

CM Dashboard Cell
Government of Assam

Terms of Reference (ToR)
For Project Management Specialist (Individual Consultant) to be positioned in the Delivery Unit (DU) of CM Dashboard Cell

(A) BACKGROUND AND OBJECTIVES

1. The Government of Assam (GoA) through Government of India (GoI) has received a loan from the World Bank (IBRD: International Bank for Re-construction and Development) for the Assam Agribusiness and Rural Transformation Project (APART). The Project Development Objective (PDO) of APART is to “add value and improve resilience of selected agri-value chains focusing on smallholder farmers and agro-entrepreneurs and to advance Assam’s COVID-19 response”. A sub-component of the APART project under project Management, Monitoring & Learning would support provisioning of technical assistance to the Office of the Chief Minister for monitoring the progress and performance of development programs including Externally Aided Projects. Part of this TA support will be towards establishment of CM Dashboard Cell, as a standalone unit of CMO and in line with the Delivery Unit architecture, which has been attempted across governments within and outside of India with an intent to enable data driven decision making in the government. The objective of the CM Dashboard Cell is to pioneer data driven governance by way of enabling real-time monitoring & performance assessment towards tackling pressing implementation challenges and achieving effective outcomes on high priority initiatives of the Government. The CM Dashboard Cell will also concentrate on improving data quality and providing need-based input for programmatic and policy interventions / correction; and will work towards strengthening the link between the center of government and citizen centric outcomes. The Assam Rural Infrastructure and Agricultural Services (ARIAS) Society, an autonomous body of the Govt. of Assam, is the apex coordinating and monitoring agency for the Project. ARIAS Society now intends to hire a **Project Management Specialist (PMS)** (hereinafter referred as **PMS**) as an Individual Consultant out of the loan proceeds, to be positioned in the Delivery Unit (DU) of the CM Dashboard Cell, as per the terms given hereunder.
2. Towards achieving these objective, the CM Dashboard Cell will: **(i)** contribute to the development of Transformational Roadmap of the Government which enhances public service delivery ensuring the top-priorities of the Government; **(ii)** track and highlight the progress on strategic reform initiatives through a Key Results Area Framework **(iii)** analyze KPI trends to identify the gaps and bottleneck hindering performance for targeted interventions, and subsequently build models for early warning alerts; **(iv)** Recommend plausible policy/programmatic options to help resolve identified bottlenecks / anticipated challenges to facilitate high-impact outcome; and **(v)** help build the underlying capabilities and processes across departments to ensure sustainability of the initiative.

(B) OBJECTIVES OF THE ASSIGNMENT & SCOPE OF WORK

3. The **PMS** will report to **Principal Secretary to CM and Nodal Officer, CM Dashboard Cell** and contribute towards the objectives of the CM Dashboard Cell. In particular, the responsibilities of the **PMS** will include the following:
 - a) Ensure identification of target areas for intervention for the CM Office. Contribute to the development of plausible policy/programmatic options to help resolve identified bottlenecks/anticipated challenges for CMO to take up with concerned Department.
 - b) Systematically engage with the executive leadership and concerned Department/Mission Nodal person to develop, maintain and sustain the CM Dashboard Cell operations.
 - c) Coordinate between the CM Dashboard Cell, Departments/Missions, and the Technical Developer (NIC) to make sure that the dashboard remains updated for data driven governance.
 - d) Lead the Delivery Unit of the CM Dashboard cell from the front and be answerable for team performance and operations. Monitor the deliverables of the Consultants/Experts in the Delivery Unit.
 - e) Manage the project budget, estimate costs, minimize risks, and supervise everyday operations.
 - f) Identify priority areas for building the Monitoring & Evaluation frameworks and Key Performance Indicators for overseeing scheme implementation.

- g) Regular review and assessment of the flagship schemes of the Govt of Assam as announced in State budgets and reporting to the Principal Secretary to CM.
- h) Be in close liaison with the Department of Economic Affairs (DEA), Ministry of Finance, Govt of India on the status of various pipeline EAPs, ongoing EAPs etc. and expedite Project approvals through operational level communications with ministries, line Depts of GoI.
- i) Be acquainted with the key milestones of pipeline Projects like PPR submission, posing to Multi-lateral funding/ donor agencies.
- j) Be updated with the status of reimbursement claims submitted to CAAA, disbursement status of various EAPs and work towards resolving any delays, lags etc.
- k) Working in close collaboration with various Departments/ Ministries of State Govt implementing/ preparing the EAPs.
- l) Be informed about the implementation status of various ongoing EAPs in the Status and working towards timely completion of Project missions, Mid Term Reviews (MTRs), Project restructurings etc.
- m) Attending the Tripartite Portfolio Review Meetings (TPRMs) of various EAPs with participation of Multi Lateral Banks, GoI and borrower state (Assam) and following up with the Project Implementing Agencies for timely complying of the observations/ action points of the TPRM minutes.
- n) Ensuring that pre mission reports, six monthly reports are submitted by the EAPs to GoI and donor agencies through the GoA in a timely manner and any observations etc. are addressed appropriately.
- o) Keeping a track of EAP ratings given by the donor agencies after implementation support missions and striving towards improvement of Project ratings in case the ratings are below highly satisfactory.
- p) An early assessment of Project extensions, additional financing etc. through closely working with the implementing agencies, ensuring timely documentation and correspondence with the DEA, donor agency etc.
- q) Encouraging the State Govt Departments on preparation of new EAPs and be instrumental in timely uploading of Preliminary Project Report (PPR) and other such documents on relevant portals.
- r) Exploring retro-active financing for preparation of certain EAPs.
- s) Ensuring that the EAPs are reviewed regularly at Project Director level, Govt (Senior most Secretary) level and at higher levels and so also at field level and timely remedial steps are taken in case of sub-optimal performance of the EAPs.
- t) Keeping a track of frequency of transfer/ change of PDs of EAPs and making case canvassing for longer tenure of PDs.
- u) Taking stock of the long-term Consulting firms engaged by EAPs and ensuring that important consulting firms line M&E are onboarded from very beginning and are available full time in the Project. Performance review of M&E firm may also be carried out.
- v) Obtaining the updated Results Framework from ongoing EAPs at least once in six months and looking out for low achievement areas and suggesting course corrections.
- w) Regular status review of top five (in terms of contract amount) long term contracts in the EAPs and intimating suitable actions to be taken by the Govt in cases of lags/ delays etc.
- x) Devising a system of rewards/ incentives for well performing EAPs and vice versa.
- y) Taking stock of hindrances/ challenges faced by EAPs in smooth implementation and suggesting ways and means to address the same.
- z) Ensuring that all EAPs comply with fiduciary and safeguard (social including gender, environment) requirements as prescribed by the donor agency.
- aa) Ensuring timely release of funds from State Govt to EAPs as approved in the Annual Work Plans, budget, administrative approval etc.
- bb) Build an environment for easing into data-based decision making for the administrative machinery.
- cc) Perform any other related task assigned by the Principal Secretary to CM.

(C) QUALIFICATIONS, EXPERIENCE, SKILLSET, AND AGE ETC.

- a. **Educational Qualifications:** The PMS must hold an advanced university degree in **Business Administration (MBA)/ Masters in Public Policy/ Master in Economics/Masters in Development Studies** from any recognized University/Institution with experience in Project Management.
- b. **Working Experience:** PMS should possess **11 (eleven) + years** of professional experience.

- c. **Computer Skills& Language:** The PMS must have proficiency in MS Office and related applications.
- d. **Language:** High levels of proficiency in English and Assamese. Working knowledge of Hindi would be an added advantage.
- e. **Age:** Age of the candidate should not be more than **50 years as on 1st June, 2022.**

(D) DURATION OF CONTRACT, NOTICE PERIOD ETC.

4. The tenure of PMS is intended for a 1-year period and the continuity of the PMS beyond one (1) year from the date of signing the agreement will depend upon his/her performance. The decision of the Principal Secretary to CM shall be final and binding in this regard. The contract management shall be done as per the Project rules.
5. The contract with PMS 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/ ARIAS Society. The assignment is purely contractual in nature and shall not, under any circumstance, be extended beyond the APART's closing date. The Govt. of Assam/ ARIAS Society shall not undertake any responsibility for subsequent deployment of the incumbent.
6. The PMS shall not assign or sub-contract, *in whole or in part*, his/her obligations to perform under this ToR, except with the reporting officer's prior written consent. The PMS will have to serve the assigned office on full time basis under overall command of Principal Secretary to CM and provide services to ARIAS Society.

(E) REMUNERATION, PAYMENT TERMS AND LEAVE ETC.

7. Depending on the qualifications, experience, competencies, recent remuneration, etc. of the candidate, the consolidated annual remuneration for the PMS will be in the range between **Rs. 18 lakh to Rs. 25.80 lakh** per year. *A higher start may be considered in case of exceptionally qualified candidates, possessing higher and qualitative experience as decided by Principal Secretary to CM.* However, in case the selected candidate's current remuneration with 30% enhancement comes below Rs.11.40 lakh/year, the lower remuneration will be offered. The annual remuneration will be inclusive of performance-linked-incentive, communication allowance, health/service-related allowance, all taxes, cost of accommodation and food at Guwahati, conveyance to attend the office etc. The remuneration may be enhanced on an Annual Basis, as per provisions in the HR policy of ARIAS Society.
8. The remuneration will be given in equal monthly installments and the Performance-Linked-Incentive (PLI) will be given quarterly based on the performance and achievement against the mutually agreed deliverables by the PMS. Taxes shall be dealt with as per applicable laws.
9. Travelling, Boarding, Lodging and Food expenses for approved official tours outside Guwahati will be reimbursed as per HR Policy of ARIAS Society.
10. The provisions of leave would be as per provisions of HR Policy of ARIAS Society.
11. No house rent allowance, or any other allowance shall be paid by the Project. No other payment whatsoever (except reimbursement of official travelling expenses) shall be made, except as agreed with the PMS by the Project.

(E) REPORTING AND PERFORMANCE REVIEW

12. The PMS will report to the Principal Secretary to CM on a day-to-day basis. Quarterly/Half yearly/Annual performance review will be done by the Reporting officer.

(F) FACILITIES TO BE PROVIDED TO PMS

13. The PMS will be given access to all documents, reports, correspondence, contacts available with ARIAS Society and any other information available, as deemed necessary for smooth accomplishments of tasks assigned. The PMS will be provided with one office cubicle/workstation in the CM Secretariat, along with computer, printer, computer/office consumables, and internet access. *The PMS however will not be provided with any clerical assistance.*

Notes:

1. *This is a draft ToR and Principal Secretary to CM reserves the right to change, update or modify this ToR at any stage till recruitment process is completed.*
2. *ARIAS Society is an equal opportunity employer and women candidates are strongly encouraged to apply.*
