

CENTRE FOR INNOVATIONS IN PUBLIC SYSTEMS (CIPS)

(An Autonomous Organization Funded by Government of India)



Implementing e-Office at the District Level

The Case of North 24 Parganas District,
West Bengal

A Case Study with Details for Replication

Documentation and Knowledge Partner :

OneWorld Foundation India

February 2014

Detailed Project / Process Documents

(A) Published Documents

1. Dreams to Reality – Education, Training and Service Centre for Persons with Different Abilities, Navi Mumbai Corporation, Maharashtra (February 2012)
2. Use of IV Iron Sucrose Injection for Severe Gestational Anaemia Management, Tamil Nadu (September 2012)
3. Madhya Pradesh Education Portal (February 2013)
4. IT@School Kerala (February 2013)
5. Karnataka Knowledge Commission (March 2013)
6. System for Computerized Registration (SCORE), Bihar (March 2013)
7. Initiatives by Karimnagar District Administration, Andhra Pradesh (March 2013)
8. Bridging the Divide: 3 Year Rural Medical Practitioners Course in Assam (May 2013)
9. 8-Hour Duty System in Police Stations of Kerala (August 2013)
10. Access to Low Cost Generic Medicine, Rajasthan (September 2013)
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12. Aravind Eye Care System Madurai, Tamil Nadu (February 2014)
13. MeeSeva: Common Service Centre, Government of Andhra Pradesh (February 2014)
14. E-Pass: Online Scholarship Distribution Scheme, Andhra Pradesh (February 2014)
15. E-Office: 24 Praganas, West Bengal (February 2014)
16. APPSC: Online Processing of Applications in Andhra Pradesh (February 2014)
17. Jan Mitra Scheme of Madhya Pradesh (February 2014)

(B) Upcoming Documents

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8. Samarpan (Early Identification of Mental Development of Children), Madhya Pradesh
9. Integration of Medical Education with Primary and Secondary Healthcare, MGIMS, Maharashtra
10. Court Work Monitoring System: Vijayawada Police, Andhra Pradesh
11. Ecological Sanitation: A Case Study of Regullanka Village, Andhra Pradesh
12. Comprehensive Computerization of Mineral Administration, Department of Mines and Geology, Government of Karnataka
13. Sakala (Karnataka Guarantee of Services to Citizens Act, 2011), Government of Karnataka
14. Balabadi (Pre-School Education System): An Innovative Practice by Sodhana Institutions, Andhra Pradesh
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College Park Campus of ASCI, Banjara Hills, Hyderabad - 500 034, India.



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List of Abbreviations

ADIO	:	Additional District Informatics officer
ADM (G)	:	Additional District Magistrate (General)
ADM	:	Additional District Magistrate
AMC	:	Annual Maintenance Contract
BA	:	Billing Assistant
BSNL	:	Bharat Sanchar Nigam Limited
CAMS	:	Collaboration and Messaging Service
CAT6	:	Category 6
CDMC	:	Central Digitisation and Migration Centre
CRU	:	Central Receipt Unit
CSU	:	Central Scanning Unit
DARPG	:	Department of Administrative Reforms and Public Grievances
DDC	:	District Data Centre
DeGS	:	District e-Governance Society
DFA	:	Draft for Approval
DID	:	Direct Inward Dialling
DIO	:	District Informatics Officer
DM	:	District Magistrate
DMO	:	District Magistrate's Officer
DSC	:	Digital Signature Certificate
FAQ	:	Frequently Asked Questions
FTP	:	File Transfer Protocol
FTS	:	File Transfer System
G2G	:	Government to Government
HQ	:	Headquarters
HR	:	Human Resources
ICS	:	Indian Civil Service
ICT	:	Information and Communication Technology
IT	:	Information Technology
KMS	:	Knowledge Management System
L3	:	Layer 3
LAN	:	Local Area Network
LBSNAA	:	Lal Bahadur Shastri National Academy of Administration
LDC	:	Lower Divisional Clerks



LTO	:	Linear Tape Open
MIS	:	Management Information System
MMP	:	Mission Mode Project
MOP	:	Manual of Office Procedure
MRO	:	Maintenance Repair and Operations
NDC	:	National Data Centre
NeGP	:	National e-Governance Plan
NIC	:	National Informatics Centre
NICCA	:	NIC Certifying Authority
NICNET	:	NIC Network
NICSI	:	National Informatics Centre Services Inc.
NOC	:	Network Operations Centre
NREGS	:	National Rural Employment Guarantee Scheme
OCIT	:	Officer in Charge of IT
OCR	:	Optical Character Recognition
OPA	:	Office Procedure Automation
PBX	:	Private Branch Exchange
PEC	:	Project Evaluation Committee
PIMS	:	Personnel Information Management System
PMO	:	Prime Minister's Office
PMT	:	Project Management Team
PRI	:	Panchayati Raj Institutions
PSTN	:	Public Switched Telephone Network
PUD	:	Paper Under Disposal
RTC	:	Regional Training Centre
RTI	:	Right to Information
SAN	:	Storage Area Network
SDC	:	State Data Centre
SDO	:	Sub Divisional Officer
SMS	:	Short Message Service
SOP	:	Standard Operating Procedures
SSM	:	Sarva Shiksha Mission
TCS	:	Tata Consultancy Services
UDC	:	Upper Divisional Clerks
ULB	:	Urban Local Bodies



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UPS : Uninterrupted Power Supply
VoIP : Voice over Internet Protocol
WBDSC : West Bengal State Data Centre



Executive Summary

The District Magistrate's Office (DMO) at Barasat, North 24 Parganas district in West Bengal suffered from problems that afflict many other government offices in India -inability to provide public services promptly with an average application requiring six to eight months for disposal, poor document storage and retrieval with files frequently being lost or damaged, lack of transparency and accountability resulting in corruption, poor monitoring and evaluation, and inefficient coordination between departments in the Collectorate. The primary reason for these problems was a manual system for file management which made it difficult to trace the movement of files and delayed official procedures.

To overcome the problems caused by the manual system of file management and given the fact that this problem exists across most government offices in India, a Mission Mode Project (MMP) known as eOffice was launched under the National e-Governance Plan (NeGP). The objective of the eOffice project is to enable offices to transition from manual systems to digital ones. eOffice is a suite of applications designed by the National Informatics Centre (NIC) and covers the entire gamut of office administration. It has a File Management System (eFile), Knowledge Management System (KMS), Personnel Information Management System (PIMS) and applications for tours and leaves as well as communications among functionaries. However, it was designed only for central and state level offices.

eOffice was implemented for the first time at the district level in North 24 Parganas in August 2011. In order for this to happen, two innovations were undertaken: (i) the suite was customised for use at a district level office, and (ii) the country's first and only District Data Centre was established at the DMO in Barasat to provide a backbone for the system with Information and Communication Technology (ICT). The suite's two main applications, eFile and KMS were selected for implementation and it was piloted in four sections of the DMO. Following the success of the pilot, the system began to be upscaled, a process which is still underway. The main stakeholders involved in the design, implementation and management of the project are the eOffice project division of NIC Delhi, the NIC district headquarters of North 24 Parganas and the DMO itself.

eOffice has resulted in a complete transformation in the functioning of the DMO. There have been drastic improvements in terms of both efficiency and effectiveness of the departments. The average time required for processing files has come down from eight months to *four* days and average employee productivity in terms of files worked upon per day has increased by 400 percent. The number of employees required for file processing has been reduced from twenty to five. Document retrieval and



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file movement is instantaneous and person-independent. There is complete transparency in the system and the monitoring and evaluation mechanism has been strengthened wherein officials can generate Management Information System (MIS) reports to track performance at each level of the organisation. Overall, the initiative has proven beneficial not only to the citizens being served by the Barasat DMO but also to employees of the DMO who have benefitted from the convenience it has brought to their own work.



कार्यकारिणी सारांश

पश्चिम बंगाल के 24 परगना जिले में बरसात के जिला मजिस्ट्रेट के कार्यालय को भी ठीक वैसी ही कुछ समस्याओं का सामना करना पड़ता है, जैसे कि भारत के अन्य सरकारी कार्यालयों को - सार्वजनिक सेवाओं को प्राप्त करने के लिए किये गए आवेदन के निस्तारण में छह से आठ महीनों की औसत आवश्यकता, दस्तावेजों का खराब भण्डारण, इनका गुम होना और दुबारा न मिलना, पारदर्शिता एवं जवाबदेही में कमी के फलस्वरूप भ्रष्टाचार, कमज़ोर निगरानी, मूल्यांकन, कलेक्ट्रेट एवं अन्य विभागों के बीच समन्वय की कमी इत्यादि। इन समस्याओं के लिए प्राथमिक कारण फाइलों के प्रबंधन के लिए मानवीय प्रणाली थी जिसके कारण फाइलों की आवाजाही का पता लगाना काफी कठिन था जिसके परिणामस्वरूप सरकारी प्रक्रियाओं को पूर्ण करने में देरी हुई।

राष्ट्रीय सूचना विज्ञान केंद्र (एन आई सी), नई दिल्ली, द्वारा फाइल मैनेजमेंट के हस्त प्रणाली की वजह से उत्पन्न समस्याओं को दूर करने के लिए, ई-ऑफिस नामक एक अभियोग डिजाइन किया गया। ई-ऑफिस परियोजना का उद्देश्य हस्त प्रणाली से डिजिटल प्रणाली में परिवर्तित कर कार्यालयों को सक्षम बनाना है। ई-ऑफिस के अंतर्गत कार्यालय प्रशासन के सभी पहलुओं के साथ फाइल मैनेजमेंट सिस्टम (ई-फाइल), नॉलेज मैनेजमेंट सिस्टम (के.एम.एस), पर्सनल मैनेजमेंट सिस्टम (पी.एम.एस), अवकाश व पर्यटन से संबंधित पत्रों एवं राज्य पदाधिकारियों के बीच संचार को शामिल किया गया है। हालांकि, यह केंद्रीय एवं राज्य स्तर के कार्यालयों के लिए ही तैयार किया गया था।

अगस्त 2011 में उत्तरी 24 परगना में जिला स्तर पर ई-ऑफिस पहली बार कार्यान्वित किया गया। इसके कार्यविधि के क्रम में दो नवाचार किए गए : (i) जिला स्तरीय कार्यालय में अभियोग के इस्तेमाल को अनुकूलित किया गया और (ii) कार्य प्रणाली को मजबूती देने हेतु देश का पहला एवं एकमात्र जिला डाटा केंद्र के साथ सूचना एवं संचार प्रौद्योगिकि (आई.सी.टी), डी.एम.ओ, बरसात में स्थापित किया गया। अभियोग के दो मुख्य आवेदन, ई-फाइल एवं के.एम.एस का कार्यान्वयन के लिए चयन किया गया और यह डी.एम.ओ के चार वर्गों में पेश किया गया। इसके संचालन के साथ कार्यप्रणाली में सम्पन्नता की शुरुवात हुई जो अभी भी जारी है। परियोजना की परिकल्पना, क्रियान्वयन एवं प्रबंधन में मुख्य हितधारक, एन.आई.सी दिल्ली, उत्तर २४ परगाना के एन आई सी जिला मुख्यालय व स्वयं डी.एम.ओ सम्मिलित है।

ई-ऑफिस, डी.एम.ओ के कामकाज में एक पूर्ण बदलाव लाया है। दक्षता और विभागों की प्रभावशाली के संदर्भ में भारी सुधार किया गया है। फाइलों के प्रसंस्करण में औसतन समय आठ महीने से गिरकर चार दिन आ गया है एवं फाइलों पर होने वाले कार्यों के लिए औसतन कर्मचारी उत्पादक शमता में भी चार दिन सौ प्रतिशत की वृद्धि हुई है। फाइलों के प्रसंस्करण के लिए आवश्यक कर्मचारियों की संख्या बीस से पांच तक कम कर दी गयी है। दस्तावेज़ पुनर्प्राप्ति एवं फाइल गतिविधि



तात्कालिक एवं व्यक्ति स्वतंत्र है। इस प्रणाली में पूर्णतः पारदर्शिता एवं निगरानी होने के साथ मूल्यांकन व्यवस्था है जो इस प्रणाली को अधिक मजबूती प्रदान करता है जिसमें अधिकारी हर स्तर पर संस्थाओं के प्रदर्शन को ट्रैक करने के लिए मैनेजमेंट इन्फोर्मेशन सिस्टम (एम.आई.एस) उत्पन्न कर सकते हैं। कुल मिलाकर, बरसात में डी.एम.ओ द्वारा किये जा रहे कार्य ना केवल नागरिकों को सुविधा प्रदान कर रहे हैं बल्कि इस प्रणाली से डी.एम.ओ के कर्मचारियों की कार्यप्रणाली में भी काफी फायदा हुआ है।



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1. In Brief

Purpose of the project

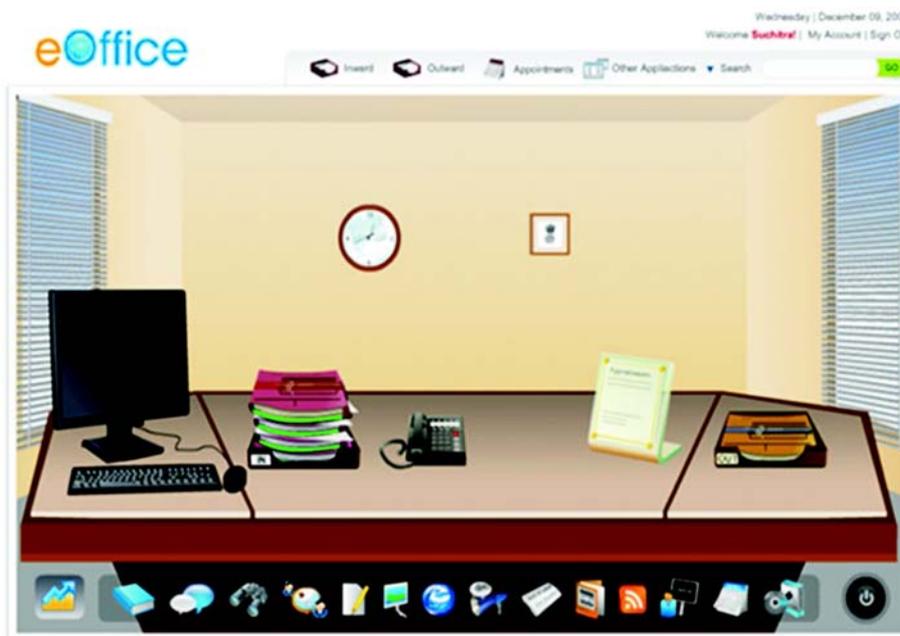


Figure 1 : Screenshot of the eOffice homepage

Source : NIC 2013 <<http://eOffice.gov.in/>>

eOffice is a web-based suite of software applications designed and developed by the National Informatics Centre (NIC). It is a central-level Mission Mode Project (MMP) under the National e-Governance Plan (NeGP). It is a Government to Government (G2G) service that has the objective of enabling government offices to make the transition from paper-based to paperless operations.

eOffice comprises of six software solutions/applications and three services that cover a wide range of office functions. The software solutions are:

- 1. eFile :** It is a workflow based system that replaces manual handling of files with a more efficient online system. All stages of file processing are digitized, including the diarization of incoming receipts, file creation, movement of receipts and files and finally the archival of records. Existing physical files can be converted to electronic ones and for file handling, there are provisions for notings, attachment of receipts, addition of reference documents, linking for reference, creation of Draft for Approval (DFA) and work flow processes for finalizing the DFA.
- 2. Knowledge Management System (KMS) :** It is a central repository of governmental documents such as policies, forms, acts, orders, regulations, circulations, standards, guidelines and manuals. The digitization of this data and its storage in a central database enables officials to easily access the



information they need. It also allows users to subscribe to folders, share documents and offer publicly viewable comments. The KMS has a system of role based access that regulates which users can access content.

3. **eLeave** : It is a workflow based system that automates the leave application and approval process. It enables applicants to view their leave status and leave balance online and alerts them via SMS upon approval¹.
4. **Personnel Information Management System (PIMS)** : This is an MIS that provides the top level management with information that helps them with employee related policy formulation such as on skill sets, posting and location, nomination and salary details, to cite a few examples. This information is stored and updated online via role based access.
5. **eTour** : It facilitates the entire employee tour program process, right from tour application to bill settlement. All information is available online and employees can cancel, reject and view tour records. There is also a mechanism for alerts via email and SMS at all stages of approval and rejection.
6. **Collaboration and Messaging Services (CAMS)** : This service allows employees to communicate with each other and share information. It has shared calendars, a task monitoring system, reminders and alerts, and enables document sharing and internal instant messaging.

The purpose of the project is to implement all applications of eOffice in the District Magistrate's Office (DMO) at Barasat, North 24 Parganas District, West Bengal.

Scope of the project

eOffice covers the entire Barasat DMO which consists of 58 departments and sections.

Key Organisations

1. **District Magistrate's Office (DMO), Barasat, North 24 Parganas** : It is the user of eOffice, the site of project implementation and provides partial project funding.

1 NIC. 'eLeave'. eOffice. Web. 3rd May. 2013. <http://ftsnic.nic.in/eofficeservices/leave_page/>



2. **eOffice Project Division, NIC Delhi** : It provides the as-is study, the Information and Communication Technology (ICT) requirements, steps to be followed in eOffice implementation and initial training that enables the DMO to train its own personnel.
3. **NIC District Headquarters, North 24 Parganas** : It is in charge of implementation and technical support.

2. Innovation Context

Pre-existing procedure

North 24 Parganas district with its headquarters at Barasat is the second most populous in the country with a population of 10 million². At the district level this population is catered to by the DMO which is the nodal organisation in charge of developmental works, maintenance of law and order, and revenue collection. The responsibilities of the DMO have further increased as more and more schemes are brought into being. Accordingly, there is tremendous pressure on it to deliver public services. An average of 100,000 dak³ or Papers under Disposal (PUD) are received by the Barasat DMO on an annual basis. This was segregated under two categories: structured and unstructured. Unstructured data contains queries from the public, including petitions, appeals and other such receipts. Structured data contains data such as land records and birth records.

However, the mechanisms for processing this dak had not kept pace with the times. They were based on the 1959 Tottenham System of Office Procedure⁴, the Practice and Procedure Manual, 1964 and the West Bengal Secretariat Manual. These systems were completely manual and paper-based. Figure 2 shows the standard manual file management procedure.

2 Census 2011. Web. 28 May. 2013. <<http://www.census2011.co.in/district.php/>>

3 A term that refers to any incoming receipts such as applications, petitions and notifications.

4 Introduced by the Indian Civil Service (ICS) officer Sir Richard Tottenham in North Arcot district in pre-independence India.

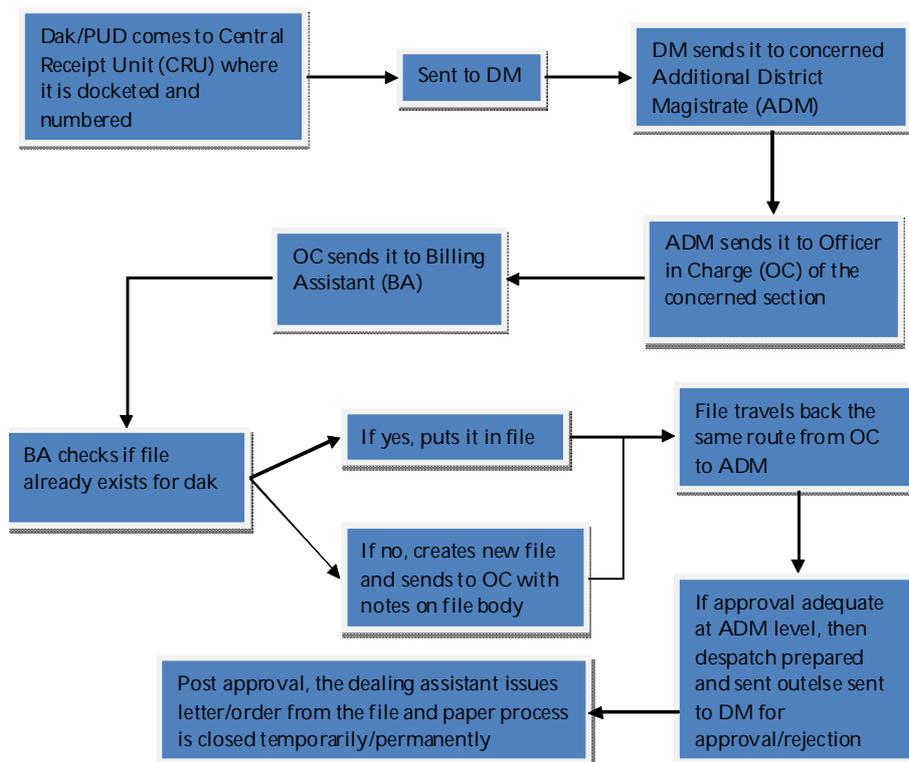


Figure 2 : Manual file processing procedure at Barasat DMO

Source: OneWorld Foundation India 2013

Throughout, the correspondence would take place on the 'notesheet' of the file, and officials could designate the importance of the file by writing 'most urgent', 'important', 'immediate'. On an average, 1000 files would be created each financial year with an active file running for approximately 5 years before going to the record room of the DMO⁵.

However, the urgency of the file was only one factor which affected the speed of file processing. The entire system was manual and paper-based and riddled with inefficiencies that affected the speed with which official matters were processed.

Problems faced

Inefficient file storage and retrieval

File movement procedure states that files be docketed in a register but the procedure was often not followed, leading to loss of files.

5 Collectorate, North 24 Parganas, West Bengal. 'Presentation for Hon'ble MIC, C&I Department on experience of implementation of eOffice in Collectorate, North 24 Parganas'. 11th April. 2013. Internal document shared by North 24 ParganasCollectorate.



Figure 3 : File storage in almirahs (cupboards)
Source : OneWorld Foundation India 2013

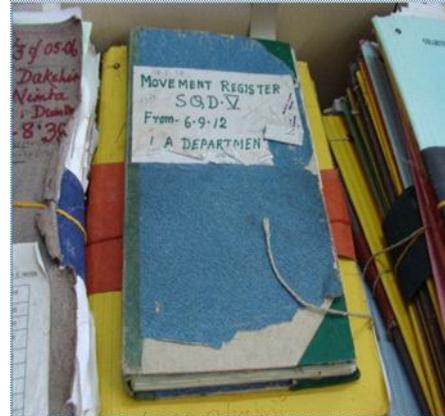


Figure 4 : Paper-based files
Source : OneWorld Foundation India 2013

When stored, they would be kept in *almirahs* (cupboards) often in an unsystematic manner, making search and retrieval difficult. The DMO had a record room where files would be kept when they would grow too large. Here files would be often kept in *ghadas* (pots), wrapped in cloth and stored in other such inefficient methods. The sheer number of files themselves that were generated owing to the manual system added to the complexity of search and retrieval.

Officials who required files relied entirely upon Group C and D functionaries such as Upper Divisional Clerks (UDC) or Lower Divisional Clerks (LDC) to carry out search and retrieval of files. The communication itself would not always be efficient as these functionaries would at times not understand which file was required, leading to multiple repetitions of the exercise, wasting time, resources and effort.

Documents that would come through fax to the DMO were printed on thermal paper. The print would fade and ultimately vanish over time, making the documents useless. There were various instances of rats and insects damaging documents. As the entire system was paper-based, it was also vulnerable to destruction by other means such as fire, flood or fungus.⁶ Owing to this system of file storage, files would be frequently lost. When this would happen, the DMO would be forced to request applicants to resend their dak, causing inconvenience both to the applicants as well as the government functionaries as a duplication of effort would take place. The net result was an overall wastage of time, effort and money.

6 The state administrative headquarters of Maharashtra learned this lesson the hard way. On 21st June 2012 a massive fire broke out which destroyed lakhs of files and documents. Post the experience, the Mantralaya transitioned to the eOffice suite.



Further, the introduction of the Right to Information (RTI) Act, 2005 increased the pressure on the DMO to have an efficient search and retrieval system to cater to citizen's demands for information.

Slow pace of file movement across levels

On average it would take a file about 3 to 4 days to move across levels, such as between the ADM and the OC. This would partially depend upon the urgency of the file but also was largely determined by the UDCs or LDCs who were in charge of file movement. The amount of time would increase further when the file had to move across departments. In cases of emergency, where files had to be processed and disposed of on an urgent basis, higher officials would be forced to take the file themselves to the concerned officials, causing them inconvenience and wasting their time.

When UDCs or LDCs, who were in charge of file storage, retrieval and movement, would go on leave, the process would be further delayed. This exhibits the dependence on an individual of the hitherto existing system.

Corruption

UDCs and LDCs were the custodians of the files as they controlled a large part of its process flow. They could decide whether a file should be retrieved or not and the time taken for the same. If they would report back to the requesting official that '*khujiyepawajachchena*'¹⁷ ('not found even after searching'), the officer would be unable to do anything. Files could not be found owing to the storage inefficiencies but could also be deliberately withheld to further vested interests. In addition, as the speed of file movement could be decided by the UDC or the LDC, this enabled corrupt practices where applicants would be forced to give bribes to ensure that files would move swiftly.

Lack of transparency

Officials had no way of carrying out efficient monitoring as there was no ready way of knowing performance details such as how many files were there in total, where file movement was being delayed, how many files were overdue, and what were the file priorities and whether they were being adhered to. This information would take too long to be retrieved and aggregated, and suffered from inaccuracies and gaps in data. Thus, monitoring and evaluation could be carried out in a very limited manner.



Planning limitations

The lack of information also limited efficiency as planning, prioritising and coordination of activities could not be done optimally. Departments were limited in their ability to share information in a timely manner.

Expensive

A large amount of expenditure was incurred for maintaining the manual system. Apart from stationery costs, furniture such as *almirahs* had to be bought to store the files which would use up valuable floor space. In addition, human labour was also wasted in unproductive and mechanical activities.

Owing to these limitations from the paper-based manual system, the DMO's ability to cope with the workload was constrained and service delivery, as a result, was delayed with the average time for processing an application running into months. A strong need was felt for systemic change. The DMO sought a solution which would⁸:

1. Digitise legacy files
2. Process files electronically
3. Track and monitor dak
4. Accelerate decision making processes
5. Establish a central repository of common documents
6. Provide efficient citizen service delivery
7. Engage, empower and measure human resources
8. Streamline non-plan expenditure such as space, consumables and non-consumables

3. New Approach

I. Selection of eOffice

eOffice, a suite of applications designed by the NIC precisely to address these problems, offered a solution. The suite offers solutions to such problems which were shared by not only the Barasat DMO, but also the vast majority of government offices in the country.

8 *Collectorate, North 24 Parganas, West Bengal. 'Presentation for Hon'ble MIC, C&I Department on Experience of implementation of eOffice in Collectorate, North 24 Parganas'. 11th April. 2013. Internal document shared by North 24 Parganas Collectorate.*

The transition towards eOffice began with the decision to digitise the record room of the DMO. The Additional District Magistrate (General) of the DMO had prior experience with office automation software and the district headquarters of the NIC (henceforth referred to as NIC Barasat) was contacted to find out about possible courses of action. An initial consideration was the software called VC docs which was offered by Nelito Systems Limited, a subsidiary of Tata Consultancy Services (TCS). However, its functionality was limited, costs were high and data security was inadequate with only external backup available as options.

Officials from the DMO came to know about eOffice through the NIC and obtained a demonstration of the suite. At the time eOffice was being implemented in Lal Bahadur Shastri National Academy of Administration (LBSNAA) and the officials from Barasat did a brief follow up as to its efficacy. Post this, the decision was taken to implement eOffice and a proposal was sent to the NIC.⁹

The response received from the NIC was an enthusiastic one as at the time the project was only being implemented at the Central and State levels. This gave NIC Delhi an opportunity to turn eOffice into a solution for all levels of government and so it was agreed to implement it at Barasat. The plan was to adopt all the solutions that were part of the eOffice suite. To begin with, eFile, Document Management System (later known as KMS), eLeave, FTS and PIMS were selected, with eFile and KMS given priority for implementation. eFile was selected as it was the most important component of the suite as it dealt with file management, and KMS was selected as it was a strong complement to eFile, providing officials with digital access to references that formed part of a file.

eFile is the primary solution that has been deployed by the Barasat DMO to tackle inefficiencies in file management. The main components of eFile are:

i. Search function

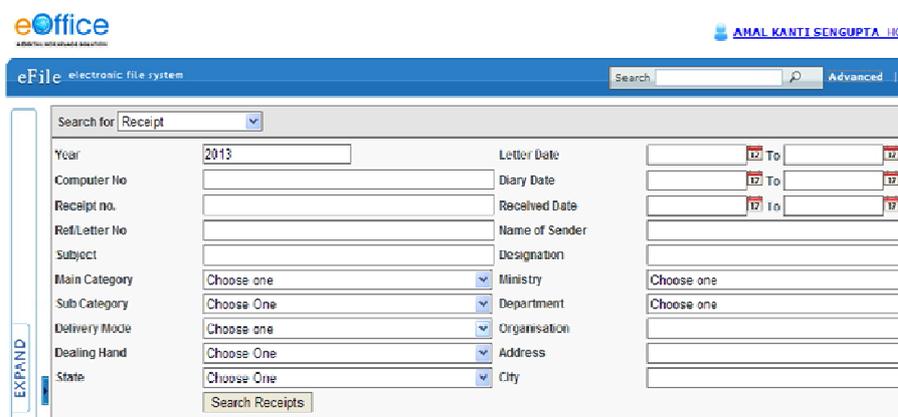


Figure 5 : eFile scanning functionality

Source: Collectorate, North 24 Parganas, West Bengal. 'Presentation for Hon'ble MIC, C&I Department on Experience of implementation of eOffice in Collectorate, North 24 Parganas'.

9 Refer to Annexure 1 for details.

As eFile digitises the entire file management process, it offers users the ability to search for files and documents. Documents are scanned and uploaded onto the eFile module and their metadata is entered onto the database. This creates the 'catchment area' over which the search takes place. Some of the attributes of a receipt that are recorded are its date, source, subject, name of the recipient and file identification number.

ii. Report Generation

eOffice also has a report generation functionality which allows users to see data on various indicators such as incoming receipts, number scanned, pending documents – datewise and day wise, dispatches and files forwarded by time duration. Figure 6 shows some sample reports.

a) Search function for file(s) not attended by recipient for 24 hours

S.No	File Number	Subject	Sent Date	Pending Days	Sent By
1	A-5024/2011-E&C	Allocation and Distribution of Work amongst officers - E&C work	21-06-2011	91	
2	D-25019/2/2011-E&C	REIMBURSEMENT OF MOBILE BILLS	11-04-2011	161	
3	D-25016/1/2011-E&C	EP&BX TELEPHONE BILLS	17-06-2011	34	
4	D-3025/1/2011-CC	SMS Gateway and services for Training	01-06-2011	111	
5	D-25015/1/2011-E&C	REIMBURSEMENT OF MOBILE BILLS	21-07-2011	60	

b) Recipient file pendency report

S.No	File Number	Subject	Opening	Pending	Organizatio
1	D-25012/1/2011-E&C	PRIVATE TELEPHONE BILLS UNDER THE CEILING OF FACULTY	5/2/11 12:10 PM	5/4/11 9:36 AM	
2	D-25012/1/2011-E&C	PRIVATE TELEPHONE BILLS UNDER THE CEILING OF FACULTY	5/2/11 12:10 PM	5/3/11 11:09 AM	
3	G-14014/2/2011-E&C	EP&BX OPERATOR'S NIGHT DUTY ALLOWANCES	4/26/11 11:18 AM	4/26/11 12:26 PM	
4	G-14014/2/2011-E&C	EP&BX OPERATOR'S NIGHT DUTY ALLOWANCES	4/26/11 11:18 AM	5/10/11 10:12 AM	
5	G-14014/2/2011-E&C	EP&BX OPERATOR'S NIGHT DUTY ALLOWANCES	4/26/11 11:18 AM	7/6/11 4:35 PM	
6	D-25016/1/2011-E&C	EP&BX TELEPHONE BILLS	3/26/11 3:59 PM	4/16/11 2:22 PM	
7	D-25016/1/2011-E&C	EP&BX TELEPHONE BILLS	3/26/11 3:59 PM	6/17/11 9:30 AM	
8	D-25016/1/2011-E&C	EP&BX TELEPHONE BILLS	3/26/11 3:59 PM	6/9/11 10:02 AM	

c) File pendency report

Figure 6 : eOffice report generation functionality

Source : eFile v3 User Manual, NIC 2011

For the Barasat DMO, this functionality implied a drastic change from the existing manual system where such information lay within a 'black box' and was practically inaccessible to functionaries. It significantly enhanced monitoring and evaluation capabilities.

iii. Role based access

eOffice regulates user content access through a system of role based access. Users are given login IDs and can only access content which is relevant to their role in the organisation. Deciding which user has which role in the system is decided by the user administrator and not the data administrator.



All of the applications of eOffice require only a login ID to be accessed except for eFile. Owing to its importance, it requires an additional layer of authentication which is provided through Digital Signature Certificates (DSCs). Users put their DSC, which takes the form of either a smart card or a USB dongle, into the client system and input the security PIN number and can begin using eFile. DSCs are used for signing as well as authentication. Thus, when a document has been signed the message displayed is 'this document has been digitally signed'.

ii. Language support

eOffice is written in Unicode and has the functionality to support all Indian languages. At North 24 Parganas, in addition to English, Bengali was added. Most of the intra-office work took place using English while most of the interaction with the public took place in Bengali. Thus, eOffice was able to handle both requirements.

eFile has many other functionalities such as integration of incoming emails and their diarization as receipts, linkage with the knowledge repository, alert setting, content encryption and interdepartmental file exchange. The eFile user manual¹⁰ contains a comprehensive list of its features while the Central Secretariat Manual of eOffice Procedure¹¹ is a comprehensive documentation of how office procedures should be carried out using eOffice. Both documents can be referred to for extensive information on the functionalities of eOffice.

Police verification services for candidates who are seeking employment in the Central government are also provided through eOffice at the Barasat DMO; they have to verify records and send them back for confirmation. The DM forwards the verification to the office of the Superintendent of Police of the police department who carry out the verification through their own system. The current status of verification can be known to the applicant by visiting the North 24 Parganas website.

II. Creation of District e-Governance Society (DeGS)

After the decision was taken to implement eOffice, an institution was created which would carry out the implementation. A society was formed and registered under the title, 'District e-Governance Society, North 24 Parganas' based on the guidelines of the National eGovernance Plan. The society is chaired by the DM and has the District Informatics Officer (DIO) as Member Secretary.

10 eFile user manual. Available online at <<http://www.performance.gov.in/sites/all/document/files/eoffice/efile-manual.pdf>>

11 Central Secretariat Manual of eOffice Procedure. Available online at <http://darpg.nic.in/darpgwebsite/cms/Document/file/CSMeOP_1st_Edition.pdf>

III. Innovations carried out foreOffice implementation at the DMO

However, in order to implement eOffice at the Barasat DMO, changes had to be made to the suite to make it relevant to the district level. NIC Delhi had two teams that managed this modification:

1. A **policy level** team which worked with the support of the Department of Administrative Reforms and Public Grievances (DARPG) and decided which changes were feasible and should be incorporated.
2. A **change management** team which would incorporate the changes requested by the Barasat DMO into eOffice after approval from the policy level team.

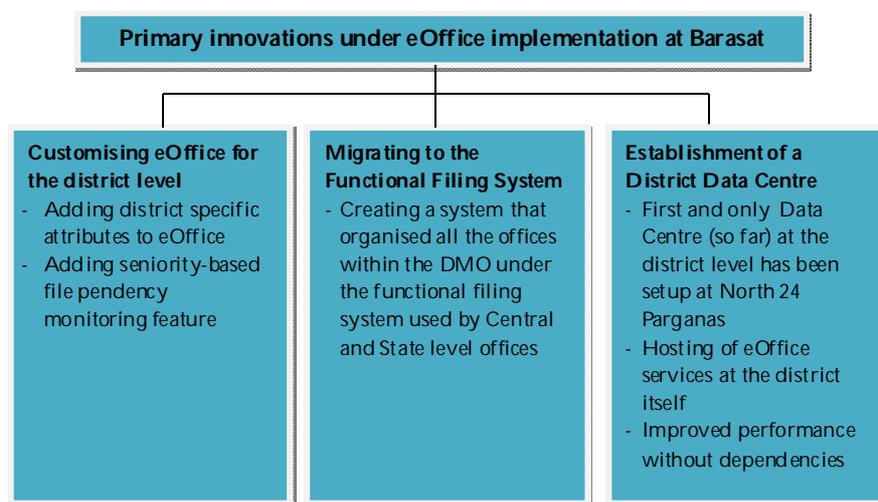


Figure 7 : Primary innovations in eOffice implementation

Source : OneWorld Foundation India 2013

To ensure standardisation of the product, all changes made were to be added on to the existing suite. Thus, the software at the district level would include all the original hierarchies and designations of the application (which were for central and state level organisations) along with the district specific designations and hierarchies. This was done so as to create a model for direct replication at the district level elsewhere in the country.

a. Customising eOffice for deployment at the district level

The following customisations had to be carried out to make it appropriate for the district level:

i. Inclusion of designation of district level officials : While eOffice provided nomenclature of high level administrative officers like Chief Secretary, Principal Secretary and Joint Secretary, it did not contain the hierarchies and nomenclatures of district level officials (Figure 8). These were added to the software.

ii. Departmental structure : Department and section names differ state-wise. The names of departments and sections at the Barasat DMO had to be added to the software.

iii. File movement : As the workflow of files is slightly different at the district level owing to different organisational structures, the movement of files differs accordingly¹². This had to be incorporated into the software.

iv. Other changes requested regarding file movement were:

1. Provision for file to be initiated at any level.
2. Only policy matters and important matters go to the DM and other routines are disposed at the level of ADM.
3. There can be no level jumping when the file is moving upward.

A major change was that functionaries at the level of the DM, ADM or the OIC / DO could call for files from any level downward. Thus, officials in the upper echelons of the hierarchy can pull up files and monitor the operations of their juniors but not vice versa. For instance, seniors can know how many files are pending in the inbox of juniors. At the very top, the DM has access to all the files. This change was requested as sometimes certain functionaries would be resistant in providing files and letters, and the existence of certain documents would be occasionally silenced. A motivation for the implementation of eOffice was the slogan, 'A file cannot get lost in eOffice' and it was thought that such activities could be monitored, increasing transparency and accountability.

b. Migration from collection number system to functional file numbering system

The manual files in the Barasat DMO were categorised on the basis of the collection number system. However, eFile used the functional file numbering system followed by central and state level organisations. Therefore, before the legacy data (manual files) of the Barasat DMO could be digitised

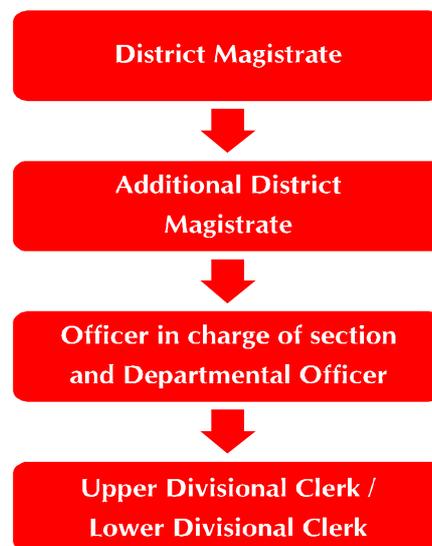


Figure 8 : Basic organisational hierarchy at the DMO, North 24 Parganas
Source: OneWorld Foundation India 2013

12 Figure 2 gives a basic overview of the file movement procedure at the Barasat DMO. For a comparison with how files move at the central and state levels, refer to either the Central Secretariat Manual of Office Procedure or page 40 of 'The eOffice Framework : A Way Forward for the Government', Department of Administrative Reforms and Public Grievances, Ministry of Personnel, Public Grievances and Pensions, Government of India. Available online at: <http://darpg.nic.in/darpgwebsite/cms/Document/file/The_e-Office_Framework.PDF/>

and uploaded, they had to be recategorised according to the functional file numbering system.

A conscious decision was required whether the Barasat DMO would transition to the functional filing system. The options were limited as NIC Delhi would not change the functional file numbering system that provided the foundation of eFileas that would have involved changing the entire software. Thus, the decision was taken in the affirmative. The functional file numbering system's functioning can be understood from a sample code:

- A – 11 0 12 (13)/ 1 / 2010 – R
- A – Group or basic head
- 11 – Primary head
- 0 – Separator
- 12 – Secondary head
- (13) – Tertiary head
- 1 – Serial number of file
- 2010 – Year of opening of file
- R – Organisation unit

The system allows for 88^3 definitions which is an astronomical number. The standardisation of this code has been done at central level government offices, so each letter or number has a meaning that is uniformly accepted across offices. However, at the district level, categorising a DMO on the basis of the functional filing system was done for the first time in North 24 Parganas.

The 49 departments of the Barasat DMO were categorised in the following way:

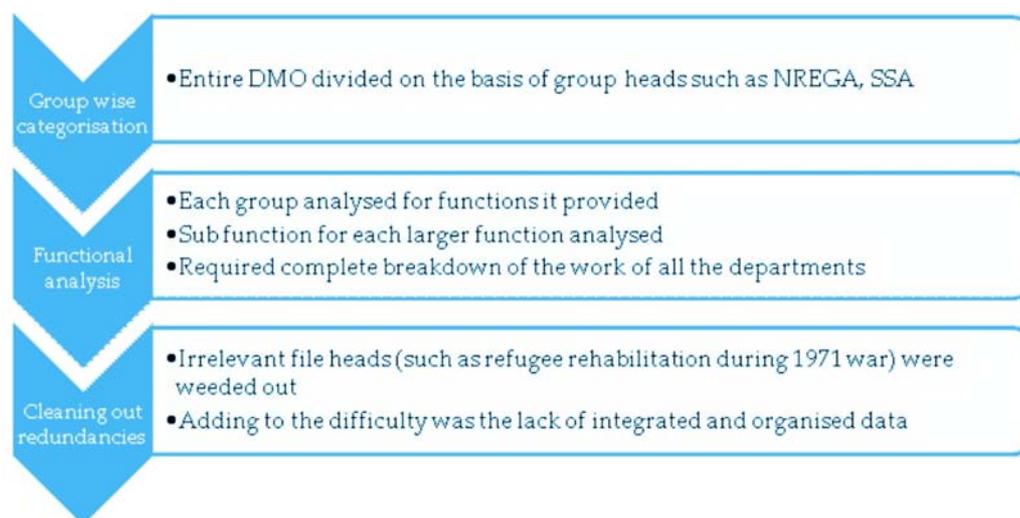


Figure 9 : Categorisation of Barasat DMO according to functional filing system

Source: OneWorld Foundation India 2013



The effort involved was tremendous and the data was painstakingly accumulated and re-categorised by the ADM (G) and the OCIT. After the categorisation was done, it was given to the NIC in an excel sheet. This was imported onto the eOffice system and once files were created online the definitions for characters on the suite were locked (for instance 'R' in the organisational unit space, henceforth, stood for NREGA).

After the functional filing system was implemented for the district level, access was restricted and functionaries could only see files which were related to their functions and create files which were concerned with their department or section. For instance, a functionary from NREGA could not create a file for the GO cell.

c. Establishment of a District Data Centre

eOffice was initially hosted at the National Data Centre (NDC) at Laxminagar, New Delhi. However, owing to the distance, the data network that connected it to Barasat faced a higher probability of breakdown and failure. In the middle of 2011, a fibre cable got damaged in Allahabad, Uttar Pradesh, resulting in three sections of the DMO having to shut down for three days. This incident drove in the need for hosting eOffice at a more secure location. In addition, the NDC had limited cloud storage space, and recommended that the Barasat DMO establish a local data centre.

There was the option to host eOffice at the West Bengal State Data Centre (SDC). It would have provided data security, disaster recovery, precision cooling and other facilities.¹³ However, the servers would have to be provided by the Barasat DMO and, in addition, the SDC was located 27 kms away, exposing the fibre network to the same sort of risk faced when eOffice was hosted at the NDC.

Establishing a data centre at the DMO would require procurement of the same hardware that would have been used for hosting at the SDC. The data line would have to be sourced from private agencies as the government had no data line of its own. In addition, eOffice is a huge application which required a lot of data transfer and the WBSDC could not handle the load. A network speed of 1–10 GBPS would have made the migration feasible but the facility was not available.

Thus, to remove these dependencies and to ensure there would be no recurrent cost of maintaining the network, the decision was taken to start a data centre at the district level. Figure 10 shows the design of the District Data Centre (DDC).

13 A full list of available services at the West Bengal State Data Centre can be seen at http://www.webel-india.com/state_data.html/

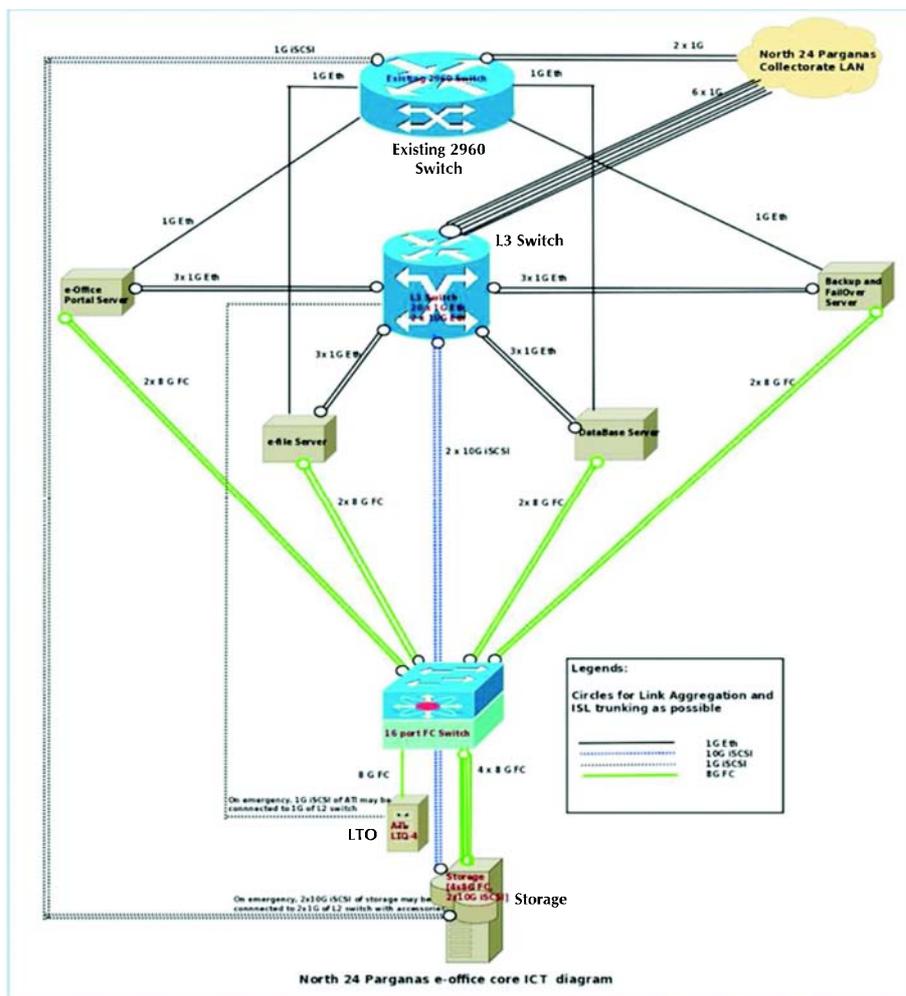


Figure 10 : North 24 Parganas eOffice core ICT infrastructure

Source : Tender No 1580/0.CON/DM. District e-Governance Society, North 24 Parganas.
System designed by Dr. Atanu Das, Technical Director, NIC West Bengal State Centre

The system consists of five parts:

- 1) Client systems :** These are front end devices like laptops and desktops which are used by DMO functionaries. These are represented by the cloud 'North 24 Parganas LAN' in Figure 10.
- 2) Switches :** These are focal points which connect multiple lines to other devices. These are represented by the two blue cylinders that are labelled 'Existing 2960 switch' and 'L3 switch' and the blue cube labelled '16 port FC switch'.
- 3) Servers :** These are computers that provide services to other computers. These are represented by the four rectangular boxes titled eOffice portal server, eFile server, database server, and backup and failover server.

- 4) **Storage devices** : These store data and are represented by the two boxes at the bottom labelled 'LTO' and 'Storage'.
- 5) **Network** : These parts are connected through 1 GB cables depicted in black and 8 GB cables depicted in green.

The client systems are connected to the servers through the top two switches. The servers are connected to the main storage device (labelled 'storage' in the diagram) through an 8 GB fibre network enabling high-speed data transfer. This forms the basic data transfer mechanism.

Data security is carried out through the following mechanisms:

1. **Data backup** is carried out through regular backup to the LTO. It is also kept at the NIC's storage devices and a raw backup system in NIC Delhi. In case of failure, recovery can take place within a day.
2. **Data transfer** has several redundancies. In case the connection between the North 24 Parganas Collectorate LAN and the L3 switch is interrupted, the transfer will continue through the existing 2960 switch. In case the fibre cable connection (green lines) between the servers and the storage devices is interrupted, data transfer can continue either through the 16 port FC switch which is connected to both storage devices or through the existing 2960 switch which has a direct connection to the main storage device. In addition, the whole system works over a VPN, restricting access to those outside the network.

1 GBPS support has been given to the NREGA cell of the DMO as it completely depends upon the internet as their application runs from the NDC in New Delhi. The network architecture has been done via a ring facility and the overall system is robust and capable of handling various contingencies. Thus, North 24 Parganas became the first district in the country to have a DDC.

These were the major innovations that were carried out for the implementation of eOffice. The contribution of the North 24 Parganas district administration to the suite can be gauged from the fact that when the Barasat team first contacted NIC Delhi, eOffice was version 2.0 and post implementation, as of 15 October 2011, it was 4.0.

4. Implementation Strategy

Establishment of a telecommunications network

Although this step was taken before the initiation of the eOffice project, it proved to be essential to its implementation. The DMO lacked a sound telecommunications network. The existing NIC Network (NICNET)¹⁴ connectivity comprised of a 2 MBPS line that terminated in the DM's office. In 2009 the Government of India took the decision to upgrade the 2 mbps connection speed to 34 MBPS along with a redundant¹⁵ 34 MBPS line, resulting in a total capacity of 68 MBPS. However, the office had no LAN and this connectivity was barely utilised.

An integrated Private Branch Exchange (PBX) system was non-existent.¹⁶ There were three PBX systems within the DMO, one for each floor. There were around 80 direct landlines in operation at this time and communications would take place inter and intra departmentally through the Bharat Sanchar Nigam Limited (BSNL) network, resulting in large phone bills. The establishment of a PBX would have made internal calling within the DMO free. Therefore, in March 2010 the decision was taken to implement a PBX system.

Figure 11 : Telecom connectivity options available before implementation

Source : OneWorld Foundation India 2013

- 13 *NICNET is the network backbone of the NIC and connects the national capital, state capitals and district headquarters to one another.*
- 14 *Redundancy in engineering is the duplication of critical components or functions of a system with the intention of increasing reliability of the system in the case of backup or fail-safes.*
- 15 *PBX systems are telephone exchanges that connect the internal telephones of a private organisation and connect them to the Public Switched Telephone Network (PSTN) via trunk lines.*

As outlined in Figure 11, there were three options available. The first option was ruled out as it was too inefficient both in terms of setup cost and maintenance, as it involved connecting each landline directly to the telephone exchange which is a part of the Public Switched Telephone Network (PSTN). Such a system faced the problem of frequent breakdowns and required expensive repair and maintenance.

The second option was considered better as the PBX provided a more efficient form of connectivity to the PSTN as well as provided for free internal communications. This was particularly important as within the Barasat DMO as well as within most governmental offices, in terms of volume of communication the maximum amount takes place intra office, followed by incoming calls (calls made to the office from outside) and with external calls (calls made by the office to outside agencies/individuals) generally being the lowest.

However, after consultation with the NIC District Headquarters the third option was selected and a decision was taken to lay a data network via LAN and to carry out telephone communications through Voice over Internet Protocol (VoIP). VoIP is a revolutionary new mode of digital communication that has an entirely different functionality from the analog¹⁷-based landline system¹⁸ and enables telephone communications over the internet. Thus, by laying a single network in the form of LAN, telephone as well as internet connectivity would be secured.

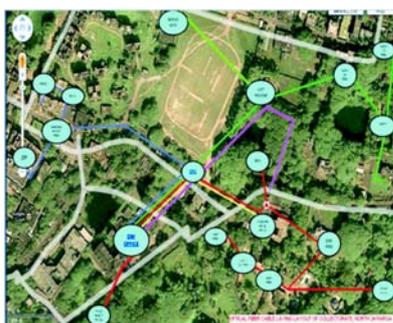


Figure 12 : Optical fibre cable laying layout of Collectorate, North 24 Parganas
Source : Collectorate, North 24 Parganas

Planning began in June-July 2010 and by end November-early December 2010, within a span of less than six months, the implementation was complete and 17 buildings were connected.

Intra building connectivity was carried out using fibre optic, Category 6¹⁹ (CAT6) cables. Inter-building connectivity was carried out through **micro-tunnelling**.

Micro-Tunelling/Trenchless technology is a type of subsurface construction work that requires few trenches or

17 Analog information is continuous, compared to digital information which is discrete (separate).

18 Cellular networks are now an integral part of the PSTN. As they operate using digital information a large part of the PSTN is digitised. However the fixed or landline system still uses analog information.

19 A standardised cable for gigabit Ethernet. Gigabit Ethernet is a LAN architecture that supports data transfer at the rate of 1 gigabit per second.

no continuous trenches. It is a rapidly growing sector of the construction and civil engineering industry. It can be defined as "a family of methods, materials, and equipment capable of being used for the installation of new or replacement or rehabilitation of existing underground infrastructure with minimal disruption to surface traffic, business, and other activities"²⁰.

The advantage of Micro Tunnelling is that does not require the ground to be developed and as a network is underground, cables have a far lesser chance of damage and last much longer.

Network switches are hardware devices that join multiple computers together within one LAN.²¹ Managed switches give control over the network and enable controllers to monitor network traffic, optimise performance and provide security. Although more expensive than regular switches, they are useful for large organisations.



Figure 13 : Network switch at the MGNREGA cell at the DMO, Barasat.
Source : OneWorld Foundation India 2013

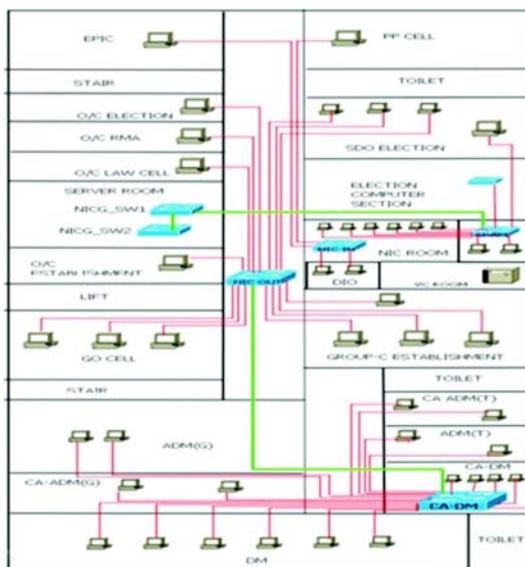


Figure 14 : DM Building first floor diagram
Source : Collectorate, North 24 Parganas

Thus, each sub office in the DMO was connected using Layer 3 (L3) managed switches²² and the LAN was extended to 500 users, even till the clerk level, regardless of whether it was used or not at the time.

This decision proved to be a wise one and greatly eased the subsequent implementation of eOffice as there was complete LAN connectivity right from the DM to the clerk. Thus, all the functionaries involved in the processes of eOffice were covered.

20 <http://www.nastt.org/> North American Society for Trenchless Technology and http://en.wikipedia.org/wiki/Trenchless_technology

21 Mitchell, Bradley. 'Network switch'.About.comWireless / Networking.Web. 15th May. 2013. <http://compnetworking.about.com/od/hardwarenetworkgear/g/bldef_switch.htm/>

22 Traditional network switches operate at Layer 2 of the OSI model while network routers operate at Layer 3. A Layer 3 switch is a high-performance device for network routing. A Layer 3 switch can support the same routing protocols as network routers do. Layer 3 switches were conceived as a technology to improve on the performance of routers used in large local area networks (LANs) like corporate intranets. The key difference between Layer 3 switches and routers lies in the hardware technology used to build the unit. The hardware inside a Layer 3 switch merges that of traditional switches and routers, replacing some of a router's software logic with hardware to offer better performance in some situations

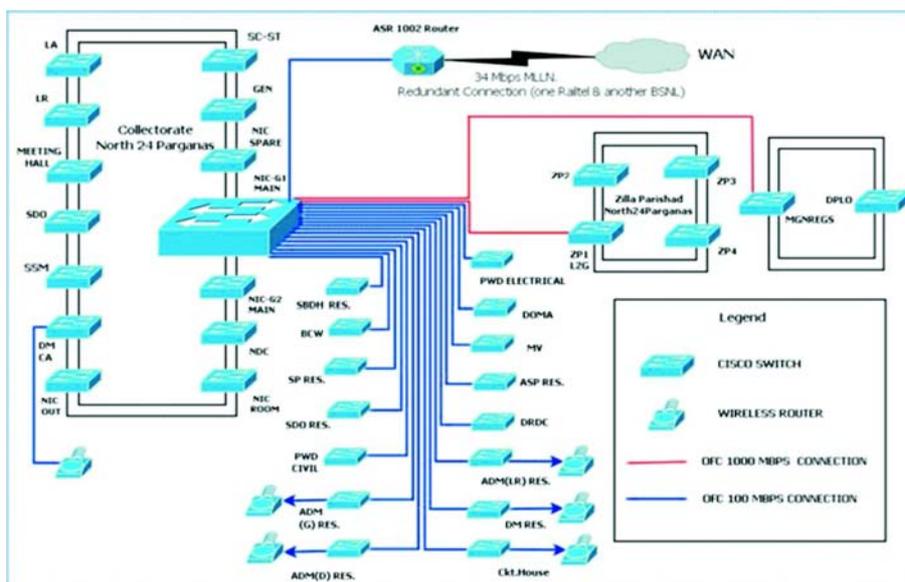


Figure 15 : Sketch of campus LAN, Collectorate North 24 Parganas

Source : Collectorate, North 24 Parganas

The network was also extended beyond the DMO to the residences of the DM, the ADM, the SDO, the Barasat Circuit House, the Zilla Parishad and other bodies which were involved with the Collectorate. Figure 15 provides details on the complete network. A complete list of LAN schematics for the Collectorate is provided in Annexure I.

Through a tender, the IPPBX hardware was obtained and had a capacity of 500 lines, out of which 250 lines were activated. This was connected to the PSTN through a Primary Rate Interface (PRI) line obtained from BSNL. The PRI enabled 30 calls to be made simultaneously through a single channel. The option of Direct Inward Dialling (DID) was also enabled for all 216 telephones with the numbers 25846200 – 25846399 allotted by BSNL to the DMO. DID enables incoming calls to be automatically routed to the destination number, removing the need for an operator. The option of controlling who had access to make outgoing calls was also available. This resulted in drastic savings, both in terms of hardware and costs.

By January 2011 the network was active and phone calls were taking place through the LAN.

Composition of Project Management Team

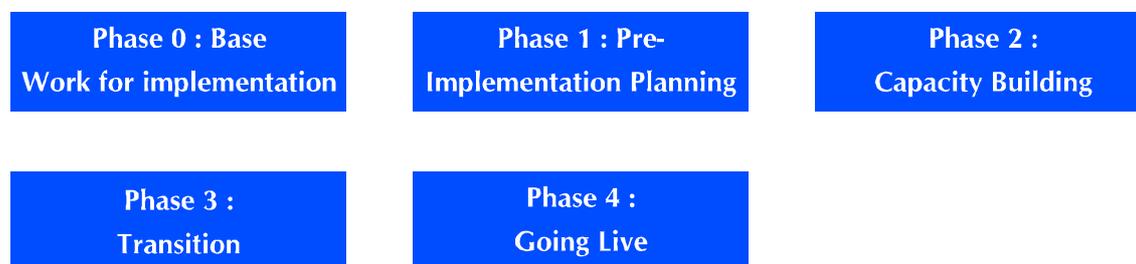


Figure 16 : Implementation plan for eOffice
Source: District Collectorate, North 24 Parganas

Figure 16 shows the phase-wise implementation strategy for eOffice that was to be completed in a timeline of 6 months, beginning in December 2010. The following activities were planned as part of eOffice implementation²³:

1. Hardware and software readiness check
2. Installation of supporting software on server
3. Installation of eOfficeportal software
4. Testing of application
5. Data collection and validation
6. Creation of database with community configuration
7. User training for use of eOffice portal software
8. Handholding support for use of software
9. Documentation for the implementation
10. Online User Manual
11. Application maintenance and support

Feedback mechanism for registering customer issues/suggestions

23 NICSI. 'eOffice portal for Collectorate, North 24 Parganas, WB'. 10th January. 2011. Internal document shared by North 24 Parganas Collectorate.

Roles, responsibilities and deliverables	
NIC	Collectorate
<p>Document Deliverables User Manual Admin User Manual FAQ Guide</p> <p>Application Deliverables eOffice portal</p> <p>Responsibilities</p> <ol style="list-style-type: none"> 1. To ensure application setup, operationalization, training & handholding 2. To ensure database custody, security and maintenance 3. To provide post implementation support in offline mode for a period of five years and after completion of implementation for a period of six months 4. To provide operation guide to the users 5. To have constant interaction with the user department 6. To provide/nominate senior functionary to act as nodal /coordinating officer and work to coordinate with NIC and user department 7. To coordinate with the department for the settlement of accounts. 	<ol style="list-style-type: none"> 1. To convey the acceptance of the project proposal for implementation and transfer the funds to NICS I. 2. To provide computer systems and internet connectivity to all eOffice users. 3. To ensure that all the hardware and the operating system should be under warranty period /Annual Maintenance Contract (AMC). 4. To ensure all computer systems are virus free and regular patch updates are applied. 5. To ensure database custody, security and maintenance. 6. To provide Uninterrupted Power Supply (UPS) to all the ICT infrastructure equipment installed in department premises to be used as a part of the project. 7. To appoint an officer of department as nodal officer who would coordinate with NIC/NICS I for all purposes. Also nominate coordinator for each location. 8. To appoint an officer of department as system manager to look after overall operations, maintain status & down time of computer systems, network devices etc and reporting to vendors, getting fault repaired etc. 9. To report all software related problems to the central help desk. 10. To provide project commencement and project completion certificate to NICS I. 11. To provide total budgetary support to NICS I in advance for the execution of the project. 12. To collect all base data for the organisation, as and when needed for the project. 13. To provide computer systems for the

Table 1 : Roles, responsibilities and deliverables for NIC and Collectorate

Source : NICS I. 'eOffice portal for Collectorate, North 24 Parganas, WB'. 10th January. 2011. Internal document shared by North 24 Parganas Collectorate.

To carry out the implementation strategy, a Project Management Team (PMT) was created

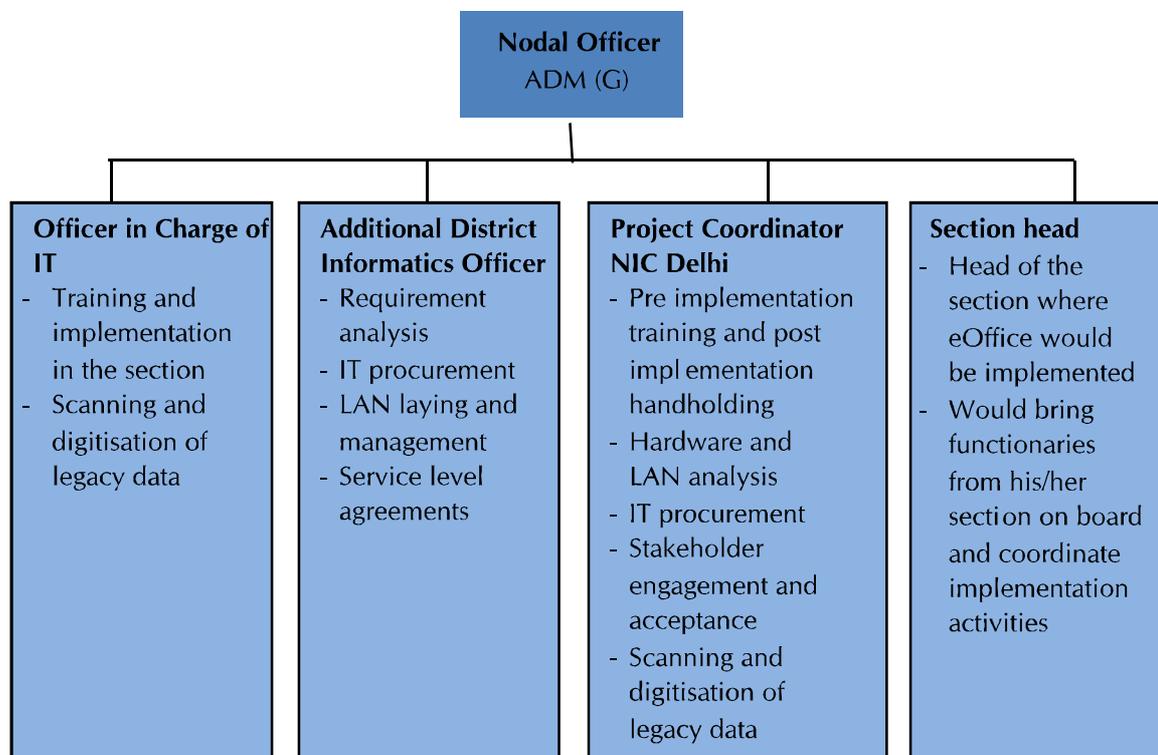


Figure 17 : PMT role and responsibilities

Source : OneWorld Foundation India 2013

Summary of Activities undertaken in various phases of e-Office rollout.

Phase No	Phase Name	Activities
Phase 0	Base work for Implementation	<ul style="list-style-type: none"> ▪ Data Collection ▪ DSC Creation and Configuration ▪ Installation and Configuration of Servers and Application
Phase 1	Pre-Implementation Planning	<ul style="list-style-type: none"> ▪ Preparation of Roadmap for Implementation ▪ Study of the working style ▪ Study of File Naming Convention ▪ Finalization of folder structure for KMS ▪ Standardization of File Naming ▪ Infrastructure Gap Analysis ▪ Procurement of Hardware
Phase 2	Capacity Building	<ul style="list-style-type: none"> ▪ Training Design ▪ Training and Assessment
Phase 3	Transition	<ul style="list-style-type: none"> ▪ Government Process Re-engineering ▪ Migration of existing data
Phase 4	Going LIVE	<ul style="list-style-type: none"> ▪ eOffice is fully functional ▪ Support extended by the team at Collectorate

Phase 0: Base work for implementation

This phase had two activities: creation of digital signatures and installation and configuration of servers and eOffice itself, detailed in the 'New Approach' section.

After customisation was carried out, the new categories had to be populated. An employee master database containing details such as name, date of birth, father's name, date of joining, position, salary, retirement date and first authority to be contacted for leaves had to be populated. This information was collected from employees by the OCIT section along with the DIO and ADIO of the NIC. This was given to the NIC which imported it onto the system.

After the employee details were entered onto the system, a user name and password was created for each of the employees as eOffice has a system of role based access.

For using eFile, in addition to email IDs digital signatures were required by all the users for carrying out authentication. DSCs were obtained from the NIC Certifying Authority (NICCA).

To obtain a DSC from NICCA, the requesting official had to fill a form explaining the purpose for which it was sought, sign it and have it certified by the concerned officer and submit it with the permission of the organisation head. A copy of the form is attached in Annexure III.

DSCs were provided to approximately 700 users. Authentication requires a PIN number after the DSC is entered into the machine. The software applications used for carrying out DSC authentication are Safesign and Starkey.



Figure 18 : Sample DSC used at Barasat DMO
Source: OneWorld Foundation India 2013

Phase 1: Pre-Implementation Planning

This phase involved the migration to the functional filing system and finalisation of the folder structure for KMS. The next steps involved carrying out an infrastructure gap analysis and procuring the requisite hardware. The infrastructure requirements were carried out by the NIC Delhi team along with the ADIO from NIC Barasat and procurement was carried out through the District e-Governance Society (DeGS) which was chaired by the DM. Annexure V contains details of the ICT components which were procured.



Phase 2: Training and Capacity Building

Getting stakeholders on board

Before implementation began the PMT was expecting resistance from the employees. The DM and the ADM felt that the introduction of a radically different system such as eOffice would require careful and gradual introduction amongst the employees. Thus to bring them on board, in May-June 2011 a meeting of all the heads as well as staff who were part of the employee association unions was called. The strategy used was to bring up the problems faced with the manual system of file processing and to guide the discussion towards a digital solution. This was done so that employees would feel that the solution had come from them and was not imposed from above.

For introducing eOffice itself, the technique of peer introduction was used. In the first consultative meet with the employees, a Programme Manager from the NREGA cell was made to give the presentation on eOffice. He had been trained in its use by the NIC Delhi team and being proficient in computers understood its functionality within an hour. His introducing the suite gave employees the message that eOffice's simplicity was such that they could understand it within the short span of an hour. This removed some of their apprehensions and made them more confident of learning it.

After three more meetings the employees were fully supportive of the project but were still apprehensive of their ability to learn the application. The PMT assured them that training would be given till they felt confident enough to operate on their own, to which the employees responded positively.

Training and capacity building program

The training obligations of NIC Delhi were to prepare a training plan spread over seven weeks which would be provided to all the users in the organization. They also had to provide continuous support through deployment teams of three to four officials over a period of 18 weeks and after completion of the implementation period, offline support for a period of five years.

Initially NIC Delhi had developed a module of two to three days for each section, with three training sessions per week. They provided the basic framework which was modified by the Collectorate according to their needs.

First, employees were first divided into three categories, on the basis of which relevant training was designed.

Serial No.	Employee Category	Training Content
1.	No prior experience with computers	Basics, right from how to switch on a computer, the function of a UPS, the start menu and so on. This group had to be taught everything about operating computers along with eOffice.
2.	Basic knowledge of word processing and web surfing	Had to be made proficient with Word, Excel and using the internet (including using email) as the whole eOffice suite was web-based, accessed online and had email integration.
3.	'Expert' users who could carry out regular functions such as using MS Office, watching movies, playing songs, surfing the web and using email	Had to be trained only in eOffice.

Table 2 : Employee categories and training content

Source : OneWorld Foundation India 2013

On the first day, employees were given a presentation on the basics of computers, how to type in MS Word and basics of internet usage. This was followed by a presentation on the use and functioning of eOffice and carrying out attendant tasks such as scanning a sheet.



Figure 19 : Training session on eOffice involving DM (second from left) and ADM (G) (extreme left)

Source: North 24 Parganas Collectorate

NIC Delhi trained the employees of the first four sections where eOffice was to be implemented on a pilot basis. The strategy of 'Trainer's training' was used and three to four master trainers were created from NIC Barasat. For applications such as MS Word, Powerpoint and Excel, training was given by officials from the Collectorate itself. The learning curve of employees ranged from one week to a month. On the basis of this experience the Collectorate developed its own training and firefighting teams.

In every section there would be one to two employees who would put up resistance against eOffice but would eventually acquiesce seeing the rest of their colleagues using the application. Employees were also motivated by the 'status symbol' aspect of the computers that were installed for eOffice. This gave them an incentive to maintain a clean workspace and the office atmosphere was a far cry from the previous scenario where tables would be piled high with dust-covered files.

The training was carried out by two functionaries from NIC Delhi, the ADM, the DIO of NIC Barasat and the OCIT. The DM occasionally would oversee training activities.



Figure 20 : Regional Training Centre, North 24 Parganas Collectorate
Source : OneWorld Foundation India 2013

The In 2012, a Regional Training Centre (RTC) was started at the Collectorate. It was established as it was felt that after moving to an online system of file processing, training would be a continuous process and so a centre would be required where such ongoing training could take place. It contains 14 client systems that are connected to the internet and intranet. Here about three to six training sessions are organised in a week. This is also available to functionaries to use computers at their own pace and leisure, so as to make them comfortable with computers.

The North 24 Parganas RTC is also used by Howrah, South 24 Parganas and Nadia districts for general purpose training.

Currently, the functionaries in charge of training are the DIO of NIC Barasat, the Assistant System Manager, the System Manager and earlier trained employees, who were Master Trainers. In addition to the training capacity that has been built, the learning curve has been made quicker by the IT literacy requirement for the recruitment of new personnel at the Collectorate.

Phase 3: Transition

Government Process Re-engineering

The transition to eOffice involved the creation of new procedures such as the scanning and digitising of a file. It also gave the opportunity to remove unnecessary and superfluous steps. An example is the diarisation of a document/dak which would be done twice in the manual system, once when it would be received in the CRU and again when it would be sent to the concerned section. Such duplication of efforts were eliminated through *government process re-engineering* which involved changes in the way operational processes were carried out. These changes were standardised through a

set of Standard Operating Procedures (SOPs) that were developed to guide functionaries in the usage of eOffice during the transition. These contained the scope of the change, functionaries covered under it, procedural rules to be followed and Frequently Asked Questions (FAQs). Sample SOPs are provided in Annexure IV.

Digitisation of legacy data

Thus far the eOffice suite had been customised to suit the Collectorate's needs, the ICT infrastructure had been laid in place for eOffice's functioning, government process re-engineering was carried out and the functionaries who would eventually use it were trained. Digitising the physical files (legacy data) was the last step remaining before the system could go live.

The Collectorate had approximately 15,000 files with some of them containing upto 500 documents. To carry out the digitisation a tender was floated and an agency named Nivaya Tech was selected.

The scanning agency was not aware of the filing system and could not differentiate between the components of a file: the notesheet, reference, issue and receipt. They had to be trained so that they could identify these components. Identifying the notesheet was straightforward as it was on the left side of the file. However, the other three components were on the right side. The following rules of thumb were devised for identification:

1. Files with 'Office of District Magistrate' written on top were to be categorised as issues
2. Files with 'Office of—' were to be seen as receipt
3. Files which did not contain either of these were references

As payments were being done per page to the scanning agency it was necessary to count the total number of pages. The following method was used:

1. Each section would first make a list of all the files.
2. In batches of 100, the sheets in files would be numbered by the section officials according to the following logic:
 - a. Receipts would be numbered as R1, R2...RN
 - b. References would be numbered as Re1, Re2...ReN
 - c. Issues would be numbered I1, I2...IN
 - d. Notesheets would be numbered N1, N2...NN

Using these methods all the manual files were eventually digitised.



Phase 4: Going Live

Pilot launch and upscaling

With all the back-end preparations done, eOffice was ready to be rolled out and put to use. One option was to go the 'whole hog' and implement it in one fell swoop throughout the Collectorate. However, a much wiser approach was taken and it was decided to carry out a pilot. Implementers were themselves unsure as to how it would turn out and, therefore, it was thought that practically demonstrating the efficacy of eOffice in a pilot would be much more impactful than verbal arguments.

Four sections were selected for the pilot: the Gazetted Officer (GO) cell, the Judicial Munshikhana (JM), the NREGS and the Sarba Shiksha Mission (SSM) cells. Two out of the four selected had 'core' projects, which meant that the project itself was not very old and the functionaries involved were young, tech-savvy, had pre-existing knowledge of computers and of working with various MS Office applications such as Word, PowerPoint and Excel. These were the NREGS and the SSM. They had a total number of 40 users and the chances of the pilot being successful in these cells was higher. In addition, the NREGS cell had the requisite client hardware (printers, scanners and client systems).

Implementation was first carried out in the NREGS section. The experience was smooth and the section went live on 19th August 2011. A one month deadline was then set for implementation in the SSM cell. Here some functionaries were initially less than enthusiastic but seeing their peers accept the software they eventually came on board.

The other two sections took time as the digitisation of legacy data was not complete at this time and the staff was carrying out the exercise themselves. However, once the external digitisation agency was roped in, the process quickened. After it was implemented successfully in these four cells it began to be rolled out for the entire DMO.

To institutionalise the change, apart from establishing the Regional Training Centre (RTC) and creating Standard Operating Procedures (SOPs), official orders were also passed at the Collectorate stating that henceforth no physical processing of files would be carried out and everyone would have to migrate to eOffice. Once a section went live, the ADM (G), who was the nodal officer in charge of implementation, refused to work with a physical file, no matter what the circumstances. This had a spread effect as the manual processing of the file was nipped in the bud and all the other functionaries who would have interacted with the file had no option but to work online. Beyond that the Information Technology Act, 2000 provided for the legal validity of online documents so there were no problems with the legitimacy of work carried out through eOffice within the Collectorate.

Monitoring and evaluation mechanism during implementation

There would be daily meetings in the evening by the implementing team. After the NIC Project Coordinator left Barasat, monitoring and evaluation would continue from his part through video conferencing from New Delhi. There was also a weekly review by the DM on the progress of implementation, ensuring that the project was not getting stuck anywhere and decisions that would keep the project moving were taken.

Current status of implementation

1	Total users database created	573
2	Approximate active users (working every day)	307
3	Total number of receipts	108816
4	Total number of DFAs	65678
5	Approximate number of total files	12711

Table 3 : eOffice functioning report (10.10.2013)

Source : NIC Barasat

A comprehensive list of the sections where eOffice has been rolled out and where it is pending is provided in Annexure VI.

5. Challenges in Implementation

The **threat of unemployment** was felt by Group D employees. To dispel this fear, employees were entered into a dialogue with and assured that they would not lose their jobs. It was also pointed out that vacancies in any case were not being filled as the government had budget constraints and there was scarcity of human resources. After eOffice's implementation, Group D employees were shifted to scanning and uploading of documents, dispatching of the output, office management, sweeping and technical requirements. A key learning from this project, which can perhaps be generalised, is that employees are not opposed to the introduction of ICT in their offices. Their main concerns are a sense of insecurity regarding their capacity to be able to cope with the changes.

During the very first pilot in NREGA there were some **technical glitches** such as the software crashing and files vanishing after being uploaded. This was reported to NIC Delhi which came back with solutions and after a month and a half of the first pilot the software stabilised.

Initially, uploading documents was a challenge as the process took about 1.5-2 hours. There were also network connectivity issues as the LAN was still in a formative stage. These have been solved.

Current challenges

The eOffice application gives the current problems to users:

- ❖ Occasionally becomes slow, at times requiring a reboot
- ❖ No provision for saving drafts, resulting in work having to start afresh twice or thrice a day
- ❖ Office inactivity of 10 minutes logs the user out and work has to start anew
- ❖ System sometimes does not accept input and returns an 'invalid input' message
- ❖ System also frequently shows busy
- ❖ eOffice lacks a bug/crash reporting functionality

Inadequate UPS access. The initial need assessment indicated that one UPS/two clients was sufficient. However, practical experience has shown that it is insufficient and one UPS/client is needed.

Scanning and uploading of legacy data. There is still an enormous amount of legacy data that has to be scanned and uploaded and the agency hired has not been performing at the desired levels. Certain documents are very large such as old maps and scanning them is a challenge. There is also lack of personnel to do the scanning and supervisory operations as the DMO is facing a human resource shortage and running at 40% of its usual staff strength.

Issues regarding DSCs. DSC implementation is incomplete as files are not digitally signed and instead have to be physically signed. They are also not completely accepted by all institutions yet. Dealings with institutions outside the Collectorate such as the courts, the state Secretariat or the Advocate General require manual signatures in addition to digital signatures. Thus, a transition to a completely paperless office requires the digital equipping of all these other institutions. Currently, scanned documents are bundled according to date and stored. However, in the future once files are digitally signed this system is going to be stopped and files will be burnt.

DSCs have not been extended to many of the employees because of the short tenure before retirement. As soon as the vacant posts get filled they will be accordingly issued DSCs.

Issues regarding alerting service. Employees can obtain SMS and email alerts regarding work. This requires them to provide their DSCs, mobile numbers and email IDs. However, they initially refused to give their private mobile numbers for a work-related case. The alerting service was also limited as there is no legal obligation that provides employees with mobile phones. The first bottleneck was overcome by convincing employees that the service would increase their convenience by making them aware of how much work was pending when they were away on leave or holiday. The second bottleneck is still in place.

Issues regarding motivation

A rather sensitive issue is one that regards the motivation of personnel who have undertaken the initiative. There is the occasional sense of despondency and nihilism as officials feel that non-performing and performing officials are treated the same. Although reward and recognition mechanisms exist, they are generally at the national level and inadequate. Strengthening them at lower levels of administration and rewarding officials who have undertaken such risks can significantly enhance their morale and motivation.

Maintenance of eOffice

All problems related to eOffice are handled primarily by the NIC and are also addressed to the implementation committee headed by the DM. Employees can only report the problems they face to the NIC Barasat officials. The rationale is that they are not able to communicate the problem clearly as they are unaware of the technology and detailed functioning of the eOffice system and so problem reporting is best done by the NIC officials. This is as per NIC Delhi's policy. However, efforts are on to ensure direct access of the users to the support mechanism available at <http://support.eoffice.gov.in/>.

If the problems cannot be handled at the district level they are forwarded to NIC Delhi by the NIC Barasat officials where the various sub-sections of the eOffice Project Division handle it. Problems reported pertain to eOffice itself and auxiliary aspects such as network, database and security. To the extent possible local problems such as connectivity are handled at the local level itself. NIC Barasat generally has to be called for help two–three times per month.

A key problem currently faced is that there is no manpower for maintenance. Suggestions have been put to the Chairman of the DeGS (the DM) to deploy a System Manager and hire maintenance personnel.

6. Benefits of Innovation

Cost savings

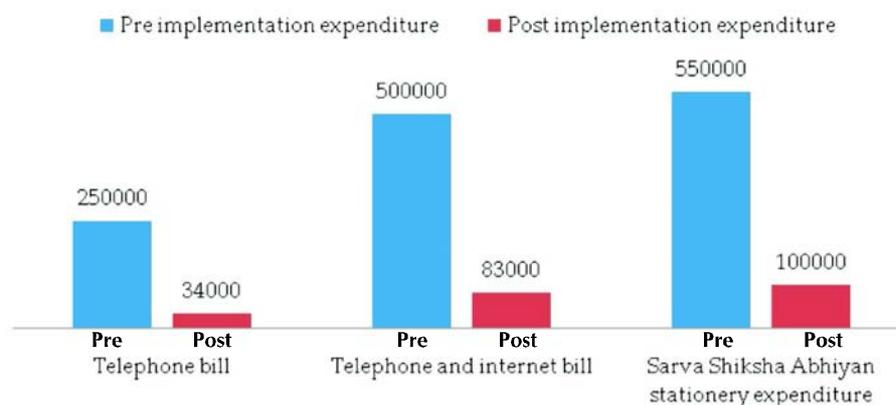


Figure 21 : Cost savings after eOffice implementation

Source : North 24 Parganas Collectorate

Note: Units in INR/month

Based on the above figures (Figure 21), an average 83% reduction in costs has commenced post the establishment of the telecommunications network. The investment on laying the network was recovered within the first year itself. After implementation of the LAN, only the landlines which the District Magistrate had as well as the fax lines which the ADMs had, were retained.

Resource savings

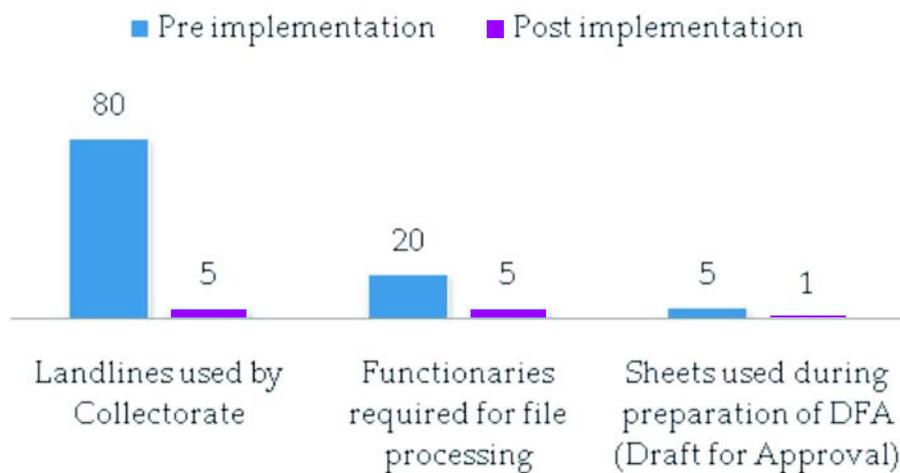


Figure 22 : Resource savings after eOffice implementation

Source : North 24 Parganas Collectorate

As eOffice made physical storage of files obsolete, hordes of *almirahs* were rendered unnecessary, resulting in the clearance of large amounts of valuable floor space. The *almirahs* can now be used elsewhere or revenue can be gained from selling them.



Figure 23 : Almirahs rendered unnecessary after eOffice

Source: OneWorld Foundation India 2013

Increased efficiency

	Pre implementation	Post implementation
Changes in productivity		
Files worked per day by average Group A employee	25-30	70-100
Files worked per day by average Group B employee	7-8	30-45
Changes in processing time		
Time taken for dak to reach section	3 days	Same day evening
Putting dak in concerned file	1 hour	1 minute
File movement across levels	3-4 days	10 mins-1 day
Processing file at the functionary level	30 mins	2-3 mins
Total time taken to process files	6-8 months	2-5 days

Table 4 : Changes in productivity and processing time post implementation

Source : OneWorld Foundation India 2013 and internal documents

shared by North 24 Parganas DMO

Faster file processing

The physical movement of files between tables has completely stopped. As a result file movement has become so fast that initiated files return to the initiating functionary within 15 minutes with approval or rejection. This is in sharp contrast to the manual system where files would not move from even a single table in 15 minutes.

Decision making is no longer delayed due to absence of officers. For urgent matters files can be disposed of by higher level officials if lower level officials are on leave or not acting on the file. The sanctioning of funds and flow of accruals has also become very smooth after the implementation of eOffice.

The government process re-engineering exercise has removed all cumbersome, extant and unnecessary processes, improving overall functioning.

Previously, senior officials would have to load their vehicles with files and carry their work home. With the quick disposal of files enabled through eOffice, this is no longer necessary.

Central document repository

eOffice's search function is similar to searching for information on Google. This has made file or document retrieval instantaneous and person-independent. The absence of functionaries does not act

as an impediment to the retrieval of files or documents as their location is stored on a server as opposed to being known to a specific functionary. Also the multiple iterations of file searching that would occur owing to limitations of communication between human beings is no longer faced. As an example of the impact of this feature, RTI applications are now responded to within days.

When receipts come into the Control Receipt Unit (CRU), they are uploaded and stored permanently on the system and cannot be removed by anyone, ensuring that they can always be searched and worked upon. As a result, files and documents never get lost and applicants never have to send receipts twice.

Previously, each department would store data that would be entered into the KMS in a Guard File. This led to variations in performance as each department would have different performance levels of storing documents. In addition, it added to the complexity of search and retrieval. Currently, the entire DMO can access a centralised KMS, boosting organisational knowledge.

Enhanced monitoring and evaluation

Previously, there were no sources of information that would provide reliable and instant information on basic performance attributes such as how many files were dispensed by the DMO in a particular time period. eOffice has provided a single source of information that has made this possible. All changes made to a file during its processing are tracked and updated. The status of applications that are sent to the DMO for police verification can be tracked online. Online MIS reports can be instantly generated for various indicators such as work pendency at each level. As a result, laggards can be identified and pulled up for under performance, the performance of various sections can be monitored and overall supervision and monitoring has improved. The complaint management function of the NREGS cell in particular has become very smooth post the implementation of eOffice.

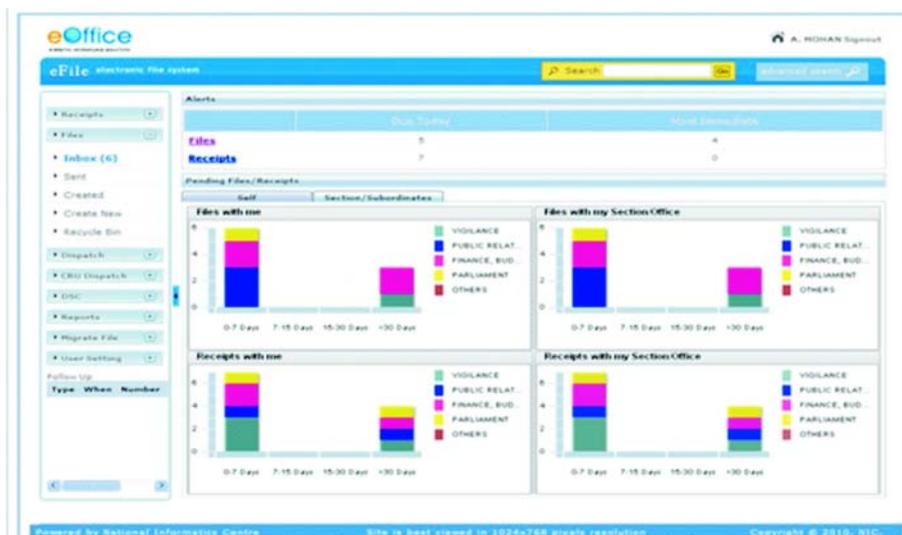


Figure 24: Monitoring file pendency.

Source: Collectorate, North 24 Parganas, West Bengal. 'Presentation for Hon'ble MIC, C&I Department on Experience of implementation of eOffice in Collectorate, North 24 Parganas'.

Systematic management through institutions

Previously in the DMO there was no systematic method of procuring and maintaining IT, with each section carrying out its own procurement and maintenance. Now the District e-Governance Society (DeGS) handles these activities. If sections require IT hardware or software they put forth their requirements along with the funds to the DeGS. As a result, the relevant documents containing warranty details, ANC and fund used for procurement are centrally stored and easily retrievable, streamlining operations.

Robust ICT backbone

The unique experiment of establishing a DDC has resulted in a robust ICT network that faces no internet blackouts. It is so resilient that even a collapse of the BSNL exchange at the district HQ has no effect on internet connectivity.

Improved office environment

Sections have become cleaner and free from bulky files. Employees at the NREGA section proudly claim that their section resembles a 'private sector office' with air conditioning and cubicles. Each employee there has a locker and their personal computer. It also contains a meeting room which contains a roof mounted projector where around 10 employees can meet for discussions and presentations



a) NREGA office



a) Section office

Figure 25 : Cells and sections with eOffice
Source : OneWorld Foundation India 2013

This has resulted in flexible work timings as files are available in electronic space round the clock, enabling work to be carried during emergencies as well. Documents are available round the clock and not dependent upon the office being open. In the future, Flexi Office and Mobile Office are planned to be added so functionaries can work on mobiles as well.

Stakeholder acceptance

A key achievement of eOffice is that it has been completely accepted by the employees of the Barasat DMO. Functionaries of all ages were full of praise for the application and functionaries in sections/cells where eOffice was not yet implemented were enthusiastic about its introduction. It has brought a lot of convenience to their work and this has made it a system that cannot be rolled back.

“It is unthinkable. It has done a revolution. Government employees were not used to such technology and had an inbuilt fear of it. I did not even know how to manoeuvre a mouse when I began. For me it is a terrific experience that I have picked it up and am running the show. I am proud of it, I feel like I have achieved something. At the fag end of my career I have learned something which makes me feel that I am keeping pace with the times, with the 21st century.”

**DebanshuGangopadhyay, age 58,
Deputy Magistrate and Deputy Collector**



In addition, the Barasat DMO has the following achievements to its credit for the implementation of eOffice:

- ❖ First office in the whole country to have full eOffice implementation after LBSNAA.
- ❖ First NREGA cell in the whole country using eOffice
- ❖ First and only DDC in the whole country
- ❖ Initiative inaugurated by the Chief Minister of West Bengal



Future enhancements

- ❖ After the implementation of eFile throughout the Collectorate, the next solutions to be implemented are PIMS, eLeave and eTour, with 31st December 2013 set as the deadline. The implementation of CAMS is not that urgent as there are many communication systems currently in use such as Gmail and NIC mail. However, it can act as a catalyst to increase the speed of file processing as eFile paper processing is slow at times.
- ❖ Currently, a huge number of receipts are petitions. To address this, a Sevottam²⁴ model is to be in place by July 2013 in 15 sections. Post that, the Public Grievances Redressal module of Sevottam will be integrated with e-File. Thus far the initial stages have been completed: preparation of a citizens charter, SOPs as well as workshops. Once Sevottam is in place then SOPs will be fixed and revisions will be carried depending upon the technology. The targets for citizens' charters will be first standardised and then accordingly reduced/revised.
- ❖ There are plans to put in place a Central Scanning Unit (CSU). Currently, files are scanned at various departments/sections. If there is a CSU in place then scanning will no longer take place at the individual level and operations can be more streamlined and systematic.
- ❖ Senior functionaries such as DMs and ADMs, owing to their workload and frequent meetings, have requested an application which enables them to work while travelling.
- ❖ The content of the file itself is not searchable as it is a scanned image. However, efforts are on by the NIC to incorporate Optical Character Recognition (OCR) into eOffice that would allow the reading of file content. However, a perceived drawback of such a move is that it would make files bulky and would slow down performance.
- ❖ There are plans to open access of eOffice to citizens for file and letter tracking.
- ❖ Institutions below the district level such as Zilla Parishads, Sub Divisional Offices and Blocks Divisional Offices are to be brought under the ambit of eOffice, subject to permission from NIC Delhi.
- ❖ eOffice LAN and VOIP are to be extended to district hospitals and the Chief Medical Office.

24 A three-tiered service delivery framework that consists of a citizen's charter, public grievance redressal mechanism and a service delivery capability framework

7. Financial Model

The major expenses incurred during the establishment of eOffice are given in Table 5.

S.No.	Description	Amount in Rs.
A.	Server Setup, Installation, Configuration, Data Collection, Data Validation & Preparation, Operationalisation, Training, Handholding Support & Technical Services	Rs. 7,56,900
B	Add NICSI Charges @ 10%	Rs. 75,690
C	Total (A+B)	Rs. 8,32,590
D	Add Service Tax @ 10.3%	Rs. 85,757
E	Grand Total (C+D)	Rs. 9,18,347
F	Contingencies(TA/DA)	Rs. 80,000
G	DSC Fee(Rs 555/user for 66 users)	Rs. 36,630
H	Post Implementation Support(email/telephone) for 5 yrs.	Rs. 1,00,000
I	Server Hosting at Department, Infrastructure for hosting, required software and hardware will be arranged by Deptt.	NIL
J	Total Project Cost(E+F+G+H+I)	Rs. 11,34,977
(Eleven lakhs thirty four thousand nine hundred seventy seven only)		

Table 5 : Cost estimate for implementation of eOffice

Source: NICSI. 'eOffice portal for Collectorate, North 24 Parganas, WB'. 10th January. 2011.

Internal document shared by North 24 Parganas Collectorate.

Item	Cost (all figures in INR)
Costs incurred for laying telecom network	
Siemens HiPath IPPBX	3 lakh
IP enabled Telephone x 200	7,000 per piece x 200 = 14 lakh
Network (Fibre, copper, switches, installation)	60 lakh
Total	77 lakh
Rate charged by Nivaya Tech for digitisation of legacy data	
Per sheet scanning and uploading charge (single or double sides)	52 paisa
Cost of establishing District Data Centre	
Equipment	70 lakh
Power	4 lakh
Civil and electrical	10 lakh
Total	84 lakh
Cost per DSC (sourced from NICCA)	555
Cost of establishing Regional Training Centre	
Client systems	14 X 30,000 = 4.2 lakh
Network	1 lakh
Civil electrical	4 lakh
Total	9.2 lakh

Table 6 : Salient expenses incurred during implementation of eOffice

Source : North 24 Parganas Collectorate and OneWorld Foundation India 2013

Mobilisation of funds

Presentations requesting funds for the project were made to the state Home Secretary and the Chief Secretary, who agreed to fund the project. Funds were also mobilised from the state Department of IT. In addition, there were more than 10 projects in the district such as the NREGS, SSM, Mid-Day meal, child labour project and social welfare projects whose contingencies and project management funds were used towards the implementation of eOffice. As a large part of the implementation of eOffice went towards the laying of common infrastructure such as a server, LAN and client systems, the funds were utilised in that regard. The Zilla Parishad also put in resources.

Sustaining the project

After being set in place, e-Office requires only maintenance. The initial hardware has a shelf life of 4 -5 years and is still under Annual Maintenance Contract (AMC). When it requires maintenance, the incurred costs can be obtained from funds received from other projects under their project management and IT funds. For instance, the NREGA has a contingency of 1-2% and SSA about 5%. Office contingency funds are also sources and funding comes from the Department of IT.

The following are the features which made the project sustainable



(i) Technology and Security measures

- ❖ Based on Open Source Technology
- ❖ No license fee involved
- ❖ System is enabled over https
- ❖ User Authentication through Lightweight Directory Access Protocol (LDAP)
- ❖ Digital Signatures used for Authentication and Signing
- ❖ Built in encryption mechanism to ensure data security

(ii) Training and Support Model

- ❖ Fully ICT equipped Training Centre
- ❖ Dedicated eOffice Helpdesk at 233 (033-25846233)
- ❖ Regular capability building programmes by experienced resources
- ❖ Dedicated support from NIC

(iii) Replication of Best Practices

- ❖ Innovative project management process
- ❖ Quick Deployment to any other organization with minimum data customization
- ❖ Simplified processes and generic SOPs easy for adoption by other agencies
- ❖ Innovative use of technology to bring reforms in Administration and Bureaucracy
- ❖ Customized and elective Employee Capacity Building Program
- ❖ One of its kind of projects which acts as a epicenter for internal organizational reforms
- ❖ Model successfully adopted by Collectorate, South 24 Parganas and District Sindhudurg, Jalna, Nandurbar, Maharashtra

8. Potential for Replication

Replicating eOffice at the district level has been highly simplified as the major government process re-engineering work has been completed by the Barasat DMO. It can be directly replicated in any district in West Bengal as the administrative structure is the same. Only minor changes in nomenclature such as district name, block name, language and functions have to be changed.

At the national level as well there are minor variations in administrative structure and function. These can be easily incorporated into the software. Thus, from the application perspective eOffice requires only minor customisation to be replicated in any district in the country. South 24 Parganas in West Bengal has already begun replicating the initiative.



However, the state of records of the office where it is to be replicated is a factor that will affect the time taken for migration of legacy data. Well-organised records will take lesser time as compared to poorly organised records. The size of the department or section itself and the amount of files stored is another factor affecting time taken for implementation.

The technical preconditions are as follows:

Total campus link : The first precondition is that the district needs a complete LAN network on the basis of which eOffice services can be expanded. Therefore, the locations where eOffice services are desired should be first networked. Office proximity is a factor as scattered offices have higher networking costs.

Deployment environment must be ready at SDC level : The implementing agency must decide where it wishes to deploy the application, whether at the SDC or the NDC. As per NIC Delhi's policy, the NDC is not available for state departments, although during handholding and pilot phases certain projects can avail of its facilities. Thus, the requisite server storage and other requirements at the SDC should be taken care of so that the application can be deployed there.

Since the implementation of eOffice at North 24 Parganas, the deployment model has also changed. Initially NIC Delhi supported the establishment of a local/district/mini data centre but now it does not and the DIT and NIC state that eOffice should be hosted at the SDC or the NDC and no DDC should be used, the rationale being that the maintenance of a DDC is a herculean task.

However, based on the experience of North 24 Parganas, a suggestion has been put forth that each district should have a DDC of its own with backup, disaster and support provided by the SDC. The implication is that in case of failure services will continue and the district is not dependent upon the SDC or NDC for archiving and operations.

Redundant connectivity between district and SDC : As the data connectivity network is vulnerable to all kinds of dangers such as being cut by falling trees, storms or accidents it is vital that redundant connectivity be put in place so that services can continue uninterrupted.

ICT connectivity for users : All users of e-Office must have the requisite technology such as scanners and computers.

The human resource preconditions are as follows:

Head of office and team must have full commitment to the project : The senior level leadership



which is implementing the project must believe that eOffice is a value addition that will improve the overall effectiveness and efficiency of the organisation. This is critical to its sustainability.

Employee motivation and commitment : The rank and file of the organisation must be convinced that eOffice is a solution which will ease their work. Their acceptance and support for the project is critical as they are the main beneficiaries who are intended to use the application. In the case of North 24 Parganas, rather than using a top-down strategy which was bound to cause hostility and resentment, a bottom-up peer-led strategy was used for introducing eOffice amongst the stakeholders. The underlying idea during discussions with employees was that ownership of the project by the beneficiaries was more probable if the beneficiaries believed that they themselves had come up with the idea. Thus, although the strategy required more time, it was much more effective and sustainable in the long run.

It is also critical that the anxieties of employees be frankly discussed and addressed. It has been understood from the North 24 Parganas experience that the main anxieties of employees are the threat of the becoming redundant and losing their jobs, and fears that they might not be able to cope with the technology that is going to be introduced. These anxieties must be dealt head-on and soothed if employees are to be motivated and committed to the project.

It has also been learned from the North 24 Parganas experience that demonstrating effectiveness is a powerful mode of generating acceptability. Implementing eOffice in the first section took the main bulk of the effort, however, after that it was followed up easily in the rest of the organisation. Employees could see the benefits with their own eyes and this made them more accepting of the project.

Planned training scheme : The training scheme must be context-specific and tailored to the existing IT awareness of the employees. The personnel must be involved and groomed in a phased manner.

Mobilisation of funds : The administrative leadership must ensure that funds are available for the lifecycle of the project.

Pilots in toughest conditions : Standard eGovernance theory states that pilots must be conducted in the toughest situations possible so that all possible contingencies are dealt with and the initiative becomes as robust as possible, making upscaling a much easier process. The case of North 24 Parganas was, however, different. The implementation began in the easiest setting where the conditions were most conducive and then began to evolve as it went to each section. Conducting a pilot in an extremely



hostile setting might have resulted in the initiative downright failing and not being upscaled as a result.

This experience poses certain questions for the conventional wisdom of pilots being conducted in the toughest conditions. While it does make logical sense, it can apply well where the initiative is one that has a statutory basis and the risk of its being rolled back in case of failure is minimal. However, in the case of individual initiatives such as the North 24 Parganas experience, failure at the pilot stage can lead to a closure of the initiative itself. Perhaps in the case of individual innovations the reverse strategy of pilots being conducted in the easiest conditions might be more successful.

eOffice being an eGovernance initiative requires certain technical preconditions which an implementing agency will have to invest in. However, the investments are not exclusive to the project and are an asset for the organisation and add to their infrastructural base. The main challenge lies in motivating employees, bringing them on board and ensuring that they use the system. The elimination of parallel systems of file processing must be a firm priority for implementing agencies as that can limit the efficacy of the system. If all the technical infrastructure is in place, then the eOffice implementation depends upon the size of the section. A moderately sized section (having 100 – 150 files of 100-150 pages each) can be migrated to eOffice within 2 months.

eOffice is not very resource intensive and only requires IT maintenance and one-time training of employees. In terms of both efficiency and effectiveness it is an outstanding asset to the organisation as it greatly boosts productivity, reduces costs and improves overall organisational functioning, making it a highly recommended tool for any governmental organisation.



Technical Details of Core IT/ICT Infrastructure

Setting up of Network-Cum-Data Centre [NDC-N24P] in the Collectorate

- ❖ 4 High End servers
- ❖ SAN Storage
- ❖ Backup through LTO
- ❖ Remote backup (NDC and WBNIC-DC)
- ❖ Disaster Recovery

Network

- ❖ Campus wide LAN
- ❖ Integrated Network Backbone – North 24 Parganas (INB-N24P), 1000 nodes in 20 buildings spread in an area of 2.1 sq. km

WAN [NICNET & Internet Gateway]

- ❖ Primary [BSNL 34 Mbps MLLN]
- ❖ Secondary Failover [Railtel 34 Mbps MLLN]

Hardware

- ❖ 206 Thin clients and Desktops for users
- ❖ 4 High level Scanners
- ❖ 25 Middle level Scanners
- ❖ 20 Small Scanners



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Stakeholder Name	Designation and Organisation	Contact Details	Address
Randhir Kumar	Additional DM and Nodal Co-ordinator for the e-Office project. Currently Additional Commissioner at Directorate of Commercial Taxes, Kolkata	Phone: 09830200977 email : randhir@outlook.com	'Sales Tax' office, Directorate of Commercial Taxes, Government of West Bengal, 14, Beliaghata Main Road, Kolkata - 700015
Saurav Pahari	Additional DM, North 24 Parganas	Mobile: 08335042099 Office: (033)2552-3355 email: admg24p@gmail.com	Office of the District Magistrate, New Administrative Building, Barasat, North 24-Parganas, Kolkata-700 124, India
Bishwajit Chakraborty	District Informatics Officer, Barasat	Ph: 09434308385 Office: 033-25846241 Email : dio-nprg@nic.in	District Informatics Officer, National Informatics Centre, Ministry of Communication & Information Technology, New Administrative Building, P.O. - Barasat, Dist. - North 24 Parganas, West Bengal - 743201
Shibaji Ghose	Officer in charge of IT section of DM's office (OCIT). Currently PS to Minister of IT.	Mob: 09434525250 Email : 07shibaji@gmail.com	gate no 6 correctional administration, behind the rotunda, writers building, bbd bagh, Kolkata
Binod Kumar	District Magistrate. Currently Commissioner, Sales Tax, Kolkata	Mob: 933176364 Office: 033-22518068 email : bkbinod@gmail.com	'Sales Tax' office, Directorate of Commercial Taxes, Government of West Bengal, 14, Beliaghata Main Road, Kolkata - 700015
Sanjay Bansal	DM, North 24 Parganas	Ph: 033-25846202/3880 email : dm-bar-wb@nic.in	



Centre for Innovations
in Public Systems (CIPS)

Implementing e-Office at the District Level

The Case of North 24 Parganas District,
West Bengal.

Annexures



Centre for Innovations
in Public Systems (CIPS)

Implementing e-Office at the District Level

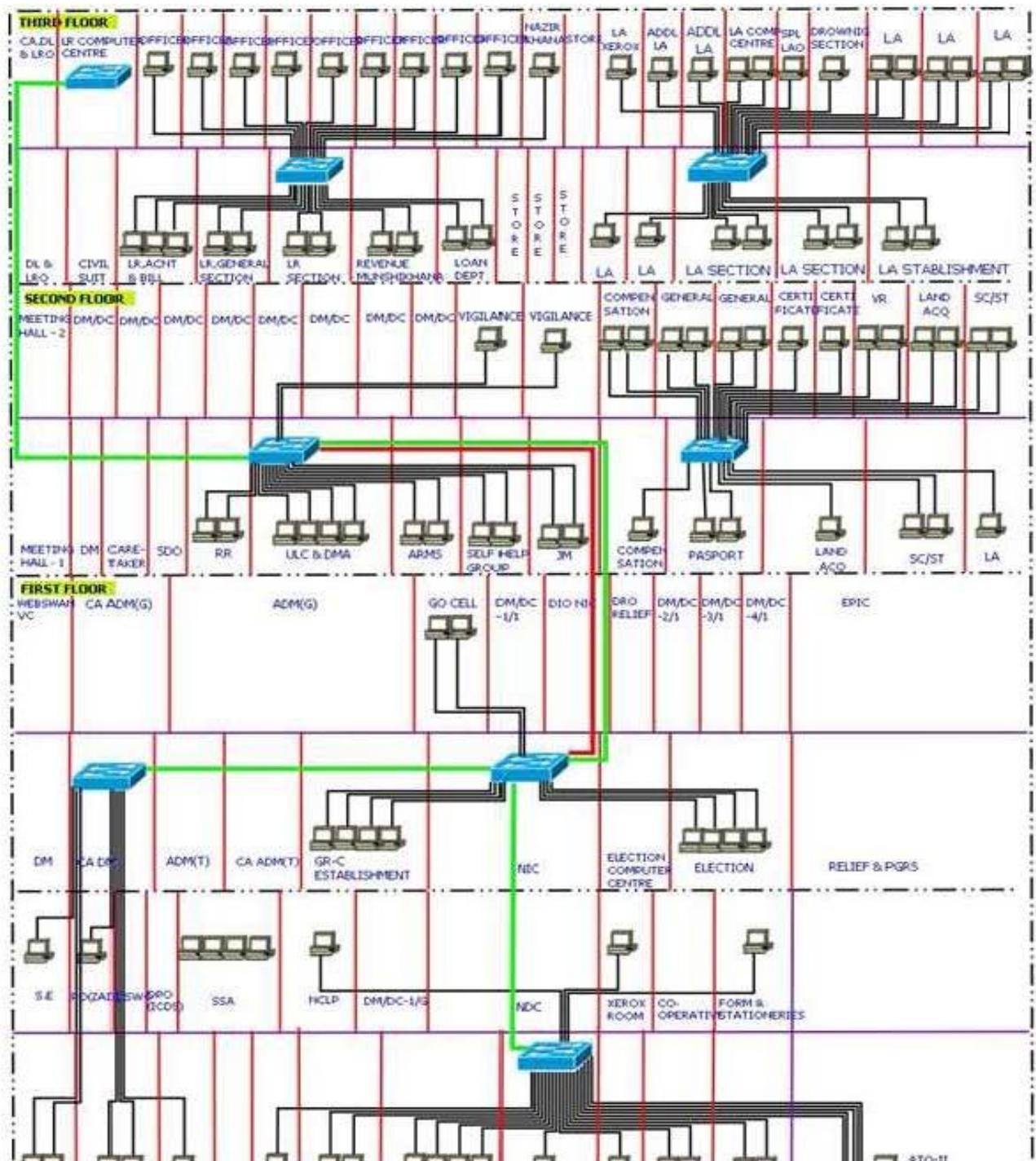
The Case of North 24 Parganas District,
West Bengal.

Annexure 1 :

LAN Schematics for North 24 Parganas

Collectorate

LAN DIAGRAM FOR ADMINISTRATIVE BUILDING (North 24 Parganas)





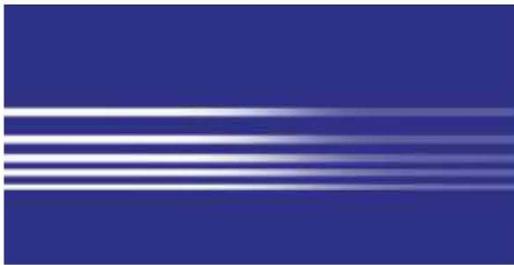
Centre for Innovations
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Implementing e-Office at the District Level

The Case of North 24 Parganas District,
West Bengal.

Annexure 2 :

Request to NIC for Implementation of eOffice



Project Proposal
NICSI-eOffice-N24P-1.0

eOffice Portal

For

Collectorate, North 24 Parganas, WB

National Informatics Centre Services Inc.

(A Government of India Enterprise under NIC)

Department of Information Technology

Organization of Communication and Information Technology

Head Quarters: NBCC Building, Tower 15, 6th Floor, Bhikaji Cama Place,
New Delhi – 110 066 India

Telephone: +91 11 26105054, **Fax:** +91 11 26105212, **Email:** nicsi@nic.in



eOffice Implementation at N24P

Document Number	NICSI-eOffice-N24P Version 1.0
Document Name	Project Proposal

Version Control

Version no	Date	Change number	Brief Description	Section Change
1.0	10-01-2011		Collectorate, North 24 Parganas, WB	

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1. INTRODUCTION

1.1 Overview

National Informatics Centre Services Inc. (NICSI)

National Informatics Centre Services Inc. (NICSI) was set up in 1995 as a Section 25 Company to provide the services, technologies, infrastructure and expertise developed by NIC. In furtherance of its objectives, NICSI has been providing services for procurement of hardware, system software, networking, video-conferencing, application systems design & development, IT training, consultancy, implementation support to organizations in the Central Government, State Governments and their organisations.

To facilitate the services, NICSI empanels the agencies/vendors and has strategic alliances with leading networking, software principals to provide state-of-the-art technology at affordable prices.

1.2 Scope of Document

The scope of the document includes both the commercial and the technical aspects for rollout of eOffice, effort estimation, milestones and deliverables. The cost, contractual and legal issues are also discussed in this document as a part of the commercial proposal.

Although, best possible efforts have been made to understand the clients (department, Collectorate North 24 Parganas) requirements and preparing the effort estimates, there is a chance of missing the finer points because of the nature of the work. These will be taken care of during the implementation phase.

1.3 Purpose

With a view towards improving the organizational efficiency by providing a one-stop access point to various applications and ease of monitoring within the department a flexible Platform for Document Management, Content Management, Collaboration/Messaging Services, Electronic File Processing System was required.

2. PROPOSED SOLUTION/FEATURES AND BENEFITS

2.1 Assessment Details of the Project

1.	Number of Places/Locations where eOffice is to be Implemented:	One, Collectorate North 24 Parganas, WB
2.	Total Number of users:	100 Users

eOffice Implementation at N24P

3.	Connectivity to the Server (LAN/Internet):	LAN
4	Infrastructure for Hosting eOffice portal framework (NIC / Deptt. Will provide)	Deptt. will provide
5	Whether the organization is (GOI/PSU/Private)	GOI

2.2 Solution

It is proposed to implement eOffice portal framework -"Bringing Services Together", provide a one-stop access point to organisation information and applications/services, a flexible Platform for Document Management, Content Management, Collaboration/Messaging Services and Workflow modules. The eOffice portal framework is a G2E/G2G solution, a standard product used by various ministries and Departments of Govt. of India, developed by National Informatics Centre with an aim to empower employees of an organisation by bringing together services, applications, together under a single window entry platform.

Kindly note that eOffice is a standard product, any change request will need to be feasible to retain the reusability of the product. Any specific requirement of department will not be feasible to incorporate.

2.3 Functionality Covered in Application

The eOffice shall provide some of the following functionalities:

- **Unified View of Data:** Consolidation of existing data from different sources within/across the department and provide a single consistent view.
- **Content & Document Management:** A Module which can enable employees to create their own content and submit the same for review and publication on the portal.
- **Collaboration & Messaging Services:** Sharing appointments/meetings other users electronically, Sending an email and SMS for the same.
- **Single Standards based Directory Service:** To maintain confidentiality of user data. Provides an open reliable reusable technology base for the future.
- **Identity and Access Management Role:** Personalized, role-based, secure access to office information for employees. Secured Access to information

eOffice Implementation at N24P

- **Archival and e-Record Management:** A common repository for all the common government circulars/notifications, manuals, acts, rules etc instead of maintaining in various locations.

2.4 Implementation Approach

Pre-Requisite to implementation: An essential pre-requisite for the implementation at Collectorate, North 24 Parganas is the **availability of infrastructure (hardware and software), LAN, computer system** without which, the implementation will not be possible in the specified time frame.

The following activities are envisaged as part of the eOffice Implementation:

1. Hardware and software readiness check
2. Installation of supporting software on server
3. Installation of eOffice Portal Software
4. Testing of application
5. Data collection & validation
6. Creation of database with community configuration
7. User training for use of eOffice portal software
8. Handholding Support for use of software
9. Documentation for the implementation
10. On line User Manual.
11. Application maintenance and support
12. Feedback mechanism for registering customer issues/suggestions

The Project Implementation period is **Six Months**. The post implementation support is for five years from the time of completion of implementation of the project. Project proposal is only meant for the implementation and operationalisation of the project.

3. DELIVERABLES AND SUPPORT

3.1 Project Management Deliverables

- Project Implementation Plan
- Periodic Status Reports
- Schedule Updates



3.2 Document Deliverables

NIC/NICSI will provide all technical documentation on the application as listed below.

- User Manual
- Admin User Manual
- FAQ Guide

3.3 Application Deliverables

The primary deliverable is the eOffice portal in its standard form.

As this is a standard product, any change request will need to be feasible to retain the reusability of the product. Any specific requirement of department will not be feasible to incorporate.

Training plan spread over 7 weeks with training to all the users in the organization.

3.5 Handholding and Support

Continuous support over a period of 18 weeks will be provided. After the completion of the implementation period, offline support for a period of 5 years.

Any enhancements to the functionality developed by NIC/NICSI will be evaluated separately for technical effort and the cost estimation.

4. Cost Estimate for implementation of eOffice

S.No.	Description	Amount in Rs.
A.	Server Setup, Installation, Configuration, Data Collection, Data Validation & Preparation, Operationalisation, Training Handholding Support & Technical Services	Rs. 7,56,900
B	Add NICSI Charges @ 10%	Rs. 75,690
C	Total (A+B)	Rs. 8,32,590
D	Add Service Tax @ 10.3%	Rs. 85,757
E	Grand Total (C+D)	Rs. 9,18,347
F	Contingencies(TA/DA)	Rs. 80,000
G	DSC Fee(Rs 555/user for 66 users)	Rs. 36,630
H	Post Implementation Support(email/telephonic) for 5 yrs.	Rs. 1,00,000
I	Server Hosting at Department, Infrastructure for hosting, required software and hardware will be arranged by deptt.	NIL
J	Total Project Cost(E+F+G+H+I)	Rs. 11,34,977
	(Eleven lakhs thirty four thousand nine hundred seventy seven only)	

N.B:

As this is a standard product, any change request will need to be feasible to retain the reusability of the product. Any specific requirement of department will not be feasible to incorporate.



5. TIME FRAME

Implementation process will begin after total cost (100 %) towards implementation is transferred to NICSI in advance. The time frame for implementation of eOffice is Six (6) months.

6. ROLES AND RESPONSIBILITIES

6.1 NICSI's Responsibilities

1. To ensure application setup, operationalization, training & handholding.
2. To ensure database custody, security and maintenance.
3. To provide post implementation support in offline mode for a period of five years after completion of implementation period of Six months
4. To provide operation guide to the users
5. To have constant interaction with the user department
6. To provide/ nominate senior functionary to act as nodal / coordinating officer and work to coordinate with NIC and user department.
7. To coordinate with the department for the settlement of accounts.

6.2 Department's Responsibilities

1. To convey the acceptance of the project proposal for implementation and transfer the funds to NICSI.
2. To provide computer systems and internet connectivity to all eOffice users.
3. To ensure that all the hardware and the operating system should be under warranty period / AMC.
4. To ensure all computer systems are virus free and regular patch updates are applied.
5. To ensure database custody, security and maintenance.
6. To provide Uninterrupted Power Supply (UPS) to all the ICT infrastructure equipment installed in department premises to be used as a part of the project.
7. To appoint an officer of department as nodal officer who would coordinate with NIC/NICSI for all purposes. Also nominate coordinator for each location.
8. To appoint an officer of department as system manager to look after overall operations, maintain status & down time of computer systems, network devices etc and reporting to vendors, getting fault repaired etc.
9. To report all software related problems to the central help desk.
10. To provide project commencement and project completion certificate to NICSI.



eOffice Implementation at N24P

11. To provide total budgetary support to NICSI in advance, for the execution of the project.
12. To collect all base data for the organisation, as and when needed for the project.
13. To provide computer systems for the implementation team deployed at department.

7. POST IMPLEMENTATION SUPPORT

Post implementation support (on line) for 5 years from the completion date of project will be provided to user department for L1 support * .L1 support may be as managing user, database tuning, backup/ recovery.

* L1 Support

For the Level 1 support to users, a help desk manned by a dedicated team of staff has been established. Help-desk support staff will respond to telephone calls and e-mails from users looking for help with problems and queries related to eOffice. The calls lodged with the staff in turn are routed by them to the concerned experts of each application through proper alert mechanisms. The contacts at this level will route the call to the concerned expert and is required escalate to the management as required, to resolve all categories and severity of action required. To ensure that the problem has been resolved satisfactorily, the support staff confirms with the client once the problem is resolved.

e-mail : techsupport@nic.in

Telephone support (Monday to Friday 9 am to 5.30 pm): 24305794/95

8. PAYMENT TERMS

The payment will be made 100% in advance to NICSI.



eOffice Implementation at N24P

Annexure A

Format for Project Proposal Acceptance

<p>Dated: _____</p>
<p>To,</p> <p>Mr. Ravindra Kumar, DGM NICSI, NBCC Tower, 15, Bhikaji Cama Place, New Delhi</p>
<p>Sub: eOffice Project Proposal Acceptance</p>
<p>Dear Sir,</p> <p>It is to mention that this office has accepted the duly submitted Project Proposal vide letter No _____ dated _____ for eOffice and NIC is herewith requested to proceed in implementing the same software.</p> <p>With Warm regards</p>
<p>Sd/- User Department</p>



eOffice Implementation at N24P

Annexure B

Format for Commencement Certificate

Dated: _____
To, NIC Coordinator, NIC-HQ, New Delhi
Sub: eOffice Implementation Commencement
Dear Sir, It is to certify that the implementation of eOffice has started on _____ at the following locations.
With Warm regards
Sd/- User Department



eOffice Implementation at N24P

Annexure C

Format for Completion Certificate

	Dated: _____
To,	
NIC Coordinator, NIC-HQ, New Delhi	
	Sub: eOffice Implementation Completion
Dear Sir,	
It is to certify that the implementation of eOffice has been completed on _____ to our satisfaction at the following locations.	
With Warm regards	
	Sd/- User Department



eOffice Implementation at N24P

Annexure D
Project Schedule

Rollout Schedule for eOffice																										
0-100 users																										
Sl. No.	Activities	Months Weeks	M1				M2				M3				M4				M5				M6			
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
1	Server & Application Setup & Installation	1	█																							
2	Data Preparation (Collection, Validation & Community Configuration)	3	█	█	█																					
3	Training	7			█	█	█	█	█	█																
4	Handholding Support	18								█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█



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Contact us at

National Informatics Centre Services Inc.

(A Government of India Enterprise under NIC)

Department of Information Technology

Organization of Communication and Information Technology

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New Delhi – 110 066 India

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End of Document



Centre for Innovations
in Public Systems (CIPS)

Implementing e-Office at the District Level

The Case of North 24 Parganas District,
West Bengal.

Annexure 3 :

Digital Signature Certificate request form



NIC Certifying Authority
National Informatics Centre
Ministry of Communications and Information Technology
Government of India

Ref. No.
(To be filled by NICCA)

DIGITAL SIGNATURE CERTIFICATE REQUEST FORM

NOTE:

1. This application form is to be filled by the applicant.
2. Please fill the form in BLOCK LETTERS.
3. Please Tick (✓) the appropriate option.
4. All subscribers are advised to read Certificate Practice Statement of CA.
5. Incomplete/Inconsistent applications are liable to be rejected.
6. Validity period should not exceed the date of superannuation of the applicant.
7. Asterisk (*) marked entries should not be left blank as these are reflected in the Digital Signature Certificate.

Affix Recent
Passport Size
Photograph

1. Category of Applicant : Government / Judiciary / PSU & Statutory Bodies / Registered Companies
2. Class of Certificate Required (see pt. 11 at page 4) : Class I / Class II / Class III
3. Certificate Required (Usage) (see pt. 11 at page 4) : Individual (Signing) / Encryption / SSL Server
4. Certificate Validity (Max. 2 Years) : Two years / Specify validity (if less than 2 years) _____
5. Date of superannuation* (dd/mm/yyyy) : _____
6. Name* : _____
(First Name) (Middle Name) (Last Name)
7. Designation : _____
8. Email ID* (Official email-ID preferred) : _____
9. Ministry/Department : _____
a) Office Address : _____
Telephone (Official) _____ (Resi/Mobile) _____
b) Residential Address : _____
- 10 Identification Details (Tick any one) : _____
[Employee ID / Passport No. / PAN Card No. / Voter ID
Card No. / Driving License No. / PF No. /Bank Account
Details /Ration Card No.]
11. Certificate Subject Details* : Organization* _____
(These will be used in Certificate subject.) Organization Unit* _____
City* _____
State* _____
Country* **INDIA**
12. SSL Certificate Details : Web Server _____
(In case the application is for a device then details of Services _____
Server/Device for which the certificate is being applied IP Address _____
for must be filled.) URL/Domain Name _____
Physical Location _____

Date:
Place:

.....
(Signature of the Applicant)

(For NICCA Office use only)

Smart Card/USB Token Sr. No.:.....

Request No :

Authorised Signatory / RAA:

RA Code :

Name:

Date:

Remarks:



Declaration by the Subscriber

I hereby declare and understand that

1. I have read the subscriber agreement under Resources (<https://nicca.nic.in>).
2. I shall keep the private key safe and will not share with others.
3. I shall verify the contents and the correctness of the certificate before accepting the DSC.
4. I shall send a signed mail to NIC-CA (support@camail.nic.in) to acknowledge the acceptance of the DSC.
I also undertake to sign an additional declaration form in case of Encryption Certificate.
5. I shall not use the private key before acceptance of the DSC.
6. I authorize NIC-CA to publish the certificate in the NIC-CA repository after acceptance of the DSC.
7. If the private key of my DSC is compromised, I shall communicate to NICCA without any delay as per requirement mentioned in Regulation 6 of Information Technology (Certifying Authority) Regulations, 2001. (Doc ID CA2-50027.pdf, available under Repository>CPS & Forms>All Forms at <https://nicca.nic.in>)
8. I understand the terms and conditions of issued DSC and will use the DSC under the terms of issue as in the Certificate Practice Statement.
9. I understand that on cessation of my employment, I shall inform NICCA and my present employer for revocation of my Digital Signature Certificate.
10. I certify the following: *(Tick whichever is applicable)*
 - o I have not applied for a DSC with NIC-CA earlier.
 - o I have been issued a DSC by NICCA with User ID _____ which is Valid/Revoked/Suspended/Expired.

The information furnished above is true to the best of my knowledge and belief. I will comply with the terms and conditions of Subscriber (as in section 40-42 of the IT Act 2000) and those of the Certificate Practice Statement of the NIC-CA. If at a later stage any information is found to be incorrect or there is non-compliance of the terms and conditions of use of the DSC, NIC-CA will not be responsible for the consequences/ liabilities and will be free to take any action including cancellation of the DSC.

Date :

Place :

.....
(Signature of the Applicant)

Verification and Declaration by Head of Office of Applicant

1. This is to certify that Mr./Ms _____ has provided correct information in the Application form for issue of Digital Signature Certificate for subscriber to the best of my knowledge and belief. I have verified the credential of the applicant as per the records and the **guidelines given at page 5**. I hereby authorize him/her, on behalf of my organization to apply for obtaining DSC from NICCA for the purpose as specified at point 3 of page-1.
2. It is noted that the organization shall inform NICCA for revocation of DSC on the cessation/superannuation of his/her employment.

Date :

Place :

Office Email:

(Signature of Officer with stamp of Org./Office)

Name of Officer with Designation:

Forwarded by SIO / NIC Coordinator

(Only for Class-2 & Class-3 Certificate)

(Signature of SIO /NIC Coordinator)

Name:

Date:

Office Seal:



Additional Declaration by the Subscriber for Encryption Certificate

I hereby declare and understand that

1. I am solely responsible for the usage of these Certificates/Tokens/ Technology. I shall not hold NICCA responsible for any data loss/damage, arising from the usage of the same.
2. I am aware that Key Escrow/Key Archiving of Encryption keys is not done by NICCA and I shall not hold NICCA responsible or approach NICCA for recovery of my private Encryption Key, in case of its loss or otherwise.
3. I shall be responsible for compliance to the relevant sections of the IT Act/Indian Telegraphic Act and other Acts/laws of the Indian legal system, pertaining to Encryption/Decryption of any message or document or electronic data, and I shall be liable for associated penal actions, for any breaches thereof.
4. NICCA shall not be held responsible and no legal proceedings shall be taken against NICCA for any loss and damage that may occur due to any reason whatsoever including technology upgradation, malfunctioning or partial functioning of the software, USB token, Smart Card or any other system component.
5. I am aware that the Encryption Certificate, issued by NICCA is valid only for the suggested usage and for the period mentioned in the certificate. I undertake not to use the Certificate for any other purpose.
6. I am conversant with PKI technology, and understand the underlying risks and obligations involved in usage of Encryption Certificate.
7. I certify the following: *(Tick whichever is applicable)*
 - o I have not applied for an Encryption Certificate with NIC-CA earlier.
 - o I have been issued an Encryption Certificate by NICCA with User ID _____ which is Valid/Revoked/Suspended/Expired.

The information furnished above is true to the best of my knowledge and belief. I will comply with the terms and conditions of Subscriber (as in section 40-42 of the IT Act 2000) and those of the Certificate Practice Statement of the NIC-CA. If at a later stage any information is found to be incorrect or there is non-compliance of the terms and conditions of use of the Encryption Certificate, NIC-CA will not be responsible for the consequences/ liabilities and will be free to take any action including cancellation of the Encryption Certificate.

Date :
Place :

.....
(Signature of the Applicant)

Declaration by Head of Office of Applicant

I hereby authorize Mr/Ms _____ employed in this Organization, to apply for Encryption Certificate from NIC-CA. It is further certified that a Policy/Procedure is in place, which describes the complete process for Encryption Key Pair Generation, Backup Procedure, safe-keeping of Backups and associated Key Recovery Procedures. The consequences of loss of the key have been explained to the user and he/she has been advised about securing the key and making it available to relevant authorities, in case of emergency.

Date :
Place :

(Signature of Officer with stamp of Org./Office)
Name of Officer with Designation:

Office Email:

Forwarded by SIO / NIC Coordinator
(Only for Class-2 & Class-3 Certificate)

(Signature of SIO /NIC Coordinator)
Name:
Date:
Office Seal:

This form is to be forwarded to the respective RA Office of NIC-CA.



Instructions for DSC Applicants

1. NIC-CA abides by the Information Technology Act, 2000, laid down by the Govt. of India. The applicant is advised to read this IT Act 2000 under Resources (<https://nicca.nic.in>).
2. To use DSC for exchanging Digitally signed Email, S/MIME compatible Mail clients should be used (Outlook Express, etc.). Also, please ensure that your email-id is issued from a POP compatible Mail server. For security reasons, NICCA prefers usage of Official E-mail ID.
3. Subscriber is required to send one copy of DSC request form, duly signed and forwarded by Head of Office. Applicant is advised to retain a copy of the same, for filling up the form online while generating key-pair.
4. The forwarded DSC application form is processed at NIC-CA for issue of DSC. If all particulars are in order, a User-Id, password and the profile for the applicant is created using the details submitted. This user-id will only be valid for 90 days (i.e., applicant has to generate key pair request and download certificate within 90 days) failing which, user is required to submit fresh DSC application for DSC issuance.
5. It is very important to keep the private key securely.
6. If the private key is compromised, applicant should immediately inform NIC-CA office by phone 011-24366176 or e-mail at support@camail.nic.in and Login with his user-Id and password at NIC-CA website. The User has to send Request for Revocation/Suspension/Activation form (CA2-50027.pdf)
7. For viewing all valid DSCs and CRLs, the user can access the website (<https://nicca.nic.in/>) under Repository.
8. DSCs are normally issued on FIPS-140 Level-2 compliant smart card/USB crypto-tokens, **which allows only maximum ten numbers of incorrect attempts for entering pass phrase/ pin**. It is advisable to be careful while entering the passphrase as repeated incorrect entries may block the same. On exceeding this limit, special efforts may be required to unblock the device.
9. It is important to note that email-id given by the applicant is functional and applicant accesses the same on regular basis as all communications w.r.t DSC like generation, revocation, renewal, expiry details are communicated through the given email-id.
10. For any further clarification, user can write to support@camail.nic.in or visit the NIC-CA website (<https://nicca.nic.in>).
11. **Types of Classes: Depending upon requirement of assurance level and usage of DSC as described below, the applicant may select one of the classes.**

Class-1 Certificate:

Assurance Level: Provides minimum level of assurance. Subscriber's identity is proved only with help of Distinguished Name –DN and hence provides limited assurance of the identity.

Suggested Usage: Signing certificate primarily be used for signing personal emails and encryption certificate is to be used for encrypting digital emails and SSL certificate is used to establish secure communications through the use of secure socket layer (SSL).

Category Issued to the Individual from Govt., PSU/Statutory Bodies, Government Registered Companies and Web Servers/Servers within NIC domain

Class-2 Certificate:

Assurance Level: Provides higher level of assurance confirming the details submitted in the DSC Request Form, including photograph and documentary proof in respect of at least one of the identification details.

Suggested Usage: In addition to the 'suggested usage' mentioned in class I, the class II Signing certificate may also be used for digital signing, code signing, authentication for VPN Client, web form signing, user authentication, Smart Card Logon, single sign-on and signing involved in e-procurement/ e-governance applications.

Category Issued to the Individual from Govt., PSU/Statutory Bodies, Government Registered Companies and Web Servers/Servers in open domain.

Class-3 Certificate:

Assurance Level: Provides highest level of assurances, as verification process is very stringent. Proves existence of name of organizations such as Government Departments/Agencies, PSU/ Govt. Registered Companies and assures applicant's identity authorized to act on behalf of the Government/PSU/Statutory/Autonomous bodies/ Government registered Companies.

Suggested Usage: In addition to the 'suggested usage' mentioned in class-1 & class-2, class-3 signing certificate may also be used for digital signing for discharging his/her duties as per official designation. Class-3 encryption certificate may also be used for encryption requirement as per his/her official capacity.

Category Issued to individuals from Government entities/Head of the Institutions, Statutory/Autonomous bodies, Government registered Companies



Guidelines for verification by Head of Office

- The Head of Office (HO) of DSC requestor has to verify the identity /credentials of applicants. They will be solely responsible for authentication and validation of each subscriber/applicant within the organisation.
- They have to ensure verification process as described below, depending upon the class of certificate as applied by the applicant
- ***Types of Classes: Depending upon requirement of assurance level and usage of DSC as described below, the applicant may select one of the classes.***

Verification Process:

- ***Class-1 Certificate:*** HO has to ensure the validity of the details given in the DSC Request Form and verify the same.
 - ***Class-2 Certificate:*** HO has to ensure the validity of the details given in the DSC Request Form and authenticate the same. HO has to further send it to SIO/NIC-Coordinator for forwarding to NICCA. HO has to utilize various procedures to obtain probative evidence in respect of identity of the applicants by way of seeking photograph and documentary evidence of one of the items under point no. 9 (Identification details) for individual certificate. For SSL server certificate the HO has to ensure attestation of URL for Web Servers by Domain Name Registering Agency, location of web server.
 - ***Class-3 Certificate:*** In addition to the verification process required for the class II certificates, the applicant's of class III certificates are required to be personally present with proof of their identity to the NIC-CA for issuance of DSC.
- On receipt of DSC application form, SIO/ DIO/HOD/NIC-Co-ordinator is required to ensure that the application form is signed by the HO(Head of Office)/JS/Company Secretary/Superior Officer of the applicant along with the seal of the office.

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Centre for Innovations
in Public Systems (CIPS)

Implementing e-Office at the District Level

The Case of North 24 Parganas District,
West Bengal.

Annexure 4 :

Sample classifications of North 24 Parganas
Collectorate sections and departments on the
basis of the functional filling system

File index register for GO Cell

Group Head	Primary Head	Secondary Head	File	Tertiary Head	Subject	
A	11	11	Personal Files	11	IAS Officers	
				12	WBCS(Exe.) Officers	
				13	WBA&AS Officers	
				14	Motor Vehicles	
				15	All Other Officers	
			12	Training File	11	ATI Trainings
					12	Other than ATI Trainings
			13	TA Bill File	11	Tour Files
			14	Allotment of Fund	11	Head Quarter
					12	Barrackpore
					13	Basirhat
					14	Bidhannagar
					15	Bongaon
			15	Requisition of Forms & Stationery	11	Nezarath Matters
					12	Other than NZ matters
			16	Staff file of GO Cell	11	Personal files
			17	Departmental Examination	11	Examination, Admit Cards & Results of PSC Exams
			18	Miscellaneous Correspondences	11	All correspondences regarding officers to and from the parent departments but not related to any personal file
			19	Guard File	11	Other than District Orders
					12	District Orders
	20	Miscellaneous	11	All other matters		



Centre for Innovations
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West Bengal.

Annexure 5 :

Tender for eOffice core ICT Infrastructure



Centre for Innovations
in Public Systems (CIPS)

Implementing e-Office at the District Level

The Case of North 24 Parganas District,
West Bengal.

NOTICE INVITING TENDER

For

**Supply, Installation, Commissioning & System Integration of
SERVER, Storage, system software, network & Backup System for
e-Office Core ICT Infrastructure, Collectorate, North 24 Parganas.**

Tender No : 1580/O.CON/DM

Date : 21.03.2011

District e-Governance Society, North 24 Parganas

Office of the District Magistrate
New Administrative Building
Rishi Bankim Sarani
Barasat, North 24 Parganas
Kolkata-124



Government of West Bengal
Office of the District Magistrate
New Administrative Building
Rishi Bankim Sarani, Barasat
North 24 Parganas

Notification No. 1580/O.CON/DM

Dated: 21.03.2011

NOTICE INVITING TENDER

Sealed Tenders are invited for supply, installation & commissioning of different Server, Storage, Network equipments, Software & Peripherals from reputed System Integrators having sufficient experience and credentials for successful completion of similar nature of work, preferably in a Govt. Department and must have adequate Service Engineer for providing on-site warranty service within the stipulated time.

1.	Brief description of material	Supply, Installation & Commissioning of Computer Server, Storage, Software & Peripherals and Establishment of Network for e-Office Core ICT Infrastructure, Collectorate, North 24 Parganas.
2.	Tender document Fee	Rs.2500/- (Rupees Two Thousand Five Hundred only)
3.	Earnest Money Deposit	Rs.100000.00 (Rupees One Lac only) in the form of DD from any Scheduled bank in favour of "District e-Governance Society, North 24 Parganas" payable at Kolkata
4.	Commencement of Sale of Tender document	21.03.2011
5.	Last date of Sale of Tender document	04.04.2011 upto 02.00 PM
6.	Last date & time of Tender Submission	05.04.2011 upto 02.00 PM
7.	Date & time of opening of Tender	05.04.2011 on 03.00 PM
8.	Last date & time of submission of pre-bid query	31.03.2011
9.	Pre-Bid Meeting	01.04.2011 on 03.00 PM
10.	Venue of Pre-Bid Meeting, Tender Submission & Opening of Tender	District e-Governance Society, North 24 Parganas New Administrative Building, Rishi Bankim Sarani, Barasat, North 24 Parganas, Kolkata-124

The tender documents are available at the office of the **Chairman, District e-Governance Society, North 24 Parganas** office on all working days from 10.30 AM to 4.00 PM, address given above, on submission of a demand draft of Rs.2500.00 (Rupees Two Thousand five Hundred only) of any Nationalised Bank in favour of **District e-Governance Society, North 24 Parganas, payable at Kolkata**.

Tender document is also available on website <http://north24parganas.gov.in> & <http://tenders.gov.in>. Interested bidders may also print the document from the website and submit the tender document along with the cost of the document in the form of demand draft of Rs.2500/- (Rupees Two Thousand five Hundred only) of any Nationalised Bank.

In case of any information please contact at the following numbers:

1. Mr. Randhir Kumar, IAS, ADM(G) (033-25523355, 9830200977, admg24p@gmail.com)
2. Mr. B.Chakraborty, SSA (033-25520094, 9434308385, dio-nprg@nic.in)

Pre-Bid Query will be submitted to Mr. Mr. B.Chakraborty, SSA, ADIO as per format in original.

News Paper Matter

TENDER NOTICE
Sealed Tenders are invited for supply, installation & commissioning of Server, SAN, Network equipments, Peripherals &

Be
21/3/11
District Magistrate
&
Chairman



CONTENTS OF THE TENDER DOCUMENT

The Tender document comprises of the following:

SECTION – A	ELIGIBILITY CRITERIA
SECTION – B	INSTRUCTIONS AND INFORMATION FOR SUBMISSION OF PROPOSAL
SECTION – C	GENERAL TERMS & CONDITIONS
SECTION – D	INSTRUCTION TO BIDDER
SECTION – E	BID FORM
SECTION – F	FORMAT FOR BIDDER ORGANISATION DETAILS
SECTION – G	FORMAT FOR FINANCIAL CAPABILITY
SECTION – H	FORMAT FOR TECHNICAL CAPABILITY
SECTION – I	COMPLIANCE STATEMENT
SECTION – J	BILL OF MATERIAL
SECTION – K	LIST OF DOCUMENTS TO BE SUBMITTED
SECTION – L	LIST OF CLIENT OF SIMILAR ORDER
SECTION – M	PRICE BID FORMAT
SECTION – N	PRE-BID QUERY FORMAT
SECTION – O	MANUFACTURER'S AUTHORISATION CERTIFICATE
SECTION – P	PROFORMA FOR PERFORMANCE BANK GUARANTEE
SECTION – Q	TECHNICAL SPECIFICATION
SECTION – R	ROLE OF SYSTEM INTEGRATOR



SECTION – A

ELIGIBILITY CRITERIA

1. The bidder shall be an Information Technology Company and shall be a reputed System Integrator in India.
2. The bidder shall have executed similar single order as system Integrator for an amount not less than Rupees Fifty Lac per year in last two financial years (considering FY - 2008-09, 2009-10) preferably in Government/PSU. Documentary evidence to be submitted (order copy depicting clearly SYSTEM INTEGRATION).
3. The bidder should have an annual turnover of not less than Rs.5 Crores in the last financial year and aggregate of turnover of last three (3) consecutive financial years should be Rs.50 Crores or above.
4. Preferably the bidder should have sufficient no of certified engineers each for RHEL 5.5 Advanced Platform, Standard (Maximum sockets of the quoted server), PostgreSQL, Server, Storage, Networking and must have his service personnel in Kolkata so that any call reported is attended within stipulated the response time. To qualify the bidder must have minimum six service personnel at Kolkata to cater prompt service. Detailed list of Service personnel with address, name of contact person and contact number to be submitted.
5. The bidder should have experience in integration work with ZOPE, ZEO, ZOPE-DB, Apache on Linux for Portal Server, Apache, Tomcat etc. on Linux for Application Server, PostgreSQL on Linux for RDBMS Server and Apache, Tomcat, ZOPE, ZOPE-DB, ZEO, PostgreSQL, Storage Management & Backup Management SW. Credential in this respect is to be submitted.
6. Bidder to produce up to date photocopies of VAT, Service Tax, PAN card. All such clearance certificates shall remain valid on the date of submission of tender.
7. The bidder should preferably have a Call Centre operational on 24X7 basis. Each registered call would be provided a unique docket number. All received calls and their resolution details have to be communicated to the Chairman, District e-Governance Society, North 24 Parganas on a fortnightly basis during the entire period of the contract. Details about Call Centre to be submitted.
8. SI to ensure service during the warranty period and availability of spares for minimum period of 5 years after the warranty period. Manufacturer Authorization Certificate to be submitted.
9. Bidder should submit Earnest Money Deposit (EMD) of Rs. 100000.00 (Rupees One Lac only) in the form of Demand Draft from any Scheduled Bank in favour of '**District e-Governance Society, North 24 Parganas**' payable at Kolkata.
10. Manufacturer's tender specific authorizations for major items like Server, Storage, Printer, Network (for Active & Passive product) & Software must be submitted as per format enclosed (Section - A) otherwise offer to be rejected.
11. The bidder shall have Quality Certification (ISO 9001:2008).
12. The bidder shall submit Bank Solvency certificate of Rs.1 Crore (Rupees One Crore).



13. The bidder should have sufficient experience as system integrator of a comprehensive enterprise ON-Line IT infrastructure comprising of supply, installation and commissioning of Servers, Storage, Red Hat Linux, PostgreSQL to provide on line support. Models quoted must be substantiated with OEM brochure. Copy of orders and completion certificate is to be submitted.
14. Outsourcing of services is banned except from OEM undertaking is required.
15. Category wise details of support engineer and their bio-data with technical qualification to be submitted.
16. Undertaking from OEM whose product they are quoting that the equipment will be delivered within 45 days.
17. The bidder should be in a position to ensure availability of spares for a minimum period of five years after warranty of five years.



SECTION – B

INSTRUCTIONS AND INFORMATIONS FOR SUBMISSION OF PROPOSAL

Interested Bidders are required to submit their (A) Technical proposals, (B) Financial proposal and (C) Declaration of complying eligibility criteria in three separate sealed envelopes as per instructions given below: -

The firm shall seal & mark various parts of the proposal as follows:

- A) Technical Bid in one envelope super- scribed with words “**Technical Bid for Supply, Installation, Commissioning & System Integration of Computer SERVER, Storage, system software, network & Backup System for e-Office Core ICT Infrastructure, Collectorate, North 24 Parganas**”. This envelope will also contain the EMD in another small envelope inside it (1+1 Copy + soft copy in pdf).
- B) Financial Bid in one envelope super- scribed with words “**Financial Bid for Supply, Installation, Commissioning & System Integration of Computer SERVER, Storage, system software, network & Backup System for e-Office Core ICT Infrastructure, Collectorate, North 24 Parganas**” (1+1 Copy + soft copy in pdf)..
- C) Declaration of complying eligibility criteria duly signed and stamped in one envelop super scribed with words “**Declaration**”. This declaration is mandatory without which the bid will not be considered (1+1 Copy + soft copy in pdf).
- D) All the envelopes shall be sealed in a covering envelope super scribed with words “**Tender No., Declaration, Technical Bid & Financial Bid for Supply, Installation, Commissioning & System Integration of Computer SERVER, Storage, system software, network & Backup System for e-Office Core ICT Infrastructure, Collectorate, North 24 Parganas**” (1+1 Copy).

Every envelope and forwarding letter of various parts of the proposal shall be addressed as follows:

**The Chairman
District e-Governance Society, North 24 Parganas
New Administrative Building
Rishi Bankim Sarani
Barasat, North 24 Parganas
Kolkata-124**

The envelope shall be sealed by signing across all joints & pasting good quality transparent adhesive tape on top of such joints & signatures with company seal. Proposals sent through telex/telegrams/fax/e-mail shall not be accepted. The Chairman, District e-Governance Society, North 24 Parganas shall not be responsible for delay on account of delivery by the postal authorities as well as courier companies. Such delivery shall be at the risk and cost of the bidder.

If the envelopes are not sealed and marked as required above, the Chairman, District e-Governance Society, North 24 Parganas shall assume no responsibility for the proposal's misplacement or premature opening.

The sealed envelope containing the sealed Techno-Commercial Bid and Financial Bid either may be dropped in tender box kept at office upto **02.00 PM, 05.04.2011** or through post/speed post/Courier addressed to the Chairman, District e-Governance Society, New Administrative Building, Rishi Bankim Sarani, Barasat, North 24 Parganas Kolkata-124 by



02-00 PM of 04.04.2011 . No other mode of delivery shall be accepted. The Chairman, District e-Governance Society, North 24 Parganas will not be responsible for any postal delay.

(B.1) TECHNICAL PROPOSAL

The **Technical Bid** should consist of the following documents:

1. Manufacturer Authorisation Certificate as per eligibility criteria & format (Section-O).
2. Technical Compliance Sheet as per format (Section-I)
3. List of Service Engineer with qualification, certification details.
4. Relevant certification copies as applicable for technical proposal.

(B.2) FINANCIAL PROPOSAL

The Financial Bid should consist of Price Bid as per format (Section-M) on the letter head of the Bidder.

(B.3) Declaration

The **Declaration** should consist of the following documents

1. EMD of Rs.100000/- (Rupee One Lac only) in the form of Demand Draft from a Scheduled Bank in favour of "District e-Governance Society, North, 24 Parganas" payable at Kolkata.
2. Detailed profile of the bidder.
3. Copy of orders executed as per eligibility criteria.
4. Audited Annual Accounts/Annual Report of last three financial years (2007-08, 2008-09 & 2009-10).
5. PAN allotted by the Income Tax authorities, Copy of Card to be submitted.
6. Photocopy of the VAT Certificate,
7. Service Tax Registration Certificate.
8. Bid Form duly filled and signed as per format (Section-E)
9. Original Tender document duly stamped & signed on all pages.
10. List of Client of similar order
11. Call Center Details
12. Power of Attorney of Authorization for signing the bid

(B.4) GENERAL INFORMATION

(i) Schedule of the Tender

The tender document along with the Earnest Money Deposit of Rs.100000/- (Rupees One Lac only) in the form of Demand Draft from any Scheduled bank in favour of "District e-Governance Society, North, 24 Parganas" payable at Kolkata shall be received on or before 02-00 PM on **05.04.2011** to the Chairman, District e-Governance Society, New Administrative Building, Rishi Bankim Sarani, Barasat, North 24 Parganas Kolkata-124.

(ii) Amendment of Invitation

At any time prior to the deadline for submission of proposals, the Chairman, District e-Governance Society, North 24 Parganas reserves the right to add/modify/delete any portion of this document by issuance of a Corrigendum, which would be published on the website and will also be made available to all Bidders who have been issued the tender document. The Corrigendum shall be binding on all bidders and will form part of the bid documents (Techno Commercial as well as financial bid).

(iii) Earnest Money Deposit (EMD)

The firm shall furnish an EMD of Rs.100000/- (Rupees One Lac only) in the form of a



demand draft from a Scheduled Bank payable at Kolkata and in favour of "District e-Governance Society, North, 24 Parganas". Any bid not accompanied with the EMD shall be rejected.

(iv) Forfeiture of EMD

EMD made by Bidder may be forfeited under the following conditions:

If Bidder withdraws the proposal before the expiry of validity period.

During the evaluation process, if a Bidder indulges in any such activity as would jeopardize the process, the decision of the Chairman, District e-Governance Society, North 24 Parganas regarding forfeiture of EMD shall be final and shall not be called upon question under any circumstances.

If Bidder violates any of the provisions of the terms and conditions of the proposal.

In the case of a successful Bidder, if Bidder fails to:

- a) Accept the work order along with the terms and conditions
- b) Furnish performance security.
- c) Violates any of the work conditions of this proposal or indulges in any such activities as would jeopardize the work.

The decision of the Chairman, District e-Governance Society, North 24 Parganas regarding forfeiture of EMD shall be final and shall not be called upon to question under any circumstances, besides, forfeiture of EMD even the Bidder will not be allowed to participate in any job of the Chairman, District e-Governance Society, North 24 Parganas for a period of one year.

(v) Clarification Regarding Tender Document

A prospective Bidder requiring any clarification about the Tender document and scope of work may contact Mr. Randhir Kumar, IAS, ADM(G) & CEO, District e-Governance Society, North 24 Parganas) or Mr. B.Chakraborty, SSA/ADIO, Member, District e-Governance Society, North 24 Parganas during working hours.

(vi) Awarding of Contract

This is a turnkey job in a nature, so bidder(s) to quote all the items mentioned in the tender document, which can ensure single point contact / sole responsibility of the bidder(s) towards project execution. However the Chairman, District e-Governance Society, North 24 Parganas reserve the right to split the order among L1, L2, and L3, if required, at L1 price. The successful bidder (s) will have to give security deposit in the form of Performance Bank Guarantee.

(vii) Amendment of Proposals

In order to afford prospective Bidder reasonable time to make amendment in their proposals, the Chairman, District e-Governance Society, North 24 Parganas may, at his discretion, extend the deadline for the submission of proposals. However, no such request in this regard shall be binding on the Chairman, District e-Governance Society, North 24 Parganas.

(viii) Language of Proposal & Correspondence

The proposal will be prepared by the Bidder in English language only. All the documents relating to the proposal (including brochures) supplied by the firm should also be in English, and the correspondence between the Bidder & the Chairman, District e-Governance Society, North 24 Parganas will be in English language only. The correspondence by fax/E-mail must be subsequently confirmed by a duly signed formal copy.

(ix) Proposal Currencies



Prices shall be quoted in **Indian Rupees**, inclusive of all prevailing taxes, levies, duties, cess etc.

(x) Period of Validity of Proposals

For the purpose of placing the order, the proposals shall remain valid till 180 days. **During the period of validity of proposals, the rates quoted shall not change.** In exceptional circumstances, the Chairman, District e-Governance Society, North 24 Parganas may ask for extension of the period of validity and such a request shall be binding on Bidders. The request and the response of Chairman, District e-Governance Society, North 24 Parganas to such a request by various Bidders shall be in writing. A Bidder agreeing to such an extension will not be permitted to increase its rates.

(xi) Formats & Signing of Proposals

The original and all copies of the proposals shall be neatly typed and shall be signed by an authorized signatory(ies) on behalf of the Bidder. The authorization shall be provided by written Power of Attorney accompanying the proposal. All pages of the proposal, except for un-amended printed literature, shall be initialed by the person or persons signing the proposal. The proposal shall contain no interlineations, erase or overwriting. In order to correct errors made by the Bidder, all corrections shall be done & initialed with date by the authorized signatory after striking out the original words/figures completely.

(xii) Deadline for Submission of Proposals

Proposals will be received by the Chairman, District e-Governance Society, North 24 Parganas at the specified address not later than 14:00 hrs. on 05.04.2011 the Chairman, District e-Governance Society, North 24 Parganas may, at his discretion, extend this deadline. The Chairman, District e-Governance Society, North 24 Parganas may also extend this deadline for any other administrative reason.

(xiii) Late Proposals

Any proposal received by the Chairman, District e-Governance Society, North 24 Parganas after the deadline for submission of proposals will not be accepted. The Chairman, District e-Governance Society, North 24 Parganas reserves the right to accept of the late entries.

(xiv) Withdrawal of proposals and proposals for additional items of work

Proposals cannot be withdrawn during the interval between their submission and expiry of proposal's validity period. Fresh proposals may be called from eligible vendors for any additional item(s) of work not mentioned herein, if so required.

Evaluation Scoring Guidelines

1. Declaration Evaluation

A Organization Capacity			
Bid Quality			
Organization of the bid	15	Neatness of the Bid document, typing quality, binding	5
		Presence absence of index/page no	5
		Original bid document signed and stamped	5
Proof of job carried out	50	Similar SI job of at least 2 Crore in a single order preferably in Government/PSU as clause no 2 of eligibility criteria	50
A1 Financial Profile			
Turnover per annum (Of Bidder or Parent Company) as mentioned in eligibility criteria, minimum 50 crores	200	Turnover =< 10 Crore	50
		Turnover = or < 20 Crore	100
		Turnover = or < 50 Crore	150
		Turnover > 100 Crore	200
B2 Customer support infrastructure			



Call Centre	50	Details of call centre with working during office hours only	20
		Call centre with 24 hours working	50
Customer support management procedure	35	No details of customer support management procedure	0
		Assessment will be done by Technical Team	
		Highest Score	35
B3. Project Management			
Technical Capability in executing & managing projects integrating various technologies (Network, hardware, software). Write up should not exceed 10 pages)	50	11 points for each completed project with full project details i.e. order, job completion certificate, project management details, etc.	50
Total Marks	400		400

2. Technical Evaluation

Only technical bids of successful bidders after “Declaration” evaluation will be considered for technical evaluation.

Description	Max Score	Details	
TECHNICAL CAPABILITY			
Support manpower availability at Kolkata			
Server quoted, Linux & PostgreSql integration Engineers	100	Score 25 marks for every qualified engineer details along with certification provided	100
Storage Integration Engineer and Backup I	50	Score/marks for every qualified/ certified engineer details provided 25	50
Network Integration Engineer	50	Score/Marks for every certified Engineer details - 25	50
Total Marks	200		200

CRITERIA FOR QUALIFYING “DECLARATION”.

Bidders must secure minimum 80% marks in Declaration evaluation for qualifying for Technical evaluation of the bid.

CRITERIA FOR QUALIFYING TECHNICAL BIDS

Bidders must secure minimum 80% marks in technical evaluation for qualifying for financial evaluation of the bid. Financial bids of only those bidders who get qualified will be opened. [For each row/sub-row in a table marks for 'Higher' = 100%, 'Equal' = 80%, 'Lower' =40%, 'Inconvenient' = 20 % and 'Non-Quote/No Mention/Otherwise' = 0]

Evaluation of Financial Bids

Goods and Services that are required but have been left out or are necessary to correct minor deviations of the bid will be added to the total bid price using costs taken from the highest prices from other responsive bids for the same Goods and Services or at prevailing list prices from published web site or documents, whichever is higher. Commercial bids submitted will be compared with respective Scope of Work and detailed Bill of Material. The price schedule shall also have the indicative price break up for various sections of works involved in line with the details submitted along with respective technical proposal. The Bidders will not be permitted or required to modify the source of any hardware, Software, related equipment, Materials, products, or other Goods, as well as related Services after bid opening.



SECTION – C

GENERAL TERMS & CONDITIONS

1. Interpretation of documents

If any bidder should find discrepancies or omission in the specifications or other tender documents, or if he should be in doubt as to the true meaning of any part thereof, he shall make a written request to the tender inviting authority for correction/clarification or interpretation or can put in a separate sheet along with his technical bid document.

2. Splitting of the Contract and Curtailment of Work

The Chairman, District e-Governance Society, North 24 Parganas reserves the right to split up and distribute the work among the successful bidders and to curtail any item of work in the schedule partly or fully.

3. Payment Terms

Payment will be made only after full & final installation and verification & acceptance of duly constituted technical committee of the society.

4. Preparation of Tender

Tender shall be submitted in accordance with the following instructions:

- (i) Tenders shall be submitted in the prescribed forms. All signatures shall be in longhand. Where there is conflict between the words and the figures, the words shall govern.
- (ii) All notations must be in ink or type written. No erasing or overwriting will be permitted. Mistakes may be crossed out and corrections typed or written with ink adjacent thereto and must be initialed in ink by the person or persons signing the tender.
- (iii) Tenders shall not contain any recapitulation of the work to be done. Alternative proposals will not be considered unless called for. No written, oral, telegraphic or telephonic proposals for modifications will be acceptable.
- (iv) Tenders shall be delivered to the office as notified on or before the date and time set for the opening of tenders in the Notice Inviting Tenders. The packet of documents including the tender shall be enclosed in sealed envelope having the title of the work and the name of the bidder.
- (v) Tenders subject to any conditions or stipulations imposed by the bidder are liable to be rejected.
- (vi) Each and every page of the tender document must be signed with company seal by the bidder.
- (vii) Any bidder may withdraw his tender by written request at any time prior to the scheduled closing time for receipt of tenders and not thereafter.

5. Opening of Tenders

The tenders shall be opened at the time set forth in the document. Bidders or their authorized representatives are invited to be present and to put their signatures on the records of tender opening as each tender is opened.



6. Assignments

No assignment by the Contractor of any contract to be entered into hereunder of any part hereof, or of funds to be received hereunder by the Contractor, will be recognized by the company unless such assignment has had its prior approval.

7. Deduction of Sales Tax & Income Tax

Deduction of all statutory and necessary Tax from each bill will be made as per Government Order prevailing at the time of payment. Necessary tax deduction certificate will be issued on demand by the Company.

8. Tax Registration Certificate

Bidder submitting a tender shall produce up to date VAT, Income Tax and Professional Tax Certificate in the standard form from the Tax Authority or a Certificate that the assessment is under consideration. All such clearance certificates shall remain valid on the last date of permission.

9. Canvassing

Canvassing or support in any form for the acceptance of any tender is strictly prohibited. Any bidder doing so will render him liable to penalties, which may include removal of this name from the register of approved Contractors.

10. Warranty

The bidder/OEM will warranty that products supplied under the contract are newly made and are free from defects in the design, engineering and workmanship. The bidder would be responsible for the up keep and maintenance of the infrastructure and necessary deliverables under the scope of work during the entire warranty period, as mentioned in Bill of Material, from the date of final acceptance of the system by the customer. The bidder shall not, without the express prior written consent of the Chairman, District e-Governance Society, North 24 Parganas, assign to any third party of the contract or part thereof. Service support for the entire warranty period (five years from the final acceptance from the customer) will be on site and comprehensive (including spares) and free of cost for the entire warranty period.

11. Warranty Support

The equipment supplied will be warranted against bad workmanship and manufacturing defects, as mentioned in Bill of Material, from the dated of acceptance of the system whole or part. Service support for the entire warranty period will be on site and comprehensive (including spares and all software support) and free of cost for the entire warranty period.

The bidder should have a call centre working for 24x7 in Kolkata. The contact details of the call centre must be furnished along with the bid. Any call logged with the service centre must be given a running docket number to the person reporting the call.

The call log as well as resolution details have to be submitted to the Chairman, District e-Governance Society, North 24 Parganas on a fortnightly basis. Non-receipt of report within the specific date would be treated as non-performance of the service obligation and subsequent extension of warranty

The average uptime averaged over each quarter should be as follows:



Up time requiremen	Machine location	Maximum Downtime	Penalty
99.0% Per Calendar Month.	District e-Governance Society, North 24 Parganas, Barasat, Kolkata-124	3 Hrs.	Penalty of 0.5% of the Server / equipment cost beyond 12 Hrs but within 1 days and 1 % thereafter per day.

The bidder should locate his service personnel at District e-Governance Society, North 24 Parganas, Barasat, Kolkata-124 so that any call report is attended within the response time specified.

If the uptime goes below the prescribed limit in any quarter, the same will be noted. At the scheduled end of the warranty period the total of such deviation will be done and the contractor will have to extend the warranty support by the default time.

12. Delivery

All materials should be delivered and installed at the site within 6 weeks from the date of issuance of order. The material will be installed at the sites as detailed in Section –

13. Liquidated Damage

The job includes the supply and installation of materials mentioned in the tender document. In the event of failure to meet the job completion in stipulated date/time liquidated damage may be imposed on the contractor for sum not less than 0.5% of the contract value for each week or part thereof, subject to a ceiling of 10% of the total contract value (including all taxes & duties and other charges). In the event of LD exceeds 10% of the order value, the Chairman, District e-Governance Society, North 24 Parganas reserves the right to terminate the contract and the Chairman, District e-Governance Society, North 24 Parganas will get the job completed by any other competent party. The difference of cost incurred by the Chairman, District e-Governance Society, North 24 Parganas will be recovered from the contractor.

14. Performance Bank Guarantee (PBG)

As a guarantee for timely delivery, installation and commissioning of equipment as well as performance of on-site warranty support for 60(Sixty) month from the date of final acceptance of systems and pertaining to proper running of the systems, the bidder will have to submit 10% of the contract value as security in the form of Performance Bank Guarantee from any nationalized bank as per format enclosed (Section-P)

15. The acceptance of the tender will rest with the accepting authority who is not bound to accept the lowest or any tender and reserves the right to reject in part or in full any or all tender(s) received and to split up the work among participants without assigning any reason thereof.

16. If any bidder withdraws his tender before acceptance or refusal within a reasonable time without giving any satisfactory explanation for his withdrawal, he/she shall be disqualified for participation in any tender of this organization for a minimum period of 2 (two) years.

17. The price offers shall remain firm within the currency of contract and no escalation of price will be allowed.

18. The bidder must be present at the time of opening of the Tender. We are not answerable for any queries of any bidder who remain absent at that time.



19. Bid Validity

The price quoted must be firm and must remain valid for acceptance up to 180 days from the date opening of Price Bid. The tender inviting authority reserves the right for seeking extension of validity of offered rates from the successful bidder. In exceptional circumstances, the Chairman, District e-Governance Society, North 24 Parganas may ask for extension of the period of validity and such a request shall be binding on Bidders.

20. Price

- Price should be quoted in the Price Bid format only. No deviation in any form in the Price Bid sheet is acceptable
- Price quoted should be firm, inclusive of all charges like packing, forwarding, insurance, freight, etc.
- Percentage/specified amount of taxes & duties should be clearly mentioned otherwise the Chairman, District e-Governance Society, North 24 Parganas reserves the right to reject such vague offer.
- Price to be quoted inclusive of **installation & Commissioning** charges.

21. Discrepancies & Adjustment thereof

- Discrepancy between description in words and figures, the rate which corresponds to the words quoted by the bidder shall be taken as correct.
- Discrepancy in the amount quoted by the bidder due to calculation mistake of the unit rate then the unit rate shall be regarded as firm.
- Discrepancy in totaling or carry forward in the amount quoted by the bidder shall be corrected.

22. Force Majeure Condition

If the execution of the contract/supply order is delayed beyond the period stipulated in the supply order as result of outbreak of hostilities, declaration of an embargo or blockade of fire, flood, acts of God, then the Chairman, District e-Governance Society, North 24 Parganas may allow such additional time by extending the project execution timeframe as considered to be justified by the circumstances of the case and its decision will be final. If additional time is granted by the District e-Governance Society, North 24 Parganas, Barasat, Kolkata-124, the supply order shall be read and understood as if it had contained from its inception the execution date as extended.

23. Contacting District e-Governance Society, North 24 Parganas

Bidder shall not approach the Chairman, District e-Governance Society, North 24 Parganas officers after office hours and/or outside the Chairman, District e-Governance Society, North 24 Parganas office premises, from the time of the bid opening till the time the contract is awarded. Any effort by bidder to influence the Chairman, District e-Governance Society, North 24 Parganas officers in the decision on bid evaluation, bid comparison or contract award shall result in rejection of the bidder's offer. If the bidder wishes to bring additional information to the Govt. of West Bengal, they shall do so in writing.

24. Society's Right to Reject

The Chairman, District e-Governance Society, North 24 Parganas reserves the right to reject any bid and to annul the bidding process and reject all bids at any time prior to award of Contract, without thereby incurring any liability to the affected bidder(s) or any obligation to inform the affected bidder(s) of the grounds for such decision.

25. Lack of Information to bidder

The bidder shall be deemed to have carefully examined the tender document to full satisfaction. Any lack of information shall not in any way relieve the bidder of his responsibility to fulfill the obligation. If the bidder has any queries, they can send the



queries to the Chairman, District e-Governance Society, North 24 Parganas four (4) working days prior to the date of submission of tender.

26. Pre-Dispatch Instruction

All materials / equipments supplied against the purchase order shall be subjected to Inspection, check and /or test by the authorized representative from the District e-Governance Society, North 24 Parganas.

27. Final Inspection

Final inspection will be carried by the authorized representative from the District e-Governance Society, North 24 Parganas.

28. Site Inspection

Bidder can inspect (at their own cost) the sites if required, for which they have to take necessary permission from the Chairman, District e-Governance Society, North 24 Parganas in writing. The Chairman, District e-Governance Society, North 24 Parganas will take at least four days to organize such permission.

29. Quality Control

- a. The contractor is obliged to work closely with the Chairman, District e-Governance Society, North 24 Parganas and/or staff, act within its authority and abide by directive issued by them on implementation activities.
- b. The contractor will abide by the safety measures and free the Chairman, District e-Governance Society, North 24 Parganas from all demands or responsibilities arising from accident/loss of life, the cause of which is due to their negligence. The bidder will pay all indemnities arising from such incidents and will not hold the Chairman, District e-Governance Society, North 24 Parganas responsible.
- c. The contractor will treat as confidential all data and information about the system, obtained in the execution of its responsibilities in strict confidence and will not reveal such information to any party without the prior written approval of the District e-Governance Society, North 24 Parganas, Barasat, Kolkata-124.
- d. The Chairman, District e-Governance Society, North 24 Parganas reserves the right to inspect all phases of contractor's operation to ensure conformity to the specifications. the Chairman, District e-Governance Society, North 24 Parganas shall have engineers, inspectors or other duly authorized representatives made known to the contractor, present during the progress of the work and such representatives shall have free access to the work at all times. The presence or absence of representatives of the Chairman, District e-Governance Society, North 24 Parganas does not relieve the contractor of the responsibility for quality control in all phases.
- e. The Court of Kolkata only will have the jurisdiction to deal with and decide any legal matters or dispute whatsoever arising out of the contract.

30. Pre-Bid Meeting

Pre-bid meeting will be held on 01.04.2011 at 03.00 PM at the office of the Chairman, District e-Governance Society, North 24 Parganas office. Bidders are requested to submit their quires pertaining to this tender to the Chairman, District e-Governance Society, North 24 Parganas on or before 31.03.2011 in writing as per format (Section-N). No others quires will be entertained and will not be discussed during the Pre-Bid meeting. The following points may be noted:

- Intending bidders who procure the Tender document will be eligible for Pre-Bid Meeting.
- Only two persons for each intending bidding organization will be allowed to attend the Pre-Bid Meeting.
- The person should have proper authorization in respective company letter heads.



SECTION – D

INSTRUCTION TO BIDDER

1. DEFINITIONS

In this document, the following terms shall have following respective meanings:

“Acceptance Test Document” means a document, which defines procedures for testing the functioning of installed system. The document will be finalized with the contractor with in 7 days of issuance of the Letter of Award.

“Agreement” means the Agreement to be signed between the successful bidder and the Chairman, District e-Governance Society, North 24 Parganas including all attachments, appendices, all documents incorporated by reference thereto together with any subsequent modifications, the tender, the bid offer, the acceptance and all related correspondences, clarifications, presentations.

“Bidder” means any firm offering the solution(s), service(s) and /or materials required in the RFP. The word Bidder when used in the pre award period shall be synonymous with Bidder, and when used after award of the Contract shall mean the successful Bidder with whom the Chairman, District e-Governance Society, North 24 Parganas signs the agreement for supply, install, commission and render services for the systems deployed in various treasuries

“Contract” is used synonymously with Agreement.

“Contract Price” means the price to be paid to the Contractor for providing the Solution, in accordance with the payment terms.

“Contractor” means the Bidder whose bid to perform the Contract has been accepted by the Chairman, District e-Governance Society, North 24 Parganas and is named as such in the Letter of Award.

“Default Notice” shall mean the written notice of Default of the Agreement issued by one Party to the other.

“Engineer” means persons having minimum BE/B Tech/AMIE degree holder or termed engineering degrees by AICTE/UGC recognized Deemed University or University/Diploma in Electronics/Computer Science/Electrical with 5 years experience.

“Fraudulent Practice” means a misrepresentation of facts in order to influence a procurement process or the execution of a Contract and includes collusive practice among Bidders (prior to or after Bid submission) designed to establish Bid prices at artificial non-competitive levels and to deprive the Chairman, District e-Governance Society, North 24 Parganas and eventually Govt. of West Bengal of the benefits of free and open competition.

“Good Industry Practice” shall mean the exercise of that degree of skill, diligence and prudence which would reasonably and ordinarily be expected from a reasonably skilled and experienced Operator engaged in the same type of undertaking under the same or similar circumstances.

“Government” / “Gov. of W. Bengal” means the Government of West Bengal.

“GoI” shall stand for the Government of India.

“GoWB” means Government of West Bengal

“Installation” means that the laying down and installation of the Solution in accordance with this Contract.

“Party” means the **Chairman**, District e-Governance Society, North 24 Parganas or the Bidder, as the case may be, and **“Parties”** means both of them.



“Personnel” means persons hired by the Bidder as employees and assigned to the performance of the Infrastructure Solution or any part thereof.

“Project” means the Supply, Installation and Commissioning of the systems at designated Treasuries of Government of West Bengal

“Project Plan” means the document to be developed by the Contractor and approved by the Chairman, District e-Governance Society, North 24 Parganas, Barasat, Kolkata-124, based on the requirements of the Contract and the Preliminary Project Plan included in the Contractor's bid. For the sake of clarity, the Agreed and Finalised Project Plan” refers to the version of the Project Plan submitted by the contractor after receiving the letter of Award and the same approved by the Chairman, District e-Governance Society, North 24 Parganas, Barasat, Kolkata-124. The project plan may be changed/ modified during the course of the project. Should the Project Plan conflict with the provisions of the Contract in any way, the relevant provisions of the Contract, including any amendments, shall prevail.

“Implementation Period” shall mean the period from the date of signing of the Agreement and up to the issuance of Final Acceptance Certificate for the project.

“Services” means the work to be performed by the Bidder pursuant to this Contract, as described in the detailed Scope of Work.

“Interest rate” means „364 days Government of India (GoI) Treasury Bills” rate.

“Law” shall mean any Act, notification, bye law, rules and regulations, directive, ordinance, order or instruction having the force of law enacted or issued by the Central Government and/ or the Government of West Bengal or any other Government or regulatory authority or political subdivision of government agency.

“LOI” means issuing of Letter of Intent shall constitute the intention of the Chairman, District e-Governance Society, North 24 Parganas to place the Purchase Order with the successful bidder.

“Operator” means the company providing the services under Agreement.

“Period of Agreement” means 5 years from the date of Final acceptance of the Project

“Requirements” shall mean and include schedules, details, description, statement of technical data, performance characteristics, standards (Indian as well as International) as applicable and specified in the Contract.

“Service” means provision of Contracted service viz., operation, maintenance and associated services for DEPLOYED SYSTEMS as per Section titled “Scope of Work “

“Termination Notice” means the written notice of termination of the Agreement issued by the Chairman, District e-Governance Society, North 24 Parganas

“Uptime” means the time period when specified services are available with specified technical and service standards as mentioned in section titled WARRANTY SUPPORT”

“%Uptime” means ratio of 'up time' (in minutes) as mentioned in section titled “Warranty support”

“Service Down Time” (SDT) means the time period when specified services with specified technical and operational requirements as mentioned in section titled “WARRANTY SUPPORT” are not available to Gov. of W. Bengal and its user departments and organisations.

2. Tender documents are not transferable. Bidders must buy the tender documents in their own name.
3. The bid and all correspondence and document relating to the bid shall be written in English language.



4. All the pages of the bid document including documents submitted therein must be duly signed and stamped failing which the offer shall be liable to be rejected.
5. All the documents to be submitted by the bidder along with their offer should be duly authenticated by the person signing the offer and if at any point of time during procurement process or subsequently it is detected that documents submitted are forged/ tampered/ manipulated in any way, the total responsibility lies with the bidder and the Chairman, District e-Governance Society, North 24 Parganas reserves the full right to take action as may be deemed fit including rejection of the offer and such case is to be kept recorded for any future dealing with them.
6. Overwriting and erasures may make the tender liable for rejection if each of such overwriting/erasures/ manuscript is not only signed by the authorized signatory of the bidder. All overwriting should be separately written and signed by the authorized signatory of the bidder.
7. Details of the enclosures should be clearly mentioned in the forwarding letter in your letterhead along with the bid.
8. No Technical/Commercial clarification will be entertained after opening of the tender.
9. Item, if any other than specified in BOM, felt necessary to complete the installation may please be quoted separately with clarification and reflected in the deviation sheet.
10. Quantity mentioned in the tender document is indicative only and orders shall be placed subject to actual requirement. The Chairman, District e-Governance Society, North 24 Parganas reserve the right to increase or decrease the quantity specified in the tender.
11. The Chairman, District e-Governance Society, North 24 Parganas reserve the right to reject or accept or withdraw the tender in full or part as the case may be without assigning the reasons thereof. No dispute of any kind can be raised the right of buyer in any court of law or elsewhere.
12. Supporting technical brochures/catalogues indicating each feature in respect of offered model and make must be submitted along with the offer, in absence of which the offer is liable to be ignored.
13. Discrepancy in the amount quoted by the bidder due to calculation mistake, the unit rate shall be regarded as firm and the totaling or carry in the amount quoted by the bidder shall be corrected.
14. Bidder must submit a separate sealed envelope containing a letter of complying the eligibility criteria otherwise the bid of the bidder will not be accepted.



SECTION-E

BID FORM

(Bidders are requested to furnish the Bid Form in the Format given in this section, filling the entire Blank and to be submitted on Letter Head)

To

**The Chairman
District e-Governance Society, North 24 Parganas
New Administrative Building
Barasat, North, 24 Parganas
Kolkata-124.**

Sub : Supply, Installation & Commissioning of Computer Server, Storage, Networking, Software & Peripherals and Network Establishment for e-Office Core ICT Infrastructure, Collectorate, North 24 Parganas.

Sir,

We the undersigned bidder/(s), having read and examined in details the specifications and other documents of the subject tender no. _____ do hereby propose to execute the job as per specification as set forth in your Bid documents.

The prices of all items stated in the bid are firm during the entire period of job irrespective of date of completion and not subject to any price adjusted as per in line with the bidding documents. All prices and other terms & conditions of this proposal are valid for a period of 180 (one hundred eighty) days from the date of opening of bid. We further declare that prices stated in our proposal are in accordance with your bidding.

We confirm that our bid prices include all other taxes and duties and levies applicable on bought out components, materials, equipments and other items and confirm that any such taxes, duties and levies additionally payable shall be to our account.

Earnest Money Deposit: We have enclosed EMD in the form of Demand draft for a sum of Rs.100000/- (DD no. _____ dated _____ drawn on _____)

We declare that items shall be executed strictly in accordance with the specifications and documents irrespective of whatever has been stated to the contrary anywhere else in our proposal. Further, we agree that additional conditions, deviations, if any, found in the proposal documents other than those stated in our deviation schedule, save that pertaining to any rebates offered shall not be given effect to.

If this proposal is accepted by you, we agree to provide services and complete the entire work, in accordance with schedule indicated in the proposal. We fully understand that the work completion schedule stipulated in the proposal is the essence of the job, if awarded.

We further agree that if our proposal is accepted, we shall provide a Performance Bank Guarantee of the value equivalent to ten percent (10%) of the Order value as stipulated in Bid document (Section-P).

We agree that the Chairman, District e-Governance Society, North 24 Parganas reserves the right to accept in full/part or reject any or all the bids received or split order within successful bidders without any explanation to bidders and his decision on the subject will be final and binding on Bidder.

Dated, thisday of2011

Thanking you, we remain,

Yours faithfully

Signature
Name in full
Designation

Signature & Authorized Verified by

Name & Designation
Full Signature & Stamp



SECTION - F

Format for Organisation Details

1	Name of the Firm	
2	Registered Office Address <ul style="list-style-type: none"> ▪ Telephone Number ▪ Fax Number ▪ e-mail 	
3	Correspondence/ contact address	
4	Details of Contact person (Name, designation, address etc.) Telephone Number Fax Number e-mail	
5	Is the firm a registered company? If yes, submit documentary proof of Year and Place of the establishment of the company	
6	Former name of the company, if any	
7	Is the firm <ul style="list-style-type: none"> ▪ a Government/ Public Sector Undertaking ▪ a propriety firm ▪ a partnership firm (if yes, give partnership deed) ▪ a limited company or limited corporation ▪ a member of a group of companies (if yes, give name and address, and description of other companies) ▪ a subsidiary of a large corporation (if yes give the name and address of the parent organization) If the company is subsidiary, state what involvement if any, will the parent company have in the project. 	
8	Is the firm registered with sales tax department? If yes, submit valid sales tax /VAT Registration certificate.	
9	Is the firm registered for service tax with Central Excise Department (Service Tax Cell)? If yes, submit valid service tax registration certificate.	
10	Is the firm registered under Labour Laws Contract Act? If yes, submit valid registration certificate.	
11	Attach the organizational chart showing the structure of the organization. Total number of employees	
12	Are you registered with any Government/ Department/ Public Sector Undertaking (if yes, give details)	
13	How many years has your organization been in business under your present name? What were your fields when you established your organization	
14	What type best describes your firm? (Purchaser reserves the right to verify the claims if necessary) <ul style="list-style-type: none"> ▪ Manufacturer ▪ Supplier ▪ System Integrator ▪ Consultant ▪ Service Provider (Pl. specify details) ▪ Software Development ▪ Total solution provider (Design, Supply , Integration, O&M) ▪ IT Company 	
15	Number of Offices / Project Locations in West Bengal	



16	Do you have a local representation /office in Kolkata? If so, please give the address and the details of staff, infrastructure etc in the office and no. of years of operation of the local office	
17	Do you intend to Authorised Service Provider for the works for which you are bidding? If so, please give full particulars of that organization separately.	
18	Please give details of Key Technical and Administrative staff who will be involved in this project, their role in the project, their Qualifications & experience and the certification attained from network product vendor. (documentary proof to be submitted)	
19	Is your organization has ISO 9001 certificates? If so, attach copies of the certificates State details, if certified by bodies, other than that stated.	
20	List the major clients with whom your organization has been/ is currently associated.	
21	Were you ever required to suspend a project for a period of more than three months continuously after you started? If so, give the names of project and reasons for the same.	
22	Have you in any capacity not completed any work awarded to you? (If so, give the name of project and reason for not completing the work)	
23	Whether your organisations has Bank's certificate of solvency. The purchaser reserves the right to seek Documentary proof if contract is awarded.	
24	Have you ever been denied tendering facilities by any Government/ Department/ Public sector Undertaking? (Give details)	



SECTION - G
Format for Financial Capability

FINANCIAL INFORMATION

Sl. No.	Name of the bidder	Turnover (Rs. Crores)		
		2007-2008	2008-2009	2009-2010

Note:

1. Submit the audited financial statement/ audited annual report of the last three financial years. Minimum requirement of turnover is not less than 5 (Five) crores in last financial year.



SECTION - H

Format for Technical Capability

S. No	Project Name	Start Date	End date/ status	Brief Description of Project & Scope of work (implementation, Operation & maintenance)	Type of project	No of Locations	Approx. Value of the project	Contact details of the Customer

Note:

1. Type of Project shall indicate the implementation of services (Hardware, Software Implementation, system operation/ FM support etc).
2. Scope of work shall indicate whether it is implementation, Operation or maintenance.
3. Submit details of the order indicating the project value, customer contact details, project completion certificate, customer satisfaction certificate etc.
4. The Purchaser reserves the right to contact the customer mentioned and /or visit the site



SECTION – I

Compliance Statement

A) Technical

Compliance should be specifically indicated against individual features of each equipment.

All details of the Technical Specifications to be furnished as detailed in the Bill of Material.

Each line item and sub systems mentioned in the Detailed Technical Specification must be addressed separately and has to be accompanied by supporting printed literature or reference to Published Website of the OEM.

Absence of compliance for each line item will be treated as deviation and scored accordingly during evaluation

Non-Technical

Sl. No.	Tender Clause No.	Page No.	Description	Compliance (Complied/ Not complied)	Documentary proof reference	Comments

Note:

1. By signing and affixing rubber stamp on each page of the NIT document, the bidder implicitly expresses his compliance to all clauses mentioned in the NIT. In the event of any deviation or disagreement the vendor is supposed to detail out in a separate item wise deviation statement



SECTION – J

BILL OF MATERIAL

Sl. No.	Type of Equip / component /supply / works	Qty at Site	Remarks
1	Server for 'e-Office-Portal'	One	Cluster with Failure-Backup server
2	Server for 'e-File'	One	Cluster with Failure-Backup server
3	Server for 'Database'	One	Cluster with Failure-Backup server
4	Server for 'Failover Backup'	One	Cluster with above three servers
5	Storage	One	Directly linked in between
6	Backup Device	One	Connect to all servers through Storage Network Device
7	Storage Net Device	One	16-Ports each
8	Layer 3 Ethernet Switch	One	
9	RHEL	Equal to numbers of servers	Operating System must conform to LSB-4.0, POSIX standards and EAL-4 or higher. Implementation of e-Office mandates use of RHEL 5.5 Advanced Platform(Maximum sockets per quoted server)
10	Storage & Backup Management Software	Equal to nos. of servers	As per quoted configuration
11	Application Servers and associated utility software (opensource)		Apache, ZOPE application server with ZOPE-DB and with ZEO architecture. Apache, Tomcat application server.
12	PostgreSQL	Equal to nos. of servers	Latest PostgreSQL, as available in the quoted OS, with administration kit.



SECTION-K

LIST OF DOCUMENT TO BE SUBMITTED

Sl. No.	Documents to enclosed	Enclosed (Yes / No)
01	Profile of the bidder	
02	Bid Form	
03	Earnest Money Deposit of Rs.100000/- (Rupees One Lac only) in the form of bank draft drawn in favor of the Chairman, District e-Governance Society, North, 24 Parganas payable at Kolkata	
04	Photocopy of Reference order (both OEM & bidder)	
05	List of Clients of similar order	
06	Manufacturer's Authorization and support, spares availability for Server	
07	Manufacturer's Authorization and support, spares availability for Storage	
08	MAF and Supports, open availability for Storage Networking devices	
09	MAF and Supports, open availability for Automated Tape Library	
10	Manufacturer's Authorization for Active & Passive Network component	
11	Photocopy of VAT	
12	Photocopy of PAN or equivalent	
13	Photocopy of Service Tax	
14	Photocopy Audited balance sheet for last three financial years	
15	Original Tender document duly stamped & Signed	
16	Technical Compliance Sheet	
17	All certification copies	
18	List of Service Personal / Centers	
19	Call center details	
20	Power of Attorney of Authorization for signing the bid	
21		

Authorized Signatory (Signature In full):

Name and title of Signatory:

Name of Bidder:



SECTION – M

PRICE BID FORMAT

Sl. No.	Item Description (Details stated in the Technical compliance Sheet)	Unit Rate	Quantity	VAT	Price (All Inclusive)
1	Server for 'Database'		1		
2	Server for 'e-Office Portal'		1		
3	Server for 'e-File'		1		
4	Server for 'Failure-Backup'		1		
5	Storage Device		1		
6	Storage Networking Device		1		
7	Automated Tape Library		1		
8	Layer 3 Ethernet Switch		1		
9	Operating System		4		
10					
11					
12					
13					
14					
Total					

(Rupees in word)

Authorized Signatory (Signature In full): _____

Name and title of Signatory: _____

Name of Bidder: _____



SECTION – N

PRE-BID MEETING QUERY

Name of the Bidder :

Queries :

Sl. No.	Section No.	Clause No.	Page No.	Queries

Note : There is a cut off date for receiving of queries before Pre Bid Meeting. Queries received after the cut off period will not be accepted. The Purchaser reserves the right to respond all queries over e-mail.



SECTION – O

Manufacturer's Authorization Form

Date:

To

**The Chairman
District e-Governance Society, North 24 Parganas
New Administrative Buildings
Rishi Bankim Sarani
Barasat, North 24 Parganas
Kolkata-124**

Ref: Tender No.: _____

WHEREAS _____ who are official producers of _____ and having production facilities at _____ do hereby authorize _____ located at _____ (hereinafter, the "Bidder") to submit a bid of the following Products produced by us, for the Supply Requirements associated with the above Invitation for Bids

When resold by _____, these products are subject to our applicable standard end user warranty terms .

We assure you that in the event of _____, not being able to fulfill its obligation as our Service Provider in respect of our standard Warranty Terms we would continue to meet our Warranty Terms through alternate arrangements.

We also confirm that _____ is our authorized service provider/system integrator and can hence provide maintenance and upgrade support for our products.

We also confirm that the products quoted are on our current product list and are not likely to be discontinued with in _____ from the day of this letter. We assure availability of spares for the products for the next five years after three years warranty.

Name _____ In the capacity of _____

Signed

Duly authorized to sign the authorization for and on behalf of _____

Dated on _____ day of _____

Note : This letter of authority must be on the letterhead of the Manufacturer and duly signed by an authorized signatory.



SECTION – P

PROFORMA FOR PERFORMANCE BANK GUARANTEE

(On non-judicial stamp paper of appropriate value to be purchased in the name of executing Bank)

PROFORMA OF BANK GUARANTEE FOR SECURITY DEPOSIT-CUM-PERFORMANCE GUARANTEE

Ref

Bank Guarantee no.....

Date

PROFORMA OF BG FOR SECURITY DEPOSIT

KNOW ALL MEN BY THESE PRESENTS that in consideration of the Chairman, District e-Governance Society, North 24 Parganas, Government of West Bengal having its office at New Administrative Buildings, Rishi Bankim Sarani, Barasat, North 24 Parganas, Kolkata-124 (hereinafter called "The Purchaser") having agreed to accept from _____ (hereinafter called "The Contractor") Having its Head Office at _____, a Bank guarantee for Rs. _____ in lieu of Cash Security Deposit for the due fulfillment by the Contractor of the terms & conditions of the Work Order No. _____ dated _____ issued by the Purchaser for _____ (hereinafter called "the said work order" dated _____). We _____ (Name & detailed address of the branch) (hereinafter called "the Guarantor") do hereby undertake to indemnify and keep indemnified the Purchaser to the extent of Rs. _____ (Rupees _____) only against any loss or damage caused to or suffered by the Purchaser by reason of any breach by the Contractor of any of the terms and conditions contained in the said Work Order No. _____ dated _____ of which breach the opinion of the Purchaser shall be final and conclusive.

(2) AND WE, _____ DO HEREBY Guarantee and undertake to pay forthwith on demand to the Purchaser such sum not exceeding the said sum of _____ Rupees _____) only as may be specified in such demand, in the event of the Contractor failing or neglecting to execute fully efficiently and satisfactorily the order for _____ Work Order no. , _____ dated _____

(3) WE _____ further agree that the guarantee herein contained shall remain in full force and effect during the period that would be taken for the performance of the said order as laid down in the said Work Order No. _____ dated _____ including the warranty obligations and that it shall continue to be enforceable till all the dues of the Purchaser under or by virtue of the said Work Order No. _____ dated _____ have been fully paid and its claims satisfied or is charged or till the Purchaser or its authorized representative certified that the terms and conditions of the said Work Order No. _____ dated _____ have been fully and properly carried out by the said contractor and accordingly discharged the guarantee.

(4) We _____ the Guarantor undertake to extend the validity of Bank Guarantee at the request of the contractor for further period of periods from time to time beyond its present validity period failing which we shall pay the Purchaser the amount of Guarantee.

(5) The liability under the Guarantee is restricted to Rs. _____ (Rupees _____) only and will expire on _____ and unless a claim in writing is presented to us or an action or suit to enforce the claim is filed against us within 6 months from _____ all your rights will be forfeited and we shall be relieved of and discharged from all our liabilities (thereinafter)

(6) The Guarantee herein contained shall not be determined or effected by liquidation or winding up or insolvency or closer of the Contractor.



- (7) The executants has the power to issue this guarantee on behalf of Guarantor and holds full and valid power of Attorney granted in his favour by the Guarantor authorizing him to execute the Guarantee.
- (8) Notwithstanding anything contained herein above, our liability under this guarantee is restricted to Rs. _____ (Rupees _____) only and our guarantee shall remain in force up to _____ and unless a demand or claim under the guarantee is made on us in writing on or before _____ all your rights under the guarantee shall be forfeited and we shall be relieved and discharged from all liabilities there under.

WE, _____ lastly undertake not to revoke this guarantee during the currency except with the previous consent of the Purchaser in writing. In witness whereof we _____ have set and subscribed our hand on this _____ day of _____.

SIGNED, SEALED AND DELIVERED

WITNESS

1) _____

(Stamp of the executants)

2) _____
(Name & address in full with
Rubber Stamp)



INSTRUCTIONS FOR FURNISHING BANK GUARANTEE

1. Bank Guarantee (B.G.) for Advance payment, Mobilization Advance, B.G. for security Deposit-cum-Performance Guarantee should be executed on the Non-Judicial Stamp paper of the applicable value and to be purchased in the name of the Bank.
2. The Executor (Bank authorities) may mention the Power of Attorney No. and date of execution in his/her favour with authorization to sign the documents.

The Power of Attorney is to be witnessed by two persons mentioning their full name and address.
3. The B.G. should be executed by a Nationalised Bank/ Scheduled Commercial Bank preferably on a branch located in Kolkata. B.G. from Co-operative Bank / Rural Banks is not acceptable.
4. A Confirmation Letter of the concerned Bank must be furnished as a proof of genuineness of the Guarantee issued by them.
5. Any B.G. if executed on Non-Judicial Stamp paper after 6 (six) months of the purchase of such stamp shall be treated as Non-valid.
6. Each page of the B.G. must bear signature and seal of the Bank and B.G. Number.
7. The content of the B.G. shall be strictly as Performa prescribed by the Chairman, District e-Governance Society, North 24 Parganas in line with Purchase Order /LOI/ Work Order etc. and must contain all factual details.
8. Any correction, deletion etc. in the B.G. should be authenticated by the Bank Officials signing the B.G.
9. In case of extension of a Contract the validity of the B.G. must be extended accordingly.
10. B.G. must be furnished within the stipulated period as mentioned in Purchase Order / LOI / Work Order etc.
11. Issuing Bank / The Vendor are requested to mention the Purchase Order / Contract / Work Order reference along with the B.G. No. for making any future queries to the Chairman, District e-Governance Society, North 24 Parganas.



SECTION – Q

E-OFFICE CORE ICT INFRASTRUCTURE FOR COLLECTORATE, NORTH 24 PARGANAS

NIC will install and configure application software for e-office portal, e-file server infrastructure integrated in the proposed h/w and systems s/w infrastructure, to be procured through this tender.

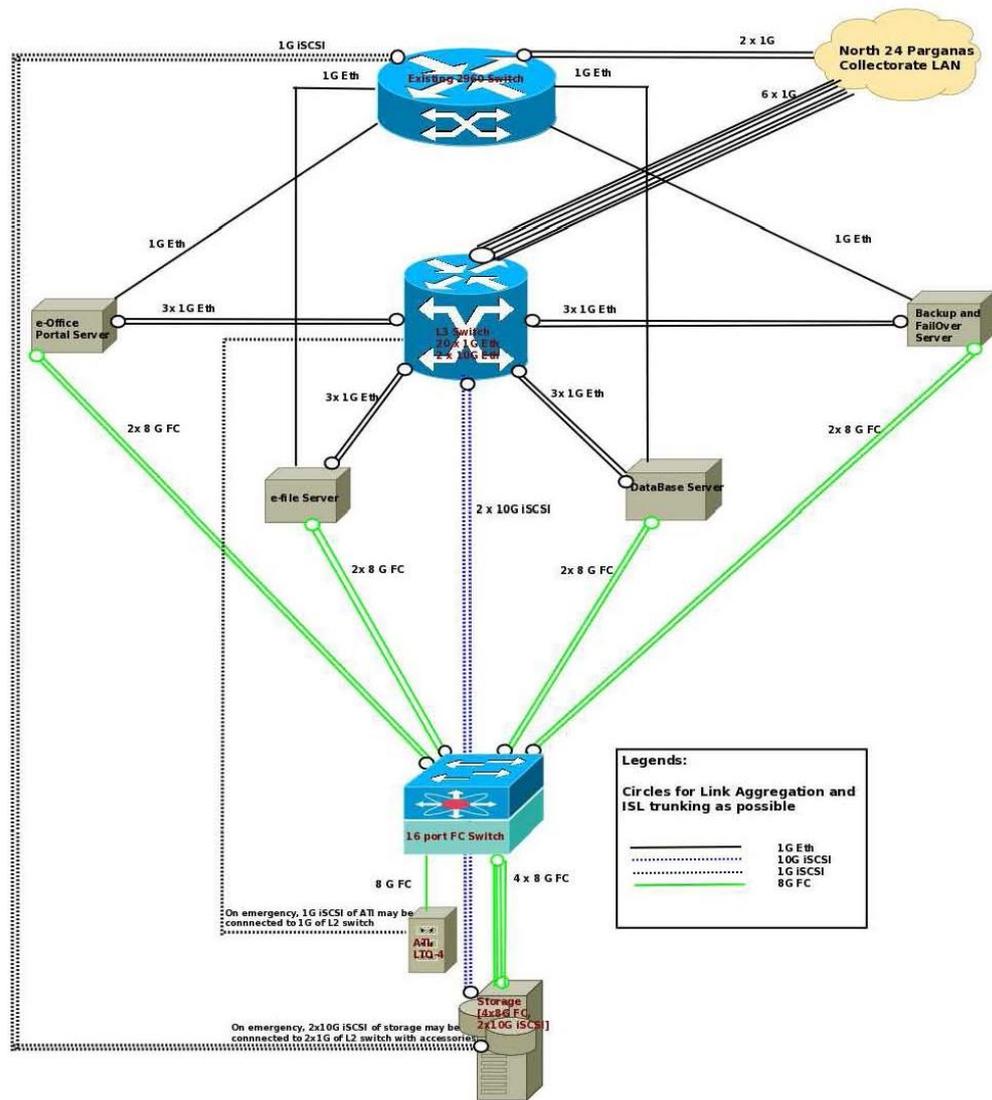
A. ICT Infrastructure

- 1. Servers :** (a) e-Office Portal Server – 1 No., (b) e-File Server – 1 No. (c) Data Base Server for e-Office – 1 No., (d) Backup and Fail-over Server – 1 No., with all LSB-4.x, EAL-4 and POSIX compliant Linux Server OS [e-Office application mandates use of RHEL 5.5 Advanced Platform, Standard (Maximum sockets of the quoted server), Source : Initial Specification from e-Office group], and related software.
- 2. Ethernet Switch :** (a) Minimum 20 x 1 Gbps on RJ-45, 2 x 10 Gbps on Fiber, L3 Switch, IPv6 capable – 1 No. (b) Existing Switch – (i) Cisco 2960 (24 x 10 /100 Mbps on RJ-45, 2 x 10 / 100 / 1000 Mbps on RJ-45 with RJ-45 to Fiber converter – OM3 std interfaces or Cisco 2960G (24x1 GBPS on RJ-45 and 4 nos of dual gigabit interfaces – SFP and RJ-45)
- 3. FC SAN Switch :** 16 port 8 Gbps FC switch, with all accessories (fiber interfaces, cables and licenses)
- 4. SAN Storage :** 4 TB raw with dual active-active controller with min. 4 x 8 Gbps FC [for FC SAN Switch connectivity], min. 2 x 10 Gbps iSCSI [for 10 Gbps Ethernet connectivity with L3 switch], with local replication and management software on Linux with licenses. [Storage Capacity : 2TB + 2TB (local copy / clone) for 500 users in 5 years at the rate of 200 GB per 100 users in 3 years for moderate use (source : e-Office Setup.pdf)]
- 5. ATL :** Rack mountable with one LTO-5 drive, min. 10 cartridge slots, 8 Gbps FC [to connect to SAN switch] and 1 Gbps iSCSI interface on RJ-45 [to connect to L3 / L2 Ethernet switch] with backup software on Linux and license, and 6 nos of 1600GB/ 3200GB cartridges.
- 6. Racks & Accessories :** 2 nos of 19", industry standard, 36U, high depth (1000mm) rack each with dual power inlets with necessary power outlets to connect equipment. One will be used for housing 3 servers, SAN Switch, L3 switch, required patch panels and wire manages, 8 port IP KVM switch, 17" foldable monitor with KBD and mouse, and other to house Backup & Fail-over server, Storage, ATL, existing L2 switch, and required patch panels, and wire manages, 17" / 19" TFT monitor, KBD and mouse etc.
- 7. Installation :** Vendor is responsible for Systems Integration with the above with User Acceptance / e-Office Group Acceptance Certificate.
- 8. Warranty :** Vendor is responsible for 3 years comprehensive, on-site with all hardware, firmware, utility, and system tools, and associated applicable upgrades from the date of User Acceptance Certificate and additional 2 years warranty after 3 years of warranty, or as applicable in the purchase policy of the User / Department.

B. Basis of Core ICT Infrastructure for e-Office

- 1. Failure of Servers :** (Ref. A-1 above) – Failure of any one or more of A-1(a),(b),(c) will need manual intervention to server from A-1(d) for all services, with reduced performance.

2. **Failure of Ethernet Switch** : (Ref. A-2 above) – Failure of A-2(a) will be taken care of by A-2(b) with reduced performance.
3. **Failure of SAN Switch** : (Ref. A-3 above) – Failure of A-3 will be taken care by iSCSI links through L3 switch.
4. **Failure of SAN Storage** : (Ref. A-4 above) – Failure of one storage controller will be taken care of by the other active one, each storage enclosure is equipped with dual paths. Failure of both the controllers necessitates required replacements and restoration from backed up LTO-5 tapes.
5. **Site Preparation** : Civil, electrical (UPS, PAC / CAC, Fire Control, Rodent / Pest Control, Water leakage monitoring, Building Management system with access control etc.) supply and works may be considered by the user / concerned authority.
6. **PCs and Peripherals** : PCs and required peripherals (scanner, printer etc.) are not included.
7. **Anti-Virus Software** : Anti-virus software and associated licenses are not included.



North 24 Parganas e-office core ICT diagram



C. Minimum Guiding Specifications for Centralised ICT for e-Office

C.1 Generic Notes on Minimum Guiding Specification

C.1.0 Specifications against each component / item / utility / work are the minimum guiding ones. Equipment / system / service is considered to be compliant with the specifications if it meets all the minimum guiding specifications. Equipment / system may have higher capability, interfaces or can integrate with higher nos. of components.

C.1.1 Bidder has to fill the specification tables as formatted. Reference to claims of compliance with the minimum guiding specifications has to be stated as asked, mentioning section / page / para etc. of the published documents of the OEM / Evaluation Authority as applicable, in the specified format, failure of which will be considered as non-compliant to that parameter .

C.1.2 Bidder may apply justification while choosing nos of components, as different components may have different loading factors with evaluation software etc. For storage and network systems, all the minimum nos of ports / interfaces, asked for, must be activated ones.

C.2 Notes on Minimum Guiding Specification

C.2.1 Note on Specifications for e-Office DB , Portal, e-File and Backup-Failover Servers HW

Quoted processor must have higher clock frequency, in the family, with multi-processor compatibility. Maximum no. of threads per core / processor may be opted for. Maximum cache (L1, L2, L3 – wherever applicable) for processor may be opted. All these may have implication on average of SPECInt_rate2006 and SPECfp_rate2006, to minimally satisfy the required value.

C.2.2 Note on Specifications for Storage & Backup Devices HW

Global Hot Spare disk should be available , with same specification as other disks, and should be in excess of required raw storage capacity. Storage and Backup management software may preferably run on Linux . SAN based backup may be chosen.

C.2.3 Note on Specifications for Switching System

All ports of the SAN switch should have required licenses (if any), and to be fitted with compatible interface modules to connect to servers, storage, ATL. 10G iSCSI ports should also be fitted with compatible modules to connect to 10Gbps Ethernet ports of the quoted switch.

C.2.4 Note on Specifications for Operating System SW

Operating System must conform to LSB-4.0, POSIX standards and EAL-4 or higher. Implementation of e-Office mandates use of RHEL 5.5 Advanced Platform, Standard (Maximum sockets of the quoted server).

C.2.5 Note on Specifications for ORDBMS SW

Latest PostgreSQL, as available in the quoted OS, with administration kit.

C.2.6 Note on Specifications for e-Office Portal SW



Apache, ZOPE application server with ZOPE-DB and with ZEO architecture.

C.2.7 Note on Specifications for e-File SW

Apache, Tomcat application server.

C.2.8 Note on Specifications for Racks

Industry standard, high depth server racks, with air circulation mechanism front to rear and from bottom to top. One server rack must be equipped with 16-port IP KVM switch with 1U KBD & mouse and fold-able, sliding 17" wide TFT monitor, with all other accessories. Rack must have power distribution from inlet of 2 different sources. Output sockets must be compatible with equipment inlet ones. Each equipment must be fed power from these 2 different sources, where ever applicable. Bidder must express gross weight (rack and equipment in the rack) of rack, and floor area coverage. Bidder may note that, equipment may be fitted in the racks at the place of installation. User / Department may consult building maintenance authority for acceptance of gross weight (rack and equipment in the rack) of the rack.

C.2.9 Note on Specifications for HVAC requirement

Vendor must mention max. power requirement on full load of all equipment, and environmental conditions (e.g. temperature, humidity etc.). user / Department may implement as required.

C.2.10 Note on Specifications for Surveillance System for Core ICT

Physical security, as applicable, may be decided by the Department.

C.2.11 Note on Specifications for LAN infrastructure for Core ICT Equipment

Required accessories (patch panel, wire manages for CAT-6 and accessories for fiber cable routing) should be quoted by the bidder.

C.2.12 Detailed Bill-of-Material:

After specification of each category of items, detailed BOM must be furnished, in tabular format, with table header mentioning the item name with quantity and each row as a single sub-component with columns within as (a) Sl. no (b) Sub-component description, (c) Sub-component specification in brief (d) part-no (e) reference (must be hyperlinked in soft-copy) to specification doc- Pg no , Para No, and clause , (f) reference to minimum guiding spec parameter (if any), (g) quantity / license nos, (h) bidder's judgment for the requirements of the solution , (i) Evaluation by department etc.

C.2.13 Evaluation Criteria

Financial Solvency, past performance, Technical Evaluation & Financial bid may be taken into consideration for evaluation. However this may be taken up by the Department for finalization, according to the respective purchase policy / guideline. Only RoHS compliance has been asked for, among different environment / energy standards. Department may ask for compliance with other energy / emission standard, and allocate credit thereon.

C.3 Minimum Guiding Specifications for Servers HW

C.3.1 e-Office Portal, e-file, RDBMS and Backup-Failover Server HW: [Quantity : 4]

C.3.1.1 Server HW & OS with accessories: Minimum Guiding Specification

Table-1

Sl. No.	Component / Performance / Utility	Min. Specification (asked for – by the Dept.)	Specification (Quoted / Applicable – by the Bidder)	Reference (Section/Pg/ Para No. of Bid – by the Bidder)	Examine Config (Higher / Equal / Lower / Inconvenient) by the Dept.	Judgment on Acceptance (Yes / No) by the department
1	Processor	Make & Model, 2 Physical Processors, Nos. of Cores / Processor, Nos. of Threads / Core i.e. in total P / C / T				
1.1		64 Bit architecture for all cores (if any) and all processors, supporting x86 architecture				
1.2		Proc Feeq. (in GHz), Proc. Freq. Boost (if any - in MHz)				
1.3		L1 cache (I , D), L2 cache (I, D, Comb.), L3 cache (I, D, Comb.) all in MiB				
1.4		Max. Processor-Memory transport : Bye / transfer , Transfer / Sec, Bandwidth				
1.5		Max. Processor-I/O transport : Bye / transfer , Transfer / Sec, Bandwidth				
2	Average SPEC-CPU2006 Rates	SPECPU2006 (1.1) Rates : Average of SPECint_rate2006 and SPECfp_rate2006 >=250 +/- 10				
3	Memory	Mem >= 48 GB, ECC / Equivalent, DDR3 Type , DDR Freq (mention)				
3.1	Max. memory possible on quoted config, after full expansion.	128 GB				
3.2	Additional memory	Mem >= 48 GB, ECC / Equivalent, DDR3 Type , DDR Freq (mention)				
4	VGA & Others	Separate VGA Mem >= 8MB & VGA Mem Type, 1 KBD Port Type, 1 Mouse Port Type, nos. of USB				



		Port & Type				
5	RAID	Controller configured for dual-ported SAS drives, each with 512 MB battery backup cache, supporting RAID-0,1,10 supporting hot-swap & hot-spare devices				
6	Hot-swap , small form factor SAS drives	Min. 2 nos, 15K rpm, dual ported SAS, 2.5", min. 6 Gbps max transfer rate each, min 146 GB raw capacity each, to be configured with RAID-1				
7	SAS Casing	Min 4 , 2.5", hot-swap, dual ported casing				
8	DVD-DL RW	DVD-DL RW				
9	FC-HBA	FC-HBA with 2 ports (8, 4 Gbps) each with fiber patch cord and module accessories				
10	Ethernet	Min. 4 nos of 10/100/1000 Mbps, Ethernet on RJ-45 capable of transporting Ethernet and iSCSI				
11	Free slot for adapters	Min. 2 nos. (preferably PCI-Express) – Mention type and parameter				
12	Server Environment, Management	Interfaces / utilities for power, temperature, predictive component failure status etc in SNMPv3 / RMON / Equiv. compatible with ICT Monitoring				
13	Power Supply (per server / per enclosure)	Min. 2 nos. of hot-swap power-supply, Watt of each > fully configured and all components working requirements				
14	OS with DVD media for SW, Manual and other utilities (as applicable) [e-Office application mandates use of RHEL 5.5 Advanced Platform, Standard (Maximum	LSB-4.0 , latest POSIX & EAL-4 or higher compliant OS: OS & Ver, Kernel Ver, Lic. (if any) etc.				

	sockets of the quoted server)					
15	Form factor	Form factor : Rack mountable				
16	Other component / utility /software	Specify & quote , as necessary to achieve solution				
17	RoHS	Compliance and level of compliance				
28	Warranty	3 years, on-site, comprehensive (firmware, utility, component) after User Acceptance Certificate				
19	Additional Warranty	2 years, on-site, comprehensive (firmware, utility, component) after warranty as in sl. 18				

C.3.1.2 Servers for e-Office Portal, e-File, RDBMS, Backup-Failover HW & OS with accessories:

Provide Detailed BoM here [as per sec. C.2.12]

C.3.2 Storage & Network Specification

Tabl-2

Sl. No.	Component / Performance / Utility	Min. Specification (asked for – by the Dept.)	Specification (Quoted / Applicable – by the Bidder)	Reference (Section/Pg /Para No. of Bid – by the Bidder)	Examine Config (Higher / Equal / Lower / Inconvenient) by the Dept.	Judgment on Acceptance (Yes / No) by the department
1	Storage Net Switching Device [Qty: 1]	Make & Model				
1.1	Generic	1U, Rack mountable SAN switch, 16 FC ports, fan, redundant hot-swap power supplies.				
1.2	Embedded OS	Fabric OS – 6.2 & E-OS compatible or equivalent or higher (mention)				
1.3	Interfaces with all modules.	Hot plug-able non-blocking Fiber duplex Ports >=16 : Min. (1) 16 nos of 8 Gbps FC ports [with lic. - if any – for all ports] (2) Integrated (min.) 1G Eth and serial port (preferable) (3) FC ports configurable connect to storage, backup, servers and for ISL				
1.4	Port Type Support	F_port, FL_Port, E_Port, Ex_Port, Mirror Port, Virtualisation (if any) on E_Port etc.				
1.5	Features	Supported Features :				



		(1)Auto sensing, (2)Zoning, (3) non-disruptive firmware upgrade (4) ent-to-end performance monitoring (5) POST and on-line diagnostics (6) capability to interface , SAN switch, HBA, Storage, ATL from multiple OEM and supporting multiple operating system, (7) Security for hardware-enforced zoning, (8) Policy based security and centralised fabric management, (9)Secure Access, (1) Support for FC based authentication (10) support for SSH, SNMP, (11) Port Binding, (12) Port Masking, (13) ISL trunking, (14) Multipath (15) support for dynamic load balancing of links with no overhead etc.				
1.6	Management	SSH, HTTP / HTTPS, SNMPv3, Telnet, SMI-S, LDAP, Port binding, switch binding, on-line diagnostics & monitoring for ports & paths				
1.7	Accessories	All compatible cables (5 M), modules as applicable				
1.7	RoHS	Compliance with level of compliance				
1.8	Warranty	3 years, on-site, comprehensive (firmware, utility, component) after User Acceptance Certificate				
1.9	Additional Warranty	2 years, on-site, comprehensive (firmware, utility, component) after warranty as in sl. 1.8				
1.10	Storage & Net Switching Device with accessories : Provide Detailed BoM [as per sec. C.2.12]					

Table-3

Sl. No.	Component / Performance / Utility	Min. Specification (asked for – by the Dept.)	Specification (Quoted / Applicable – by the Bidder)	Reference (Section/Pg /Para No. of Bid – by the Bidder)	Examine Config (Higher / Equal / Lower / Inconvenient) by the Dept.	Judgment on Acceptance (Yes / No) by the department
2	Storage Device [Qty : 1]	Make, Model				
2.1	Interfaces	Min. (1) 8 Gbps FC host port >=4 (2) 10G iSCSI ports >=2 with compatible cables to connect to Ethernet switch				
2.2	Controller	Dual Active controller with minimum 4 GB memory per				



		controller(preferable), supporting RAID-0,1,10,5,6				
2.3	Max nos of Disks	Max. nos of FC disks supported >= 100 Max. partition sported >=128, Support for FC and SATA disks				
2.4	Nos. of Disks & Capacity	8x 600 GB dual-ported, hot-swap FC disk, 15K rpm, and one Global Hot Spare Disk of same specification.				
2.5	Std. compliance	SNIA / SMI-S compliance				
2.6	Power & Cooling	Power supply & Fans : dual redundant, hot-swap				
2.7	Features	Custom LUN, remote mirror to multi LUN, hot-spare disks, volume copy, point-in-time copy, dynamic volume expansion, multipath, zoning, cloning, synchronous / asynchronous block replication, web based management, and associated licenses.				
2.8	RoHS	Compliance and level of compliance				
2.9	Warranty	3 years, on-site, comprehensive (firmware, utility, component) after User Acceptance Certificate				
2.10	Additional Warranty	2 years, on-site, comprehensive (firmware, utility, component) after warranty as in sl. 2.9				
2.11	Storage Device with accessories : Provide Detailed BoM [as per sec. C.2.12]					

Table-4

Sl. No.	Component / Performance / Utility	Min. Specification (asked for – by the Dept.)	Specificatio n (Quoted / Applicable – by the Bidder)	Reference (Section/Pg /Para No. of Bid – by the Bidder)	Examine Config (Higher /Equal / Lower /Inconvenient) by the Dept.	Judgment on Acceptance (Yes / No) by the department
3	Backup Device (Tape Library) [Qty: 1]	Make & Model				
3.1	Drives	Rack mountable with 1 tape drive of LTO-Ultrium-5 or equivalent, FC interface , and (min.) 1Gbps Eth				
3.2	Tapes	6 nos of Ultrium-5, each 1600GB uncompressed, Max. no. of cartridges 10, 1 cleaning cartridges				
3.3	Features	Encryption, path-fail-over, web based management				
3.4	Power & Cooling	Dual hot-swap power supply, and fans				
3.5	Backup sw and	FC based Back-up SW and				

	licenses	licenses (mention)				
3.6	Other component / utility /software	Specify & quote , as necessary to achieve solution				
3.7	RoHS	Compliance and level of compliance				
3.8	Warranty	3 years, on-site, comprehensive (firmware, utility, component) after User Acceptance Certificate				
3.9	Additional Warranty	2 years, on-site, comprehensive (firmware, utility, component) after warranty as in sl. 3.8				
3.10	Backup Device with accessories : Provide Detailed BoM [as per sec. C.2.12]					

Table-5

Sl. No.	Component / Performance / Utility	Min. Specification (asked for – by the Dept.)	Specification (Quoted / Applicable – by the Bidder)	Reference (Section/Pg /Para No. of Bid – by the Bidder)	Examine Config (Higher / Equal / Lower / Inconvenient) by the Dept.	Judgment on Acceptance (Yes / No) by the department
4	Layer-3 Ethernet Switch [Qty: 1]	Make & Model				
4.1	Generic	Rack mountable, Layer-3, 20 x 1 Gbps on RJ-45 and 2 x 10Gbps full-duplex Ethernet port., 10G ports should have compatible interfaces and modules to connect to 10G iSCSI port of the storage. Redundant hot-swap power supplies.				
4.2	Switching capacity	Non-blocking, full duplex on all ports with all quoted features and functionality. Switching Fabric capacity > 88 Gbps				
4.3	IP Std.	IPv6 capable				
4.4	Routing Protocols	On all ports - Static, RIPv2 or higher				
4.5	Brief list of Protocols	IEEE 802.1s, 802.1w 802.1x, 802.3ad, 802.1ae, 802.1D, 802.1p, 802.1Q, 802.3au, 802.3ab, 802.3ae etc.				
4.5	Management	RMON-I,II, SNMPv2 SNMPv3, Web Interface etc.				
4.6	RoHS	Compliance and level of compliance				
4.7	Warranty	3 years, on-site, comprehensive (firmware, utility, component) after User Acceptance Certificate				
4.8	Additional Warranty	2 years, on-site, comprehensive (firmware, utility, component) after				



	warranty as in sl. 4.7				
4.9	Layer-3 Ethernet Switch : Provide Detailed BoM [as per sec. C.2.12]				

Table-6

Sl. No.	Component / Performance / Utility	Min. Specification (asked for – by the Dept.)	Specification (Quoted / Applicable – by the Bidder)	Reference (Section/Pg /Para No. of Bid – by the Bidder)	Examine Config (<u>H</u> igher / <u>E</u> qual / <u>L</u> ower / <u>I</u> nconvenient) by the Dept.	Judgment on Acceptance (<u>Y</u> es / <u>N</u> o) by the department
5	19", 42U High Depth Server Rack & Accessories [Qty: 2]	Make & Model				
5.1	Generic	19", 42U, high depth (1000 mm) industry standard rack with accessories				
5.2	Power sockets	Dual power inlets, with sufficient nos. of compatible sockets to power servers, switches, ATL etc.				
5.3	Patch panel & Wire Manages	Patch panel, wire-manages,				
5.6	Patch cords	CAT-6 moulded patch cord with gold plated RJ-45 connectors to connect equipment				
5.7	IP KVM Switch	16 port IP KVM Switch with all cables , accessories, and SW				
5.8	KVM Monitor	17" foldable, rack mount, TFT with KBD mouse (1U) [<u>Qty : One</u>]				
5.9	Door & Fans	Perforated front door, with lock and key arrangement, sufficient nos of fans etc.				
5.6	Addition Trays	2 trays				
5.7	RoHS	Compliance and level of compliance				
5.8	Warranty	3 years, on-site, comprehensive (firmware, utility, component) after User Acceptance Certificate				
5.9	Additional Warranty	2 years, on-site, comprehensive (firmware, utility, component) after warranty as in sl. 5.9				
5.10	Rack, IP KVM & Accessories : Provide Detailed BoM [as per sec. C.2.12]					



C.3.3 Integration with Software

Table-7

Sl. No.	Software (SW) on CD / DVD media	Acceptance by the bidder [Bidder has to obtain User Acceptance Certificate after integration] (Yes / No)	Judgment on Acceptance (Yes / No) by the Department
1	ZOPE, ZEO, ZOPE-DB, Apache on Linux for e-Office Portal Server	<i>Equal as above for the open-source software and associated integration work</i>	
2.	Apache, Tomcat etc. on Linux for e-File Server	-- do --	
3.	PostgreSQL on Linux for RDBMS Server	-- do --	
4.	Apache, Tomcat, ZOPE, ZOPE-DB, ZEO, PostgreSQL, Storage Management and Backup Management SW	-- do --	

Other Requirements

1. All software to be provided with appropriate media.
2. Only First Year Support (SUL&PS) will be part of the procurement.
3. Selected Vendor to provide Manpower support at user site for installation, maintenance and tuning of Database and Web logic Suite.

Placement of Infrastructure

As per BoM



SECTION – R

ROLE OF SYSTEM INTEGRATOR

1. System Integrator (SI) who would be responsible for supply, installation, implementation and maintenance of all systems and network requirements including cabling etc. SI should also implement utility powering infrastructure for powering computing items, along with earth-in, as necessary. SI also will provide HVAC and alternate power (Department supply.) requirements for the computing infrastructure to the e-Office Core ICT Infrastructure, Collectorate, North 24 Parganas.
2. The SI should place engineers on call basis for regular upkeep of the systems and all peripherals.
3. As a part of selection of SI, a Service Level Agreement (SLA) with the prospective SI is a must, broad guidelines of which are narrated throughout the document. Nitty-gritty of services, processes of availing such services, record-keeping of quality and timeliness of such services / processes and related tangible penalties, and other related clauses will be drawn in the SLA between the prospective SI and the e-Office Core ICT Infrastructure, Collectorate, North 24 Parganas, and that agreement will be binding on both.
4. After selection of the SI, all agreements may be done the Chairman, District e-Governance Society, North 24 Parganas and the selected SI.
5. If need be, a consulting agency, other than SI, may be involved for the purpose.



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Annexure 6 :
Implementation status of eOffice
(as on 10.05.2013)



STATUS OF eOffice IMPLEMENTAION IN COLLECTORATE N 24 PGS
(As on 10.05.2013)

Sl. No.	Name of Sections/Departments.	Name of Sub-Sections	Date of Live	Phase	Status
1	MGNREGS		24/08/2011	PHASE-1	LIVE
2	SSM		12/09/2011	PHASE-1	LIVE
3	ADM(G)CON		09/09/2011	PHASE-1	LIVE
4	DM(CON)		24/04/2012	PHASE-1	LIVE
5	GO Cell		07/12/2011	PHASE-1	LIVE
6	JM		16/12/2011	PHASE-1	LIVE
7	Election (District)		24/01/2012	PHASE-1	LIVE
8	Election (Sadar)		27/01/2012	PHASE-2	LIVE
9	Midday meal(CMDM)		30/03/2012	PHASE-2	LIVE
10	Disaster Management		02/04/2012	PHASE-2	LIVE
11	LR	Conversion	14/02/2012	PHASE-2	LIVE
		LTS &STS	27/02/2012	PHASE-2	LIVE
		RTI	27/02/2012	PHASE-2	LIVE
		WBEA (6/3)	09/03/2012	PHASE-2	LIVE
		Mines & Minerals	21/03/2012	PHASE-2	LIVE
		Estt(Construction)	22/03/2012	PHASE-2	LIVE
		Estt(House-Rent)	02/04/2012	PHASE-2	LIVE
		Estt(Audit)	04/04/2012	PHASE-2	LIVE
		Drawing	09/04/2012	PHASE-2	LIVE
		Estt(NOC)	11/04/2012	PHASE-2	LIVE
		Computer	12/04/2012	PHASE-2	LIVE
		Estt(Leave)	13/04/2012	PHASE-2	LIVE
		Miscellaneous Land Matters	24/04/2012	PHASE-2	LIVE
		Nezarat	25/04/2012	PHASE-2	LIVE
		Estt(Accounts)	10/05/2012	PHASE-2	LIVE
		LR Con	18/05/2012	PHASE-2	LIVE
		LR Miscellaneous Petition	18/05/2012	PHASE-2	LIVE
		LAW			UNDER SCANNING
12	IT		30/03/2012	PHASE-2	LIVE
13	NIC		03/04/2012	PHASE-2	LIVE
14	RSVY		06/04/2012	PHASE-2	LIVE
15	ADM(T) Con		23/07/2012	PHASE-2	LIVE
16	RTC		06/11/2012	PHASE-3	LIVE
17	ICDS		08/11/2012	PHASE-3	LIVE
18	Group D Estc		12/11/2012	PHASE-3	LIVE
19	DSWO		12/11/2012	PHASE-3	LIVE
20	Citizenship		21/11/2012	PHASE-3	LIVE
21	Pool Car		17/12/2012	PHASE-3	LIVE
22	P.S.P		06/12/2012	PHASE-3	LIVE
23	Certificate		06/12/2012	PHASE-3	LIVE
24	N.C.L.P		18/12/2012	PHASE-3	LIVE
25	Nazarath		27/11/2012	PHASE-3	LIVE
26	Group C Estc		05/12/2012	PHASE-3	LIVE
27	Minority Affairs		05/12/2012	PHASE-3	LIVE
28	DPLO		05/12/2012	PHASE-3	LIVE
29	Municipal Affairs		06/12/2012	PHASE-3	LIVE
30	Border		17/12/2012	PHASE-3	LIVE
31	Civil Defense		26/12/2012	PHASE-3	LIVE
32	ADM(D) Con		22/01/2013	PHASE-3	LIVE
33	Self Help Group		22/01/2013	PHASE-3	LIVE
34	SDO Section		06/02/2013	PHASE-3	LIVE
35	ZSB		12/02/2013	PHASE-3	LIVE
36	DPRDO		25/02/2013	PHASE-3	LIVE
37	Motor Vehicles		08/03/2013	PHASE-3	LIVE
38	Arms		15/03/2013	PHASE-3	LIVE
40	ZP	Statics	13/02/2013	PHASE-3	LIVE
		TSC	22/02/2013	PHASE-3	LIVE
		DPH	25/02/2013	PHASE-3	LIVE
		T&CP	06/03/2013	PHASE-3	LIVE
		Horticulture	11/03/2013	PHASE-3	LIVE



Sl. No.	Name of Sections/Deptts.	Name of Sub-Sections	Date of Live	Phase	Status
41	Food		12/04/2013	PHASE-3	LIVE
42	Passport			PHASE-3	UNDER LIVE
43	Compentation			PHASE-3	UNDER LIVE
44	NVF			PHASE-3	UNDER LIVE
45	BCWO			PHASE-3	UNDER LIVE
46	Land Acquisition			PHASE-3	UNDER SCANNING
47	RM SECTION			PHASE-3	UNDER SCANNING
48	RR&R			PHASE-3	UNDER SCANNING
49	DRDC			PHASE-3	UNDER SCANNING
50	SC-ST Finance Corp			PHASE-3	UNDER SCANNING
51	Health			PHASE-3	No File Received
52	General			PHASE-3	No File Received
53	SSK-MSK			PHASE-3	No File Received
54	Literacy			PHASE-3	No File Received
55	Excise			PHASE-3	No File Received
56	Youth & Sports			PHASE-3	No File Received
57	Cash section			PHASE-3	No File Received
58	Treasury 1 & 2			PHASE-3	No File Received



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Annexure 7 : Questionnaires



Questionnaire

Shri Randhir Kumar

Additional District Magistrate, Barasat, North 24 Parganas

Government of West Bengal

Background

1. Prior to the implementation of eOffice, what were the hitherto existing mechanisms for handling official documents in the DMO?
 - i. What were the major challenges faced that prompted the move towards adopting eOffice?
 - ii. Was this the first instance when technology was adopted to deal with the challenges aforementioned?
2. When was eOffice implemented in the DMO?

Programme Design

Implementation Strategy

3. What was the detailed timeline of the project?
4. Was the project implemented in phases? If yes, please provide details on the duration, strategy, activities, resources, results and challenges in each of the phases.
5. Was there a pilot phase of the project? If yes, please provide details about the location, duration, primary activities, key learnings and challenges during the pilot.
 - i. If the implementation was done in phases, how were the transitory periods managed?
6. What is the project organization structure?
 - i. Was a Project Management Unit established for the project?
 - a. If yes, what are the details of its composition?
 - b. If no, how is the project managed?
7. What were the primary inputs required for the project? Please respond in terms of -
 - Human resources
 - Infrastructure – physical, technical
8. Were any new positions created in order to recruit personnel for implementation of the project? If yes, please provide details of designation, job responsibilities, position in the



- iii. How were the changes formalized/institutionalized? (GOs, circulars and such like)
10. At the time of adapting the eOffice suite for use at the district level, was there any need for customization? If yes, what was changed, why and how?

Process Flow

11. Does eOffice allow for altering of workflows/processes?
- i. If yes, at what level of authority can these changes be done?
12. Which of the eOffice components had been adopted by the district administration? Please provide details on the functioning of each of the components.

Training and Capacity Building

13. Since the eOffice suite involves end-to-end use of technology that many users may not have been familiar with, did the project implementation involve any training and capacity building exercises for the end users?
- i. If yes, please provide details on the content, resource persons, participants, duration, methodology and follow up mechanisms. Were any Government Orders passed for this purpose? (If yes, please provide us a copy)
- ii. If no, what makes the eOffice suite user-friendly to such an extent?
14. Did the implementation of eOffice involve any changes for citizens?
- i. If yes, what steps were taken for capacity building of citizens?
15. What were the challenges encountered during training and how were they overcome?

Monitoring and Evaluation

16. How is the performance of the project monitored and evaluated? What are the performance indicators for this?
17. What are the mechanisms to ensure accuracy of data being entered?

Challenges

18. During your tenure, did the suite completely replace the paper-based system or did instances of the previous system continue to exist?
- i. If yes, what were the remaining bottlenecks in a complete transition to a paperless office?



Impact

21. What, in your opinion, have been the primary benefits of eOffice?
22. Which were the most frequently used applications?
23. Were there any cost savings after implementation?
24. Kindly provide us the following data that would enable us to assess the impact of the project:
 - b. Pre and post comparative data on time taken for processes. Data can be provided for some of the most frequently used processes across departments.
 - c. Changes in expenses on paper, stationery, real estate and furniture post eOffice.
 - d. Has eOffice increased available labour hours? If yes, can you provide data to substantiate?
37. Has eOffice increased collaboration intra or inter department wise? If yes, can you provide data to substantiate?

Potential for Replication

38. What, in your opinion, are the necessary preconditions for the successful implementation of a project such as eOffice?
39. What suggestions would you give to district level bodies that are seeking to replicate eOffice?
40. When implementing the project, what are the pointers officials should keep in mind for ensuring:
 - a. Rapid acceptance by functionaries
 - b. Smooth legal status of changes in workflows
41. What is the time period that implementing agencies should be prepared for when undertaking the implementation of a suite such as eOffice?
42. What would you say are the essential requirements for the sustainability of a project like eOffice?

Published Workshop Proceedings

1. Role of Medical Colleges in Strengthening Primary, Secondary and Tertiary Healthcare : Experience of CMC Vellore (April 2012)
2. Lecture of Shri H. Sudarshan, Honorary Secretary, Karuna Trust on the Second Foundation Day (May 2012)
3. Proceedings of the Workshop on Achieving Excellence in Eye Care Delivery (June 2012)
4. Innovations in Preservation of Public Properties/Land (July 2012)
5. Innovations in Healthcare(July 2012)
6. Video Conference on Judicial Proceeding (January 2013)
7. Innovations in Land Governance (February 2013)
8. Innovative Practices in School Education(March 2013)

Diagnostic Studies

1. Common Service Centres (CSCs)

Recognizing the important role played by CIPS in identifying, documenting and replicating innovative practices, National e-Governance Division (NeGD), Department of Electronics and Information Technology, Govt. of India has awarded a study of Common Service Centres (CSCs) in 7 States to CIPS in the month of March 2013. These states are Andhra Pradesh, Tripura, Jammu & Kashmir, Jharkhand, Kerala, Madhya Pradesh, and Rajasthan. This study has been completed and the final report has been submitted to Govt. of India in January, 2014.

2. National Optical Fiber Network (NoFN)

In the wake of rollout of the National Optical Fiber Network (NoFN), CIPS has conducted a Needs Assessment Study at Parwada block, Visakhapatnam, Andhra Pradesh where NoFN has been piloted. This study was undertaken by the students of IIT Madras. It throws light on enhanced service delivery in Education, Health, Rural Development, Payment Services, and Certification Service etc. duly making use of the Optic Fiber connectivity.

3. Impact Evaluation of the Jawahar Knowledge Centre (JKC) Project

An initiative started by the Commissionerate of Collegiate Education (CCE), Govt. of Andhra Pradesh in Degree Colleges to impart employability skills of students. This study is expected to be completed by March 2014.

4. Impact Evaluation of MeeSeeva Centre (CSCs) of Andhra Pradesh

This study aims to capture in detail the impact of G2C services delivered by Govt. of Andhra Pradesh to all the key stakeholders.

ABOUT CIPS

Government of India have set up the **Centre for Innovations in Public Systems (CIPS)** in May 2010 as an Autonomous Organization in pursuance of the recommendations of the Thirteenth Finance Commission. In line with its mandate and objectives, CIPS is working with State, Centre and District Level Government Department and Functionaries in developing policies and practices for promoting an innovative culture for transforming creative ideas into sustainable practices for improving service delivery. The **focus areas for CIPS are Education, Health, e-Governance and Urban Governance.**

CIPS has identified and prepared a **database of 318 innovative practices** (116 practices in Education, 60 practices in Health, 70 practices in E-Governance and 72 practices in Urban Governance sectors).

CIPS has **published 17 detailed process documents** for the purpose of replication. These documents have been prepared in association with the organizations such as Administrative Staff College of India(ASCI), Hyderabad; OneWorld Foundation, New Delhi; Access Health International-Indian School of Business(ISB), Hyderabad; Medium Healthcare Consulting, Hyderabad; and Anusandhan Trust, Mumbai.

CIPS has so far conducted a total **of 75 workshops across 36 different locations in 19 different States/Union Territories.**

CIPS has established linkages with State Governments, Government of India Organizations such as *Department of Administrative Reforms and Public Grievances (DARPG)*, Karnataka Knowledge Commission, Gujarat Knowledge Commission, Centre for Development of Advanced Computing (CDAC), Department of Electronics and Information Technology (DeitY), National e-Governance Division (NeGD), Defence Research & Development Organisation (DRDO), *Centre for Development of Telematics (C-DOT)* and Administrative Training Institutes of Karnataka, Kerala, Madhya Pradesh, Chhattisgarh, Gujarat, West Bengal, Assam, Bihar and Haryana; Research/Academic Organizations such as National University of Education Planning and Administration (NUEPA), New Delhi; Tata Institute of Social Sciences (TISS), Mumbai and Hyderabad, Mahatma Gandhi Institute of Medical Sciences (MGIMS), Sevagram, Maharashtra; National Institute of Mental Health and Neurosciences (NIMHANS), Bangalore, Karnataka; and Not-for-Profit Organizations such as Christian Medical College (CMC), Vellore; Aravind Eye Care, Madurai; South Asian Cochrane Centre of CMC, Vellore based in Tamil Nadu and Sodhana Institutions, Vizianagaram, Andhra Pradesh; and CURE International India, New Delhi.

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