



A Knowledge Company

Company Profile

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1 Introduction

GCS was started by senior professionals from the IT industry. The vision behind the company was to make the enormous potential of the Indian IT and management knowledge available to the global industry. Accordingly GCS provides services in the domains of IT & Management Consulting, ERP consulting, Content Development, Project Audits, Quality Consulting and Testing. It is the mission of GCS to become a respectable company in the chosen domain of its operations.

Over the years GCS has worked with some of the best organizations globally. These include the World Bank, Government of UK, UNDP, UNICEF, Central and state governments in India and many other private sector companies. All our customers have given us repeat orders. Over 85% of our new business comes from our existing customers. This in itself is proof of our customer focus approach in all our operations.

During the years GCS has also partnered with some of the Industry leaders in servicing its customer needs. These companies bring along with them latest technologies which can be applied to improve the productivity of our customers many fold. GCS evolves innovative ways in which this technology can be applied to processes followed by organizations across industry sectors. All this results in our customers benefiting enormously from the combined experience of our consultants' project knowledge and cutting edge technologies from our partners.

It is our Endeavour to continually evolve ourselves as a consulting company to provide best of breed solutions to our customers. It is our belief that this continuous evolution will immensely benefit our customers and help them win in their domains of operation. This alone can help us fulfill our long term vision of "Being the most respected company " in the domain of IT & Management consulting.

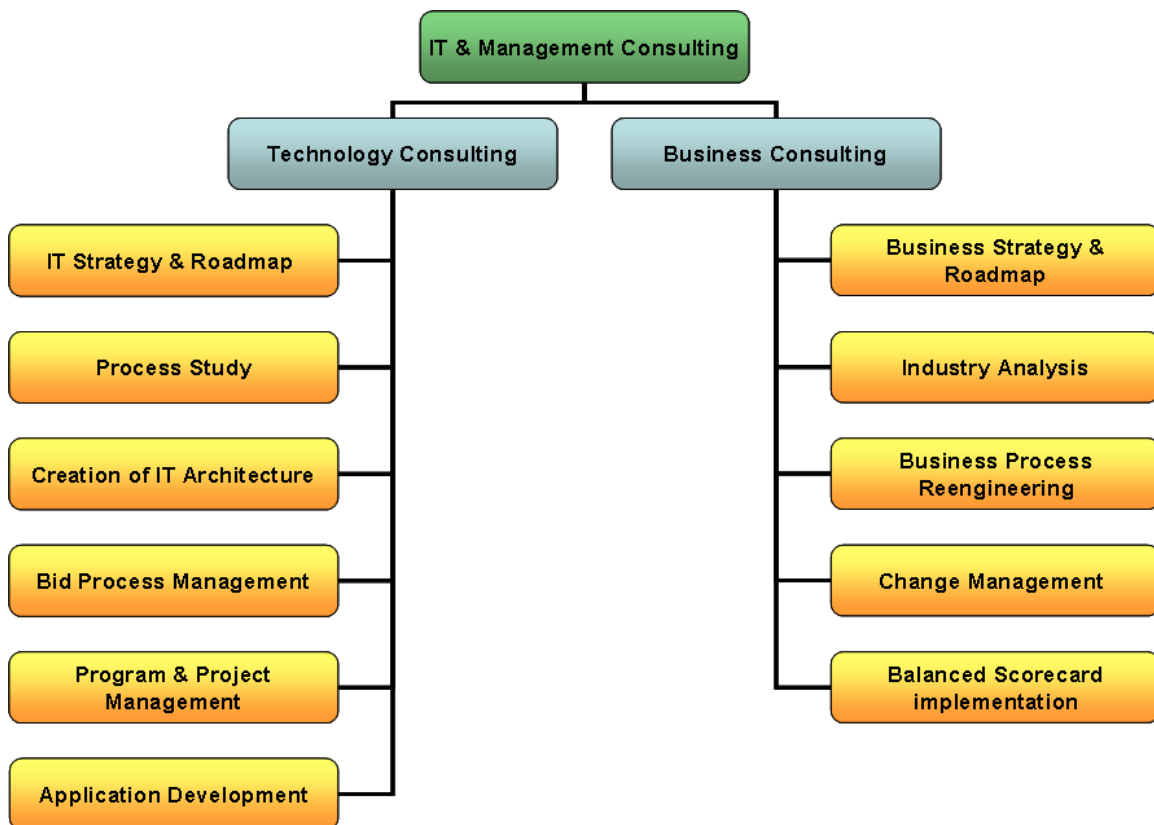
2 Service Offerings

GCS is a consulting organization with the vision to be most respected company providing services in the area of creation and dissemination of knowledge. In line with its vision, GCS provides range of services including strategic consulting in IT and management to support top level management in private and public sector, knowledge management support, e'Learning and training, content management, testing, audit and quality management.. This translates in to following service offerings:



2.1 IT and Management Consulting

GCS strives to provide IT and Management consulting to support top and middle management in the government and private sector. GCS provides consulting support to the clients in Government and private sector for creation of IT strategy and IT plan, IT Roadmap, creation to IT architecture, application design, testing and implementation. GCS provides innovative strategies to cope with change. Towards this end, GCS provides consulting in the area of Strategizing in a changing business, corporate environment, developing winning corporate cultures etc. GCS provides the following consulting services:



Technology Consulting

A number of organizations are implementing IT to automate the current manual processes. Typically large organizations need to make a complete road map of process conversion so that all perceived risks are identified and mitigated. This requires identification of processes which are prime candidates for automation, re-engineering requirements of such processes to suit an IT enabled environment, identification of IT infrastructure, identification of software modules and defining the application software requirements for each of the modules, creating a project plan for the software project, identifying a suitable vendor to undertake the software development activity, kicking off the project and finally monitoring the project through out its life cycle for quality, timelines and deliverables. GCS understands all these activities and have executed several projects for government clients, multilateral organizations and private clients. Some of the services that GCS provides as part of the Technology consulting are:

- **IT Strategy and Roadmap** – Strategic planning exercise involves preparing mid term to long term plan for the organization / department. Creation of IT strategy and roadmap involves thorough understanding of the business / strategic objectives of the organization / department, study of the current processes and technologies deployed to automate these processes with in the department, environment scanning to understand current trends in technology and governance, best practices followed in the industry, prioritization of the activities to be automated, implementation plan, budget estimation and risks and mitigation plan. GCS has prepared IT Strategy and Roadmap for the PWD in Assam, Uttaranchal, NIFT and Department of Urban Transport.
- **Process Study** - GCS consultants undertake the process study of the existing processes of the organization / department and map the process to software requirement specifications. GCS also analyzes the current IT solutions available in the industry and map the processes of the organization to the existing solutions. GCS consultants validate the requirements by reviewing sample documents, meeting key personnel and by analyzing the existing information with regular interaction with the client's business experts and other stakeholders. The process studies are also undertaken to understand the As-Is process followed in the organization and identify the

To-Be process requirements of the users. The process studies carried out results in formulation of Software requirement specifications and infrastructure requirement specifications for the client department / organizations.

- **Creation of IT architecture** - GCS consultants have rich experience in the IT industry and create technology architecture for the solution that is desired by the client. The overall technology roadmap typically identifies the key technologies to be used and also specifies the technology architecture for the entire solution including hardware, networking and application software architecture for the candidate process. GCS consultants ensure that the technology architecture meets the process and business requirements of the client. The technology architecture consists of the hardware architecture, networking architecture, system software architecture, application software architecture, data architecture and security architecture of the proposed IT solution.
- **Business Process Reengineering** - As part of the BPR process, GCS consultants examine current processes, and take the opportunity to change and improve processes rather than just automate current ones. A thorough analysis is carried out to provide justification for re-engineering current processes. BPR activity requires reengineering the existing processes to remove inefficiencies in them. After reengineering the processes, GCS also proposes to undertake the change management activity for the candidate department and other staff of the organization.
- **Bid Process Management** - GCS consultants understand the procurement process typically followed by public and private sector for procurement of goods and services. GCS consultants have executed several projects involving preparation of EOI, RFP, Technical evaluation criteria, financial evaluation criteria, business models and contract documents for various projects including Assam PWD computerization project, TA loan project consulting for Uttaranchal, procurement process for Haridwar online portal for Government of Uttaranchal, NIFT and Department of urban Transport. GCS consultants have worked with World Bank, DFID, Unicef and several state governments and have clear understanding of the procurement process and norms.
- **Program & Project Management** - The most important aspect of any project is the way the project gets managed across the entire life cycle. While

effective communication is crucial to such a management process there are aspects of project management that need special consideration such as Adherence to project plan, regular and effective communication between vendor and customer, regular audits of the project from technology and process perspective, review of the project deliverables, suitability of individuals on the project, relationship management between the project team and the customer, regular software quality audits. GCS undertakes these activities to ensure that client projects are handled in the most efficient manner.

Years of experience in handling large IT projects have exposed the consultants at GCS to a number of industry best practices. Some of the tasks that GCS consultants can undertake to ensure that projects are executed with the best efficiency and best practices are as follows:

- Making of the project plans
 - Participating and value adding SRS phase
 - Project monitoring as per the Project plan
 - Helping build a quality plan
 - Undertaking regular quality audits of the project
 - Vendor management
 - Provisioning of the domain knowledge to the vendor
- **IT Application Development** – GCS consultants have experience of IT application development in various sectors such as government, education, finance and print & publishing. GCS has successfully developed an enterprise wide application for a leading publication in North India. The project included feasibility study of the project, system design, development of the code, integration, testing and roll out of the integrated application. GCS consultants have worked in SEI CMM Level 5 companies and have worked on application development projects following these process specifications.

Business Consulting

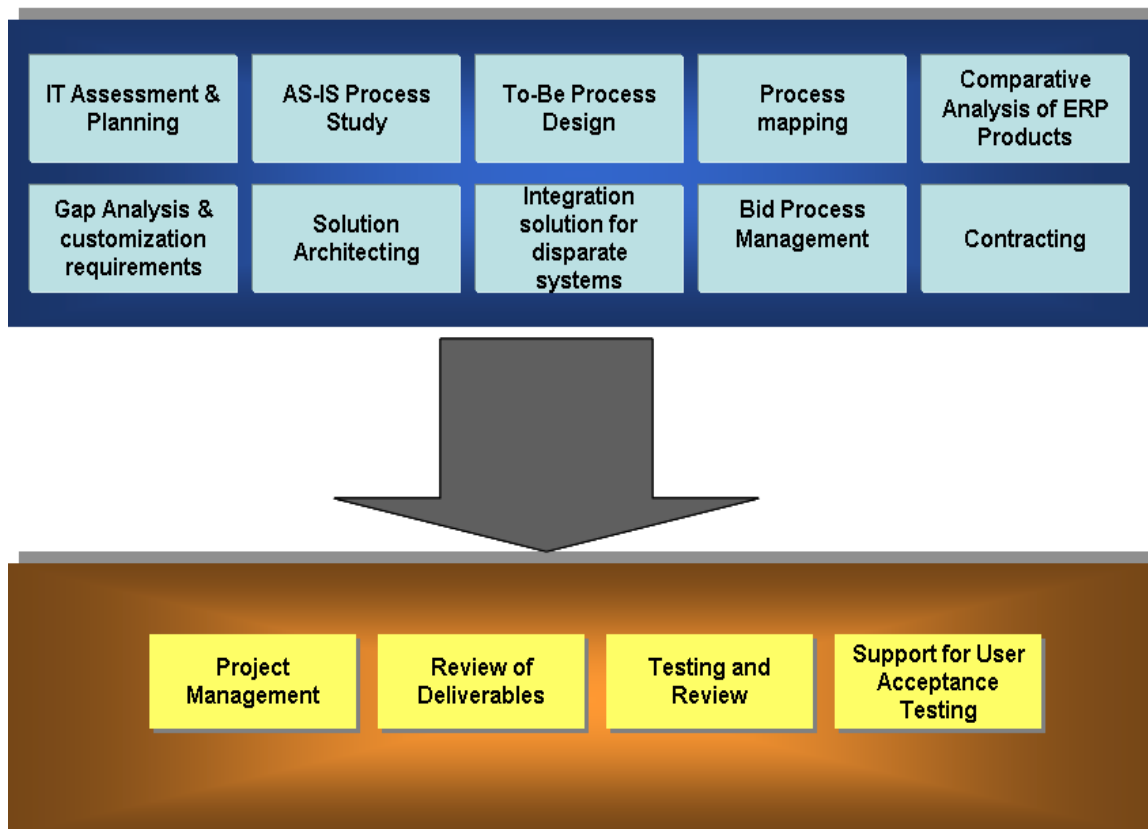
GCS has been instrumental at providing business consulting to private as well as public enterprises. This has included business development consulting to Electronic Research & Development center of India, which was a government company and Cresco technology, which was a software development organization. These consultations have included business strategy formulations and helping these institutions to run the formulated strategy. GCS has also created a comprehensive road map for creating company wide strategy using balanced scorecards (BSC). GCS has been undertaking training to promote the use of BSC as a tool for strategy formulation and implementation. GCS can undertake the following activities can be undertaken for the clients in the business-consulting domain.

- Creating Business Strategy, business plans, business drivers for the organization
- Industry Analysis
- Business Development
- Business Process Reengineering
- Change Management
- Design, development, implementation and review of Balanced Score Card

2.2 ERP Consulting

GCS understands the process of ERP implementation and has developed and implemented an ERP solution for a client in the publishing industry and has also provided consulting support in evaluating and implementing an ERP system for the Public Works Department and HR department of some of the state governments in India. GCS provides the following IT solutions/services to enable organizations create competitive advantages and to generate maximum return on investment from their IT infrastructure.

ERP Consulting Services



Enterprise Resource Planning Services

- Conduct IT assessment and planning
- Undertake As-Is Process Study
- Undertake To-Be Process design
- Undertake mapping of the ERP functionality with the processes in the organization
- Undertake comparative analysis of ERP products for specific client requirements
- Undertake Gap analysis and customization requirements
- Analyze and suggest solution to address the need for transparent integration of applications across disparate systems
- Provide consulting support to help integrate disparate, global, information systems using platforms optimized for the purpose
- Facilitate rapid adaptation and redesign of business processes and their supporting systems

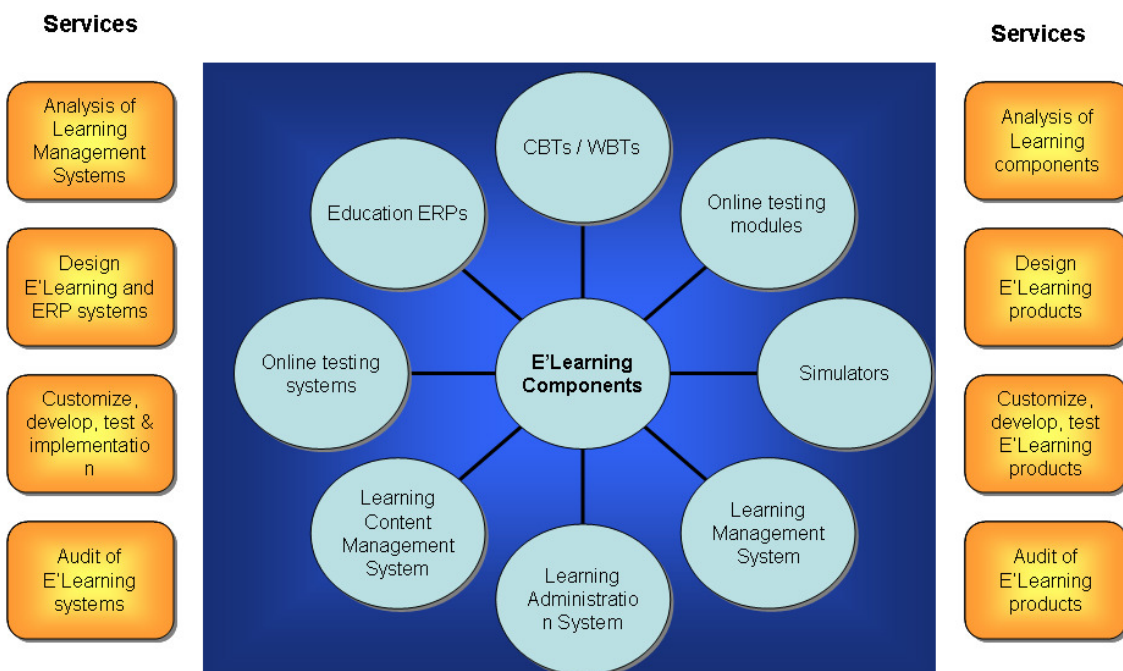
ERP Project Management Support

- Provide consulting and Project management services for customizing and implementing ERP solutions across the enterprise
- Undertake Testing and review of the ERP solution
- Support the client organization in undertaking User Acceptance testing for the ERP solution

2.3 E'Learning

E'Learning brings along enormous benefits to its users. These include instructor free, anywhere, anytime learning. It also brings in flexibility to change the content to suite different situations. Corporations and institutions can monitor the benefits of E'Learning and regular reports can be sent to the benefits of the organizations top management. Companies all over the world have witnessed enormous returns on their investments in to E'Learning solutions. GCS creates E'Learning solutions for different organizations. These solutions could be generic in nature or could address specific needs of clients. GCS provides the following E'Learning services to its clients:

- Design of E'Learning courses
- Design and development of E'learning products such as CBTs, WBTs. Simulators and online testing modules etc.
- Consulting support to analyze, select, customize, test and implement applications to implement Learning Management System, Learning Administration System, Learning Content Management System, Online Testing System etc.
- Audit of E'learning application and products



2.4 Training

Promoters of GCS have been regularly conducting training workshops for some of the top industry participants. GCS consultants have conducted e'governance training for the World Bank, regularly participated with Associated Chamber of Commerce and have delivered lectures on some of the important contemporary topics. Workshops have been conducted in the areas of E'governance, Project Management, ERP and Quality etc. We create special training and conferencing modules for top organizations to suit their organizational needs. It is our belief that quality-training leads to fine tuned management processes at any organization. Some of the training services provided by GCS include:

- Training Need Analysis for the organization
- Creation of training module
- Conduct of training sessions
- Training review and audit

2.5 Content Development

Earlier the knowledge was kept in the form of printed content with in the books. However the advent of Internet changed all that. Today the content is required in different forms for different mediums. Voluminous content is required for the Internet. This content is required in textual, graphical and various other forms like animations, pictures, audio, video etc. Content is also required for Computer Based Learning (CBT), Web Based learning (WBT) and for E'learning. GCS envisions providing quality content for the development of these modern learning tools. GCS consultants have created content of the career, corporate and short term courses for a leading IT training institution. GCS provides the following services in content development to its clients:

- Design of content specifications
- Undertaking mapping of content management requirement with Content Management Systems
- Design and development of content such as IT related training modules, E'learning products and web sites etc.
- Testing and review of content
- Content Audit

2.6 Knowledge Management

Knowledge is the bottom line that drives each enterprise. Whether it is the product knowledge, customer knowledge, knowledge of the market or the knowledge of the whole enterprise; corporate knowledge drives the enterprise. This knowledge is invariably scattered across the whole organization. It is available on different servers, on different desktops, in physical files and most of all in the minds of the employees. Collating this entire knowledge and putting it in to an understandable form and making it easily accessible to all can bring about enormous benefits to a company. It is the endeavor of GCS to provide strategy for creation and implementation of the Knowledge Management System for the organization and identify tools and techniques to organize the organizational knowledge for the benefit of the enterprises. GCS can undertake the following activities as part of the KM services for the organizations:

- Study of the organization to identify the knowledge requirements.
- Create a knowledge management strategy
- Mapping of the knowledge requirements to the KM packages, tools and techniques in the market
- Design and develop taxonomy for the knowledge management system
- Create KM specifications for the organization
- Undertake Bid Process Management for selection of the KM implementation partner
- Undertake Program Management and Project Management for the KM project
- Undertake review and audit of the KM system

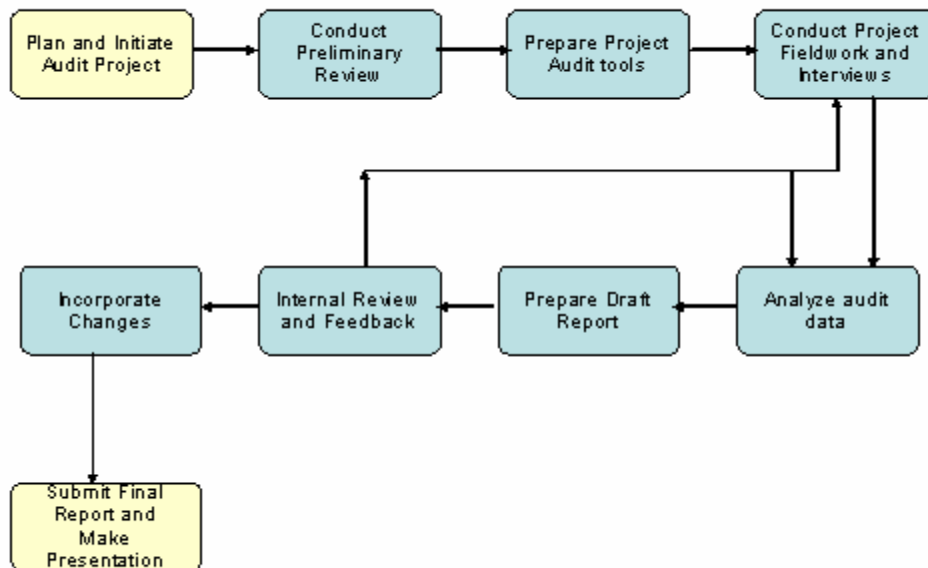
2.7 Quality Management

Consultants at GCS have helped organizations attain CMM, PCMM and ISO certifications. Consultants of GCS have been involved in quality certifications of companies for over two decades now. GCS consultants have evolved innovative approaches to quality management at organizations across different vertical domains. GCS consultants have also been involved in providing consulting to organizations to attain PCMM level 4 status. Consultants at GCS have worked in SEI CMM Level 5 companies and have been involved in various activities such as creation of quality processes, implementation of these processes and have regularly conducted internal audits in various organizations. We make sure that our consultants apply these processes to all the consulting assignments undertaken at GCS. GCS provides the following services to its clients as part of the quality consulting:

- Creation of quality systems for the organizations
- Undertake creation of process manuals and other documentation required for implementation of the quality systems in the organization
- Undertake internal and external audits of the quality systems
- Undertake gap analysis of the current processes followed with respect to the various quality systems
- Undertake BPR and change management to implement the quality systems (if required)
- Support organizations in implementing and attaining quality certifications such as ISO, CMM and PCMM

2.8 Project Audits

Project audit is an important activity to ensure that the project is evaluated by the client or the third party to review the objectives set at the beginning of the project. The project audit can be carried out at different stages to cater to the needs of the client. The project audit involves audit of the project deliverables including site audit, software audit, documentation audit and audit of the quality records maintained by the implementation vendor. Post Implementation project audit involves audit of SLAs, Change Management and Problem resolution process. The Project audit also involves audit of the contractual document signed at the beginning of the Project to ensure that the project terms and conditions have been met as agreed upon by the signing parties. GCS consultants have experience of auditing projects at different stages including procurement stage, study phase, design and development phase, implementation phase and post implementation phase. GCS has created a well defined audit methodology for conducting these audits for the project.



2.9 Testing

Testing is an essential activity in the software development life cycle to ensure that the software quality is maintained. There can only be confidence in an assessment of software quality if the testing itself is of good quality. GCS provides the following testing services to its clients:

- Test Planning
- Test Case Design
- Test Data definition
- Traceability Analysis
- Test Execution
- Test Metrics Analysis

These services are performed to undertake System testing, Integration Testing, User Acceptance Testing and Performance Testing.

3 Case Studies

3.1 Government Case Studies

3.1.1 Feasibility Study and IT Roadmap for Assam Public Works Department (PWD) Computerization Project

The Assam Public Works Department was established in the year 1880. It was bifurcated into two wings - Roads and Building wings which continued to be entrusted with the works of roads and building. The role of PwD is to develop the infrastructure of transport & communication of the State. P. W.D. discharges its function of construction and repair of roads, bridges, culverts in the state including construction and repair of public buildings of the state.

Global Consulting Solution was awarded the World Bank sponsored project for computerization of Assam PWD, preparation of sub – project Implementation Plan Document. This project envisaged creating an all encompassing IT strategy for the public works department of Assam. It included developing a Systems Requirement Definition document to set out the information technology and information systems requirements of Assam PWD, Developing an Information Management Systems Specification document for the entire organization, recommending an enterprise wide solution including decision support system, developing a data storage and mining strategy for the organization, recommending hardware, networking and system software infrastructure requirements and defining the testing and quality requirements of the department.

The study report prepared by GCS enabled Assam PWD to get approval for Technical Assistance loan from the World Bank for the pilot project to implement IT system for the Project Management, financial management, HR and inventory system for selected beta sites.

3.1.2 Program Management for the Assam Public Works Department (PWD) Computerization Project

The Assam Public Works Department was established in the year 1880. It was bifurcated into two wings - Roads and Building wings which continued to be entrusted with the works of roads and building. The role of PwD is to develop the infrastructure of transport & communication of the State. P. W.D. discharges its

function of construction and repair of roads, bridges, culverts in the state including construction and repair of public buildings of the state.

GCS was awarded the project to undertake Program Management for the phase I of the Assam PWD Computerization Project to implement the Enterprise Wide Solution for the department. The assignment started with the preparation of Procurement Plan as per the requirements of the World Bank. The Program Management involved undertaking a detailed study of the organization structure of Assam PWD, processes followed, workflow of these processes, problems faced by Assam PWD and objectives of the computerization process. On the basis of the study, GCS created Expression of Interest to shortlist the System Integration vendors for the final implementation. GCS prepared RFP document with the detailed scope of work including functional requirements, technical requirements, training requirements, high level architecture of the system including data center architecture, application architecture, security architecture, evaluation criteria and various terms and conditions of the procurement process. The RFP was prepared based on the World Bank procurement guidelines. Thereafter GCS supported Assam PWD in conducting pre bid meeting, undertaking technical evaluation, financial negotiations and contract creation for the final SI vendor.

The Assam PWD computerization process involved automation of the Project Management function including preparation of CAR, DPR and Project Approval process, Procurement process, Project Management process. PWD maintains a Measurement Book for all the roads projects. The Measurement Book was also automated as part of this project. In addition to the Project Management function the APCP project included automation of project financial management processes, HRMS, Inventory control system, Roads Information Management and Roads Maintenance Management system.

To implement the above functions in a span of one year, the packaged software were evaluated and implemented for project management, financial management, HR Management, logistics and Inventory Management modules. The Measurement Book, Roads Information and Roads Maintenance management system were developed and integrated with the packaged software modules.

The program management of the entire project included preparation and management of project plan for the entire project, review of all the deliverables,

conducting Project steering committee meetings to ensure that the project progresses as per the schedule and all issues are resolved to ensure successful implementation.

GCS also conducted the training review and monitored the progress of the generic and application training. Training feedback was conducted and analyzed periodically.

GCS was involved in execution of the Integration testing of the application. The Integration testing activity was carried out at the Assam PWD Data Center. All modules of the Project Management module, financial management module, HR module, RIMS, RMMS, Measurement Book, Inventory Management module etc were tested by GCS consultants. The integration between these modules was testing using sample test data. On completion of the integration testing a detailed test report was prepared and given to Assam PWD and Implementation vendor for corrective action.

At the end of the customization, development, testing and integration User Acceptance testing (UAT) was planned. GCS supported Assam PWD in carrying out the detailed UAT for the developed and customized enterprise wide application for the Assam PWD. GCS consultants prepared the UAT plan and UAT test data. This test data was used by GCS consultants and Assam PWD consultants to test all the user requirements specified in the To BE process document at the beginning of the project. The UAT testing involved testing the complete lifecycle of the project and related financial, HR and inventory modules with the sample data. During the UAT GCS consultants supported Assam PWD in testing the performance, integrity, backup, recovery and security aspects of the enterprise wide application. This activity enabled the Assam PWD to thoroughly test the application before the Go-Live (Roll out) phase.

Success of any e'Governance project depends on the effectiveness of Change Management Process. GCS supported Assam PWD in preparing a Change Management Strategy and conducted Change Management workshops for the Assam PWD engineers.

As a result of the effective management of the entire project, close coordination with the Assam PWD, Implementation vendor and World Bank the project has gone live in a period of 9 months.

3.1.3 ICT Strategy and Roadmap Creation for NIFT

National Institute of Fashion Technology (NIFT) had engaged National Institute of Smart Governance (NISG) for “Development of a Roadmap for Information and Communication Technology (ICT) based governance at NIFT”. NISG appointed GCS to work on this initiative during the project conceptualizing phase. The consulting project for project conceptualization included the activities mentioned as follows:

- Study of the Institutional Strategy
- List of services being provided by NIFT
- Stakeholders analysis to assess the current (as-is) level of satisfaction in respect of the services provided by NIFT and desired (to-be) levels.
- Study of various operational processes
- Identification of key processes impacting service levels
- Identification and recommendation of the best practices being followed at other institutions / organizations suitable for the NIFT environment.
- Development of ICT strategy and plan for NIFT
- Prioritize portfolio of ICT projects for NIFT
- Identification of suitable resource models
- Preparation of RFP document
- Bid process management

3.1.4 Knowledge Strategy and Roadmap for the Department of Urban Development (Transport)

Urban Transport is the life line of any city in the modern world. Efficient transport system immensely impacts the way a city functions and improves or degrades the economic activity within the city. Thus this domain attracts much attention of the administrators and researchers. The domain of Urban Transport has several stakeholders. These include the government, Research and Academic institutions, Technology Vendors, Transport Departments, NGOs and others.

These stakeholders are a rich source of knowledge base in this sector. The knowledge generated by these stakeholders and department of Urban transport needs to be consolidated and shared amongst all the stakeholders to ensure effective functioning and decision making. GCS consultants were involved in study of the processes and knowledge related to the domain of Urban Transport, creation of strategy for the knowledge portal to address the needs of all the stakeholders in the domain. The various activities in this project included:

- Study of stakeholders' needs of Urban transport for creation of the knowledge portal
- Study of all the processes involved in urban transport domain. One of the processes in this portal includes the funding process, norms, templates, expert advise and best practices followed by multilateral funding organizations and central and state government
- Identification and collation of best practices and benchmarks for the domain of urban transport
- Create business models for the Public Private Partnership for creation and running of such a portal
- Creation of business and technology SLAs
- Providing budgetary estimates for the project
- Creation of RFP for the selection of PPP vendor

3.1.5 ICT strategy for implementation of E-Governance initiatives as part of Yamuna Action Plan project for government of Uttar Pradesh

Infrastructure Professionals Enterprise (IPE) is dedicated to Building the institutions in developing economies through use of the tenets of good governance and policy development that enables managers to effectively and efficiently manage development. IPE focuses on preparation of policy and legislative reforms to manage public finances, improve governance by predictability, participation, transparency and accountability in the pro-poor spending.

This project aims at reforming all the ULBs around the bank of Yamuna. One of the major components of this initiative of the central government (Ministry of environment and forest) is ushering in E-governance with in all the ULBs. It is

proposed to web enable most of the functions of the ULBs. This includes financial management system, Property management system, Complaint Redressal system, Certificate distribution system, Health management information system and education information management system.

GCS consulting has been providing this support to all the seven Urban Local Bodies. Initial work evolved around creating a holistic ICT strategy for the ULBs. Subsequently all the individual projects were architected and project plans were made for implementation. The project is about to enter the implementation phase and GCS consulting is expected to provide “program Management “Support to the YAP project.

3.1.6 Creating PPP partnership model and undertaking Bid Process management for the running the Haridwar Online Portal for Government of Uttaranchal (GoUA).

Services of GCS were hired by Govt. of Uttaranchal (GoUA) to create a PPP model for conceptualizing and implementing a tourism portal (Haridwar online) for the state of Uttaranchal. This state witnesses a large inflow of pilgrims to visit several pilgrimages spread across the state. The state government was interested in developing this business through the use of a portal. The services of GCS were hired as program management consultants on this project. Six PPP models were created for structuring this deal with the private sector. After detailed process of due diligence and acceptance by the state government one of these models was selected for implementation under this project. . Later on all these six models were assess for risk return relationship through a process of research. After successful bid process management a contract was signed with a private vendor for the implementation of the project in a PPP mode.

3.1.7 Core Scope document for implementation of e-procurement in government departments / state

Services of GCS were hired by National Institute for Smart Government (NISG) for creation of Core Scope document for electronic procurement in government departments / states. The assignment involved studying all aspects of the electronic government procurement for states in India. The assignment entailed visiting states for state consultations and study of best practices for e-Gp in India and abroad. GCS was involved in creation of different business models for rolling out e-GP in Indian states. The assignment also included creation of a standard ICT infrastructure for implementation of a centralized e-GP solution, Creation of

the legal framework for e-GP implementation and Creation of the change management & capacity building plan for e-GP roll out across all the Indian states.

3.1.8 Project Management for Computerization of Indian Roads Congress

The Indian Roads Congress (IRC) is the premier technical body of Highway Engineers in the country. The IRC was set up in December, 1934 on the recommendations of the Indian Road Development Committee with the objective of Road Development in India. As the activities of the IRC expanded, it was formally registered as a Society in 1937 under the Societies Registration Act of 1860. Over the years Congress has burgeoned and grown into a multi - dimensional many faceted organization, devoted to the cause of better roads & better bridges in the country. IRC provides a National forum for sharing of knowledge and pooling of experience on the entire range of subjects dealing with the construction & maintenance of roads and bridges, including technology, equipment, research, planning, finance, taxation, organization and all connected policy issues.

The IRC envisages servicing its members through a versatile web portal. Such a portal should be able to service the needs of providing all publications, codes, books and journals through an order placement system. The portal should be able to accept payments for the above publications in a secured and seamless manner. The Indian Road Congress should also be able to manage its members (Currently placed at around 13000) through such a portal. Their registration, acceptance of fees, registration for seminars etc should be possible to be managed through the portal. IRC also envisages managing its internal resources through the use of information technology tools. Workflow based approval system, file management, task creation, designation and completion should be possible through standard IT tools. Overall the Indian Road Congress wishes to fulfill its vision of converting itself in to an IT enabled institution.

As program management consultants the overall responsibility of architecting the IT architecture, creating solution framework, identifying business process re-engineering needs, creating Request For Proposal, supporting IRC in technical evaluation, support IRC in contracting process and overseeing the implementation of the project will rest with GCS.

3.2 Multilateral Organizations – Case Studies

3.2.1 Strategic Planning (Consulting assignment with the World Bank)

GCS consultants have provided IT consulting support in various e'Governance initiatives including e'Governance policy framework formulation, IT Strategy formulation, Project Management, Project Audits, consulting support in the RFP process, IT consulting for various state government projects in World Bank. Some of the projects where GCS provided consulting support to World Bank are given below:

A. E'Governance Training for the ISG staff at World Bank

A training week was held at the e-gov group within ISG (Information Solutions Group) at the World Bank. The aim of the training week was to discuss and debate the issues involved in successful implementation of e-government projects at national and sub national levels. The participants consisted of the members of the e-government group within ISG at the World Bank. In all about 15 participants attended the training week. The training week was spread over four days. Each day had four sessions, with two sessions spread before and after the lunch break respectively. Thus, in all, sixteen sessions of training was conducted in four days. The sessions progressed from basic concepts of e-governance on the first day to ICT Project design, Designing Bank Projects and finally Operations and Supervision of projects on the last day of the training.

Senior consultants from GCS were involved in designing the content of the training week and delivering part of it to the ISG group. The development exercise included creation of training sessions, case studies and presentations. GCS consultants also delivered several of the training sessions to the ISG group at the World Bank.

B. IT Strategy creation for the South Asia Region

GCS consultant was involved in formulating the IT strategy of the bank for the south Asia region. World Bank involvement is increasing in all the sectors of its operation in south Asia. This includes The Water sector, Transportation, Energy,

Education, Private Finance, Government & its services to the citizens. All these sectors are increasingly seeing the effective use of IT to enhance productivity with in the sector. The south Asia strategy document brought out various facets of Information Technology use in the above mentioned sectors, Banks proposed level of engagement with the stake holders and its impact on the over all functioning of the bank with in each of the identified country.

C. Capacity Building for the Municipal Commissioners of Tamil Nadu

Tamil Nadu Urban Development Program (TNUDP) is an important initiative of the World Bank in the area of municipal function computerization for the government of Tamil Nadu. The program envisages computerization of eighteen identified services that a municipality provides to the citizens. The computerized systems were rolled out across the entire state of Tamil Nadu. This assignment is a part of the capacity building program for the municipal commissioners of the state. GCS consultants handled the e'Governance module of the training program. The training program included technology exposures, process engineering issues, change management issues and requirements of rolling out e'Governance projects in the states.

D. Consultation on TA Loan Projects with the Government of Uttaranchal

World Bank has funded over a dozen projects under the TA loan program to the government of Uttaranchal (GoUA). These projects include the following

- Computerization of Badri Kedar Portal.
- Computerization of Social welfare department.
- Computerization of PWD.
- Computerization of Land Records Management System.
- Computerization of State Governments Human Resource functions.
- Creating e'class content for the subjects of Physics, Chemistry, Mathematics and Biology for class IX to XII.
- Creation of a Student Teacher Portal.
- Creating a PKI Smart Card based Public Distribution System.

- Computerizing the Urban Development Department.
- Creating an Agriculture portal.
- Creating a Program Management Unit.
- Creating an all encompassing IT strategy for the state government.

GCS consultants have been involved in creating an all encompassing IT strategy for the state, creating solution architectures for all the identified components under the above TA loan projects, providing consultations on writing the TOR and RFP for the procurement process, helping review the technical and financial evaluations and reviewing the final contracts as per the World Bank procurement norms.

E. Consulting support for creation of Centralized architecture for Human Resource Management system for the Government of Mongolia

GCS consultants are involved in providing comprehensive consulting support to the World Bank in implementing an Human Resource Management System (HRMS) system for the government of Mongolia. The project envisages roll out of an ERP for addressing the HRMS needs of nearly 125,000 employees of the federal government of Mongolia. The assignment involved supporting the government in evaluating the technology options for the HRMS system implementation, architecting a solution for the government requirements, helping the government in finalizing the RFP document and supporting the project in end to end implementation.

F. IT strategy for Fund Board set up by Government of Nepal for implementation of Rural Water Supply & Sanitation Project

This assignment saw GCS consultants supporting the Nepal government on a water sector project.

The “Rural Water Supply & Sanitation Fund Development Board” (Fund Board) was set up by the Government of Nepal in 1996 to address the drinking water and sanitation needs of the rural poor of the Nepal. The “Rural Water Supply & Sanitation Project” was started under the Fund Board in 1996. This project throws up voluminous data pertaining to several rural water projects. The

process of computerizing this data has been quite adhoc till now. An adhoc process of computerization has led to disparate systems developed using different HW and SW platforms.

GCS consultants helped consolidate the computerization process at the fund board. Upon specific recommendations of the GCS consultants, Nepal government decided to initiate a study to create an IT strategy for the board. This strategy document is expected to lead to initiation of an exercise of implementing an integrated IT solution for the functioning of the fund board in Nepal.

3.2.2 Department For International Development (DFID)

GCS has been closely working with DFID, a department of the British Government. GCS has carried out a number of assignments for this client. These have included training and consulting work. Details of some of the assignments are as given below:

A. Third Party Project Audit for the Human Resource Management System (HRMS) software in Orissa

GCS has undertaken the Project Audit of the enterprise wide HR system developed and implemented by Bannock Consultants for the Government of Orissa. The overall objective of the contract was to take stock of the work done by Bannock Consultants, to assess the outputs achieved and recommend prospects to utilize this solution. Specific tasks listed in the contract were:

- Take stock of the entire application and prepare an independent assessment of the quality of data.
- Comment whether the initiative has been successful in achieving the purpose it set out for and the usefulness of the application.
- Give recommendations on future prospects of the database and how we can build upon it.
- Advise if any immediate action is needed to protect the database or if any action pertaining to its efficiency and maintenance.

B. RFP Review Process for VAT implementation in Orissa

GCS has undertaken many consulting assignments for DFID. One of the assignment involved review of an elaborate report submitted by a leading consulting company on selection of an IT vendor to implement VAT program at Orissa. It required scrutinizing the bid documents submitted by 8 vendors against an RFP document; Undertaking a comparison of these vendors on the criterion of manpower, technical architecture, development methodology, quality norms etc and recommending the most cost effective vendor for the given job. The assignment also required scrutinizing the work done by PWC and providing clarifications to the state government of Orissa and the department of the British Government on the suitability of the original recommendations of PWC.

C. Network Infrastructure analysis for the VAT implementation in Orissa

This assignment involved studying the IT infrastructure requirements of Commercial Tax Department of Govt. of Orissa and recommending a networking architecture for the purpose. The department also funded this assignment. It involved suggesting use of Leased Lines or Fiber Optic cables or VSAT terminals for creating the networking Infrastructure.

D. Project Management Training for the DFID Staff

GCS undertook training for project management and MS Project for participants at DFID. This was addressed to the program staff at this department. The one-day training program included concepts of project management and syntax of MS Project. Nearly 15 participants from the department attended the program. Currently a proposal is pending with this client for the conduct of Train the Trainer program.

GCS expects to provide consulting assignments of the type enumerated above on a long-term basis to the department.

3.2.3 UNICEF

UNICEF initiated the project for creating the “Missing Children Web Site” in the month of March 2004. The purpose of the project was to provide the agencies, involved in handling the issue of missing children, (General Public, Police, UNICEF, GoI, child line, NGOs) with a platform to post the information and seek information. Initially the project was to cater to the state of Bengal. However, upon successful roll out the web site was stipulated to cater to all the states in the country. During the sign off for the SRS document, a number of issues cropped up between UNICEF and implementation vendor on choice of technologies on which to build the web site.

GCS was hired by the procurement team of UNICEF to undertake the technology analysis of the proposed solution and propose the most suitable solution for implementing the Missing Children Portal as required by UNICEF and Ministry of Social Welfare.

GCS audited the procurement process followed by UNICEF for the selection of the implementation vendor. GCS also evaluated the technical solution proposed by the implementation vendor and compared the alternative solutions from a technology and cost perspective. On the basis of the comparison GCS gave specific recommendations to ensure successful implementation of the project.

3.3 Education & Training Case Studies

3.3.1 Training at BHEL

Bharat Heavy Electrical is one of the largest heavy electrical equipment manufacturer in India. They manufacture some of the largest generators and transformers and associated heavy electrical equipment in the country.

GCS undertook training and consulting assignment for BHEL. This included training their senior managers on assessing current economic situation of a country and understanding ways and means of applying it to their daily jobs.

3.3.2 E’Governance Training for the ISG staff at World Bank

A training week was held at the e-gov group within ISG (Information Solutions Group) at the World Bank. The aim of the training week was to discuss and

debate the issues involved in successful implementation of e-government projects at national and sub national levels. The participants consisted of the members of the e-government group within ISG at the World Bank. In all about 15 participants attended the training week. The training week was spread over four days. Each day had four sessions, with two sessions spread before and after the lunch break respectively. Thus, in all, sixteen sessions of training was conducted in four days. The sessions progressed from basic concepts of e-governance on the first day to ICT Project design, Designing Bank Projects and finally Operations and Supervision of projects on the last day of the training.

Senior consultants from GCS were involved in designing the content of the training week and delivering part of it to the ISG group. The development exercise included creation of training sessions, case studies and presentations. GCS consultants also delivered several of the training sessions to the ISG group at the World Bank.

3.3.3 ICT Strategy and Roadmap Creation for NIFT

National Institute of Fashion Technology (NIFT) had engaged National Institute of Smart Governance for “Development of a Roadmap for Information and Communication Technology (ICT) based governance at NIFT”. NISG appointed GCS to work on this initiative during the project conceptualizing phase. The consulting project for project conceptualization included the activities mentioned as follows:

- Study of the Institutional Strategy
- List of services being provided by NIFT
- Stakeholders analysis to assess the current (as-is) level of satisfaction in respect of the services provided by NIFT and desired (to-be) levels.
- Study of various operational processes
- Identification of key processes impacting service levels
- Identification and recommendation of the best practices being followed at other institutions / organizations suitable for the NIFT environment.
- Development of ICT strategy and plan for NIFT
- Prioritize portfolio of ICT projects for NIFT

- Identification of suitable resource models
- Preparation of RFP document
- Bid process management

3.3.4 Program Management for implementation of COSMIC (Company Secretaries Management Information Centre) Project at ICSI

Institute of Company Secretaries of India has embarked upon implementation of three important ICT projects to improve its overall functioning. These projects are in the areas of ERP (Enterprise Resource Planning) System, Document Management System (DMS) and Office Automation (OA) Systems.

Implementation of an ERP shall enable ICSI to integrate the functions of Finance, Stores, Procurement and Human Resource. It will also provide necessary linkages to the academic systems of student services, examinations, membership services and Training. Such an integrated approach shall help improve the productivity of these areas, reduce the cycle time of various processes and positively impact the satisfaction levels of students and members. It will also improve the data connectivity between different departments there by eliminating the need for constant interaction between them for data & information interchange. Implementation of such systems at ICSI will have a positive impact on the way ICSI has been functioning hitherto.

Services of GCS Consulting Services Pvt. Ltd. have been hired as program management consultants. The project involves undertaking the study, strategy creation, solution architecture, bid process management, program management, testing, User Acceptance Testing, change management, training, data conversion, implementation, roll out and audit of the project for implementing and integrated solution including Enterprise Resource Planning ,Document Management System and Office Automation solution for ICSI Head office, 4 Regional Centres and 75 chapter offices. The solution is web enabled and will allow 1 Lakh students and 20000 members to interact with the institute through a portal. The project involves digitizing 500,000 documents and making them available through a workflow based Document Management System.

GCS has completed the study of the major processes and have identified the requirements for the implementation of the Enterprise Resource Planning,

Document Management System and Office Automation system. A study report was submitted to ICSI. The Expression of Interest process was carried out to short list the vendors for implementation. The "Request For Proposal" document was prepared which has been given to the short listed vendors. After the submission of response detailed technical and financial evaluation was carried out to select the final implementation vendor. The implementation vendor has undertaken the AS-IS process study, To-BE process design, Functional Requirements and Design processes. The project is progressing and is expected to roll out in February 2009.

GCS has conducted several training sessions and workshops for the senior management and staff of ICSI on IT projects, technologies, change management and project management as part of this project.

3.4 GCS Experience in Roads Sector

3.4.1 Assam Public Works Department

A. Feasibility Study and IT Roadmap for Assam PWD Computerization Project

Global Consulting Solution was awarded the World Bank sponsored project for computerization of Assam PWD, preparation of sub – project Implementation Plan Document. This project envisaged creating an all encompassing IT strategy for the public works department of Assam. It included developing a Systems Requirement Definition document to set out the information technology and information systems requirements of Assam PWD, Developing an Information Management Systems Specification document for the entire organization, recommending an enterprise wide solution including decision support system, developing a data storage and mining strategy for the organization, recommending hardware, networking and system software infrastructure requirements and defining the testing and quality requirements of the department.

The study report prepared by GCS enabled Assam PWD to get approval for Technical Assistance loan from the World Bank for the pilot project to implement IT system for the Project Management, financial management, HR and inventory system for selected beta sites.

B. Program Management for the Assam PWD Computerization Project

GCS was awarded the project to undertake Program Management for the phase I of the Assam PWD Computerization Project to implement the Enterprise Wide Solution for the department. The assignment started with the preparation of Procurement Plan as per the requirements of the World Bank. The Program Management involved undertaking a detailed study of the organization structure of Assam PWD, processes followed, workflow of these processes, problems faced by Assam PWD and objectives of the computerization process. On the basis of the study, GCS created Expression of Interest to shortlist the System Integration vendors for the final implementation. GCS prepared RFP document with the detailed scope of work including functional requirements, technical requirements, training requirements, high level architecture of the system including data center architecture, application architecture, security architecture, evaluation criteria and various terms and conditions of the procurement process. The RFP was prepared based on the World Bank procurement guidelines. Thereafter GCS supported Assam PWD in conducting pre bid meeting, undertaking technical evaluation, financial negotiations and contract creation for the final SI vendor.

The Assam PWD computerization process involved automation of the Project Management function including preparation of CAR, DPR and Project Approval process, Procurement process, Project Management process. PWD maintains a Measurement Book for all the roads projects. The Measurement Book was also automated as part of this project. In addition to the Project Management function the APCP project included automation of project financial management processes, HRMS, Inventory control system, Roads Information Management and Roads Maintenance Management system.

To implement the above functions in a span of one year, the packaged software were evaluated and implemented for project management, financial management, HR Management, logistics and Inventory Management modules. The Measurement Book, Roads Information and Roads Maintenance management system were developed and integrated with the packaged software modules.

The program management of the entire project included preparation and management of project plan for the entire project, review of all the deliverables, conducting Project steering committee meetings to ensure that the project

progresses as per the schedule and all issues are resolved to ensure successful implementation.

GCS also conducted the training review and monitored the progress of the generic and application training. Training feedback was conducted and analyzed periodically.

GCS was involved in execution of the Integration testing of the application. The Integration testing activity was carried out at the Assam PWD Data Center. All modules of the Project Management module, financial management module, HR module, RIMS, RMMS, Measurement Book, Inventory Management module etc were tested by GCS consultants. The integration between these modules was testing using sample test data. On completion of the integration testing a detailed test report was prepared and given to Assam PWD and Implementation vendor for corrective action.

At the end of the customization, development, testing and integration User Acceptance testing was planned. GCS supported Assam PWD in carrying out the detailed UAT for the developed and customized enterprise wide application for the Assam PWD. GCS consultants prepared the UAT plan and UAT test data. This test data was used by GCS consultants and Assam PWD consultants to test all the user requirements specified in the To BE process document at the beginning of the project. The UAT testing involved testing the complete lifecycle of the project and related financial, HR and inventory modules with the sample data. During the UAT GCS consultants supported Assam PWD in testing the performance, integrity, backup, recovery and security aspects of the enterprise wide application. This activity enabled the Assam PWD to thoroughly test the application before the Go-Live (Roll out) phase.

Success of any E'Governance project depends on the effectiveness of Change Management Process. GCS supported Assam PWD in preparing a Change Management Strategy and conducted Change Management workshops for the Assam PWD engineers.

As a result of the effective management of the entire project, close coordination with the Assam PWD, Implementation vendor and World Bank the project has gone live in a period of 9 months. The Assam PWD was completely satisfied with the services provided by GCS and the Commissioner of Assam PWD also provided a certificate of appreciation to GCS.

3.4.2 Punjab Roads

The Government of Punjab is in the process of evolving a holistic e-Governance strategy for the state. Such a strategy is expected to look at standards, architectures, re-usability of applications and centralizing the ICT interventions to gain maximum advantage from the ICT spend. Under the centralized initiative the state is in the process of implementing a State Wide Area Network (SWAN), State Data Center (SDC) and Computerized Kiosks (CSC) to provide citizen services. The IT department is in the process of evolving a standard architecture which can be used for all departmental application development so that these can become interoperable and reusable as and when implemented. All the applications pertaining to administrative functioning will be centrally developed and rolled out for use by all the departments. A service oriented architecture is expected to be implemented in the state.. The departments were free to evolve their own technical applications but these will need to be scrutinized and cleared by the department of IT. The departments need to be provided enough flexibility and freedom to evolve an ICT strategy that is in line with departmental priorities & is commensurate with the laid down state norms.

The Punjab Roads & Bridges department is currently in the process of digitizing the roads network in the state. It was brought out that a digitized database of the roads network can only become effective once a “Roads Information Management System” (RIMS) and a “Roads Maintenance Management System” (RMMS) integrates with the developed Database to provide intelligent inferences to the senior management of the department. In the absence of these important applications a digitized DB of the roads network may provide very limited functionality. Similarly the department needs to identify & initiate important projects in the areas of “Project Management”, “Financial Management” & “Human Resource Management System”.

GCS Consultant (Pradeep Valsangkar) is supporting the World Bank in the implementation of the PRBDB (Punjab Roads & Bridges Project) project in Punjab. A detailed ICT implementation plan is being developed under the Bank project. GCS consultant is providing the support to the project through the World Bank. The support includes helping PRBDB in architecting the solution, creating different business models for the implementation of the project, helping thr

project team develop the RFP document and starting the implementation of the project.

The project is currently in its infancy and support from the GCS consultant is expected to progress the project to speedy completion.

3.4.3 Kerala Roads

GCS Consultant supported the Kerala Roads Project of the World Bank for the successful implementation of the computerization component. The computerization component had the following sub modules:

- Enhancement of the Wings software developed in the department. This required web enabling the system and also providing real time information on roads projects data to the senior management at the roads department.
- Implementation and integration of the financial management system with the existing system of the department.
- Implementing training and capacity building component of the project.
- Facilitating electronic government procurement within the department.
- Aligning all the ICT projects of the department with the ICT vision and mission of the state.
- Integration of the new system with the accident management system of the police department.

GCS consultant was involved in providing support for the implementation of the above project. The responsibilities included the following:

- Creating integrated architecture for development of the financial management system in sync with the Wings software operating at the department.
- Help the project office in creation of the RFP documents for the procurement of all the components of the project.
- Undertake review of all the documents submitted during the review process.
- Join World Bank supervision mission and supervise the overall execution of the project.

As a result of the GCS consultant intervention the Wings software of the department was successfully enhanced to provide real time projects information to the departmental staff. The Financial management software specifications

were developed and the project initiated at the department. As a result of successful implementation of the Kerala Roads Project, the capacity of the department to implement the roads project was enhanced.

3.4.4 Tamil Naidu Roads

The Highways Department (HD) of Tamil Nadu is primarily responsible for construction and maintenance of roads including National Highways, State Highways and Major District Roads in Tamil Nadu. This department is operating through 7 wings with geographical spread across the state in 30 districts about 120 divisions with sub offices in about 450 locations. It has total Highway network of NH-4254 kms, SH- 6849 kms, MDR- 7569 kms, ODR- 41002 kms, SURGARCANE ROADS – 1746 kms.

The Tamil Nadu Roads sector project has a computerization component that has three sub projects. These include the following:

- Procurement of Hardware.
- Implementation of a Project & Financial Management System (P&FMS).
- Implementation of Geographical Information System (GIS) to integrate with P&FMS as given above to provide geography based outputs to the departmental managers.

The objective of the above project was to ensure the statewide computerization to automate the existing manual procedures and process followed for Financial Management, Employee Record system, Project Management etc. for improved project monitoring, communication, information and office management using GIS as a platform for Decision Support System for Tamil Nadu Highways Department (TNHD).

GIS was selected as the platform for Decision Support Systems for TNHD. Considering the volume of the activities and the geographical spread of the Department, a Multi Service Network Infrastructure has been designed .The proposed Network infrastructure enables the Department for Data Communication to the remote locations in the state and provides online the proposed Network Infrastructure, in addition to Data Services, also support voice Communication services making it a complete Multi Service architecture. The GIS application is designed for whole Highways Department. Linking of the GIS with other developing software will be for seven circles of the Highways Department. Further it will be extended to the remaining circles if needed. The

main objective of the project is hence to create up-to date digital database of the roads, bridges, culverts, etc. to increase efficiency and accuracy in monitoring and for aiding Project management, Financials, Employee record, etc. in a graphical format using GIS software.

Pradeep Valsangkar of GCS Consulting supported the World Bank in the implementation of the computerization and to Co-ordinate and integrates various components of the project. He was responsible for the following activities as a part of the support to the World Bank on the project:

- Creating integrated and holistic system architecture to successfully implement the stated vision and objective of the project.
- Help the project office in creation of the RFP documents for the procurement of all the components of the project.
- Undertake review of all the documents submitted during the review process.
- Join World Bank supervision mission and supervise the overall execution of the project.
- Undertake a comprehensive monitoring and review exercise of the project at the end of successful completion of each of the project Component.

Out of the three components the first one was successfully implemented, the second component is under implementation after completion of the procurement process and the the procurement process for the third component is currently going on.

3.4.5 Uttaranchal PWD

World Bank has funded TA Loan Project for Computerization of several activities including automation of Public Works Department for Government of Uttaranchal (GoUA). GCS consultants have been involved in creating an all encompassing IT strategy for the state, creating solution architectures for all the identified components under the above TA loan projects, providing consultations on writing the TOR and RFP for the procurement process, helping review the technical and financial evaluations and reviewing the final contracts as per the World Bank procurement norms.

3.5 Finance Case Studies

3.5.1 A Global Bank

A Global Bank is a world leader in credit card and banking business. Risk management is a very important function of any credit card company. Credit card companies must be very careful in the selection of their credit card members as a fraudulent card member may result in a big loss to the company.

The bank too takes this very seriously and has an exclusive training program for its employees called "Risk Curriculum." This training program helps the employees to identify and manage fraud. This was in the form of an instructor-driven course. The course material for this was in the form of several documents and PowerPoint presentations.

GCS was involved in a Computer Based Training (CBT) project for American Express. The CBT provides a 4-day training program to bank employees on Risk Management. This Risk Curriculum CBT provides an insight to employees as to how to detect and avoid fraudulent card members.

A CBT (Computer Based Training) program for the Risk Curriculum of this bank was developed. This CBT had many features that make this training program more interactive and lively. Some of these features are interactive exercises (like drag and drop, true and false questions, etc.), animated charts, hot words, etc. for the entire CBT is divided in the following seven modules:

- Business Overview
- Value System
- Portfolio Management
- Customer Management
- Underwriting
- Fraud Risk Management
- Management Information System

At the end of each module, the user is taken to a quiz related to that module. For the purpose of easy navigation, a course map is also provided so that a student can jump to a specific module or a specific chapter in a module directly. A

Glossary is also provided that contains a list of commonly used terms and their definitions. The user can perform a search for a specific word in this Glossary.

The development team used “ToolBook II Instructor” as the development tool. This is one of the popular authorware used by the industry for the development of CBTs. The Graphics were created using “PhotoShop” and “Illustrator”. The animations were created using “Flash” by “Macromedia”. All these components were then integrated using “ToolBook II Instructor”. The exercises were created using a programming language called “OpenScript”.

3.5.2 A Nationalized Indian Bank

GCS consultants were involved in developing the security policy of a nationalized bank in India. The policy formulation needed to take in to consideration all the processes of the bank, their stake holders functioning, the IT infrastructure for retail banking and its linkages with the customers. The security policy touched upon aspects of physical security, password security, Inter bank transaction security, security infrastructure, suitable security policy framework and software implementations to roll out the defined security policy.

3.6 Agriculture and related domain Case Studies

3.6.1 Program Management Support for the Agriculture Portal for Government of Uttaranchal

GCS consultants have been involved in creating an all encompassing IT strategy for the creation of the agriculture portal for the government of Uttaranchal. The project involved study of the department of agriculture, creating solution architectures for all the identified components, providing consultations on writing the TOR and RFP for the procurement process, helping review the technical and financial evaluations and reviewing the final contracts as per the World Bank procurement norms and providing project management support during implementation of the project.

3.6.2 Development of Network Infrastructure for Indira Gandhi National Forest Academy.

GCS was awarded the contract to architect and help implement the network solution at Indira Gandhi National Forest academy (IGNFA). The assignment

involved assessing the data needs of the academy, creating a network solution, running a request for proposal process for selecting a vendor for implementation and managing the implementation process. Close interaction was held with the Forest academy to understand their data needs. On the basis of the assessed data , a network architecture complete with central servers, network topology , network components like routers, switches were identified and a solution framework was created. This solution was then implemented by a selected vendor for the purpose. The selection of the vendor was carried out in association with the Forest Academy officials using the QCBS selection methodology of the World Bank.

3.6.3 Consulting Assignment for Creating Integrated ICT environment for Ministry of Environment & Forest

GCS consultants were involved in the development of an integrated ICT framework for collection and collation of data from field offices to the ministry office in Delhi. Each of the identified field office was to be housed with a computer network and data entered at the field offices was to be collated at the center through a process of data collection, assimilation and analysis.

GCS consultants were involved in development of the framework to undertake such a task at the Ministry of Environment & Forest.

3.7 Quality Management System Based Case Studies

3.7.1 Design, development and implementation of Quality System for Education Services Division of Tata Infotech Ltd.

GCS consultants have worked as members of senior management team of the Tata InfoTech Education Centers. The senior management team decided the future technology directions for the division, the divisional budgets, quality concerns, process formulation, benchmarking for process improvement and specific market operations etc. GCS consultants were key members of the quality group for formulation of quality processes as per ISO standards, JRDQV model based on Malcolm Baldrige Quality model. The QMS activities included:

- Formulation of quality processes for managing the education center on the lines of ISO-9001 guidelines
- Involved as the key members for achieving ISO 9001 certification for design, development and conduct of career, short term and professional courses for the education center at New Delhi.
- Conducted training programs on Quality Management System for the Education Services Division as well as the affiliate staff at Delhi.

3.7.2 SEI CMM & PCMM for HCL Perot Systems

GCS consultants were involved as an Assessment Team Member for evaluation and improvement of the HR systems based on the PCMM model to streamline and formulate effective HR systems including Performance Management, Competency Development and Organization restructuring processes. As a result of these activities HCL Perot was assessed at PCMM Level 4.

3.7.3 ISO System design and implementation at Samtech Infonet Ltd.

The consortium partner M/S Samtech Infonet Ltd. have created quality systems in line with ISO 9001. The QMS team at Samtech was involved in formulation of quality processes for the organization on the lines of ISO-9001 guidelines.

3.7.4 ISO audits for various organizations including NIIT, Schneider Electric India Pvt. Ltd.,

The quality consultant of GCS is a lead assessor for ISO audits. He has undertaken several quality audits for organizations in private sector such as NIIT, Schneider Electric India Pvt. Ltd., public sector and multinational organizations. He also undertakes quality consulting assignments to help organizations design and develop quality systems based on ISO guidelines.

3.8 Miscellaneous Case Studies

3.8.1 ERP Development and Implementation - A Large Publishing House in India

GCS provided application development services for development of an Enterprise wide solution for A Large Publishing house in Punjab. Six of their newspapers are circulated in Punjab, Himachal Pradesh, Haryana, Delhi and many other states in Northern India. They have the largest circulation in Punjab for their English newspaper.

Global Consulting Solution was engaged in developing Enterprise Resource Planning (ERP) software for the client. This software integrates the administrative departments of Circulation, Advertisement, Logistics & Stores, Finance and Payroll. Such an integrated software environment is expected to completely automate all the processes at Tribune. This will drastically reduce the cycle time and improve the efficiency many folds.

GCS has been involved in carrying out the systems study at the client site, creating the software requirements specifications and designing the whole software suite. The system is being developed in Oracle database with Visual Basic as the front-end tool. The ERP is expected to run on a central server with nodes in each department accessing the application on the server. This ensures integration of all processes leading to immensely improved efficiency.

3.8.2 ERP Implementation Support to NASSCOM Top 20 Company

Global Consulting Solution consultants have been involved in consulting a top twenty NASSCOM company in making an effective proposal for an ERP roll out across 400 locations of a state government in India. The ERP from a leading manufacturer has been proposed for roll out across these locations in the Irrigation department of the most populous state in India. The proposal included mapping of every module of the ERP with the technical and administrative processes of the department. It also involved creating a very responsive and seamlessly integrated centralized ERP architecture for the application. The proposal involved integration of a number of off-the-shelf products and correctly costing the combined proposal.

3.8.3 Business and Marketing Strategy for Cresco

Cresco is a company in the business of providing offshore IT services to vendors in USA. They are primarily in the healthcare domain. The company also addresses clients in the finance, manufacturing domains.

They use Microsoft .NET as well as J2EE technologies to service their clients in the domains given above.

GCS undertook a comprehensive consulting assignment to create a business strategy, identify new markets, new business models and drive the strategy to achieve the required goals.

3.8.4 Business Strategy for ER&DCI

Electronics Research & Development Center of India is a part of Ministry of Information Technology in India. GCS consultants provided consulting support to ER&DCI in the field of business development. ER&DCI is present in India to provide Hardware, software and ISP services to clients. These clients are essentially in the government sector.

The business plan of ER&DCI for the next five years was drawn up. The methodology to penetrate the hardware segment was identified and implemented. Business plan to take the ISP services of the company to the market was made and implemented. As a result of all these initiatives ER&DCI revenue grew rapidly during the course of the consulting period.

4 Consultants' Profile

GCS has a number of highly qualified consultants with years of experience in the IT and management field. All assignments are carried out by pooling in the combined strength of these consultants and the large repository of knowledge base available at GCS. A typical profile of senior consultants at GCS is as shown below:

4.1 IT & Management Consulting and Training

Name Pradeep Valsangkar



Educational Qualifications	M.Tech. Computer Science (IIT Bombay) M.B.A. Faculty of Management Studies, University of Delhi M.Sc. Defense Studies, Defense Services Staff College
Experience	Consulting in the following areas: IT solutions in the domains of e'Governance, finance, Government, print and publishing, travel, defence, print and publishing, NGO and healthcare Management consulting End to end RFP process Project Management Training in IT, Strategy, Process reengineering
Organizations Worked for	Global Consulting Solutions Tata Infotech HCL Perot System Indian Air Force
Training/ Seminars Conducted for	ASSOCHEM Tata Infotech HCL Perot System Faculty of Management Studies All India Management Association Department of International

Area of specialization Development (Govt. of UK).
IT & Management Consulting,
E'Governance
Knowledge Management
E-Learning

4.2 IT Management Consulting & Training

Name Harminder Bhatia



Educational Qualifications PhD. (Information technology & Management), Currently doing from Faculty of Management Studies, university of Delhi

M.B.A. Faculty of Management Studies, University of Delhi

B.Sc. Computer Science (Delhi University)

Experience Consulting in the following areas:
IT solutions in the domains of e'Governance, finance, travel, print and publishing, e'Learning, NGO and healthcare
Management consulting

End to end RFP process

Project Management

Quality Management (ISO, CMM, PCMM, Malcolm Baldrige)

Training in IT, Quality Management, Process reengineering

Organizations Worked for Global Consulting Solutions

Tata Infotech

HCL Perot System

Aptech / Apple Industries Ltd.

Training/ Seminars Conducted for Tata Infotech Ltd.

HCL Perot System

Faculty of Management Studies

All India Management Association

Department of International Development (Govt. of UK).

4.3 Quality Consulting

Name R.S. Madan



Educational B.E

Qualifications

Experience

Over 30 years of core experience in Quality

Organizations

Beauro Veritas Quality Institute

Worked for

Training/

Seminars Conducted for Lead assessor for ISO 9000 & 14000

Seminars

Conducted for

Has been doing quality audits and training for companies like Reliance Industries, NIIT, Schneider, Alstom etc. Conducted training programs for general management and quality.

4.4 Healthcare

Name Dr. Avinash Kulkarni

Educational MBBS, MD, DCH

Qualifications

Experience

Over 25 years of core experience in health Management.

Organizations

GCS & runs his personal clinic

Worked for

Training/

Conducted large number of seminars on children and good health.

Seminars

Conducted for

4.5 Finance & Banking

Name Mrs. V Vaijayanti



Educational Qualifications B.Com, B.Ed, DBM

Experience Over 15 years of experience in Banking and finance.

Organizations Sangli Bank, Santushti complex, GCS

Worked for

Training/ Seminars Attended trainings and seminars on banking and finance.

Conducted for

4.6 HR Consulting

Name	Dr. Swati Desai
Educational Qualifications	PhD in Data Base Management System from University of California (UCLA) M.S in Psychology (UCLA)
Experience	Over 5 years of experience in Human relations management.
Organizations Worked for	UCLA
Training/ Seminars Conducted for	Trainings in organizational Behavior & human skills.

5 Conclusion

The service offerings of GCS have helped many of its customers build productivity within the organizations. The case of Assam Public Works Department is an important illustration. The departmental functioning was transformed from a manual functioning to a completely integrated and automated functioning as a result of an ERP roll out across the department. It has helped usher in a change that is driving the department to higher levels of productivity. GCS consultants have worked incessantly with their clients to ensure that maximum value is delivered to them through the process of consulting, training, change management and process re-engineering. All this has led to complete transformation of some of our clients including the Assam PWD.

It is the endeavor of GCS to infuse cutting edge technology at minimal cost to our customers so as to bring about lasting changes that impact the way they work. This has helped improve the productivity, efficiency and the bottom lines of our customers. Senior consultants at GCS have over 100 years of combined experience to guide the transformation process. The consultants at GCS come from the best technology and business schools in India. Combined with their years of industry experience, they are uniquely positioned to provide consulting support to all our customers. This has helped build the credibility and brand equity for GCS amongst its client base.

It will remain the endeavor of GCS to continue supporting the operations of its clients and add value to their operations. It is our belief that making our customers win in their respective domains will help us fulfill our long term objective of becoming the most respected IT and management consulting company. It will help us harness the Indian Knowledge in technology and processes for the benefit of business enterprises across the world.