

BID DOCUMENT NO. _____

REQUEST FOR PROPOSAL FOR BID AND
SELECTION OF SERVICE CENTRE AGENCIES TO
SET UP, MANAGE AND OPERATE _____
COMMON SERVICES CENTERS IN THE STATE OF

VOLUME 1:
PROJECT INFORMATION MEMORANDUM

Date: _____

ISSUED BY
NODAL AGENCY
GOVERNMENT OF _____

[ADDRESS]

TABLE OF CONTENTS

1.	OVERVIEW OF THE COMMON SERVICES CENTRE (CSC) SCHEME	1
1.1	ICT as the Driver for Rural Empowerment.....	1
1.2	The National e-Governance Plan (NeGP).....	1
1.3	The Common Services Center (CSC) Scheme	2
1.4	The Structure of the CSC Scheme*	3
1.5	Connectivity.....	6
1.6	Determining the CSC locations *	7
1.7	Integration of Existing Kiosks*	7
1.8	Nature of Government Support	9
1.9	CSC Service Profile	9
1.10	Restructuring the Delivery of Social Development related services in rural India	11
2.	STAKEHOLDER ROLES AND RESPONSIBILITIES*	13
2.1	The Service Center Agency	13
2.2	The Village Level Entrepreneur:	15
2.3	The NLSA	15
2.4	The State Designated Agency	16
2.5	The State Government	18
3.	STATE SPECIFIC INFORMATION	19

3.1	Profile of the State	19
3.2	The Scope of the Project:	22
3.3	State e-Readiness and details of existing projects/initiatives.....	23
4.	OVERVIEW OF THE SUGGESTED IT-ARCHITECTURE	35
4.1	Connectivity.....	35
4.2	IT Architecture	36
4.3	SCA-CSC Connectivity	37
4.4	State Data Centre (SDC)	39
4.5	IT Architecture at the CSC.....	40
4.6	Suggested IT Specifications for the SCA	44
5.	OPERATIONAL GUIDELINES FOR SCAs	47
5.1	Scheme Rollout Period*	47
5.2	Key Guidelines	48
5.3	Service Delivery Process [Needs to be State Specific. The Data herein is illustrative to State of Chhattisgarh].....	51
5.4	Payment and Collection[Needs to be State Specific. The Data herein is illustrative to State of Chhattisgarh].....	51
5.5	Transaction Charges to be charged to the Citizen[Needs to be State Specific. The Data herein is illustrative to State of Chhattisgarh]	53
5.6	Revenue Support and Offsetting of e-Governance Revenues.....	55
5.7	Reconciliation and Controls*	57
5.8	Guidelines for delivering B2C Services	59
5.9	Human Resource Development	60
5.10	Other Operational Recommendation:	61
5.11	Responsibilities of the VLE*:	63
5.12	Responsibilities of Government of (State)*:.....	63

5.13 Service Level Metrics & Liquidated Damages.....64

6. TERMS AND CONDITIONS OF CONTRACT 70

6.1 Agreement 70

6.2 Exclusivity To Provide E-Government Services 71

6.3 Provision For Unsatisfactory Services 71

6.4 Payment 72

6.5 Implementation Schedule..... 73

6.6 Inoperative CSCs 73

6.7 Assigning Of Bid In Whole Or Part 74

6.8 Security 74

6.9 Dispute 74

6.10 Effects of Force Majeure..... 75

Preface*

This Request for Proposal (RFP) is being released by _____ under the Department of *[Name of Department]*, Government of *[Name of State]*. The purpose of this document is

- a. To provide an overview of the Common Service Centers (CSC) Project as envisioned by the Government of _____ and provide an introduction to the existing IT enabled projects serving the Rural Citizens
- b. To list out the various activities and scope of the project
- c. To elicit proposals from competent and eligible Companies /Organizations / Consortia for undertaking this project as Service Centre Agencies (SCA)

Through this RFP, *[The nodal agency]* invites responses from those organizations interested in participating in the CSC project to bid for provision, implementation and support of various IT enabled e-Government and non-Government services in the rural areas as described in this document.

This RFP document comprises of four (4) volumes, as below:

1. Volume 1: Project Information Memorandum
2. Volume 2: Instruction to Bidder
3. Volume 3: Draft Master Service Level Agreement
4. Volume 4: Supplemental Information

Bid responses should be organized in the format as detailed in Volume 2 to qualify for participation in the evaluation process. To facilitate replies, a soft copy (MS Word document) of this RFP is provided at *[website URL]*. Kindly use the same to respond to the Technical/commercial bids.

Volume-3, gives the draft of proposed Master Service Agreement, which would be signed by the selected SCA.

Volume-4, would give the outputs of independent studies undertaken by various professional firms relating to CSCs in the State of _____. These are purely supplementary background information, and the bidders are required to make an independent study themselves. The government disclaims any factual/ or any other errors in these reports (the onus is purely on the individual bidders to verify such information) and the information provided there-in is purely intended to help the bidders to prepare a logical bid.

The last date for the receipt of proposals responding to the RFP is *[(Month) (Day), 2006]*

This RFP is not an offer by *[The nodal agency]*, but an invitation for obtaining bidder response. No contractual obligation whatsoever shall arise from the RFP process unless and until a formal contract is signed and executed by duly authorized officers of *[The nodal agency]* or other designated agencies such as District Magistrate/ District Commissioner of the District with the preferred/ successful bidders. The Department of IT, Government of *[Name of State]* will be a confirming signatory to the formal contractual agreement.

Any Clause or heading marked with an asterisk “*”, is mandatory for the State Government to include in the RFP. Any deviation from this would require prior approval of DIT, GoI

1. OVERVIEW OF THE COMMON SERVICES CENTER (CSC) SCHEME

1.1 ICT as the Driver for Rural Empowerment

- a. ICT can be a powerful enabler of developmental goals as its use can dramatically improve communication and exchange of information to strengthen and create new economic and social networks.
- b. ICT is pervasive and crosscutting as it can be applied to the full range of human activity from personal use to business and government. ICT is multifunctional and flexible, allowing for tailored solutions to meet diverse needs of the population. ICT facilitates disintermediation, as it makes it possible for users to acquire products and services directly from the original provider, reducing the need for intermediaries. ICT is also transparent - it does not differentiate on the basis of economic status, religion or castes of its users.
- c. Access to information, backed with relevant infrastructure and services, not only allows rural populace to improve its quality of life but also supports and supplements its existing incomes in a sustainable way. Access to information and services like e-Government, micro-credit, literacy, education, health, etc., can provide a solid foundation for the economic prosperity of rural India.
- d. Rural consumers are willing to pay for products and services that meet their needs and are offered at affordable prices. Therefore, what Rural India needs is a new social contract - in which there will be common access infrastructure, provided at commercial prices rather than given for free.

1.2 The National e-Governance Plan (NeGP)

- a. The Government of India has formulated the National e-Governance Plan (NeGP) with the vision of providing all government services in an integrated manner at the doorstep of the citizen, at an affordable cost. The NeGP initiatives consist of 27 Central, State and Integrated

Mission Mode Projects (MMPs) along with 8 other support components for rapid introduction of e-governance in the country. The NeGP envisions a three pillar model for delivery of “web-enabled Anytime, Anywhere access” to information and services in rural India. These are:

- i Connectivity: State Wide Area Networks (SWANs)/NICNET
 - ii National Data Bank/ State Data Centres (SDCs)
 - iii Common Service Centers (CSCs)
- b. The NeGP is an enormous step towards making the Government accessible to citizens, in ways that can not only save huge costs to the Government but also make it more transparent and efficient in its day-to-day interactions with the common man. To that effect, the role of Common Services Centers, envisaged as the front-end delivery network for Government services assumes great significance.

1.3 The Common Services Centers (CSC) Scheme

- a. Common Services Centers are envisioned as the front-end delivery points for Government, private and social sector services to rural citizens of India. The idea is to develop a platform that can enable Government, private and social sector organizations to integrate their social and commercial goals for the benefit of rural populations in the remotest corners of the country through a combination of IT as well as non-IT services.
- b. The aim of the Scheme is not merely to roll out IT infrastructure but to build a network of 100,000+ rural businesses across India. To that effect, the CSC Scheme has been designed to create a value proposition for all stakeholders and alignment of their economic interests.
- c. The CSC Scheme is envisaged to be a bottom-up model for delivery of content, services, information and knowledge, that can allow like-minded public and private enterprises - through a collaborative

framework - to integrate their goals of profit as well as social objectives, into a sustainable business model for achieving rapid socio-economic change in rural India.

- d. But beyond a delivery channel the CSC can play a role of an effective “change agent” that would provide a structured platform for socially inclusive community participation for collective developmental activities. Such change, it is proposed, would be undertaken through three important components:
 - i A Public Private Partnership (PPP) Framework
 - ii Rural Entrepreneurship and Market Mechanisms
 - iii Government policy and support
- e. An ICT enabled CSC can:
 - i Provide citizen centric services of the State and Central Government in a convenient and efficient manner through the CSCs across rural India.
 - ii Enhance the accountability, transparency and responsiveness of the Government to citizen’s needs.
 - iii Provide efficient and cost effective methods of service delivery to departments and agencies
 - iv Allow private and social sector to collaborate with the Government to offer world-class services in rural India
 - v Train village level entrepreneurs in business and IT management skills
 - vi Empower the rural citizen through information dissemination and market linkages

1.4 The Structure of the CSC Scheme*

The Service Centre Agency (SCA) would be the prime driver of the CSC Scheme and the owner of the CSC business. The CSC structure is envisaged as follows:

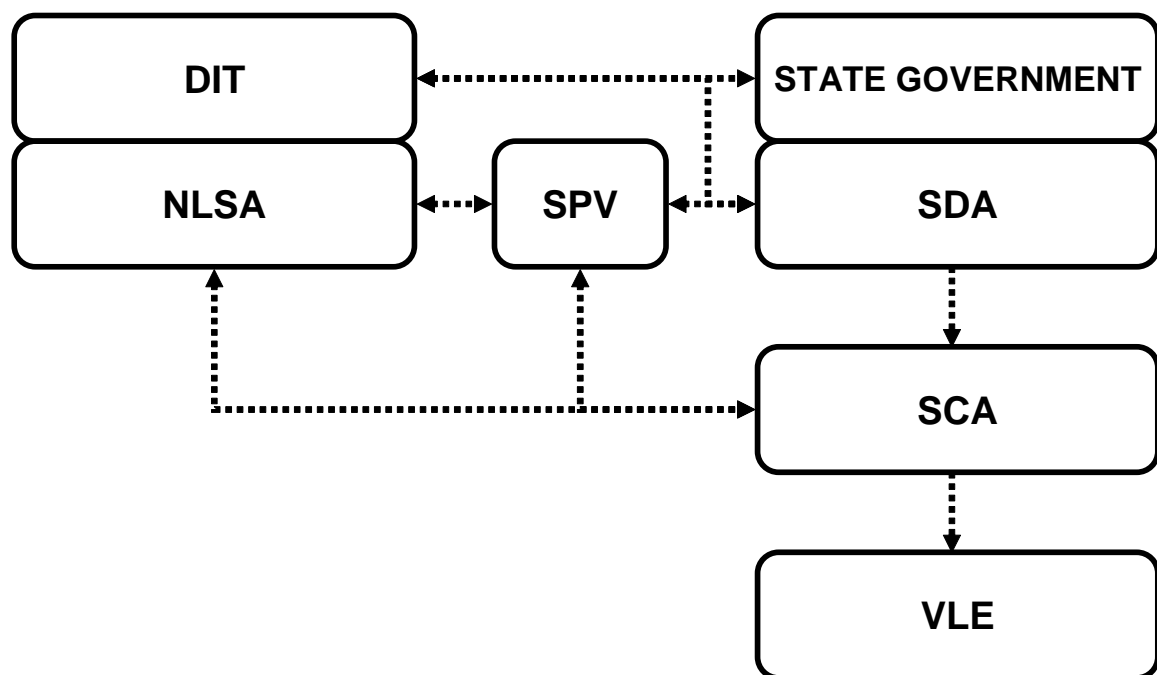
- i At the first level would be the Village Level Entrepreneurs (VLEs). The SCA would manage a network of VLEs who in turn would manage the operational business of the CSC at the village level. The VLEs would report to the SCA.
- ii At the second level would be the Service Centre Agency (SCA). The SCA would be responsible for the overall profitability and sustainability of the CSC business.
- iii At the third level would be the agency designated by the State- the State Designated Agency - to facilitate implementation as well as provide policy guidelines from time-to-time, Government to citizen (G2C) services, and disbursement of revenue support to the SCAs.
- iv In addition, the DIT has appointed a National Level Service Agency to support the SDA as well as the SCAs to enable the CSC business in the State
 - a. The State Designated Agency (SDA): The CSC Scheme would be rolled out in the State through the SDA. The SDA would play three major roles as follows:
 - i Facilitator for policy, regulatory and other relevant changes with the State Government
 - ii Facilitator for enabling e-Government services
 - iii Enabler for infrastructure and other support to the SCA
 - b. Service Centre Agency (SCA): The SCA would be the prime driver of the CSC eco-system. The SCA would be the owner of the CSC network in pre-defined areas of operations in the State. The SCA would undertake activities such as identifying the required applications and services, harnessing the State network, identifying and training the VLE, establishing the CSC (either directly or through the VLE), supplying, aggregating and updating content and services and so on. The SCA would be supported by the NLSA and the respective State Designated Agency (SDA) to implement the CSC Scheme

- c. Village Level Entrepreneur (VLE): The VLE is the key to the success of the CSC operations. A good VLE would be the one who has good entrepreneurial skills, strong social commitment as well as respect within the community. The VLE would manage the CSC business at the ground level. Selection and proper training of the VLE would play a vital role in effective implementation of the CSCs
- d. National Level Service Agency (NLSA): A project of this scale poses significant challenges of project management at the national level. Significant economies of scale can be achieved in the identification, customization and implementation of the physical and digital infrastructure required for the project. Further, many of the potential citizen-centric services would lend themselves to aggregation at the national level. To enable the State-specific implementation plans to benefit from such economies of scale, aggregation of best practices, content providers, etc., a National Level Service Agency (NLSA) has been appointed by the DIT for facilitating the rollout process on a Public Private Partnership format.
- e. Special Purpose Vehicle (SPV): In addition to the NLSA, an SPV has been proposed to undertake the day-to-day monitoring of the CSC Scheme on behalf of the Government. The SPV would undertake the following key roles and responsibilities:
 - i Lay down operating and financial guidelines within the CSC system
 - ii Providing a framework for collaborative decision making process
 - iii Catalyzing and maintaining content aggregation on an on-going basis
 - iv Build a common “Identity”

The SPV will have equity partners who would invest in the SPV, like DIT, NLSA, Strategic Investors. The Equity Capital of the SPV, in part, may also be subscribed to by the SCAs. The exact amount of investment would be determined at a subsequent juncture. The SPV

may also be made responsible for channelizing the Government support to the SCAs. The SCAs would be expected to pay a fee to the SPV for all the above assistance / services. The CSC Implementation structure is outlined in Exhibit 1:

Exhibit 1: The Implementation Structure



1.5 Connectivity

- a. As part of the national e-governance plan (NeGP) of the Government of India (GOI), a State Wide area Network (SWAN) is in the process of being established to provide reliable broadband connectivity across the State up to the block level.
- b. A State Wide Area Network (SWAN) has been identified as the core connectivity option for supporting the CSCs. The SWAN Scheme proposes to establish 2 Mbps connectivity bandwidth up to the block level.
- c. It is envisaged that SWAN would be set up before the CSCs are operational, to the extent possible. The State/DIT will work with the

SCA to determine the appropriate last mile connectivity options available.

- d. *[Please write a paragraph/s on the current status of connectivity in the State, if any]*

1.6 Determining the CSC locations *

- a. The aim of the CSC scheme is to establish 100,000 rural kiosks across the country with an equitable distribution, 1 CSC for every 6 census villages. The SDA has identified _____ as the total number of CSCs that would be established across the State.
- b. The SCA is free to locate the CSCs anywhere within a Block within the overall ceiling prescribed as detailed in **Annexure 1**. The SCA however, would need to ensure that, not more than one (1) CSC is established in one Gram Panchayat, unless the number of Gram Panchayats in a Block is less than the number worked out as per 1:6 criteria.
- c. In case the SCA decides to establish more CSCs than defined by the above clause 1.6 (b), those additional CSCs would not be entitled for any revenue support.
- d. The State may at its discretion ask the SCA to increase the number of CSCs in its divisions on mutually acceptable terms and conditions
- e. List of Gram Panchayats is attached at **Annexure 1**.

1.7 Integration of Existing Kiosks*

(In case of a definite strategy decided by the State Government to subsume the existing kiosks within the CSC ambit, the same needs to be mentioned under this heading. Please remove 1.7.6, 1.7.7 & 1.7.8 if not applicable)

- a. The SCA should make every effort to subsume existing kiosks within the ambit of the CSC Scheme. The list of existing kiosks and their locations is attached at **Annexure 2**.

- b. Existing kiosk operators are being given an opportunity to participate in the bid process of the CSC Scheme as SCAs subject to their meeting the stipulated eligibility criteria.
- c. The successful SCAs should make every attempt to accommodate existing kiosk operators as VLEs, as relevant, subject to the existing operators agreeing to assume the contractual liabilities of a VLE in terms of service delivery and the two parties arriving at an appropriate legal and commercial arrangement in this regard.
- d. The SCA may also like to leverage existing Self Help Groups/ NGOs and other well-established and reputed citizen-centric organisations/ groups and encourage them to participate in the CSC Scheme, by supporting them in their activities, in areas such as VLE identification, content localisation and human resource mobilisation.
- e. For kiosks not subsumed as per Clause 1.7.3, the State Government reserves the right to provide G2C services and SWAN connectivity to such existing kiosk operators on terms and conditions which are not adverse to the SCA.
- f. The State Government may also review the terms and conditions of any subsisting contracts with agencies for establishing/ running similar centers with a view to integrating them into the CSC Scheme to the extent legally, commercially and procedurally feasible.
- g. The list of existing kiosks promoted/ set-up by the Government is provided in **Annexure 3**
- h. The terms and conditions on which these kiosks will be made available to the SCA are:
 - i
 - ii
 - iii
- i. The State may not restrict the use of web-enabled Government services by any future CSC like entities, likely to be set-up or

established. However no guaranteed revenue support would be provided to these CSC like entities.

1.8 Nature of Government Support

- a. No Capital Subsidy is envisaged under the CSC Scheme
- b. However, the track record of rural projects, underscores the need and essentiality for financial support to achieve sustainability around e-Government services. The challenge here is to develop a framework for ascertaining the ‘optimum level’ of Government support. It is therefore proposed to cover the revenue gaps and associated risks, which arise in rural markets.
- c. To ensure sustainability, it is proposed that the SCAs would be provided support in the form of a “Minimum Revenue Assistance / Guarantee against Governmental services”. The amount of support would be arrived at through a price discovery mechanism through this RFP for the final selection of SCAs. More details of the support calculation are available in Para 5.6 of this RFP

1.9 CSC Service Profile

- a. The CSCs would offer a multitude of services ranging in the areas of e-Government, education, health, agriculture, commercial, retail, etc. It is to be noted that delivery of Government services would be mandatory for the CSCs. To that effect, possible service areas are listed below:
- b. Key Government Services
 - i Land records
 - ii Registration
 - iii Issue of certificates/ Government schemes
 - iv Employment exchange
 - v Ration cards
 - vi Electoral services

- vii Pension schemes
- viii Road transport
- ix Public grievance
- c. Business to Consumer (B2C) services
 - i Commercial Services
 - Digital Photos
 - Web surfing
 - Photocopy
 - DTP
 - Email/Chats
 - CD Burning
 - Typing
 - Printing
 - Games
 - Utility/Telephone Bills
 - Forms downloads/Estimates
 - ii e-Commerce/online services
 - Railway Tickets
 - Astrology
 - Matrimonial
 - Shopping
 - Resumes
 - iii Education Services
 - IT Education
 - English Skills Training
 - Tuitions
 - iv Entertainment
 - DTH - Community TV
 - v Telemedicine
 - Primary Healthcare

- vi Agriculture Services
 - Agri-inputs
 - Agri-loans
 - Agri-consulting and training
- d. Business-to-Business services (B2B)
 - i Advertising & Promotion Services
 - Space marketing of CSC
 - Promotions
 - ii Data Collection Services
 - Research Data collection
 - Data Entry
 - iii Distribution Services
 - FMCG Products
 - iv Financial Services
 - Loans/Deposits
 - Referrals
 - Insurance, etc.

1.10 Restructuring the Delivery of Social Development related services in rural India

- a. A Platform to create Demand-Driven Market Structures in Rural India: The CSC Scheme would focus on creating effective market mechanisms for demand-driven delivery of services in a PPP framework. Such mechanisms can provide the right springboard for rural empowerment with minimum government intervention. A concurrent activity undertaken in 100,000+ CSCs can accelerate the process of socio-economic development in rural India
- b. A Cost-effective Distribution Pipe for rural citizens: The CSC Network would be a distribution pipe through which the Government can distribute its various Schemes and offer its services directly to the rural consumer, in a cost-effective manner. Apart from e-Government

services, the CSCs can be a delivery mechanism for offering private sector services like education, adult literacy, telemedicine, agriculture extensions, community health and hygiene, critical data on weather, disaster management, entertainment, communication, awareness, vocational training, etc.

- c. A transparent framework to deliver Good Governance in rural India: The CSC Scheme, by virtue of its design and application, would create a transparent platform for direct delivery of e-Government services as well as social development activities to the rural consumer. Such a system would provide the right impetus to promote Good Governance in rural India.
- d. A Sustainable Business Model for Rural Prosperity: The combined experience of DIT, State Governments, NLSA and SDAs at the top and the SCAs and VLEs at the bottom can provide numerous opportunities for implementing innovative business strategies and best practices.
- e. Social Inclusion of marginalized communities: By reaching the remote rural locations of India on a sustainable basis, and offering a variety of world-class services, the CSCs would encourage social inclusion of hereby marginalized communities and under-privileged sections of the rural society.

2. **STAKEHOLDER ROLES AND RESPONSIBILITIES***

2.1 The Service Centre Agency

The responsibilities of the SCA would include the following:

- a. Scouting for rural entrepreneurs: The SCA would scout for VLEs from a given geography. The SCA will also need to get into suitable agreements with the VLEs clearly delineating their respective roles, responsibilities and service-level liabilities. Once the SCA has entered into an agreement with the VLEs, the SCA would be responsible for maintaining documents and database of information related to the VLEs.
- b. Training VLEs: It will be the responsibility of the SCA to train the VLE on various aspects of the CSC business, particularly the delivery of G2C services.
- c. Creating awareness: The SCA will sensitize the villagers about the benefits from the CSC and will promote the use of CSCs in the rural areas through the state-level and local promotion campaigns.
- d. Coordinating with the SPV: The SCA would work closely with the SPV in the areas of content aggregation, PR, government services, monitoring processes, etc.
- e. Government Services: The SCA would manage relationships with the SDA for provision of G2C Services through the CSCs. The SCA will be required to interface with the State Government as well as the State Level Agencies and collaboratively work on improvement of services offered and introduction of new services from time to time including aspects such as service charges, collection and remittance, Quality of Service Parameters, protocols, etc.
- f. Back-end support: The SCA will ensure adequate back-end support to the VLE. The SCA should also set up a call center for quick redressal of queries by the VLEs. A dedicated team should be posted at each district, which will coordinate the activities with the VLEs.

- g. **Sales Management and follow-up:** The SCA should ensure that each and every VLE is involved in effective delivery of content and services. The SCA sales team at the district should also provide appropriate support to drive the CSC profitability.
- h. **Content and Service Management:** The SCA should develop a local content and services ecosystem by identifying the required applications and services, harnessing the network, supplying, aggregating and updating the content (this would include entering into appropriate commercial agreements with local third party content/service providers). The SCA will also have to identify, collaborate and contract with B2C/B2B service providers to create and manage specific services. At the back-end SCA will integrate the G2C and B2C content services and also integrate with the appropriate payment gateways.
- i. **Monitoring:** The SCA shall monitor the VLE at all times and provide adequate support for their smooth functioning. Each SCA will be evaluated based on the performance of the VLEs under it. It is the responsibility of the SCA to ensure cross-pollination of best practices across the various VLEs under its areas of operation to ensure the success of the CSC Scheme. The SCA should make provision to allow DIT/ SPV to monitor delivery of G2C services on-line.
- j. **Manage Service Delivery:** The SCAs will integrate suppliers, partners, the State Government and the CSCs and customers into a Web-enabled value chain. The key challenges for the SCA would be to manage secured, safe and trusted service delivery channel on one hand and integrate pieces of the service delivery chain on the other. SCA would host applications in a centralized data centre and deliver applications via the Internet. The SCA will maintain the security and integrity of the data, business processes and transactions at all times and protect all the assets of the project, intellectual and physical. The SCA will assume complete responsibility for the managerial,

technical, financial, HR, logistics and other resources and ensure its viability, visibility and high quality of performance of the CSCs.

- k. **Connectivity**: The SCA will interact with the State/SDA as well as private telecom providers to enable appropriate last-mile connectivity to the CSCs

2.2 The Village Level Entrepreneur:

The roles & responsibilities of VLE would include the following:

- a. **Effective Service Delivery**: The VLE, through his CSC, should act as a service delivery point where he delivers services through which the population of the catchment area benefits.
- b. **Sales and Promotion**: The VLE should be actively involved in sales process of the given products and services and devise innovative methods for attracting more and more customers to the CSC.
- c. **Feedback**: The VLE should provide feedback at a regular interval to the SCA on enhancing services and also to improve processes for better delivery.
- d. **Catalyst for change**: The VLE is an entity that has to bring about a change in his environment by using ICT as a tool. It is therefore important that the right VLE is selected through an appropriate selection and training process. He is an entrepreneur who will run his business by using the network. In other words he should try to impart knowledge and try to educate the population.
- e. The VLE will endeavour without any prejudice to provide all services to the rural citizens.

2.3 The NLSA

The role of the National Level Service Agency has been formulated with a view to provide program management support to the DIT, SDA and SCA, to roll out the CSC Scheme. The roles and responsibilities of the NLSA have been outlined below:

- a. Enabling State Rollout: The NLSA would work with State Government/ SDA to enable the various stages of the State Rollout like preparing Bidding documentation, RFPs, managing the selection process for SCAs, Vendors, identifying G2C services, locations, etc.
- b. SCA Support: The NLSA will assist the SCAs in structuring and developing business plans which would form the basis of financing the project and its implementation.
- c. Mobilize resources: Based on the SCA business plans, the NLSA would help raise resources from lenders in the form of project finance, asset finance, stakeholder equity, term loans, suppliers' credit, etc..
- d. Building Skills and Expertise in the CSC System: A project befitting a National Mission would need enormous amount of capacity building in the areas of human, technological, organizational, institutional and other resource capabilities. As a part of the human resource development process, the NLSA will identify programs and agencies that can equip individual stakeholders with the understanding, skills and access to information, knowledge and training that enables them to perform their roles effectively.

2.4 The State Designated Agency

The responsibilities of the State Designated Agency (SDA) will be as follows:

- a. Appointment of a Nodal Officer: The SDA would appoint a Nodal Officer and a core implementation team to represent the State and provide all state level support for smooth implementation of the CSC scheme.
- b. Facilitate e-readiness of the State: The SDA would co-ordinate with the State Departments and appropriate officials to develop an implementation plan for delivery of e-Government services. The SDA would also coordinate and facilitate interactions with various internal departments

- c. Provide policy and regulatory support: The SDA would facilitate any policy of regulatory support that the SCA or any other stakeholder may need to successfully implement the Scheme in the State
- d. Existing projects: One of the critical roles of the SDA would be to facilitate the integration of existing ICT enabled and other Government schemes into the CSC Scheme.
- e. Help identify CSC locations: The SDA in tandem with the District officials would help the SCA to identify suitable locations to set up the CSCs.
- f. Select Service Centre Agencies (SCA): The SDA would undertake appropriate bidding and selection processes within the framework of the State rules and regulations to induct SCAs into the CSC Scheme .
- g. Facilitate training and capacity building: The SDA in association with DIT and NLSA, would undertake appropriate training and capacity building programs to gear up the State Departments to facilitate e-Government services through the CSCs.
- h. Facilitate awareness campaigns: The SDA would undertake the necessary steps to promote and publicize the CSCs amongst all stakeholders as well as the rural customers.
- i. Facilitate the SWAN interface: The SDA would coordinate the SWAN implementation process with appropriate departments to ensure connectivity for the CSC Scheme. Where SWAN is not ready, the SDA in tandem with DIT, NLSA and SCA would select the right telecom providers to connect the CSCs.
- j. Monitor and disburse revenue support: The SDA in association with the SPV would monitor the SCA business to calculate the precise revenue support for disbursement on a periodic basis.

2.5 The State Government

The major roles envisaged for the State Government are as follows:

- a. Setting up of a High Level Committee for overseeing the implementation of the CSC Scheme including the selection of SCAs
- b. Driver for policy, regulatory and other relevant changes
- c. Providing Financial Support
- d. Service provider for e-Government services
- e. Physical and digital Infrastructure and other support to the State Designated Agency (SDA)/SCA
- f. Take an appropriate decision on the mode and degree of integration with the CSC Scheme of the existing physical, digital and institutional infrastructure of various Government Agencies/ Departments in the State, such as Schools, Gram Panchayats, Public Health Centers (PHC), etc and Post Offices (in consultation with GOI).
- g. Decide on the extent and modalities of integration with the CSC Scheme of existing Government schemes particularly development programmes in areas like Education, Health, Agriculture, Employment, etc.

3. STATE SPECIFIC INFORMATION

[Data on the State of Chhattisgarh has been used only as an illustration. The SDA will have to include only factual State specific information without any projections, estimation and/or commitments]

3.1 Profile of the State

- a. Chhattisgarh is a land of opportunity with abundant mineral resources. Due to the abundance of minerals, mega industries in the Steel, Aluminum and Cement sector have established base in the State. Owing to the power surplus resource of [Name of State], power intensive industries are attracted to invest in the State. Bhilai and Korba have emerged as the power capitals of the State. The City of Bhilai, located 30 Kms from the Capital city of Raipur, is developed with modern amenities and a cosmopolitan lifestyle. Raipur is well connected by rail, road and air to the major cities of India.
- b. The literacy rate in Chhattisgarh is higher than the national literacy rate and the female literacy rate has doubled in the last decade. Chhattisgarh has a large forest cover of almost 44% of the total State area.

c. District Map of Chhattisgarh

Exhibit 2: Map



d. Demographic Information

i. GEOGRAPHICAL SITUATION

- Latitude 17o46' N to 24o5'N
- Longitude 80o15' E to 84o20' E
- Geographical Area In `000 Sq. Km. = 135
- Forest Area In `000 Sq. Km. = 59

ii. RAINFALL (1999-2000)

- Rainfall In Mms. 1292.1
- No. Of Rainy Days 61

iii ADMINISTRATIVE SET-UP (2001)

- Revenue Divisions No. = 3
- Revenue Districts No. = 16
- Tehsils No. = 96
- Development Block No. = 146
- Tribal development. Blocks No. = 85
- Town No. = 97
- Total Villages No. = 20308
- Inhabited Villages No. = 19692
- Majra/Tola No. = 54818 (Other than inhabited villages)
- Electrified villages No. = 18076
- District Panchayats No. = 16
- Janpad Panchayats No. = 146
- Gram Panchayat No. = 9139
- Municipal Corporation No. = 6
- Municipalities No. = 20
- Nagar Panchayat No. = 49
- Census Town No. = 22

iv POPULATION (2001 P)

- Total In Thousand = 20796
- Rural In Thousand = 16621
- Urban In Thousand = 4175
- Literate Population 2001 (D)
- Total In Thousand = 11283 (65.12%)
- Rural Total In Thousand = 8361 (60.93%)
- Urban Total In Thousand = 2922 (81.08%)

v POPULATION CHARACTERISTICS (2001)

- Decennial Growth Rate Per cent (+) 18.06
- Density Per Sq. Kms. 154
- Sex ratio Females per `000 males = 990

3.2 The Scope of the Project:

- a. The State of Chhattisgarh has ____ Districts, each district has blocks under them depending upon the geographical coverage and population, currently there are total _____ blocks in the State. The blocks are further divided into Villages; there are _____ inhabited Villages in the State. The State of Chhattisgarh has grouped these 16 districts into four (4) divisions. The bidding for the CSC Scheme will be for each of these four divisions. The bidder may bid for one or more divisions but a maximum of three (3) divisions would only be awarded to a particular bidder.
- b. In case no bid is received for any particular division, the lowest bidder in the other divisions would be offered first to quote for this division. In case of lack of interest among the existing parties, the particular division may be considered for re-bidding by the Government of Chhattisgarh under different terms and conditions as they may deem fit. Government of Chhattisgarh reserves the right to allocate the divisions to the bidders in case of equal bids. The divisions and the districts under each division are tabulated below:

SL. No.	Name of Division	Districts
1	Durg	Durg, Kanker, Kabirdham, Rajnandgaon
2	Raipur	Dantewada, Bastar, Dhamtari, Raipur, Mahasamund
3	Raigarh	Sarguja, Koriya, Raigarh, Jashpur
4	Korba	Bilaspur, Korba, Janjgir

3.3 State e-Readiness and details of existing projects/initiatives

a. Exhibit 3: State IT Infrastructure

S. No.	Name of the Initiative	Description	Status /Reach / Other details
Information Technology & Communications Department			
1.	CHOICE	One-stop-shop center for delivering government services to the citizen (www.choice.gov.in)	30 centers are there but only 10 centers are functional
2.	CG Portal	A single point entry portal for the state of Chhattisgarh for providing government information and transaction services online to both citizens and businesses	Information of all the state departments is hosted online
3.	CSWAN (<i>[Name of State]</i> State Wide Area Network)	CSWAN is an initiative to establish broadband connectivity across the State of <i>[Name of State]</i>	Consultant has been appointed and implementation is in process. Expected to be completed by June 2007
4.	SDC (State Data Centre)	A State Data Centre would be established at the State level housing all government applications	SDC is planned to be established along with the CSWAN
5.	Computerization of Panchayats	The State has progressed with an initiative to computerize all its Panchayat and Taluka offices to enable efficient data collection and transfer	RFP for computerization has been floated

b. Exhibit 4: Applications in use by the State Departments

S. No.	Department Name	Name of Application(s)	Current / Planned	If Planned project likely to be completed by	Key Functionalities	Front End	Backend	Network Architecture (LAN / MAN / WAN etc.)
1.	Land records	BHUYAN	Current		Computerization of land records mainly khatauni parts	ASP	SQL	3-tier
2.	Commercial Tax	CGCOMTAX(i-COMMITAX)	Current		To deliver all the services of the department	JSP and HTML	Oracle 10-G	3-tier
3.	Police	CRM IN INDIA	Current		To keep track of all the crimes in the state	Fox Pro	Fox Pro	2-tier
4.	Police	ACCIDENTAL DEATH & SUICIDE SYSTEM	Current		To keep track of accidental deaths and suicides	Fox Pro	Fox Pro	2-tier
5.	Police	Motor Vehicle Coordination System	Current		Monitoring of theft and confiscated vehicles	VB	SQL	2-tier

6.	Police	Portrait Building System	Current		Generation of photographs of criminals	VB	SQL	2-tier
7.	Police	NCSS Monthly Crime Analysis System	Current		To keep track of monthly crime in the state	Fox Pro	Fox Pro	2-tier
8.	Police	Vidhan Sabha	Current		To monitor the reports of the State legislative assembly	Fox Pro	Fox Pro	2-tier
9.	Panchayat And Social Welfare	Payroll	Current		Salary calculation and file maintenance	FOX	FOX	2-tier
10.	Panchayat And Social Welfare	e-Panchayat	Planned	Dec 2006	To monitor all the schemes of the department	VB	SQL	3-tier
11.	Transport	VAHAN	Current		Registration, fitness certificate, Permit, Tax related work	VB	SQL	2-tier
12.	Transport	SARATHI	Planned		Licensing related works will be done through it	VB	SQL	2-tier

13.	Election	Electoral Roll Management System	Current		To enroll the eligible citizen	VB	Fox Tables	No; Stand alone
14.	Election	Elector Photo ID Card generation	Current		To issue the ID card	VB	Fox Tables	No; Stand alone
15.	Agriculture	e-Budget	Planned	2007	For monitoring of all the budget related activities	VB	Access	2 tier
16.	Agriculture	Statistical	Planned	2007	Keep track of Area of production of different crops	VB	Access	2 tier
17.	Agriculture	Schemes	Planned	2007	Monitoring of different schemes	VB	Access	2 tier
18.	Agriculture	Payroll	Current		Payment related activities	VB	SQL	2 tier

c. Exhibit 5: Ongoing Projects

S. No.	Name of the Initiative	Description
Department of Land Records		
1.	SARATHI	To issue the different kind of licenses related to the department of Transport
Department of Agriculture		
2.	e-Budget	For monitoring of all the budget related activities
3.	Statistical System	To monitor the area of production of different crops in the state
4.	Schemes	To monitor all the schemes of the department
Department of Panchayat and Social Welfare		
5.	e-Panchayat	To monitor all the schemes of the department

d. Exhibit 6: Initiatives for enabling Government Services

S. No.	Name of the Initiative	Description	Status /Reach / Other details
Information Technology & Communications Department			
Department of Land Records			
1.	BHUYAN	BHUYAN enables issuance of Record of Right (ROR) and Khasara. It maintains all the documents related to ROR	This project deals with the automation of the Land Records of Khasara and B1. The work has been completed and around 3 lakh records have been distributed till date. The online mutation work is currently being taken up.
2.	GIS	A geographical Information System is being put in place by digitizing all the maps	The GIS system is functional across the State
3.	Digital Maps		Maps of all land holdings are being digitized
Department of Education			
4.	Gyan Vinimay (e-Classroom)	e-Learning through online lectures and training sessions	Currently used between IIT Kanpur and State Engineering Colleges. State is tying up with other service providers for various courses
5.	Education Results (School, College, Entrance Exams etc)		Under Implementation
Department of Transport			
6.	VAHAN	Registration of vehicles (Issuance of Registration certificate)	Functional at Raipur RTO
Department of Panchayat and Social Welfare			
7.	Department Website	Information to all the Citizens for transparency	Operational

Department of Election			
8.	Electoral Roll Management System	To enrol the eligible citizen in the electoral roll	Operational
9.	Elector Photo ID Card generation	To issue the ID card	Operational
Procurement			
10.	e-Procurement	The State is implementing eProcurement in all the departments of the State to capture whole purchase cycle in the automated mode.	Four departments of the State viz., [Name of State] State Industrial Development Corporation (CSIDC), Health Department , Public Works Department (PWD) and Water Resources Department (WRD) are currently operational
Department of Registration			
11.	Issue of Birth and Death Certificates		Currently in progress
12.	Issue of Domicile Certificates		Currently in progress
13.	Issue of Below Poverty Line (BPL) Certificates		Currently in progress
14.	Employment Registration		Currently in progress
Department of Telecommunication and Power/ Utility Companies			
15.	Payment of Electricity Bills		Currently in progress
16.	Payment of Telephone Bills		Currently in progress
Various Departments			
17.	Issue of Government Forms / Documents		Currently in progress
18.	Grievance Redressal		Currently in progress

e. Exhibit 7: Historical Physical Transaction Volumes (Provide only if available)

S. No.	Service	Transaction Volumes across the State per ____ Year
1	Issue of Birth Certificate / Death Certificate (E)	<i>To be provided by GoC</i>
2	Ration Card related services (Estimated transaction volumes for Rural Areas) (E)	<i>To be provided by GoC</i>
3	Issue of Identity Card to Senior Citizens in Rural Areas (E)	<i>To be provided by GoC</i>
4	Issue of Nakals	<i>To be provided by GoC</i>
5	Issue of certificates	<i>To be provided by GoC</i>
8	Request for Registration of Documents / Certified Copies (Deed/Others)	<i>To be provided by GoC</i>
9	Issue of Encumbrance / Non Encumbrance Certificate	<i>To be provided by GoC</i>
10	Request for Market Valuation	<i>To be provided by GoC</i>
11	Facilitation/Application for Driving License (Permanent/Learner's)/(New/Renewal)	<i>To be provided by GoC</i>
12	Application for registration of Vehicles (Renewal/Application/Duplicate)	<i>To be provided by GoC</i>
13	Application for Soil Testing	<i>To be provided by GoC</i>
14	Application for Assistance under various rural development schemes (SGSY/SGRY/IAS) (E)	<i>To be provided by GoC</i>
15	Application various Pension schemes (Rural) (E)	<i>To be provided by GoC</i>
16	Application / Registration for Various Scholarship Schemes (E)	<i>To be provided by GoC</i>
17	Electoral Services	<i>To be provided by GoC</i>
18	Employment Exchange related services (Number of registrations made in State Employment Exchanges (1999))	<i>To be provided by GoC</i>
19	Issue of Marriage certificate / Registration of Marriage	<i>To be provided by GoC</i>
20	Public Grievance Handling	<i>To be provided by GoC</i>

f. Exhibit 8: Data of Existing Centers

[Insert State Specific Information about existing centers and tabulate the same, where possible]

g Exhibit 9: Digital Transaction Volumes of Existing Centers

S. No.	Service Name	Total Transactions since 2001 onwards	Transactions for 2004-2005 through 10 CHOICE kiosks
1.	Correction of birth certificate	578	383
2.	Correction of death certificate	208	108
3.	Death registration	10066	5034
4.	Income certificate	48	18
5.	Live Birth Registration	33758	19619
6.	Local residence certificate	71	67
7.	Name inclusion of child	588	391
8.	New ration cards	9	6
9.	No objection certificate for Nazul land	20	19
10.	OBC certificate	145	144
11.	Public grievances of collectorate	10	10
12.	Public grievances of RMC	21	18
13.	SC / ST certificate	94	86
Total			

h. Exhibit 10: Services currently offered through CHOICE Centers

Raipur Municipal Corporation Services	
1	Death Registration
2	Duplicate BPL cards
3	BPL Survey Data Entry
4	Issue New Ration Card
5	Issue Duplicate Ration Card
6	Surrender Ration Card
7	Alter Ration Card
8	Process Application for Water Tap Connection (Private)
9	No-Objection Certificate RMC-Dangerous / Offensive Trade
10	Water supply-detailed information regarding power/hand pump
11	Water supply- information regarding damaged power/hand pump
12	Water supply-works done under different categories
13	Water supply-information regarding filter plants, intake wells and associated plans
14	Water supply-available fund in different categories and their expenditure
15	Receive Payment for Property Tax
16	No-Objection Certificate RDA Electric Connection
17	Grievance (RMC)
18	No Dues Certificate
19	Name Transfer of Property (RMC)
20	Name transfer for property /building (RDA)
21	Health – ward wise workers information
22	Health - Services
23	Health - vehicular route chart
24	New Lease of RMC Owned Shop
25	Renew Lease of RMC Owned Shop
26	Lease Name Transfer of RMC Owned Shop
27	Issue Gumosta /Trade License
28	Renew Gumosta /Trade License
29	Cancel Gumosta /Trade License
30	Issue Duplicate Gumosta /Trade License
31	Alter of Gumosta /Trade License

32	Process application for new building plan approval
33	Process application for building construction permission
34	Process application for Extension to building plan approval
35	Process application for Alteration to building plan approval
36	Process application for Application related to intimation of commencement of construction
37	Process application for Application related to intimation of occupancy of construction
38	Process application for Application for time extension -building construction
39	Process application for duplicate building plan
40	Grant permission to develop land
41	Rashtriya Vriddhavasta Pension Yojana
42	Samajik Suraksha Pension Yojana
43	Rashtriya Parivar Sahayta Yojana
44	Empanelment /Registration of Plumber - New
45	Empanelment /Registration of Plumber - Renewal
46	Empanelment /Registration of Architect - New
47	Empanelment /Registration of Architect - Renewal
48	Empanelment /Registration of Advertising Agency - New
49	Empanelment /Registration of Advertising Agency - Renewal
50	Empanelment /Registration of Colonizer/promoter/Developer - New
51	Empanelment /Registration of Colonizer/promoter/Developer -Renewal
52	Grant new Rickshaw License
53	Renewal Rickshaw License
54	Electricity-information regarding electricity poles at different wards
55	Electricity-ward wise expenditure-new poles
56	Electricity-allocation budget-for department and expenses

Collectorate Services	
1	SC/ST Certificate
2	OBC Certificate
3	Income Certificate
4	Local Resident (Domicile) Certificate
5	No Objection Certificate - Nazul
6	Public Grievance (Collectorete)
7	New Lease of Nazul Land
8	Renew Lease of Nazul Land
9	Name Transfer of Nazul Land
10	Issue Arms License
11	Renew Arms License
12	Process to obtain Nakal of a document
13	Rahat Yojana
14	No-Objection Certificate - Explosive Item Storage License
15	No-Objection Certificate - Kerosene Storage License
16	No-Objection Certificate - Petrol, Diesel Storage License
17	Rajya Bimari Sahayta Nidhi
18	Gratuitous Relief
19	Akasmikata Yojana
20	Indira Awas Yojana
21	Swaran Jayanti Gram Swarojaggar Yojana
22	Credit- cum -subsidy for rural housing

Education Department (EDU) Services	
1	Education-Employee Post Setup
2	Education-Employee Seniority and Promotion List
3	Education-Student Enrolment Details (Govt./Education Dept.)
4	Education-Student Enrolment Details (Govt./Tribal Dept.)
5	Education-Student Enrolment Details (Granted School)
6	Education-Student Enrolment Details (Non-Granted School)
7	Education-Student Enrolment Details (Local Body School)
8	Education-Student Enrolment Details (Others)

9	Education-Student Numerical Data Details District-wise, Block-wise, Category-wise (Primary Schools)
10	Education-Student Numerical Data Details District-wise, Block-wise, Category-wise (Middle/High/Higher Secondary Schools)
11	Education-School Particular Details - Education
12	Education-School Student Details Enrolment
13	Education-Education School Result of Board Examination
14	Education-MDM (mid day meal) Plan
15	Education-FTB (Free Text Book) Plan
16	Education-ISSY (Indira Shakti Suchana Yojana)
17	Education-Class Project (Computer Literacy)
Police Headquarters (PHQ) Services	
1	Police HQ – Missing Persons
2	Police HQ - Unidentified Bodies
3	Police HQ – Missing Vehicles
4	Police HQ - FIR
Raipur Development Administration (RDA) Services	
1	No Dues Certificate
2	No Objection Certificate of RDA Electric Connection
3	Name Transfer of Property/Building
CEO Panchayat Services	
1	Rashtriya Parivar Sahayta Yojana
2	Credit Cum Subsidy for rural housing
3	Rashtriya Vriddhavasta Pension Yojana
4	Samajik Suraksha Pension Yojana
5	Swaran Jayanti Gram Swarojagar
6	Indira Awas Yojana
Chips Services	
1	CHOICE Agent Registration
2	Electricity Bill Payment Collection for CSEB
3	Telephone Bill Payment Collection for BSNL
4	Data Entry and uploading s/w for Birth Registration
5	Data Conversion from Arjun font and uploading s/w for BPL

4. OVERVIEW OF THE SUGGESTED IT-ARCHITECTURE

4.1 Connectivity

- a. As part of the National e-Governance Plan (NeGP) of the Government of India (GoI), a State Wide Area Network (SWAN) is in the process of being established to provide reliable broadband connectivity across the State up to the block level. *[The SWAN would be a hybrid network using leased line, VSAT and Wi Max technology.]* The last mile connectivity from the block to the village level is proposed to be through wireless broadband connectivity for which the SCA would have to invest for the mast, receiver and customer premise equipment (CPE) each at each of the CSC end. The SWAN network is funded by the GoI and also includes the wireless transceiver at the block level. The intent is to have SWAN in place before or simultaneously with the roll out of the CSCs offering a strong connectivity backbone. *Go[Abbreviation of State Name]* would not levy any SWAN network user charges to the SCA for the first 4 years and will provide for recurring bandwidth costs.
- b. The SWAN would be a converged network providing services of
 - i. Data, Voice and Video at the State Head Quarters (SHQ) and District Headquarters (DHQ);
 - ii. Data and Voice at Sub District Head Quarters (SDHQ) and Block Head Quarters (BHQ) and;
 - iii. Internet throughout the State of *[Name of State]*
- c. SWAN would be connected using 2 Mbps leased line links up to the block level which would have upgradation capacity up to 8 Mbps. SWAN will be built vertically on four tiers of network connectivity, i.e., SHQ – DHQ, DHQ – SDHQ, SDHQ – BHQ providing a minimum of 2Mbps at each level. The SWAN will primarily be used to provide e-Government services.

- d. The SCA would have to make arrangements with the Internet Service Providers (ISP) for provision of Internet through the SCA-CSC network.

4.2 IT Architecture

- a. The SCA would act as a Service Access Provider (SAP) and network manager for CSCs. SCA should set up a portal for enabling access to the services of the non-government businesses and make them available to the VLE access points.
- b. The CSC will be the delivery point where the services of the Government and non-government businesses will be delivered to the end user – a citizen. The CSC will be connected to the SCA through any of the connectivity options – Dial up, Leased line, VSAT, Wireless, SWAN, or services of other network services providers or a combination of such options.
- c. The suggested High-level architecture model is provided in the exhibit below followed by discussion on important features of the same.

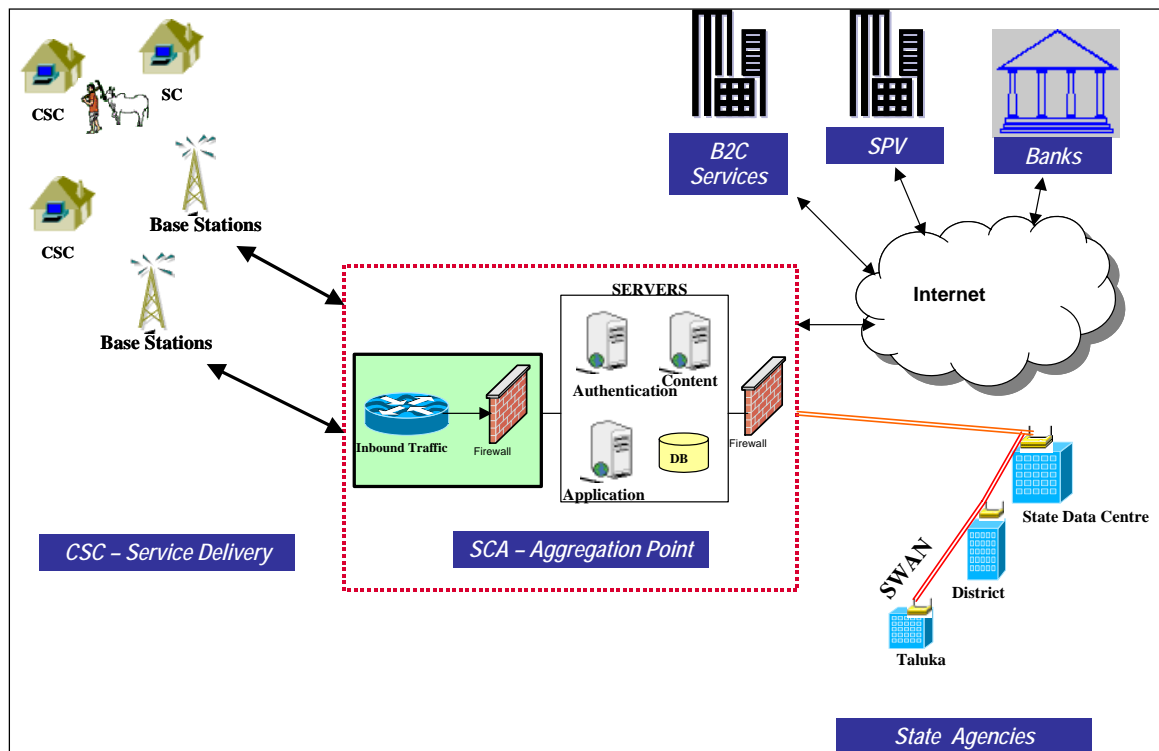


Exhibit 11: Suggested IT Architecture

4.3 SCA-CSC Connectivity

- a. Considering the requirement of fast proliferation of e-Governance services up to the block level and below the block level, Department of IT, GoI under the NeGP Core Infrastructure project, has already taken an initiative to establish State Wide Area Network (SWAN) across the country. Further, under the SWAN the wireless connectivity would be available at the block level so that villages located within 10-15 kms radius around the block can also be connected.
- b. Such framework would create an enabling environment and an institutional mechanism so that CSCs which may be established through this scheme, would avail connectivity and capacity of SWAN up to the block level and using the wireless connectivity below the block level. The SCA would have to provide for the mast, receiver and CPE at the CSC end where wireless connectivity is used.

- c. The SWAN backbone would typically be built on high speed point to point Leased Lines connecting the State HQ to various District HQs which in turn would aggregate the various Block HQs in a star topology or a Ring Topology.
- d. The number of points of connectivity being large and wide spread across the State, the SCA may consider any technology or a mix of technologies for effective implementation. Given the spread of the telecom network of various service providers, the SCA has the choice of having different service providers in various places. The SCA may also have arrangements with different services providers for primary and fall back network options. Since the connectivity is so critical for delivery of both G2C and B2C services, the SCA should bring out the salient features of the proposed network architecture that will suit the conditions on the ground.
- e. The bidders would have to present the network architecture proposed for the CSC Scheme along with detailed notes, and diagrams. In essence, the SCA must provide the most appropriate network solution at the most affordable cost to a CSC.
- f. The bidders will also need to make their own assessment on the sizing of the Internet bandwidth and other key components of the CSC system appropriate to meet the demand for the services

- g. Requirements: The network to be established should have capabilities to follow OSI Standards and should have following features:
 - i Should be a TCP/IP based network
 - ii Should have the capability to run IP routing protocols like OSPF (Open Shortest Path Find)
 - iii Should have reasonable last mile connectivity. For the type of services to be offered a provision should be made for a minimum broadband connectivity at each CSC
- h. Access and Traffic Aggregation: This SCA-CSC network would be divided into two layers: Access Layer & Traffic Aggregation Layer.
 - i *Access Layer* -The access layer caters to the connectivity needs of the end node on the network, which is the CSC. This layer is suggested to be implemented as an extension of the existing SWAN network.
 - ii *Traffic aggregation layer* is an important link between the backbone network and the access layer. This layer is responsible to consolidate the traffic being generated by the CSCs in different blocks and pass it on to the SCA's backend servers. The SCA acts as nodal point on the aggregation layer and conducts transaction management, billing and authentication functions of all the CSC traffic.

4.4 State Data Centre (SDC)

- a. The SDC would host the entire e-governance applications backend infrastructure in terms of Client Server hardware, Applications, LAN Access switch, Server Farm, firewall, Core WAN router for connecting high speed Internet connection and high-speed WAN links connecting to various state departments/HQs.

- b. The SDC portal would be the gateway which would provide a single point access to the various government services.

(Please write paragraphs on the architecture proposed at SDC.)

4.5 IT Architecture at the CSC

- a. The IT architecture at the CSC should have the following features:
 - i A simple architecture.
 - ii Robust integration at the levels of SCA. SCA would act as a Service Gateway for the CSCs.
 - iii The CSCs would operate under a well regulated and controlled environment
 - iv The CSCs will require computing capabilities in the form of PCs, printers, operating system and other related hardware. It is envisaged that CSC's would require a single terminal machine and as the demand increases the CSC would migrate to multi-terminal environment to deliver variety of services such as distance learning, IT Training etc.
 - v Cost effective solutions to meet the local needs of the rural populations
 - vi Upgradeable hardware to handle the growth in volumes over the next 4-5 years
 - vii The IT Infrastructure needs to be available continuously, hence the need for power backup
 - viii Ensure minimum complexity in the technical environment to minimize overheads on the Information Systems
 - ix Should enable Cost effective data transfer / communications mechanisms

b. There are two major components of the CSC IT-infrastructure - Digital Infrastructure and IT Software:

- i Digital Infrastructure would comprise of all onsite technology equipment, such as PCs, Printers, Scanners, Projectors, Digital Camera, Software, and power back ups such as UPS, Genset, etc.
- ii IT Software would comprise of operating System, application for providing services, IS Security and Management and maintenance tools etc.

Exhibit 13 suggests the guidelines for the IT specifications for the CSC hardware:

Exhibit 12: Suggested IT Specifications* for CSC Hardware

Asset Type	Details	Indicative Specifications
Computer Terminals	Processor	<ul style="list-style-type: none"> ▪ Celeron Processor Chips or Sempron OR ▪ Intel Pentium IV, 3.0 GHz , 800 MHz FSB HT Processor, 2 MB Cache, 800Mhz FSB OR ▪ AMD Athlon64 3000+ or higher
	Motherboard	Intel Original Motherboard, 845/915/945G Chip OR Equivalent
	Memory	<ul style="list-style-type: none"> ▪ 256 MB DDR SDRAM or Higher
	Hard Drive	<ul style="list-style-type: none"> ▪ 40 GB, SATA/IDE, 7200 RPM or Higher
	Optical Drive	<ul style="list-style-type: none"> ▪ 52X CD RW /DVD R Combo
	FDD	<ul style="list-style-type: none"> ▪ 1.44 FDD
	Speakers	<ul style="list-style-type: none"> ▪ Set of Speakers
	Graphics Card	<ul style="list-style-type: none"> ▪ Onboard Intel GMA900 Graphics, Integrated OR Equivalent
	Audio / Sound	<ul style="list-style-type: none"> ▪ Onboard Intel High Definition Audio system OR Equivalent
	LAN	<ul style="list-style-type: none"> ▪ Onboard integrated 10/100 Mbps LAN
	Fax/Modem	<ul style="list-style-type: none"> ▪ 56.6 Kbps Internal card
I/O Ports	<ul style="list-style-type: none"> ▪ 1 Serial, 1 Parallel, 6 USB (2.0 version), 2 PS/2 ports, 1 Serial, 1 Parallel, 1 VGA Port, 1 RJ45 LAN Port, Audio Port 	

Asset Type	Details	Indicative Specifications
	Keyboard / Mouse	<ul style="list-style-type: none"> ▪ USB or PS2 or serial , 107 Keys Keyboard wired / wireless ▪ USB, PS2, Optical 2 button scroll Mouse - wired / wireless
	Monitor	<ul style="list-style-type: none"> ▪ 15" Colour Monitor
	Operating System	<ul style="list-style-type: none"> ▪ The equivalent of or an OS which delivers functional performances of Microsoft Windows XP Home / Microsoft Windows XP Professional / Linux RHEL 4.0
	Warranty	<ul style="list-style-type: none"> ▪ 3 years warranty
Printer	Dot Matrix Printers	<ul style="list-style-type: none"> ▪ 9 pin head ▪ Print Speed 300 cps ▪ Print Direction Bi-directional Logic Seeking ▪ 80 / 132 Column Printer ▪ Power supply fluctuation 90-270V
Optional Additional 1 Printer	MFD InkJet Based (Colour/ B&W)	<p>Inkjet (B&W/Colour)</p> <ul style="list-style-type: none"> • Print, • Upto 16 ppm in Black. (1200x1200dpi) • 12 ppm in Color. (4800x1200dpi optimized) ▪ External I/O Port 1 USB Port ▪ Supports MS Windows or Linux O/s
Video input	Web Camera	<ul style="list-style-type: none"> ▪ Intelligent Face Tracking ▪ VGA Sensor for low light video capture ▪ Built in microphone ▪ Low distortion, wide field of view lens ▪ 1.3 MP Resolution still photo capability ▪ USB2.0 high speed connectivity

Asset Type	Details	Indicative Specifications								
Consumer Premise Equipment	Networking	<ul style="list-style-type: none"> ▪ ADSL Router with WAN modes supported: Connects to host through 10/100Base-TX Ethernet Port OR (For Dial Ups) ▪ Fax/Voice/Data Modem supporting 56 Kbs with ITU-T V.92 Standards 								
Power Backup	<ul style="list-style-type: none"> • UPS • Battery • Generator • Alternate Sources including non-renewable energy sources 	Customised depending on SCA's requirement.								
IT Software	<table border="0"> <tr> <td>Office Utility Software</td> <td> <ul style="list-style-type: none"> ▪ The equivalent of or an OS which delivers functional performances of Microsoft Windows XP Home / Microsoft Windows XP Professional / Linux RHEL 4.0 and above </td> </tr> <tr> <td>SCA Portal/ Application</td> <td> <ul style="list-style-type: none"> ▪ Web Based On/Off line mode access using Internet Explorer or compatible Web Browser </td> </tr> <tr> <td>IS Security</td> <td> <ul style="list-style-type: none"> ▪ Anti Virus Client </td> </tr> <tr> <td>Enterprise Management</td> <td> <ul style="list-style-type: none"> ▪ Enterprise/ network Management client/ agent. </td> </tr> </table>	Office Utility Software	<ul style="list-style-type: none"> ▪ The equivalent of or an OS which delivers functional performances of Microsoft Windows XP Home / Microsoft Windows XP Professional / Linux RHEL 4.0 and above 	SCA Portal/ Application	<ul style="list-style-type: none"> ▪ Web Based On/Off line mode access using Internet Explorer or compatible Web Browser 	IS Security	<ul style="list-style-type: none"> ▪ Anti Virus Client 	Enterprise Management	<ul style="list-style-type: none"> ▪ Enterprise/ network Management client/ agent. 	
Office Utility Software	<ul style="list-style-type: none"> ▪ The equivalent of or an OS which delivers functional performances of Microsoft Windows XP Home / Microsoft Windows XP Professional / Linux RHEL 4.0 and above 									
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IS Security	<ul style="list-style-type: none"> ▪ Anti Virus Client 									
Enterprise Management	<ul style="list-style-type: none"> ▪ Enterprise/ network Management client/ agent. 									

**The above table is only indicative. It is suggested that each SCA review various software and hardware options available based on the nature of services it intends providing through the CSCs. New range of rugged, power-saving hardware like PCs, etc. are being launched which have been designed to work under higher temperature, dusty environments similar to CSCs. Such options could also be considered by the SCA.*

4.6 Suggested IT Specifications for the SCA

a. Exhibits 13 and 14 provide an overview of the suggested IT Infrastructure at the SCA Hub:

Exhibit 13: An overview of SCA infrastructure

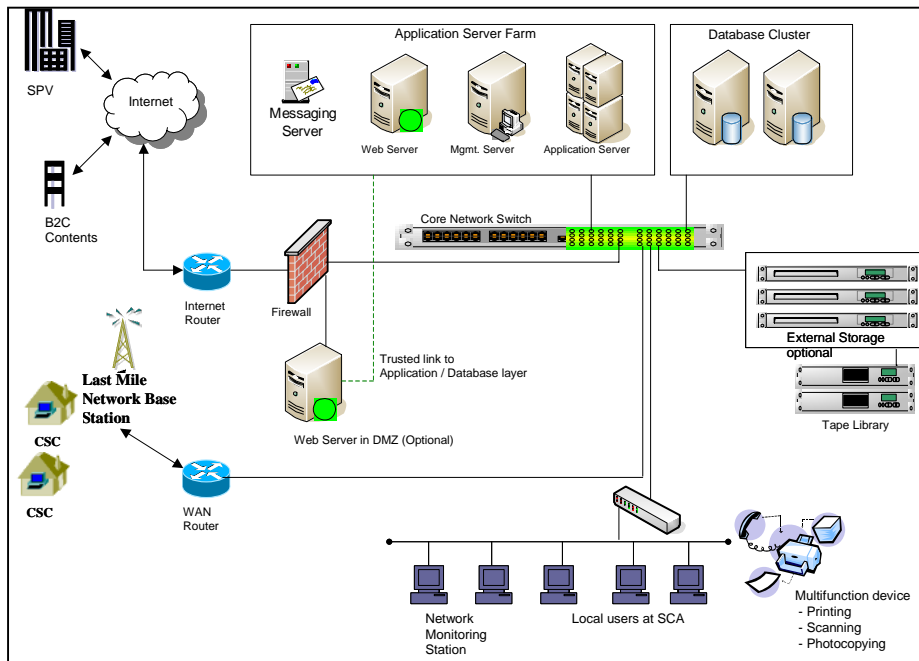


Exhibit 14: SCA Assets

Information Asset Type	Asset Description
IT Infrastructure	<ul style="list-style-type: none"> • Web Server • Application Server • Database/Storage/Back Up Server • Mail Server • Network Multi Function Device (MFD) (Print/Scan/Photocopy) • Personal computers (desktops) • Microphone/Headset • Firewall • Network components (routers, modems) <p>NOTE:</p>

Information Asset Type	Asset Description
	No. of IT assets and servers is a direct function of the number of CSCs and transaction volumes of each SCA. For a mid size SCA (say, approximately 200 CSCs under its purview), the Mail, Remote Management, Database and Application functionality may be housed under a single High-end server systems. However, the SCA is required to take a thorough study of the requirements of IT infrastructure at the SCA NOC and decide infrastructure accordingly.
Software	<ul style="list-style-type: none"> • Operating System-Desktop • Operating System-Server • Database • Back-up Software • Web Server Application • Mailing System • Office Application Tools • Network Monitoring Tools • Antivirus with Auto-Update Feature • SCA Portal/Application • Anti-Spam Solution
Other Hardware	<ul style="list-style-type: none"> • Uninterruptible Power Supply (UPS) • Inverters • Genset
Documentation	<ul style="list-style-type: none"> • User Manuals • Trouble Shooting Guides • Training Manuals

- b. An indicative list of IT Assets required at SCA location is indicated in the table above. Each SCA would need to build and provide a detailed architecture and provide an appropriate solution to cater to the CSC needs.
- c. The SCA will extend technical support to a VLE and undertake critical services such as remote diagnostics of the CSC IT infrastructure and provide training and guidance to manage the CSC.

From a technology perspective the SCA/CSC relationship is discussed hereafter

- d. SCA shall be the first point resolution for all technical issues at the CSC. Hence the SCA should ensure:
 - i. Helpdesk assistance
 - ii. SLAs for resolution of issues
 - iii. Provide CSCs with IS Security guidelines
 - iv. Provide periodic training to VLE operators
 - v. Conduct periodic review of CSC environment
 - vi. Collate data to help VLEs in performance appraisal
 - vii. Provide means to upgrade software versions
 - viii. Patch updates for operating system
- e. The SCA should establish and operate a Data Centre of appropriate size and run applications, which will be VLE centric and accessed by all VLEs under the SCA. Specific services which SCA should provide includes:
 - i VLE master details
 - ii CSC infrastructure details
 - iii Recording of customer registration at CSC
 - iv Record of customer access
 - v Customer Billing and Collections
 - vi Data on Technical break down and resolution
 - vii CSC's staff data including attrition
 - viii Staff training and certification
 - ix Periodic upload of data across all CSCs on SCA's servers
- f. The core business services of SCA may be made available to CSCs through a centralized SCA portal /application. This portal could offer information, applications and services in one place. Thus, it will inherently organise tools to help the SCA/VLEs to organize their electronic workspace, their daily tasks, and their jobs as a whole.

5. OPERATIONAL GUIDELINES FOR SCAs

5.1 Scheme Rollout Period*

- a. SCA shall start the roll out of the CSCs within 30 days of signing of the Master Service Agreement (MSA) consequent to the approval from Government of _____ and shall completely operationalize all the CSCs within one (1) year of signing of the MSA with _____(SDA). The SCA shall operate and manage the CSCs for four (4) years from the date of operationalization of all CSCs in the SCA's division or 5 years from the date of signing the MSA, whichever is earlier. However, the SCA would be able to avail of the revenue support bid only after all the CSCs have been operationalized.
- b. SCA will have the permission and be authorized to deliver e-Governance services from the Common Services Center on the terms and conditions prescribed by the State within 30 days of the receipt of the formal order from the Government for a period of maximum five years, including the first year of roll out. At the end of this five (5) year period, the terms and conditions of the Service Level Agreement between the SCA and _____(SDA) will be reviewed, and a new agreement may be formulated for the next 4 years or for such periods as the State may decide.
- c. Once _____(SDA) signs an agreement with the SCA, the SCA has to design and implement a very detailed plan of implementation. _____(SDA) or agencies authorized by _____(SDA) may conduct an audit to determine the actual roll out of the CSCs up to the satisfaction of _____(SDA) and to ensure that the objectives of the CSC scheme are met. It may be noted that the timelines and the service level agreements will be enforced strictly. Any delay in implementation of the CSCs within the stipulated period would be deemed as an event of default.

5.2 Key Guidelines

Following are some of the key operational guidelines for the SCAs to conduct and run the CSC business:

- a. **Mandatory delivery of G2C Services:** The Common Services Center will have to unconditionally provide all the e-Governance services and utility bill collection services as approved and decided to be delivered by the Government of *[Name of State]* to the citizens. The SCA would charge fees for the e-Government services as prescribed by the State Government. However, the SCA would be free to decide charges for the non-government services.
- b. **SCA- VLE Relationship:** The VLEs are preferred to be franchisees or have profit sharing arrangements with the SCA to ensure a sense of ownership and provide enough incentive for the VLE. The same needs to be detailed in the business plan submitted by the bidder.
- c. **Location of CSCs:** The SCA is free to locate the CSCs anywhere within a Block within the overall ceiling prescribed as detailed in **Annexure 1**. The SCA however, would need to ensure that, not more than one (1) CSC is established in one Gram Panchayat, unless the number of Gram Panchayats in a Block is less than the number worked out as per 1:6 criterion. List of Gram Panchayats is attached at **Annexure 1**. The SCA is free to locate the CSCs in the premises he deems fit. The SCA would have to make his own arrangements to house the CSC. In case the SCA wants to locate the CSC in the Government premises, the SCA would need to enter into the required agreements with the department officials. The SCA would have to take the concurrence of the *[Name of Nodal Agency]* before deciding his final location preferences.
- d. **Physical Layout of the CSCs:** The CSC should be housed in a comfortable room of at least 150 - 200 sq ft. with adequate working space (2-3 people), furniture and storage space. The room should have cement flooring, concrete roof and *pucca* walls without any water

- leakages from any side. The room should have good ventilation and light with good space outside for parking, display boards, etc.
- e. Branding of the CSCs*: The SCA shall comply with any branding/ logo/ colour scheme that the GoI or the State Government prescribes.
 - f. Physical Security at the CSCs: SCA would have to make his own arrangements to provide for physical security at the CSCs. The SCA would have to ensure an appropriate insurance cover is in place to guard the infrastructure against any damages or trespassing.
 - g. Timings of Operation: The Common Services Centers shall function for a minimum of 9 hours on all days notified as working days by the *[Name of Nodal Agency]*. On all Sundays and public holidays, excluding the National Holidays, Common Services Center shall function for a minimum of four hours. This is only indicative and can be different in different regions and during different times of the year as will be prescribed by *[Name of Nodal Agency]*. The Shops and Establishment Act as applicable in the State will be adhered to, if relevant.
 - h. Service Level Agreements: The SCA will be governed by the Master Service Level Agreement, a draft of which is included as Volume-3 of this RFP document, as may be modified from time to time. The expected Service Metrics are mentioned in Para 5.13 of this document. Service Levels that would be used for regular performance evaluation of Common Services Center operations would inter-alia include the following:
 - i. Every Common Service Center must be operational for at least 300 days in a year
 - ii. Mean time to repair any hardware at the Common Services Center - 3 working days
 - i. SCA will report actual performance achieved every month to the SDA. The SCA will also be responsible for promptly investigating failures to meet the Service Levels by:

- i. Initiating and reporting problem and identify root causes of failure related to not achieving the Service Levels;
 - ii. Promptly reporting problems related to the Services, as identified, to [Name of Nodal Agency] that reasonably could be expected to have adverse effect on the operations; and
 - iii. Developing and implementing improvements in procedures required to prevent repeated failures
- j. Adherence to Service Delivery Metrics: SCAs are expected to ensure strict observance of Service Agreement metrics laid out in this RFP document. For additional services to be added, separate Service Agreements will be put in place, and the Common Services Center systems shall be reinforced and enhanced suitably to meet new demands. The SCA shall ensure that the VLE keeps a citizen charter of the complete list of services available at the CSC, time taken for delivery and pricing of the various services prominently. In the event that SCA fails to achieve agreed Service Levels, the SCA would have to pay liquidated damages as prescribed in this RFP document.
- k. Grievance and Query handling Mechanism: The SCA shall ensure that the VLE maintains the following to receive and address complaints of rural citizens:
- i. Complaints and suggestion book
 - ii. Suitable MIS Software to record and report complaints
 - iii. Telephone/mobile numbers of his supervisor / district in charge if any and telephone number of suitable senior officer at the headquarter
- The SCA shall ensure that the VLE maintains a book of complaints and suggestions and submits the suggestions and complaints every week to the Nodal Agency. *(Name of the Nodal Agency)*
- l. The SCA will obtain all applicable Statutory clearances for providing all G2C, B2B and B2C services at the CSCs.

5.3 Service Delivery Process *[Needs to be State Specific. The Data herein is illustrative to State of Chhattisgarh]*

- a. Service Delivery Process currently used for *[To be inserted as per State specific initiatives. [CHOiCE]* business model is based on the equal participation of government officials and private players. Citizens can access G2C services through kiosks, which are being operated by private players, or through other designated centers. Administrators and operators of the system are registered through the system, and their fingerprints captured for biometric identification. When a user wants to apply for a certificate, an operator logs into the system using his user ID/ Password and gives his fingerprint for identification. He fills out the required certificate on behalf of the requestor. Digital signature of the request is captured using private keys stored in Smart Cards available with each operator. These details are then submitted to an Approving authority, which based on certain conditions approves / rejects the certificate request. The certificate if approved is delivered to the applicant via various delivery channels like kiosks, snail mail and registered post. The application status is provided through SMS, Internet and e-mail.
- b. The State of Chhattisgarh has progressed in the use of digital signatures and smart cards for electronic delivery of government services. The SCA would ensure that these advances in technology are optimally used to synergize the operations of CSCs with the efforts of the State Government. The SCA would have to give a detailed plan in his technical bid on service delivery using ICT.

5.4 Payment and Collection *[Needs to be State Specific. The Data herein is illustrative to State of Chhattisgarh]*

- a. Cash and funds flow would be an integral part of the Scheme. The SCA may require to tie-up with several banks to manage / enable / support their funds and financial dealings. The potential SCA would

have to provide the cash and fund flow management plan as part of the technical proposal in the bid. The selected SCA would need to explore the banking arrangement further in cooperation with the DIT, [Name of Nodal Agency] and other departments. The transactions executed by the VLE should be monitored by the SCA and [NAME OF NODAL AGENCY] through an authentication, authorization and accounting software. The SCA should also ensure deposit of the Government's share/ revenue from e-Government transactions collected by the CSC from the citizens in a manner prescribed by the State/ utility service provider. Appropriate safeguards need to be built so that such revenue is deposited in time and a proper receipt is given to the citizen who deposits such amount with the CSC operator.

- b. Multiple Modes of receiving Payment: It is currently envisaged that the rural citizens will make payment at the CSC by cash but considering the lifetime of the Scheme it is expected that banking facilities will also be widespread in the rural areas. Therefore, over the course of the Scheme period, the SCA and VLE can make arrangements to accept other payment methods like cheque, DD, credit & debit card, direct bank transfer, mobile payment, micro payments and other payment methods.
- c. Receipt to the users: The VLE should issue a receipt to all citizens for at least G2C and utility bill collection services. Serially numbered manual or computerized receipts should be issued to the customer for all transactions. [Name of Nodal Agency] may inspect this receipt books and the VLE should maintain these receipt books for at least 2 years for audit by the SDA or its designated agencies.
- d. Utility Bill Payment: In case of utility bill payments, the VLE shall issue a printed receipt generated through the application. The application should keep a digital/signed copy of the receipt for the purpose of non-repudiation. If the Utility Department has an

application ready for use at the time of operation, the Utility Department would make available such application to the SCA.

- e. Cash Flow Process at [CHOiCE Centers]: The current cash management process at CHOiCE centers is as follows:
 - i. The CHOiCE operator collects a service charge from the citizen for service delivery and deposits 9% of the service charge into the 'Science Club Fund' created under the Government Schools on a daily basis. At the end of the month, of the 9% deposit in the Science Club Fund, 1% is given to CHiPS while the balance 8% is distributed between the Government departments as per the transactions taken place.
 - ii. For utility and tax bill payments, a top –off mechanism is used. The CHOiCE operator collects the amount and the same is deducted from his bank account electronically as soon as the bill amount is collected. The CHOiCE operator then physically deposits the amount collected into his own bank account.

5.5 Transaction Charges to be charged to the Citizen*[Needs to be State Specific. The Data herein is illustrative to State of Chhattisgarh]*

- a. The transaction charges will be as decided by the Government of *[Name of State]* as given below. These charges will be uniform across all Common Services Center in the State. The current charges are:
 - i. e-Government Services except Land Records: Rs.10 per e-Government transaction per page (like birth certificate, encumbrance certificate, marks sheets, etc.) or per service (like payment of tax, etc.) of output to be charged to the rural citizen.
 - ii. Utility transactions: No charge to the citizen
 - iii. Land Records: Rs.25 per land record transaction to be charged to rural citizen
 - iv. For non-Government services, the SCA is free to decide the rate per transaction.

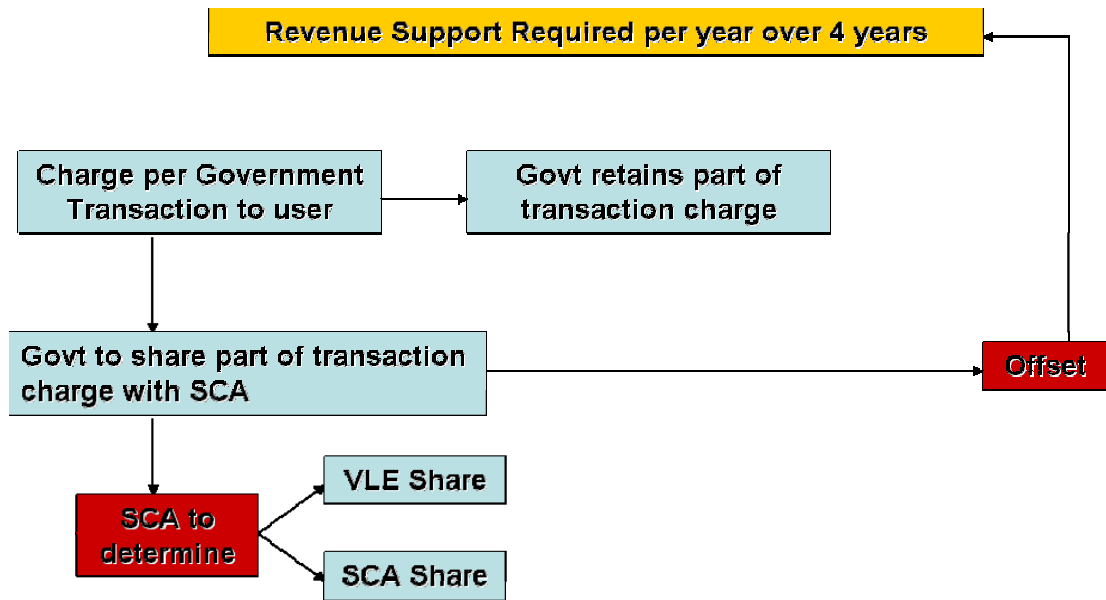
- b. Share of Transaction Charges: For facilitating the G2C transactions, the State Government will share the following amounts with the SCA:
- i. e-Government Services: The State Government would share Rs.8 with the SCA of the Rs.10 charged to the citizen per transaction
 - ii. Utility Transactions: The utility company will pay the SCA/VLE Rs.4 per transaction for collecting bills on their behalf.
 - iii. Land Records: The State Government would share Rs.15 out with the SCA of the Rs.25 charged to the citizen per land record transaction.
- c. The indicative transaction charges and sharing are tabulated below:

Exhibit 15: Indicative Transaction Charges

Type of transaction	Charge to citizen	SCA/ VLE's share	Go[Abbreviation of State Name]'s share	Utility provider to pay
E-Government	Rs.10	Rs.8	Rs.2	Rs.0
Utility collection	Rs.0	Rs.4	Rs.0	Rs.4
Land record	Rs.25	Rs.15	Rs.10	Rs.0

5.6 Revenue Support and Offsetting of e-Governance Revenues

- a. As outlined earlier, each SCA would be indicating the desired level of support, which the Government will determine through this bidding process. Such support is essentially meant to be the equivalent of guaranteed revenues from delivery of G2C services through the CSCs. For the purposes of determining the amount of support to be disbursed, the revenues actually generated from the delivery of e-government services would be deducted from the revenue support bid accepted by the State *[to the extent of ___%]*. The SCA would be eligible for the balance revenue support upon tallying the MIS report generated by the SCA's data centre and the State Data Centre at the end of each quarter. The revenue support to be disbursed to the SCA would be re-evaluated at the end of each year, i.e., the fourth quarter, based on the revenue generated in each quarter and the revenue support disbursed at the end of each of the three quarters. Consequently, the revenue support to be disbursed at the end of the fourth quarter would be adjusted keeping in view the total revenues earned through G2C services through the year and the support disbursed in the first three quarters.

Exhibit 16: Revenue Support

- b. To better explain the revenue sharing and offsetting mechanism, a hypothetical example is explained below *[This example would change based on the extent of offsetting decided by the State Government]*:

Revenue support sought by SCA and accepted by Go_ = Rs.3000 p.m. per CSC

Revenue generated from G2C services at a particular CSC (net of Government's share) = Rs.1000 p.m.

Revenue support the SCA is eligible for = Rs.3000 – Rs.1000 = Rs.2000 p.m.

- c. The above calculation is on a per CSC basis. However, the SCA would have to aggregate G2C revenues from all the CSCs it has bid for in the State for calculation of the revenue support per CSC per month.

- d. Once the actual e-governance revenues exceed the minimum support levels, the State Government would continue to share a part of the transaction charge with the SCA, as outlined in 5.4 of Volume 1 of this RFP, as may be modified to cover the new services from time to time.
- e. The SCA will be allowed to collect the transaction charge from the users on behalf of the State. The State's share of transaction charge from delivery of e-Government services, wherever stipulated, should be deposited by the SCA in SDA's bank account or as prescribed by SDA after retaining his share. Any delay in payment of this amount would attract liquidated damages at the rate of 10% of the total amount due or Rs.500 per CSC per month whichever is more. Three (3) consecutive defaults may lead to the termination of the CSC operator and/or the SCA.

5.7 Reconciliation and Controls*

- a. The SCA would need to establish a comprehensive, online, and integrated Financial Accounting and Information System that would provide all the necessary checks and controls, provide access to all financial transactions and information, enable reconciliation of all financial transactions between the various CSCs involved and *[Name of Nodal Agency]* on a fortnightly basis.
- b. The SCAs would have to design a fool-proof, fraud-proof and obsolescence-proof system that is totally secure and that can accept all the new services and payment mechanisms e.g. smart card, payment gateways. The SCAs should take this aspect into account while preparing their technical and commercial bids.
- c. The SCA shall comply with all such stipulations prescribed by DIT, GoI / SDA for enabling online monitoring of CSCs on a continuing basis.

- d. MIS Reports: The SCA would be required to provide / facilitate centralized MIS reports for all government services transactions for all the CSCs under its purview. The SCA should ensure availability of web based MIS reports for:
- i. Transaction Volumes
 - ii. Collections
 - iii. Payment Handover from one entity to another
 - iv. Transaction Commissions for *Go[Abbreviation of State Name]* and vendors
 - v. Transaction deduction for departments and service providers
 - vi. Exceptional scenarios like bounced cheque; disputed credit card transactions etc
- e. MIS reports should be able to provide drill down or drill through at each levels:
- i. Taluka
 - ii. CSC
 - iii. Kiosk / Counter at CSC level
 - iv. Operator at Kiosk / Counter at CSC level
 - v. Service provider
 - vi. Service
 - vii. Payment instrument
 - viii. Day, Week, Month and Year
 - ix. Comparative / graphical analytical reports across Days, Weeks, Months and Years
- The MIS reporting system should be able to export the report data to industry standard read-only formats, word processing and spreadsheet software applications
- f. The process and books of accounts and the computer system should be available for audit by the State government or its agencies.

5.8 Guidelines for delivering B2C Services

- a. The Common Services Centers Scheme envisages provisioning of the B2C services along with the G2C services. The SCA will have to integrate and coordinate with the various B2C Content providers. The entire responsibility for gathering the functional requirements of B2C services, development and deployment of the services rests with the SCA. However, the following disciplines will have to be observed while providing B2C services:
 - i. SCA should inform [*Name of Nodal Agency*] of any B2C service to be delivered through the CSCs system ;
 - ii. Services opposed to public interest shall not be included in CSC portfolio;
 - iii. Inclusion of a B2C service should not adversely affect the functioning and performance of CSCs in relation to the G2C services;
 - iv. The IT and the physical security of the CSC should not be compromised ;
 - v. The Government reserves it rights to instruct the SCA to host the B2C applications and databases on separate application servers, web servers and database servers, in the overall interests of the Common Services Centers Scheme;
 - vi. Further the government could also direct that the B2C Services be provided from a Workstation, which is different from the Workstation used for providing the G2C Services. However both the Workstations can be located in the same Common Services Center premises.

5.9 Human Resource Development

- a. The efficiency and image of the CSC would depend substantially on the efficiency of the VLEs. The SCA shall exercise due care and caution while selecting the operators. The following Guidelines are suggested in this regard:
 - i . The SCA shall impart training to all the VLEs, and all its employees so that they are well versed in the operations of the CSC.
 - ii . In case of retraining/refresher courses the timing and location of the training should be so arranged so that there is minimal disruption of the CSC operations.
 - iii The SCA should ensure that the VLE is trained before the CSCs are operational.
 - iv The SCA shall also be responsible for retraining the VLE whenever changes are made in the software/services
 - v Both off-site and on-site training of the VLEs needs to be undertaken on a continuous basis
 - vi The SCA must provide a training strategy in their technical bids.

- b. Village Level Entrepreneur Selection Criteria: Following suggestions are made for selection of VLEs-
 - i. It is envisaged that the VLE should be a village youth in the age group of 20-30, but age will not be restricting criteria
 - ii. Essential minimum education qualification of the VLE should be a 10th pass from any recognized board
 - iii. Preference should be given to local candidates from the CSC village
 - iv. The VLE should be fluent in reading and writing the local dialect as well as have base level knowledge of English language

- v. The VLE should preferably have a certificate from any computer institute showing that he/she knows the basic operations of the computer and usage of standard applications. Otherwise the SCA should make arrangements for the selected VLEs to be trained in Basic Computer operations/ usage
- vi. The VLE should undergo a behavioral as well as assessment test for IT as well as English skills

5.10 Other Operational Recommendation:

- a. Call Center / Help Desk: The SCA may establish a Call Center / Help desk that will accept support calls from the VLE, Taluka and district level support staff. The primary function of this facility would be to provide support to the VLE and to receive feedback and respond to complaints logged by telephone / email /chat. A software to monitor complaints / resolution time / frequency of complaints etc. may be deployed in the Call Center. The Call center/ Help desk should be manned by trained technical/ support personnel during the normal working hours of the CSC.
- b. Maintenance of Common Services Center IT infrastructure: The SCA should pay special attention to the management of the IT hardware at the CSC, which includes the PCs, Networks, UPS, applications security systems etc. The maintenance service strategy for all the Common Services Center should be detailed in the technical bid including what responsibilities the SCA's and its IT partners are willing to take and the performance expected in terms of mean time to repair and in case of delays, what back-up plan is proposed. The key responsibilities here include :
 - i. Proactive monitoring of the network and its performance
 - ii. Logging in CSC calls for maintenance and proactive monitoring so as to ensure that the calls are attended within a reasonable time

- iii. Preventive maintenance for carrying out the necessary repairs and replacement of parts wherever needed to keep the performance levels of the hardware and equipment in tune with the requirements of the Service Level Agreements.
 - iv. Preventive maintenance should be planned and not be attended during working hours
 - v. Positioning rapid action teams at key places in the state to trouble shoot the technical snags.
- c. Servicing Equipment breakdown: The SCA will have put in place both a preventive and reactive maintenance strategy for attending to issues related to the CSC computers and peripheral devices like printers etc. This shall include:
- i. Deployment of required support personnel
 - ii. Maintenance and support contracts with manufacturers and service providers
 - iii. Keeping an inventory of spares, additional equipment
 - iv. Training and capacity building of VLEs
- d. Support for Software: The Support strategy for Software should include support for all software deployed through the CSCs
- e. Network: The Support strategy for network should include deployment of personnel who can solve issues related to network and Internet connectivity. To ensure that both citizens are served and SDA conditions are met it is recommended that the SCA should deploy a team that can trouble shoot connectivity related issues at the kiosk level and liaise with ISP and telecom providers to improve uptime and network performance.
- f. Operational support: The SCA will need to deploy supervisory staff that will periodically visit the kiosks and guide the VLE on good business practices, knowledge of G2C and B2C applications deployed at the CSC and efficient delivery of services to the rural citizen.

Operational support may also consist of periodic refresher training for all VLEs in a central place once in six months.

5.11 Responsibilities of the VLE*:

- a. **Effective Service Delivery:** The VLE, through his CSC, should act as a service delivery point where he delivers services through which the population of the catchment area benefits. This delivery of services should lead to saving cost, time and manpower. It is the responsibility of the VLE to efficiently deliver Government services through the CSC.
- b. **Sales and Promotion:** The VLE should be actively involved in the sales process of the products and services given to him. He should devise innovative methods of attracting more and more customers to his center
- c. **Feedback:** It is the VLEs responsibility to provide feedback at a regular interval to the SCA to enable improvement in processes
- d. **Relation with Government functionaries:** The VLE shall maintain cordial relationship with Government and Panchayat functionaries at the local level

5.12 Responsibilities of Government of (State)*:

The State Government will:

- a. Route its e-Government transactions through these Common Services Center
- b. Enter into Service Agreements with the SCA through the State Designated Agency
- c. Ensure that computerization of Government services is a continuous initiative
- d. Ensure uptime of the State Data Centre, SWAN and other IT infrastructure set up by the Government

- e. Evolve legally accepted mechanisms for authentication, of e-Government service certificates/ documents proposed for delivery at the CSC.
- f. Set up detailed Guidelines and Standards and monitoring mechanisms for Equipment specifications, Software Interoperability, VLE Qualifications, mandatory training, etc.
- g. Provide connectivity at the Block level once SWAN is established
- h. Provide the design of signage's, interiors and quality and styling of the decor, etc. to the successful SCA for implementation, if required for statewide branding and uniformity.
- i. Prescribe IT Security guidelines for proper conduct of IT services from time to time
- j. Prescribe and agree on Service Levels with the State departments for Back Office Processing of service requests of the rural citizens

5.13 Service Level Metrics & Liquidated Damages

- a. The operational portion of the Agreement between Government of *[Name of State]* and the selected SCA will be in the form of a Master Service Agreement (MSA). The Service Level Metrics will specify the expected levels of service to be provided by the SCA. The SDA would also specify the penalties for breach of the critical MSA metrics. The key areas where Service Level Metrics can be defined are:
 - Roll out and operation of the CSCs
 - Services to the citizens
 - Technology maintenance
- b. Applicability of MSA: The MSA will be enforced from the end of 12 months from the effective date or when all centers are operational, whichever is earlier.

- c. Performance service levels: The SCA will be governed by the MSA that will be framed in a manner that enables success of the CSCs. Not only outcomes but also processes and suitable mechanisms will be developed to monitor the MSA. Non fulfillment of the MSA will constitute a breach of the agreement
- d. Following are definitions of the period for calculation of MSA breach and Stipulated period:
 - Year : Financial year April – March
 - Month : Any Calendar month – January, February, up to December.
 - X months : Any x collection of Calendar months
 - Quarter : Period of three months as mentioned: April – June; July –September; October – December and January – March

Exhibit 17: Table of Service Level Metrics *

S No.	SLA	Penalty for breach	Material Breach	Stipulated period for mitigating material breach conditions	Remedial performance required for non termination during stipulated period
1.	<p>Rollout of CSCs as per the Scheme Rollout period specified</p> <p>A CSC will be deemed to be operational only after the being certified by <i>Go[Abbreviation of State Name]</i> or its nominated agencies</p>	<p>No revenue support to be granted during the delay period for any CSCs + Penalty of Rs. 100 per CSC that has been delayed, per additional day of delay</p>	<p>Rollout being delayed by 4 weeks as per the rollout schedule</p>	3 months	100% roll out of CSCs in the stipulated period for mitigating material breach

S No.	SLA	Penalty for breach	Material Breach	Stipulated period for mitigating material breach conditions	Remedial performance required for non termination during stipulated period
2	<p>Inoperability of CSCs A CSC will be deemed inoperable if it is not offering Government Services for a continuous period of seven days, or more than a cumulative period of ten days in a month. A CSC needs to offer Government Services for at least 300 days per year</p>	<p>No Revenue support + 10% per CSC per week of monthly revenue support sought or Rs.500 per CSC per week, whichever is more</p>	<p>If a CSC is inoperable for more than 30 days</p>	<p>7 days</p>	<p>CSC needs to be operational and certified operational by <i>[Name of Nodal Agency]</i> or its designated agencies</p>

S No.	SLA	Penalty for breach	Material Breach	Stipulated period for mitigating material breach conditions	Remedial performance required for non termination during stipulated period
3	<p>Default on Payment to State Government/ Department</p> <p>Payments have to be made no later than Monday of the following week</p>	10% of the total amount due OR Rs.500 per CSC per week, whichever is more.	Default for 3 consecutive weeks may lead to termination of VLE	None	None
4	<p>Default on deposit of collection with Utility providers</p> <p>Collection has to be deposited no later than 2 working days</p>	10% of the total amount due OR Rs.500 per CSC per day, whichever is more.	Default for 5 consecutive working days may lead to termination of VLE	None	None

S No.	SLA	Penalty for breach	Material Breach	Stipulated period for mitigating material breach conditions	Remedial performance required for non termination during stipulated period
5	<p>Mean time to repair any hardware at the Common Services Center</p> <p>Any hardware problem has to be rectified within 3 working days</p>	<p>Would be deemed as inoperative and the liquidated damages as prescribed in Clause 2 of this Exhibit would apply</p>	<p>Same as Clause 2 of this Exhibit</p>	<p>Same as Clause 2 of this Exhibit</p>	<p>Same as Clause 2 of this Exhibit</p>

6. TERMS AND CONDITIONS OF CONTRACT

6.1 Agreement

- a. The SDA shall execute an agreement with the SCA for the fulfillment of the contract on Rs.100/- non-judicial stamp paper in the prescribed format provided, within seven days from the date of acceptance of the Bid and intimation of the award of contract. The incidental expenses of execution of agreement shall be borne by the SCA.
- a. The conditions stipulated in the agreement should be strictly adhered to and violation of any of the conditions will entail termination of the contract without prejudice to the rights of Government of *[Name of State]* and recovery of any consequential loss from the SCA.
- b. The SCA shall roll out and operate CSCs strictly in accordance with the Technical Specifications outlined in Chapter 4 of the Project Information Memorandum and shall ensure timely delivery and commissioning of the physical and digital infrastructure in the CSCs, as per the implementation schedule given in the contract.
- c. The installation of the digital and IT infrastructure shall be done at the risk and cost of the SCA.
- d. If the roll out is not effected before the specified period from the date of signing of contract as per specifications, SDA shall have the right to cancel the contract and take such other action as may be deemed fit, at the risk and cost of the SCA.
- e. The SCA shall use licensed versions of the software or any other applications, and shall be held liable for any consequent action arising out of patent/intellectual property right violations and SDA shall not be liable for any liabilities or damages arising thereof.
- f. The SCA will not be permitted to operate from any other premises other than from the one agreed between SDA and the SCA for this purpose.

- g. The agency shall insure the entire computer Hardware, Software, UPS, Generator, Computer peripherals and furniture supplied by it against the loss or damage due to Fire or Theft or Accident or due to any unforeseen circumstances.

6.2 Exclusivity To Provide E-Government Services

- a. The SDA will not make a commitment to the SCAs of granting exclusive rights to provide e-Government services offered by the Government of _____ through the CSCs
- b. However, only the selected SCA/s would be eligible to receive the revenue support as envisaged in the CSC scheme.

6.3 Provision For Unsatisfactory Services

- a. If services of the SCA are not found satisfactory at any stage during the project period in any of the CSCs, the SCA will be bound to remove the deficiencies at his own cost within the time period fixed by SDA. In case the SCA is not able to remove and rectify the deficiencies within the given time period, SDA will be competent to make alternative arrangements at the risk and cost of the SCA and the costs so incurred shall be deducted from the performance security or the revenue support amount payable to the SCA or otherwise charged to the SCA's account. In case of repetitive nature of disruption in services and if the SCA is unable to rectify the deficiencies, SDA will have the right to cancel the MSA and allot the CSCs to other agencies on terms and conditions as decided by SDA. The SCA would have to bear all the risks and costs of procuring the new agencies to function as SCAs.

6.4 Payment

The terms of payment will be as follows:

- a. The SCA will not be eligible for any revenue support until all the CSCs in its division/ divisions are rolled out and certified to be operational by the {Nodal Agency or its designated agencies.
- b. No advance payment shall be made.
- c. The payment will be made on submission of bill in proper form by the SCA to the SDA. All remittance charges will be borne by the SCA.
- d. The SDA will pay the SCA the revenue support agreed/required on a quarterly basis on submission of audited financial certificate of operations for the concerned quarter, over a maximum period of four years after satisfactorily operationalizing the CSC and having the same being certified by the [Nodal Agency] or its designated agencies. The dates to be used in calculating quarterly periods are: March 31, June 30, September 30, December 31.
- e. No payment will be made to the SCA if the infrastructure is not as per prescribed norms.
- f. If the CSC operations are not run during a quarter, no payment will be made for that quarter.
- g. If the CSC operations are not run for more than one month during the quarter, the payment will be made on a pro-rata basis.
- h. In case the CSC is able to generate additional income through subsequent delivery of e-Government services, the revenue generated will be set off against the revenue support sought to the extent mentioned.
- i. The revenue support to be paid at the end of fourth quarter of each year will be reassessed and adjusted based on total revenues generated through the year and the revenue support disbursed in the first three quarters.

- j. Any delay of more than one month from the date of submission of the invoice to the State Government in disbursement of revenue support by the SDA, would attract interest charges at State Bank of India's prime lending rate on the amount of revenue support sought for that quarter. These interest charges would be paid by the State Government to the SCA along with the revenue support to be disbursed.
- k. The SCA will deposit the revenue generated after retaining its own share of revenue generated from transaction charges from delivery of e-Government services, wherever prescribed, with [Nodal Agency] as mentioned in this document. Any delay in payment of this amount would attract liquidated damages as indicated in Schedule 1: Service Level Metrics of the draft MSA.
- l. The SCA will deposit the amount collected towards utility bill payments as mentioned in this document. Any delay in payment of this amount would attract liquidated damages as indicated in Schedule 1: Service Level Metrics of the draft MSA.

6.5 Implementation Schedule

- a. The roll out and operations of the CSCs shall be completed as per the schedule indicated in Exhibit 4 of Volume 2 of this RFP.
- b. The bidders should give their acceptance of the implementation schedule in the prescribed form enclosed with Bid. Any deviation in the implementation schedule would be deemed as a material breach of the contract. A period of 3 months shall be provided to rectify the deviation, but shall attract liquidated damages as mentioned in Schedule 1: Service Level Metrics of the draft MSA of this RFP.

6.6 Inoperative CSCs

CSCs would attract liquidated damages for various inoperative periods as indicated in the draft MSA

6.7 Assigning Of Bid In Whole Or Part

The SCA shall not assign or make over the contract, the benefit or burden thereof to any other person or persons or body corporate. No under letting or subletting to any persons or body corporate for the execution of the contract or any other part thereof is permitted, without the written consent of the [Nodal Agency]/ Government of [Name of State].

6.8 Security

All security arrangements for the equipment located in the each CSC are the responsibility of the bidder and he will get it insured from general insurance company against calamities, theft, fire etc.

6.9 Dispute

- a. If any dispute arises out of the contract with regard to the interpretation, meaning and breach of the terms of the contract, the matter shall be referred by the bidder to the sole arbitrator, which in case of this Bid will be the Secretary [Nodal Department], or any officer as designated by the State Government, to be named in the contract, whose decision shall be final.
- b. All legal proceedings, if necessary, related to any of the parties (SDA or bidder) shall to be lodged in the court situated at the State/ District court of appropriate jurisdiction and not elsewhere.
- c. Any fact or condition, which may not have been mentioned in terms and conditions and may arise during the contract period, shall be decided as per the State Government policy rules. In case rules do not provide any such situation, the issue will be decided by the SDA.

6.10 Effects of Force Majeure

The SDA or the SCA, as the case may be, will be entitled to suspend or excuse performance of its respective obligations under this Agreement to the extent that such performance is impeded by an event of Force Majeure (a “Force Majeure”).