

Key Benefits for department	<ul style="list-style-type: none"> ➤ Define payment terms and conditions for SI ➤ Define General terms of Contract ➤ Preparation of the final techno-commercial evaluation matrix, providing technical inputs in the evaluation of techno-commercial proposals of all the bidders as per the technical and financial evaluation criteria, to enable final selection
Key Deliverable	<ul style="list-style-type: none"> ➤ Design of "To-be" processes that cater to the current needs ➤ RFP and Bid process management documents
Timeline	<ul style="list-style-type: none"> ➤ Scope of work for the system integrator ➤ Draft RFP for SI ➤ 4 months from the date of signing of contract

We propose to adopt an approach which will result in a vendor-friendly RFP and one which will provide for quick vendor evaluation and clear cut comparison of the value proposition of various vendors as indicated in the Scope of Work.

We shall draw upon the assessment of functional and operational requirements gathered from earlier stages consolidate the requirements to create the functional and operational requirements section of the RFP.

3.4 Phase 4: Bid Management

Key objectives of Phase	<ul style="list-style-type: none"> ➤ Bid process management after finalizing the RFP
Key activities	<ul style="list-style-type: none"> ➤ Assist in publishing the RFP document by preparing the NIT, advertisement ➤ Assist in managing the Pre-bid Conference ➤ Assist in issuing of Pre-bid Clarifications, Addendum/ Corrigendum to the RFP (if any)
Key Benefits for department	<ul style="list-style-type: none"> ➤ Support to the department in drafting of the contract agreement for Implementation partner
Key Deliverable	<ul style="list-style-type: none"> ➤ Technical Evaluation Report ➤ Implementation partner on board
Timeline	<ul style="list-style-type: none"> ➤ 6 months from the date of signing of contract

3.5 Phase 5: Project Management

Key objectives of Phase	<ul style="list-style-type: none">▶ Project Management
Key activities	<ul style="list-style-type: none">▶ Preparation of project charter along with implementing agency▶ Review and approval of project plan for the implementation of system▶ Review of design documents, architecture documents and other deliverables submitted by implementing agency▶ Assistance in testing and acceptance of the system▶ Coordination with all stakeholders and continuous monitoring of progress made by stakeholders▶ Continuous monitoring of progress of IA's scope of work, identification and resolution of issues
Key Benefits for department	<ul style="list-style-type: none">▶ The project shall ensure seamless flow and assimilation of information across the organization
Key Deliverable	<ul style="list-style-type: none">▶ Regular progress reports to the management▶ Program tracking sheet
Timeline	<ul style="list-style-type: none">▶ 10 Months from signing date of contract

This phase has two major milestones:

- 1) **Milestone 1:** Implementation of the e-Ticketing and RFID based pass system in pilot phase (5 depots, its sub depots and associated buses) from the date of signing of contract with implementing agency
- 2) **Milestone 2:** Implementation of the e-Ticketing and RFID based pass system in remaining all depots after successful implementation of pilot phase

EY will assist department in effective implementation of the activities identified. EY will be responsible for managing the overall project implementation and ensuring that key objectives are met and issues are highlighted in a timely manner. The vendor will be responsible for delivery of their respective functions. We will constantly offer our advisory services to ensure the same happens successfully. Further as part of the project monitoring it is important to identify and monitor the links between tasks. These inter-linkages will need to be highlighted as work is commenced to ensure optimization of results and avoid duplication.

3.5 Phase 5: Project Management

Key objectives of Phase	▶ Project Management
Key activities	▶ Preparation of project charter along with implementing agency
	▶ Review and approval of project plan for the implementation of system
	▶ Review of design documents, architecture documents and other deliverables submitted by implementing agency
	▶ Assistance in testing and acceptance of the system
Key Benefits for department	▶ Coordination with all stakeholders and continuous monitoring of progress made by stakeholders
	▶ Continuous monitoring of progress of IA's scope of work, identification and resolution of issues
	▶ The project shall ensure seamless flow and assimilation of information across the organization
Key Deliverable	▶ Regular progress reports to the management
	▶ Program tracking sheet
Timeline	▶ 10 Months from signing date of contract

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3.6 Detailed Work Plan

Our project plan is depicted as below -

S. No.	Activity Listing	Months													
		1	2	3	4	5	6	7	8	9	10	11	12	13	14
1	Phase 1: Project Inception / Kick off														
1	Identification of Project Steering Committee and key stakeholders														
2	Discussion with members of the Steering committee to understand expectations, goals and objectives														
3	Review of scope of work for the consulting assignment														
4	Discussion to develop Map of stakeholders and their roles and responsibilities														
5	Discussion to develop map of resources requires and their scheduling														
6	Discussion with members of the Steering committee to decide approach for the assessment study														
7	Submission of Project Inception Report														
	Deliverable: Project Inception Report														
2	Phase 2: Detailed assessment of the existing functioning of the ticket and passes issuance system and preparation of Details Project Report (DPR)														
1	Field level study of existing end to end process of issuance of tickets process AS-IS process														
2	Field level study and evaluate the existing IT initiatives undertaken by the Department														

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S. No.	Activity Listing	Months													
		1	2	3	4	5	6	7	8	9	10	11	12	13	14
	like Online reservations for Volvo, other applications in use, IT infrastructure, network etc.														
3	Preparing Information & Communication Technology (ICT) infrastructure requirements (hardware at various locations and data center, network connectivity required at various locations etc.)														
4	Preparing solution architecture and high level functionality of the envisaged applications,														
5	Preparing a high level Bill of Material and manpower requirement for the implementation														
6	Preparing requirements for capacity building and change management,														
7	Preparing overall Implementation Plan, sequencing and phasing of activities, timelines for roll out of project,														
8	Preparing financial model and estimates (Recurring and non-recurring expense) for project period and beyond														
9	Preparing Governance Structure for implementation and subsequent management of the Project														
10	Preparing Monitoring and Evaluation Frameworks as relevant for Project Implementation														
11	Submission of DPR														
12	Approval of DPR by departmental committee														

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Consultancy for Implementation of e-Ticketing and RFID based Pass System

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S. No.	Activity Listing	Months													
		1	2	3	4	5	6	7	8	9	10	11	12	13	14
	Deliverable: DPR	■	■												
3	Phase 3: Preparation of RFP														
1	Preparing scope of work for SI														
2	Defining the Technical Specification and Functional Specifications for the hardware and software														
3	Bill of Material (BOM) for hardware requirements and network connectivity for various locations														
4.1	Drafting Bid evaluation Framework: Pre-qualification, Technical and commercial evaluation criteria														
4.2	Defining Service Level Agreement and associated penalty clauses														
5	Preparing Governance Structure for implementation and subsequent management of the Project														
6	Defining instructions to bidders, key bidding terms & conditions for SI														
7	Drafting Master Services Agreement and General terms of contract														
8	Preparation and Submission of draft RFP to the department														
9	Release of RFP by the department														
	Deliverable: RFP for selection of SI			■	■										
4	Phase 4- Bid Process Management														
4.1	Phase 4A - Bid Evaluation														

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Consultancy for Implementation of e-Ticketing and RFID based Pass System

S. No.	Activity Listing	Months													
		1	2	3	4	5	6	7	8	9	10	11	12	13	14
1	Assist Department in Pre-Bid Conference														
2	Response to Pre-bid queries														
3	Assistance in Bid opening														
4	Conducting the Pre-Qualification/Technical Bid Evaluation Process														
5	Opening of Financial Bid														
6	Preparation of Bid evaluation report														
	Deliverable: Bid Evaluation Report														
4.2	Phase 4B - Contract Signing and SI on boarding														
7	Assist department in drafting contract agreement for SI														
8	Preparation of a contract checklist to ensure comprehensiveness of the contract														
5	Phase 5: Project Management														
5.1	Phase 5A: Review of Project Charter and Plan														
1	Preparation of project charter and plan along with SI														
2	Perform compliance check to verify if all tasks are included as per implementation plan in RFP														
3	Review the level of details across identified key tasks - location coverage, detailed list of tasks,														
4	Review the milestones and deliverables identified														
5	Review revised version and finalize the project plan														

S. No.	Activity Listing	Months													
		1	2	3	4	5	6	7	8	9	10	11	12	13	14
	Deliverable: Finalization of SI Project Plan														
5.2	Phase 5B: On-going PMU Activities														
6	Review of design documents, architecture documents and other deliverables submitted by SI														
7	Project Management and Monitoring														
8	Co-ordination with SI														
9	Coordination with all stakeholders and continuous monitoring of progress made by stakeholders														
10	Periodic review meetings and discussions with identified stakeholders														
11	Periodic progress reporting														
12	Communications and Meeting Management														
13	Monitoring the timelines and SLA and progress of SI's scope of work														
14	Facilitating issue identification, escalation and resolution														
15	Assistance in testing and acceptance of the system														
16	Evaluating the quality of training material, curriculum and schedule proposed by SI														
17	Planning for the transition from existing system to the newly developed system with minimal disruption of operations														
18	Predicting risks and suggesting mitigation strategies														
19	Evaluate and recommend any significant enhancements or														

S. No.	Activity Listing	Months													
		1	2	3	4	5	6	7	8	9	10	11	12	13	14
	mid-course corrections to the project requirements keeping in view the overall objectives of the project and implementation risks														
20	Evaluating the quality of training material, curriculum and schedule proposed by SI														
21	Monitor Capacity Building and Change Management initiatives														
22	Handover and knowledge transfer to client														
23	Project stabilizing period - 30 days after go-live														
	Deliverable: Project Progress Reports														

3.7 Project Risks

This project is dependent on the active participation of all the stakeholders. In this regard, response time and review time would be very critical to the completion of the project.

The risk matrix for the engagement is as follows:

Risk Description / Impact	Risk Rating (H,M,L)	Risk Resolution / Mitigation Plan	
		Role of department	Role of EY
Delay in procuring information from stakeholders due to: <ul style="list-style-type: none"> ▶ Low level of involvement and participation by various internal stakeholders ▶ Delays in getting responses from internal stakeholder. ▶ Non- availability from key stakeholders during meetings / visits 	High	▶ Delays / non - cooperation should be escalated to the authority concerned.	▶ Propose meeting timetable and prepare detailed questionnaires in advance to gather information from key personnel ▶ Periodic reporting of the status of meetings conducted and meetings.

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Risk Description / Impact	Risk Rating (H,M,L)	Risk Resolution / Mitigation Plan	
		Role of department	Role of EY
▶ Lack of clarity on the scope of the project leading to inadequate / excess coverage of areas	High	▶ Agree and signoff on the in and out of scope elements listed within the audit framework	▶ Clearly articulate the in and out of scope elements in the audit framework ▶ Clearly articulate the perimeter of each process after initial discussion with process owners
▶ Additional requirements from the Client during project execution impacting project milestones	Medium	▶ Any additional requirement to be discussed between the stakeholders and mutually agreed to whether to be included in agreed scope or to address as a change order.	▶ Any additional requirements, apart from those agreed through the contract, to be brought to the attention of the stakeholders.
▶ Delay of overall project schedule due to delay in review and approval of key deliverables and reports	Medium	▶ Proactively review and sign off on reports and deliverables submitted by the Project team during the project	▶ Submit deliverables as per scheduled delivery dates ▶ Track status of reviews through the Weekly Status Report
▶ Infrastructure and administrative issues may delay project activities	Low	▶ Ensure timely approval and arrangement is made	▶ Plan requirements in advance so that suitable arrangements may be made

3.8 Our expectations from the Department

1. **Inputs & support required from department:** We have detailed our approach and methodology in this report. This includes discussions with stakeholders at various levels, like As-Is Analysis /

finalizing To-Be technology blueprint etc., as well as data for building upon the solution design. We expect following inputs from department in this regard

- a. Identification of a counterpart team that will have adequate team members to support and coordinate various activities of this project. However, the details can be worked out during the initial stage of the project. For all document and deliverables that require review and approval, the time period for approval will not exceed 2 weeks
 - b. Timely management reviews, feedback and approval from department will support in successful completion of the project.
 - c. Timely and useful participation from all the stakeholders so as to achieve the objectives of the project.
 - d. Any other matters from time to time related to successful execution of the project.
2. **Availability of key documents:** In order to perform our activities efficiently, we would require timely availability / access to key documents required to achieve the project objective. All data shall be provided in soft form in excel/word/pdf format via email.
3. **Approval of DPR:** EY would present the DPR to internal committee of department as mentioned in the RFP. However we have not assumed any effort or expenses towards assistance in DPR approval from any other external authority like MoRTH, Govt. of India etc.
4. **Delays due to unforeseen circumstances:**
- a. Considering the requirement of department to complete the project in stipulated time as per the timelines provided in the RFP, we have taken certain assumptions to plan our project activities. We assume that any unforeseen delay on account of change of management; time taken for approval of reports and documents by department; delay from department's side in providing the required information for completion of work; delay in bid evaluation process due to extension of critical dates, quality of bids or clarifications required from the bidders; etc. shall not be treated as a valid reason for imposing penalty for delays on the consultant.
 - b. The professional fee is based on the assumption that single round of activity for each of the above listed activities shall take place. If multiple iterations are required to be undertaken for any of these activities, additional fees, as agreed mutually, shall be payable.
5. **Resource Deployment:** We assume that the resources working on this project shall not be required to sit at department office on a daily basis. However depending on the project phase and requirement, EY would ensure that the required resource be available at department. For any important meetings where subject matter experts from our team be required, we would expect an advance notice of at least a week in order to plan accordingly.
6. **Site Visits:** Based on our experience of working on similar engagement with various State Road Transport Units across the country, we have assumed that in order to understand the current

state of department, we would visit 3-4 sample offices of each type. This shall include the HO, Depots, Sub-depots and Bus Stations. The sample size would include urban and rural areas appropriately.

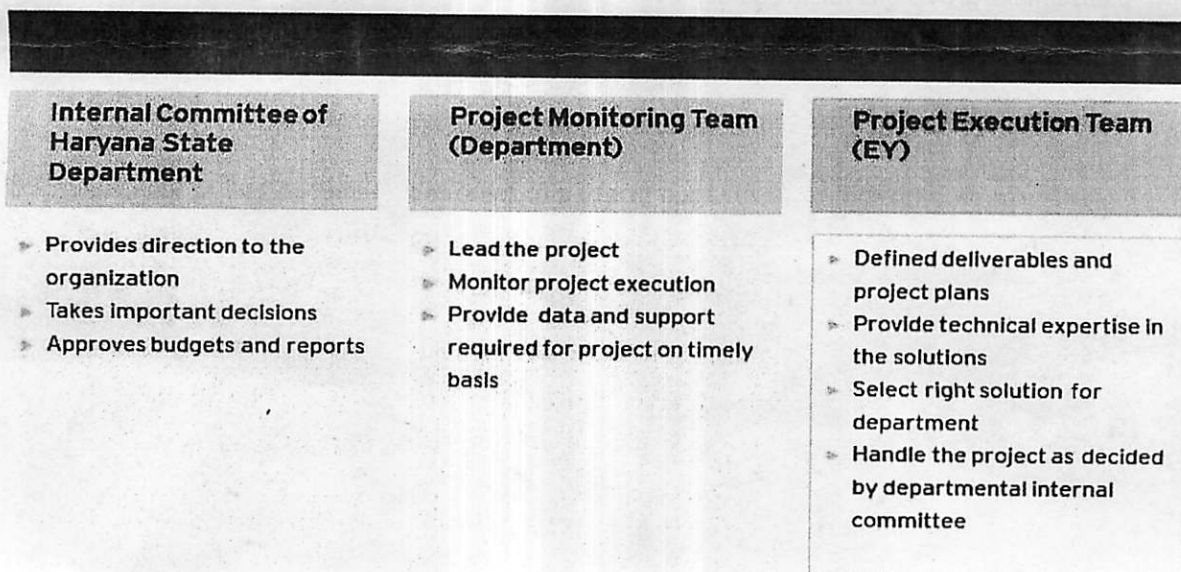
- 7. Office space and administrative support:** As part of the engagement, the Consulting team would spend some part time at departmental locations. In order to effectively manage the operations, the team would require office space and supporting office infrastructure. Department may please make provisions for the same.

The steering committee shall have the overall responsibility for policy decisions, guidance and coordination for activities related to this project. At a strategic level, this responsibility is vested with the committee. The members of this committee play a key role in guiding and advising on the project implementation and the systemic transformation that the project aims at. They shall monitor project implementation at a broader level by coordinating with other committees. This Internal Committee should be empowered to take decisions regarding the procurement strategy as well. Primary responsibility of this committee would be to provide project oversight to Project Monitoring Team and Project Execution Team. The suggested members of the Steering Committee are as detailed below.

4. Project Team & Governance Structure

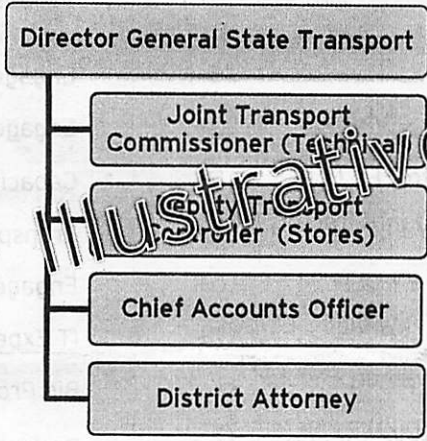
4.1 Project Implementation - Management/Organisation Structure

A successful implementation requires a strong governance structure. Governance structure shall provide the vision and day to day motivation to the employees to shift to IT systems and not fall back on the manual processes. Proposed illustrative Project governance structure is shown below.



Internal Committee of Haryana State Transport Department

This internal committee shall have the overall responsibility for policy directives, guidance and coordination for activities related to this project. At a strategic level, this responsibility is vested with this committee. The members of this committee play a key role in guiding and advising on the project implementation and the systemic transformation that the project aims at. They shall monitor project implementation at a broader level by coordinating with other committees. This Internal Committee should be empowered to take decisions regarding the procurement strategy as well. Primary responsibility of this committee would be to provide project oversight to Project Monitoring Team and Project Execution Team. The suggested members of the Steering Committee are as depicted below.



Beside this a separate Tendering Committee may also be formed after the preparation of Request for Proposal (RFP) for System Integrator for smooth functioning of the project.

Project Monitoring Team

The primary responsibility of this team will be to monitor and assess what work has been completed for the project including costs, risks and issues. It will oversee progress of work products, outputs, and outcomes, including reporting advices to the correct people at the correct time allowing for progression or remedial action as appropriate.

Responsibilities assigned to this committee will be:

- ▶ Monitoring installation, implementation, operations and billing
- ▶ Liaising with other committees to provide directions and guidance
- ▶ Resolve issues arising during implementation and operations
- ▶ Providing requisite inputs for software development
- ▶ Finalization of software requirement specifications
- ▶ Finalization of business roles
- ▶ Certification for Pilot
- ▶ Finalization of reports
- ▶ Certification of go ahead as per implementation phases

The suggested members of the Committee are as depicted below:



Project Execution Team (EY)

The team proposed by EY for the project as follows

S. No.	Name & Position of the staff	Years of Experience	Proposed Position
1.	Rahul Rishi, Partner, EY LLP	16 +	Engagement Quality Assurance
2.	Vibhor Jain, Executive Director, EY LLP	13+	Engagement Partner
3.	Varun Chawla, Assistant Director, EY LLP	15+	Capacity Building Expert
4.	Sujith Nair, Senior Manager, EY LLP	14+	Transport Sector Expert
5.	Sudhanshu Shekhar, Manager, EY LLP	10+	Engagement Manager
6.	Krunal Sidhpura, Manager, EY LLP	17+	IT Expert
7.	Pratik Vimal, Consultant, EY LLP	3+	Bid Process Consultant
8.	Sukhraj Singh Bamrah, Consultant, EY LLP	7+	Project Management Consultant

Responsibilities assigned to this committee will be:

- ▶ Detailed study for the implementation of the project
- ▶ Preparation of Detailed Project Report
- ▶ Tender Preparation
- ▶ Bid process management including
- ▶ Managing pre-bid conference
- ▶ Issue of pre-bid clarifications, addendum / corrigendum to the Tender document
- ▶ Preparation of all documentation related to bid processing including evaluation templates, etc
- ▶ Preparation of final techno-commercial evaluation matrix
- ▶ Providing support during contract finalization with final selected SI
- ▶ Support during project implementation

4.2 Progress Tracking

Progress will be tracked against the engagement work plan mutually finalized between Department and EY. The implementation of procedures to track engagement status will be implemented by EY and an Engagement Status Report will be released to department. This report would be first reviewed by the EY Engagement Manager and then would be submitted to Project Management Team. The Project Management Team shall share the update with the key stakeholders and EY will provide all the clarifications required in case of any changes suggested, the report would be suitably amended and would subsequently be submitted for official records. Updates on the activities completed, as applicable, would be shared with department over mails.

These reports will, at a minimum, cover the following topics:

- ▶ key activities carried out during the reporting period

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- ▶ key issues, if any
- ▶ planned activities in the next reporting period
- ▶ pending tasks and interventions required from department / EY/ other stakeholders
- ▶ scope changes/ scope creep (if any)

4.3 Change Control Management

The change control management process is for managing changes in the budget, resource, schedule, work products and milestones of the engagement. The process provides a consistent approach for requesting, assessing, tracking and resolving these changes during the lifecycle of the engagement. The purpose of the change control management process is to constructively manage change, not to constrain it.

A key to success in engagement management is the ability of the Engagement Manager and engagement team to effectively manage scope. Either the requirements are not properly bound or the scope is not controlled. The result is that there are seemingly endless additions to the engagement that generally constitute a loss of control. There is a natural discovery process in all engagements due to factors such as omissions, mistakes, creativity, misunderstandings and external influences. This discovery process normally creates pressure to expand scope. The purpose of a change control management process is to constructively manage that pressure.

The change control management process identifies how these scope/work products changes will be identified, classified, communicated and integrated into the engagement.

Scope expansion is acceptable as long as:

- ▶ EY and department agree that the new requirements are justified;
- ▶ Impact to the engagement is analysed and understood; and
- ▶ Resulting changes to the engagement (i.e. cost, timing, quality, and human resources) are approved and properly implemented.

The work order and inception report specify the original agreement between the EY and Department. Change requests are created to document any subsequent change to this baseline scope. Throughout the engagement, proposed changes are documented and screened by the respective Engagement Manager. They determine which suggested changes might be necessary, and these are investigated to determine the impact of accepting or rejecting them. When the investigation is complete, the change is either approved and the engagement plan is adjusted to reflect this decision or the change is rejected. Depending on the scope of change, addendum to the existing Inception Report will be agreed and signed. At any point in time, the current engagement scope is determined by the baseline scope defined in the inception report plus all the approved change requests.

4.4 Work product approval procedure

The work product approval procedure is presented below:

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- ▷ key issues, if any
- ▷ planned activities in the next reporting period
- ▷ pending tasks and interventions required from department / EY/ other stakeholders
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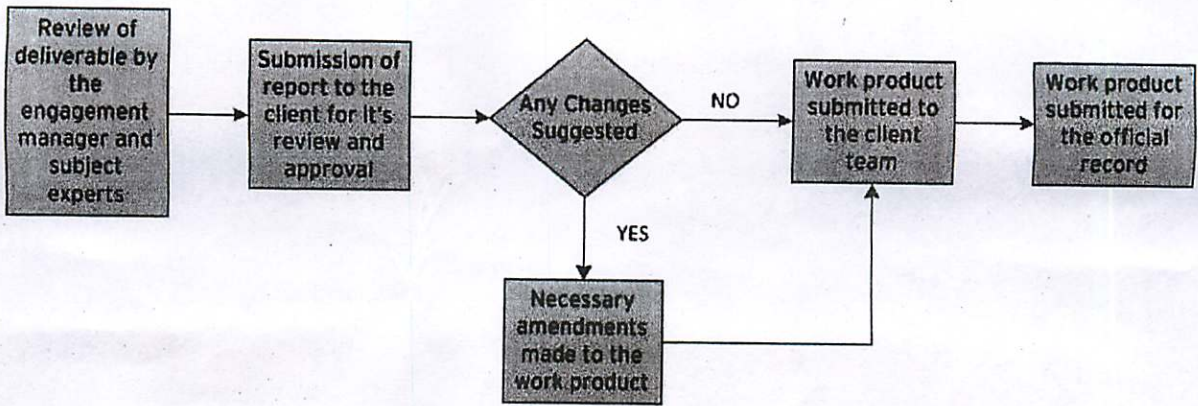
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4.4 Work product approval procedure

The work product approval procedure is presented below:

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- ▶ The draft work products will be submitted to department based on the schedule defined as part of the engagement plan agreed between department and EY.
- ▶ The expected timeline for comments and approval of work product will be of 2 weeks
- ▶ The entire engagement execution involves extensive interaction between EY team and Department. Due to various reasons, there may be a possibility of inadvertent delays resulting in delay of the engagement execution. Keeping in mind to complete the engagement in a timely manner, we have assumed that the review time taken would be as provided within an acceptable time period for the work products. If we do not receive any comments/communications within the agreed upon time, we will assume that the work product is deemed approved and will proceed with raising invoice and further tasks of the engagement.

4.5 Quality Management procedure

Quality Management's objective is to ensure the fitness for purpose of each of the engagement's work product within the scope and time constraints defined in the Inception Report. The Quality Management principles and policies that will be applied for the engagement are:

- ▶ Each interim and final work product, will be reviewed by the EY Engagement Manager and the Quality Assurance Partner, and updated accordingly, before it is presented to the Project Steering Committee
- ▶ The Project Steering Committee will review and approve each work product.

4.6 Issue Management Procedure

An issue is an item that significantly impedes the progress of the engagement and needs to be addressed on a priority basis. All issues arising during the engagement need to be addressed through a well-defined procedure. The following procedure will be adopted for issue escalation: