

TERMS OF REFERENCE

Consultant to identify and develop the Business process Improvement study for the Department of Labour

1. Introduction

The Department of Labour, which is under the Ministry of Labour, is the main government institution established to ensure the rights and social security of employees in semi government and private sectors. Department of Labour consists 13 Principle Divisions, 11 Zonal Labour Offices, 40 District Labour Offices, 17 Sub Labour offices and 10 District Factory Inspecting Engineer's Offices. The key functions of the Department of Labour can be listed as below.

- Enforcement of Labour Laws to protect the right of the workers
- Settlement of industrial disputes to maintain industrial peace within the country
- Creating awareness among the working community regarding labour laws and promotion of social dialogue to establish industrial peace in the country
- Maintain the labour standards of different industries
- Registration of Employers and Employees under the Employees' Provident Fund (EPF), payment of its benefits and supervision of Approved and Private Provident Funds
- Enforcement of laws pertaining to the security of women, children and young persons in employment
- Introduction of methodologies to be followed to ensure security and health in industries and creating awareness and supervision of the same

2. Background

The mission of the Department of Labour is to contribute to the socio-economic development of Sri Lanka through establishment of a decent work environment within secured industrial peace, while protecting labour rights. Therefore, the department plays a vital role in Sri Lanka daily by interacting with general public to fulfil their needs and inquires. It was identified that the department has to be considered as a system and propose a wholistic approach for digital transformation of the department.

3. Current situation and Key problems

The below mentioned Information System (IS) solutions currently operating in the Department of Labour.

- **EPF Claim Processing System:** This system connects all the labour offices island wide with the Head Office through a VPN lease line and it includes EPF Claim processing for several reasons under 3 main categories as Full Claim (K), 30% Claim (S) and Death Claim (L) with an SMS facility. (It consists a Disaster Recovery System as well which is not working currently because of some technical issues.)
- **EPF Monitoring System:** This system includes area wise company details and Central Bank EPF Contribution Details monitoring process (counting surcharges and printing notices).
- **EPF Employer/ Employee Registration System**
- EPF Member Fingerprint, National Identity Card, Face Image Capturing System (EPF Member Re-registration)

- **Queue Management System** which is currently using for the Claim division at the head office
- **LISA System:** This is a web-based system (lisa.labourdept.gov.lk) which consists of 6 modules such as Complaint Module, Legal Module, Inspection Module, Circuit Program Module, OSH Module and Management Module. But not using properly due to some technical issues.

These systems were not integrated properly to maximize the efficiency of workflow. Also, they are with some technical issues as well as they are not fulfilling the departmental requirement as whole. Most of those systems are obsolete from hardware as well as the software perspective. And also, there are some core functions of the department which are not included any of these systems.

4. Objective of the digitalization of the Department of Labour

The main objective of this project is to design and develop an information system for maintain the beneficiaries to increase the efficiency and effectiveness of department of labour to ensure the availability of data in digital form for preservation, analysis and reporting.

5. Objective of the Assignment

The objectives of this assignment are to:

- a) Conduct a comprehensive system study in order to document the business processes Improvement and propose a new ICT solution accordingly. The solution should meet all functional and technical requirements including hardware and networking requirements of Department of Labour.
- b) Prepare documents that will enable Department to select a software solution provider on competitive basis
- c) Prepare a Change management plan, Responsibility matrix, Risk Management plan, Contingency Management and Disaster Recovery Management plan, Information Security plan and Implementation and rollout plan

6. Scope of the Assignment

The principal tasks of the assignment are given below:

- 6.1 To undertake a study encompassing the needs of all stakeholders to determine the information and communication technology and information system requirements of department of Labour to be detailed in a “Detailed System Requirement Specification” document. This should have the service definitions, which were identified from the study as per the Service Oriented Architecture (SOA) concepts. This should enable the Software Developer to develop the system components for the business requirements identified.
- 6.2 To develop detail specification of Hardware, Network and Software requirements to implement the solution and indicative costs of hardware, network and software and the annual maintenance cost. The consultant should provide justifications on the numbers decided for equipment, work load of the solution and to the expected output of the proposed system.
- 6.3 Consultant should study the current all functionalities of Department of Labour, and Highlevel functions of the Department of Labour mentioned in the Annex 01. while those functions and related process improvement and process enhancements.

- 6.4 Consultant should study the supporting functions of the Department of Labour and propose the solutions for those functions and should have a mechanism to integrate with the core functions of the Department. (Refer Annex 2)
- 6.5 To develop the detailed software requirements specifications (DSRS)
- 6.6 To assess the changes that would occur due to the new system and prepare a Change Management Plan, Responsibility matrix, Risk Management plan, Contingency Management and Disaster Recovery Management plan, Information Security plan
- 6.7 The consultant should prepare a Hardware, Network and Software requirement specification to implement system as well as the TOR for software developer.
- 6.8 The Consultant shall complete the entire assignment within 18 weeks from the commencement of work. The Consultant shall produce the following deliverables at specified milestones (not necessary in the sequential order shown here):
- 6.9 After completing the Task 01, consultant should collaboratively work with the service providers' of other development applications, provide consultation support to the department when the systems are developing, should review the deliverables and provide acceptance for the deliverables as a member of project review committee. If necessary, consultant should briefly describe the below documents to the particular selected vendors.

The definitions of the Deliverables are detailed in the Section 7.

No		Major Milestones	Due Date	Deliverables	Payments
1	Task 01	Study Initiation	0 week	-	-
2		Inception Report	2 week	The inception reports should, at minimum, address the following for each of the key components. <ul style="list-style-type: none"> •Detail proposed Work plan •Project schedule (E.g. MS Project •Format, Open Project Format, etc) with individual deliverables and milestones identified. 	10% total contract value (Upon accepting the deliverables)
3		Draft Business Process Document	10 weeks	1. Draft Business Process Document This document should depict all current activities of Department of Labour	20% total contract value (upon accepting the deliverables)

4		Draft Detailed Software Requirement Specification	14 weeks	<ol style="list-style-type: none"> 1. Final Business Process Improvement Document. 2. Draft Detailed System Requirement Specification Report(DSRS) This document should include the information System requirements of that are identified based on the System Study carried out. 3. Propose solution for the supporting functions. 	20% total contract value (upon accepting the deliverables)
5		Final Detailed Software Requirement Specification and Estimation of Hardware Requirement	16 weeks	<ol style="list-style-type: none"> 1. Final DSRS 2. Estimated Hardware, Network and Software Requirement 3. TOR for developing the new system 	20% total contract value (upon accepting the deliverables)
6		Change Management Plan, Responsibility matrix, Risk Management plan, Contingency Management and Disaster Recovery Management plan, Information Security plan	18 weeks	Change Management Plan Responsibility matrix. Risk Management plan. Contingency Management and Disaster Recovery Management plan. Information Security plan.	20% total contract value (upon accepting the deliverables)
7	Task 2	Provide consultation for the entire developing projects.	One year	Time sheet	10% total contract value (quartly)

7. Definitions of the Deliverables

The following are the definition of the deliverables which are required for the assignment.

- i. **Deliverable** : Assignment Inception Report
Due Date : 2 weeks from signing the contract

The inception reports should, at minimum, address the following for each of the key components identified in section 6:

1. Detail proposed work plan

2. Project schedule (E.g. MS Project format) with individual deliverables and milestones identified

- ii. **Deliverable** : **Business Process Improvement Document**
Due Date : **14 weeks from signing the contract**

This document should describe all current activities and processes of Department of Labour. Document should describe and identify inputs, outputs, work flow, dependencies, impacts, risks etc. for each activity and process.

- iii. **Deliverable** : **Detailed System Requirement Specification (DSRS) Document**
Due Date : **16 weeks from signing the contract**

The requirements should address all the key areas specified below:

- a) This document should include the Functional and Nonfunctional System requirements of core functions of the System of Department of Labour that are identified based on the System Study carried out.
- b) Should identify the required process improvements and need to get the approval from process owners and review committee
- c) Should construct use cases, activity diagrams etc. for the functions and Processes identified.
- d) Should follow the Use Case Definitions of the Business Processes and functions in the System. Should at minimum include
 - *Requirement ID:*
 - *Description of Service-*
 - *Inputs required by the Service-*
 - *Outputs from the service -*
 - *Data to be captured -*
 - *Validations -*
 - *Availability -*
 - *Other services called by this service -*
 - *Pre-conditions and Post-conditions*
 - *Exceptions -*
- e) Should include the highlevel Data Architecture and Business Modeling.
- f) Should include a Data Capturing and Migration/Conversion plan.
- g) Specifications for hardware, network and software requirements for the Proposed Business Processes. Should include the following at minimum;
 - i. General Requirements (General Features in the proposed system)
 - Network, Hardware Requirements
 - System Performance
 - Application Architecture
 - Modularity
 - Screen Navigation
 - Data Manipulation

- Initial Data Entry and Scanning
- Multi User/Multi Tasking
- Batch and Online Processing Environment
- Administrative tools
- Data Import/Export Facility
- Flexibility
- Process Controls
- Documentation
- Back up
- Scalability
- Maintenance by IT Department staff at the Department
- Online Help
- Design Constraints
- Security including DRC

Eg:

Item	Performance
On a Screen: field-to-field navigation	< 5 milliseconds
Screen Navigation: screen-to-screen	< 3 seconds
Screen Refresh	< 3 seconds
Report preview – (all reports) – initial page view (pagination is recommended)	< 30 seconds in most instances. It is understood that complicated / large volume reports may require a longer period If there are reports which take more than 30 seconds then use an asynchronous mechanism to deliver the report.

ii. Network and Infrastructure Setup

- Overview of the proposed system (LAN connectivity, WAN connectivity,
- Hardware, Communication, Firewall and other Infrastructure set-up)
- Network layout Map
- Expected Implementation Plan & Schedule
- Hardware Requirements
- Detail Hardware Specifications and estimated costing (as of date of preparation) and justifications to be provided on the output expected.
- Software and License Requirements for Hardware and estimated costing (as of date of preparation)
- Security Features
- Backup process and archiving
- Auditing requirements, reports and reporting workflow

iii. System Requirements of Identified Main Modules and Sub Modules,

- Linkages between other Government and Business stakeholders
- System Solution Maps
- Expected Implementation Plan

- Security Access
 - Audit Facilities
 - Back up and Contingency plan
 - Training
- iv. Additional Power Requirements should be identified and suggestions to be given as per the Hardware suggested.
- v. Cost estimation for identified hardware, network and software requirements

iv. Deliverable : ToR for new system and ToR other supporting functions
Due Date : 16 weeks from signing the contract

The TOR to be included in the RFP for the system development should be prepared by the system study consultant. The TOR should include following information:

- Introduction
- Background
- Objectives of the System
- Scope of the work
 - Background
 - Scope of work
 - Development and Designing
 - Localization
 - Deployment
 - Data Migration
 - Architectural Requirement
 - Documentation Requirements
 - Support and Maintenance
- Minimum Qualification and Experience of the Team
- List of Deliverables
- Time Lines
- Inputs by the Department of Labour
- Training
- Process for Review Outputs

v. Deliverable : Change Management Plan
Due Date : 18 weeks from signing the contract

The change management plan shall at least comprise (not limited to)

- Communication plan and a training Plan
- Training need assessment and user skill assessment
- New organizational Structure
- Organizations Floor Plan changes

vi. Deliverable : Responsibility Metrix
Due Date : 18 weeks from signing the contract

The Responsibility matrix should describe the level of participation by project team members in completing tasks or deliverables for business processes or the project.

- vii. **Deliverable : Risk Management Plan**
Due Date : 18 weeks from signing the contract

Risk management plan shall at least comprise (not limited to)

- Risk Assessment and Management plan

- viii. **Deliverable : Contingency Management and Disaster Recovery Management**
Due Date : 18 weeks from signing the contract

Contingency Management and Disaster Recovery Management plan shall at least comprise (Not limited to)

- Business continuity plan
 Disaster Recovery plan

- ix. **Deliverable : Information Security plan**
Due Date : 18 weeks from signing the contract

8. Facilities to be provided by the Client

- The Department of Labour will provide a desk space at the Department premises for the Consultant.
- The Department of Labour will provide copies of all relevant documentation, such as government policy and regulatory / legislative documents relevant to the assignment to the Consultant.

9. Minimum Qualifications of Key Professional Staff

The Consultant should give the team of professionals with the curriculum vitae and the team organization which the validity and accuracy of the CVs are very important (Personnel included under this category should be available during the project).

No.	Key Professional Staff	Qualifications		Experience (No. of Years)		
		Academic/ Professional	Role Specific	Proposed Role	SOA/ web services/ integration projects	SQA Process
1	Project Manager	Degree in ICT relevant field or Business Management MBA	Experience in Enterprise applications and Government related projects	8	6	6

No.	Key Professional Staff	Qualifications		Experience (No. of Years)		
		Academic/ Professional	Role Specific	Proposed Role	SOA/ web services/ integration projects	SQA Process
		Professional Certification in Project Management	Proficiency in local languages (Sinhala and Tamil) is a must			
2	Software Architect	Degree in ICT/ Computer Science and MSc in relevant field	Experience in Enterprise application development, Microservices, Docker based deployment, Hybrid Mobile application development	5	5	5
3	Senior Business Analyst (02)	Degree in ICT relevant field or Business Management MBA or equivalent	<ul style="list-style-type: none"> - Proficiency in local languages (Sinhala and Tamil) is a must - Experience in Enterprise applications Economic and development conditions, where they have worked with government and the private sector as the system designer and the primary implementer of an ICT project, specifically in the areas of systems analysis. - Knowledge of Labour Management systems or similar systems, modern ICT based systems in this domain and an understanding of problems encountered by citizens and the government organizations will be an added advantage. 	5	3	3

No.	Key Professional Staff	Qualifications		Experience (No. of Years)		
		Academic/ Professional	Role Specific	Proposed Role	SOA/ web services/ integration projects	SQA Process
4	Network / System Architect	B.Sc in Computer Science or other similar kind of discipline , possess two or more professional certification on below , CISSP , CCNP , CISM , RHCE , ITIL , CEH , VCP , any other vendor certification covering below technologies , Storage , Firewalls , Servers	<ul style="list-style-type: none"> - Experience in network operations and project delivery - Sound knowledge in network routing and switching, LAN, WAN, MAN, and WLAN technologies - Proven knowledge of supporting and deploying BGP, OSPF, MPLS, PIM, VPLS, and IPVPN environments. - Expert knowledge of defining and documenting complex technical solutions, and effectively communicating these concepts to highly varied audiences - Working closely with other Architects, Developers, Product Managers and Program Managers; and may provide support to more senior staff to ensure the designs align with the technological and business directions of the enterprise 	10	3	3