

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 (ACCSDP)
Draft Terms of Reference: Business Process Re-engineering & IT Specialist

Position	Business Process Re-engineering (BPR) & Information Technology (IT) Specialist
Experience	11 to 15 years+
Reports To	State Project Director, ARIAS Society
Contract Type	Full Time Specialist, initially one year with possibility of renewal depending on performance
Work Location Head Quarter	Guwahati, Assam
Compensation	Rs.18.00 lakh to Rs.25.80 lakh per year, including performance linked incentive

(A) Background and Objectives of the Project

1. 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.
2. To take this agenda forward, GoA is launching the “Assam Citizen Centric Service Delivery Project” (ACCSDP) initiative that aims to improve citizen access to targeted services, 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. To improve and expand reach of public services, one of the tools that CCSD intends to use with particular emphasis is telecommunication technology.
3. The project 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.
4. 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 a Project Management Unit (PMU) under the ARIASS. It would be led by a State Project Director (SPD) and a Project Manager, and would have staff/Specialists the following critical activity areas:
 - 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
5. The PMU is seeking an interested and qualified professional for the position of Business Process Re-engineering & Information Technology (BPR&IT) Specialist *inter alia* to lead all digitization, business process engineering, and other activities related to electronic delivery of selected public services.

(B) Job Summary

6. To support ACCSDP's objective of improved citizen access to selected services notified under the RTPS Act by GoA, Lead the design, planning and implementation of activities related to electronic delivery of selected public services under the ACCSDP.
7. He/she will closely work with the participating government departments associated with ACCSDP; Work with the Lead specialist in respect of Change Management, Infrastructure and other senior management to ensure effectiveness of design and implementation of Electronic Service Delivery (ESD) related activities and achievement overall objectives of ACCSDP.
8. The BPR&IT Specialist will monitor and coordinate the activities of some of the key consultancy firms to be engaged under the project such as for -
 - a. Business process re-engineering study for recommendations for reengineering/ simplification of administrative processes for electronic service delivery including under RTPS, conducting diagnostics and recommendations for strengthening implementation of RTPS Act and recommend suitable record management system and Develop Functional Requirement Specification (FRS) for RTPS portal and electronic delivery of each targeted services (e.g. linkages to RTPS portal, departmental workflows, feedback system and grievance redressal)
 - b. 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. 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 for a period of 5 years
 - c. Support to Autonomous Councils, etc.
9. More specifically, as per the Electronic Service Delivery (ESD) plan the BPR&IT Specialist will develop the detailed Request for Proposals (RFPs)/ Bidding documents as per the Standard RFB/Bid document of the World Bank in association with the Procurement Unit of the PMU to procure goods and services and any consultancies needed for electronic delivery of services; and manage & monitor selected agencies/consultants responsible for detailed design and implementation of all ESD related activities.
10. In consultation with other PMU colleague the BPR&IT Specialist will ensure alignment of ESD related activities with the objectives of ACCSDP; ensure quality and timeliness in delivery of goods and services procured; and necessary upkeep and continual updating of systems set-up. The BPR&IT Specialist will support SPD and other senior management with ESD specific inputs on planning, management, capacity building, and institutional mechanisms for intermediate and long-term success of citizen-centric public service delivery.

(C) Tasks & Responsibilities

11. Coordination and Management

- a) In consultation with the senior management of the project, lead and oversee ESD related assessment, planning, procurement and budgeting exercises
- b) The BPR&IT Specialist will monitor and coordinate the activities of some of the key consultancy firms to be engaged under the project as cited above

- c) Manage and direct contractual consulting resources
- d) Work closely with Procurement Unit for procurement of goods and services for ESD and monitoring of their work
- e) Ensure implementation effectiveness and efficiency for all ESD related activities
- f) Lead design and implementation of ESD related capacity building activities
- g) Work closely with members of the PMU team, with concerned GoA departments, other partners, and service providers for smooth implementation of ESD activities of the project
- h) Ensure alignment of ESD activities with ACCSDP objectives
- i) Monitor progress of ESD activities through well-defined indicators embedded in the monitoring framework under the overall principle of results based management
- j) Provide necessary inputs to senior management to inform the project Steering Committee
- k) Promote citizen-centric approaches to service delivery

12. **Technical leadership:** In support of citizen centric service delivery, takes technical leadership on all relevant issues related to ESD including:

- a) E-readiness for digitization of the selected public service
- b) Business process re-engineering
- c) Design of systems and network implementation to achieve optimal performance and scalability
- d) Risk reducing strategy for solution suggested and implemented by the System Integrators from time to time

13. Project Representation

- a) Lead dialogues on ESD with partners in the government and those representing citizens including civil society institutions
- b) As required represents the project at internal and external forums on issues of digitizing public services

14. Learning and Knowledge sharing within the team and with partners

- a) Document regularly all ESD related work accomplished for continuity planning
- b) Participates in regular knowledge sharing with team members at PMU for good project performance
- c) Lead communication with government and other partners in sharing project progress, and seeking feedback to improve design and implementation of ESD activities
- d) Identify and participate in opportunities for cross-learning with projects similar to ACCSDP

15. Reporting

- a) Ensure timely and high quality reporting (technical and financial) to senior management and the clients against the project monitoring framework
- b) Ensure compliance to client requirements of reporting – financial and otherwise
- c) Provide clarifications to partners on project related issues as and when needed

Any other responsibilities relating to the project as assigned by the SPD, ARIAS Society

(D) **Facility to be provided by the PMU:** The PMU will -

- a) Give access to all the required documents, correspondence, and any other information associated with the project and as deemed necessary.

- b) Provide one office cubicle in the PMU along with computer, printer, office consumables, and internet access. In addition, one laptop computer, along with Internet Data Card (maximum 4 GB per month) may also be provided depending on the intensity of the service, as determined by SPD.
- c) Provide conveyance arrangements for official travel within the Guwahati city on pool basis and also for field visits approved by the SPD.

(E) Qualifications

16. Essential Qualifications, Experience:

- a) This position is indicated for Senior Specialist, and hence the essential qualification is - Post Graduate in Electronics/Computer Science/ Information Technology or MCA/MSc. in Computer Science/Information Systems preferably along with MBA/PGDBM; Atleast **11 to 15 years of experience** in managing electronic service delivery initiatives in public agencies at managerial/ leadership position;

However, Graduates (BE/B.Tech etc.) in Electronics/Computer Science/ Information Technology (IT) with experience of over **15** years in managing business process re-engineering, IT, electronic service delivery initiatives in public agencies at managerial/ leadership position may also be considered;

In case sufficient candidates meeting the above cited criterion are not available, Graduates/Post-Graduates (BE/B.Tech etc.) in Electronics/Computer Science/ IT having experience of over **07** years in managing business process re-engineering, IT, electronic service delivery initiatives in public agencies at managerial/ leadership position may also be considered, but they will be offered Mid-level consultant position at a lesser remuneration/Cost to Project (CTP) as indicated in TOR;

- b) At least **8** years of progressively responsible domain experience in multi-partner development projects
- c) Experience in digitizing public sector projects
- d) Demonstrable knowledge of and direct experience in managing business process re-engineering initiative
- e) Experience in citizen-centric ICT for development projects will be preferred
- f) Experience in managing digitization aspects of large state or national level e-governance projects will be a definite advantage
- g) Understanding of e-Government strategy and applications, information technology enabled Business Process Re-engineering projects; knowledge and experiences of appropriate hardware and software solution application; and experience of design of e-Government and portal architecture standards
- h) Must possess initiative and the ability to work independently
- i) Good communication and report writing skills are necessary
- j) **Age:** The candidate shall not be of more than **50** years of age as on **1st April'2016**. However, in case of exceptionally talented candidate having wide relevant experience this requirement may be relaxed.

17. Desired Qualifications:

- a) Good knowledge of externally aided projects preferably, familiar to World Bank's procedures
- b) Good command over English language, written and spoken;
- c) Working knowledge of Hindi/Assamese/Bengali/Bodo will be an advantage
- d) Specific experience in India.

(F) Duration of assignment:

- a) The contract period of the BPR&IT Specialist is intended for the entire duration of the project. However, continuity of the BPR&IT Specialist, beyond one (1) year will depend upon his/her performance.
- b) The BPR&IT Specialist will have to serve the ARIAS Society on full time basis under the overall command of the State Project Director, ARIAS society and provide services from the PCU at Khanapara, Guwahati. The Resignation/Termination shall be as per the HR Policy of the ARIAS Society.

(G) Travel Requirements:

- a) The BPR&IT Specialist will be required to undertake field-visits and tours as per the project requirements, with prior approval of the SPD

(H) 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 BPR&IT Specialist will be determined and mutually agreed with the successful candidate, which would be in the range between **Rs.18.00 lakh to Rs.25.80 lakh** per year. The agreed annual CTP shall be inclusive of remuneration, performance-based-incentive in the range of **Rs. 25,000 to Rs. 40,000** per month, including communication allowance, health/service related insurance, all taxes, cost of accommodation and food at Guwahati, conveyance to attend the PCU, etc.
- b) However, in case the BPR&IT Specialist is hired as Mid-level Specialist pursuant to para **E.16** above, the CTP would be fixed in the range of **Rs.11.40 lakh to Rs.19.20 lakh** per year. The agreed annual CTP shall be inclusive of remuneration, performance-based-incentive in the range of **Rs. 10,000 to Rs. 25,000** per month, including communication allowance, health/service related insurance, all taxes, cost of accommodation and food at Guwahati, conveyance to attend the PCU, etc.
- c) The remuneration will be given in equal monthly installments and the performance-based-incentive will be given on quarterly basis based on the performance and achievement against the mutually agreed deliverables by the BPR&IT Specialist. Taxes as applicable shall be dealt with as per applicable laws. The remuneration will be enhanced on an Annual Basis, based on the HR Policy of the ARIAS Society.
- d) 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.

(I) Reporting and Performance Review:

- a) The BPR&IT Specialist will report to the State Project Director, ARIAS Society. The quality of service and performance of the BPR&IT Specialist will be reviewed by the SPD on a bi-monthly basis and the annually performance review will be done as per the HR Policy of the ARIAS Society.

ANNEXURE
FORMAT FOR SUBMISSION OF CV (Feb.2016)

1. **Full Name** (In Block Letters):
2. **Gender:**
3. **Nationality** (attach a copy of evidence):
4. **Permanent Postal Address** (attach a copy of evidence):
5. **Police Station:**
6. **Current Address:**
7. **Telephone/ Cell No.:**
8. **Email address:**
9. **Passport No. (If available)** (attach a copy of evidence):
10. **Date of Birth** (attach a copy of evidence):
11. **Current Designation:**
12. **Current Employer's FULL Address with contact email and phone number:**
13. **Educational qualification** (attach a copies of evidences):

Paste self
attested Recent
Passport Photo

Sl.	Examination	Subject	Year of Passing	Name of College	Name Board/ University	Class/ Percentage of marks obtained
1.	Graduation					
2.	Post graduation					

14. **Training details relevant to the position applied** (attach a copy of evidence):

Sl.	Training Field	Period of Training
1.		
2.		
3.		

15. **Total Experience (in years):**
16. **Experience (in years) in managing electronic service delivery initiatives in public agencies at managerial/leadership position:**
17. **Experience (in years): in any World Bank funded projects/Externally aided projects or similar Govt. of India funded projects/National level reputed projects:**
18. **Languages known:**
19. **Computer proficiency:** List information technology skills in terms of software, programming languages, ERP systems, equipment and others, and indicate your proficiency level (i.e. "L" for low; "A" for average; "H" for High)
20. **Do you have any criminal or corruption charges pending against you?** (If yes furnish details)
21. **Have you ever been arrested, indicted or summoned into court as defendant in a criminal proceeding or convicted, fined or imprisoned for the violation of any law?** (If yes furnish details)
22. **Have you ever been discharged or forced to resign from any position?** (If yes furnish details)
23. **Employment Record (Starting from the latest):**

From:	To:
Employer:	
Position Held:	
Monthly Remuneration (must attach copy of the latest salary/remuneration certificate):	
Summary of services provided:	

Add boxes as required

24. **Works/Activities undertaken that best illustrates the experiences in similar position(s) applied for** (clearly showing role played, duration of input, complexity of work undertaken, and core competencies)

Name of assignment or project:	
Year:	
Employer:	
Main Features of the project:	
Positions held:	
Activities performed:	

Add boxes as required

Declaration: I certify that the statements made by me in this CV are true, complete and correct to the best of my knowledge and belief. Permission is hereby given to the ARIAS Society to make such investigations as are necessary on the information given above. I understand that any misrepresentation or fraudulence or material omission made herein or in any other document requested by ARIAS Society would render dismissal and termination of my candidature/ service/contract apart from other penal action as per the law.

Signature of the Candidate

Attach self attested certificates/testimonials.

IMPORTANT Note: Candidates shall provide CV (not more than 8 pages) strictly as per the above format, along with self attested copies of testimonials/certificates (not more than 12 pages), evidencing that he/she is qualified to perform the services. **The complete CV along with certificates/testimonials shall not be more than 20 (twenty) pages or else CV may not be considered.**