

Government of Assam
Assam Rural Infrastructure and Agricultural Services Society (ARIASS)
(An autonomous body under the Government of Assam,)
Proposed World Bank funded Assam Citizen Centered Service Delivery Project (CCSDP)

Draft Terms of Reference (TOR)

For hiring of a Firm for Business Process Re-engineering Study

A. BACKGROUND AND PURPOSE

1. Affordable access to public services, especially for the poor people, is one of the key imperatives for inclusive growth. Government of Assam (GoA) has recognized the need to strengthen the delivery of citizen centric service, and had therefore enacted the Assam Right to Public Services Act, 2012 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.
2. The Government of Assam, through the Government of India has applied for a credit of US\$39.2 million from the World Bank for implementation of the Assam Citizen-Centered Service Delivery Project (ACCSDP) and a Project Preparatory Facility (PPF) of US\$ 2 million has already been approved by the World Bank. The Project is to be implemented by the Assam Rural Infrastructure and Agricultural Services Society (ARIASS), an autonomous body of the GoA. The project aims to serve the citizens of Assam, especially the poor, through effective RTPS Act implementation in the State; and takes an integrated approach to improve the institutional arrangements and processes for citizens' improved access to public services. This inclusive project design approach is framed around four interrelated components: (i) strengthening RTPS implementation; (ii) improving service delivery processes in targeted departments; (iii) setting up one-stop-service centers to receive requests for RTPS services and electronically deliver select services to the citizens closer to their homes/homes; and (iv) promoting citizen engagement. The ARIASS has been mandated for project implementation and compliance with procurement, financial management and related processes of the World Bank. A Project Management Unit (PMU) within ARIASS will coordinate with all participating or recipient agencies/stakeholders and liaise with the Bank.
3. An earlier World Bank supported study had identified simplification and streamlining of administrative procedures, reduction in levels for processing service delivery requests, and preparation of a comprehensive ICT plan and associated backend process re-engineering for efficient G2C (Government to Citizen) service delivery as key facilitators for improved delivery of RTPS services.
4. The purpose of this TOR is to facilitate the ARIASS in hiring the services of an external consultancy support for carrying out Business Process Re-engineering (BPR) of administrative procedures in select government departments for improved delivery of RTPS services; and framing of Functional Requirement Specifications (FRS) and Detailed Project Report (DPR) for electronic delivery of the selected services through a proposed RTPS integrated Portal.

B. SCOPE OF WORK

1. The consultant will undertake comprehensive Business Process Re-engineering (BPR) exercise, seeking to devise efficient novel ways for delivery of notified RTPS services in the selected Departments of the GoA, viz. Revenue & Disaster Management, Welfare of Plains Tribe and Backward Classes (WPT&BC), Transport, Health and Education; and in Guwahati Municipal Corporation.
2. This would involve - **(i)** conducting detailed analysis of the existing business processes, workflows and associated procedures within these and between associated departments; **(ii)** making recommendations on redesign of certain existing processes and workflows to eliminate the wasted or redundant effort and improve service delivery performance using IT methods; and **(iii)** on the basis of these recommendations, develop the Functional Requirement Specifications (FRS) and Detailed Project Reports (DPRs) for electronic delivery of each targeted service through the integrated RTPS portal.

C. KEY TASKS: The Consultant under this assignment would specifically undertake the following tasks:

1. As-Is Study

- a. Review, map and analyze current administrative processes for service delivery including the policies and business rules, institutional structures, work-flow interactions, and the responsibilities and constraints of individual functionaries – vertically at all levels of administration including state, district, sub-division, circle and block level; and horizontally across other key cross-functional departments and agencies.
- b. Conduct diagnostics related to reform of notified RTPS services and identify approaches for strengthening implementation of RTPS Act.
- c. Analyze existing automated systems in the selected GoA departments/agencies to develop insights related to the required scope of process automation and information interchange relationships with the RTPS integrated Portal.
- d. Identify the administrative processes to be redesigned including beginning and end points, interfaces, as well as organizational units and stakeholders involved.
- e. Conduct validation walk-through with the PMU and each department/agency to make sure that all processes, practices and business requirements documented by the 'As-Is' study are correct and complete.

2. Business Process Re-design

- a. Evaluate and wherever appropriate re-design, the core business processes by eliminating unproductive/redundant task or activities, integrating small process steps into composite tasks, processing tasks in parallel rather than sequentially, re-sequencing tasks optimally to reduce the need for multiple layers of approvals, and redesigning forms, verification processes, and supporting documentation for greater simplicity and ease of access for citizens.

- b. Identify how IT capabilities can influence and improve the process design. Recommend appropriate technology enabled processes to leapfrog over infrastructure and other capacity constraints. Design IT enabled prototypes of the simplified administrative processes.
- c. On the basis of developed design prototypes, propose the approach for reengineering/ simplifying the set of administrative business processes to achieve measureable improvements in productivity, cycle times and quality in the delivery of targeted RTPS services.
- d. Identify organizational/ departmental structures to be rationalized and strengthened, along with expected service standards in line with business objectives, identify logistics, staff training, and change management requirements to implement the business process re-engineering proposed.
- e. Design and develop quantitative and qualitative performance indicators for key business processes. Recommend institutional mechanism for assessing the achievement of defined service levels and performance outcomes.

3. BPR Implementation Roadmap

- a. Recommend a comprehensive BPR strategy and process transformation road map; and suggest step-by-step approach for its state-wide implementation. This should include logical sequencing of activities and mechanisms for interim evaluation of the BPR implementation road-map.
- b. Recommend the suitable record management system for creating a secure, integrated and online repository of government certificates available on real-time basis to the citizens on demand.
- c. Detail out the requirements related to training, capacity building and change management – to feed into the capacity building and change management strategies of the project.
- d. Develop the Functional Requirement Specifications (FRS) document that details out the essential technical requirements to transform the re-engineered service delivery process prototypes into IT enabled systems for delivering targeted RTPS services of Revenue & Disaster Management, WPT&BC, Transport, Health and Education departments and Guwahati Municipal Corporation, electronically through the RTPS integrated Portal. The FRS should invariably incorporate the automation of re-engineered departmental back-end processes and workflows, beneficiary feedback system, grievance redressal mechanism, and linkages to the integrated RTPS integrated Portal. In addition, the FRS should detail out the technical requirements for creating the secure online repository of government certificates for real-time access by citizens on demand.
- e. After signoff by the Department concerned, prepare the DPR and detailed bidding documents/RFP document along with Technical specifications/TORs for development of the RTPS integrated Portal, and the ICT platform for electronic delivery of select RTPS services, the beneficiary feedback system, the multi-channel grievance redressal mechanism.

D. DELIVERABLES

1. Inception Report comprising of the detailed work plan to carry out the assignment. The Inception Report would also detail out the project team, task breakdown and timelines and a detailed note on the proposed approach and methodology for executing the assignment.
2. As-Is Study Report that responds to all aspects listed in the relevant sub-section above.
3. Report on Business Process Re-design and Re-engineering Recommendations. This should also incorporate draft Rules, Orders and Legislative amendments that would be required to give effect to the accepted recommendations.
4. The BPR Implementation Roadmap that responds to all aspects listed in the relevant sub-section above.
5. Functional Requirement Specifications (FRS) document that describes the essential technical requirements for electronic delivery of RTPS services related to Revenue, WPT&BC, Transport, Health and Education departments of GoA and the Guwahati Municipal Corporation; the beneficiary feedback system, the multi-channel grievance redress mechanism, and creation of the on-line repository of government certificates.
6. The DPR and the draft REOI & RFP for development, implementation and maintenance of RTPS integrated Portal, the electronic platform for delivery of e-enabled RTPS services of select departments, the on-line repository of government certificates, and all other aspects detailed out in the FRS.

E. TIMELINE: The assignment needs to be completed within a period of 9 (nine) months.

F. DESIRED PROFILE OF THE PROJECT TEAM: The selected consulting firm will be required to deploy specialized and expert resources for the successful and timely completion of the assignment. An indicative profile of such experts is given below:

1. **Team Leader and Project Manager:** Ideally a governance and public sector reforms/restructuring/ e-service delivery expert with at least ten (10) years of experience of which 5 years should be in managing business process re-design/re-engineering assignments. S/he will provide the overall guidance to the team of consultants and will be responsible for day-to-day management of the assignment, timely completion, and high quality outcome of all the aforementioned deliverables.
2. **Process Experts** with relevant expertise in government process studies, business process re-design, government process re-engineering, institutional strengthening, IT & business process assimilation etc.
3. **Domain Experts** with experience in public service delivery experience, RTPS, social security and inclusion, land administration and reform, habitation and urban services, transport, ICT, health and education domain. Specific experience of working in any State Government of India is desirable.
4. **Capacity Building and Change Management Expert(s)** with specific experience of designing capacity building and change management initiatives in government. Specific experience of working in any State Government of India is desirable.

5. **Business Analysts** with specific experience of developing Functional Specification for IT enabled government transformation projects. Specific experience of working in any State Government of India is desirable.

Detailed CVs of the proposed consultants are to be provided along with in the Technical Proposal. The core team of consultants shall be available on-site as needed during the entire duration of this assignment. This team will have to be duly supported by off-site teams of senior consultants, subject matter experts, etc.

G. SERVICES AND FACILITIES TO BE PROVIDED BY THE CLIENT:

1. The State Project Director, ARIASS, would nominate and designated a PMU staff for day-to-day liaison on all aspects of this assignment.
2. ARIASS will facilitate provision of available information and relevant departmental documentation to the Consultant; and will also facilitate active engagement of all participating departments at all levels of administration and other relevant stakeholders
3. ARIAS will provide, where appropriate, administrative support to the Consulting firm in the conduct of this assignment.

H. REVIEW AND MONITORING OF THE ASSIGNMENT: The State Project Director, ARIASS will constitute a review committee at the PMU, ARIASS, to monitor and review the progress of the assignment. A formal review will be conducted on monthly basis to track the progress under the assignment and resolve any issue. Representatives of all participating GoA departments/agencies will take part in the Monthly Progress Review.

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