

Proposal for Project Consultant to Karnal Municipal Corporation for Smart City - Karnal



**Indian Centre for Social
Transformation**

Proposal for a consulting and handholding
partner to provide state of art IT systems to
Karnal Municipal Corporation aspiring to
transform itself into a smart city

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Proposal for a consulting and handholding partner to provide state of art IT systems to Karnal Municipal Corporation for making KARNAL city transform into a SMART CITY

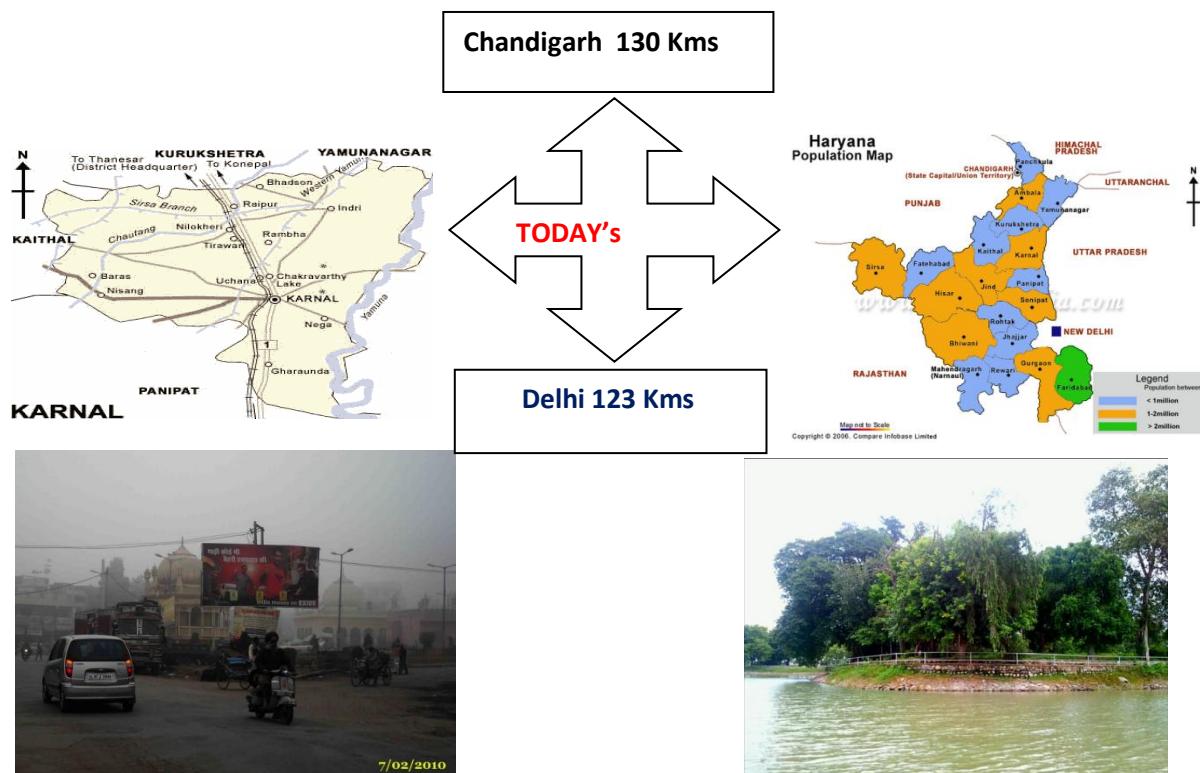


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Introduction

Government of India, Ministry of Urban Development (MoUD) has launched the SMART City Mission with its stated objectives and guidelines. Karnal Municipal Corporation (KMC) is desirous of taking part in this initiative and get the SMART city tag for itself. While lauding this initiative which will drive economic growth and orderly development of Karnal City which is included in the National Capital Region, Indian Centre for Social Transformation (Indian CST) - a registered public Trust located in Bengaluru and currently working with Bengaluru Mahanagar Palike (BBMP) is responding to the request from the Municipal Commissioner Karnal, to work closely with the Karnal Municipal Corporation for the next five years to not only help Karnal get selected for the MoUD's SMART City program, but also achieve the stated Vision in good time and with certainty, within optimal costs; thus providing a vastly improved quality of life to all the people of Karnal and all the stakeholders involved in this massive venture with dedication and single-minded purpose of achieving excellence while working individually and collectively towards this noble human endeavour.

Indian CST strongly believes that Cunard Line's famous ad line "Getting there is half the fun" can be applied in this context- to mean that while KMC works towards being shortlisted in by the State Government Stage I and then selected in the Stage II Challenge Round by the MoUD's expert panel, Karnal city would have already been transformed into a SMART City, miles ahead of other challengers.

While Indian CST wishes to thank KMC for the kind inquiry sent to it, we would like to place on record our commitment to fully support and assist KMC in its goal towards attainment of the SMART city tag. The Indian CST puts forward an innovative plan of action, built on its unique TRANSPORTAL called Vigeye GPMS that will help KARNAL to transform itself into a SMART city and serve as the leader of this distinctive ***Transform Nation*** building challenge.

Project Scope and Objectives

The scope of our proposal covers three aspects of rendering assistance and advice to KMC by Indian CST to attain the stated objectives of getting Karnal the Smart city tag.

- 1) Indian CST offers its consultancy services to KMC as a consultant and a trusted handholding partner to enable KMC to transform itself into the first Smart City in the country. The first part is confined to help KMC to submit its proposal in stage 1 of the said Smart City Mission City selection round to the State Government. Depending on the success in the Stage 1 further engagement may be done. However, this would only be the first small step in building a lasting trusted relationship.
- 2) In tune with the requirements of the Smart City Mission Objectives, Indian CST offers to provide a Transportal which **facilitates active citizen participation** and robust public engagement through various means of modern communication.
- 3) The third part of Indian CST's proposal is to offer Project Management Services to KMC that is required to actually ensure that all infrastructure projects are completed professionally. This alone can help to realise the shared vision of transformation of Karnal into a Smart City. Indian CST therefore offers its open source, state of art

Transformation IT tool called Vigeye GPMS FMS Transportal to KMC free of charges for its use from Indian CST's own cloud environment.

4) This Transportal will be initially offered for a three month period as Proof of Concept and will be made available ready to use for KMC's immediate requirement of bidding for the Smart city tag. Indian CST's belief is that use of the Transportal will help build TEAM Karnal so that all stakeholders can work together and collaborate on a common IT platform to get the Smart City Tag by leveraging modern management principles of project management including the concepts of Transparency thru Technology, Efficiency thru Empowerment, Accountability thru Audit trail and Mutual cooperation among multiple stakeholders thru evolving Metrics.

Indian CST's consulting and handholding services can be made available during the entire project cycle, for enhancements and upgrades and other services to KMC on mutually agreed terms. This could include setting up and managing a Project Management office staffed by professionals and can be decided upon by mutual discussions and agreements once the proof of concept for three months is over. Indian CST recommends the use of Problem-Driven Iterative Adaptation¹ (PDIA), based on its four core principles, supported by the use of innovative IT tools as would be demonstrated in the period of Proof of Concept and provided through the use of Transportal in this period to ensure that steady and sustained improvements in all round performance is possible.

To become a SMART city, total transformation and active participation from all the stakeholders is required. Indian CST's Transportal is just the right tool (Please see World Bank study report) made for it. Since the transformation from a small city to an internationally acclaimed SMART city, is a complicated and arduous process with myriad stakeholders working hand in hand for five years and more, Indian CST's proposal is that the first firm step of resolute march in this direction should signal the commitment to the Vision. In order to elicit maximum cooperation from all stakeholders, this solid first step should not only spur hesitant status quoists but also excite the innovative entrepreneurs to come forth and join hands to make the Vision come true.

Concept

For achieving the Smart city status, Indian CST- a registered Public Trust working for charitable purposes, would **like to place its *one of its kind* Vigeye GPMS Transportal at the service of the KMC free of any license charges as part Indian CST's commitment to Article 51 A (j) of the Indian Constitution.** The Transportal is State of the art, Scalable, Dynamic, Evolving, and Growth oriented IT solution. The Transportal is a beyond EPM solution that is high-tech, people friendly, information sharing facilitator that leverages the best of Technology, Information Age, social media and management principles to make measured progress towards one's objectives by continually improved contributions from all stakeholders.

A stakeholder needs to only log in to www.indiancst.com/kmc and start contributing using the log-in name and password supplied on registration. One can enthuse and invite other like

¹ http://www.cgdev.org/files/1426292_file_Andrews_Pritchett_Woolcock_traps_FINAL.pdf

thinking enthusiast to join in the journey to make it a memorable one. All that they would need to do is to bring their own Internet connected device and get a username and password for themselves. All projects connected with the Smart city portfolio can be monitored closely on real time basis once the Transportal is populated with the required project information including project documents, specifications, test reports, financial agreements and measurement records and bills, meeting minutes and closure reports etc.

Indian CST's Transportal would provide access to many integrated platforms to all the stakeholders based on a predefined hierarchy a unique platform called CVCMARK!. This platform would help them to capture all types of data at source, validate and cross check the data quality and correlate the same with other relevant data coming from diverse sources, to process the integrated data into meaningful information. As the Transportal permits stakeholders to share information responsibly amongst themselves, the information gets collated and processed into intelligence which can then be analysed by experts to become actionable intelligence.

Crowd sourcing is integral part of this Transportal. A slew of mobile applications, which can be customised as and when required helps in crowd sourcing and raise the public engagements to the desired levels. Social audit is facilitated to ensure that scope creep, time and cost over runs and procurement and other risks are kept at the minimal levels. Task Management and Finance Management modules help to keep track of likely time and cost over runs. Alert messages escalated if needed, help timely interventions from suitable levels in the organisational hierarchy to save the Program from getting affected by any unforeseen risks and obstacles.

The Transportal permits responsible sharing of information in accordance with the **National Data Sharing and Access Policy 2012**. The financial transactions and compliance to Accounting standards and Tax Notifications can be ensured. Quality is closely monitored through social audit and compliance to documented process requirements.

Along with the cloud based Transportal which will be maintained by Indian CST's dedicated team 24X7, a slew of mobile applications will also be available for citizen engagement, task management, social audit, alert messaging etc. As progress is made, Indian CST's dedicated team would be able to bring in more features, upgrades, analytics and best practices for the use of all stakeholders. The client only makes token payments to meet the running costs of the Transportal and special customisation requirements if any.

If KMC desires, Indian CST will also make available a dedicated TEAM of professionals, volunteers and other subject matter experts who will walk with KMC stakeholders in their journey towards their dream project and assist them to traverse the five stages iterative process of getting things done. These five stages THINK, PLAN, DO, CHECK and ACT will be repeatedly used in problem solving along with crowd sourcing techniques to find optimal solutions. The progress made will be constantly measured against set targets using the Malcolm Baldrige criteria.

For this purpose Indian CST is ready to sit together with KMC and its stakeholders and offer not only high quality consultation but also handholding through Stage 2 and subsequent phases

of this exciting venture. The engagement of Indian CST as a consulting and handholding partner will enable KMC to become a SMART city in a failsafe manner.

An innovative Metrics Management system integral to the Transportal helps to measure achievements against set Targets on real time basis and think up optimal interventions required to bring in necessary course corrections as the journey towards the goal progresses.

Real time reports can be generated from this collaborative platform at any time, from any where by any stakeholder using any device.

This binds all the stakeholders to the stated objectives at all time and non conformances can be tackled at the earliest possible stage before they start to endanger the very project outcomes.

Development

Indian CST proposal is to set up and start using the Transportal and build capacities in all stakeholders including a robust public participation to ensure that smart people make their city smarter continuously. Indian CST's vision of Article 51 A and more especially sub clause (j) needs to be fully understood and practices as Fundamental Duty of every citizen in the city of Karnal.

Citizens' Involvement and participation:

In their quest to become a SMART City, people of Karnal would be having their say in tune with the requirements of the Smart City Mission Objectives. This would be possible with the use of Indian CST's TRANSPORTAL and the people of Karnal will in a democratic decision making process work jointly to convert their city into a Smart city in Five years time. The Transportal will continuously aid them to learn lessons from the past and imbibe the learnings along with other appropriate best practices of the world to evolve over this time period to be the best in class, befitting the historicity attached to the city named after danaveer Karna.

Indian CST's team of experts and professionals will be available on call to join hands with local experts that can be summoned by KMC to keep the program and all objectives this program and its projects/subprojects always on course.

Implementation Framework

Once the engagement of services of Indian CST are finalized and documented together with Nondisclosure agreements etc, the Indian CST proposes to make available the use of its Transportal which will be customized and set up for the use of KMC and all its stakeholders. All master data and project data will be initially ported on to this Transportal by the team from Indian CST and the same will be ready for use within a week of formal engagement. Selected employees of KMC will be trained and assisted in the data capture in the portal, in a formal training workshop by the team from Indian CST.

A two day introductory workshop will be conducted by the Trust at Karnal for the benefit of all the stakeholders of KMC. During this workshop sample of information required for the submission of the Smart city proposal as per Government of India guidelines will be captured.

The preparation of the proposal with the complete involvement of the KMC team will then be a breeze and Indian CST hopes to help KMC submit a fully compliant proposal in time to the authorities concerned. Indian CST will assist the KMC in answering any supplementary queries on the proposal.

Some suggestions for measuring the progress achieved using the criterion followed by Malcolm Baldrige model is presented below. Five year targets proposal from Indian CST are set out in the following Table.

	Current	Proof of Concept	First Phase	Second Phase	Last Phase
Time line	Now	Three months	Next 12 months	Next 12 months	Last 3 years
Strategy (100 Credits)	Dreaming concepts	Set up a Proof of concept for assessment and understanding	Customisation of GPMS to suit KMC	Lay foundations for TEAM KARNAL	Return on Investments Global Recognition of Partnerships
Information Analysis (100 Credits)	SWOT of Alternatives available	Port and load some legacy data into POC set up by Indian CST	SWOT of strategic Partnerships	Expanding boundaries, stakeholder capacities	360 degree assessments
What is new or Innovation (100 Credits)	Cloud, Crowd sourcing	Planned Data Integration	Build Trusted Partnerships, Citizen engagements	Scaling up, build organisation structures	Self sustenance
Process Improvement (100 Credits)	POC In silos	New IT system definition	Refine Data Integration and security / User Management	Gap analysis and certification	Global Best Practices integration
HRD (100 Credits)	Project Champion	20	200	5000	300000
Operational Results (200 Credits)	Concepts getting refined	Define Metrics Scope concepts in Limited expenditure	Identify more areas for reforms and appropriate methods for interventions	Measure defined metrics and set up the bars higher	Test in Global competitive environments
Stakeholders satisfaction (300 Credits)	Selected partners	Stakeholders who walk in	Selected Stakeholders for all round assessment	Pan City deliveries	Global + Indian real time reviews

Budgetary Requirements

The budgetary requirements have to be prepared using additional facts available in KMC and the inputs being provided by the citizens. An indicative cost for stage I has been proposed here.

Our Financial Proposal

Phase 1: Three months from July 1, 2015 (Proof of Concept Phase)

1. Consultation charges for Stage I of Smart city project: Re. 5.00 lakhs lump sum. Consultancy and Handholding charges beyond Stage I of Smart City selection process to be decided later.
2. Proof of Concept
 - Set up costs incurred for customizing basic version of Transportal for KMC for use during the Proof of concept (3 Months): Re. 10.00 lakhs (For physical infrastructure hardware, storage, bandwidth etc in the cloud.)
 - Re. 10.00 lakhs for customization of Software applications

Phase 2 – Next 12 months

- Terms of Engagement of Indian CST as consultant will be decided based on results of stage 1 selection.
- Monthly user charges of Re. 5.00 lakhs will be payable for any no of users using the Transportal.
- User creation charges beyond 100 users will be charged separately

Phase 3 – Next 12 months and Phase 4 - 36 months thereafter

- Terms of Engagement of Indian CST as consultant will be decided later

Other terms and conditions

3. Re. 10.00 lakhs to be paid as advance with issue of work order.
4. Billing will be done monthly and all payments should be made to Indian CST within one week of submission of bills failing which interest will be payable at 18%.
5. KMC to arrange for travel, stay, local transport and other logistics for all our officials deputed on site or reimburse these costs based on actuals.
6. Any other special report/s requiring customization will be done at the request of the Client. Costs to be based on additional work to be done and the estimated time, as mutually agreed to. Billing will be done on man hour basis and payable at the rate of Rs 1000 per man hour.

7. A two day orientation workshop needs be organized by KMC for invited stakeholders to assist in porting of master and legacy data and generation of sample reports from the Transportal.
8. Indian CST professionals will take part in this at the request of the KMC.
9. Any other training to KMC staff and/or any other department/stakeholder, if needed will be provided by Indian CST experts on cost reimbursement basis, as per schedule agreed to. KMC will act as the coordinator for this and will be billed by Indian CST and KMC will arrange for payments to be released accordingly.
10. Deployment of Project professionals of various levels as required on per diem cost is indicated below (excluding travel and other incidentals payable at actual) e.g.
 - Subject Matter Experts Re. 15000 per day.
 - Senior Project Professionals Re. 8000 per day
 - Project Managers Re. 5000 per day
 - Project Lead Re. 3000 per day
 - Project Executives Re. 2000 per day
11. All central, state and local taxes will be as applicable and payable additionally.
12. KMC may consider taking appropriate risk insurance for the proposal to meet unforeseen circumstances.

Phases and Time Frames

- Phase 1: Three months from July 1, 2015 (Proof of Concept Phase)
- Phase 2 - 12 months thereafter
- Phase 3 – Next 12 months
- Phase 4 – Next 36 months

Responsibility of the KMC

- Appointment of Indian CST as Project Management Consultant for the Smart City Project.
- Coordination with all stakeholders and compilation of all required information in digital format and /or entering the data into the Transportal as required.
- Collation, Validation and compilation in prescribed formats of all requirements for Smart City challenge rounds
- Submission of requirements in prescribed formats to concerned State and central authorities and taking actions to provide required clarifications and support documents
- Seeking the assistance of Indian CST's network of experts and professionals as required at such terms as may be finalised

- Prompt finalization of contracts and engagement assignments for experts and outsourced agencies
- Prompt settlement of compensation and remuneration to Indian CST and other outsourced agencies employed for the program
- Conduct of periodic review meetings and taking follow up actions thereon.
- Coordination with State and Central Government offices and other regulatory agencies
- Public awareness campaigns and mobilization programs
- Setting up of a PMO/KPO/BPO for citizen engagement and grievance redressal
- Securing tool free numbers and clearances from Government agencies such as TRAI
- Seeking help of NIC or others for hosting of Data Servers at suitable locations in its jurisdiction.
- KMC will be responsible for putting all data into the Transportal and correctness of the data there of. Indian CST will not be responsible for authenticating any data.

Responsibility of Indian CST

- Set up and maintain the Transportal for 24X7 use and disaster recovery site.
- Maintaining a help desk for handholding and support for users of the Transportal
- Advice KMC in their submissions for the Smart City Challenge rounds (stage 1)
- Advice KMC in organizing data collection, collation, validation and analysis and compilation
- Facilitate improved management of people, processes and technology required for the program objectives
- Help build capacities of various stakeholders in workshop and training sessions etc
- Offer consultation on procurement, consultants and other outsourcing requirements and make arrangements for transparent selection of the same by KMC
- Suggest engagement of quality auditors and arrange for social audit as and when mutually agreed to be conducted as well as the terms of engagement
- Advice on requirements and specification of goods and services necessary for success of the project from conception to completion.
- Any other service required of it by KMC including data entry, scanning, digitization etc through outsourced agency at the request of KMC
- For the above activities the charges payable to Indian CST will be at mutually agreed terms.

Benefits and Impact Assessment

In the proof of Concept phase, the benefits of establishing a lasting partnership with the Public Trust Indian CST and the value addition that the use of Indian CST's unique IT tool Vigeye GPMS will be established to a cross section of the stakeholders.

The Smart city guidelines set out stringent preconditions and scoring criteria to become eligible for getting high scores and get shortlisted for the Smart city challenge. The engagement of Indian CST as a consultant and a handholding partner to Karnal Municipal Corporation would emerge as a strategic alliance that will align all stakeholders (present and future) to quickly align with the dream of becoming a Smart city and make continual progress towards attainment of that dream in a Private-Public- Partnership in a Professional Program Management mode.

The current stage of preparedness in Karnal Municipal Corporation has been made out as under in the table given below. In view of the strict requirements to become eligible for being a shortlisted city and the tough challenges that need to be faced in becoming one the parameters of assessment have to be reviewed periodically and the bar set higher and higher as the progress towards the ultimate goal takes place.

Metrics	Present understanding
Strategy (100)	Willingness to change for better, all core infrastructures and services available in the city to improve quality of life
Process (100)	Basic IT systems are available
Info analysis (100)	There are shortcomings and delays in delivery of services as spelt out in the Citizens charter
Innovation (100)	Improved Quality of life by innovation and affordable methods
HRD (100)	Computer literates, skills and knowledge currently limited
Operation Results (2) (200)	<ul style="list-style-type: none"> 1) Potential Revenue increases 2) Smart city proposal
Stakeholder satisfaction (3) (300)	<ul style="list-style-type: none"> 1) Appropriate Single window simplified system for all 2) Info at a touch for sharing data with stakeholders 3) Better Facts based decision making enabled for policy makers and city fathers

Periodic impact assessment would be carried out based on the basis of seven parameters of Malcolm Baldrige criterion. Interventions for Problem driven iterative adaptation would emerge from these processes.

Milestones and outcomes and deliverables

Milestones	Activities	Outcomes	Deliverables
July 1, 2015	Study of SCP requirements and	Finalisation of strategic partnership and Launch	Draft proposal to State Govt in prescribed

	preparation of submissions on behalf of KMC, Data collection begins, Workshop to be conducted	of Karnal Transportal, Familiarisation Workshop to invited stakeholders	format submitted
August 1, 2015	Identify gaps after data validation through Transportal, Submission of proposal from Karnal to State Govt of Haryana	Start of the Race to get Smart City tag Interventions to fulfill Score card criteria identified along with their implementation plan	Preconditions and Form 2 requirements assessment done.
	Short listing by State in Stage 1 of city challenge		Preconditions and scoring criteria to be improved upon
To be announced	Stage 2 or challenge round	Submission of Smart City Plan to MoUD	Selection of Model retrofitting, redevelopment, Greenfield, Pan city and mix thereof
April 2016		Selection of 100 Smart cities for Round 1 to be declared	
	Second round of City Challenge	If required	
August 2016		SPV to be formed	
Next Three years/ till closure of project	SCP implementation monitoring	Intervention strategies to be worked out	Course correction

Our Credentials

Why Indian CST

It is a public trust in operation for the last six years. The trust deed and its balance sheets are available on its web site. The Trust believes in total transparency, public engagement, professionalism and technology for change. Getting it done is one of the core values of the Trust.

Past work done by Indian CST

Brihat Bengaluru Mahanagar Palike has been using its Transportal for the last six years and the current MOU with BBMP is valid till March 2016.

In BBMP GPMS-FMS has been used extensively for project monitoring and daily cash management.

Network of Experts

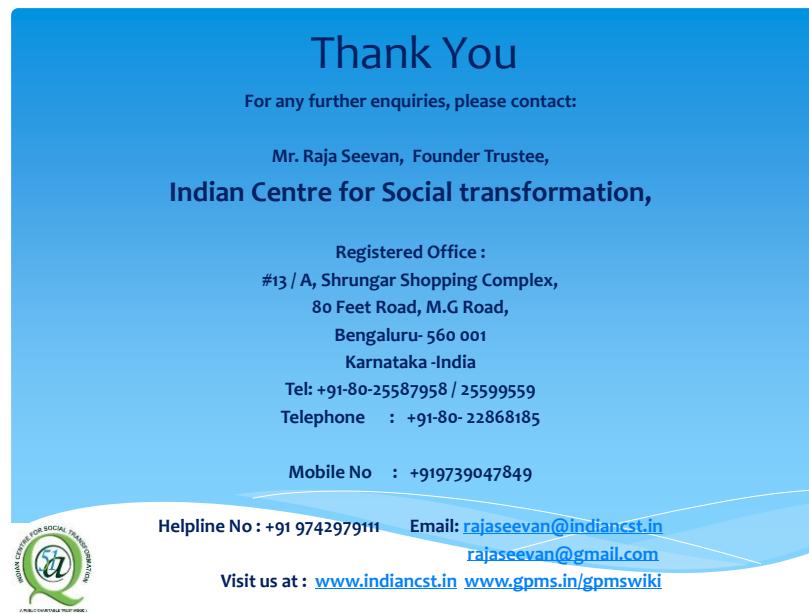
Indian CST has an inbuilt network of thought leaders, public finance officials, retired government officials, Transformation coaches, change agents, social entrepreneurs, quality consultants,

efficiency and subject matter experts, project professionals, Program managers and dedicated people with commitment to bring about change for the better. Depending upon requirements, the services of these specialists are available for consultation and quick deployment.

Our Team

List of experts and professionals presently being made available for the said Smart city program (Stage 1)

- Consultants available for the project
 - Trustees, other officials and social entrepreneur associates of the Indian CST
 - **Shri. K.R. Niranjan** Retd. Secretary to the Govt. of Karnataka, formerly Special Commissioner Bruhat Bengaluru Mahanagara Palike (BBMP) 2010-2013
 - **Sh. B.Ramaswamy**, B.Tech (IITMADRAS),MMS(JBIMS) with 38 years of experience including World Bank Procurement reviews, EPC contracts, PPP projects, Infrastructure consulting, PMC, Smart City concept, etc.
 - Subject Matter Experts in Accounts, IT, Finance, Law etc.
- Profiles of the Consultants available for the project will be supplied on request.



Let us join hands together and make our dreams come true!

Thank you for the opportunity given.

With regards
Indian Centre for Social Transformation

(Raja Seevan)
Founder Trustee