



ARIAS SOCIETY
Assam Rural Infrastructure and Agricultural Services Society
(An Autonomous Body of 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)
Tel: +91 361-2332125; website: www.arias.in ; email spd@arias.in

**Draft Indicative Terms of Reference (ToR) for
Business Process Re-engineering Expert (BPRE)**

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 Depts. 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 Depts) & 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) 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 **Business Process Re-engineering Expert** hereinafter referred as '**BPRE**' to be deployed in the any of the State Departments or Autonomous Councils (BTC, KAAC, NCHAC) to coordinate all digitization, business process engineering, and other activities related to electronic delivery of selected public services.

Job Summary, Key Tasks and Responsibilities

10. The **Business Process Re-engineering Expert (BPRE)** shall work under the **Senior Business Process Re-engineering & Information Technology Specialist (SBRPS)** under the overall command of the State Project Director, ARIAS Society) and he/she will support ACCSDP's objective of improved citizen access to selected services notified under the RTPS Act by GoA, support the project in business process re-engineering initiatives through the consultancy firm engaged/to be engaged under the ACCSDP.
11. He/she will closely work with either of the State Departments or Autonomous Councils (BTC, KAAC, NCHAC) and also work with the other specialists hired under the ACCSDP project to ensure effective implementation of business process re-engineering related activities.
12. The **BPRE** will support the **SBRPS and the Department officials** in managing, monitoring and coordinating the implementation activities of the business process re-engineering recommendations including the activities from other streams like IEC, Social Safeguard. Detailed activities are listed below –
 - a) Business process re-engineering study for simplification of administrative processes for service delivery included under RTPS, conducting diagnostics study and recommending suitable record management system
 - b) Assist in implementing the Functional Requirement Specification (FRS) for RTPS portal provided by the BPR conducting agency (PWC) and electronic delivery of each targeted services (e.g. linkages to RTPS portal, departmental workflows, feedback system and grievance redressal)
 - c) Development, implementation and maintaining RTPS Integrated Portal for GOA including development of System Requirement Specification (SRS) on the basis of approved FRS,

development of Portal to receive and process citizens' RTPS and other electronic service requests on-line; and serve as gateway for citizens' online access to e-enabled targeted service, FAQs, Grievance Redressal system etc.

- d) Centrally monitor RTPS and other electronic service in the State through automated tracking of individual service requests and appeals, executing process simplification and digitization of targeted services under the project, ensure horizontal linkages of modules among GoA departments, and offices within a department for back-end processing, creating repository and digitization of legacy data and maintaining & monitoring performance of RTPS portal and its services.
13. As per Electronic Service Delivery (ESD) plan the **BPRE** will also develop the detailed TORs for specific assignments in association with the Procurement Unit of the PMU to services/consultancies needed for electronic delivery of services; and manage & monitor selected agencies/consultants engaged for ESD related activities.
 14. In consultation with other PMU colleague the **BPRE** will ensure alignment of ESD related activities with the objectives of ACCSDP; ensure quality and timeliness in delivery of services procured; and necessary upkeep and continual updating of systems set-up. The **BPRE** will support SPD and the SBPRS with ESD specific inputs on planning, management, capacity building, and institutional mechanisms for intermediate and long-term success of citizen-centric public service delivery.
 15. **BPRE** may also be required to function as the concerned Departments point of contact for RTPS request tracking and monitoring. Moreover, **BPRE** are also expected to support and co-ordinate project related activities for the concerned Departments/Councils.
 16. Other responsibilities: In consultation with the Senior BPR&IT Specialist, the **BPRE** will
 - a) Provide overall support in Business process re-engineering for the concerned Department
 - b) Provide overall support in ESD related assessment, planning, procurement and budgeting exercises
 - c) Support and coordinate the Senior BPR&IT Specialist in monitoring the activities of some of the key consultancy firms to be engaged under the project as cited above
 - d) Lead design and implementation of ESD related capacity building activities
 - e) Monitor progress of ESD activities through well-defined indicators embedded in the monitoring framework under the overall principle of results-based management
 - f) Provide necessary inputs for intimating the senior management
 - g) Promote citizen-centric approaches to service delivery
 - h) E-readiness for digitization of the selected public service
 - i) Design of systems and network implementation to achieve optimal performance and scalability
 - j) Risk reducing strategy for solution suggested and implemented by the System Integrators from time to time.
 - k) Lead dialogues on ESD with partners in the government and those representing citizens including civil society institutions
 - l) As required, represent the project at internal and external forums on issues of digitizing public services
 - m) Document regularly all ESD/BPR related work accomplished
 - n) Ensure timely and high-quality reporting (technical and financial) to senior management of ACCSDP and the clients against the project monitoring framework
 - o) Ensure compliance to PMU's requirements of reporting – financial and otherwise
 - p) Provide clarifications to partners on ESD/BPR related project issues as and when needed
 - q) Liaison or coordinate with departments for all activities related to service delivery.
 - r) Liaison with the department officials, technical agencies to implement the BPR recommendations with respect to technical changes
 - s) Work along with the department officials to implement the Administrative, Legal and Process changes.
 16. The **BPRE** will have to attend the Department/Council offices on all working days from 10 AM to 5 PM unless he is on official tour as approved by SPD. He may also be required to attend office on holidays as and when so desired by SPD or the Department officials for disposal of urgent

matters. However, no separate remuneration will be paid for attending office on holidays.

17. Duration of Assignment

- a) The contract period with **BPRE** is intended for entire duration of the project and coterminous with the project period of ACCSDP. However, continuity of the **BPRE** beyond six (6) months from the date of signing the agreement will depend upon his performance. The decision of the SPD will be final and binding in this regard.
- b) The contract with **BPRE** 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 **BPRE** 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 **BPRE** 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 either of the Department offices /Council offices. The resignation/termination shall be as per HR Policy of the ARIAS Society.
- d) The **BPRE** will be required to undertake field-visits and tours as per the project requirements, with prior approval of the SPD.

18. Essential Qualifications & Experience

- a) B. Tech/ BE in Electronics/Computer Science/IT/Information Systems or related subject/MCA/MSc IT from any recognized university. At least 7 years of experience in managing electronic service delivery initiatives in public/reputed private sector agency(ies) at managerial position. In case, sufficient candidates with 7 years of experience in the field cited above are not available, the interview panel may allow candidates having 5 years of experience to appear before the interview panel.
 - b) High level of Computer Skills, including proficiency in Internet based applications, MS Word, MS Excel and MS Power Point etc.
 - c) Demonstrated knowledge and experience in managing business process re-engineering initiatives (Candidates having experience in citizen-centric BPR or experience in digitizing public sector projects may be preferred; experience in managing digitization aspects of state or national level e-governance projects will be a definite advantage)
 - d) Demonstrated good understanding of e-Government strategy and applications, IT enabled Business Process Re-engineering projects, and experience of design of e-Government and portal architecture;
 - e) Must possess initiative and the ability to work independently as well as team;
 - f) Good communication and report writing skills are necessary
 - g) Good command over English language, written and spoken;
19. **Age:** The candidate shall not be of more than **45** years of age as on **1st January 2022**. However, in case of exceptionally talented candidate having wide relevant experience this requirement may be relaxed.

20. 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 **BPRE** will be determined and mutually agreed with the successful candidate, which would be in the range between **Rs.6.60 lakhs** to **Rs.10.80 lakhs** 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, conveyance to attend the respective place of posting, etc. However, if sufficient candidates with 7 years of experience are not available, the interview panel may allow candidates having atleast 5 years of experience to appear before the interview panel and incase found suitable, the candidate(s) will be selected at a mutually agreed lesser CTP.
- 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 **BPRE**. 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.

21. **Travel Requirements:** The **BPRE** 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.

22. Reporting and Performance Review

The **BPRE** will report to the **Senior Business Process Re-engineering & IT Specialist** under the overall command of the State Project Director, ARIAS Society. The quality of service and performance of the **BPRE** will be reviewed by the SPD as per the HR Policy of the ARIAS Society

23. Facilities to be provided to the BPRE:

- a. S/he 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. S/he will be provided with office space in the concerned department along with computer, and access to printer, computer/office consumables, and internet.
- c. S/he will be paid 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 **BPRE** and by the SPD, ARIAS Society.
- d. S/he will not be provided with any clerical assistance.

Note: This is a draft indicative ToR; The SPD, ARIAS Society reserves the right to change, update or modify this ToR at any stage during the recruitment process or at the time of signing of the Contract Agreement.
