



## **ARIAS SOCIETY**

### **Assam Rural Infrastructure and Agricultural Services Society**

*(An Autonomous Body under Govt. of Assam)*

**Project Management Unit (PMU) of the World Bank financed**

**Assam Citizen-Centric Service Delivery Project (ACCSDP)**

Agriculture complex, Khanapara, G.S. Road, Guwahati-781022 (Assam, India)

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## **Draft Indicative Terms of Reference (ToR) for Monitoring & Evaluation Specialist (M&ES)**

### **Background and Objective of the Project:**

1. The Govt. of Assam has created the Assam Rural Infrastructure and Agricultural Services (ARIAS) Society in November 1998, as an autonomous body, headed by the Chief Secretary, Assam as its President (Project Guidance Council) and the Agriculture Production Commissioner, Assam as the Chairman (Governing Body). The Project Management Unit (PCU) is headed by a State Project Director. The key mandate of the Society is to function as an apex autonomous body of the Govt. of Assam for monitoring, coordination and/or implementation of World Bank or any other externally financed/aided Projects or other Projects of any department as may be authorized by Govt. of Assam from time to time.
2. The Society has successfully completed two World Bank aided projects (ARIASP: 1995-2004 and AACP: 2005-2011 including AACP-AF: 2012-2015) and the World Bank has rated performance of these projects as Satisfactory. The Society contributed in mainstreaming many of the good practices that emerged from the projects into various schemes of the State Government. ARIAS Society has proved to be a path finder and innovator in the areas of targeting the intended beneficiaries, employment generation, reaching out to the vulnerable and the disabled and overall good governance and social accountability.
3. The Government of Assam (GoA) is committed to improve governance in the state and public sector performance. It has already embarked upon a number of specific initiatives to support this objective. They include: the Right to Public Service Act (RTPS), RTI, a public grievance redress system, e-District, Common Service Centers, and establishment of State e-Governance infrastructure.
4. Affordable access to public services, especially for the poor people, is one of the key imperatives for inclusive growth. The Government of Assam (GoA) is committed to improve governance in the state and public sector performance and has recognized the need to strengthen the delivery of citizen-centric service, and had therefore enacted the Assam Right to Public Services Act, 2012 (ARTPS) to ensure citizens' access to public services in timely, efficient and accountable manner. The Act enables the citizens of Assam to get notified public services within a stipulated timeframe and also fixes responsibilities on public servants to provide these services in a time-bound manner. GoA has also embarked upon a number of specific initiatives to support this objective, a public grievance redress system, e-District, Common Service Centers, and establishment of State e-Governance infrastructure.
5. To strengthen and deepen these initiatives, GoA has received a \$39.20 million loan from the World Bank financed towards the 'Assam Citizen-Centric Service Delivery Project' (ACCSDP) [Project ID: P150308, IBRD Loan No. 8754-IN]. The ACCSDP aims to improve citizen access to targeted services under the ARTPS, particularly in remote areas. Citizens, especially the rural communities who are heavily dependent on government services, will be the principal beneficiary group of the project. The project will place citizens at the center of the service delivery process by strengthening feedback mechanisms and grievance redress.
6. ACCSDP will facilitate implementation of the ARTPS Act with efficiency and accountability for better delivery of citizen-centric services under ARTPS Act and will support the line Deptts. A high-level delivery unit will be established to monitor the implementation of the ARTPS Act. A blend of technological interventions and administrative reforms for 18 key services will be taken-up initially under the project in four Govt. agencies, viz. Transport, Revenue & Disaster Management, Welfare of Plain tribes & Backward Classes (WPT&BC Deptts) & the Guwahati Municipal Corporation. The project will assist implementing line departments/agencies in restructuring business processes so that citizens can access services digitally within the given timeline of ARTPS Act.

7. The Project Development Objective is to improve access in the delivery of selected public services in Assam. ACCSDP also aims to strengthen institutional operations and improve citizen awareness and participation in order to expand access to services to benefit the rural poor. This inclusive approach will contribute to access improvements in four key ways: (i) by expanding the number of Right to Public Services Act (RTPS) services which are digitized and available on-line; (ii) by improving connectivity infrastructure especially in underserved areas to enhance citizen access to services; (iii) by engaging local populations in service delivery (through both participatory and digital approaches) so that targeted priority services for the rural communities are accessible; and (iv) by rationalizing and strengthening service delivery by front-line institutions. This project design is pivoted around four interrelated components: (i) strengthening RTPS implementation; (ii) improving service delivery processes in targeted departments; (iii) setting up Public Facilitation Centers (PFC) centers to receive requests for RTPS services and electronically deliver select services to the citizens closer to their homes; and (iv) promoting citizen engagement.
8. These key components of the project namely digitization of services, ICT infrastructure, citizen engagement, front-line delivery institutions, and change management would be managed through the Project Management Unit (PMU) under the ARIAS Society, led by a State Project Director (SPD) and would have *inter alia* the following staff/consultants:
  - Business Process Re-engineering and IT Specialist
  - ICT Infrastructure Specialist
  - Social Development and Communication Specialist
  - Monitoring and evaluation (M&E) Specialist
  - Citizen engagement and Change management
  - Procurement & Contract Management Specialist
  - Financial Management Specialist
  - PMU Support Staff
9. The PMU of the ACCSDP is seeking an interested and qualified professional for the position of **Monitoring & Evaluation Specialist** hereinafter referred as '**M&ES**' to facilitate the implementation of M&E Management Framework of the Project with the objective of identifying, assessing and mainstreaming the M&E aspects of ACCSDP in project implementation. M&E Specialist will be responsible for coordinating M&E activities related to electronic delivery of selected public services.

### **Job Summary, Key Tasks and Responsibilities**

10. Implement the project M&E Strategy and recommend changes based on lessons learnt.
11. Actively assist the PMU in monitoring the achievements against the results framework and performance indicators for the project and compare the same with the project baseline data.
12. Review the performance indicators and reports produced by M&E consultants and suggest necessary changes, specially the **M&ES** will –
  - a) Analyze reports of M&E consultants vis-a-vis project objectives, level of stakeholder participation, major shortcomings, problem areas so as to facilitate the PMU in steering the project successfully meet its development objectives
  - b) Monitor the deliverables of M&E Consultants as per contract agreement and propose ways in which M&E findings will assist in the decision making process
  - c) Ensure that data collection from field and analysis have been standardized for performance monitoring;
  - d) Organize training programs to ensure efficient data collection, data entry, data validation, including updating and transmission of data from district level in coordination with M&E Consultant
  - e) Provide necessary support in designing and implementation of MIS system and advice the MIS team under M&E program for processing of the data at the MIS system
  - f) Work with M&E Consultant to ensure consistency and compatibility of information formats, to assist collection and dissemination of data within and outside the project

13. Develop protocol for reporting on social profile of beneficiaries and disaggregated information on social inclusion (gender, Tribal & other vulnerable groups), and land requirement, grievance management and citizen feedback.
14. Prepare compiled physical and financial performance of the project and report to the State Project Director (SPD) on monthly basis or as directed by the SPD.
15. Liaison with district staff and other stakeholders engaged under the project and undertake field visits (with prior approval of SPD) to monitor projects activities.
16. In consultation with other PMU colleague the **M&ES** will provide specific inputs on planning, management, capacity building, and institutional mechanisms for the smooth implementation of the project.
17. Other responsibilities
  - a) Work closely with members of the PMU team, with concerned GoA departments, other partners, and service providers for smooth implementation of the project
  - b) Provide necessary inputs to senior management
  - c) Promote citizen-centric approaches to service delivery
  - d) Support PMU in Business process re-engineering based on the feedback by the M&E consultants
  - e) Design of systems and network implementation to achieve optimal performance and scalability
  - f) Represents the project at internal and external forums on M&E aspects
  - g) Document regularly all M&E related work accomplished
  - h) Lead communication with the government and other partners in M&E aspects
  - i) Provide clarifications to the citizens/PMU/Implementing Deptts/agencies on M&E related project issues as and when needed
  - a) Any other responsibilities as and when assigned by the SPD, ARIAS society.
18. The **M&ES** will have to attend PMU, ARIAS Society on all working days from 10 AM to 5 PM unless he is on official tour as approved by SPD or allowed to work from home by SPD. He/She may also be required to attend office on holidays as and when so desired by SPD for disposal of urgent matters. However, no separate remuneration will be paid for attending office on holidays.
19. **Duration of Assignment**
  - a) The contract period with **M&ES** is intended for entire duration of the project and coterminous with the project period of ACCSDP. However, continuity of the **M&ES** beyond one (1) year from the date of signing the agreement will depend upon his performance. The decision of the SPD shall be final and binding in this regard.
  - b) The contract with **M&ES** may be terminated by either side at any point of time during the contractual period by serving a 30 days' notice without assigning any reason and without thereby incurring any liability to the Govt. of Assam/ PMU/ ARIAS Society. The assignment is purely contractual in nature and will not, under any circumstance, be extended beyond the ACCSDP's closing date. The ARIAS Society or the Government of Assam will not undertake any responsibility for subsequent deployment of the consultant.
  - c) The **M&ES** shall not assign or sub-contract, in whole or in part, his obligations to perform under this Contract, except with the SPD's prior written consent. The **M&ES** will have to serve the ARIAS Society on full time basis under overall command of State Project Director, ARIAS Society and provide services from the PMU at Khanapara, Guwahati. The resignation/termination shall be as per HR Policy of the ARIAS Society.
  - d) The **M&ES** will be required to undertake field-visits and tours as per the project requirements, with prior approval of the SPD.

## 20. **Qualifications**

### A. **Essential Qualifications & Experience:**

- a) Post-Graduate in Economics/ Statistics/Engineering or any other subject from any Govt. recognized university; Atleast **7** years of experience in monitoring and evaluation, quantitative and qualitative analysis including 03 years of relevant experience in any externally funded project/ public sector projects at leadership position.

*However, Graduates in Economics/ Statistics/Engineering or any other subject with over 10 years of experience in monitoring and evaluation at managerial/ leadership position including minimum 03 years of experience in externally funded project/public sector projects may also be considered, but at a reduced CTP.*

- b) Proficiency in Computer including in the use of Internet based applications, MS Word, MS Excel and MS Power Point etc. Candidates having knowledge of SPSS/STATA or similar software may be preferred
  - c) Must possess initiative and the ability to work independently as well as team;
  - d) Good communication and report writing skills in English
  - e) Good command over English language, written and spoken
21. **Age:** The candidate shall not be of more than **45** years of age as on **1<sup>st</sup> August'2017**. However, in case of exceptionally talented candidate having wide relevant experience this requirement may be relaxed.
22. **Remuneration and payment terms:**
- a) Depending on the qualifications, experience, competency, and also the remuneration/ CTC of the last assignment, the consolidated fixed annual Cost to project (CTP) of the **M&ES** will be determined and mutually agreed with the successful candidate, which would be in the range between **Rs.11.40 lakh** to **Rs.19.20 lakh** per year. The agreed annual CTP shall be inclusive of remuneration, performance-linked-incentive, communication allowance, health/service related allowance, all taxes, cost of accommodation and food at Guwahati, conveyance to attend the PMU, etc.
  - b) The remuneration will be given in equal monthly installments and the performance-linked-incentive will be given on quarterly basis based on the performance and achievement against the mutually agreed deliverables by the **M&ES**. Taxes as applicable shall be dealt with as per applicable laws. The remuneration may be enhanced on an Annual Basis, based on the HR Policy of the ARIAS Society.
  - c) Travelling, Boarding, Lodging and Food expenses for approved official tours outside Guwahati will be reimbursed as per the HR Policy of ARIAS Society and as provided in the contract agreement. For travel outside the State, the Travelling and Boarding & Lodging expenses will be reimbursed as per the HR Policy of the ARIAS Society and as provided in the contract agreement.
23. **Travel Requirements:** The **M&ES** may be required to undertake field-visits as per the project requirements, with prior approval of the SPD and the travel costs will be reimbursed as per the HR Policy of the ARIAS Society
24. **Reporting and Performance Review**
- The **M&ES** will report to the State Project Director, ARIAS Society. The quality of service and performance of the **M&ES** will be reviewed by the SPD on a quarterly basis and the annual performance review will be done as per the HR Policy of the ARIAS Society
25. **Facilities to be provided by the PMU:** The PMU, ARIAS Society
- a. Will be given access to all documents, reports, correspondence, contacts available and any other information as deemed necessary for smooth accomplishments of tasks assigned.
  - b. Will be provided with one office cubicle in the PMU along with computer, printer, computer/office consumables, and internet access.
  - c. Will pay the fixed monthly remuneration as per the contract agreement. No house rent allowance or any other allowance shall be paid by the PMU. No other payment whatsoever (except reimbursement of travelling expenses and project allowance) shall be paid, except as agreed with the **M&ES** and by the SPD, ARIAS Society.
  - d. Will not be provided with any clerical assistance.

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