

Government of Rajasthan
Finance (EAD) Department
Strengthening of Public Financial Management Project
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Phone No. 0141-2744056, e-mail : jsfead@rajasthan.gov.in

No. F8(45)/FD/SPFM-PMU/Big Data/2017

Jaipur, May 4th, 2017

REQUEST FOR EXPRESSIONS OF INTEREST
(Consulting Services – Firms Selection)

Country: Rajasthan, India
Name of Project: Strengthening Public Financial Management in Rajasthan Project
Assignment Title: Consultancy for Business Process Re-Engineering (BPR) Study of Transport Department in Rajasthan, India

The Government of Rajasthan has applied for financing from the World Bank toward the cost of the **Strengthening Public Financial Management in Rajasthan Project (P156869)** and intends to apply part of the proceeds for a Consultancy for Business Process Re- Engineering (BPR) Study of Transport Department in Rajasthan, India

The objective of this assignment is to undertake comprehensive business Process Re- engineering (BPR) exercise, covering all functions, devise efficient ways for delivery of various services, and prepare FRS, DPR and IT strategy for delivery of the selected services through ICT solutions.

The Assignment include - (i) conducting detailed analysis of the existing business processes, workflows and associated procedures within the department and between associated departments; (ii) making recommendations on redesign of certain existing processes and workflows to eliminate the wasted or redundant effort and improve service delivery performance using IT methods; and (iii) on the basis of these recommendations, develop the Functional Requirement Specifications (FRS) and Detailed Project Reports (DPRs) for electronic delivery of each targeted service through the integrated RTPS portal and (iv) prepare an IT strategy for the department. . The draft Terms of Reference (ToR) for this assignment can be found at Finance Department website: <http://finance.rajasthan.gov.in/>.

The Finance Department, Government of Rajasthan now invites eligible consulting firms (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. *The shortlisting criteria are available in Annexure-1.*

The attention of interested Consultants is drawn to paragraph 1.9 of the World Bank’s Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grant] by World Bank Borrowers, January 2011 – revised 2014 (“Consultant Guidelines”), setting forth the World Bank’s policy on conflict of interest.

Consultants may associate with other firms in the form of a joint venture or a sub-consultancy to enhance their qualifications. The nature of association whether JV or Sub-Consultant, should be mentioned in the EOIA. Consultant will be selected in accordance with the QCBS method set out in the Consultant Guidelines. Further information can be obtained at the address below during office hours. Expressions of Interest (EOI) must be submitted online only (through e-mail: jsfead@rajasthan.gov) by May 22, 2017.

Project Director,
Strengthening Public Financial Management Project
4th Floor, C- Block, VittaBhavan, Jan Path, Jyoti Nagar, Jaipur,
Phone No. 0141-2744056, e-mail address – jsfead@rajasthan.gov.in

Shortlisting Criteria

SN	Basic Requirement	Specific Requirements	Documents Required
1)	Entity	The Consultant should be in existence for at least for 03 years.	Copy of the Incorporation document
2)	Turnover	Positive net worth and an Average Annual Turnover from consulting Services of at least INR 3cr. during the last three financial years (2013-14, 2014-15 and 2015-16 or 2014-15, 2015-16 and 2016-17).	Certified copy of the audited financial statements OR certificate from a Chartered Accountant
3)	Overall experience	Should demonstrate at least 03years' experience of working in government sector in the area of business process Re- Engineering Study (BPR).	Self-certification of details of the experience
4)	Technical Capability	Should have proven track record of having successfully implemented or implementing at least two assignments of similar nature.	Work orders and work completion certificates from client

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Draft Terms of Reference (TOR)

Business Process Re-engineering Study of the Transport Department, Government of Rajasthan

A. BACKGROUND AND PURPOSE

1. The Government of Rajasthan (GoR) is committed to Governance and Public Financial Management (PFM) reforms as reflected in creating greater transparency, building staff capacity in key areas, strengthening accountability and introducing electronic systems to support better service delivery that cuts across various domains. All these steps are in the right direction to strengthen PFM in the state which would lead to improving service delivery, transparency and good governance.
2. There has been a paradigm shift in the PFM environment with the implementation of an online computerized treasury system - the Integrated Financial Management System (IFMS) – which is a web based system for capturing government's financial transactions including budget planning, preparation, allocation and distribution, fund management, treasury operations and accounting. Another key development has been the passing of the Rajasthan Transparency in Public Procurement Act that provided the framework for further strengthening procurement regulations. GoR launched the State Public Procurement Portal (sppp.raj.nic.in) under IFMS inter alia to provide free and open access to general public of all procurement related information required by the Act, thus ensuring transparency in procurement.
3. To further strengthen its PFM and governance environment, GoR is taking up the Rajasthan Public Financial Management Strengthening Project with financing from the World Bank. **The overall objective of the project is to contribute to enhancing efficiency, effectiveness and transparency in public financial management in Rajasthan through strengthening PFM framework, systems and institutions of GoR to enhance governance and accountability.**
4. As part of this project, GoR intends to strengthen the Transport Department and improve service delivery. Main Functions of the Transport Department are;
 - (i) Enforcement of the Motor Vehicles Act, 1988, allied acts and rules framed there under.
 - (ii) Licenses,
 - (iii) Registration of Vehicles,
 - (iv) Revenue Collection for the Government (Tax on Motor Vehicles),
 - (v) Inspection of Vehicles at Check Posts,
 - (vi) Environmental Upgradation (CNG/LPG Conversion, PUC Certificates),
 - (vii) Road Safety Measures.

More details on Department's functions, Organization structure and Services are given in two reports attached:

1. Administrative Report 2016-2017 (in Hindi) – Annexure-1
2. Statistical Abstract 2015-2016 – Annexure-2

The detail note on computerization of the department giving background and the current status is attached – Annexure-3.

The organizational structure, regional and district level setup of Transport Department can be accessed at following links:

- (i) http://www.transport.rajasthan.gov.in/content/dam/transport/transport-dept/pdf/organisation_structure.pdf
- (ii) http://www.transport.rajasthan.gov.in/content/dam/transport/transport-dept/pdf/rto_dto.pdf

5. As part of this project, GoR intends to strengthen the Transport Department and improve service delivery. The Government of Rajasthan has 'in principle' decided to migrate to web versions of centralized Vehicle Registration and Driving License issuance systems Vahan 4 and Sarathi 4 developed by NIC. Department started rolling out Web enabled Vahan 4 and Sarathi 4 to various

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RTO/DTO offices in 2015-2016 but the roll out become a challenge due to low / inadequate reliable bandwidth. GoR then decided to adopt RSWAN with 2mbps bandwidth. SARATHI has been rolled out in 25 transport districts and further rollout is underway. Testing of VAHAN for transport and non-transport vehicles have been done and its roll out would soon begin. The present status is that the District Transport Offices operate on standalone systems that are not networked posing many problems in retrieving vehicle and driver information for administration and regulatory purposes which can only be carried out at the individual DTO. Along with the migration to the new software systems, GoR wishes to go to digital system of regulation and administration. This includes e-payments, e-challans, license renewal and a host of other regulatory and penal services under powers provided by the Motor Vehicles Act. In addition, the GoR wishes to link up with other department systems (eg. Police) for verification and regulatory purposes. At the end of the process of re-engineering the Department of Transport is expected to reduce standard time-lines for delivering various services, improve regulatory transparency, maintain digital records of vehicles, drivers licenses and other permits and move to an 'any time anywhere' model of service delivery. Concomitant to the need for introducing IT based e-governance, the consultancy is expected to come up with process improvements to the functioning of the department in different administrative and regulatory aspects weeding out redundant processes and improving on efficiency of processes so that services provided are timely and regulation impact strengthened to provide a safe, hassle-free and transparent vehicular environment in the state.

6. The purpose of this business process re-engineering (BPR) study is to facilitate Transport Department in hiring the services of an external consultancy support for carrying out comprehensive Business Process Re-engineering (BPR) exercise. This is to enable the department to improve its operational performance, service deliveries, monitoring and to achieve responsive, effective and accountable governance. The BPR exercise should frame Functional Requirement Specifications (FRS) and Detailed Project Report (DPR) for electronic delivery of the selected services through ICT solutions.

B. OBJECTIVE OF THE ASSIGNMENT

7. The consultant will undertake comprehensive Business Process Re-engineering (BPR) exercise, covering all functions, devise efficient ways for delivery of various services, and prepare FRS, DPR and IT strategy for delivery of the selected services through ICT solutions.

C. SCOPE OF WORK

8. The consultant will undertake comprehensive Business Process Re-engineering (BPR) exercise, in the overall working of the department covering all its functions and seeking to devise efficient novel ways for delivery of various services by the department of Transport.
9. This would involve - (i) conducting detailed analysis of the existing business processes, workflows and associated procedures within the department and between associated departments; (ii) making recommendations on redesign of certain existing processes and workflows to eliminate the wasted or redundant effort and improve service delivery performance using IT methods; and (iii) on the basis of these recommendations, develop the Functional Requirement Specifications (FRS) and Detailed Project Reports (DPRs) for electronic delivery of each targeted service through the integrated RTPS portal and (iv) prepare a IT strategy for the department.
10. The BPR should identify simplification and streamlining of administrative procedures, reduction in levels for processing service delivery requests, and preparation of a comprehensive ICT plan and associated backend process re-engineering for efficient G2C (Government to Citizen) service delivery as key facilitators for improved delivery of services.
11. The BPR study should also explore specific linkages with the IFMS platform of the government of Rajasthan. The consultant will examine relevance and feasibility for operational linkages / integration of the RTPS Portal with the IFMS platform in order to establish a futuristic system addressing to all elemental requirements.

D. KEY TASKS:

12. The Consultant under this assignment would specifically undertake the following tasks:

13. As-Is Study

- Review, map and analyze current structure, functions and administrative processes of the department, including policies and business rules, and the responsibilities and constraints of individual functionaries – vertically at all levels of administration including state, district, sub-districts; and horizontally across other key cross-functional departments and agencies.
- Analyze existing IT / automated systems in the department to develop insights related to the required scope of process automation and information interchange relationships with the State and National systems and databases.
- Identify the administrative processes to be redesigned including beginning and end points, interfaces, as well as department units and stakeholders involved.
- Conduct validation walk-through with the department units and stakeholders to make sure that all processes, practices and business requirements documented by the 'As-Is' study are correct and complete.

14. Business Process Re-design

- Evaluate and wherever appropriate re-design, the core business processes by eliminating unproductive/redundant task or activities, integrating small process steps into composite tasks, processing tasks in parallel rather than sequentially, re-sequencing tasks optimally to reduce the need for multiple layers of approvals, and redesigning forms, verification processes, and supporting documentation for greater simplicity, efficient delivery of services and ease of access for citizens. b. Identify how IT capabilities can influence and improve the process design. Recommend appropriate technology enabled processes to leapfrog over infrastructure and other capacity constraints. Design IT enabled prototypes of the simplified administrative processes.
- On the basis of developed design prototypes, propose the approach for reengineering/simplifying the set of administrative business processes to achieve measureable improvements in productivity, cycle times and quality in the delivery of department's services.
- Identify organizational/ departmental structures to be rationalized and strengthened, along with expected service standards in line with business objectives, work flow charts, identify logistics, staff training, and change management requirements to implement the business process re-engineering proposed.
- Design and develop quantitative and qualitative performance indicators for key business processes. Recommend institutional mechanism for assessing the achievement of defined service levels and performance outcomes.

15. BPR Implementation Roadmap

- Recommend a comprehensive BPR strategy and process transformation road map; and suggest step-by-step approach for its state-wide implementation. This should include logical sequencing of activities and mechanisms for interim evaluation of the BPR implementation road-map.
- Recommend a suitable processing system for creating a secure, integrated and online processing system for departmental process to finalize various services for final processing in VAHAN and SARATHI. .
- Detail out the requirements related to training, capacity building and change management – to feed into the capacity building and change management strategies of the department.
- Develop a report on the areas suggested for improvement and the Functional Requirement Specifications (FRS) document that details out the essential technical requirements to transform the re-engineered administrative and service delivery process prototypes into IT

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enabled systems for efficient and better functioning of the department and improving service deliveries. The FRS should invariably incorporate the automation of re-engineered departmental back-end processes and workflows, beneficiary feedback system, grievance redressal mechanism, and linkages to the other related departments. In addition, the FRS should detail out the technical requirements for creating the secure online repository of data and records for real-time access by citizens on demand.

- Recommend a design for modern office setup commensurate with use of Information & Communication Technologies (ICT) for the RTOs, DTOs and Head Quarters of the Transport Department.
- Recommend a modern setup for managing road safety integrating functionalities with the regulatory system using ICT. The consultant is expected to recommend portable equipment to be carried by field functionaries for effective traffic safety enforcement.
- After signoff by the Department concerned, prepare the DPR and detailed bidding documents/RFP document along with Technical specifications/TORs for development of the IT Infrastructure and systems for electronic delivery of various services.
- The consultant will suggest the design of a website with adequate scope for transparency.
- The consultant will also provide good examples of e-governance systems in other states

E. DELIVERABLE, TIMELINES AND PAYMENT TERMS

16. The indicative deliverables, timelines and payments terms for the following activities, which will be a lump sum contract value, are as follows:

Reports	Contents	TimeLine (from commencement)	Payment (%age of contract value)
Inception Report	The Inception Report would detail out the work plan project team, task breakdown and timelines and a detailed note on the proposed approach and methodology for executing the assignment.	2 weeks	10%
As-Is Study Report	Covering all functions with gap analysis and possible initial options	3 months	10%
Business Process Re-design Report	BPR report with specific recommendations. This should also incorporate draft Rules, Orders and Legislative amendments that would be required to give effect to the accepted recommendations.	6 months	30%
BPR Implementation Roadmap and Functional Requirement Specifications (FRS)	The Roadmap will describe the IT strategy and how the implementation will be carried out. FRS would describe the essential functional requirements for electronic delivery of various services and internal back-end processing for eventual finalization in VAHAN and SARATHI.	9 months	25%
DPR and draft REOI, RFP	The DPR and the draft REOI & RFP for development, implementation and maintenance of the electronic processing system and all other aspects detailed out in the FRS.	12 months	25%

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17. The total time estimated in terms of person-months for the assignment is 94 person months. Total time estimated for the key experts is 58 person months. The assignment needs to be completed within a period of Twelve months.

F. DESIRED PROFILE OF THE PROJECT TEAM:

18. The selected consulting firm will be required to deploy a team consisting of specialized and expert resources (key experts as well as the support staff) for the successful and timely completion of the assignment. Detailed CVs of all the team members (key experts as well as the support staff) are to be provided along with in the Technical Proposal. Ability to speak and read Hindi would be essential.

G. TEAM COMPOSITION:

[Key Experts (whose CV and experience would be evaluated) and Supporting Experts]

KEY EXPERTS	
Position	Qualifications/Experience
Team Leader	<ul style="list-style-type: none"> • Post Graduate in Public Administration/ Management / Business Administration / Transportation Management • A governance and public sector reforms/ restructuring/ e-service delivery expert with at least ten (10) years of experience of which 5 years should be in managing business process re-design/re-engineering assignments. S/he will provide the overall guidance to the team of consultants and will be responsible for day-to-day management of the assignment, timely completion, and high quality outcome of all the aforementioned deliverables. • Must have working experience on at least one BPR assignment at any level of government in past five years. • Additional relevant qualification(s)/experience/assignments would be of additional advantage and would be given added weightage.
Process and Change Management Experts (2 experts)	<ul style="list-style-type: none"> • Post Graduate in Public Administration/ Management / Business Administration / Or a Chartered Accountant. • Must have an overall working experience of 10 years. • Minimum 3 years demonstrated experience in business process re-design/re-engineering • Relevant expertise in government process studies, business process re-design, government process re-engineering, institutional strengthening, IT & business process assimilation etc. and good knowledge of Transport department functioning • Must have worked in at least one BPR assignment at any level of government in the last 5 years. • Additional relevant qualification(s)/experience/assignments would be of additional advantage and would be given added weightage.
Domain Expert	<ul style="list-style-type: none"> • Graduate in any discipline • Must have experience of at least 10 years working with Transport department with any state government • Having worked in at least one BPR assignments would be considered an added advantage. • Additional relevant qualification(s)/experience/assignments would be of additional advantage and would be given added weightage.
IT Business Analyst	<ul style="list-style-type: none"> • BE / B. Tech. in Computer Science / Information Technology / MCA. • Must have experience in full SDLC of a information

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KEY EXPERTS	
Position	Qualifications/Experience
	<p>technology/BPR/software development project.</p> <ul style="list-style-type: none"> • Minimum 5 years' experience demonstrating assessment of business processes, evaluating software and hardware requirements and rolling-out software application. • Relevant certification like Certified Business Analysis Professions (CBAP) or working on Automated Audit Systems or working on assignments for the government would be an added advantage. • Must have worked on at least one similar assignment during the last 5 years. • Additional relevant qualification(s)/experience/assignments would be of additional advantage and would be given added weightage.
NON-KEY EXPERTS (SUPPORT STAFF)	
Functional Support Staff (02 in nos.)	<ul style="list-style-type: none"> • MBA in general management/operations management/ • Must have experience of at least 3 years working in the transport sector preferably with any government organization. • Having worked in at least one BPR assignments would be considered an added advantage. • Additional relevant qualification(s)/experience/assignments would be of additional advantage and would be given added weightage.
Functional Support Staff (Process & Change Management) (02 in Nos.)	<ul style="list-style-type: none"> • MBA in general management/operations management/ Chartered Accountant. • Must have an overall working experience of 5 years. • Minimum 2 years demonstrated experience in business process re-design/re-engineering. • Relevant experience of at least 2 years in government process studies, institutional strengthening, IT & business process assimilation etc. • Additional relevant qualification(s)/experience/assignments would be of additional advantage and would be given added weightage.
IT Support Staff (02 in Nos.)	<ul style="list-style-type: none"> • BE / B. Tech. in Computer Science / Information Technology / MCA. • Must have experience in full SDLC of information technology/BPR/software development project. • Minimum 3 years' experience demonstrating assessment of business processes, evaluating software and hardware requirements and rolling-out software application. • Relevant certification like Certified Business Analysis Professions (CBAP) or working on Automated Audit Systems or working on assignments for the government would be an added advantage. • Additional relevant qualification(s)/experience/assignments would be of additional advantage and would be given added weightage.

H. SERVICES & SUPPORT TO BE PROVIDED BY GOR

1. The assignment will be administratively and functionally coordinated by the Project Director SPFM Project.
2. The assignment will be technically implemented in participating ownership of the Transport Department, Government of Rajasthan. The transport Department will be implementing and executing the assignment with the consultant.

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3. A team will be constituted in the Transport Department with active participation to provide feedback on the draft deliverables.
4. The PMU in coordination with the Transport Department will facilitate for the pilots and will designate staff for training, and facilitate meetings with the stakeholders.
5. The TA&DA to attend training to the Government employees shall be paid by the Government only. For organizing trainings /workshops /conferences / proof of concept trainings etc., the government venues would be utilized with appropriate approvals. The Finance Department and Transport Department will support the consultant in such arrangements. However, the consultant will be responsible for obtaining permissions from respective authority for venue etc. In case a venue is not available at any particular location at specific time then the consultant will have to make arrangements on its own. The consultant will be responsible for arrangement of audio-visual equipments, projectors, computers, and all other peripherals and items which are necessary for conducting the proof of concept trainings.