Request for Expression of Interest
(Consulting Services – Firms Selection)
For
Establishing IT Project Management Office and providing ICT solutions support at JBVNL

[*India*]
[*Jharkhand Bijli Vitran Nigam Ltd or JBVNL*]

Assignment Title: *Consultancy Services for establishing IT Project Management Office and providing technical solutions support at JBVNL*

JBVNL, through Govt. of Jharkhand, has applied for financing from the World Bank towards the cost of the **Jharkhand Power System Improvement Project**, and intends to apply part of the proceeds for consulting services towards '**establishing IT Project Management Office and providing ICT solutions support at JBVNL'**.

JBVNL, is undertaking a number of Information Technology initiatives for modernizing and automating its commercial, capital projects and other organizational functions. These initiatives include deployment of new billing solution, Enterprise Resource Planning (ERP) software, updating the GIS based asset mapping and consumer indexing etc. However, the project conceptualization and planning was undertaken under stressed timelines and are still in their early stages of implementation. There is a need to develop and implement integrated enterprise level architecture, by improving the design of the on-going initiatives, undertaking new initiatives and ensuring integration of various technologies. JBVNL plans to take support from a consulting firm for assisting it in undertaking the above function through setting-up an IT Project Management Office (IT PMO) and providing technical expertise.

The Draft Terms of Reference (TOR) of the consulting services ("the Services") is attached as Annexure. This is only to provide an idea about the scope of the assignment to potential Consultants to help them prepare their Expressions of Interest (EoIs). An updated TOR would be included in the Request for Proposal (RfP), which will be issued to the short-listed Consultants.

Jharkhand Bijli Vitran Nigam Ltd now invites eligible consulting firms ("Consultants") to indicate their interest in providing the above mentioned Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services and share relevant details of similar work/ assignments undertaken. The firms should not share individual CVs at this stage as only the firm credentials will be reviewed.
The shortlisting criteria would be based on the following:
    a. *Experience of IT Project Management:*

i. The consultant should have either implemented or managed the deployment (as a project management consultant) of IT[1] solutions in power distribution utilities, particularly related to System Integration of different solutions/technologies (particularly ERP such as SAP with other technologies). More weightage would be given to actual implementation experience.

ii. The consultant should have carried out the procurement of IT implementing agency (scope to include preparation of functional and technical specifications), or provided bid process management support (scope to include preparation of technical and functional specifications, bidding documents, assistance in bid evaluation and contract award) to appoint an IT implementing agency.

iii. *Experience of ICT Solutions support*: The Consultant should have provided technical advisory assistance in deploying ICT systems for power distribution business including design of enterprise architecture, development of small applications to integrate different systems, project conceptualization, technical design specifications, costing, and management support for key milestones during implementation life-cycle of various IT & OT[2] solutions.

The attention of interested Consultants is drawn to paragraph 3.14 of the World Bank's Procurement Regulations for Borrowers [July 2016] ("Procurement Regulations"), setting forth the World Bank's policy on conflict of interest.

Consultants may associate with other firms in the form of a joint venture or a sub-consultancy to enhance their qualifications. Please clearly state the nature of association while submitting your Expression of Interest.

A Consultant will be selected in accordance with either Quality Cost Based Selection or Fixed Budget Selection or Quality Based Selection methods set out in the Procurement Regulations.
Further information can be obtained at the address below during office hours [*10:00 to 18:00 hours*].

Expressions of interest must be submitted on the Jharkhand State Government's e-procurement portal https://jharkhandtenders.gov.in/ or through email to gmitjbvn@gmail.com by Date 28/04/2017 till 3:00 PM.

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[1] Such as ERP, meter reading, billing and collection process automation, and CRM applications etc.
[2] Such as SCADA, DMS, OMS, AMI etc.

Annexure 1:

Brief Terms of Reference[3]

Consultancy Services for establishing IT Project Management Office and providing ICT solutions support at JBVNL

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[3] **Detailed ToR will be provided in the RfP. This is only a brief ToR for the guidance of prospective bidders.**

1. Background

Each department and almost all business operations in a Power Distribution Utility (DISCOM) can be made efficient with IT enablement. As IT becomes critical to more and more business functions, IT departments often find themselves handling a projects of modern technologies. As many of these projects have a direct impact on the revenues of the organization, the DISCOM have to deliver projects on time (and within budget). The power distribution utility is dealing with need for selecting right technology/software, faster implementations and more efficient technical support. As these needs are important and urgent, there is a need to monitor & control such projects more closely than ever. The DISCOM is expected to achieve its implementation goals without large increases in headcount or permanent resources.

Jharkhand DISCOM, Jharkhand Bijli Vitran Nigam Limited (JBVNL) is facing similar challenges, especially as it has started the implementation of multiple projects. These projects include deploying a new billing software, updating the GIS based assert mapping and consumer indexing, deploying ERP software for certain functions etc. However, the project conceptualization and planning was undertaken under stressed timelines, and hence, there is a need to develop and implement integrated enterprise level architecture, by improving the design of the on-going initiatives, undertaking new initiatives and ensuring integration of various technologies. JBVNL plans to do this by preparing an IT Implementation Roadmap and implementing projects as per the Roadmap.

For undertaking this assignment JBVNL plans to set-up an IT project management office (IT PMO) through dedicating a few internal resources and hire a consulting firm to provide external resources as well. These external resources are expected to have first-hand experience in IT implementations in power Distribution business and domain knowledge as well.
Further, the IT PMO would also be supported by functional/technical experts to assist in conceptualizing, planning, procuring and managing the IT projects that need to be undertaken to achieve the objectives of the IT Implementation Roadmap.

2. Objective

The objective of this assignment is to assist JBVNL in establishing the IT Project Management Office and providing technical solutions support for IT and OT projects. The objectives can be further classified as follows:

- Establish a heterogeneous IT PMO
- Prepare an IT implementation roadmap
- Standardize IT project management practices
- Facilitate IT project portfolio management
- Technical and Contract management support for on-going and new initiatives
- Monthly reports and Quarterly review

Scope of Work

a) **Support to IT PMO**: Following are the key expectations and deliverables (but not limited to) from the consulting organizations for all IT & OT projects and contracts:

    i.   Assist in setting up IT Project Management office (IT PMO), around existing IT department's governance structure, as a combination of internal and external resources to cater to the needs of technical, project management and Distribution business expertise. While internal resources would be JBVNL own employees, the external resources would be provided by the consultant.

    ii.   Review and monitor project scope, objectives and deliverables of the on-going or new projects; benchmarking the progress of the projects vis-a-vis timelines.

    iii.   Deploy a simple to use project management tool, which through implementation of automated dashboards would provide visibility of program and project statuses and risks.

    iv.   Create and support core PMO processes like Control documents, Reporting, Managing Issues, Change Management, Planning and Dependency Management.

    v.   Participate in the "Steering Committee", as part of IT-PMO to protect interests of JBVNL. Report the gaps as measured against the targets to the steering committee and the top management at JBVNL

    vi.   Design, draft, negotiate, validate agreements (Project agreements, contract agreements, service-level agreements, operating-level agreements etc.) on behalf of JBVNL

    vii.   Highlight risks of shortcuts, if any, taken by the various IT Implementing Agencies. Also, identifying and tracking broad issues and risks, and recommend mitigating methods. Maintain documentation, MoM, track action points to ensure the mitigation of risks and issues.

    viii.   Analyse change requests put up by the IT Implementing Agencies and assess whether such requests are for the activities outside the scope of the work. For activities identified outside the scope of work, evaluate efforts and timelines proposed.

    ix.   Support JBVNL in grade-wise empanelment and managing relationships with third party vendors

    x.   Create a mechanism to escalate issues that do not get resolved by the project teams, to the steering committee

    xi.   Scheduling meetings and time management of IT PMO members across various committees including Monthly reports and Quarterly review as per IT roadmap

    xii.   Advise JBVNL employees about best practices as part of internal consulting and mentoring. Normalize methodologies for continual process & technology assessments.

    xiii.   Conduct IT training programs either in-house or through tie-ups with outside companies. {*This aspect would be detailed in the final RFP, to help the shortlisted consultants understand the expected financial implication (if any)}*

    xiv.   Support in assessment of the current staff of IT department to chart responsibility areas of managing multiple projects those are related, such as infrastructure technologies, desktop applications and so on, and allocate resources accordingly.

b) **ICT Technical Solutions support**: Following are the key expectations and deliverables (but not limited to) from the consulting organizations for all IT & OT projects:

i. Preparing an IT implementation roadmap to achieve an Integrated Enterprise Architecture.

ii. Preparation of DPR for each IT & OT initiative identified as part of the IT Implementation Roadmap. This would also include IT infrastructure sizing of say DC/DR etc. The DPR would also require support for the business process re-engineering (wherever required).

iii. Support in preparation of RFPs for selection of IT Implementing agencies or System Integrator (SI), for implementing the recommendations in the roadmap. Support would also include assisting JBVNL in managing the bidding process, bid evaluation and selection of the agencies. (There may be a need to select more than one IT implementing agency but are being referred to as SI in the following section)

iv. Assist JBVNL in managing the contracts with these agencies in the following areas:

   a. Review quality of SI documentation (Inception report, Project plan, As-Is, To-Be, Functional Requirement Specifications, System Requirement Specifications, Test Plan /test cases, As-Built etc. and suggest ways to improve it.

   b. Review the Business Blueprint (BBP) documents to help ensure deployment of appropriate technology functionalities, business controls and best practices are included in proposed technical solution

   c. Technical guidance and key role in approval of key milestones during project implementation life-cycle of various IT & OT solutions.

   d. Certify release of pre-planned milestone based payments to SI.

   e. Participate and assist JBVNL during various testing stages Factory Acceptance Tests, Site Acceptance Tests, Load Acceptance Tests and User Acceptance Tests etc. Provide UAT Strategy Review Report including Suggestions on UAT Test Scenarios. Review the UAT Strategy proposed by SI. Check comprehensiveness of test scenarios and create additional scenarios, if required. Participate in the core / business team during UAT. Assist in validation of actual results versus expected results.

   f. Envisage the complete technology landscape from Input/output links from business process. Assess efficacy of control checkpoints employed by SI in the business process to mitigate process risks and suggest additions / modifications

   g. Guide JBVNL with assessment of choices made by the SI for various business processes and suggest better alternatives, where scope for the same exists. Assess the completeness of the identified business requirements. Assess efficacy of solutions suggested by the SI and alternatives for workaround solutions considering the control requirements towards Integrated Enterprise Architecture Approach. Provide a comprehensive Solution Review Report.

   h. Ascertain whether system security and confidentiality of the information are maintained. Validate user exits / workarounds / customizations from the perspective of efficiency and effectiveness

   i. Support JBVNL in reviewing data migration procedures and methodologies proposed by the SI.

v. *Software integration support:* Relevant integration matter expertise in reviewing, testing and validating the third-party components being integrated with the core technology solution towards Integrated Enterprise Architecture Approach

vi.   Review the final build of technology solution selected in the final business blueprint document for the organization as a whole, test the IT enabled business controls, identify weaknesses and suggest controls as per best practices

vii.   Organizational restructuring, Staff reorientation, Staff sizing proposal (with thorough analysis and justification) for JBVNL as an aftereffect of each of the IT/OT implementations

3. Indicative resource deployment *(to be detailed in the RFP)*

It is expected that around two resources will be deployed on a full time basis in Ranchi to man the IT PMO during the course of the assignment. These resources will be supported by subject matter experts, who will be deployed on need basis to provide specific technical and functional support required.