

# **Leveraging Consultants for GPR engagements**

# Engagement Models of Consultants

- ❖ Consultants typically work on three kinds of engagement Models
  - Time & Money
    - Consultant charges a fixed fee per person per time period (hour / week / day)
    - In these projects, the project is typically driven and managed by the client
    - The consultants are used as resources to support the client
  - Flat Fee
    - Consultant charges a fixed fee for the engagement
    - The payments are typically milestone based
  - Variable / Contingency fee based
    - This model is typically used as a hybrid model as follows
      - Fixed Fee on engagement, along with
      - Variable fee based on benefits achieved (as per benchmarks set)



# While choosing to work with a consultant for GPR, the expectations from the project must be clearly defined

- ❖ A GPR / BPR project can provide benefits along three key dimensions
  - Service Delivery
    - Typical metrics like Turn-around-Time, Processing Time etc.
    - Other elements to be optimized include Throughput, efficiency etc.
  - Service Quality
    - This focuses on issues like Internal Error Rate, External Discrepancy handling etc.
  - Cost
    - This focus on reduction of per-transaction costs and overall costs
    - Significant focus is on 'Waste' elimination and optimal resource utilization
- ❖ To derive maximum benefits from working with a consultant, one must
  - Have a clear vision on what kinds of benefits are expected
  - Clearly specify the benefits expected and the associated deliverables (documentation etc) at the time of engaging with the consultant



# Selecting a Consultant to support you on the GPR journey

- ❖ In the case of GPR, typically a tender will need to be issued
- ❖ At the time of selecting a consultant from the responses, one must focus on
  - Cost (Financial Bid)
    - Suggested weightage 30%
  - Technical capabilities (Technical Bid)
    - Suggested weightage 70%
- ❖ The selection mechanism should be based on a weighted score of the above parameters and sub-parameters
  - Significant focus must be on the technical capabilities since that is what will drive the benefits to be gained



# Reviewing Financial Bids

- ❖ Cost (Financial bid) : There are multiple options that can be used (depending on the type of engagement costing specified)
- ❖ L1 (lowest bidder) criteria can be used for weighting the score
- ❖ Another option is to use a reverse auction method wherein the lowest bidder pays the amount specified by the next highest bidder
  - This tends to drive bids lower as even the lowest bidder knows that he will get paid more than his bid price
- ❖ This can be specified as part of the tender documents



# While focusing on technical capabilities, the following elements can be considered (1/2)

- ❖ Prior experience in type of engagement
  - In a government / public sector undertaking in India
    - It is relevant but should be given minimal weights
    - Focusing on this element exclusively creates a risk that we will end up with a consultant who may try to force-fit/replicate what has worked in another department rather than building an optimized solution
  - In the private sector / International experience
    - This is relevant as it will allow best practices from other industries / other geographies to be leveraged
- ❖ Experience of Team Members who will be part of the project
  - In a similar role
  - In the domain
  - In using the chosen methodology
  - Time spent in consulting and in the firm



# While focusing on technical capabilities, the following elements can be considered (2/2)

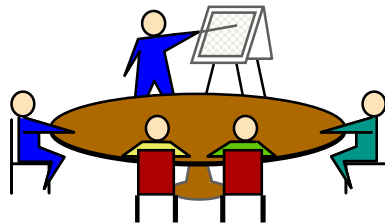
- ❖ Involvement of Subject Matter experts / Senior partners
  - Extent of senior management (Partner) time and effort that will be available for the engagement
  - Extent of support that will be provided by Subject Matter Experts from within and from other geographies
- ❖ Methodology & Case Studies
  - The comprehensiveness of the methodology
  - The quality of work done previously
  - The citations / client reference being shared
- ❖ Implementation experience
  - Does the firm only recommend or does it have experience in also implementing its recommendations successfully
  - Implementation experience should be weighted significantly since this is what will make a difference between success & failure



# Define responsibilities & project management structure (1 of 2)



**Steering Committee**



**Core Team**

## **Steering Committee**

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Members:	Decision-makers
Responsibilities:	Charter process; approve frame, alternatives; provide resources and information; make decision and trade-offs
Selection criterion:	Collective choice by this group unlikely to be overturned

## **Core Team**

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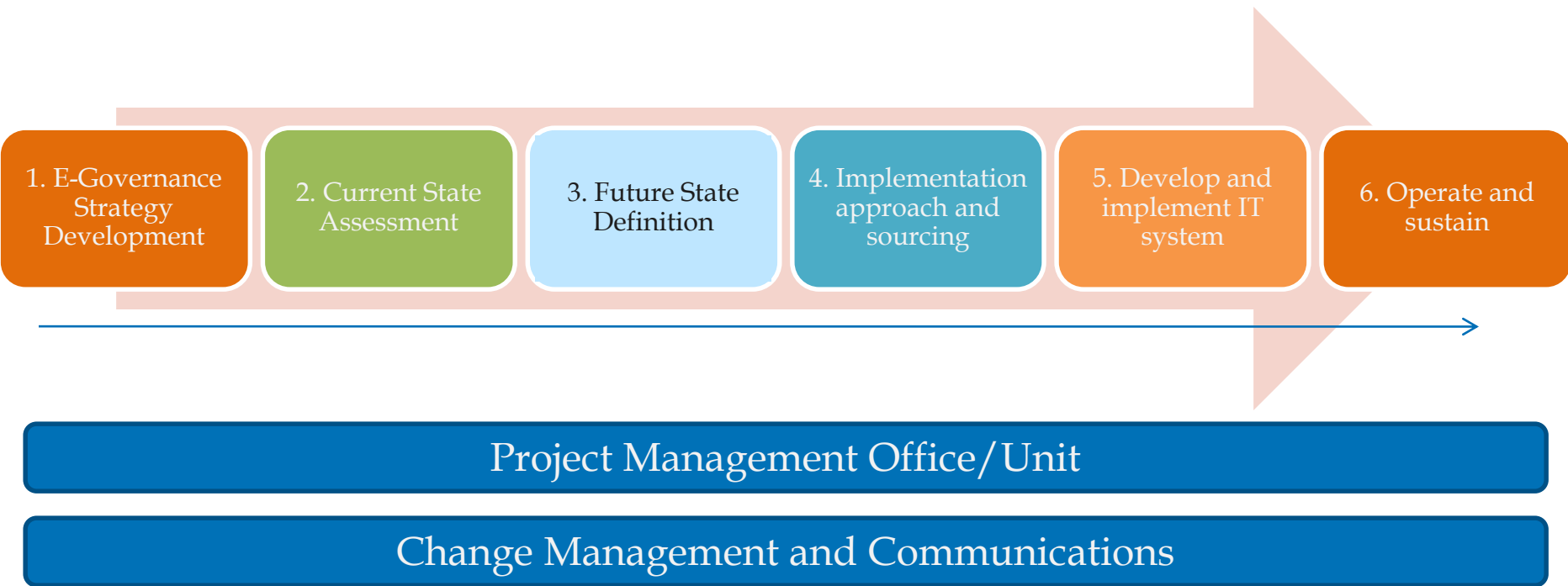
Members:	Analysts and subject-matter experts
Responsibilities:	Develop frame and alternatives, collect data, assess information, evaluate alternatives, plan implementation, implement solutions
Selection criterion:	Recognized by Steering Committee as credible experts and analysts



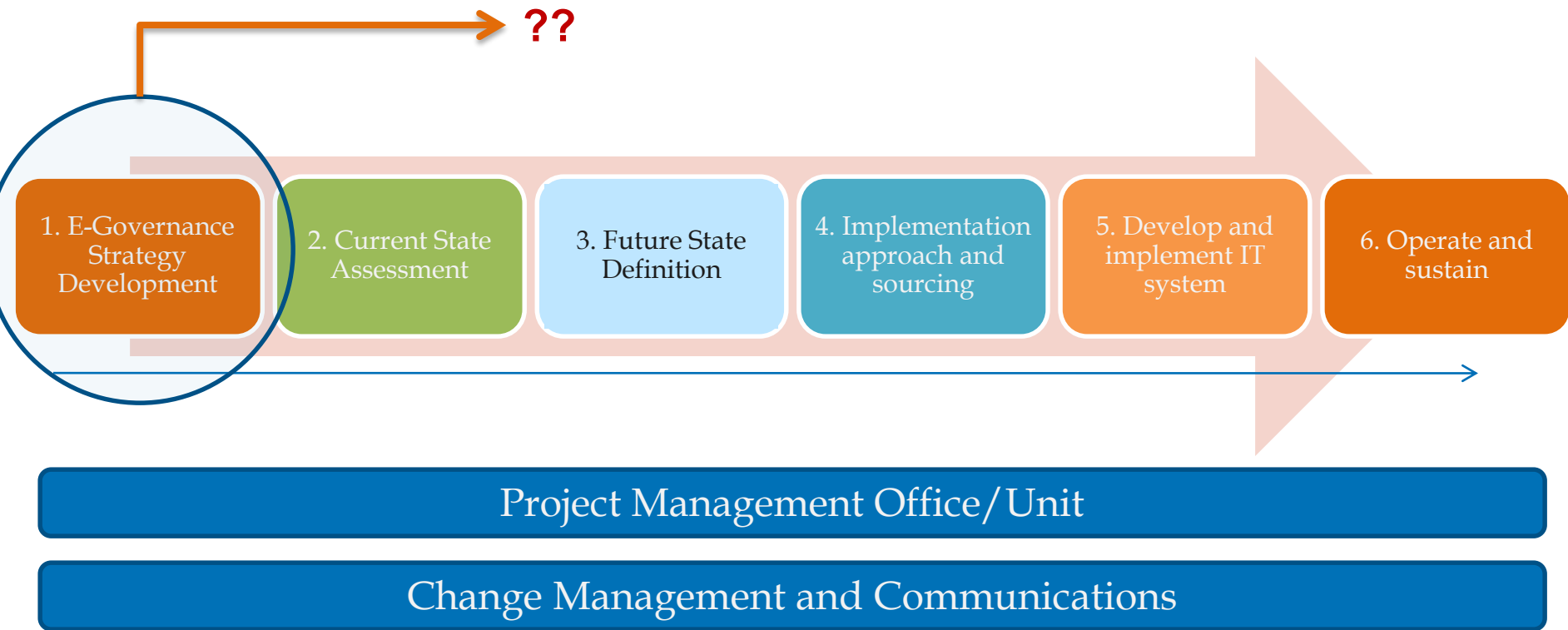
# Define responsibilities & project management structure (2 of 2)

<b>Steering Committee</b>	<ul style="list-style-type: none"><li>➤ Provide Vision, leadership &amp; direction</li><li>➤ Define &amp; establish project goals and objectives</li><li>➤ Minimize &amp; Mitigate Organizational Risk</li><li>➤ Authorize Initiation &amp; Closure of project</li><li>➤ Meet at predefined milestones / fortnightly to review, guide, set targets and take critical To Be process decisions</li></ul>
<b>Project Champion</b>	<ul style="list-style-type: none"><li>➤ Review Project Plans, Resource Plans, exception Plans</li><li>➤ Conduct Project Assessments &amp; mitigate Project risk due to escalations. Ensure Process adherence by users</li><li>➤ Provide ideas and suggestions to project teams</li></ul>
<b>Full Time Resource</b>	<ul style="list-style-type: none"><li>➤ Work hands-on with the consultants at every phase of the project<ul style="list-style-type: none"><li>– 'As Is' Process mapping &amp; capturing of PIE's</li><li>– Data collection</li><li>– Develop 'To Be' alternatives &amp; validate hypothesis</li><li>– Communication of 'To Be' &amp; Pilot implementation</li></ul></li><li>➤ Invite for meetings and ensure attendance of participants in all meetings</li></ul>

# E-Governance Project Lifecycle (EGLC)



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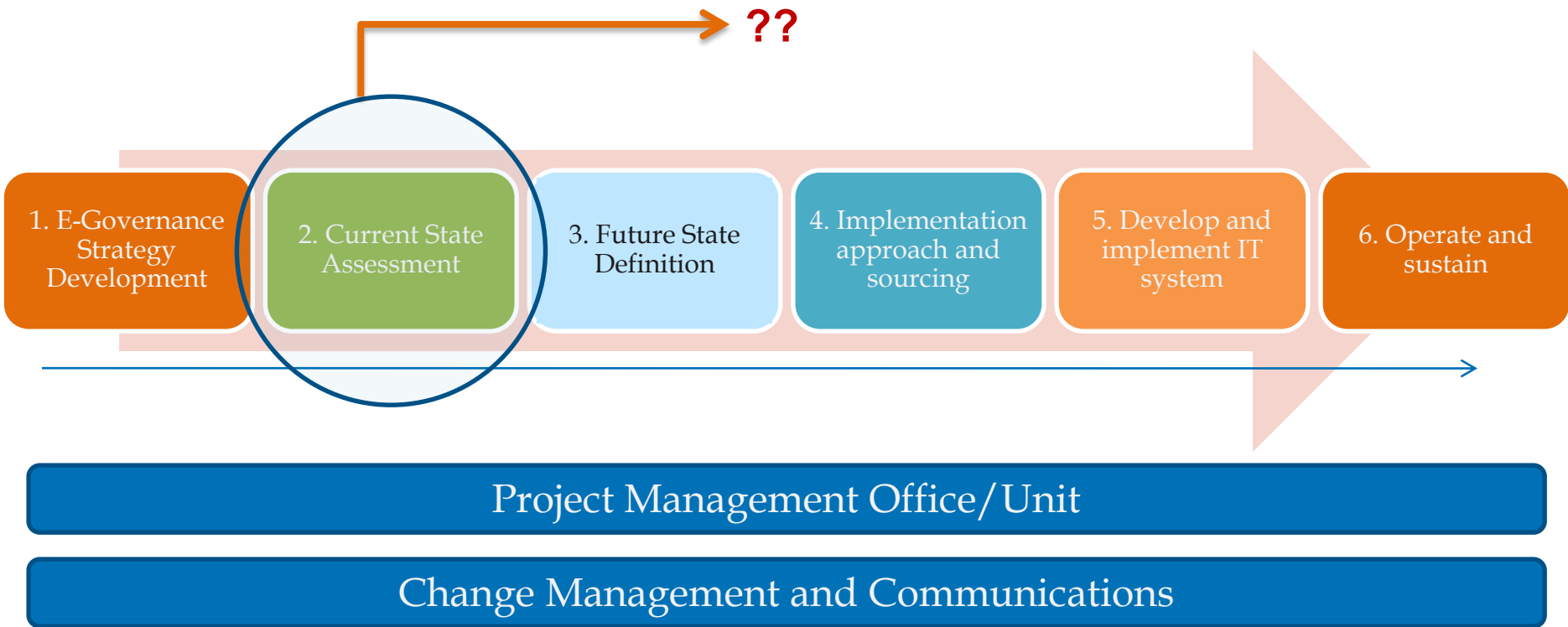
# Phase 1: E-Governance Strategy Development

## Key Activities

- ❖ Needs Assessment
- ❖ Define clear vision & objectives
- ❖ Prioritization of services and projects
- ❖ Incorporate domestic and global learnings
- ❖ Identify institutional structures & capacities for implementation
- ❖ Define funding requirements
- ❖ Define monitoring and evaluation approach...



# E-Governance Project Lifecycle (EGLC)



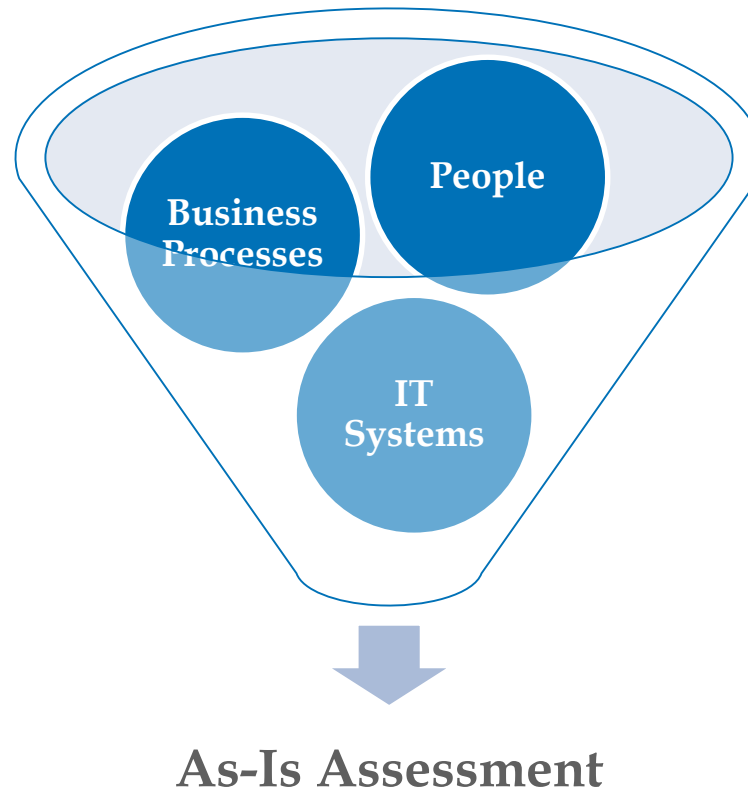
## Phase 2: Current State Assessment (1 of 6)

- ❖ To perform an in-depth assessment of business functions and services identified for coverage under e-Governance project to understand:
  - current approach for performing the business functions and service delivery
  - the key challenges and to identify improvement areas
  - stakeholder needs and expectations
  - good practices and learnings from similar implementations in similar domains
  - current systems (IT) implemented in the department, coverage and gaps
  - organization structures and people capacities etc



## Phase 2: Current State (As-Is) Assessment (2 of 6)

- ❖ As-Is Assessment is carried out along the following dimensions:



# Phase 2: Current State (As-Is) Assessment (3 of 6)

## Business Processes Assessment

- ❖ Study and map the existing business processes for identified functions and services
- ❖ Study and evaluate the existing workflows and interdependencies
- ❖ Stakeholder (customer and owner) survey to understand strengths, weaknesses and areas of improvement
- ❖ Current process measures and analyze key performance metrics
- ❖ Assess the current level of automation (if any) for the process/service
- ❖ Review Relevant policy, law & regulatory information guiding the service delivery

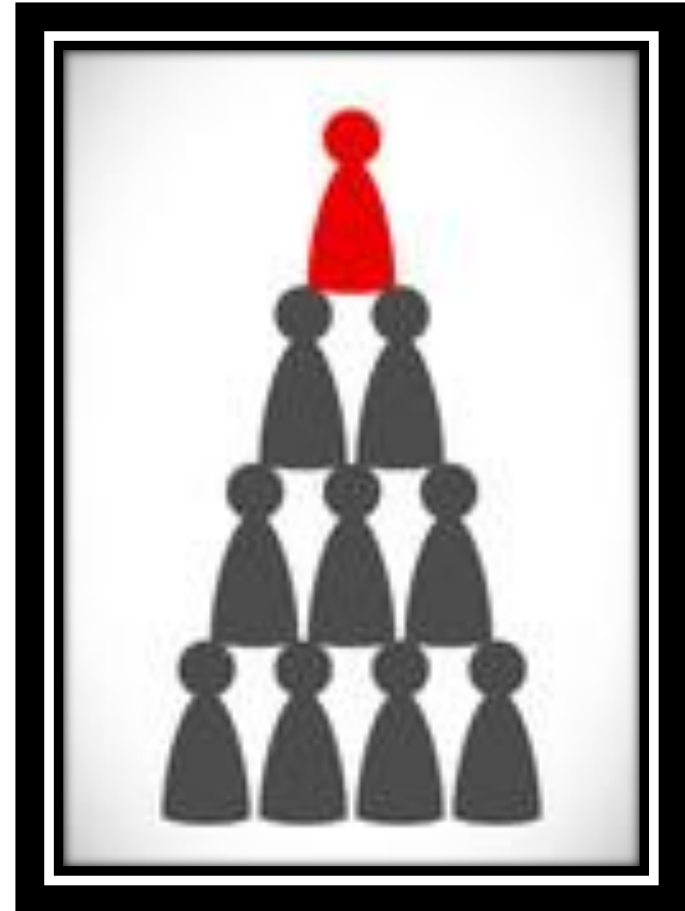




# Phase 2: Current State Assessment (4 of 6)

## Institutional Structures

- ❖ The current organization structure including the reporting structures, current roles, responsibilities, redundancies etc;
- ❖ Review the interdependencies, linkages, overlapping functions across the organization units
- ❖ People readiness to change and identification of change barriers
- ❖ Assessment of current skills sets and capacities w.r.t. IT.
- ❖ Review the current training policy, procedures, facilities, learning & education systems in place



# Phase 2: Current State Assessment (5 of 6)

## As-Is IT Systems Assessment

- ❖ Inventory of the IT Infrastructure (Applications, Databases, Security & other tools) used by department/ agency
- ❖ Current level of automation for identified functions and services
- ❖ Benefits from automation and gaps
- ❖ IT procurement initiatives in the pipe-line / proposed and plans for usage of IT
- ❖ Key bottlenecks in the current IT systems and management information systems in use



# As-Is IT Systems Assessment

## Key Outputs/Deliverables

### As-Is Processes

- **Process maps**
- **Pain points**
- **Initial improvement areas**
- **Stakeholder needs**

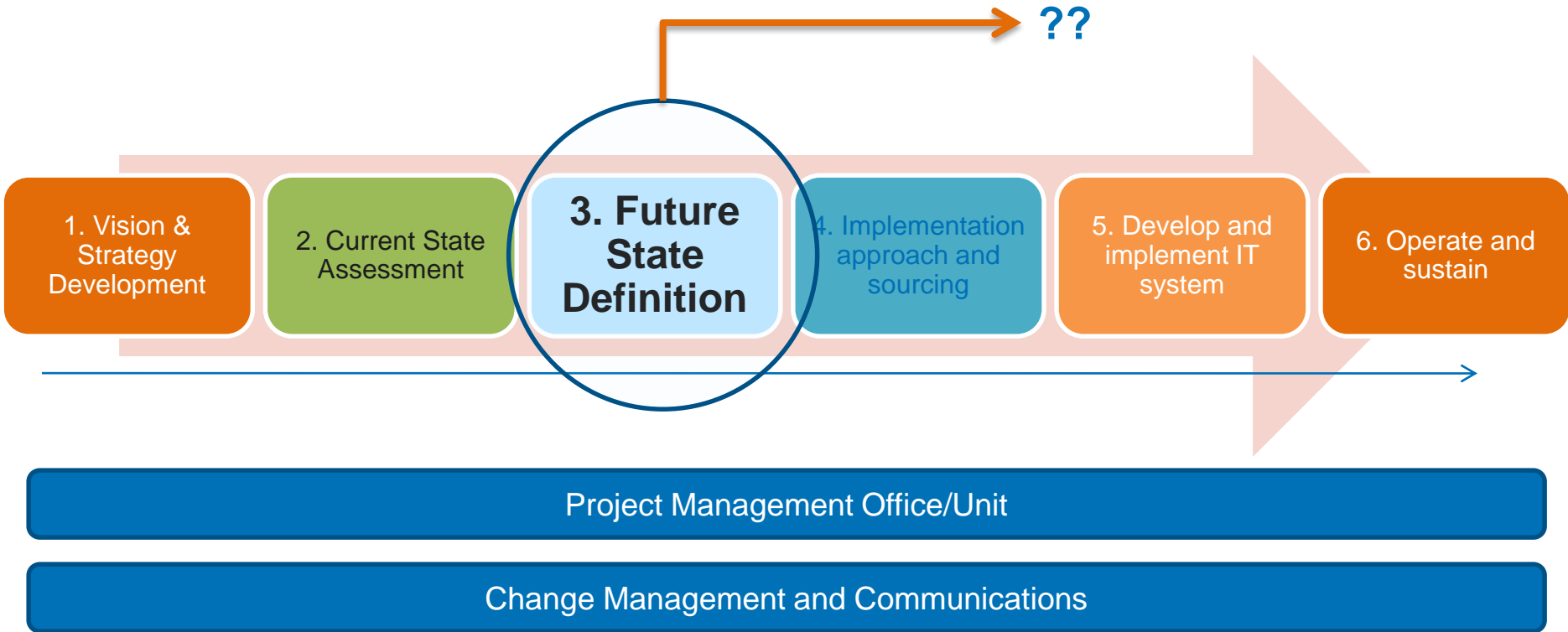
### As-Is IT Environment

- **IT Systems**
- **Scope and functionality**
- **Strengths and gaps**
- **IT Infrastructure (network, security, data center)..**

### As-Is People Environment

- **Organizational structures**
- **Roles and responsibilities**
- **Capacities and skill sets**
- **Change barriers..**

# E-Governance Project Lifecycle (EGLC)



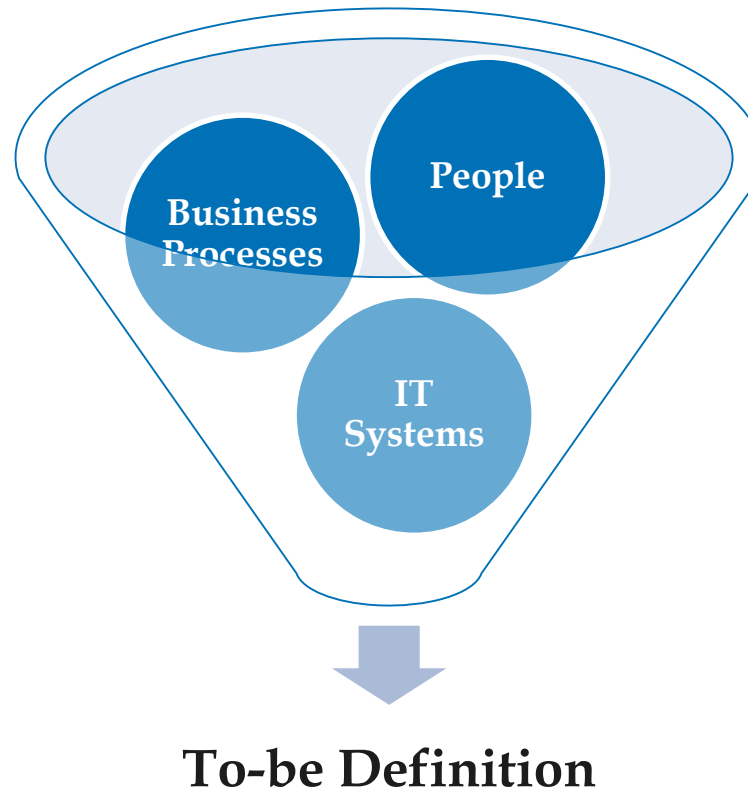
## Phase 3: Define Future State (To-be definition) (1 of 6)

- ❖ To define how the identified business functions and services shall be performed going forward
- ❖ To define the new business processes
- ❖ To define IT solutions and services for automation of new business processes
- ❖ To define people change management, capacity building and communication requirements for project implementation



## Phase 3: Define Future State (To-be definition) (2 of 6)

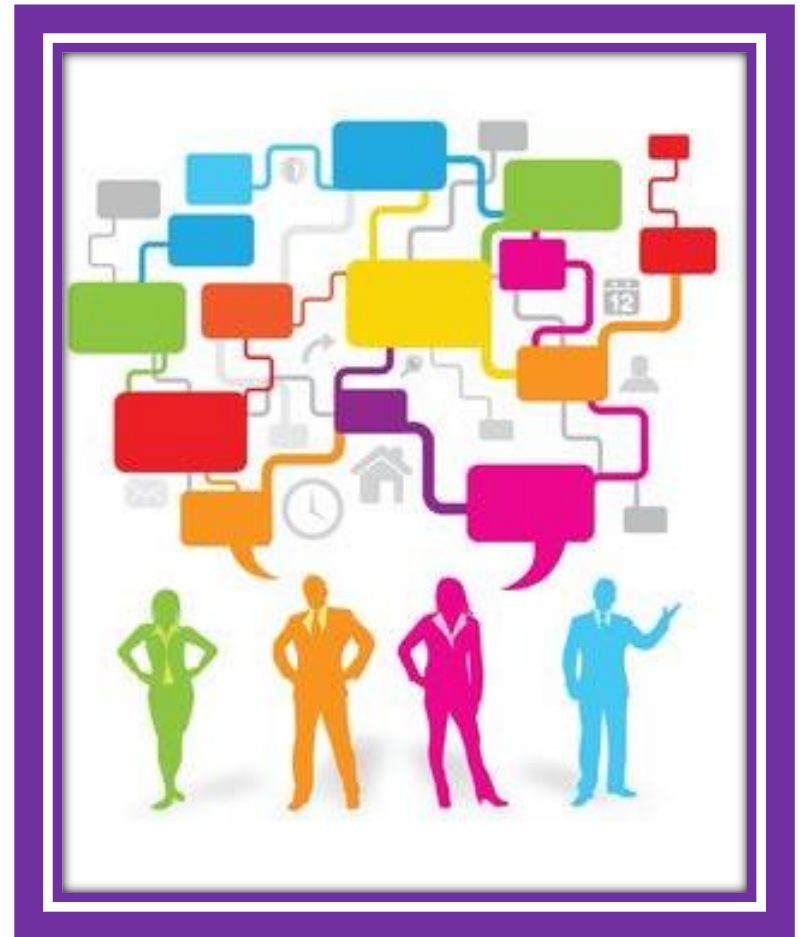
- ❖ To-be definition is performed along the following dimensions:



# Phase 3: Define Future State (To-be definition) (3 of 6)

## To-be business process definition

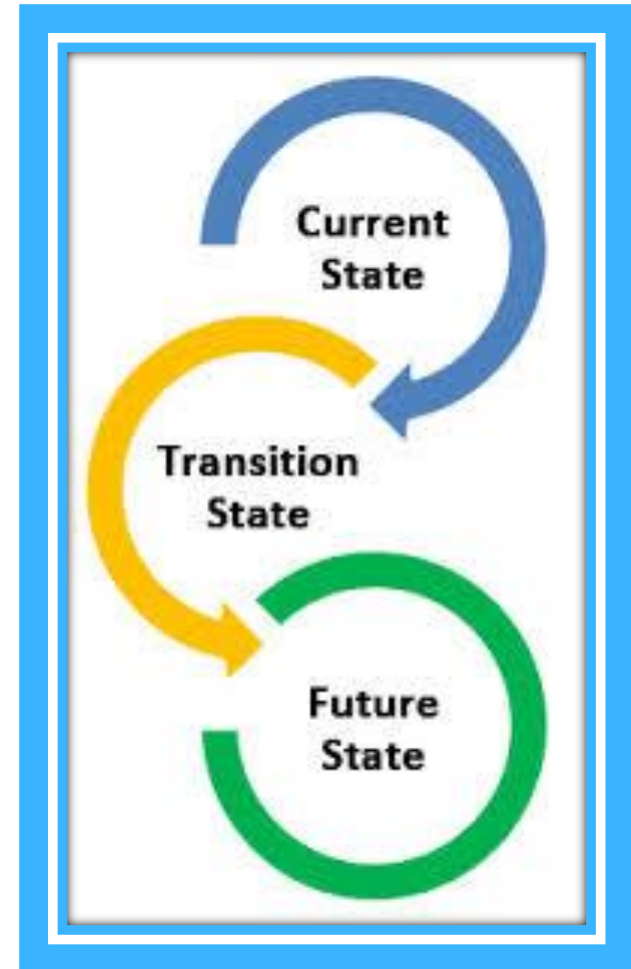
- ❖ Analysis of pain points and process performance metrics
- ❖ Analyze processes against defined vision and objectives
- ❖ Assessment of good practices and learnings from similar business process environments in India and global
- ❖ Stakeholder consultations on improvement opportunities
- ❖ Finalise process improvement opportunities and process reengineering
- ❖ Identification of IT enablement opportunities
- ❖ Definition of to-be business processes
- ❖ Stakeholder validation of to-be business processes and finalisation
- ❖ Assess the impact on regulatory and policy environment and identify changes based on new processes
- ❖ Identify data digitization requirements
- ❖ Define new processes KPIs...



# Phase 3: Define Future State (To-be definition) (4 of 6)

## ❖ IT Systems/Architecture Definition

- ❖ Identification of IT systems and applications for implementation of new business processes/identify improvement opportunities to current systems
- ❖ Definition of Functional Requirements Specifications (FRS) for the identified systems
- ❖ Definition of service delivery channel assessment
- ❖ Definition of enterprise architecture for implementation of proposed services/systems including:
  - Application architecture
  - Data architecture
  - Security architecture
  - Network Architecture
  - Data center architecture
- Assessment of IT infrastructure requirements and specifications
- Definition of IT systems performance, scalability, availability requirements
- Data digitization and migration strategy development





# Phase 3: Define Future State (To-be definition) (5 of 6)

## Definition of People Measures

- ❖ Training Needs Assessment in light of proposed systems identified for implementation
- ❖ Development of Training and Capacity building plan
- ❖ Development of People change management to address the change barriers identified during as-is assessment
- ❖ Development of communications management plan
- ❖ Assessment of institutional structures needed for implementation of proposed initiatives



# Phase 3: Define Future State (To-be definition) (6 of 6)

## Key Outputs/Deliverables

### To-be Processes

- To-be business processes
- New process KPIs/metrics
- Changes to the legal and policy environment

### To-be IT Environment

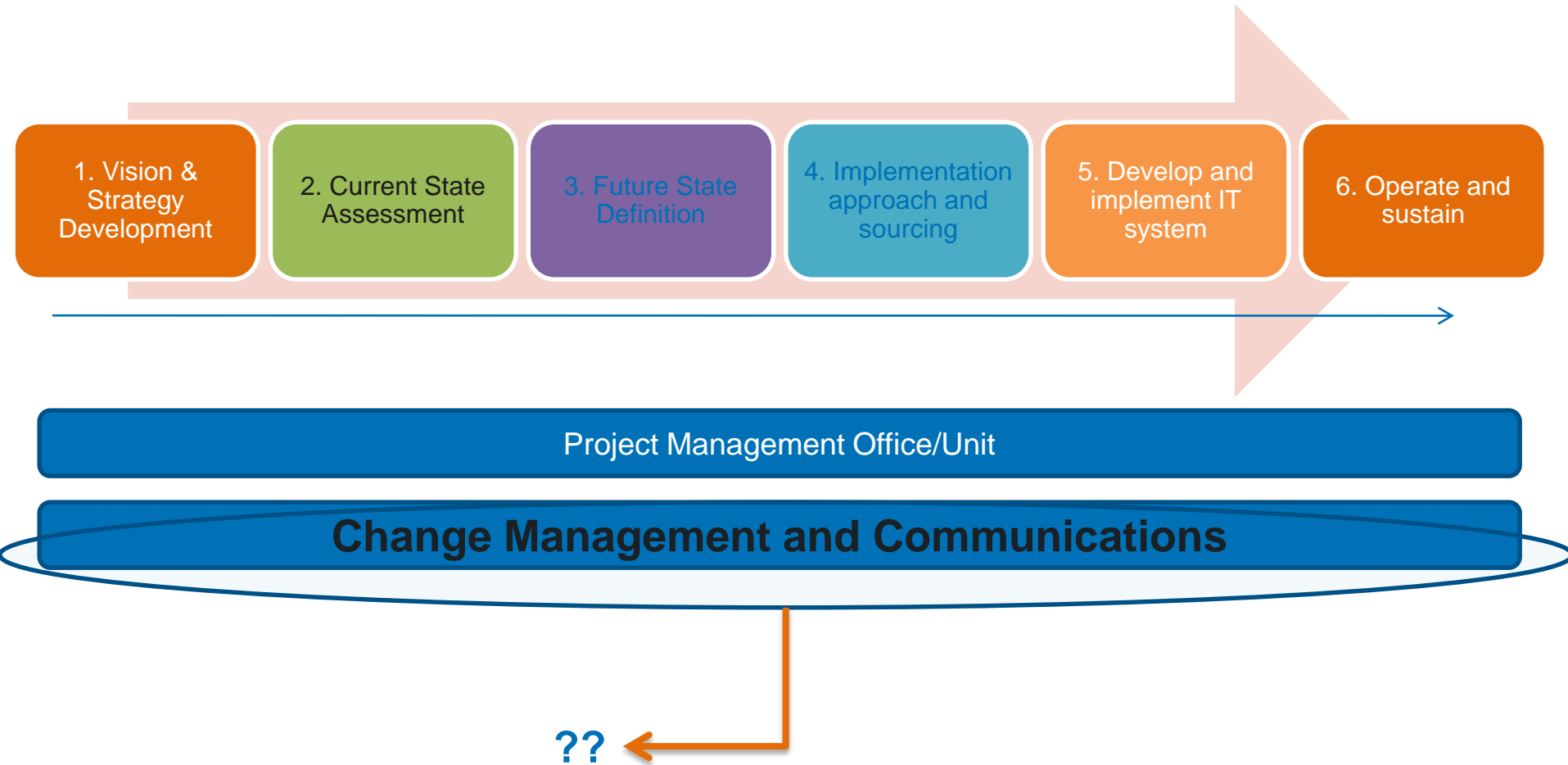
#### Functional Architecture and Requirements specifications

- Enterprise Architecture covering Application, data, network, security, data center architecture
- Data digitization and migration strategy
- SLAs

### To-be People Environment

- Institutional structures needed for project implementation
- Training and Capacity building plan
- Change Management Plan
- Communications Management Plan

# E-Governance Project Lifecycle (EGLC)



# Change Management and Communications (1 of 2)

- ❖ Generally is driven by Project Management Office/Unit
- ❖ Objective is to address and manage the 'people' related aspects in the project implementation including:
  - Managing the people change in terms of addressing the resistance
  - Managing people resistance to change
  - Communicating the project vision, objectives and benefits to all the stakeholders
  - To build skill sets and capacities across various levels in the organization to adopt new processes and systems



# Change Management and Communications (2 of 2)

## Change Management

- Understand the changes lead by the project (policy, processes, systems..)
- Identify the impacted stakeholders
- Assess the readiness of stakeholders to adopt change
- Identity key risks surrounding resistance to change
- Devise measures to address the identified risks
- Develop change management strategy
- Implement strategy
- Monitoring and corrective actions



## Project Communications

- Understand the project scope and coverage
- Identify the objectives, benefits
- Identify the stakeholder groups impacted by the project
- Identify the communication needs for each stakeholder group
- Identify the communication channels
- Development communications mgmt strategy
- Implement strategy
- Monitoring and corrective actions



## Capacity Building

- Understand the changes lead by the project (policy, processes, systems..)
- Identify the impacted stakeholders
- Understand the skill sets needed to adopt the new systems and processes
- Assess the current skill sets and capacities in the organization
- Identify the training needs to bridge the gaps in the skill set...
- Identify the training courses and approach for training
- Implement Training Plan