



## **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)**

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### *Draft Indicative* **Terms of Reference (ToR)** **For Change Management & Capacity Building Specialist (CMCBS)** **for Project Implementation Unit (PMU) under ACCSDP**

#### **(A) Background**

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 (PMU) 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 Centres 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 centre 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 Departments. 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 Deptt.) & 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 will also facilitate implementation of the ARTPS Act and accountability for better delivery of citizen-centric services under ARTPS Act in the Autonomous Districts Councils/6th Schedule Areas. The project will assist implementing Autonomous Districts Councils in restructuring business processes so that citizens can access services digitally within the given timeline of ARTPS Act.
8. 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 Centres (PFC) to receive requests for RTPS services and electronically deliver select services to the citizens closer to their homes and **(iv)** promoting citizen engagement.
9. The 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). It is led by a State Project Director and a Deputy Project Director and would have staff/consultant to lead each of the following critical activity areas:
  - Electronic delivery of services
  - ICT infrastructure
  - Front-line service delivery institutions
  - Citizen engagement
  - Financial management
  - Procurement
  - Monitoring and Evaluation
  - Change management
10. The ARIAS Society is now seeking an interested and qualified professional for the position of '**Change Management & Capacity Building Specialist**', hereinafter referred as '**CMCBS**' for the Project Management Unit (PMU) of the ACCSDP in Guwahati.

**(B) Job Summary**

1. To support ACCSDP's objective of improved citizen access to selected services notified under RTPS Act by GoA.
2. CMCBS will spearhead the design, planning and implementation of change management related activities, which includes assessing challenges and opportunities for change, creating a climate for change, engaging all concerned to enable implementation of change, setting strategies to address resistance to change and help reinforce and sustain the change process.
3. For this purpose he/she will work closely with the State Project Director/Deputy Project Director in assessing and steering the change; and with Lead-Citizen Engagement, Lead-Front Line delivery Institutions, Lead-Digitization and senior management while consulting closely with GoA departments involved. More specifically, as per the change management plan, he/she develops detailed Request for Proposals (RFPs), Expressions of Interest (EOI) and Terms of Reference (TORs) to design any consultancies needed to support change management and capacity building processes; design and implement consultant selection process; manage and monitor selected agencies/consultants responsible for detailed design and implementation of all change management and capacity building activities.
4. He/she will support senior management in change management and capacity building with specific inputs on planning, management and institutional mechanisms for intermediate and long-term success of citizen-centric public service delivery by GoA.

## **(C) Tasks and Responsibilities**

### **Coordination and Management**

1. In consultation with senior management leads, oversee change management and capacity building digitization related assessment, planning, procurement and budgeting exercises.
2. Advice and play a leading role for GoA in procurement of expertise and services for change management & capacity building suggesting guidelines and methods to procure; process to assess and select providers and monitoring of their work.
3. Lead design and implementation of all capacity building activities.
4. Ensure implementation effectiveness and efficiency for all change management & capacity building related activities.
5. Work closely with concerned GoA departments to create a positive environment for change, advice design of activities to manage change and monitor their progress.
6. Work closely with the State Project Director/Deputy Project Director and other members of the PMU team, with concerned GoA departments, other partners including elected representatives and citizens' organizations and service providers for smooth implementation of change management and capacity building activities to support ACCSD objectives.
7. Synchronize change management efforts to support ACCSD objectives.
8. Manage and direct contractual consulting resources.
9. Monitor progress through well-defined indicators embedded in the monitoring framework under the overall principle of results based management.
10. Provide necessary inputs to senior management to inform the Project Steering Committee.
11. Promote citizen-centric approaches to service delivery.
12. Any other responsibilities as and when assigned by the State Project Director, ARIAS Society.

### **Technical leadership**

In support of citizen-centric service delivery, taking technical leadership on all relevant issues related to change management & capacity building including but not limited to-

1. Communication for change.
2. Change management and its impact of the implementation effectiveness of ACCSD.
3. Managing change management processes in support of citizen-centric service delivery.
4. Institutional arrangements to steer the change management process.
5. Identification of suitable change management initiatives as part of telecommunication infrastructure strengthening and business process reengineering exercise.
6. Capacity building and other arrangements necessary for effectiveness of change management strategy.
7. Assessing resistance to change and strategies to address it.

## **(D) Project Representation**

1. Lead consultation on change management with partners in the government and those representing citizens including civil society institutions.
2. As required, represent the project in internal and at external forums on issues of change management.

## **(E) Learning and Knowledge sharing within the team and with partners**

1. Document regularly all change management work accomplished for continuity planning.
2. Participate in regular knowledge sharing with team members at PMU for good project performance.

3. Lead communication with government and other partners in sharing project progress and seeking feedback to improve design and implementation of change management activities.
4. Identify opportunities for cross-learning with projects similar to ACCDS and supports participation of key government actors on these.

**(F) Reporting**

1. Ensures timely and high quality reporting (technical and financial) to senior management and clients against the project monitoring framework.
2. Ensures compliance to client requirements of reporting.
3. Provides clarifications to partners on project related issues as and when needed.

**(G) Qualifications**

1. Master's degree or MBA in Human Resource Management or Organizational Development or Public Governance that is recognized in India.
2. At least 7 years of progressively responsible domain experience in a public or private agency on management of staff involved in implementing large projects.
3. Demonstrable knowledge and direct experience of handling change management in a public or private agency.
4. Familiarity and experience with reform of Government Systems will be an advantage.
5. Good knowledge of externally aided projects, preferably of World Bank procedures.
6. Understanding of government procurement procedures and experience in handling competitive bidding processes at state or national level would be an advantage.
7. Good communication, people management and report writing skills are necessary.
8. Good command over English and working knowledge of Assamese and Hindi is an added advantage.
9. Experience in South Asia or India and specific experience in Assam is preferred.

**(H) Others**

1. The **CMCBS** will have to attend **PMU** on all working days from 9.30 A.M. to 5 P.M. unless he/she 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 for disposal of urgent matters. However, no separate remuneration will be paid for attending office on holidays.
2. He/she shall work under the overall command of the **State Project Director, ARIAS Society**. The quality of service and performance of the **CMCBS** will be reviewed by the SPD, ARIAS Society as per the HR Policy of the ARIAS Society.

**(I) Duration of Assignment**

- a) The contract period with **CMCBS** is intended for entire duration of the project and coterminous with the project period of ACCSDP. However, continuity of the **CMCBS** beyond one (1) year from the date of signing the agreement will depend upon his/her performance. The decision of the SPD will be final and binding in this regard.
- b) The contract with **CMCBS** may be terminated by either side at any point of time during the contractual period by serving 30 days notice without assigning any reason and without thereby incurring any liability to the Govt. of Assam/PMU/ARIAS Society/World Bank/Gol, etc. 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 **CMCBS** 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 **CMCBS** will have to serve the ARIAS Society on full time basis under overall command of State Project Director, ARIAS Society and provide services to PMU. The resignation/termination shall be as per HR Policy of the ARIAS Society.

**(J) Age:** The candidate shall not be of more than **45** years of age as on **1<sup>st</sup> November'2018**. However, in case of exceptionally talented candidate having wide relevant experience, this requirement may be relaxed at the discretion of the State Project Director, ARIAS Society.

**(K) 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 **CMCBS** 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 **CMCBS**. 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.

**(L) Travel Requirements:** The **CMCBS** 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.

**(M) 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 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.***