



BIDHANNAGAR MUNICIPAL CORPORATION

POURA BHAVAN, FD-415A, Sector-III,
Kolkata - 700 106.

NOTICE INVITING e-BID

Tender ID : 2017_MAD_99678_1

EOI No.2325/PWD(BMC)

Dated : 27/01/2017

The Executive Engineer, PWD on and for behalf of Bidhannagar Municipal Corporation invites e-bid Tender/bids/bids(RFP) from reliable and resourceful organizations having experience in similar nature of job for the work "**Request for proposal for selection of consultant for setting up of project management unit for Bidhannagar Municipal Corporation.**"

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1. Fact Sheet

HEADING	DETAILS
Project name and initiator	Request for Proposal (RFP) for Technical and Financial Bids(RFP) from reputed consulting firms for preparation of perspective plan and carryout project management activities for multiple projects of Bidhannagar Municipal Corporation West Bengal
Method of Selection	Quality and Cost Based Selection (QCBS)
Mode of bidding	Request for Proposal for Technical and Financial Bids (RFP) from Reputed consultants. Mode will be two part bidding.
Bid validity	Proposals must remain valid for 180 days after the submission date
Bid submission	A full set of Tender/bid (RFP) documents consists of 2 Parts. These are; Part I containing all documents in relation to the name of the firm applied for and credentials possessed by them along with EMD and all relevant documents like VAT, Service Tax, Professional Tax Clearance Certificates, PAN Card, Trade Licence etc. and other necessary papers as applicable. Part II containing following documents; Bid (RFP) Schedule (.xls sheet)
Mode of Submission of Bid	All proposals must be submitted through ONLINE . Technical Bid & Financial Bid both will be submitted concurrently duly digitally signed in the Website www.wbtenders.gov.in . Tender/bid(RFP) /Bid(RFP) document may be downloaded from website & submission of Technical Bid/Financial Bid as per Tender/bid(RFP) /Bid(RFP) Schedule. The requisite Earnest Money, as specified in this N.I.Q. shall be paid by drawing a Demand Draft/Pay order on any Nationalized Bank/Scheduled Bank in favour of the Bidhannagar Municipal Corporation payable at Kolkata. Every such Demand Draft /pay order shall be drawn on or after the date of publish of E.O.I. At the time of uploading the tender/bid(RFP), the intending tenderer/bidder shall upload a scanned copy of such Demand Draft/pay order along with his/her tender/bid(RFP).
Bid Query	For any query regarding this RFP please e-mail to bidquery.bidhannagar@gmail.com on or before 15.00 Hrs on 03/02/2017 . No queries will be entertained after this time.
Earnest Money	For Rs.50, 000/- (fifty thousand) only to be deposited as initial Earnest Money for all participant Bidders in the form of Bank Draft / Pay Order in favour of " Bidhannagar Municipal Corporation " which shall be documented through e-Filling, (scanned copy to be submitted). The Bank Draft / Pay Order for balance amount of earnest money @ 2% of the quoted amount shall be deposited by the successful/lowest bidder (L1) only along with the initial earnest money draft at PWD section of this office within three (3) days from opening of financial bid (RFP).
Withdrawal of Bid	A Bid (RFP) once submitted shall not be withdrawn within the validity period. If any Bidder/Bidders withdraw his/their Bid(s) (RFP) within the validity period then Earnest Money as deposited by him/them will be forfeited.
Acceptance of Bid	Executive Engineer, PWD of Bidhannagar Municipal Corporation will accept the Bid (RFP). He does not bind himself to accept otherwise the lowest Bid (RFP) and reserves the right to reject any or all of the Bids (RFP) received without assigning any reason thereof.

2. Date & Time schedule

Heading	Details
Date of publishing of RFP	27 th January, 2017 after 18:30 Hrs.
Documents download start date (Online)	27 th January, 2017 after 18:30 Hrs.
Last date of pre-bid query from prospective bidders	3 rd February, 2017 upto 15:00 Hrs.
Last date of issue of corrigendum if any	6 th February, 2017
Bid submission start date (Online)	27 th January, 2017 after 18:30 Hrs.
Bid submission end date (Online)	10 th February, 2017 upto 15:00 Hrs.
Date for opening of Technical Proposal in presence of bidder's representatives	10 th February, 2017 after 15:00 Hrs.
Date of uploading list for Technically Qualified Tender/ bidders (online)	To be communicated

3. Background

Bidhannagar Municipal Corporation (BMC) is the youngest Municipal Corporation in West Bengal with 41 Wards serving a population of approximately 6.50 lacs. In their quest to embark upon a smart city journey, BMC would like to set up foundational smart governance leveraging ICT infrastructure. To begin with, thrust has been accorded to prepare ICT roadmap of the department with clear and feasible implementation timelines, build robust state-of-the-art ICT infrastructure and provide seamless e-service to the citizens.

4. Objective

- To understand the existing workings and structure of the organization
- Identify the scope of improvements in existing structure and workings
- Figure out the area of ICT interventions to improve efficiency and effectiveness in interaction between BMC and its citizens and other stakeholders, like non-governmental organizations, private sector etc.
- To improve quality of internal local-government operations to support and stimulate good governance
- To bring about transparency and accountability in the governance
- To enhance interface between BMC and its citizens
- To help in improvement of delivery of services to citizens
- To improve revenue
- Provide a single and integrated view of BMC information system
- Provide timely & reliable management information relating to municipal administration for effective decision making.
- Adopt a standards-based approach to enable integration with other related applications.

5. Scope of Work for the Consultants

The Consultancy will be organised into three working area that have to co-operate and collaborate in order to reach the overall objectives on the project for transformation of Bidhannagar Municipal Corporation (BMC).

The activities performed by the Consultant will be grouped into components and sub-components as given below:-

- I. Stage 1 – IT landscape assessment report**
- II. Stage 2 – Technology Roadmap for BMC**
- III. Stage 3 – Detailed Project Report**
- IV. Stage 4 – Preparation of Request for Proposal Document**
- V. Stage 5 – Support for Vendor Selection/Evaluation and Contracting**
- VI. Stage 6 – Project Management and Monitoring**

The consultant will ensure the correlation between the outputs of these assignments and the desired outcomes of the project. The Consultants will collaborate with BMC to mitigate the risks in achieving the project objectives.

Stage 1 - IT landscape assessment report

Sub-Component 1.1 – Assessment of Organizational Processes, Functions and Institutional Structure

The scope will cover

- Functional assessment of the Department including key processes like
 - Registration and Issue of Births/ Deaths Certificate
 - Payment of Property Tax, Water Supply & Other Utilities Bills and Management of Utilities that come under the ULBs
 - Grievances and Suggestions
 - Building Approvals
 - Procurement and Monitoring of Projects
 - e-Procurement
 - Project/ Ward works
 - Health Programs
 - Licenses
 - Solid Waste Management
 - Accounting System
 - Personnel Information System
 - File Tracking System (Additional)
 - Project Planning and Estimation System (Additional)
- As-Is assessment of Department's organization structure
- Fully document the current state of the business processes, taking into account the existing situation in the organisation, with sufficient detail to visually analyse rework loops, errors, duplication of effort, and process constraints.

- Document and ascertain how far the business processes achieve the business's objective within the organisation.
- Represent the business processes of BMC, taking into account the existing situation in the organisation.
- Current service delivery framework and service levels
- Current challenges and issues in the current processes

Deliverables

- Current state of the business processes (As-Is);
- As-Is assessment report

Stage 2 – Technology Roadmap for BMC

The Consultant will assume a proactive position to identify, analyse and manage the business processes and suggest changes for strengthening the business process at BMC and to introduce a culture of service.

The Consultant will collaborate with the business analyst's team created in BMC, to ensure the transfer of know-how in day-to-day work and to assess the need for further training for the team with the aim to create a strong, professional internal capacity to manage in the future the new business requirements.

Sub-Component 2.1 – IT Strategy and Transition roadmap

The consultant will study and provide a roadmap to ensure smooth transition from manual process to automation of systems. The roadmap will cover the following:

- Review and suggestions on changes in the existing business processes in view of process automation
- Review and suggestions on re-use of existing IT software and infrastructure if existing. Consider timelines and system integration requirements for analysis.
- Review and revise (if required) West Bengal IT strategy in view of BMC and services offered by it
- Study and identify specific interventions required within BMC system for smooth transition to automated systems
- Document To-Be processes describing the future state of operations, indicating improvements and efficiencies that will meet the business need (based on the inputs received from the different business areas within BMC, respectively, from the other subcomponents of the project).
- Elaborate a document containing measures describing in which way the transition from As-Is to To-Be will be done, including at least the following: activities, necessary regulations, resources, stakeholders, performance indicators, as inputs for the Change Management Team. The Consultant will describe the characteristics of a solution that meet business requirements, taking into account the leading practices identified for BMC.
- Gap analysis with respect to good practices (National/international)

Deliverables

- Future state of the business processes (To-Be);
- Functional requirements for IT Solution;

- IT strategy document for BMC in view of transition to automation from manual systems.
- Gap Analysis report

Sub-Component 2.2 – Enterprise Architecture

The Consultant will develop the Enterprise Architecture, to document business vision and strategy and translate them formally into the key business processes and IT capabilities being implemented under the project to ensure integration and standardization of requirements.

The Consultant will perform the following activities:

- Study the As Is Enterprise Architecture of BMC
- Design the new Enterprise Architecture for BMC using TOGAF ADM

Deliverables:

- Gap Analysis report according to the TOGAF ADM.
- New Enterprise Architecture

Stage 3 – Detailed Project Report

This component involves planning, organisation, management and control of the strategies and activities that support BMC transition from the current state to a future desired state as a result of implementation of the Project.

Sub-Component 3.1 – Training needs assessment

The main objective of this sub-component is to identify the training needs according to designations, place of posting, age group, roles and day to day work to ensure smooth transition to fully automated systems.

Assess the proficiency on the existing software modules (if any)

- Assess the computer proficiency of the officers
- Assess the awareness on Municipal processes and laws
- Identify the needs of the training requirements

Deliverables:

- Training Needs Assessment Report
- Training Methodology and Calendar
- Training plan

Sub-Component 3.2 – Change management support

The Consultant will facilitate five trainings for Business process and five trainings for IT system in the “Train the Trainer” concept. The maximum strength of the batch will be thirty (30). The conference rooms and other logistics will be handled by BMC.

- Preparation of Training material (Documents / presentations)
- Five Technical trainings (one day each)
- Five Process trainings (two days each)

Deliverables:

- Training Needs Assessment Report

- Training Methodology and Calendar

Stage 4 – Support for ICT procurement

Sub-Component 4.1 – Preparation of Request for Proposal Document

This component shall include providing support to the Department related to all procurement related functions. It shall include:-

- Identification of areas for procurement support i.e. Hardware, Software, Resources, etc. required for automation of BMC processes
- Preparation of requirements and specifications, along with tender documents required for automation of BMC processes
- Assistance in Bid Process Management and selection of agencies for implementation for the above

Deliverables:

- EOI/RFP preparation
- Vendor Technical and Financial evaluation
- Support for contract signing

Sub-Component 4.2 – Support for Vendor Selection/Evaluation and Contracting

This component shall include providing support to the Department related to all procurement related functions. It shall include:-

- Assistance in Bid Process Management and selection of agencies for implementation for the above

Deliverables:

- Vendor Technical and Financial evaluation
- Support for contract signing

Stage 5 – Project Management and Monitoring

Given the architectural, managerial and financial complexity of the overall project, it will be necessary and expected that significant, skilled and relevant experienced ICT project management services will be provided by the Consultant while advising the BMC.

The consultant will assume a proactive position during the Consultancy in order to achieve the objectives, as follows:

- To be fully aware of the actual state of those matters under the scope of the Consultancy and their integration and interrelation with overall project;
- To launch timely alerts to BMC, including but not limited to the Project Management Unit and the Change Management Team on any element that could jeopardize the achievement of an activity or of a deliverable in time and/ or at the expected level of quality;
- To obtain, in due time, all the supplementary and necessary information, from BMC or other parties involved in the project;

- To recommend the optimal risk averse solutions in matters under the Consultancy while also identifying the impact, the advantages and disadvantages of the proposed solution, and the decision making methodology or decision matrix for each of the proposed solutions;
- To undertake the necessary steps for implementation of the decisions in such meetings and technically guide all the development work of BMC under the guidance and supervision of NIC, the software consultant.
- To act as a bridge between the Department and Application developers, get technical documents prepared, monitor output/outcome of Developers and other vendors, do vendor management and monitor helpdesk management.

Sub Component 5.1 – Project planning and reporting

The principal planning activities of the Consultant will be:

- Plan the ICT related components and sub components milestones and critical paths prior to implementation;
- Update the plan and results frame work on a fortnightly basis. Put in place a regular method to follow up the project plan reviews and the evaluation of each update until the end of work;
- Define the deliverables with clarity, define the critical path and milestones in the project implementation plan;
- Verify the results and deliverables against the agreed upon quality assurance procedures;
- Optimize activities and recommend to the Change Management Team the necessary changes; suggest changes in the Project implementation plan/milestones or timelines to the Project Management Unit.

Deliverables

- Project Governance and Charter
- Project Plan and Inception Report

Sub Component 5.2 - Monitoring the project delivery

The monitoring procedure will apply during the Consultancy, observing all the components and subcomponents;

- Review all documents submitted by ICT contractors (periodical reports, final reports, documentation for reimbursement and any other deliverable) - monitoring them for completeness and accuracy and to ascertain that they meet the quality and technical requirements of BMC.
- Continuously monitor the development and implementation of projects and subprojects, comparing the sufficiency of the requirements, specifications and deliverables to the respective contracts.
- Identify and analyse causes of the deviations and propose counter-measures; analyse the change requests developed in the project, their impact on the Project itself and Program in general.
- Check progress in achieving each stage according to approved project plan. Estimate evolutionary phases of the project;
- Identify and approve corrective/adaptive/preventive measures;
- Review development of test cases for UAT, as prepared by developers
- Coordinate for UAT to be performed by BMC

- Maintain tracker incorporating feedback of BMC employees
- Share feedback with developers for incorporation
- Assess the function of existing helpdesk
- Assess the IT Infrastructure of existing helpdesk
- Identify the current challenges in Helpdesk management and taxpayer services
- Review of the helpdesk procedures

Deliverables

- Documents and forms used to monitor the contractors' activity are:
 - ❖ Activity Reports – to facilitate completion of periodic progress reports, contractors will keep track of the activities carried out by completing monthly activity reports, which will include both activities in that month, and the involvement of each member of the team; these reports will serve as base to periodic verification of the project implementation stage;
 - ❖ Project Plan (Project implementation Schedule) – the Consultant will monitor performance of the activities specified in the contractors' project plans that they will be periodically updated;
- User Acceptance Testing report
- Issue Register
- Change Request Register.
- Go-Live Report
- Report on Helpdesk setup and operationalization of the Help desk

Sub-Component 5.3 - Oversee the development of software by the Developers engaged by BMC

The main objective of this sub-component is to ensure that the development of the software by the personnel engaged by BMC for either effecting change-request or new-request is as per industry standards. The activities shall involve:-

- To convey the best practices of software development according to CMMi standards to the developers and to make them aware of the larger environment for which the software is needed to be developed.
- To explain the requirements of the BMC in the format understood by developers so that the same it is easier for them to understand the requirements.
- Review of SRS and Design documents prepared by the developers
- To monitor the development of the software by the developers so that the same is developed keeping in view the best-practices and established guidelines/norms.
- To ensure that timelines are maintained in the development of software and to allocate/re-allocate the work amongst the developers so as to get optimum result.
- Help department to finish necessary ground work related to data migration by supporting activities including seamless integration between BMC and other external systems for exchange of data.

Deliverables

- Weekly status report of software development work;
- Monthly status report of overall software development;
- Performance and attendance report of software developers.

Sub-component 5.4 – Management of Changes and Risks in the project

Change Management

The Consultant will implement the appropriate change request management process for the project:

Changes can be proposed by either the implementation vendor or BMC or the Consultant. The Consultants shall define and assist in implementation of the change request procedure. The changes proposed to either scope or budget of the project should be documented as per defined change control procedures. Change control procedures that will be proposed must ensure that:

- ❖ Changes are formally identified, specified, ordered by priority and costs are calculated;
- ❖ Their anticipated impact on components and subcomponents is analysed and documented;
- ❖ Changes are approved and implemented in a controlled manner;
- ❖ Consultant is responsible for analysing any change request to ensure its alignment with the overall scope of the project. Change requests coming from project contractors will be analysed together with BMC and IT contractor;
- ❖ Changes will be recorded and the Consultant will monitor and report the status of their implementation.

Risk Management

The consultant will implement appropriate risk management methodology. Risks must have a clear justification, must be precise, unambiguous and uniquely defined, to be applied to the activities taken as a whole, or specific level, only where appropriate. Risks must be identified by the Consultant and categorized as general and specific risks, according to their impact on the project. Risks can also be identified by the implementation vendor or BMC and should be maintained by the Consultant.

Consultant will perform at least the following activities:

- Analyse and assess the risk - After collating the identified risks assessed by each project and documenting them in the Risk Register, the consultant will consolidate these risks and make its own assessment at the Program level, taking into account probability, impact, and interdependencies between identified risks that could increase or decrease the individual risk impact assessment.
- Validate risk migration strategies - Consultant will validate the mitigation strategies identified in each project and, where appropriate, make comments or recommendations for their improvement (or avoidance of some strategies because of certain constraints).

Deliverables:

- Change Control Procedures (One time)
- Change Request Form (One time)
- Risk Mitigation Plan
- Consolidate Risk Register (at Project level) (defined periodic intervals)

Section-II

Duration and timeline

The current engagement shall be of 60 months; to be renewed for on the basis of performance at the end of 30 months.

6. Resource requirements

Educational Qualifications, Experience and Role of Technical Professionals at PMU

All the degrees/diplomas should be pursued through course of a government recognized university/institution and all the experts should have requisite experience to carry out the project work. The consultants' team will be stationed at the PMU, Commercial Taxes Department for the whole project lifecycle.

Minimum Qualification requirements for man power are as below:

1. Project Manager

The minimum qualifications required are:

- (S)He should have a graduation degree in Engineering (B.E) / MCA with post-graduate qualifications in Management.
- (S)He should have a minimum of 10 (ten) years' experience in IT with minimum 6 (six) years in Project Management.
- (S)He should have a PMI/ Six Sigma GB/ PRINCE2 or equivalent (desirable) or project management experience of handling a team of at least 7 (seven) persons for minimum of 4 (four) years.
- He should have overall knowledge about SDLC and IT systems.
- He should have led at least one e-Governance project in Municipalities.

2. Business process consultant

The minimum qualifications required are:

- (S)He should have a B.E/B.Tech/MCA
- Minimum 6 (six) years of overall experience with at least three years in Business process reengineering.
- Preferable to have a certification in Business Analysis domain
- Minimum 2 (two) years of experience in working on Government processes.

3. Change Management & Capacity Building Expert

The minimum qualifications required are:

- (S)He should have BE/B.Tech. /MCA or equivalent

- (S)He should have a minimum of 5 (five) years' of overall experience with at least 3 (three) years in Change Management.
- (S)He should have experience in handling Change Management in Government.

4. IT architect and Technology Expert

The minimum qualifications required are:

- (S)He should have a B.Tech /B.E / MCA or equivalent.
- (S)He should have a minimum of 10 (ten) years' experience with at least five years in architecting IT solutions for large transaction based systems.
- (S)He should be well versed in latest technologies
- (S)He should have TOGAF Certification

5. Database Expert

The minimum qualifications required are:

- (S)He should have a BE/ B.Tech/ MCA or equivalent.
- (S)He should have a minimum of 7 years' experience in Database Management
- (S)He should have good knowledge of leading OEM and open source databases
- (S)He should have the technical expertise on tools / technologies associated with databases
- (S)He should have architected at least two transaction based IT systems from DB perspective
- (S)He should have Database Certification from leading OEM

6. Testing Expert

The minimum qualifications required are:

- (S)He should be a B.E/ B. Tech/MCA with 8 years of experience.
- (S)He should have a minimum of 4 years' experience as Testing Manager for large IT systems.
- (S)He should have handled two end to end testing project for a large IT system implementation

7. Procurement Expert

The minimum qualifications required are:

- (S)He should be a B.E/ B. Tech/MCA + MBA with 8 years of experience.
- (S)He should have a minimum of 4 years' experience in Government procurement or design and development of government procurement system

7. Project timelines and payment milestones

Sr. No.	Milestone / Deliverable	Timeline	Payment %
1	Resource mobilization	T + 01 week	10% of contract value
2	IT landscape assessment report	T + 08 weeks	10% of contract value
3	Technology Roadmap for BMC	T + 12 weeks	10% of contract value
4	Detailed Project Report	T + 16 weeks	10% of contract value
5	Preparation of Request for Proposal Document	T + 20 weeks	5% of contract value
6	Support for Vendor Selection/Evaluation and Contracting	T + 26 weeks	7% of contract value
7	Project Management and Monitoring	24 months (8 quarters)	6% per quarter for 8 quarters

T = On boarding of Project Management Unit

8. Selection Criteria of Consultants

The mode of selection of consultants will be by Quality and Cost Based selection (QCBS). Quality score will count towards 80% of the overall evaluation and cost score will count for 20% of the overall evaluation. Financial bids of only those bidders shall be opened who get a minimum technical score of 80 out of 100. The details of Technical Evaluation Criteria are given in the subsequent section.

The lowest evaluated Financial Proposal (Fm) is given the maximum financial score (Sf) of 100.

The formula for determining the financial scores (Sf) of all other Proposals is calculated as following:

$Sf = 100 \times Fm / F$, in which “Sf” is the financial score, “Fm” is the lowest price, and “F” the price of the proposal under consideration.

The technical score is evaluated as follows:

The formula for determining the technical scores (St) of proposals is calculated as following:

$St = 100 \times S / Sm$, in which “St” is the technical score, “Sm” is the highest technical score (out of 100), and “S” the score of the proposal under consideration.

The weights given to the Technical (T) and Financial (P) Proposals are:

T = 80 % and

P = 20 %

Proposals are ranked according to their combined technical (St) and financial (Sf) scores using the weights (T = the weight given to the Technical Proposal; P = the weight given to the Financial Proposal; T + P = 1) as following: Final Score = St x T% + Sf x P%

Technical evaluation criteria

Sl. No.	Criteria/Sub Criteria	Description	Marks	Documents to be provided
1	Average Annual Turnover for each of last three financial years (2013-14, 2014-15 & 2015-16).	Turnover \geq INR 1200 Crores = 10 marks Turnover \geq INR 500 Crores and $<$ INR 1200 Crores = 5 Marks Turnover \geq 100 Crores and $<$ 500 Crores = 2 marks	10	The Balance sheets and Certificate from the statutory auditor / Chartered Accountant for last three years (2013-14, 2014-15 & 2015-16).
2	Number of fulltime consultants on the bid submission date	$> 300 = 10$ marks > 100 and $< 300 = 5$ marks	10	Declaration from HR
3	Experience of large IT/e-Governance related consultancy projects with Government departments in West Bengal within last 3 years	Single order of INR 5 crore plus = 10 marks Single order of INR 3 crore to INR 5 crore = 8 marks Single order of INR 1 crore to INR 3 crore = 5 marks	10	Copy of Work order / Agreement
4	Experience of IT/e-Governance related consultancy projects at any Municipal Body in West Bengal	Equal or more than 5 = 10 marks > 2 and $< 5 = 5$ marks	10	Copy of Work order / Agreement
5	Key Experts' qualifications and competence for the Assignment	It is expected that the consultant's team will have Project Manager – 5 Marks Business process consultant - 5 Change Management/Capacity Building Expert – 3 marks IT Architect and Technology Expert – 3 marks Database Expert – 3 marks Testing Expert – 3 marks Procurement Expert – 3 marks Total points for this criterion is 25 The number of points to be assigned to each of the above positions shall be determined considering the following two sub-criteria and relevant percentage weights: 1) General qualifications(general education – Engineering degree, PGDM/MBA, training): 30% 2) Adequacy for the Assignment(relevant education, training, experience in the sector/similar assignments): 70% Total weight: 100%	25	Self attested CVs of proposed team
6	Quality Certification	Valid ISO certificate present = 5 marks Else 0 marks	05	Valid certificate
7	Proposed Approach and Methodology to perform the work in this assignment	Qualitative assessment based on Key Understanding of background & project requirements	30	Documentation

Summation of Serial no. 1, 2, 3, 4, 5, 6, 7 will give the Technical score –S which will be an input to the formula given in the section “Selection Criteria of Consultants”.

9. Financial Bid Format

Financial Bid must be submitted only through **ONLINE** as per the uploaded BOQ.

Necessary requirements are as hereunder :

Sl. No.	Name of position	Number of positions	Expected involvement (months)(A)	Man-month rate(INR) (B)	Cost (INR) (A×B)
1	Project Manager	1	15		
2	Business process consultant	1	12		
3	Change Management/Capacity Building expert	1	6		
4	IT Architect and Technology Expert	1	18		
5	Database Expert	1	15		
6	Testing Expert	1	15		
7	Procurement Expert	1	2		

**Executive Engineer, PWD
Bidhannagar Municipal Corporation**