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भारत सरकार  
GOVERNMENT OF INDIA  
संचार और सूचना प्रौद्योगिकी मंत्रालय  
MINISTRY OF COMMUNICATIONS AND  
INFORMATION TECHNOLOGY  
सूचना प्रौद्योगिकी विभाग  
DEPARTMENT OF INFORMATION TECHNOLOGY  
इलेक्ट्रॉनिक्स निकेतन  
ELECTRONICS NIKETAN  
6, सी.जी.ओ. कॉम्प्लेक्स / 6, C.G.O. COMPLEX  
नई दिल्ली / New Delhi-110003  
Website : [www.mit.gov.in](http://www.mit.gov.in)  
September 26, 2011  
दिनांक/Dated.....

**Sub: World Bank assisted "India : e-Delivery of Public Services DPL" Project**

Dear Sir,

As you are aware, following extensive dialogue which Government of India has been having with World Bank for programme management and financial support for National e-Governance Plan (NeGP), a loan for an amount of US\$ 150 million has been approved by World Bank for the proposed e-Delivery of Public Services.

2. Department of Information Technology, Ministry of Communications and Information Technology, Government of India is the Implementing Agency for this project.

3. DIT proposes to use this DPL support as a focal point to convene the associated departments and levels of government around a concrete reform agenda and to support measures considered critical for this purpose, with the object of improving public service delivery for the common man through common service delivery outlets and to ensure efficiency, transparency and reliability of such services at affordable costs. The key challenges that are to be addressed are to ensure access of services to citizens.

4. It is proposed to utilize a substantial part of above funding for implementation of projects in States/UTs. The key consideration which will guide and influence selection of a project will be its ability to transform government processes that most affect the lives of common citizens specially with regard to Health, Education, Skill Upgradation and Safety and Security & Innovative Projects which leverage Mobile Platform for delivery of services will also be supported.

5. Detailed Project Proposals of projects relating to e-Governance in above referred areas are sought for consideration by this Department. A brief outline of the World Bank Project together with an illustrative template of DPR are attached as Annexes "A" and "B" respectively.



For any assistance or clarifications, your officers may get in touch with Shri Abhishek Singh, Director, DIT ([abhishek@gov.in](mailto:abhishek@gov.in); 011 - 24364720) or Shri Sanjeev Kumar, Senior Consultant, National e-Governance Division, DIT ([sanjeev@negrp.gov.in](mailto:sanjeev@negrp.gov.in); 011 - 30481616).

With regards,

Yours sincerely,

  
(Shankar Aggarwal)

To:

Chief Secretaries of all States/UTs

1. The “e-Delivery of Public Services Development Policy Loan (DPL)” will support NeGP’s countrywide plans of increasing online services for citizens in their locality, to improve the quality of basic governance in areas of concern to the common man.

While this initiative will not target specific services per se, it will support GoI’s objective of increasing access to online services by citizens in their locality. It will do so through supporting policy and institutional actions, which place higher emphasis on coordination and increase outreach to citizens. These policy and institutional actions include:

- a. Policy for Institutional Strengthening of State Governments;
  - b. Policy for Public Private Partnerships to improve service delivery;
  - c. Policy on use of Open Standards to ensure interoperability and avoid vendor lock in;
  - d. Policy for Inter-agency Coordination and Monitoring & Evaluation;
  - e. Policies for access to citizen services through Mobile platform and increasing the pace of broadband penetration;
  - f. Policy for mandating increased participation of users;
  - g. Policy on service orientation for Government Processes and Officials;
  - h. Electronic Service Delivery Act; and
  - i. Policy on uniform and predictable verification of e-service users.
2. As part of loan deliberations, the under noted reform areas and their indicative targets till 2012-13 have been agreed between DIT and World Bank:
    - a. Strengthening States Institutions – At least 1000 e-services will be at implementation stage at State level including at least 90 e-services in less advanced states and 130 e-services implemented through PPP mode;
    - b. Development of technical standards for e-Governance – At least 75 e-services will be offered through systems certified compliance with standards;
    - c. Improved inter-agency coordination and monitoring of e-governance – At least 124 e-services from projects with updated information in the Project Monitoring Information System will be able to be monitored;
    - d. Improving access to services by using the mobile platform while increasing the pace of internet penetration - 50 services delivered on mobile platform;
    - e. Facilitating increased participation of users in design and evaluation of e-governance projects - User-participation in design and impact assessments incorporated for at least 100 e-services;
    - f. Improving service orientation of government processes and officials - Officials of at least 10 States have completed re-orientation or leadership program;
    - g. E-Services Delivery Act (ESD Act) - A draft ESD Bill would have been formulated and submitted to the Union Cabinet; and
    - h. Uniform and predictable verification of e-service users – At least 25 e-services would have started verifying users.
  3. GoI has agreed on implementation of certain policy and institutional reform initiatives, which will lead to realization of a set of key outcome indicators. A brief itemization of these indicators as agreed with World Bank is summarized below:

*Annexe "A" - "India : e-Delivery of Public Services DPL Project"- An outline*

Progress Indicator	Baseline 2009-10	Status 2010-11	Target 2012-13	End of series outcome
<b>Number of services delivered using mobile platform.</b>	0 services	<b>25 services</b>	<b>50 services</b>	Mobile platform used for effective delivery of e-services.
<b>Number of e-services at implementation stage at State level</b>	200 e-services	<b>500 e-services (incl 56 e-services through PPP mode)</b>	<b>1000 e-services (90 in less advanced states)(130 through PPP mode)</b>	Gap between "leading" and "less advanced" states reduced.
<b>Number of e-services that have incorporated user-participation in design and impact assessments.</b>	0 e-services	<b>6 e-services</b>	<b>100 e-services</b>	Services improved in response to users' feedback.
<b>Number of States whose officials have completed re-orientation or leadership program.</b>	None	<b>3 States</b>	<b>10 States</b>	Service quality raised as officials of all states complete re-orientation/program.
<b>Number of e-services verifying users.</b>	None	<b>13 e-services</b>	<b>25 e-services</b>	Users can be verified by service delivery systems anywhere and anytime.

**"India : e-Delivery of Public Services DPL" Project**

**PROJECT PROPOSAL TEMPLATE**

**SECTION I**

**I. BACKGROUND OF PROJECT AND OTHER BASIC INFORMATION**

a) Title of the Project

b) Project Initiator details

- i) Department initiating the project
- ii) Background of the department
- iii) Name and Job Title of the key contact person (person responsible for initiation)
- iv) Contact details:

- ◆ Address :
- ◆ Fax :
- ◆ Landline :
- ◆ Mobile :
- ◆ Email :

c) Implementing Agency details

- i) Name of the Implementing Agency
- ii) Date of Establishment (if applicable)
- iii) Name and Job Title of the key contact person (person responsible for implementation)
- iv) Contact details :

- ◆ Address :
- ◆ Fax :
- ◆ Landline :
- ◆ Mobile :
- ◆ Email :

d) Location of project implementation

## **SECTION II**

### **II. PROJECT OVERVIEW OR SUMMARY**

Provide a project snapshot covering the following aspects:

- a) Identification of stakeholders
- b) Reform area(s) the project is designed to address
- c) Explain in brief the causes and effects of reform area(s)
- d) Highlight in concrete terms the targets envisaged to be achieved.

**Table 1**

<b>Targets</b>	<b>Existing Parameters</b>	<b>Proposed Parameters</b>

- e) Is the project:
  - i) A Pilot or
  - ii) A Roll out of the project subsequent to Pilot phase (give details of pilot in previous experience section)
  - iii) Roll out Project without Pilot phase
- f) Past experience and lessons learnt
- g) Outline in broad terms project activities and timelines

**Table 2**

<b>Reform Area</b>	<b>Activities</b>	<b>Timeline</b>
Outcome 1		
Outcome 2		
Outcome 3 and so on...		
<b>Cross-cutting Activities</b>		

- h) Project Cost with complete item-wise details:

**Table 3**

*(Rupees in Lakhs)*

Costs	Year 1	Year 2	And so on
Investment Costs			
Recurring Costs			
Total			

## i) Sources of funding

**Table 4**

(Rupees in Lakhs)

Year	Sources of funding	Nature of assistance	Amount of funds (INR)	Total amount of funds (INR)
Year 1				
Year 2 and so on				
<b>TOTAL</b>				

### **SECTION III**

#### **III. PROJECT DETAILS INCLUDING ITS IMPLEMENTATION MODEL**

- a) Goal
- b) Objectives:
  - ◆ Specific (to the objective it is supposed to measure)
  - ◆ Measurable (either quantitatively or qualitatively)
  - ◆ Achievable (can be realistically achieved)
  - ◆ Relevant (to information needs of those measuring the objectives)
  - ◆ Time bound (so we all know when the objectives are to be achieved)
- c) Stakeholder Analysis
  - ◆ Identification of stakeholders and description of their roles and responsibilities, level of influence and proposed engagement/communication strategy

**Table 5**

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

d) Reform Area(s)/Outcomes

e) Implementation strategy

**Please provide narrative description of the implementation strategy for the project**

f) Key Activities

- i) Scoping Study (prior to pilot/roll out phase)

<b>Please provide narrative description of each activity undertaken</b>

Summarise the same in the table below:

**Table 7**

*(Rupees in Lakhs)*

Name of the Agency <i>(that has undertaken the study)</i>		
Sub Activity, if any	Time taken	Expenditure incurred

- ii) Process Re-engineering

<b>Please provide narrative description of each activity and summarize below</b>

Summarise the same in the table below:

**Table 8**

*(Rupees in Lakhs)*

Sub Activity, if any	Estimated Time frame	Estimated Cost

- iii) Change Management

<b>Please provide narrative description of each activity and summarize below</b>

Summarise the same in the table below:

**Table 9***(Rupees in Lakhs)*

<b>Sub Activity, if any</b>	<b>Estimated Time frame</b>	<b>Estimated Cost</b>

**iv) Infrastructure (including technology)****Please provide**

- ◆ As- Is scenario

**Table 10**

<b>Description</b>	<b>Location 1</b>	<b>Location 2</b>	<b>Location 3</b>	<b>Provide all locations....</b>	<b>Total</b>
<i>Back end (including database management tools used)</i>					
<i>Middle ware (including application software)</i>					
<i>Front end delivery channels (including application software)</i>					
<i>Network devices</i>					
<i>Information Security</i>					

- ◆ Options Analysis

<b>Please provide detailed description of various options and reason for selecting the given option (Technology – including Networking, backend, middleware, front end and security standards being adopted)</b>

- ◆ To-Be scenario

**Table 11**

Description	Location 1	Location 2	Location 3	Provide all locations....	Total
<i>Back end (including database management tools used)</i>					
<i>Middle ware (including application software)</i>					
<i>Front end delivery channels (including application software)</i>					
<i>Network devices</i>					
<i>Information Security</i>					

- ◆ Description of application (s) to be developed in terms of the software platforms and technical architectures, and the standards for system engineering to be adhered to.)
- ◆ Other Details
  - (a) Network Architecture
  - (b) Conformance to security standards on data, network, software, etc
  - (c) Conformance to technological standards on inter-connectivity and inter-operability
  - (d) Scalability
  - (e) Service providers
  - (f) Linkages with core infrastructure (SWAN, SDC and CSC)
  - (g) Estimated time frame and costs

**Table 12**

(Rupees in Lakhs)

Description	Estimated Time Frame	Estimated Costs Involved	Any comments
<i>Back end (including database management tools used)</i>			
<i>Middle ware (including application software)</i>			
<i>Front end delivery channels (including application software)</i>			
<i>Network devices</i>			

Description	Estimated Time Frame	Estimated Costs Involved	Any comments
<i>Information Security</i>			

v) Monitoring, Evaluation and Assessment

- ◆ Indicators for assessment of success/ failure in terms of Goals, Objectives, Outputs, Outcomes and means of their verification
- ◆ Listing of all sub-activities along with their cost and time estimates and persons responsible for the same

<b>Please provide narrative description of the indicators, activities and strategy below</b>

Summarise the same in the table below:

**Table 13**  
(Rupees in Lakhs)

Sub Activity	Persons/ agencies responsible	Estimated Time frame	Estimated cost

vi) Other Activities like Civil Works, etc (please identify each separately)

<b>Please provide narrative description of each sub-activity</b>

Summarise the same in the table below:

**Table 14**  
(Rupees in Lakhs)

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

g) Organization structure

- i) Existing and proposed Organization structure of the Line Department/ Project Implementation Unit in which the project is to be implemented (in the form of an organogram)
- ii) Staffing and deployment strategy

**Table 15**

<b>Position</b>	<b>Roles and Responsibilities</b>	<b>Number</b>	<b>Location</b>
Project Implementing Unit			
Line Department			

h) Assumptions and Risk Management

- i) Assumptions
- ii) Risk Assessment Matrix

**Table 16**

<b>Impact</b>	<b>Low</b>	<b>Medium</b>	<b>High</b>
<b>Probability</b>			
<b>Low</b>			
<b>Medium</b>			
<b>High</b>			

iii) Measures for risk mitigation

**Table 17**

<b>Description of Risk</b>	<b>Risk mitigation measure</b>	<b>Stakeholders involved</b>

- i) Project indicators and their achievement targets year-wise
- j) Project Costs and financing
  - i) Project Cost (to be provided in annexure I attached with this template)
  - ii) Financing model

**Table 18**

(Rupees in Lakhs)

Period	Centre		State		Others (including private sector support)		Total
	Amount	Nature of Assistance	Amount	Nature of Assistance	Amount	Nature of Assistance	
<b>Total</b>							

- k) If Public Private Partnership (PPP) model is being adopted - provide key design features, business and financing model including the proposed cost sharing arrangement.
- l) Sustainability plan, if any in place, for the project
- m) Implementation arrangements
  - i) Management arrangements (including project management team proposed)
  - ii) Contracting arrangements
  - iii) Accounting and audit arrangements
- n) Detailed Work Plan

**Please provide narrative description of phasing of the project, critical dependencies and key milestones for the project**

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

**Table 19**