portals;</li> <li>○ Spearheading the <b>contract execution process</b> on behalf of the client, including preparation of documents, undertaking necessary negotiations &amp; <b>issue resolution for successful closure.</b></li> </ul> </li> <li>● Supported DWCD in:</li> </ul>



	<ul style="list-style-type: none"> <li>○ Leading the <b>procurement related activities for onboarding consultants to set up Programme Management Unit (PMU)</b> for ICDS strengthening project funded by OMBADC; setting up of IT PMU to analyse, develop &amp; integrate multiple applications under the ambit of DWCD e.g, MAMATA 2.0, master database for POSHAN related data</li> <li>○ Initiatives for development of a <b>training management information system &amp; learning management system</b> for the frontline workers;</li> <li>○ Initiating steps for <b>integration of different IT applications</b> and development of a Nutrition Dashboard with visualization for timely decision making;</li> <li>○ Undertaking assessment of one stop centres, swadhaar grehs, ujjwala homes and suggesting initiatives for ICT based data collection &amp; analysis</li> <li>● Providing support to DWCD in areas of <b>data management, training &amp; capacity building, knowledge management &amp; systems strengthening.</b></li> </ul>
Name of the Project	Consultancy for Assam Building & Other Construction Workers Welfare Board (ABOCWWB)
Year	2023- Ongoing
Location	Assam
Name of the Client	Assam Building & Other Construction Workers Welfare Board (ABOCWWB)
Project Features	<p>Deloitte Touché Tohmatsu India LLP has been appointed by the Assam BOCW Welfare Board, Govt. of Assam as the Consultant for Assam Building &amp; Other Construction Workers Welfare Board. On a broader aspect, the objective of the ABOCWWB for engaging Deloitte are as follows:</p> <ul style="list-style-type: none"> <li>● Preparation of SOPs, MoUs, comprehensive road map/plan of action to use BOCW Fund</li> <li>● Streamlining Skill Development Training programs</li> <li>● Identification of <b>IT Software and Hardware related needs,</b></li> <li>● Carrying out IT process related As-Is, To-Be study, <b>FRS and preparation of DPR, RFP, RFQs &amp; contract documents</b> for selection of System Integrator (SI)</li> <li>● Provide co-ordination support to the System Integrator engaged for developing the new BOCW portal.</li> </ul>
Position Held	ICT procurement Expert
Activities Performed	<ul style="list-style-type: none"> <li>● Supported As-Is study for overall computerization of ABOCWWB: Gave inputs for <b>As-Is study report, data collection template and discussed the way forward.</b></li> <li>● Provided advisory inputs for To-Be and FRS for the <b>overall computerization of ABOCWWB:</b> Prepared the To-Be and FRS reports, designed various forms required for registration and renewal, designed the templates for BOC registration cards and acknowledgement receipts</li> </ul>
Name of the Project	Technical support to Department of Information Technology and Electronics, Government of West Bengal (India)



<b>Year</b>	2016-2019
<b>Location</b>	West Bengal, India
<b>Name of the Client</b>	Webel / Department of Information Technology and Electronics, Government of West Bengal, India
<b>Project Features</b>	The Project Management Unit supported Webel (West Bengal Electronics Industry Development Corporation) and the Department of IT&E to conceptualize and implement projects to improve quality of life of citizens by leveraging emerging technologies.
<b>Position Held</b>	Procurement Expert
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Drafted key concept notes and <b>procurement strategies</b> for the Department for onboarding/implementing (a) Technology interventions in the social sector, (b) Use of blockchain and (c) <b>IoT interventions for smart infrastructure</b>.</li> <li>• Drafted <b>Procurement Manual</b> for the department and its nodal agency based on stakeholder feedback and study of best practices</li> <li>• Prepared presentations and updated documents based on procurement guidelines.</li> <li>• Identified <b>operational procedures governing procurement functions</b> to ensure organization can speedily purchase goods, IT consultancy and other services as necessary.</li> <li>• Assisted in preparation of <b>BOQ documents / Technical Specifications / Feasibility Reports (FRs) / Detailed Project Reports (DPRs)</b></li> <li>• Devised training materials and conducted training programs for improving <b>procurement subject matter knowledge</b> in the team.</li> </ul>
<b>Name of the Project</b>	Odisha Support for Urban Infrastructure Programme (OSUIP)
<b>Year</b>	2015-2019
<b>Location</b>	Odisha, India
<b>Name of the Client</b>	DFID, Housing & Urban Development Department, Govt. of Odisha
<b>Project Features</b>	The Housing & Urban Development Department, Government of Odisha (GoO) had received an ODA from Department for International Development (DFID) towards the enhancement of coverage and quality of basic amenities for urban poor. The HUDD, GoO was the principal recipient of the proposed support, while the 13 implementing agencies are the secondary recipient of the support. The project aimed at providing technical assistance in improving the services to the citizens. The project also aimed at building the financial capacity of the municipal bodies so that they became capable of incurring the necessary expenditure for O&M of the assets through PPP route.
<b>Position Held</b>	Programme Manager/ Functional Consultant
<b>Activities Performed</b>	<ul style="list-style-type: none"> <li>• Conceptualization, preparation of concept notes, RFPs, RFQs, BOQs &amp; other contract related documents for onboarding of agencies to develop the portals</li> </ul>



	<p>in addition to <b>monitoring the service level agreements &amp; timelines</b> for the following interventions:</p> <ul style="list-style-type: none"> <li>○ <b>IT based monitoring tools</b> for urban development viz. SWIMS, GIS based property tax and Mo-PRIDE among others etc.</li> <li>○ Cost estimation tool for <b>automating and expediting the process of estimating cost of project at ULB level</b>; no. of days for project cost estimation reduced to 3 days from 30 days.</li> <li>○ Frugal innovative <b>web-based tool to plug revenue leakages</b> by triangulating data sets, for unlocking of annual revenue potential.</li> <li>○ ‘Urban Services Pavilion’, as a <b>one-stop shop for seamless delivery of citizen centric services</b> in a time-bound and transparent manner to transform and strengthen urban service delivery.</li> <li>○ Innovative <b>‘Project Monitoring and Evaluation Dashboard’</b> for monitoring more than 3000 urban infrastructure projects worth Rs. 2000 Cr. being implemented in the ULBs</li> </ul> <ul style="list-style-type: none"> <li>● Preparation of <b>guidelines, SOPs &amp; model RFPs for goods &amp; services</b> to govern the procurement activities by the Department of Housing &amp; Urban Development, Odisha,</li> <li>● Monitored the implementation and evaluation of ‘Aahaar’ scheme, Odisha’s affordable meal scheme for providing meal to the underprivileged at affordable rate; 111 Aahaar centres set up across the state serving 70,000 meals per day to poor &amp; needy. This included <b>coordinating, developing &amp; executing the contracts/ MoUs with different agencies</b> to manage the kitchens and outlets across the state.</li> <li>● Worked closely with policy officers and delivery partners in development of a Programme Implementation Plan under ‘UNNATI’ scheme to improve the service levels in ULBs.</li> <li>● Carried out impact assessment of the Odisha Right to Public Services Act, 2012, conceptualization, development and implementation of IEC materials, identification of Business process reengineering opportunities for 22 ORTPS services (viz. birth &amp; death, marriage, trade license etc.) to streamline and improve the efficiency and efficacy of public urban <b>service delivery</b>.</li> <li>● Organized workshops for more than 700 employees for trainings across functions viz., engineering, planning, finance and administration.</li> </ul>
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Certification:

I, the undersigned, certify that to the best of my knowledge and belief that this CV correctly describes my qualifications and past experiences. I will undertake this assignment for the full project duration in terms of roles and responsibilities assigned in the technical proposal or any agreed extension of activities thereof. I understand that any misstatement herein leads to disqualification of CV.

Date: 3<sup>rd</sup> June 2024

Signature of Key Professional with Date

Jyoti Ranjan Ray 3<sup>rd</sup> June 2024



Authorized Signatory [in full and initials]: Aloke Agarwal



Name and Designation with Date and Seal: Aloke Agarwal, Partner



3<sup>rd</sup> June 2024



### 14.2.7 Data Scientist 1 – Rituparna Ghosh Paul

1. Proposed Position: Data Scientist
2. Name of Firm: Deloitte Touché Tohmatsu India LLP
3. Name of Staff: Rituparna Ghosh Paul
4. Date of Birth: 30 December 1993
5. Years with Firm: 2 years
6. Nationality: Indian
7. Education:

Sl. No	Name of Institution	Degree Obtained	Passing year
1	International Institute of Population Sciences (IIPS)	Master of Philosophy	May 2018
2	International Institute of Population Sciences (IIPS)	Master of Science (M. Sc) in Biostatistics	May 2017
3	Calcutta University	Bachelor of Science (B. Sc) in Statistics	May 2015

8. Membership in Professional Associations:
9. Other Training:
  - Statistical software: STATA, SPSS
  - Biomedical Ethics
  - Tools development in Redcap
10. Countries of Work Experience: India
11. Languages:

Sl. No	Languages	Speak	Read	Write
1	English	Excellent	Excellent	Excellent
2	Hindi	Excellent	Fair	Fair
3	Bengali	Excellent	Excellent	Excellent

12. Employment Record:

From May 2023	To Ongoing
Employer Name:	Deloitte Touché Tohmatsu India, LLP
Position Held:	Consultant
Details of the Task Assigned  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>• Technical Support Unit in <b>Digital Agriculture Statistics</b></li> <li>• <b>Statistical digitalization</b> of the crop yield estimation process through crop cutting experiment</li> <li>• Development of <b>unified portal</b> for <b>agriculture statistics</b> and <b>advanced analytics</b></li> </ul>



	<ul style="list-style-type: none"> <li>• Coordination for digital ranking assessment of the ministry</li> <li>• Designing questionnaire for impact evaluation of different schemes</li> <li>• <b>Data visualization</b> for dashboard</li> <li>• <b>Agricultural statistics data analysis</b> and estimation exercise</li> </ul>
<b>From July 2022</b>	<b>To April 2023</b>
Employer Name:	Deloitte Touché Tohmatsu India, LLP
Position Held:	Consultant
Details of the Task Assigned  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>• Designing of <b>development index</b> at GP level in India</li> <li>• <b>Designing and formulation</b> of Panchayat Development Index (PDI)</li> <li>• Conduct PoC for PDI</li> <li>• <b>Data collection</b> from databases and APIs</li> <li>• <b>Web Scraping and data preprocessing</b> to remove outliers and inconsistencies</li> </ul>
<b>From February 2022</b>	<b>To May 2022</b>
Employer Name:	All India Institute of Medical Sciences
Position Held:	Senior Research Officer
Details of the Task Assigned  (List all tasks to be performed under this Assignment/job)	<p>Cost effectiveness analysis using decision tree model for TAVR over SAVR for cardiac disease diagnosis.</p> <ul style="list-style-type: none"> <li>• Proposal development</li> <li>• <b>Economic evaluation</b> of health technologies</li> <li>• Development of communication tools and methods using <b>data visualization</b> techniques</li> <li>• Report writing and documentation</li> </ul>
<b>From August 2021</b>	<b>To January 2022</b>
Employer Name:	Post Graduate Institute of Medical Education and Research (PGIMER), Chandigarh
Position Held:	Research Associate
Details of the Task Assigned  (List all tasks to be performed under this Assignment/job)	<ul style="list-style-type: none"> <li>• Proposal development</li> <li>• Development of communication tools and methods using <b>data visualization</b> techniques</li> <li>• <b>Data analysis and data wrangling</b></li> <li>• Report writing</li> <li>• Project management (<b>Data management &amp; analysis</b>) for food fortification in India funded by CDC</li> </ul>
<b>From May 2020</b>	<b>To August 2021</b>



Employer Name:	Fondazione L'Albero Della Vita
Position Held:	Asia Head of Humanitarian Assistance
Details of the Task Assigned  (List all tasks to be performed under this Assignment/job)	Planning and delivery of humanitarian assistance to the victims of "Amphan" in Sunderban area, West Bengal <ul style="list-style-type: none"> <li>• Proposal development</li> <li>• Project design</li> <li>• Need assessment</li> <li>• Partner mapping</li> <li>• Data Analysis</li> <li>• Report writing</li> </ul>
<b>From August 2018</b>	<b>To April 2022</b>
Employer Name:	Public Health Foundation of India
Position Held:	Senior Research Associate-Biostatistics
Details of the Task Assigned  (List all tasks to be performed under this Assignment/job)	Cost effectiveness analysis using Markov model of Bempu device to diagnose hyperthermia among low birth weight neonates in India <ul style="list-style-type: none"> <li>• Proposal development</li> <li>• Systematic review</li> <li>• Economic evaluation of health technologies</li> <li>• Report writing</li> <li>• Faculty of Biostatistics for MPH students</li> </ul>

13. Work undertaken that best illustrates capability to handle the tasks assigned for the assignment as described in the ToR

Name of the Project	Technical support unit in digital agriculture
Year	2023- Present
Location	New Delhi
Name of the Client	Central Ministry, Government of India
Project Feature	Strengthening and streamlining agriculture data collection method and data analysis by using advanced technologies.
Position Held	Consultant
Activities Performed	<ul style="list-style-type: none"> <li>• <b>Designing mobile application</b> and web portal for crop yield estimation through CCEs under GCES</li> <li>• <b>Data validation</b> and <b>data analysis</b> for crop yield and production estimation</li> <li>• Coordination with states for seamless implementation of the digital general crop estimation survey</li> <li>• Supporting in <b>developing unified portal</b> for agriculture statistics and advanced analytics</li> </ul>



	<ul style="list-style-type: none"> <li>• <b>Stakeholder coordination</b> with different divisions for ministerial ranking assessment</li> <li>• <b>Questionnaire design</b> and KPI identification for impact evaluation of agriculture schemes</li> </ul>
Name of the Project	Development of composite index (Panchayat development Index) for Gram Panchayat Ranking
Year	2022- 2023
Location	New Delhi
Name of the Client	Central Ministry, Government of India
Project features	Development of a multidimensional index based on selected KPIs to measure the progress of gram panchayats towards achieving the SDGs
Position Held	Consultant
Activities Performed	<ul style="list-style-type: none"> <li>• Finalization of a local indicator frameworks based on national indicator framework</li> <li>• <b>Development of statistical model</b> for estimation of composite score</li> <li>• Development of GP ranking based on the composite score</li> <li>• <b>Gap measurement</b></li> <li>• <b>Stakeholder coordination</b> with different line ministries for data generation, validation and data porting through API.</li> <li>• <b>Database development</b></li> <li>• <b>Data analysis</b> for evidence generation and decision making</li> </ul>
Name of the Project	Health technology assessment in India
Year	2021-22
Location	New Delhi
Name of the Client	Department of Health Research (DHR), MoHFW
Project Features	Complete <b>economic evaluation</b> specially cost-effectiveness analysis of new health technologies through <b>economic modelling</b> to assist ICMR and MoHFW for optimum allocation of funds based on the performance of the technologies
Position Held	Senior Research Officer
Activities Performed	<p>Cost-effectiveness analysis of TAVR compared to SAVR and medical therapy among intermediate and high-risk patients</p> <ul style="list-style-type: none"> <li>• Conducted systematic literature review for <b>data collection</b>.</li> <li>• Developed <b>Decision analytic model</b> to estimate ICER</li> <li>• Communicated with experts to fill <b>data gaps, inconsistencies</b> and <b>outliers</b></li> <li>• <b>Data analysis</b> using VBA</li> </ul>



	<ul style="list-style-type: none"> <li>• <b>Threshold analysis</b> to identify <b>critical threshold</b> and model their impact</li> <li>• Evidence generation for decision making</li> <li>• <b>Report writing</b> and <b>documentation</b> for development of communication tools</li> </ul>
Name of the Project	<b>Disaster response in the coastal area of West Bengal after the super cyclone 'Amphan'</b>
Year	2020-21
Location	Kolkata, West Bengal
Name of the Client	Internal (Funding Organization)
Project Features	To assist villagers at the coastal areas of West Bengal (Sunderban) to mainstream their lifestyle after the devastating cyclone 'Amphan'
Position Held	Asia head of Humanitarian assistance
Activities Performed	<p>Conducted need assessment among the affected villages</p> <ul style="list-style-type: none"> <li>• Collaborate with disaster response teams to <b>collect and analyze data</b> related to the impact of the cyclone such as casualties, damages to infrastructure, and displacement of populations</li> <li>• Conduct <b>impact assessments</b> to quantify the socio-economic impact of the cyclone on communities, businesses, and ecosystems</li> <li>• Prepare <b>reports</b> and <b>visualizations</b> presenting statistical findings to aid decision-makers in understanding the magnitude of the disaster and planning recovery strategies</li> <li>• Use <b>statistical methods</b> to organize, clean, and preprocess data for accurate analysis</li> </ul>
Name of the Project	<b>Health Technology Assessment in India</b>
Year	2018- 2020
Location	Shillong, Meghalaya
Name of the Client	Department of Health Research (DHR), MoHFW
Project Features	Complete economic evaluation specially cost-effectiveness analysis of new health technologies through economic modelling to assist ICMR and MoHFW for optimum allocation of funds based on the performance of the technologies.
Position Held	Senior Research Associate- Biostatistics
Activities Performed	<b>Project 1:</b> Cost-effectiveness analysis of Hypothermia detecting device Bempu among LBW neonates



	<ul style="list-style-type: none"><li>• Conducted systematic literature review to <b>collect data</b> of hypothermia and its treatment.</li><li>• Developed <b>Decision analytic model</b> to estimate ICER</li><li>• Communicated with experts to fill <b>data gaps, inconsistencies and outliers</b></li><li>• <b>Data analysis</b> using VBA</li><li>• <b>Threshold analysis</b> to identify <b>critical threshold</b> and model their impact</li><li>• Utilize <b>decision support tools</b> and frameworks, such as decision trees, cost-benefit analysis, scenario modeling, and SWOT analysis, to facilitate <b>evidence-based decision-making</b>.</li><li>• <b>Report writing</b> and <b>documentation</b> for development of communication tools</li><li>• Paper publication with research findings</li></ul> <p><b>Project 2:</b> Cost-minimization of POC and lab-based blood test</p> <ul style="list-style-type: none"><li>• Conducted systematic literature review to <b>collect data</b> of hypothermia and its treatment.</li><li>• Utilize <b>decision support tools</b> and frameworks, such as decision trees, cost-benefit analysis, scenario modeling, and SWOT analysis, to facilitate <b>evidence-based decision-making</b>.</li><li>• <b>Report writing</b> and <b>documentation</b> for development of communication tools</li></ul>
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Certification:

I, the undersigned, certify that to the best of my knowledge and belief that this CV correctly describes my qualifications and past experiences. I will undertake this assignment for the full project duration in terms of roles and responsibilities assigned in the technical proposal or any agreed extension of activities thereof. I understand that any misstatement herein leads to disqualification of CV.

Date: 3<sup>rd</sup> June 2024

Signature of Key Professional with Date-

Rituparna@hush  
19.04.2024

3<sup>rd</sup> June 2024

Authorized Signatory [in full and initials]: Aloke Agarwal



Name and Designation with Date and Seal: Aloke Agarwal, Partner



3<sup>rd</sup> June 2024



## 14.2.8 Data Scientist 2 – Manasvani Vashisht

14. Proposed Position: Data Scientist
15. Name of Firm: Deloitte Touche Tohmatsu India
16. Name of Staff: Manasvani Vashisht
17. Date of Birth: 5th September 1995
18. Years with Firm: 0
19. Nationality: Indian
20. Education:

S.No.	Degree Obtained	Institution	Dates
3.	Master of Business Administration - Data Science	Birla Institute of Management Technology, Noida	2021-2023
4.	BA Economics Honors	Gargi College, Delhi University	2013-2016

21. Membership in Professional Associations:
  - KPMG Six Sigma Green Belt
22. Other Training:
  - Agile Scrum
  - Agile Sprinting
  - DevOps
  - AI/ML
  - Lean Data
  - Internet Security
  - Microsoft Azure AI fundamentals
  - DIGIT HCM 360 Functional Training (DIGIT is an Open-Source Platform)
23. Countries of Work Experience: India, USA(remote)
24. Languages:

Sl. No	Languages	Speak	Read	Write
1	English	Excellent	Excellent	Excellent
2	Hindi	Excellent	Excellent	Excellent
3	Haryanvi	Excellent	Excellent	Excellent



## 25. Employment Record:

From/To	Jul 2023 – Present
Employer	Deloitte Touché Tohmatsu India, Gurugram
Position held	Consultant
Key Duties Assigned:	<ul style="list-style-type: none"> <li>• Handling <b>data science and statistical analysis</b> aspects for various Central Government/ State Government projects</li> <li>• Key duties involve creating, documenting, and maintaining tools such as <b>R/ Python/ SAS/ STATA/SPSS</b> that simplify data wrangling, statistical modeling, and visualization tasks required for data analysis and creating <b>analytical dashboard</b> of various projects.</li> <li>• Involved in implementing <b>statistical and visualization techniques</b> to explore the data and identify patterns, trends, and relationships using data visualization tools for various projects.</li> <li>• Has been assigned the duties of data scraping, data wrangling, data imports and validation tasks, to running statistical analysis, specialized statistical products, and creating web-based visualizations for various projects.</li> <li>• Possess working knowledge in various relevant tools as follows- <ul style="list-style-type: none"> <li>✓ <b>Statistical tools:</b> SPSS, STATA, Quantitative Modeling, Feature Extraction (MATLAB), Hyper Parameter Tuning, Data Mining, Quantitative Economics, Time Series Analysis, Experimental Design, &amp; Statistical Inference</li> <li>✓ <b>Analytical tools:</b> Python, R, PostgreSQL, Machine Learning, Generative AI, Convolutional Neural Networks, Predictive Analytics, Cluster Analysis, &amp; Data Visualization</li> <li>✓ <b>Others :</b> Power BI, Tableau, Excel, JIRA, Keras, TensorFlow, Database Management, Web Scraping, Hadoop, Spark, &amp; Qualtrics</li> </ul> </li> </ul>

From/To	Jun 2022 – Aug 2022
Employer	Honda Motorcycles & Scooters India (HMSI), Manesar
Position held	Associate (more analytical)
Key Duties Assigned:	<ul style="list-style-type: none"> <li>• Formulated a <b>Brand Enhancement Plan for HMSI's Premium Motorcycle Business (PMB)</b> with a <b>Digital Focus</b> to better understand and capture the evolving consumer decision journey touchpoints, resulting in improved KPI metrics &amp; digital presence.</li> <li>• Conducted <b>market analysis</b> within defined geographies for different consumer persona identification &amp; mapping.</li> <li>• Designed a <b>GTM strategy</b> with a <b>digital focus</b>.</li> <li>• Performed <b>Competition Benchmarking</b> for HMSI to better position HMSI's new Premium Motorcycle Business (PMB) in the Indian market.</li> <li>• Performed <b>Data Analysis</b> for Customer Questionnaire using <b>IBM SPSS</b> to gather insights into the current positioning of HMSI's PMB.</li> </ul>



From/To	Jan 2020 – Jan 2022
Employer	Frontida Records (Not-For-Profit), Los Angeles, USA
Position held	Program Manager
Key Duties Assigned:	<ul style="list-style-type: none"> <li>Headed a team of #5 to develop a <b>Progressive Mobile First Electronic Health Records System</b> for 10,000 undocumented refugees in Greece.</li> <li>Co-designed the <b>architecture</b> for <b>Digitalization of Health Records</b> for Floating Doctors.</li> <li>Used various data modelling techniques for maintaining the records</li> </ul>

From/To	Sep 2017 – June 2021
Employer	Lachikwik
Position held	Founder
Key Duties Assigned:	<p><b>Key Responsibilities</b></p> <ul style="list-style-type: none"> <li>Founded and conceptualized Lachikwik, an innovative e-commerce platform offering curated products and personalized shopping experiences.</li> <li>Leveraged <b>advanced analytics tools</b> to identify market trends, customer preferences, and optimization opportunities, resulting in a <b>200% increase</b> in <b>conversion rates</b> within the first year.</li> <li>Utilized <b>predictive modeling</b> with tools such as <b>Python</b> and <b>R</b> to identify key market trends and customer preferences, driving strategic partnerships with suppliers, influencers, and industry experts to expand product offerings and enhance brand visibility.</li> <li>Led a <b>data-driven approach</b> with a multidisciplinary team, using tools like <b>IBM SPSS Statistics</b>, fostering a culture of data-driven decision-making, creativity, collaboration, and continuous learning to achieve company objectives.</li> <li>Implemented performance marketing initiatives leveraging tools like <b>Adobe Analytics</b> across PPC advertising, SEO, social media platforms, and email marketing, resulting in a <b>150% increase</b> in online sales.</li> <li>Conducted robust <b>data analysis</b>, including market research and competitive analysis with tools like <b>SAS</b> and Excel, to identify growth opportunities and refine product positioning strategies.</li> <li>Collaborated with cross-functional teams utilizing tools like <b>Power BI</b> to launch new product lines and promotional campaigns, ensuring alignment with brand objectives and customer expectations.</li> </ul>

From/To	Jul 2016 – Aug 2017
Employer	Emirates Shipping Line, Okhla
Position held	Management Trainee
Key Duties Assigned:	<ul style="list-style-type: none"> <li>Collaborated with management utilizing <b>enterprise resource planning (ERP)</b> systems like <b>SAP</b> and customer relationship management (CRM) tools such as Salesforce to strategically plan and oversee daily operations. Managed centralized billing, SOP billing</li> </ul>



	<p>for GCS &amp; MNC customers, and negotiated budgeting contracts, ensuring strict compliance with Service &amp; Income Tax laws through data-driven insights and analytics.</p> <ul style="list-style-type: none"> <li>• Leveraged advanced analytical tools including <b>Tableau, SAS, and Power BI</b> to assist department heads and associates in identifying vendor development opportunities.</li> <li>• Developed <b>predictive models</b> and conducted deep data dives to create proactive solutions and actionable plans, driving operational efficiency and strategic growth initiatives.</li> <li>• Utilized <b>PostgreSQL</b> for robust data management and analysis, ensuring comprehensive insights into business operations and facilitating informed decision-making across departments.</li> </ul>
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<b>From/To</b>	2015-2016
University	Gargi College, University of Delhi
Position held	<b>Intern (Research Paper/Final Year Thesis)</b>
Key Duties Assigned:	<ul style="list-style-type: none"> <li>• Used <b>Stata</b> software for Thesis Paper '<b>Fiscal sustainability and the implications for long-run economic growth: An econometric analysis.</b>' for <b>data wrangling, visualization, &amp; analysis</b> of the expected relationships between <b>key fiscal variables( government debt, deficits, &amp; taxation) and economic growth indicators</b> chosen for <b>econometric modeling</b> to explain implications of the results for fiscal sustainability and long-run economic growth.</li> <li>• Used a variety of <b>Econometric Methods</b> to substantiate research findings such as <b>Linear Regression Analysis</b> (Two-stage least squares (2SLS) regression, <b>Time Series Analysis</b> ( Vector Autoregression(VAR) models, Autoregressive Conditional Heteroskedasticity(GARCH) models, Granger Causality Tests), <b>Panel Data Analysis</b>( Panel cointegration Tests), &amp; <b>Binary &amp; Multinomial Choice Models</b>(Logistic Regression, Probit Regression).</li> </ul>

26. Work undertaken that best illustrates capability to handle the tasks assigned for the assignment as described in the ToR

<b>Name of assignment or project:</b>	e-Vidya Vahini System 3.0
<b>Year:</b>	2023-24
<b>Location:</b>	Ranchi, Jharkhand
<b>Client:</b>	JAP IT
<b>Main project features:</b>	Department of School Education and Literacy, Government of Jharkhand aims to create an integrated digital platform called e-Vidya Vahini to ensure robust governance of the school and effective service delivery. e-Vidya Vahini shall serve as single centralized dynamic platform for monitoring of all key parameters to ensure effective delivery of quality education to all the schools in the state. It shall also serve as a two-way



	<p>communication platform to address issues and grievances of schools, and education officials at multiple levels.</p> <p>The project “Web Portal-e-Vidya Vahini” will be used by e-Vidya Vahini State office as well as in the district offices, Block offices, Clusters, Schools, and Teachers. It will address the need for effective and transparent governance of the education system</p>
<b>Positions held:</b>	<b>Data Analyst</b>
<b>Activities performed:</b>	<ul style="list-style-type: none"> <li>• Conducted <b>data analysis</b> using statistical software (e.g., R, Python) on various parameters captured by the e-Vidya Vahini System.</li> <li>• Utilized <b>predictive analysis</b> techniques to <b>forecast trends</b> in school infrastructure, learning outcomes, and program effectiveness.</li> <li>• Implemented advanced form-based data entry and AI-driven mobile-based facial recognition for <b>data validation</b> and security.</li> <li>• Integrated <b>multiple data sources</b> and utilized APIs for dynamic updating of project datasets from government databases.</li> <li>• Generated <b>comprehensive reports</b> in PDF, MS Office, and CSV formats, ensuring data accessibility and usability for stakeholders.</li> <li>• Ensured compliance with document and image storage policies and implemented automated backup solutions for data security.</li> <li>• Collaborated with multi-role managerial teams through a secure web interface for <b>data management and reporting</b>.</li> <li>• Created Dashboard utilizing modern <b>data visualization techniques</b>.</li> </ul>

<b>Name of assignment or project:</b>	Technical Support Unit for National Agriculture
<b>Year:</b>	2024
<b>Location:</b>	New Delhi, India
<b>Client:</b>	Ministry of Agriculture and Farmers Welfare, Government of India
<b>Main project features:</b>	The TSU provides the Technical Support for digital intervention in the Agriculture Sector. The TSU is providing support in strategizing and identification of various IT intervention, effective monitoring of the various IT interventions being implemented, coordination with the vendors/ stakeholders, providing strategic advice to DAD with respect to the AI initiatives, Data Analytics, Krishi Mapper etc. Deloitte is assisting the division in conceptualization of Krishi Decision Support System, designing the Integrated Command and Control System, automation of Budget System, etc.
<b>Positions held:</b>	<b>Data Analyst</b>
<b>Activities performed:</b>	<ul style="list-style-type: none"> <li>• <b>Predictive Modeling</b> for Krishi-DSS(Decision Support System) using historic weather forecasts (Data) to offer real-time information on optimal sowing dates, irrigation schedules, and disease forecasts.</li> <li>• <b>Data Pre-Processing, Data Wrangling, &amp; Machine Learning</b> for Modeling.</li> <li>• <b>Agricultural Statistics</b></li> </ul>



	<ul style="list-style-type: none"> <li>• <b>Statistical digitalization</b> of the crop yield estimation process through crop cutting experiment</li> <li>• Development of unified portal for agriculture statistics and advanced analytics</li> <li>• Coordination for digital ranking assessment of the ministry</li> <li>• <b>Data visualization</b> for dashboard</li> <li>• <b>Agricultural statistics data analysis</b> and estimation exercise</li> <li>• Assisted in day-to-day business requirements of the project.</li> </ul>
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<b>Name of assignment or project:</b>	GOA IDC Portal Development
<b>Year:</b>	2023-2024
<b>Location:</b>	Goa, India
<b>Client:</b>	GOA Industrial Development Corporation
<b>Main project features:</b>	<ul style="list-style-type: none"> <li>• Streamlined Application Process: Digitalizing the entire application process, eliminating paperwork and manual intervention. Users can now submit their applications seamlessly through the client's portal, saving time and resources.</li> <li>• Advanced Tracking System: Our solution incorporates an advanced tracking system that provides real-time updates on the status of applications. Users can effortlessly track their submissions, monitor progress, and receive notifications at every stage of the process.</li> <li>• Customizable Dashboard: Understand the importance of user-centric design. Our project includes a customizable dashboard tailored to the specific needs of users.</li> <li>• Scalable Architecture: Our solution is designed with scalability in mind. The architecture is flexible and scalable, capable of accommodating future growth and evolving requirements without compromising performance or reliability.</li> <li>• Seamless Integration: We're ensuring seamless integration with existing systems and third-party applications, facilitating interoperability and data exchange. This ensures a smooth transition and minimal disruption to existing workflows.</li> </ul>
<b>Positions held:</b>	Data Analyst
<b>Activities performed:</b>	<ul style="list-style-type: none"> <li>• Spearheaded the design and implementation of a cutting-edge analytical dashboard at Goa IDC using R programming &amp; Power BI.</li> <li>• Conducted rigorous data analysis on complex socioeconomic datasets to uncover nuanced insights and trends.</li> <li>• Applied <b>advanced machine learning</b> techniques and artificial intelligence to develop predictive models for forecasting and optimization.</li> <li>• Engineered algorithms such as <b>regression analysis, clustering, and classification algorithms</b>, to drive strategic decision-making and operational efficiencies.</li> <li>• Championed a data-driven culture aimed at maximizing organizational effectiveness and innovation at Goa IDC.</li> </ul>



Name of assignment or project:	Assam PWRD E-Portal Implementation
Year:	2023-24
Location:	India
Client:	Assam Public Works Road Department
Main project features:	Provision of an Analytical Dashboard & Preparation of SRS for APWRD
Positions held:	Data Analyst
Activities performed:	<ul style="list-style-type: none"> <li>• Designed a <b>dynamic Analytical Dashboard using Power BI</b> for APWRD officials inculcating several formats such as JSON for better <b>visualization</b> of Assam districts and forecasting budget scheme wise &amp; yearly.</li> <li>• <b>Time-Series Forecasting</b> for Assam PWRD's yearly budget planning.</li> <li>• Prepared SRS for APWRD's <b>Analytical Dashboard</b>.</li> <li>• Collected data from various sources including historical budget records, district-wise financial data, and project expenditure reports.</li> <li>• Ensured data quality through <b>cleaning and preprocessing</b> techniques to maintain data integrity.</li> <li>• Utilized advanced statistical methods to perform <b>time-series forecasting</b> for budget planning.</li> <li>• Developed predictive models to assist in forecasting financial needs and allocation for the upcoming fiscal years.</li> <li>• Interpreted complex data sets to provide actionable insights for APWRD's budgetary and financial planning.</li> <li>• Created detailed analytical reports highlighting <b>key trends, patterns, and predictions</b> to inform decision-making.</li> <li>• Designed and developed <b>interactive dashboards</b> using Power BI to visualize data effectively for APWRD officials.</li> <li>• Created comprehensive visual representations of financial data, aiding in better understanding and analysis.</li> <li>• Worked closely with APWRD officials and other stakeholders to understand their data requirements and objectives.</li> <li>• Communicated technical findings and methodologies to non-technical stakeholders to facilitate informed decision-making.</li> <li>• Stayed updated with the latest developments in <b>data science and visualization tools</b> to enhance the quality of deliverables.</li> <li>• Continuously improved the <b>dashboard and forecasting models</b> based on feedback and new data inputs.</li> </ul>

Name of assignment or project:	Manipur Municipality Property Tax Board
Year:	2023
Location:	India



<b>Client:</b>	Manipur Municipality Property Tax Board
<b>Main project features:</b>	Provision of an Analytical Dashboard for gaining insights on property tax collection & tax delinquency trends at the 26 ULBs in the State of Manipur.
<b>Positions held:</b>	<b>Data Analyst</b>
<b>Activities performed:</b>	<ul style="list-style-type: none"> <li>• Designed a dynamic Analytical Dashboard using Data Visualization for MMPTB officials better understanding of the property tax collection trends in the State of Manipur.</li> <li>• Prepared SRS for MMPTB's Analytical Dashboard.</li> <li>• Collected and aggregated data from various municipal sources on property tax collection and delinquency.</li> <li>• Ensured data quality through rigorous cleaning and preprocessing to maintain data accuracy and reliability using R.</li> <li>• Conducted statistical analyses to identify trends and patterns in property tax collection and delinquency.</li> <li>• Developed <b>predictive models</b> to forecast future tax collection and identify potential areas of delinquency.</li> <li>• Generated detailed reports highlighting key insights and recommendations for improving tax collection efficiency.</li> <li>• Visualized property tax collection data, delinquency rates, and other relevant metrics to aid decision-making by MMPTB officials.</li> </ul>

<b>Name of assignment or project:</b>	UNDP Mauritius
<b>Year:</b>	2023
<b>Location:</b>	India
<b>Client:</b>	UNDP Mauritius
<b>Main project features:</b>	Proposal for Digital Health Architecture Blueprint for Mauritius
<b>Positions held:</b>	<b>Consultant</b>
<b>Activities performed:</b>	<ul style="list-style-type: none"> <li>• Conducted comprehensive research utilizing tools such as <b>IBM Watson</b> and <b>Qualtrics</b> to analyze the existing Mauritius healthcare ecosystem, identifying gaps and obtaining actionable insights.</li> <li>• Utilized advanced analytics tools like <b>Tableau</b> and <b>SAS</b> to perform competition benchmarking against countries similar to Mauritius and other Small Island Developing States (SIDS), assessing the state of digital health and identifying best practices.</li> <li>• Orchestrated stakeholder collaboration using robust project management tools and analytics software such as <b>JIRA</b> and <b>IBM Cognos</b>, facilitating seamless coordination and support throughout the bidding process.</li> </ul>



	<ul style="list-style-type: none"> <li>Assisted in bid management to ensure alignment with project objectives and stakeholder expectations, leveraging data-driven insights to optimize strategy and maximize competitiveness.</li> </ul>
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Name of assignment or project:	Electronic Health Record (EHR) Design & Implementation Strategy for Floating Doctors (Not-For-Profit)
Year:	2021-2022
Location:	Remote
Client:	Floating Doctors
Main project features:	Designing a customized Electronic Health Record (EHR) System & Implementation Plan for a remote community in Panama, Central America to provide free, acute, & preventative healthcare services.
Positions held:	Program Manager
Activities performed:	<ul style="list-style-type: none"> <li>Performed a <b>comparative analysis</b> for documentation times of patient visits using pen &amp; paper vis-à-vis electronic records. <ul style="list-style-type: none"> <li>Duration of times for active documentation of patient information of patient information for administrative processing, intake, &amp; provider-care were recorded for both pen &amp; paper &amp; electronic record keeping methods.</li> <li><b>SAS 9.4, a statistical software</b>, was employed to find the average difference in time between paper &amp; electronic records using a two-sample independent t-test.</li> <li>The result was a <b>72.62% decrease</b> in overall department time using the Electronic Record keeping method.</li> </ul> </li> <li>Build <b>EHR Implementation Roadmap</b></li> <li>Outlined the project's expected implementation costs &amp; defined the total budget with Billing/Finance Lead</li> <li>Performed <b>EHR Data Migration</b> <ul style="list-style-type: none"> <li>Conversion of paper records to electronic records</li> <li>Data cleansing &amp; verification</li> <li>EHR database setup</li> <li>Mapping legacy data to new database fields</li> <li>Data transfer to the new system</li> <li>Testing &amp; verification of legacy data</li> <li>Testing &amp; verification of new data inputs (this step aided in a 10% reduction in data related errors)</li> </ul> </li> <li>Created a <b>user training program</b> with the implementation team. <ul style="list-style-type: none"> <li>With <b>\$70,000 in annual savings</b> &amp; a <b>10% increase in productivity</b>, the EHR Training Program had a huge impact on the final ROI of our system.</li> </ul> </li> </ul>



	<ul style="list-style-type: none"><li>• Conducted <b>EHR Testing (Beta-Testing)</b> &amp; clearly define <b>go-live (Beta Testing) activities.</b><ul style="list-style-type: none"><li>- System testing processes (pre- &amp; post-go-live)</li><li>- Patient communication guidelines (inclusive of expected downtimes)</li><li>- Staff Scheduling including required overtime or temporary staff.</li><li>- Network speed &amp; reliability checks</li><li>- Data backup processes</li></ul></li></ul>
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Certification:

I, the undersigned, certify that to the best of my knowledge and belief that this CV correctly describes my qualifications and past experiences. I will undertake this assignment for the full project duration in terms of roles and responsibilities assigned in the technical proposal or any agreed extension of activities thereof. I understand that any misstatement herein leads to disqualification of CV.

Date: 3<sup>rd</sup> June 2024

Signature of Key Professional with Date-



3<sup>rd</sup> June 2024

Authorized Signatory [in full and initials]: Aloke Agarwal



Name and Designation with Date and Seal: Aloke Agarwal, Partner



3<sup>rd</sup> June 2024





## 15. Comment & Suggestion on the ToR (TECH-7)

### 15.1 Comment on Terms of Reference/Scope of Work

1. During Contract negotiation, overall quarterly scope will be mutually agreed between DTTILLP & DES along with the quarterly deliverables.
2. At the start of every quarter, the detailed activity plan for quarter will be discussed and mutually agreed between DTTILLP & DES.
3. In case of non-completion of any activity due to some dependency on external factors which is beyond our control, we propose to make the payment for that particular quarter on pro-rata basis based on the activities completed in that quarter.
4. We would not be held responsible for any project/milestone delays solely not attributable to us and that our payments should not be kept on hold.
5. For certain milestones which are continuous by nature, an achievable plan shall be mutually agreed upon with DES and we propose to have the payment linked with that achievable plan.
6. It is assumed that DES will provide all the necessary information / data which is required for timely execution of the project activities.
7. Responsibility of actual data cleansing/validation will be on the relevant SI.
8. We assume that all scope of work included in the proposal is limited only to the Terms of reference (ToR) of the RFP document and corrigendum released.
9. We request to kindly respond to all the deliverables submitted by Deloitte within 10 working days from the date of submission for timely completion of the project.
10. Deloitte should not be held responsible for slippage of schedule due to non-availability of personnel from DES and other govt department side and delay in providing information or obtaining feedback.
11. We request to kindly coordinate, facilitate and arrange the meetings with key stakeholders wherever necessary.
12. All the project deliverables will be in the English language only.

### 15.2 Comment on Counterpart Staff & Facilities

1. We request DES to appoint a Nodal officer for day-to-day interaction.
2. We assume that during training of DES officials, DES will provide the accommodation and other logistics for the training.
3. We also request DES to provide space and necessary facilities for working from DES site.

Authorized Signatory (In full and initials):



Name and Designation with Date and Seal: Aloke Agarwal, Partner, Consulting - BO: Operations Transformation



## 16. Annexure

### 16.1 Annexure 1- Bid Processing Fee of Rs. 10,000/-

 <b>RBL BANK</b> <small>Payable at par at all branches of RBL Bank Limited</small>		वारी लिख करने की वरीज है कैम प्रोनेक्स नेट है। VALID FOR THREE MONTHS FROM THE DATE OF ISSUE												
		दिनांक Date	3	0	0	5	2	0	2	D	D	M	M	Y
<b>ON DEMAND PAY</b> भागी जाने पर <b>RUPEES</b> Ten Thousand only ***** रुपये		<b>Or Order</b> या उनके आदेश पर अदा करें      ₹      *****10,000.00												
खाता सं. A/c No.      2500109900110001		PAREL (0088) Issuing Branch आहरी कार्यालय DD Num: 628855												
पर OT TT OL TL		<b>FOR VALUE RECEIVED</b> मात्र मूल्य के लिए For RBL BANK LTD. कृते आरबीएल बैंक लि. क्रम सं. / Sr. No.      1158642 वालाकर कर्ता / AUTH. SIGNATORY Please sign above												
PURCHASER NAME: DELOITTE TOUCHE TOHMATSU INDIA														
॥ ६ २८८५५॥ ००० १७६००० ॥ ९९९९९८॥ १६														



## 16.2 Annexure 2- Bid Security / EMD (Demand draft / Bank Guarantee)



### BANK GUARANTEE COVERING LETTER

Date: April 18, 2024

TO,  
DIRECTORATE OF ECONOMICS AND STATISTICS,  
ODISHA, ARTHANITI-O-PARISANKHYAN BHAWAN,  
HOD BUILDING CAMPUS, BHUBANESWAR -751001.

Bank Guarantee issued by us,

Bank Guarantee Number	BBGI00702400104	BG Issue date	April 18, 2024
Amount (In Figures)	Rs.30,00,000/-		
Amount (in Words)	Rupees Thirty Lakh Only		
Valid Till Date	January 17, 2025		
Claim Valid Till Date (Final Validity Date)	January 17, 2026		
Applicant Name	DELOITTE TOUCHE TOHMATSU INDIA LLP.		

Please find enclosed herewith the original of the above stated bank guarantee issued by us.

We advise you to obtain, in your own interest, confirmation of genuineness of the above stated guarantee from us by contacting us on the address below:

RBL Bank Limited,  
Global Trade Services  
E-mail: tfsolutions@rblbank.com

For RBL Bank Limited,

Name: *Tarundeep*  
Designation: DDP

Enclosure: As above.



[www.rblbank.com](http://www.rblbank.com)

**RBL Bank Limited**

Branch : Ground Floor, DLF Capitol Point, Baba Kharag Singh Marg, New Delhi - 110001

Registered Office : 1st Lane, Shahapur - 416001, India | Tel.: +91 2316650214 | Fax: +91 2312657386

CIN : L65191PN1943PLC007308 . E-mail: [customercare@rblbank.com](mailto:customercare@rblbank.com)





INDIA NON JUDICIAL



Government of National Capital Territory of Delhi

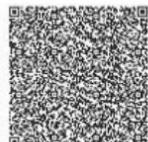
₹200

e-Stamp

₹200 ₹200 ₹200 ₹200

Certificate No.  
Certificate Issued Date  
Account Reference  
Unique Doc. Reference  
Purchased by  
Description of Document  
Property Description  
Consideration Price (Rs.)  
First Party  
Second Party  
Stamp Duty Paid By  
Stamp Duty Amount(Rs.)

: IN-DL62689209369535W  
: 22-Mar-2024 03:38 PM  
: IMPACC (IV)/ dl942203/ DELHI/ DL-DLH  
: SUBIN-DLL94220384923183663775W  
: RBL BANK LIMITED  
: Article Bank Guarantee  
: Not Applicable  
: 0  
: (Zero)  
: RBL BANK LIMITED  
: Not Applicable  
: RBL BANK LIMITED  
: 200  
: (Two Hundred only)



सत्यमेव जयते

Please write or type below this line

IN-DL62689209369535W

Bank Guarantee No : BBGI00702400104  
BG Amount : Rs.30,00,000/- (Rupees Thirty Lakh Only)  
BG Issue Date : April 18, 2024  
BG Expiry Date : January 17, 2025  
BG Claim Expiry Date : January 17, 2026



\$ Bank Guarantee No. BBGI00702400104

1. The authenticity of this Stamp certificate should be verified at [www.shilestamp.com](http://www.shilestamp.com) or using e-Stamp Mobile App of Stock Holding.
2. The onus of checking the legitimacy is on the users of the certificate.
3. In case of any discrepancy please inform the Competent Authority.

BG NO - BBG Page 1 of 4 / 04



Sr. No.: 005375



**BANK GUARANTEE**

TO,  
DIRECTORATE OF ECONOMICS AND STATISTICS,  
ODISHA, ARTHANITI-O-PARISANKHYAN BHAWAN,  
HOD BUILDING CAMPUS, BHUBANESWAR -751001.

Whereas Deloitte Touche Tohmatsu India LLP, having registered office at One International Center Tower 3, 32nd Floor, Senapati Bapat Marg, Elphinstone Road (W), Mumbai, Maharashtra- 400013 (hereinafter called the "tenderer") has submitted their offer dated 24<sup>th</sup> April 2024 for the supply of Project Management Consultancy Services (hereinafter called the "tender") against the purchaser's tender enquiry No DES-WB-OSCRGPP-0005-2023/1723.

KNOW ALL MEN by these presents that WE, RBL Bank Ltd., a Company incorporated and registered under the Indian companies act, 1913 and deemed to exist within the companies Act 1956, and governed by the Banking Regulation Act, 1949 and having its registered office at 1st Lane, Shahupuri, Kolhapur - 416001, Maharashtra, and its corporate office at One World Centre, Tower-2B, 6th Floor, 841, Senapati Bapat Marg, Lower Parel (W), Mumbai- 400013, India and having one of its Branch Office at RBL Bank Ltd., Unit Number 14 and 15, DLF Capitol Point, Baba Kharak Singh Marg, New Delhi 110001 (hereinafter referred to as "the Bank" which expression shall, unless repugnant to the context or meaning thereof, include its successors, administrators, executors and permitted assignees) are bound unto Directorate of Economics and Statistics of Odisha having our registered office at Directorate of Economics and Statistics, Odisha, Arthaniti-O-Parisankhyan Bhawan, HoD Building Campus, Bhubaneswar-751001 (hereinafter called the "Purchaser") in the sum of Rs.30,00,000/- (Rupees Thirty Lakh Only) for which payment will and truly to be made to the said Purchaser, the Bank binds itself, its successors and assigns by these presents.

Sealed with the Bank Seal of the said Bank this 18<sup>th</sup> day of April 2024

THE CONDITIONS OF THIS OBLIGATION ARE:

(1) If the tenderer withdraws or amends, impairs, or derogates from the tender in any respect within the period of validity of this tender.

(2) If the tenderer having been notified of the acceptance of his tender by the Purchaser during the period of its validity: -

a) If the tenderer fails to furnish the Performance Security for the due performance of the contract.

www.rblbank.com



RBL Bank Limited, National Operating Centre, Techniplex – 18th Floor, Off Veer Savarkar Flyover, Goregaon (W) Mumbai 400062. | Tel: +91 22 43020600.

Registered Office: RBL Bank Limited, 1st Lane, Vyapari Peth, Shahupuri, Kolhapur – 416 001. | Tel.: +91 231 6650214.

BG Issue Date: April 18, 2024 | LPN1943PLC007308 | E-mail: tsolutions@rblbank.com

BG NO - BBG Page 2 of 4



Sr. No.: 005376



b) Fails or refuses to accept/execute the contract.

WE undertake to pay the Purchaser up to the above amount upon receipt of its first written demand, without the Purchaser having to substantiate its demand, provided that in its demand the Purchaser will note that the amount claimed by it due to it owing to the occurrence of one or both the two conditions, specifying the occurred condition or conditions.

This guarantee will remain in force up to and including 45 days after the period of tender validity, i.e. up to January 17, 2025 and any demand in respect thereof should reach the Bank not later than January 17, 2026.

Our RBL Bank Ltd., Unit Number 14 and 15, DLF Capitol Point, Baba Kharak Singh Marg, New Delhi 110001 is liable to pay the guaranteed amount depending on the filing of claim and any part thereof under this Bank Guarantee only and only if you serve upon us at our RBL Bank Ltd., Unit Number 14 and 15, DLF Capitol Point, Baba Kharak Singh Marg, New Delhi 110001 branch a written claim or demand and received by us at our RBL Bank Ltd., Unit Number 14 and 15, DLF Capitol Point, Baba Kharak Singh Marg, New Delhi 110001 branch on or before January 17, 2026 otherwise bank shall be discharged of all liabilities under this guarantee thereafter.

Notwithstanding anything contained herein above:

1. Bank's liability under this Bank Guarantee shall not exceed maximum guaranteed amount of Rs.30,00,000/- (Rupees Thirty Lakh Only) under any circumstances; and
2. This Bank Guarantee shall remain valid and in full force and effect up to January 17, 2025; and
3. Bank's liability to pay guaranteed amount under this Bank Guarantee will arise if and only if the Bank receives a written claim or demand from the Beneficiary, as per the terms and conditions of this Bank Guarantee, on or January 17, 2026 stating defaults committed by DELOITTE TOUCHE TOHMATSU INDIA LLP on or before the Expiry Date of this Bank Guarantee giving rise to Bank's liability hereunder, whereafter this Bank Guarantee shall automatically stand cancelled and we shall be relieved and discharged from all liabilities under this Bank Guarantee whether or not the original Bank Guarantee is returned to us.



[www.rblbank.com](http://www.rblbank.com)

RBL Bank Limited, National Operating Centre, Technoplex - 18th Floor, Off Veer Savarkar Flyover, Goregaon (W) Mumbai 400062. | Tel: +91 22 43020600.

Bank Guarantee No. BG 005376 Date: 02/04/2024

Registered Office: RBL Bank Limited, 53/C, Wypari Peth, Shahapur, Kolhapur - 416 001. | Tel: +91 231 6650214.

BG Issue Date: April 18, 2024 | PN1943PLC007308 | E-mail: tfsolutions@rblbank.com

BG NO - BBC Page 3 of 404



Sr. No.: 005377



In Witness Where Of The Bank Through Its Authorized Officer, Has Set Its Hand And Stamp On This April 18, 2024 At New Delhi.

For RBL Bank Limited



Authorized Signatory  
Sign / Emp No. 5009

For RBL Bank Limited



Authorized Signatory  
Sign / Emp No. 33005

[www.rblbank.com](http://www.rblbank.com)

RBL Bank Limited, National Operating Centre, Technoplex - 18th Floor, Off Veer Savarkar Flyover, Goregaon (W) Mumbai 400062. | Tel: +91 22 43020600.

Bank Guarantee No. BBG100702400104  
Registered Office: RBL Bank Limited, 1st Lane, Vapari Peth, Shahapur, Kolhapur - 416 001. | Tel.: +91 231 6650214.

BG Issue Date: April 18, 2024 | PN1943PLC007308 | E-mail: [tsolutions@rblbank.com](mailto:tsolutions@rblbank.com) BG NO - BBG Page 4 of 4





**BANK GUARANTEE AMENDMENT COVERING LETTER**

Date: June 14, 2024

To,  
DIRECTORATE OF ECONOMICS AND STATISTICS, ODISHA,  
ARTHANITI-O-PARISANKHYAN BHAWAN,  
HOD BUILDING CAMPUS,  
BHUBANESWAR -751001.

Dear Sir/Madam,

Amendment of Guarantee issued by us,

Bank Guarantee Number	BBGI00702400104	Date of Issue	April 18, 2024
Amendment Date	June 14, 2024		
Amount (In Figures)	Rs.30,00,000/-		
Amount (in Words)	Rupees Thirty Lakh Only		
Valid Till Date	March 17, 2025		
Claim Valid Till Date	March 17, 2026		
Applicant Name	DELOITTE TOUCHE TOHMATSU INDIA LLP		

Please find enclosed herewith the original amendment of the above stated bank guarantee issued by us.

Please note that RBL BANK LIMITED, shall not be liable under the Bank Guarantee post Expiry of the Claim period as requested by you.

We advise you to obtain, in your own interest, confirmation of genuineness of the above stated guarantee from us by contacting us on the address below:

RBL Bank Limited  
Global Trade Services  
E-mail: tfsolutions@rblbank.com

For RBL Bank Limited

Name: *Yash*

Designation: *DM*

Enclosure: As above



[www.rblbank.com](http://www.rblbank.com)

**RBL Bank Limited**

Branch : Ground Floor, DLF Capitol Point, Baba Kharag Singh Marg, New Delhi - 110001  
Registered Office : 1st Lane, Shahupuri, Kolhapur - 416001, India | Tel.: +91 2316650214 | Fax : +91 2312657386  
CIN : L65191PN1943PLC007308 . E-mail: customercare@rblbank.com



  
**INDIA NON JUDICIAL**  
**Government of National Capital Territory of Delhi**  
₹200  
**e-Stamp**

**Certificate No.** : IN-DL96084474742812W  
**Certificate Issued Date** : 30-May-2024 08:00 PM  
**Account Reference** : IMPACC (IV)/ dl942203/ DELHI/ DL-DLH  
**Unique Doc. Reference** : SUBIN-DLLD94220348851190950228W  
**Purchased by** : RBL BANK LIMITED  
**Description of Document** : Article Bank Guarantee  
**Property Description** : Not Applicable  
**Consideration Price (Rs.)** : 0 (Zero)  
**First Party** : RBL BANK LIMITED  
**Second Party** : Not Applicable  
**Stamp Duty Paid By** : RBL BANK LIMITED  
**Stamp Duty Amount(Rs.)** : 200 (Two Hundred only)

सत्यमेव जयते

Please write or type below this line : IN-DL96084474742812W

**Bank Guarantee No** : BBGI00702400104  
**Amount of Bank Guarantee** : Rs.30,00,000/- (Rupees Thirty Lakh Only)  
**BG Date of Issue** : April 18, 2024  
**BG Amendment Date** : June 14, 2024  
**BG Expiry Date** : March 17, 2025  
**BG Claim Expiry Date** : March 17, 2026

**Amendment No 1 To BG No BBGI00702400104**

Page 1 of 3

**Statutory Alert:**  
1. The authenticity of this Stamp certificate should be verified at [www.shilestamp.com](http://www.shilestamp.com) or using e-Stamp Mobile App of Stock Holding Any discrepancy in the details on this Certificate and as available on the website / Mobile App renders it invalid.  
2. The onus of checking the legitimacy is on the users of the certificate.  
3. In case of any discrepancy please inform the Competent Authority.

BG NO - BBGI00702400104



Sr. No.: 005672



**AMENDMENT NO 1 TO BANK GUARANTEE NO. BBGI00702400104**

To,  
DIRECTORATE OF ECONOMICS AND STATISTICS, ODISHA,  
ARTHANITI-O-PARISANKHYAN BHAWAN,  
HOD BUILDING CAMPUS,  
BHUBANESWAR -751001.

Dear Sir,

Our Bank Guarantee No: BBGI00702400104 dated April 18, 2024 for Rs.30,00,000/- (Rupees Thirty Lakh Only) on account of DELOITTE TOUCHE TOHMATSU INDIA LLP.

At the request of our customer, we hereby amend the above mentioned Bank Guarantee as follows:

1. In Bank Guarantee issuance text Page no.2 Para no.1 the purchaser's tender enquiry number now to be read as, "DES-WB-OSCRGPP-0005-2023" instead of existing.

2. The said Guarantee shall remain valid up to March 17, 2025 and valid for claim up to March 17, 2026

The amount and all other terms and conditions of the said Guarantee remains unchanged.

Notwithstanding anything contained hereinabove:

1. Bank's liability under this Bank Guarantee shall not exceed maximum guaranteed amount of Rs.30,00,000/- (Rupees Thirty Lakh Only) under any circumstances; and

2. This Bank Guarantee shall remain valid and in full force and effect up to March 17, 2025; and

3. Bank's liability to pay guaranteed amount under this Bank Guarantee will arise if and only if the Bank receives a written claim or demand from the Beneficiary, as per the terms and conditions of this Bank Guarantee, on or before March 17, 2026 stating defaults committed by DELOITTE TOUCHE TOHMATSU INDIA LLP on or before the Expiry Date of this Bank Guarantee giving rise to Bank's liability hereunder, whereafter this Bank Guarantee shall automatically stand cancelled and we shall be relieved and discharged from all liabilities under this Bank Guarantee whether or not the original Bank Guarantee is returned to us.



**Amendment No 1 To BG No BBGI00702400104**

**Page 2 of 3**

[www.rblbank.com](http://www.rblbank.com)

RBL Bank Limited, National Operating Centre, Techniplex – 18th Floor, Off Veer Savarkar Flyover, Goregaon (W) Mumbai 400062. | Tel: +91 22 43020600.

Registered Office: RBL Bank Limited, 1st Lane, Vyapari Peth, Shahapur – 416 001. | Tel.: +91 231 6650214.

CIN: L65191PN1943PLC007308 | E-mail: [tsolutions@rblbank.com](mailto:tsolutions@rblbank.com)

BBGI00702400104



Sr. No.: 005673



This amendment letter forms an integral part of original Bank Guarantee issued on April 18, 2024.

Dated this June 14, 2024 at New Delhi.

For RBL Bank Ltd



Authorized Signatories  
EMP No. 90638

For RBL Bank Ltd



Authorized Signatories  
EMP No. 2403

Amendment No 1 To BG No BBG100702400104

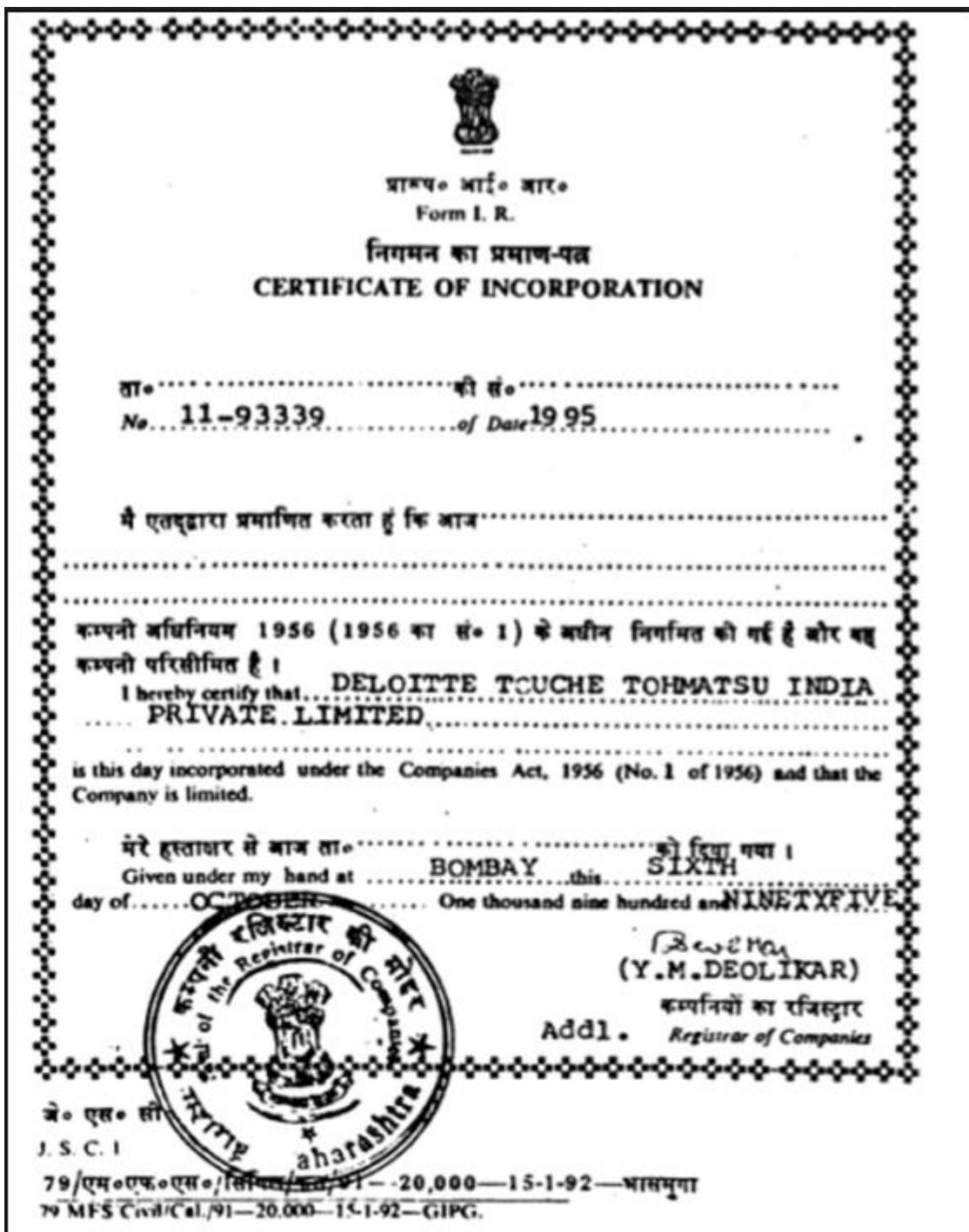
Page 3 of 3

[www.rblbank.com](http://www.rblbank.com)

RBL Bank Limited, National Operating Centre, Techniplex – 1,8th Floor, Off Veer Savarkar Flyover, Goregaon (W) Mumbai 400062. | Tel: +91 22 43020600.  
Registered Office: RBL Bank Limited, 1st Lane, Vyapari Peth, Shahupuri, Kolhapur – 416 001. | Tel: +91 281 6650214 | CIN: L65191PN1943PLC007308 | E-mail: tf.solutions@rblbank.com



### 16.3 Annexure 3- Copy of Certificate of Incorporation





GOVERNMENT OF INDIA

MINISTRY OF CORPORATE AFFAIRS

Registrar ,RoC-Mumbai  
Everest , 100 , Marine Drive , Mumbai - 400002, Maharashtra, INDIA

FORM 19

[Refer Rule 32(1) of the LLP Rules, 2009]

CERTIFICATE OF REGISTRATION ON CONVERSION

OF

DELOITTE TOUCHE TOHMATSU INDIA PRIVATE LIMITED

TO

DELOITTE TOUCHE TOHMATSU INDIA LLP

LLP Identification Number: AAE-8456

It is hereby certified that DELOITTE TOUCHE TOHMATSU INDIA LLP is this day registered pursuant to section 58(1) of the LLP Act 2008.

Given at Maharashtra this First day of October Two Thousand Fifteen.

Signature valid  
Digitally signed by Ministry of  
Corporate Affairs, Govt of India  
Corporation, Date: 01/10/2015  
Cert No.: 10000000000000000000000000000000

Registrar ,Mumbai, Mumbai

Note: The corresponding form has been approved by Arya Jayant Pyarelal, Assistant Registrar, and this certificate has been digitally signed by the Registrar through a system generated digital signature under rule 36(3)(ii) of the Limited Liability Partnership Rules, 2009.  
The digitally signed certificate can be verified at the Ministry website ([www.mca.gov.in](http://www.mca.gov.in)).

Mailing Address as per record available in Registrar office:  
DELOITTE TOUCHE TOHMATSU INDIA LLP  
12, Dr. Annie Besant Road, Opp. Shivasagar Estate, Worli,  
Mumbai - 400018,  
Maharashtra, INDIA



## 16.4 Annexure 4- Copy of PAN



## 16.5 Annexure 5- Copy of GSTIN



Government of India  
Form GST REG-06  
(See Rule 10(1))

### Registration Certificate

Registration Number : 21AAJFD7157J1ZB

1.	Legal Name	Deloitte Touche Tohmatsu India LLP			
2.	Trade Name, if any	Deloitte Touche Tohmatsu India LLP			
3.	Additional trade names, if any	null			
4.	Constitution of Business	Limited Liability Partnership			
5.	Address of Principal Place of Business	6th-10th Floor, ICOMC Tower, Bhoi Nagar, Bhubaneswar, Khordha, Odisha, 751022			
6.	Date of Liability				
7.	Period of Validity	From	01/02/2023	To	Not Applicable
8.	Type of Registration	Regular 			
9.	Particulars of Approving Authority	Validity unknown Digitally signed by ODTTGST GOODS AND SERVICES TAX WORKER 07 Date: 2023.02.01-14:30:40 IST			
Signature					
Name	BARADA SANKAR MISHRA				
Designation	Additional State Tax Officer				
Jurisdictional Office	Bhubaneswar II Circle				
9. Date of issue of Certificate	01/02/2023				
Note: The registration certificate is required to be prominently displayed at all places of business in the State.					

This is a system generated digitally signed Registration Certificate issued based on the approval of application granted on 01/02/2023 by the jurisdictional authority.





**Annexure A**

GSTIN 21AALFD7157J1ZB  
Legal Name Deloitte Touche Tohmatsu India LLP  
Trade Name, if any Deloitte Touche Tohmatsu India LLP  
Additional trade names, if null  
any

**Details of Additional Places of Business**

Total Number of Additional Places of Business in the State 0



**Annexure B**

GSTIN 21AALFD7157J1ZB  
Legal Name Deloitte Touche Tohmatsu India LLP  
Trade Name, if any Deloitte Touche Tohmatsu India LLP  
Additional trade names, if null  
any

**Details of Designated Partners**

1		Name	Debasish Mishra
		Designation/Status	Partner
		Resident of State	Maharashtra
2		Name	Joydeep DattaGupta
		Designation/Status	Partner
		Resident of State	West Bengal



## 16.6 Annexure 6- Board Resolution

# Deloitte.

Deloitte Touche Tohmatsu  
India LLP  
One International Center  
Tower 3, 27th-32nd Floor  
Senapati Bapat Marg  
Elphinstone Road (West)  
Mumbai-400 013  
Maharashtra, India

Tel: +91 22 6185 4000  
Fax: +91 22 6185 4101  
[www.deloitte.com](http://www.deloitte.com)

26 February 2024

### LIST OF AUTHORISED SIGNATORIES

This is to certify that, in connection with any current / potential assignments that Deloitte Touche Tohmatsu India LLP ["DTTI LLP"] undertakes / proposes to undertake, any of the following persons are hereby severally authorized to finalize, sign, execute the necessary papers, documents, writings in connection with proposals, contracts, agreements, engagement letters, deliverables including reports, memos and any other deliverables on professional service assignments, invoices and receipts for and on behalf of DTTI LLP.

Further, the following persons are severally authorized to represent DTTI LLP before the concerned government, semi-government and any other statutory authority(ies) in connection with the client engagements and to do such other acts, deeds and things as may be necessary.

#### Following Partners of DTTI LLP:

Sr. No.	Name	Sr. No.	Name	Sr. No.	Name
1.	Aakash Sharma	158.	Jenul Harish Sanghani	315.	Rishi Bansal
2.	Abhay Arvind Gupte	159.	Jitendra Jayantilal Shah	316.	Ritesh Bansal
3.	Abhijeet Singh Thakur	160.	Jitin Sehgal	317.	Ritesh Mangla
4.	Abhijit Kantilal Katkar	161.	Joyce Rodriguez	318.	Rittu Mathew Koshy
5.	Abhijit Kumar Agarwal	162.	Joydeep Datta Gupta	319.	Rituraj Kulshrestha
6.	Abhijit Sen	163.	Joydeep Ghosh	320.	Rohan Lobo
7.	Abhilasha Kataria Shankar	164.	Kalaiselvi P	321.	Rohit Seth
8.	Abhinav Chaturvedi	165.	Kalpana Jain	322.	Rohit Kumar
9.	Abhinav Vikas	166.	Kamaljit Singh Chawla	323.	Romal Vasanth Shetty
10.	Abhishek Kala	167.	Kamlesh Kumar	324.	Roshan Kumar Chirania
11.	Abhishek Malik	168.	Kamlesh Vyas	325.	Rohinton Jamshed Sidhwa
12.	Abhrajit Ray	169.	Kapil Prakash Bellubi	326.	Rohit Kumar Baweja
13.	Abraham Purackal Kuruvilla	170.	Karishma Gupta	327.	Rohit Madan
14.	Aditya Dube	171.	Karishma Rohan Phatarphekar	328.	Rohit Mahajan
15.	Aditya Khaitan	172.	Kathir Thandavarayan	329.	Ruchi Sarma
16.	Aditya Khanna	173.	Kaushik Dasgupta	330.	Rupesh Bharat Kumar Punjani
17.	Aditya Mina	174.	Kausik Saha	331.	S Gopal
18.	Aditya Sudhindranath	175.	Keerthi Kumar	332.	Sachin Paranjape
19.	Ahmed Moinuddin	176.	Keerthi Prakash	333.	Sachin Jayant Yadav
20.	Ajay Kumar Pillai	177.	Komaralingam Viswanathan Karthik	334.	Sagar Darbari
21.	Ajay Singh	178.	Kolur Nikhil Rao	335.	Sahil Gupta

Regd. Office: One International Center, Tower 3, 32nd Floor, Senapati Bapat Marg, Elphinstone Road (West), Mumbai-400 013, Maharashtra, India.



# Deloitte.

Sr. No.	Name	Sr. No.	Name	Sr. No.	Name
22.	Akash Srivastava	179.	Koyalmantham Ramakrishnan Vijay	336.	Saloni Roy
23.	Akhilesh Varghese	180.	Krishna Rangnath Chaturvedi	337.	Samanth Aswani
24.	Akshita Singh	181.	Kumar Kandaswami	338.	Samir P. Gandhi
25.	Alok Radhe Agrawal	182.	Kunal Ranjan	339.	Samrat Dharamchand Jain
26.	Aloke Agarwal	183.	Kunisi Ramachandran Sekar	340.	Sandeep Jain
27.	Aloke Kumar Dani	184.	Kushal Kumar Singh	341.	Sandeep Jaiswal
28.	Amar Dharmendra Mota	185.	L Sayee Mohan	342.	Sandeep Alamsingh Negi
29.	Amer Qureshi	186.	Lakshmi Allamsetty	343.	Sandeep Poojary
30.	Amit Bansal	187.	Lakshminivashini J	344.	Sandeep Sarkar
31.	Amit Gupta	188.	Latesh Girish Joshi	345.	Sanjay Kumar
32.	Amit Kumar	189.	Madhava Yathigiri	346.	Sanjay Kumar Gupta
33.	Amit Kumar Sarker	190..	Madhu Sudan Kankani	347.	Sanjay Ramratan Sah
34.	Amit Kumar Singh	191.	Madhumita Mohapatra	348.	Sanjesh Kumar Thakur
35.	Amit Tandon	192.	Mahabir Gupta	349.	Sanjiv Kadangot Menon
36.	Amitabh Saha	193.	Mahadevan Subra Mani	350.	Sanjoy Dey
37.	Amol Malharrao Rane	194.	Mahesh Jaising	351.	Sanjoy Susim Datta
38.	Amrish Rameshchandra Shah	195.	Mahesh Ramakrishnan	352.	Sankalp Mohanty
39.	Anand Mamatha	196.	Manas Pramod Ketkar	353.	Santosh Kumar
40.	Anand Prakash	197.	Manish Kalra	354.	Santosh Kumar Jinugu
41.	Anand Rajagopalan Iyer	198.	Manish Kumar	355.	Santosh Mallya
42.	Anand Ramanathan	199.	Manish Kumar Pandeya	356.	Santosh Shetty
43.	Anand Sankaran	200.	Manish Sehgal	357.	Saraswathi Kasturirangan
44.	Anand Venkatraman	201.	Manisha Gupta	358.	Sathish Thumuluru Gopalaiah
45.	Anandorup Ghose	202.	Manmeet	359.	Satish G. Pai
46.	Anil Alex Abraham	203.	Mantosh Verma	360.	Saurabh Dwivedi
47.	Anil Kumar Jain	204.	Manu Adlakha	361.	Saurabh Kanchan
48.	Anil Talreja	205.	Manu Ahluwalia	362.	Saurabh Khosla
49.	Anirudh Sharma	206.	Manu Singla	363.	Saurabh Kumar
50.	Anis Chakravarty	207.	Mayank Jaswal	364.	Saurabh Balesh Mathur
51.	Anish Mandal	208.	Mayank Rausaria	365.	Savan Godiawala
52.	Anjani Kumar Sripada	209.	Mehul Mukundrai Modi	366.	Shakun Kohli
53.	Ankit Saran	210.	Mohimish Kumar Sinha	367.	Shah Yogesh Ghanshyambhai
54.	Ankur Jain	211.	Monish Bipin Shah	368.	Shailesh Tyagi
55.	Anmol Bhandari	212.	Monika Arora	369.	Shamina Patnaik
56.	Anmol Puri	213.	Monojit Mazumdar	370.	Shefali Goradia
57.	Anoop Kalavath Govindankutty	214.	Moumita Sarker	371.	Shefali Shah
58.	Anthony Lawrence Crasto	215.	Mousami Nagarsenkar	372.	Shilpa Chitre
59.	Anuj Suneja	216.	Munjal Kamdar	373.	Shilpy Chaturvedi
60.	Anujesh Dwivedi	217.	Muthukumarasamy Karuppiah	374.	Shraban Kumar Nayak
61.	Anurag Arun Adukaia	218.	Mutnuru Kalyan Kumar	375.	Shrenik Rajnikant Shah
62.	Anurag Sharma	219.	Nandkishore Chidamber Hegde	376.	Shreyas Mhatre

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Sr. No.	Name	Sr. No.	Name	Sr. No.	Name
63.	Anupam Lal	220.	Namrata Mirchandani	377.	Shridhar Laxminarayan Kamath
64.	Arjun Rajagopalan	221.	Nandita Shyamsunder Pai	378.	Shubham Gupta
65.	Arun Laxminarayanan	222.	Narayanan Raman	379.	Shubhranshu Patnaik
66.	Aruna Pannala	223.	Natarajan Venkatram	380.	Shuchi Sangal
67.	Arup Sen	224.	Nawneet Kishore	381.	Shweta Kapoor
68.	Arvind Ramachandran Bharatwaj	225.	Neeraj Jain	382.	Shweta Madhav Shetty
69.	Arvind Girotra	226.	Neeyati Nishith Pandit	383.	Siddiqi Tabrez
70.	Ashish Sharma	227.	Neha Jain	384.	Siddharth Sethi
71.	Ashutosh Dikshit	228.	Nidhi Mariam Lukose	385.	Siddharth Shashank Tipnis
72.	Ashvin Vellody	229.	Nikhil Bedi	386.	Sonal Mansukh Vaghela
73.	Ashwin Vijayachandra Ballal	230.	Nilesh Jajoo	387.	Sonia Balkrishna Kudchadkar
74.	Ashwin Jacob	231.	Niranjan Ramanan	388.	Soumya Dwibedi
75.	Asif Gulamali Lakhani	232.	Nisheeth Varma	389.	Sowmya Vedarth
76.	Atul Dhawan	233.	Nishkam Ojha	390.	Sreeram Ananthasayanam
77.	Atul Gupta	234.	Nitin Agrawal	391.	Srinivasan Krishna
78.	Atul Jairaj	235.	Nitin Jain	392.	Srikumar Vijaysekharan
79.	Atul Mittal	236.	Nitin Jhunjhunwala	393.	Sriram Balasubramanian
80.	Avinash Jawaharlal Chandani	237.	Nitin Ashok Kini	394.	Sriraman Parthasarathy
81.	Avinash Singh	238.	Nitin Naredi	395.	Suchintan Chatterjee
82.	Avinash Chandra	239.	Nitin Razdan	396.	Sudeep Kumar Sinha
83.	Ayush Moodgal	240.	Nitin Prabhudas Shingala	397.	Sudeeptha Veerapaneni
84.	Balaji Venkataraman	241.	N S N Murty	398.	Sudheer Kudvalli
85.	Baskar K	242.	Om Satpal Ahuja	399.	Sudhakar
86.	Bela Sheth	243.	P Koshy Eapen	400.	Suja Savio
87.	Bhavesh Vijay Nadkarni	244.	Pallav Chaturvedi	401.	Sumeet Salwan
88.	Bhupendra Kothari	245.	Pandiyam	402.	Sumeet Jindal
89.	Bibekananda Rath	246.	Pankaj Banarase	403.	Sumit Kumar Khanna
90.	Bimal Modi	247.	Parameswaran Narayanan Iyer	404.	Sumit Singhania
91.	Biswadeep Lahiri	248.	Paresh Vinay Takawale	405.	Sureshkumar Shrikrishna Atal
92.	Chirag Gupta	249.	Parthiv Rohit Kamdar	406.	Susmita Chaudhury
93.	C Antony Prashant	250.	Pawan Tosniwal	407.	Swati Agarwal
94.	Chandra Boreddy	251.	Payal Agarwal	408.	Tammana Nataraj
95.	Chandrashekhar Mantha	252.	Peeyush Arya	409.	Tapati Ghose
96.	Charu Sehgal	253.	Peeyush Vaish	410.	Taranjit Singh Matta
97.	Chintan Bipin Matalia	254.	Pinkesh Dhansukhlal Billimoria	411.	Tarun Arora
98.	Chintalapati Hari Venkata Ashlesh Varma	255.	Pintu Kumar Singh	412.	Tarun Kaura
99.	Chirag Agrawal	256.	Poondi Narayanan Sudarshan	413.	Tarun Soneja
100.	David Nevin Panna	257.	Poorva Prakash	414.	Tejas P Shah
101.	Debashish Banerjee	258.	Porus Bormanshaw Pardiwalla	415.	Tushar Sud
102.	Debashish Biswas	259.	Porus Sam Doctor	416.	Uday Shirish Bhansali

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Sr. No.	Name	Sr. No.	Name	Sr. No.	Name
103.	Debasish Chatterjee	260.	Pradeepkumar Mukundan Patil	417.	Utkarsh Bhadranshu Trivedi
104.	Debasish Mishra	261.	Pragati Kushwah Chakraborty	418.	Vadiraj Muthya Krishnamurthy
105.	Deepa Tirunellai Seshadri	262.	Prakhar Tripathi	419.	Varun Madhusudhan
106.	Deepak Mani Mowdghalya	263.	Pramod Kumar Bagri	420.	Varun Rastogi
107.	Deepan Dasgupta	264.	Pranav Subodh Dholakia	421.	Vijay Kumar Bupathy
108.	Deepa Bhairav Dalal	265.	Pranavant	422.	Vijay Nair
109.	Deepti Agarwal	266.	Prasad Godbole	423.	Vijay Krishnan Gopalakrishnan
110.	Deepti Sagar	267.	Prasad Shreekant Nakashe	424.	Vijay Ramakrishnaiyer Mani
111.	Divya Baweja	268.	Prasanta Kumar Samantaray	425.	Vikas Garg
112.	Dharmesh Gohel	269.	Prasanth Hariharan	426.	Vikram Aggarwal
113.	Dhiraj Maroor Bhandary	270.	Prashanth K S	427.	Vikram Venkateswaran
114.	Digvijaysinh Chudasama	271.	Prashanth Kaddi	428.	Vikrant Anand Doshi
115.	Dilip Ramchand Dusija	272.	Prashanth Reddy Nutula	429.	Vinay Prabhakar
116.	Divyang Dinesh Desai	273.	Prashanth Rajamohan Rao	430.	Vinay Sethi
117.	Easwaran P S	274.	Praveen Sasidharan	431.	Vinit Ramesh Desai
118.	Farheen Butt	275.	Preetha Radhakrishnan	432.	Vipul Jhaveri
119.	Ganeshji Awasthi	276.	Premnath Iyer	433.	Viraat Dhir
120.	Gaurav Bhauwala	277.	Prithwijit Chaki	434.	Virag Rajendra Shah
121.	Gaurav Gupta	278.	Priti Ray	435.	Viral Nitin Thakker
122.	Gaurav Kaul	279.	Pritin Kumar	436.	Vishaka Saraf
123.	Gaurav Khanna	280.	Priyanka Nagesh	437.	Vishal Chaturvedi
124.	Gaurav Khera	281.	Puneet Gupta	438.	Vishal Vijay Hakani
125.	Gaurav Lahiru	282.	Punish Mishra	439.	Vishal Jain
126.	Gaurav Shukla	283.	Pushkar Ajit Khire	440.	Vishal Shah
127.	Gokul Chaudhri	284.	Pushkar Walimbe	441.	Vishesh Tewari
128.	Goldie Dhama	285.	Rahul Chowdhary	442.	Vishwas Rajabhai Udgirkar
129.	Govind Korekar	286.	Rahul Ghosh	443.	Vishweshwar Rao Mudigonda
130.	Govindu Praveen Bhukta	287.	Rahul Kalla	444.	Vivek Anandeshwar Bhamodkar
131.	Gulzar Didwania	288.	Rahul Sachdeva	445.	Vivek Jhunjhunwala
132.	Hardik Ashok Gandhi	289.	Rahul Sambhaji Palwe	446.	Vivek Vasudeo Kulkarni
133.	Hari Karra	290.	Rahul Vig	447.	Vivek Mathur
134.	Harjinder Singh Takher	291.	Rajat Bahl	448.	Vivek Shrivastava
135.	Harris Masood	292.	Rajat Banerji	449.	Vivette D'cruz
136.	Harsh Kapoor	293.	Rajat Mahajan	450.	Vrajesh Dutia
137.	Hemal Dilip Zobalia	294.	Rajat Vig	451.	Wilfred Harold Bradford
138.	Hemal Jitendra Mehta	295.	Rajat Wahi	452.	Yatin Vijay Patil
139.	Harendra Nath Upadhyay	296.	Rajeevpratap Vishnupratap Singh	453.	Zubin Maneck Dastur
140.	Hemlata Vedula	297.	Rajesh Kumar Agarwal		
141.	Himanish Chaudhuri	298.	Rajesh Baliga Bantwal		
142.	Himanshu Arora	299.	Rajesh Harishchandra Gandhi		

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Sr. No.	Name	Sr. No.	Name	Sr. No.	Name
143.	Himanshu Surange	300.	Rajesh Kannan		
144.	Hrishikesh Subhash Bhope	301.	Rajesh Sadanand Shetty		
145.	Indeevar Krishna Dandigunta	302.	Rajesh Srinivasan		
146.	Inderjeet Singh	303.	Rajib Maitra		
147.	J Krishnamani	304.	Rajib Sinha		
148.	Jaikumar Subramanian	305.	Rajiv Sundar		
149.	Jaganjyot Singh	306.	Rajneesh Sharma		
150.	Jagdish Bhandarkar	307.	Rajyasree Biswas		
151.	Jaidev Dutta	308.	Rakeshkumar Vinodkumar Surana		
152.	Jaishil Jatin Shah	309.	Raman Juneja		
153.	Japneet Sachdeva	310.	Ranjan Chakraborty		
154.	Jay Bhuva	311.	Ravi Binodprasad Mehta		
155.	Jayakrishnan Pillai	312.	Richa Gupta		
156.	Jayant Saran	313.	Riddhi Shah		
157.	Jehil Ashok Thakkar	314.	Rishabh Sanjay Mehta		

Senior Directors of DTTI LLP

Sr. No.	Name	Sr. No.	Name	Sr. No.	Name
1.	Ashish Sudhir Nene	2.	Akil Master	3.	Amishi Kapadia
4.	Amit Dhoot	5.	Bharatendu Sureka	6.	Bhavesh Bhurat
7.	Gaurav Arora	8.	Jignesh Oza	9.	Kedar Shirali
10.	Kumar Parimal	11.	Piyush Bihani	12.	Prabin Agarwal
13.	Sarabjit Singh	14.	Subramhanya Hathwar	15.	Swati Jain
16.	Vikash Kabra	17.	Amit Jain		

For Deloitte Touche Tohmatsu India LLP

<b>Nandkishore Chidamber Hegde</b> (Designated Partner) [DIN: 03057611]	Digitally Signed By   Nandkishore Chidamber Hegde Mon, Feb 26, 2024 10:45:10 IST
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**Deloitte.**

Porus Sam Doctor (Designated Partner) [DIN: 08859230]	Digitally Signed By  Porus Sam Doctor Tue, Feb 27, 2024 09:28:12 IST
Romal Vasanth Shetty (Designated Partner) [DIN: 06520798]	Digitally Signed By  Romal Vasanth Shetty Thu, Feb 29, 2024 09:39:55 IST
Anil Talreja (Designated Partner) [DIN: 10459273]	Digitally Signed By  Anil Talreja Mon, Feb 26, 2024 07:56:07 IST

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## 16.7 Annexure 7- Self- Declaration on Potential Conflict of Interest

# Deloitte.

Bengal Intelligent Park,  
13th-14th Floor, Building Omega,  
Block - EP & GP,  
Salt Lake, Electronics Complex,  
Kolkata, West Bengal  
700 091, India  
Phone: 91 33 6612 1000  
Fax: 91 33 66121001

Kolkata, 03.06.2024

To

The Director, Economics and Statistics,  
Arthaniti 'O' Parisankhyan Bhawan,  
HoD Building Campus, Bhubaneswar,  
PIN-751001, Odisha

Sub: Information regarding any conflicting activities and Declaration thereof

Dear Sir:

I, Aloke Agarwal hereby declare that our agency is not indulged in any such activities which can be termed as the conflicting activities as mentioned in Section 2: [Information to the Bidder].

I, Aloke Agarwal also acknowledge that in case of misrepresentation of any of the information, our proposal/ contract shall be rejected/ terminated by DE&S, which shall be binding on us.

Authorized Signatory [in full initial with Date & Seal]: Aloke Agarwal



Communication Address of the Bidder:

**Deloitte Touche Tohmatsu India Limited Liability Partnership (DTTI LLP)**  
Address: Bengal Intelligent Park, 13th-14th Floor, Building Omega,  
Block - EP & GP, Salt Lake, Electronics Complex, Kolkata,  
West Bengal, 700 091, India  
Phone: 91 33 6612 1000  
Fax: 91 33 66121001



## 16.8 Annexure 8- Undertaking for not having been blacklisted.

# Deloitte.

Bengal Intelligent Park,  
13th-14th Floor, Building Omega,  
Block - EP & GP,  
Salt Lake, Electronics Complex,  
Kolkata, West Bengal  
700 091, India  
Phone: 91 33 6612 1000  
Fax: 91 33 66121001

Kolkata, 03.06.2024

To

The Director, Economics and Statistics,  
Arthaniti 'O' Parisankhyan Bhawan,  
HoD Building Campus, Bhubaneswar,  
PIN-751001, Odisha

**Sub: Undertaking for not having been blacklisted**

To the best of its knowledge, DTTILLP is not blacklisted / debarred by the central government/ any state government agencies in India / international agencies / the World Bank on the date of submission of the bid.



Authorized Signatory: Aloke Agarwal

Name & Designation with Date & Seal- Partner, Deloitte Touche Tohmatsu India Limited Liability Partnership (DTTILLP)

Registered Head office - One International Center, Tower 3, 32nd Floor, Sanapati Bapat Marg, Elphinstone Road (W), Mumbai, Mumbai, Maharashtra, 400 013, India



## 16.9 Annexure 9- Self-Declaration for not debarred from World Bank

# Deloitte.

Bengal Intelligent Park,  
13th-14th Floor, Building Omega,  
Block - EP & GP,  
Salt Lake, Electronics Complex,  
Kolkata, West Bengal  
700 091, India  
Phone: 91 33 6612 1000  
Fax: 91 33 66121001

Kolkata, 03.06.2024

To

The Director, Economics and Statistics,  
Arthaniti 'O' Parisankhyan Bhawan,  
HoD Building Campus, Bhubaneswar,  
PIN-751001, Odisha

**Sub: Self-declaration that the firm is not sanctioned or debarred under World Bank system of Debarment & Cross Debarment**

To the best of its knowledge, DTTILLP is not blacklisted / debarred by the central government/ any state government agencies in India / international agencies / the World Bank on the date of submission of the bid.



Authorized Signatory: Aloke Agarwal

Name & Designation with Date & Seal- Partner, Deloitte Touche Tohmatsu India Limited Liability Partnership (DTTILLP)

Registered Head office - One International Center, Tower 3, 32nd Floor, Senapati Bapat Marg, Elphinstone Road (W), Mumbai, Mumbai, Maharashtra, 400 013, India



