



## **ARIAS SOCIETY**

**Assam Rural Infrastructure and Agricultural Services Society**

*(An Autonomous Body under 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; Fax: +91 361-2332564; email: spd@arias.in

### **CONTRACT FOR CONSULTANT'S SERVICES Lump-Sum**

- Project Name : Assam Citizen Centric Service Delivery Project (ACCSDP);  
Project ID - P150308**
- NAME OF THE ASSIGNMENT : "Conducting project Baseline survey, Monitoring and Evaluation and annual follow-up studies and design a monitoring system for project performance to support project MIS"**
- Contract No. : ARIAS/ACCSDP/39/2016/Pt-II/143**

### **Contract Agreement**

*Between*

**Assam Rural Infrastructure & Agricultural Services Society**

*And*

**Deloitte Touche Tohmatsu India LLP,  
Bengal Intelligent Park, Building Omega, 14th  
Floor, Block-EP&GP, Sector-V, Kolkata-91**

*with sub-consultants*

(1) Operations Research Group India Pvt. Ltd., 31/1,  
Broad Street, Kolkata-19,

*and*

(2) Sesta Development Service, Rupalim Nagar,  
Jalukbari West, Kamrup(M), Guwahati-14

**Dated: 10<sup>th</sup> November, 2017**

State Project Director  
ARIAS Society



## Contract Agreement

This CONTRACT (hereinafter called the "Contract") is made the 10<sup>th</sup> day of the month of November, 2017, between, on the one hand, the State Project Director, *Assam Rural Infrastructure & Agricultural Services Society (ARIASS)*, Assam, Khanapara, Guwahati-22, (hereinafter called the "Client") and, on the other hand, *M/S Deloitte Touche Tohmatsu India LLP, Begal Intelligent Park, Building Alpha, 1st Floor, Block - EP & GP, Sector - V, Kolkata - 700091, Lead Firm with sub-consultants (1) Operations Research Group India Pvt. Ltd., 31/1, Broad Street, Kolkata-19, and (2) Sesta Development Service, Rupalim Nagar, Jalukbari West, Kamrup(M)- 781014*] (hereinafter called the "Consultant").

### WHEREAS

- (a) the Client has requested the Consultant to provide certain consulting services as defined in this Contract (hereinafter called the "Services");
- (b) the Consultant, having represented to the Client that it has the required professional skills, expertise and technical resources, has agreed to provide the Services on the terms and conditions set forth in this Contract;
- (c) the Client has received a loan from the International Bank for Reconstruction Development (IBRD) toward the cost of the Services and intends to apply a portion of the proceeds of this loan] to eligible payments under this Contract, it being understood that (i) payments by the Bank will be made only at the request of the Client and upon approval by the Bank; (ii) such payments will be subject, in all respects, to the terms and conditions of the financing agreement, including prohibitions of withdrawal from the loan account for the purpose of any payment to persons or entities, or for any import of goods, if such payment or import, to the knowledge of the Bank, is prohibited by the decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations; and (iii) no party other than the Client shall derive any rights from the financing agreement or have any claim to the loan proceeds;

NOW THEREFORE the parties hereto hereby agree as follows:

1. The following documents attached hereto shall be deemed to form an integral part of this Contract:
  - (a) The General Conditions of Contract (including Attachment 1 "Bank Policy - Corrupt and Fraudulent Practices);
  - (b) The Special Conditions of Contract;
  - (c) **Appendices:**
    - Appendix - A: Terms of Reference
    - Appendix - B: Key Experts
    - Appendix - C: Breakdown of Contract Price
    - Appendix - D: Minutes of Negotiation
    - Appendix - E: Technical Proposal submitted by *M/S Deloitte Touche Tohmatsu India LLP [sub-consultants (1) Operations Research Group India Pvt. Ltd., and (2) Sesta Development Service]*

In the event of any inconsistency between the documents, the following order of precedence shall prevail: the Special Conditions of Contract; the General Conditions of Contract, including Attachment 1; Appendix A; Appendix B; Appendix C; Appendix D and Appendix E. Any reference to this Contract shall include, where the context permits, a reference to its Appendices.

2. The mutual rights and obligations of the Client and the Consultant shall be as set forth in the Contract, in particular:
  - (a) The Consultant shall carry out the Services in accordance with the provisions of the Contract; and
  - (b) The Client shall make payments to the Consultant in accordance with the provisions of the Contract.



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IN WITNESS WHEREOF, the Parties hereto have caused this Contract to be signed in their respective names as of the day and year first above written.

Signature for and on behalf of Deloitte Touche  
Tohmatsu India LLP:


  


(Alok Agarwal)  
Partner,  
M/S Deloitte Touche Tohmatsu India LLP,  
Begal Intelligent Park, Building Omega, 14th Floor,  
Block - EP & GP, Sector - V, Kolkata - 700091,  
Ph- +91 (33) 6612 1000/ 66121266  
Fax- +91 (33) 6612 1001  
Email: aloagarwal@deloitte.com

Signature for and on behalf of ARIAS Society


(Siddharth Singh, IAS)  
State Project Director,  
Assam Rural Infrastructure & Agricultural Services  
(ARIAS) Society, Agriculture Campus, Khanapara,  
Guwahati - 781 022, Assam, India  
Tel: 0361-2332125; Tele-Fax: 0361-2332564;  
Email: spd@arias.in

Witness:1   
(Sreemant Phukan)  
MBE Specialist  
ARIAS Society

Witness:2   
(Panchali Kakati)  
Deputy Project Director  
ARIAS Society



## General Conditions of Contract

### A. GENERAL PROVISIONS

#### 1. Definitions

1.1. Unless the context otherwise requires, the following terms whenever used in this Contract have the following meanings:

(a) "Applicable Guidelines" means Guidelines for Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers, dated January 2011.

(b) "Applicable Law" means the laws and any other instruments having the force of law in the Client's country, or in such other country as may be specified in the **Special Conditions of Contract (SCC)**, as they may be issued and in force from time to time.

(c) "Bank" means the International Bank for Reconstruction and Development (IBRD) or the International Development Association (IDA).

(d) "Borrower" means the Government, Government agency or other entity that signs the financing agreement with the Bank.

(e) "Client" means the implementing agency that signs the Contract for the Services with the Selected Consultant.

(f) "Consultant" means a legally-established professional consulting firm or entity selected by the Client to provide the Services under the signed Contract.

(g) "Contract" means the legally binding written agreement signed between the Client and the Consultant and which includes all the attached documents listed in its paragraph 1 of the Form of Contract (the General Conditions (GCC), the Special Conditions (SCC), and the Appendices).

(h) "Day" means a working day unless indicated otherwise.

(i) "Effective Date" means the date on which this Contract comes into force and effect pursuant to Clause GCC 11.

(j) "Experts" means, collectively, Key Experts, Non-Key Experts, or any other personnel of the Consultant, Sub-consultant or JV member(s) assigned by the Consultant to perform the Services or any part thereof under the Contract.

(k) "Foreign Currency" means any currency other than the currency of the Client's country.

(l) "GCC" means these General Conditions of Contract.

(m) "Government" means the government of the Client's country.

(n) "Joint Venture (JV)" means an association with or without a legal personality distinct from that of its members, of more than one entity where one member has the authority to conduct all businesses for and on behalf of any and all the members of the JV, and where the members of the JV are jointly and severally liable to the Client for the performance of the Contract.

(o) "Key Expert(s)" means an individual professional whose skills, qualifications, knowledge and experience are critical to the performance of the Services under the Contract and whose Curricula Vitae (CV) was taken into account in the technical evaluation of the Consultant's proposal.

(p) "Local Currency" means the currency of the Client's country.

(q) "Non-Key Expert(s)" means an individual professional provided by the Consultant or its Sub-consultant to perform the Services or any part thereof under the Contract.



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(r) "Party" means the Client or the Consultant, as the case may be, and "Parties" means both of them.

(s) "SCC" means the Special Conditions of Contract by which the GCC may be amended or supplemented but not over-written.

(t) "Services" means the work to be performed by the Consultant pursuant to this Contract, as described in Appendix A hereto.

(u) "Sub-consultants" means an entity to whom/which the Consultant subcontracts any part of the Services while remaining solely liable for the execution of the Contract.

(v) "Third Party" means any person or entity other than the Government, the Client, the Consultant or a Sub-consultant.

**2. Relationship between the Parties**

2.1. Nothing contained herein shall be construed as establishing a relationship of master and servant or of principal and agent as between the Client and the Consultant. The Consultant, subject to this Contract, has complete charge of the Experts and Sub-consultants, if any, performing the Services and shall be fully responsible for the Services performed by them or on their behalf hereunder.

**3. Law Governing Contract**

3.1. This Contract, its meaning and interpretation, and the relation between the Parties shall be governed by the Applicable Law.

**4. Language**

4.1. This Contract has been executed in the language specified in the SCC, which shall be the binding and controlling language for all matters relating to the meaning or interpretation of this Contract.

**5. Headings**

5.1. The headings shall not limit, alter or affect the meaning of this Contract.

**6. Communications**

6.1. Any communication required or permitted to be given or made pursuant to this Contract shall be in writing in the language specified in Clause GCC 4. Any such notice, request or consent shall be deemed to have been given or made when delivered in person to an authorized representative of the Party to whom the communication is addressed, or when sent to such Party at the address specified in the SCC.

6.2. A Party may change its address for notice hereunder by giving the other Party any communication of such change to the address specified in the SCC.

**7. Location**

7.1. The Services shall be performed at such locations as are specified in **Appendix A** hereto and, where the location of a particular task is not so specified, at such locations, whether in the Government's country or elsewhere, as the Client may approve.

**8. Authority of Member in Charge**

8.1. In case the Consultant is a Joint Venture, the members hereby authorize the member specified in the SCC to act on their behalf in exercising all the Consultant's rights and obligations towards the Client under this Contract, including without limitation the receiving of instructions and payments from the Client.

**9. Authorized Representatives**

9.1. Any action required or permitted to be taken, and any document required or permitted to be executed under this Contract by the Client or the Consultant may be taken or executed by the officials specified in the SCC.

**10. Corrupt and Fraudulent Practices**

10.1. The Bank requires compliance with its policy in regard to corrupt and fraudulent practices as set forth in **Attachment 1** to the GCC.

**a. Commissions and Fees**

10.2. The Client requires the Consultant to disclose any commissions, gratuities or fees that may have been paid or are to be paid to agents or any



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other party with respect to the selection process or execution of the Contract. The information disclosed must include at least the name and address of the agent or other party, the amount and currency, and the purpose of the commission, gratuity or fee. Failure to disclose such commissions, gratuities or fees may result in termination of the Contract and/or sanctions by the Bank.

## **B. COMMENCEMENT, COMPLETION, MODIFICATION AND TERMINATION OF CONTRACT**

- 11. Effectiveness of Contract** 11.1. This Contract shall come into force and effect on the date (the "Effective Date") of the Client's notice to the Consultant instructing the Consultant to begin carrying out the Services. This notice shall confirm that the effectiveness conditions, if any, listed in the SCC have been met.
- 12. Termination of Contract for Failure to Become Effective** 12.1. If this Contract has not become effective within such time period after the date of Contract signature as specified in the SCC, either Party may, by not less than twenty two (22) days written notice to the other Party, declare this Contract to be null and void, and in the event of such a declaration by either Party, neither Party shall have any claim against the other Party with respect hereto.
- 13. Commencement of Services** 13.1. The Consultant shall confirm availability of Key Experts and begin carrying out the Services not later than the number of days after the Effective Date specified in the SCC.
- 14. Expiration of Contract** 14.1. Unless terminated earlier pursuant to Clause GCC 19 hereof, this Contract shall expire at the end of such time period after the Effective Date as specified in the SCC.
- 15. Entire Agreement** 15.1. This Contract contains all covenants, stipulations and provisions agreed by the Parties. No agent or representative of either Party has authority to make, and the Parties shall not be bound by or be liable for, any statement, representation, promise or agreement not set forth herein.
- 16. Modifications or Variations** 16.1. Any modification or variation of the terms and conditions of this Contract, including any modification or variation of the scope of the Services, may only be made by written agreement between the Parties. However, each Party shall give due consideration to any proposals for modification or variation made by the other Party.
- 16.2. In cases of substantial modifications or variations, the prior written consent of the Bank is required.
- 17. Force Majeure**
- a. Definition** 17.1. For the purposes of this Contract, "Force Majeure" means an event which is beyond the reasonable control of a Party, is not foreseeable, is unavoidable, and makes a Party's performance of its obligations hereunder impossible or so impractical as reasonably to be considered impossible under the circumstances, and subject to those requirements, includes, but is not limited to, war, riots, civil disorder, earthquake, fire, explosion, storm, flood or other adverse weather conditions, strikes, lockouts or other industrial action confiscation or any other action by Government agencies.
- 17.2. Force Majeure shall not include (i) any event which is caused by the negligence or intentional action of a Party or such Party's Experts, Sub-consultants or agents or employees, nor (ii) any event which a diligent Party could reasonably have been expected to both take into account at the time of the conclusion of this Contract, and avoid or overcome in the carrying out of its obligations hereunder.



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17.3. Force Majeure shall not include insufficiency of funds or failure to make any payment required hereunder.

**b. No Breach of Contract**

17.4. The failure of a Party to fulfill any of its obligations hereunder shall not be considered to be a breach of, or default under, this Contract insofar as such inability arises from an event of Force Majeure, provided that the Party affected by such an event has taken all reasonable precautions, due care and reasonable alternative measures, all with the objective of carrying out the terms and conditions of this Contract.

**c. Measures to be Taken**

17.5. A Party affected by an event of Force Majeure shall continue to perform its obligations under the Contract as far as is reasonably practical, and shall take all reasonable measures to minimize the consequences of any event of Force Majeure.

17.6. A Party affected by an event of Force Majeure shall notify the other Party of such event as soon as possible, and in any case not later than fourteen (14) calendar days following the occurrence of such event, providing evidence of the nature and cause of such event, and shall similarly give written notice of the restoration of normal conditions as soon as possible.

17.7. Any period within which a Party shall, pursuant to this Contract, complete any action or task, shall be extended for a period equal to the time during which such Party was unable to perform such action as a result of Force Majeure.

17.8. During the period of their inability to perform the Services as a result of an event of Force Majeure, the Consultant, upon instructions by the Client, shall either:

- (a) demobilize, in which case the Consultant shall be reimbursed for additional costs they reasonably and necessarily incurred, and, if required by the Client, in reactivating the Services; or
- (b) continue with the Services to the extent reasonably possible, in which case the Consultant shall continue to be paid under the terms of this Contract and be reimbursed for additional costs reasonably and necessarily incurred.

17.9. In the case of disagreement between the Parties as to the existence or extent of Force Majeure, the matter shall be settled according to Clauses GCC 44& 45.

**18. Suspension**

18.1. The Client may, by written notice of suspension to the Consultant, suspend all payments to the Consultant hereunder if the Consultant fails to perform any of its obligations under this Contract, including the carrying out of the Services, provided that such notice of suspension (i) shall specify the nature of the failure, and (ii) shall request the Consultant to remedy such failure within a period not exceeding thirty (30) calendar days after receipt by the Consultant of such notice of suspension.

**19. Termination**

19.1. This Contract may be terminated by either Party as per provisions set up below:

**a. By the Client**

19.1.1. The Client may terminate this Contract in case of the occurrence of any of the events specified in paragraphs (a) through (f) of this Clause. In such an occurrence the Client shall give at least thirty (30) calendar days' written notice of termination to the Consultant in case of the events referred to in (a) through (d); at least sixty (60) calendar days' written notice in case of the event referred to in (e); and at least five (5) calendar days' written notice in case of the event referred to in (f):



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State Project Director  
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(a) If the Consultant fails to remedy a failure in the performance of its obligations hereunder, as specified in a notice of suspension pursuant to Clause GCC 18;

(b) If the Consultant becomes (or, if the Consultant consists of more than one entity, if any of its members becomes) insolvent or bankrupt or enter into any agreements with their creditors for relief of debt or take advantage of any law for the benefit of debtors or go into liquidation or receivership whether compulsory or voluntary;

(c) If the Consultant fails to comply with any final decision reached as a result of arbitration proceedings pursuant to Clause GCC 45.1;

(d) If, as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than sixty (60) calendar days;

(e) If the Client, in its sole discretion and for any reason whatsoever, decides to terminate this Contract;

(f) If the Consultant fails to confirm availability of Key Experts as required in Clause GCC 13.

19.1.2. Furthermore, if the Client determines that the Consultant has engaged in corrupt, fraudulent, collusive, coercive or obstructive practices, in competing for or in executing the Contract, then the Client may, after giving fourteen (14) calendar days written notice to the Consultant, terminate the Consultant's employment under the Contract.

**b. By the Consultant**

19.1.3. The Consultant may terminate this Contract, by not less than thirty (30) calendar days' written notice to the Client, in case of the occurrence of any of the events specified in paragraphs (a) through (d) of this Clause.

(a) If the Client fails to pay any money due to the Consultant pursuant to this Contract and not subject to dispute pursuant to Clause GCC 45.1 within forty-five (45) calendar days after receiving written notice from the Consultant that such payment is overdue.

(b) If, as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than sixty (60) calendar days.

(c) If the Client fails to comply with any final decision reached as a result of arbitration pursuant to Clause GCC 45.1.

(d) If the Client is in material breach of its obligations pursuant to this Contract and has not remedied the same within forty-five (45) days (or such longer period as the Consultant may have subsequently approved in writing) following the receipt by the Client of the Consultant's notice specifying such breach.

**c. Cessation of Rights and Obligations**

19.1.4. Upon termination of this Contract pursuant to Clauses GCC 12 or GCC 19 hereof, or upon expiration of this Contract pursuant to Clause GCC 14, all rights and obligations of the Parties hereunder shall cease, except (i) such rights and obligations as may have accrued on the date of termination or expiration, (ii) the obligation of confidentiality set forth in Clause GCC 22, (iii) the Consultant's obligation to permit inspection, copying and auditing of their accounts and records set forth in Clause GCC 25, and (iv) any right which a Party may have under the Applicable Law.



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State Project Director  
ARIAS Society





- d. Cessation of Services 19.1.5. Upon termination of this Contract by notice of either Party to the other pursuant to Clauses GCC 19a or GCC 19b, the Consultant shall, immediately upon dispatch or receipt of such notice, take all necessary steps to bring the Services to a close in a prompt and orderly manner and shall make every reasonable effort to keep expenditures for this purpose to a minimum. With respect to documents prepared by the Consultant and equipment and materials furnished by the Client, the Consultant shall proceed as provided, respectively, by Clauses GCC 27 or GCC 28.
- e. Payment upon Termination 19.1.6. Upon termination of this Contract, the Client shall make the following payments to the Consultant:
- (a) payment for Services satisfactorily performed prior to the effective date of termination; and
  - (b) in the case of termination pursuant to paragraphs (d) and (e) of Clause GCC19.1.1, reimbursement of any reasonable cost incidental to the prompt and orderly termination of this Contract, including the cost of the return travel of the Experts.

### C. OBLIGATIONS OF THE CONSULTANT

#### 20. General

##### a. Standard of Performance

20.1 The Consultant shall perform the Services and carry out the Services with all due diligence, efficiency and economy, in accordance with generally accepted professional standards and practices, and shall observe sound management practices, and employ appropriate technology and safe and effective equipment, machinery, materials and methods. The Consultant shall always act, in respect of any matter relating to this Contract or to the Services, as a faithful adviser to the Client, and shall at all times support and safeguard the Client's legitimate interests in any dealings with the third parties.

20.2 The Consultant shall employ and provide such qualified and experienced Experts and Sub-consultants as are required to carry out the Services.

20.3 The Consultant may subcontract part of the Services to an extent and with such Key Experts and Sub-consultants as may be approved in advance by the Client. Notwithstanding such approval, the Consultant shall retain full responsibility for the Services.

##### b. Law Applicable to Services

20.4 The Consultant shall perform the Services in accordance with the Contract and the Applicable Law and shall take all practicable steps to ensure that any of its Experts and Sub-consultants, comply with the Applicable Law.

20.5 Throughout the execution of the Contract, the Consultant shall comply with the import of goods and services prohibitions in the Client's country when

- (a) as a matter of law or official regulations, the Borrower's country prohibits commercial relations with that country; or
- (b) by an act of compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, the Borrower's Country prohibits any import of goods from that country or any payments to any country, person, or entity in that country.

20.6 The Client shall notify the Consultant in writing of relevant local customs, and the Consultant shall, after such notification, respect such customs.



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<b>21. Conflict of Interests</b>	21.1. The Consultant shall hold the Client's interests paramount, without any consideration for future work, and strictly avoid conflict with other assignments or their own corporate interests.
<b>a. Consultant Not to Benefit from Commissions, Discounts, etc.</b>	21.1.1 The payment of the Consultant pursuant to GCC F (Clauses GCC 38 through 42) shall constitute the Consultant's only payment in connection with this Contract and, subject to Clause GCC 21.1.3, the Consultant shall not accept for its own benefit any trade commission, discount or similar payment in connection with activities pursuant to this Contract or in the discharge of its obligations hereunder, and the Consultant shall use its best efforts to ensure that any Sub-consultants, as well as the Experts and agents of either of them, similarly shall not receive any such additional payment.  21.1.2 Furthermore, if the Consultant, as part of the Services, has the responsibility of advising the Client on the procurement of goods, works or services, the Consultant shall comply with the Bank's Applicable Guidelines, and shall at all times exercise such responsibility in the best interest of the Client. Any discounts or commissions obtained by the Consultant in the exercise of such procurement responsibility shall be for the account of the Client.
<b>b. Consultant and Affiliates Not to Engage in Certain Activities</b>	21.1.3 The Consultant agrees that, during the term of this Contract and after its termination, the Consultant and any entity affiliated with the Consultant, as well as any Sub-consultants and any entity affiliated with such Sub-consultants, shall be disqualified from providing goods, works or non-consulting services resulting from or directly related to the Consultant's Services for the preparation or implementation of the project, unless otherwise indicated in the SCC.
<b>c. Prohibition of Conflicting Activities</b>	21.1.4 The Consultant shall not engage, and shall cause its Experts as well as its Sub-consultants not to engage, either directly or indirectly, in any business or professional activities that would conflict with the activities assigned to them under this Contract.
<b>d. Strict Duty to Disclose Conflicting Activities</b>	21.1.5 The Consultant has an obligation and shall ensure that its Experts and Sub-consultants shall have an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of their Client, or that may reasonably be perceived as having this effect. Failure to disclose said situations may lead to the disqualification of the Consultant or the termination of its Contract.
<b>22. Confidentiality</b>	22.1 Except with the prior written consent of the Client, the Consultant and the Experts shall not at any time communicate to any person or entity any confidential information acquired in the course of the Services, nor shall the Consultant and the Experts make public the recommendations formulated in the course of, or as a result of, the Services.
<b>23. Liability of the Consultant</b>	23.1 Subject to additional provisions, if any, set forth in the SCC, the Consultant's liability under this Contract shall be provided by the Applicable Law.
<b>24. Insurance to be Taken out by the Consultant</b>	24.1 The Consultant (i) shall take out and maintain, and shall cause any Sub-consultants to take out and maintain, at its (or the Sub-consultants', as the case may be) own cost but on terms and conditions approved by the Client, insurance against the risks, and for the coverage specified in the SCC, and (ii) at the Client's request, shall provide evidence to the Client showing that such insurance has been taken out and maintained and that the current premiums therefore have been paid. The Consultant shall ensure that such insurance is in place prior to commencing the Services as stated in Clause GCC 13.
<b>25. Accounting, Inspection and Auditing</b>	25.1 The Consultant shall keep, and shall make all reasonable efforts to cause its Sub-consultants to keep, accurate and systematic accounts and records in respect of the Services and in such form and detail as will clearly identify relevant time changes and costs.






25.2 The Consultant shall permit and shall cause its Sub-consultants to permit, the Bank and/or persons appointed by the Bank to inspect the Site and/or all accounts and records relating to the performance of the Contract and the submission of the Proposal to provide the Services, and to have such accounts and records audited by auditors appointed by the Bank if requested by the Bank. The Consultant's attention is drawn to Clause GCC 10 which provides, inter alia, that acts intended to materially impede the exercise of the Bank's inspection and audit rights provided for under this Clause GCC25.2 constitute a prohibited practice subject to contract termination (as well as to a determination of ineligibility under the Bank's prevailing sanctions procedures.)

**26. Reporting Obligations**

26.1 The Consultant shall submit to the Client the reports and documents specified in **Appendix A**, in the form, in the numbers and within the time periods set forth in the said Appendix.

**27. Proprietary Rights of the Client in Reports and Records**

27.1 Unless otherwise indicated in the SCC, all reports and relevant data and information such as maps, diagrams, plans, databases, other documents and software, supporting records or material compiled or prepared by the Consultant for the Client in the course of the Services shall be confidential and become and remain the absolute property of the Client. The Consultant shall, not later than upon termination or expiration of this Contract, deliver all such documents to the Client, together with a detailed inventory thereof. The Consultant may retain a copy of such documents, data and/or software but shall not use the same for purposes unrelated to this Contract without prior written approval of the Client.

27.2 If license agreements are necessary or appropriate between the Consultant and third parties for purposes of development of the plans, drawings, specifications, designs, databases, other documents and software, the Consultant shall obtain the Client's prior written approval to such agreements, and the Client shall be entitled at its discretion to require recovering the expenses related to the development of the program(s) concerned. Other restrictions about the future use of these documents and software, if any, shall be specified in the SCC.

**28. Equipment, Vehicles and Materials**

28.1 Equipment, vehicles and materials made available to the Consultant by the Client, or purchased by the Consultant wholly or partly with funds provided by the Client, shall be the property of the Client and shall be marked accordingly. Upon termination or expiration of this Contract, the Consultant shall make available to the Client an inventory of such equipment, vehicles and materials and shall dispose of such equipment, vehicles and materials in accordance with the Client's instructions. While in possession of such equipment, vehicles and materials, the Consultant, unless otherwise instructed by the Client in writing, shall insure them at the expense of the Client in an amount equal to their full replacement value.

28.2 Any equipment or materials brought by the Consultant or its Experts into the Client's country for the use either for the project or personal use shall remain the property of the Consultant or the Experts concerned, as applicable.

**D. CONSULTANT'S EXPERTS AND SUB-CONSULTANTS**

**29. Description of Key Experts**

29.1 The title, agreed job description, minimum qualification and estimated period of engagement to carry out the Services of each of the Consultant's Key Experts are described in **Appendix B**.

**30. Replacement of Key Experts**

30.1 Except as the Client may otherwise agree in writing, no changes shall be made in the Key Experts.

30.2 Notwithstanding the above, the substitution of Key Experts during Contract execution may be considered only based on the Consultant's written



*M.S.*  
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request and due to circumstances outside the reasonable control of the Consultant, including but not limited to death or medical incapacity. In such case, the Consultant shall forthwith provide as a replacement, a person of equivalent or better qualifications and experience, and at the same rate of remuneration.

**31. Removal of Experts or Sub-consultants**

31.1 If the Client finds that any of the Experts or Sub-consultant has committed serious misconduct or has been charged with having committed a criminal action, or shall the Client determine that Consultant's Expert or Sub-consultant have engaged in corrupt, fraudulent, collusive, coercive or obstructive practice while performing the Services, the Consultant shall, at the Client's written request, provide a replacement.

31.2 In the event that any of Key Experts, Non-Key Experts or Sub-consultants is found by the Client to be incompetent or incapable in discharging assigned duties, the Client, specifying the grounds therefore, may request the Consultant to provide a replacement.

31.3 Any replacement of the removed Experts or Sub-consultants shall possess better qualifications and experience and shall be acceptable to the Client.

31.4 The Consultant shall bear all costs arising out of or incidental to any removal and/or replacement of such Experts.

**E. OBLIGATIONS OF THE CLIENT**

**32. Assistance and Exemptions**

32.1 Unless otherwise specified in the SCC, the Client shall use its best efforts to:

- (a) Assist the Consultant with obtaining work permits and such other documents as shall be necessary to enable the Consultant to perform the Services.
- (b) Assist the Consultant with promptly obtaining, for the Experts and, if appropriate, their eligible dependents, all necessary entry and exit visas, residence permits, exchange permits and any other documents required for their stay in the Client's country while carrying out the Services under the Contract.
- (c) Facilitate prompt clearance through customs of any property required for the Services and of the personal effects of the Experts and their eligible dependents.
- (c) Issue to officials, agents and representatives of the Government all such instructions and information as may be necessary or appropriate for the prompt and effective implementation of the Services.
- (d) Assist the Consultant and the Experts and any Sub-consultants employed by the Consultant for the Services with obtaining exemption from any requirement to register or obtain any permit to practice their profession or to establish themselves either individually or as a corporate entity in the Client's country according to the applicable law in the Client's country.
- (e) Assist the Consultant, any Sub-consultants and the Experts of either of them with obtaining the privilege, pursuant to the applicable law in the Client's country, of bringing into the Client's country reasonable amounts of foreign currency for the purposes of the Services or for the personal use of the Experts and of withdrawing any such amounts as may be earned therein by the Experts in the execution of the Services.
- (f) Provide to the Consultant any such other assistance as may be specified in the SCC.



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33. **Access to Project Site** 33.1 The Client warrants that the Consultant shall have, free of charge, unimpeded access to the project site in respect of which access is required for the performance of the Services. The Client will be responsible for any damage to the project site or any property thereon resulting from such access and will indemnify the Consultant and each of the experts in respect of liability for any such damage, unless such damage is caused by the willful default or negligence of the Consultant or any Sub-consultants or the Experts of either of them.
34. **Change in the Applicable Law Related to Taxes and Duties** 34.1 If, after the date of this Contract, there is any change in the applicable law in the Client's country with respect to taxes and duties which increases or decreases the cost incurred by the Consultant in performing the Services, then the remuneration and reimbursable expenses otherwise payable to the Consultant under this Contract shall be increased or decreased accordingly by agreement between the Parties hereto, and corresponding adjustments shall be made to the Contract price amount specified in Clause GCC 38.1
35. **Services, Facilities and Property of the Client** 35.1 The Client shall make available to the Consultant and the Experts, for the purposes of the Services and free of any charge, the services, facilities and property described in the Terms of Reference (**Appendix A**) at the times and in the manner specified in said **Appendix A**.
36. **Counterpart Personnel** 36.1 The Client shall make available to the Consultant free of charge such professional and support counterpart personnel, to be nominated by the Client with the Consultant's advice, if specified in **Appendix A**.
- 36.2 Professional and support counterpart personnel, excluding Client's liaison personnel, shall work under the exclusive direction of the Consultant. If any member of the counterpart personnel fails to perform adequately any work assigned to such member by the Consultant that is consistent with the position occupied by such member, the Consultant may request the replacement of such member, and the Client shall not unreasonably refuse to act upon such request.
37. **Payment Obligation** 37.1 In consideration of the Services performed by the Consultant under this Contract, the Client shall make such payments to the Consultant for the deliverables specified in **Appendix A** and in such manner as is provided by GCC F below.

#### **F. PAYMENTS TO THE CONSULTANT**

38. **Contract Price** 38.1 The Contract price is fixed and is set forth in the **SCC**. The Contract price breakdown is provided in **Appendix C**.
- 38.2 Any change to the Contract price specified in Clause 38.1 can be made only if the Parties have agreed to the revised scope of Services pursuant to Clause GCC 16 and have amended in writing the Terms of Reference in **Appendix A**.
39. **Taxes and Duties** 39.1 The Consultant, Sub-consultants and Experts are responsible for meeting any and all tax liabilities arising out of the Contract unless it is stated otherwise in the **SCC**.
- 39.2 As an exception to the above and as stated in the **SCC**, all local identifiable indirect taxes (itemized and finalized at Contract negotiations) are reimbursed to the Consultant or are paid by the Client on behalf of the Consultant.
40. **Currency of Payment** 40.1 Any payment under this Contract shall be made in the currency(ies) of the Contract.
41. **Mode of Billing and Payment** 41.1 The total payments under this Contract shall not exceed the Contract price set forth in Clause GCC 38.1.



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41.2 The payments under this Contract shall be made in lump-sum installments against deliverables specified in **Appendix A**. The payments will be made according to the payment schedule stated in the SCC.

41.2.1 Advance payment: Unless otherwise indicated in the SCC, an advance payment shall be made against an advance payment bank guarantee acceptable to the Client in an amount (or amounts) and in a currency (or currencies) specified in the SCC. Such guarantee (i) is to remain effective until the advance payment has been fully set off, and (ii) is to be in the form set forth in **Appendix D**, or in such other form as the Client shall have approved in writing. The advance payments will be set off by the Client in equal portions against the lump-sum installments specified in the SCC until said advance payments have been fully set off.

41.2.2 The Lump-Sum Installment Payments: The Client shall pay the Consultant within sixty (60) days after the receipt by the Client of the deliverable(s) and the cover invoice for the related lump-sum installment payment. The payment can be withheld if the Client does not approve the submitted deliverable(s) as satisfactory in which case the Client shall provide comments to the Consultant within the same sixty (60) days period. The Consultant shall thereupon promptly make any necessary corrections, and thereafter the foregoing process shall be repeated.

41.2.3 The Final Payment: The final payment under this Clause shall be made only after the final report have been submitted by the Consultant and approved as satisfactory by the Client. The Services shall then be deemed completed and finally accepted by the Client. The last lump-sum installment shall be deemed approved for payment by the Client within ninety (90) calendar days after receipt of the final report by the Client unless the Client, within such ninety (90) calendar day period, gives written notice to the Consultant specifying in detail deficiencies in the Services, the final report. The Consultant shall thereupon promptly make any necessary corrections, and thereafter the foregoing process shall be repeated. 41.2.4 All payments under this Contract shall be made to the accounts of the Consultant specified in the SCC.

41.2.4 With the exception of the final payment under 41.2.3 above, payments do not constitute acceptance of the whole Services nor relieve the Consultant of any obligations hereunder.

42. Interest on Delayed Payments

42.1 If the Client had delayed payments beyond fifteen (15) days after the due date stated in Clause GCC 41.2.2, interest shall be paid to the Consultant on any amount due by, not paid on, such due date for each day of delay at the annual rate stated in the SCC.

### **G. FAIRNESS AND GOOD FAITH**

43. Good Faith

43.1 The Parties undertake to act in good faith with respect to each other's rights under this Contract and to adopt all reasonable measures to ensure the realization of the objectives of this Contract.

### **H. SETTLEMENT OF DISPUTES**

44. Amicable Settlement

44.1 The Parties shall seek to resolve any dispute amicably by mutual consultation.

44.2 If either Party objects to any action or inaction of the other Party, the objecting Party may file a written Notice of Dispute to the other Party providing in detail the basis of the dispute. The Party receiving the Notice of Dispute will consider it and respond in writing within fourteen (14) days after receipt. If that



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Party fails to respond within fourteen (14) days, or the dispute cannot be amicably settled within fourteen (14) days following the response of that Party, Clause GCC 49.1 shall apply.

**45. Dispute Resolution**

45.1 Any dispute between the Parties arising under or related to this Contract that cannot be settled amicably may be referred to by either Party to the adjudication/arbitration in accordance with the provisions specified in the SCC.



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## II. General Conditions

### Attachment 1: Bank's Policy - Corrupt and Fraudulent Practices

(the text in this Attachment 1 shall not be modified)

Guidelines for Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers, dated January 2011:

#### "Fraud and Corruption

1.23 It is the Bank's policy to require that Borrowers (including beneficiaries of Bank loans), consultants, and their agents (whether declared or not), sub-contractors, sub-consultants, service providers, or suppliers, and any personnel thereof, observe the highest standard of ethics during the selection and execution of Bank-financed contracts [footnote: In this context, any action taken by a consultant or any of its personnel, or its agents, or its sub-consultants, sub-contractors, services providers, suppliers, and/or their employees, to influence the selection process or contract execution for undue advantage is improper.]. In pursuance of this policy, the Bank:

(a) defines, for the purposes of this provision, the terms set forth below as follows:

(i) "corrupt practice" is the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party<sup>1</sup>;

(ii) "fraudulent practice" is any act or omission, including misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain financial or other benefit or to avoid an obligation<sup>2</sup>;

(iii) "collusive practices" is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party<sup>3</sup>;

(iv) "coercive practices" is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party<sup>4</sup>;

(v) "obstructive practice" is

(aa) deliberately destroying, falsifying, altering, or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede a Bank investigation into allegations of a corrupt, fraudulent, coercive, or collusive practice; and/or threatening, harassing, or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation, or

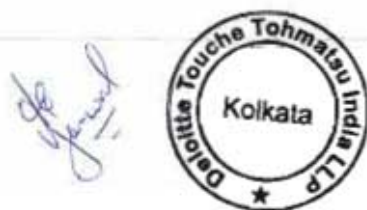
(bb) acts intended to materially impede the exercise of the Bank's inspection and audit rights;

<sup>1</sup> For the purpose of this sub-paragraph, "another party" refers to a public official acting in relation to the selection process or contract execution. In this context "public official" includes World Bank staff and employees of other organizations taking or reviewing selection decisions.

<sup>2</sup> For the purpose of this sub-paragraph, "party" refers to a public official; the terms "benefit" and "obligation" relate to the selection process or contract execution; and the "act or omission" is intended to influence the selection process or contract execution.

<sup>3</sup> For the purpose of this sub-paragraph, "parties" refers to participants in the procurement or selection process (including public officials) attempting either themselves, or through another person or entity not participating in the procurement or selection process, to simulate competition or to establish prices at artificial, non-competitive levels, or are privy to each other's bid prices or other conditions.

<sup>4</sup> For the purpose of this sub-paragraph, "party" refers to a participant in the selection process or contract execution.





(b) will reject a proposal for award if it determines that the consultant recommended for award or any of its personnel, or its agents, or its sub-consultants, sub-contractors, services providers, suppliers, and/or their employees, has, directly or indirectly, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for the contract in question;

(c) will declare misprocurement and cancel the portion of the Loan allocated to a contract if it determines at any time that representatives of the Borrower or of a recipient of any part of the proceeds of the Loan were engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices during the selection process or the implementation of the contract in question, without the Borrower having taken timely and appropriate action satisfactory to the Bank to address such practices when they occur, including by failing to inform the Bank in a timely manner they knew of the practices;

(d) will sanction a firm or an individual at any time, in accordance with prevailing Bank's sanctions procedures<sup>5</sup>, including by publicly declaring such firm or an ineligible, either indefinitely or for a stated period of time: (i) to be awarded a Bank-financed contract, and (ii) to be a nominated<sup>6</sup> sub-consultant, supplier, or service provider of an otherwise eligible firm being awarded a Bank-financed contract.

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<sup>5</sup> A firm or an individual may be declared ineligible to be awarded a Bank-financed contract upon (i) completion of the Bank's sanctions proceedings as per its sanctions procedures, including inter alia: cross-debarment as agreed with other International Financial Institutions, including Multilateral Development Banks, and through the application of the World Bank Group corporate administrative procurement sanctions procedures for fraud and corruption; and (ii) as a result of temporary suspension or early temporary suspension in connection with an ongoing sanctions proceedings. See footnote 12 and paragraph 8 of Appendix 1 of these Guidelines.

<sup>6</sup> A nominated sub-consultant, supplier, or service provider is one which has been either (i) included by the consultant in its proposal because it brings specific and critical experience and know-how that are accounted for in the technical evaluation of the consultant's proposal for the particular services; or (ii) appointed by the Borrower.



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### Special Conditions of Contract

Number of GC Clause	Amendments of, and Supplements to, Clauses in the General Conditions of Contract
1.1(b) and 3.1	The Contract shall be construed in accordance with the law of India
4.1	The language is: English.
6.1 and 6.2	<p>The addresses are:</p> <p>Client: <b>Assam Rural Infrastructure and Agriculture Services Society</b>            Attention: <b>State Project Director, ARIAS Society</b>  <b>ARIAS Society, Project Management Unit (PMU),</b>  <b>Agriculture Complex, Khanapara, G.S. Road,</b>  <b>Guwahati-781022 (Assam, India);</b>  <b>Tel: 0361-2332125;</b>  <b>Tele-Fax: 0361-2332564;</b>  <b>email: <a href="mailto:spd@arias.in">spd@arias.in</a></b></p> <p>Consultant: <b>Deloitte Touche Tohmatsu India LLP, Bengal Intelligent Park,</b>  <b>Building Omega, 14th Floor, Block-EP&amp;GP, Sector-V, Kolkata 700091;</b></p> <p style="text-align: center;"><i>With the sub-consultants</i></p> <p>(i) <i>Operations Research Group India Pvt. Ltd., 31/1, Broad Street, Kolkata-19, and</i></p> <p>(ii) <i>Sesta Development Service, Rupalim Nagar, Jalukbari West, Kamrup(M)- 781014</i></p> <p>Attention : <b>Shri Alope Agarwal, Partner, M/S Deloitte Touche Tohmatsu India LLP</b>            Facsimile : <b>+91 33 6612 1001</b>            E-mail (where permitted) : <b><a href="mailto:alagarwal@deloitte.com">alagarwal@deloitte.com</a></b></p>
8.1	Not Applicable.
9.1	<p>The Authorized Representatives are:</p> <p><b>For the Client:</b> State Project Director, ARIAS Society</p> <p><b>For the Consultant:</b> Shri Alope Agarwal, Partner, M/S Deloitte Touche Tohmatsu India LLP</p>
11.1	<p>The effectiveness conditions are the following:</p> <p><b>Approval of the Contract by the Bank</b></p>
12.1	<p>Termination of Contract for Failure to Become Effective:</p> <p><b>The time period shall be 01 (one) month.</b></p>
13.1	<p>Commencement of Services: <b>The number of days shall be 10 (ten) calendar days.</b> Confirmation of Key Experts' availability to start the Assignment shall be submitted to the Client in writing as a written statement signed by each Key Expert.</p>
14.1	<p>Expiration of Contract: The duration of the consulting assignment is for a period of five (5) years or coterminous with the project period, with performance review at the end of each year. Continuation of the assignment during the contract period is subject to the satisfactory performance by the consultant;</p>
21 b.	<p>The Client reserves the right to determine on a case-by-case basis whether the Consultant should be disqualified from providing goods, works or non-consulting services due to a conflict of a nature described in Clause GCC 21.1.3: <b>Yes</b></p>






Number of GC Clause	Amendments of, and Supplements to, Clauses in the General Conditions of Contract
23.1	<p><b>"Limitation of the Consultant's Liability towards the Client:</b></p> <p>(a) Except in the case of gross negligence or wilful misconduct on the part of the Consultant or on the part of any person or a firm acting on behalf of the Consultant in carrying out the Services, the Consultant, with respect to damage caused by the Consultant to the Client's property, shall not be liable to the Client:</p> <p>(i) for any indirect or consequential loss or damage; and</p> <p>(ii) for any direct loss or damage that exceeds <del>insert a multiplier, e.g.: one, two, three</del> times the total value of the Contract;</p> <p>(b) <b>This limitation of liability shall not</b></p> <p>(i) affect the Consultant's liability, if any, for damage to Third Parties caused by the Consultant or any person or firm acting on behalf of the Consultant in carrying out the Services;</p> <p>(ii) be construed as providing the Consultant with any limitation or exclusion from liability which is prohibited by the <i>[insert "Applicable Law", if it is the law of the Client's country, or insert "applicable law in the Client's country", if the Applicable Law stated in Clause SCC1.1 (b) is different from the law of the Client's country].</i></p>
24.1	<p><b>The insurance coverage against the risks shall be as follows:</b></p> <p>(a) <b>Professional liability insurance, with a minimum coverage of amount equivalent to the total value of the contract in Rupees. 3,97,40,000/= (Excluding Taxes):</b></p> <p>(b) <b>Third Party motor vehicle liability insurance in respect of motor vehicles operated in the Government's country by the Consultant or its Personnel or any Sub-Consultants or their Personnel, with a minimum coverage as per Motor Vehicle Act, 1988;</b></p> <p>(c) <b>Third Party liability insurance, with a minimum coverage of 10% of the contract amount;</b></p>
27.1	No exceptions
27.2	<b>The Consultant shall not use any documents, software or project related information for purposes unrelated to this Contract without the prior written approval of the Client.</b>
32.1 (a) through (e)	<i>Deleted</i>
32.1(f)	<i>As stated in the TOR</i>
38.1	<p><b>The Contract price is: Rs 3,97,40,000/= (Indian Rupees Three Crores Ninety Seven Lakhs and Forty Thousand only) exclusive of local indirect taxes.</b></p> <p><b>Any indirect local taxes chargeable in respect of this Contract for the Services provided by the Consultant shall be reimbursed by the Client to the Consultant.</b></p> <p><b>The quoted amount of such taxes is Rs 59,61,000/= (Indian Rupees Fifty Nine Lakhs and Sixty One Thousand Only). However, the Tax shall be at actual as per the rules relating to GST (the quoted rate is 15% with cess, but as per GST the tax will be 18%)</b></p>
39.1 and 39.2	<b>The Client warrants that client will reimburse to the Consultant GST as per applicable laws.</b>



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 State Project Director  
 ARIAS Society



Number of GC Clause	Amendments of, and Supplements to, Clauses in the General Conditions of Contract																					
41.2	<p><b>The payment schedule:</b>  <i>[Payment of installments shall be linked to the deliverables specified in the Terms of Reference in Appendix A, please refer to TOR for extended milestones and timelines:  Note: Not all deliverables are linked to Payments]</i></p> <table border="1" data-bbox="480 371 1398 1014"> <thead> <tr> <th>#</th> <th>Deliverables</th> <th>% of the contract price to be paid</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Inception Report comprising the detailed work plan to carry out the assignment. The IR should detail out the project team, task breakdown and anticipated timelines for executing key tasks.</td> <td>10%</td> </tr> <tr> <td>2</td> <td>Project M&amp;E system developed in alignment with the result framework and DLIs.</td> <td>5%</td> </tr> <tr> <td>3</td> <td>Establishment of project baseline and design and deployment of an MIS to track project implementation progress</td> <td>6%</td> </tr> <tr> <td>4</td> <td>Periodic M&amp;E reports (quarterly and annual) of the progress related to Result Framework/ DLI indicators. (18 Quarterly Reports and 05 Annual Reports)</td> <td>3% against each accepted Quarterly Reports AND 2% against each accepted Annual Reports</td> </tr> <tr> <td>5</td> <td>Impact evaluation report including the assignment completion report.</td> <td>15%</td> </tr> <tr> <td colspan="2" style="text-align: right;">Total</td> <td>100%</td> </tr> </tbody> </table> <p><i>[Total sum of all installments shall not exceed the Contract price set up in SCC38.1.]</i></p>	#	Deliverables	% of the contract price to be paid	1	Inception Report comprising the detailed work plan to carry out the assignment. The IR should detail out the project team, task breakdown and anticipated timelines for executing key tasks.	10%	2	Project M&E system developed in alignment with the result framework and DLIs.	5%	3	Establishment of project baseline and design and deployment of an MIS to track project implementation progress	6%	4	Periodic M&E reports (quarterly and annual) of the progress related to Result Framework/ DLI indicators. (18 Quarterly Reports and 05 Annual Reports)	3% against each accepted Quarterly Reports AND 2% against each accepted Annual Reports	5	Impact evaluation report including the assignment completion report.	15%	Total		100%
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Total		100%																				
41.2.1	<p>The following provisions shall apply to the advance payment and the advance bank payment guarantee:</p> <ol style="list-style-type: none"> <li>(1) An advance payment of 10% of the contract price in Indian Rupees shall be made within 15 days after the receipt of an advance bank guarantee of the equivalent amount by the Client. The advance payment will be set off by the Client in equal portions against deliverables' 1 to 4:</li> <li>(2) The advance bank payment guarantee shall be in the amount and in the currency of the advance payment.</li> <li>(3) The bank guarantee will be released when the advance payment has been fully set off.</li> </ol>																					
41.2.4	<p><b>The accounts are: in Indian Rupee (INR)</b></p> <table border="1" data-bbox="480 1503 1422 1666"> <tbody> <tr> <td>Name</td> <td>Deloitte Touche Tohmatsu India LLP.</td> </tr> <tr> <td>Account No.</td> <td>031-020605-001</td> </tr> <tr> <td>Name of Bank</td> <td>The Hongkong &amp; Shanghai Banking Corporation Limited</td> </tr> <tr> <td>IFS Code</td> <td>HSBC0700004</td> </tr> <tr> <td>GST Regn. No</td> <td>19AALFD7157J1ZW</td> </tr> </tbody> </table>	Name	Deloitte Touche Tohmatsu India LLP.	Account No.	031-020605-001	Name of Bank	The Hongkong & Shanghai Banking Corporation Limited	IFS Code	HSBC0700004	GST Regn. No	19AALFD7157J1ZW											
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42.1	<p><b>The interest rate is: 7 % per annum</b></p>																					
45.1	<p><b>Disputes shall be settled by arbitration in accordance with the following provisions:</b></p> <ol style="list-style-type: none"> <li>1. <u>Selection of Arbitrators.</u> Each dispute submitted by a Party to arbitration shall be heard by a sole arbitrator or an arbitration panel composed of three (3) arbitrators, in accordance with the following provisions: <ol style="list-style-type: none"> <li>(a) Where the Parties agree that the dispute concerns a technical matter, they may agree to appoint a sole arbitrator or, failing agreement on the identity</li> </ol> </li> </ol>																					

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State Project Director  
ARIAS Society



Number of GC Clause	Amendments of, and Supplements to, Clauses in the General Conditions of Contract
	<p>of such sole arbitrator within thirty (30) days after receipt by the other Party of the proposal of a name for such an appointment by the Party who initiated the proceedings, either Party may apply to <b>The Indian Council of Arbitration</b> for a list of not fewer than five (5) nominees and, on receipt of such list, the Parties shall alternately strike names there from, and the last remaining nominee on the list shall be the sole arbitrator for the matter in dispute. If the last remaining nominee has not been determined in this manner within sixty (60) days of the date of the list, <i>The Indian Council of Arbitration</i> shall appoint, upon the request of either Party and from such list or otherwise, a sole arbitrator for the matter in dispute.</p> <p>(b) Where the Parties do not agree that the dispute concerns a technical matter, the Client and the Consultant shall each appoint one (1) arbitrator, and these two arbitrators shall jointly appoint a third arbitrator, who shall chair the arbitration panel. If the arbitrators named by the Parties do not succeed in appointing a third arbitrator within thirty (30) days after the latter of the two (2) arbitrators named by the Parties has been appointed, the third arbitrator shall, at the request of either Party, be appointed by The Secretary, <i>The Indian Council of Arbitration</i>.</p> <p>(c) If, in a dispute subject to paragraph (b) above, one Party fails to appoint its arbitrator within thirty (30) days after the other Party has appointed its arbitrator, the Party which has named an arbitrator may apply to <i>The Indian Council of Arbitration, New Delhi</i> to appoint a sole arbitrator for the matter in dispute, and the arbitrator appointed pursuant to such application shall be the sole arbitrator for that dispute.</p>
	<p>2. <u>Rules of Procedure.</u> Except as otherwise stated herein, arbitration proceedings shall be conducted in accordance with the rules of procedure for arbitration of the United Nations Commission on International Trade Law (UNCITRAL) as in force on the date of this Contract.</p> <p>3. <u>Substitute Arbitrators.</u> If for any reason an arbitrator is unable to perform his/her function, a substitute shall be appointed in the same manner as the original arbitrator.</p>
	<p>5. <u>Miscellaneous.</u> In any arbitration proceeding hereunder:</p> <p>(a) Proceedings shall, unless otherwise agreed by the Parties, be held in Guwahati, Assam, India.</p> <p>(b) English language shall be the official language for all purposes; and</p> <p>(c) The decision of the sole arbitrator or of a majority of the arbitrators (or of the third arbitrator if there is no such majority) shall be final and binding and shall be enforceable in any court of competent jurisdiction, and the Parties hereby waive any objections to or claims of immunity in respect of such enforcement.</p>

MS-  
Sole Project Director  
ARIAS Society



## Appendices

### APPENDIX A – TERMS OF REFERENCE

#### **Hiring of a firm for conducting Project Baseline Survey, Monitoring and Evaluation and Annual Follow-Up Studies and Design a Monitoring System for project performance to support project MIS.**

##### (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 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 signed Legal Agreements with the World Bank for a loan of US\$39.2 million from the World Bank for implementation of the Assam Citizen-Centered Service Delivery Project (ACCSDP). A Project Preparatory Facility (PPF) of US\$ 2 million has earlier been approved by the World Bank. The Project will be implemented by the Assam Rural Infrastructure and Agricultural Services (ARIAS) Society<sup>7</sup>, an autonomous body of the GoA. The ARIAS Society 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) 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 combines three key critical elements: (i) a technical assistance component to support the achievement of the agreed results; (ii) results-based financing approach that provides for certain disbursements against a performance framework aimed at advancing the reform agenda and contributing to the development objectives supported by the project; and (iii) eligible expenditure programs against which loan proceeds can be disbursed.
- 4) The design of the technical assistance component is framed around four interrelated sub-components: (i) strengthening RTPS implementation; (ii) improving service delivery processes in targeted departments; (iii) setting up Public Facilitation Centres (PFC) (*one-stop-service centers renamed as PFCs*) to receive requests for RTPS services and electronically deliver select services to the citizens closer to their homes/homes; and (iv) promoting citizen engagement. This will be complemented with results-based financing component that will disburse upon achievement of key results as measured by the Disbursement Linked Indicators (DLIs).
- 5) The project results will be measured at programme level and intermediate outcome levels. The programme level results relate to the Project development Objective, "*to improve access in the delivery of selected public services in Assam*"; and will be measured through two key result indicators, which are also DLIs:
  - Number of applications submitted on-line for RTPS services.
  - Public Facilitation Centres (PFC) (*one-stop-service centers renamed as PFCs*) fully operational.

<sup>7</sup> 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.

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- 6) A viable monitoring and evaluation system will be established to monitor progress related to project's result indicators. Information from various sources will be used to monitor progress, including data generated by the centralized RTPS platform and/or sourced from departments; feedback collected from mobile or web-based applications relating to transactions as well as information from the call center; and survey data to validate administrative data and assess citizen satisfaction levels over time.
- 7) The purpose of this TOR is to facilitate the ARIASS in hiring the services of an external consultancy support to establish the Monitoring & Evaluation (M&E) framework for CCSD project based on the DLIs and the Results Framework; undertake all relevant tasks to implement the M&E framework; and generate quality reports on the progress related to the Results Framework.

**(B) SCOPE OF WORK**

- 8) The consulting firm will be responsible for assisting the PMU to establish the project M&E system in alignment with the Result Framework and DLIs; and to put in place an effective monitoring system and MIS to track project performance in terms of the indicators established in the Results Framework. The monitoring system will need to be designed to provide concurrent and triangulated feedback to the key stakeholders of the Project about progress towards achieving the Project's key goals. The consultant will be required to develop and administer multiple instruments to gather input from citizens using RTPS services on a periodic basis, including user surveys, administrative data, and feedback from beneficiary transactions at Public Facilitation Centres (PFC) (*one-stop-service centers renamed as PFCs*), for example. ***The Result Framework and DLI Verification Protocol is furnished an Annex-1.***

**(C) KEY TASKS**

- 9) The Consultant under this assignment would specifically undertake the following tasks:
  - i) Establish the monitoring and evaluation (M&E) system to measure project performance based on the Result Framework and Disbursement Linked Indicators.
  - ii) Design and deploy an MIS to track project implementation progress. Collate information from multiple channels and sources, such as data generated by the centralized RTPS platform and/or sourced from departments; feedback collected from mobile or web-based applications relating to transactions; and information from the RTPS call centre
  - iii) Design and administer project baseline and periodic follow-up surveys (mid-line and end-line surveys). It is expected that the firm will strengthen baseline data for evaluating both the results framework as well as broader parameters linked to the project's success, such as indicators of citizen satisfaction. Developing robust baseline data will be a priority during the first year of the project's implementation. Subsequently, it is expected that the firm will administer follow-up surveys to independently track compliance with the key results specified in the results framework as well as broader parameters linked to the project's outcomes.
  - iv) Assist the PMU to monitor project implementation and outcome in terms of data collection, collation, quality assessment, and analysis and reporting (quarterly, bi-yearly and annual). The consulting firm will develop a data quality assurance (DQA) checklist as a tool to ensure quality assessment of MIS data.
  - v) Provide relevant M&E assistance to the PMU and World Bank team on a continuous basis.
  - vi) Evaluate the impact of the project as it nears completion; and produce a comprehensive evaluation report as input for ICR (Implementation Completion Report).



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ARIAS Society

(D) **DELIVERABLES & PAYMENTS**

10) The consultant will be required to produce the following deliverables:

S#	Deliverables	Timeline	% of contract price to be paid
1	<b>Inception Report (IR)</b> comprising the detailed work plan to carry out the assignment. The IR should detail out the project team, task breakdown and anticipated timelines for executing key tasks.	T + 2 weeks	10%
2	<b>Project M&amp;E system developed</b> in alignment with the result framework and DLIs.	T+6 weeks	5%
3	Establishment of project baseline and design and deployment of an MIS to track project implementation progress.	T+12 weeks	6%
4	<b>Periodic M&amp;E reports</b> (quarterly and annual) of the progress related to Result Framework/DLI indicators.	18 Quarterly Reports (for remaining 18 quarters) <b>AND</b> 05 Annual Reports	3% against each accepted Quarterly reports  2% against each accepted Annual reports
5	<b>Impact evaluation report</b> including the assignment completion report.	Last Quarter of the 5 <sup>th</sup> year	15%
		<b>Total:</b>	<b>100%</b>

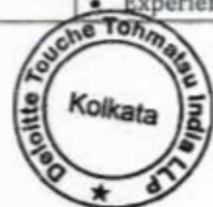
(E) **TIMELINE**

11) The duration of the consulting assignment is for a period of **five (5) years** or coterminous with the project period of ACCSDP, with performance review at the end of each year. Continuation of the assignment during the above period is subject to the satisfactory performance.

(F) **DESIRED PROFILE OF THE PROJECT TEAM**

12) The expected requirements of Key Staff Positions are given below:

Sl.	Position (s)	Qualifications and Experience Desired	Duration
1.	<b>Team Leader</b> (1 position): Key Expert : K-1	<ul style="list-style-type: none"><li>• Post-graduate in Social Sciences, Statistics, Management or Public Administration with specific qualifications in the field of M&amp;E.</li><li>• Ten (10) years in senior managerial position including at least 5 years of leadership role of executing M&amp;E mandate in government or development projects.</li><li>• Extensive experience with M&amp;E systems and Result frameworks for international development programs.</li><li>• Experience with methods and techniques of qualitative and quantitative M&amp;E data collection and analysis, including tracking outcome indicators.</li><li>• Previous experience of research, evaluation and documentation of public sector reform initiatives.</li><li>• Strong interpersonal and communication skills and proficiency in English.</li><li>• People management, leadership and mentoring skills to lead a high-performing team.</li></ul>	Entire period of the M&E Assignment
2.	<b>Monitoring and Evaluation Specialist</b> (2 positions) Key Expert K -	<ul style="list-style-type: none"><li>• Post-graduate in Social Sciences, Statistics, Management or Public Administration with specific qualifications in the field of M&amp;E</li><li>• Eight (8) years of over all work experience, including 3 years of professional experience in M&amp;E and areas directly related to public sector reform initiatives</li><li>• Experience in the design and/or implementation of an M&amp;E</li></ul>	Entire period of the M&E Assignment



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Sl.	Position (s)	Qualifications and Experience Desired	Duration
	2 and K - 3	<p>system, especially in public sector.</p> <ul style="list-style-type: none"> <li>• Experience in planning and managing surveys, developing and refining data collection tools, data quality assessments, data analysis and reporting.</li> <li>• Attention to detail to effectively coordinate monitoring and evaluation processes including data quality assurances.</li> <li>• Strong interpersonal and communication skills and proficiency in English.</li> </ul>	
3.	<p><b>Research Associates / Analyst (4 positions)</b></p> <p>(Non-Key Experts)</p>	<ul style="list-style-type: none"> <li>• Post-graduate in Social Sciences, Statistics, Management or Public Administration.</li> <li>• Knowledge of basic statistical concepts and research methodologies; and the ability to deal with large data sets with the help of analytics packages.</li> <li>• Good understanding of participatory approaches and exposure to public sector reform initiatives</li> <li>• Experience in planning and managing surveys, developing and refining data collection tools, data quality validation and reporting.</li> <li>• Strong communication skills (written and oral) to effectively correspond with a diverse audience. This would require proficiency in English. In addition, fluency in a local language would be desirable.</li> <li>• Efficient in meeting commitments, observing deadlines and achieving results; ability to work in a team</li> </ul>	Entire period of the M&E Assignment

**(G) SERVICES AND FACILITIES TO BE PROVIDED BY THE CLIENT**

- 13) The M&E Specialist in the PMU (or any other officer as designated by the SPD, ARIAS Society) will handle day-to-day liaison on all aspects of this assignment. However, the SPD, ARIAS Society shall be the overall administrator of the assignment.
- 14) PMU will facilitate access to relevant data that is required to fulfill the tasks outlined in the TOR.
- 15) ARIAS Society will provide, where appropriate, administrative support to the Consulting firm in the conduct of this assignment.

**(H) REVIEW AND MONITORING OF THE ASSIGNMENT**

- 16) The State Project Director, ARIAS Society will constitute a review committee at the PMU 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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State Project Director  
ARIAS Society





## Annex-1 Results Framework

RESULT	INDICATOR	Core	DLI	Unit	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Project Development Objective Indicators</b>										
<b>Key Result 1.</b> Volume of applications submitted on-line for RTPS services increases.	Number of applications submitted on-line for RTPS services.		X	Number	350,000	Customized RTPS awareness campaigns conducted across state.	437,500	612,500	796,250	10,35,125
<b>Key Result 2.</b> Public Facilitation Centres fully operational	Public Facilitation Centres fully operational <sup>8</sup>		X	Number	30 fully operational Public Facilitation Centres identified.	Implementation Strategy and roll-out plan approved by GoA.	Additional 70 Public Facilitation Centres made fully operational. (i.e a total 100 centres)	Additional 120 Public Facilitation Centres fully operational. (i.e a total 220 centres)	Additional 120 Public Facilitation Centres fully operational. (i.e a total 340 centres)	Additional 88 Public Facilitation Centres fully operational. (i.e a total 428 centres)
<b>Intermediate Indicators</b>										
<b>Sub-Component 1:</b> Strengthening RTPS Implementation	RTPS ICT platform is operational.			Text	Detailed project report and implementation plan to be approved by GoA.	Design of RTPS ICT platform completed and work initiated.	RTPS ICT platform operational including MIS.	Annual Service Delivery Report based on MIS published.	Annual Service Delivery Report based on MIS published.	Annual Service Delivery Report based on MIS published.
	Access to RTPS Services expanded to Targeted districts.		X	Text	Coverage of RTPS Act not extended to the Autonomous Councils.	Preparation and adoption of tribal action Plans and notification of 5 new RTPS services by at least two Autonomous Councils (i.e. total 30 services)	Notification of 10 new RTPS services by at least two Autonomous Councils (i.e. total 30 services)	Notification of 10 new RTPS services by at least two Autonomous Councils (i.e. total 50 services)	Notification of 10 new RTPS services by at least two Autonomous Councils (i.e. total 70 services)	Notification of 10 new RTPS services by at least two Autonomous Councils (i.e. total 90 services)
	Number of services notified under RTPS Act		X	Number	55 RTPS services have been notified under the Act.	5 additional RTPS Services over Year 0 notified. (i.e. total 60 services)	10 additional RTPS Services over Year 1 notified. (i.e. total 70 services)	10 additional RTPS Services over Year 2 notified. (i.e. total 80 services)	10 additional RTPS Services over Year 3 notified. (i.e. total 90 services)	5 additional RTPS Services over Year 4 notified. (i.e. total 95 services)

<sup>8</sup> Fully operational Public Facilitation Centres (PFCs) would entail fully equipped centres with adequately trained staff that functions at least 6 hours on all working days to receive RTPS service requests; and deliver targeted services using electronic means.



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 ARIAS Society





RESULT	INDICATOR	Core	DIJ	Unit	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
	Number of applications for RTPS with women as beneficiaries <sup>9</sup>	X <sup>10</sup>		% of total applications	Outreach strategy for women designed.	Outreach Strategy for women implemented.	Baseline established.	Increase of 5 percent over year 2.	Increase of 7.5 percent over year 3.	Increase of 10 percent over year 4.
<b>Sub-component 2:</b> Supporting Process Re-engineering in Targeted Services	Government departments with improved processes <sup>11</sup> for targeted services.			Number	0	0	4	10	4	0
<b>Sub-component 3:</b> RTPS services delivered within stipulated time limits. <sup>12</sup>	RTPS services applications responded to within the legal time-frame.			Percentage	0	Monitoring system for time compliance established	50%	60%	70%	80%
<b>Sub-component 4:</b> Promoting Citizen engagement	Increase in RTPS beneficiary feedback on service delivery <sup>13</sup>			Percentage	No user feedback.	Citizen Feedback system designed	Citizen Feedback system rolled out.	Citizen Feedback and responses Published	Citizen Feedback and responses Published	Citizen Feedback and responses Published

<sup>9</sup> This indicator will be measured by data from the centralized monitoring system.

<sup>10</sup> Equivalent to core sector indicator: "Direct project beneficiaries (number), of which female (percentage)."

<sup>11</sup> Process reengineering involves a combination of administrative streamlining/simplification; ICT enablement; integration with the RTPS portal. Proposed departments are Revenue, WPT&BC, Transport and GMC.

<sup>12</sup> Baseline of services received within the time-frame to be determined by a survey; in later years we will rely on data from the centralized monitoring system.

<sup>13</sup> This indicator tracks beneficiary feedback received through various mechanisms (e.g. IVRS, SMS, and the web). The Government will compile all the feedback, analyze it and use for identifying specific areas for improvement. The report with the feedback and the response of the Government will be published on annual basis.

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Karnataka Society



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### Indicator Description

Project Development Objective Indicators				
Indicator Name	Description (indicator definition etc.)	Frequency	Data Source / Methodology	Responsibility for Data Collection
Number of applications submitted on-line for RTPS services	This indicator measures the increase in the number of applications submitted on-line for RTPS services.	Annually from Year 2	Centralized tracking system	GoA
Public Facilitation Centers fully operational	Fully operational Public Facilitation Centers would entail fully equipped centers with adequately trained staff that function for at least six hours on all working days to receive RTPS requests and deliver targeted set of RTPS services, using electronic means as appropriate.	Annually from year 2	GoA progress reports and MIS	GoA
Intermediate Results Indicators				
Indicator Name	Description (indicator definition etc.)	Frequency	Data Source / Methodology	Responsibility for Data Collection
RTPS ICT platform is operational	A centralized RTPS ICT platform would be created to facilitate service delivery workflow and track compliance.	Annually	GoA progress report and MIS	GoA
Access to RTPS Services expanded to Targeted districts.	RTPS extended and services notified in the six tribal districts of Assam administered by Autonomous Councils (referred as "autonomous districts"). From year 2 to 5 the indicator will measure the number of RTPS services that are notified by the Autonomous Councils. Same service in different Autonomous Council qualifies as a different service.	Annual	GoA Notification	GoA
Number of Services notified under RTPS Act	GoA notifies additional services annually.	Annual	GoA Notifications	GoA
Number of applications for selected RTPS services filed by women	The number of applications for selected RTPS services submitted electronically by women.	Annually from Year 2	Centralized RTPS tracking system	GoA
Government departments with improved processes <sup>14</sup> for service delivery	Process reengineering involves a combination of administrative streamlining/simplification; ICT enablement; integration with the RTPS portal. Proposed departments are Revenue, WPT&BC, Transport and GMC.	Annually from year 2	GoA orders and circulars and evidence of process change	GoA
Increase in RTPS beneficiary feedback	Feedback from beneficiaries gathered through various channels (mobile and web).	Annually	Collation of feedback.	GoA

<sup>14</sup> Process reengineering involves a combination of administrative streamlining/simplification; ICT enablement; integration with the RTPS portal. Proposed departments are Revenue, WPT&BC, Transport and GMC.

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State Project Director  
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### Disbursement-Linked Indicator Matrix<sup>15</sup>

DLI	Amount of the Loan Allocated to DLI (US\$000)	Year 0 Baseline (2016-17)	Indicative DLI Period for DLJ achievement				
			Year 1 (2017-18)	Year 2 (2018-19)	Year 3 (2019-20)	Year 4 (2020-21)	Year 5 (2021-22)
<b>DLI 1:</b> Number of applications submitted on-line for RTPS services		350,000	Customized RTPS awareness campaigns conducted across state.	437,500	612,500	796,250	1,035,125
DLI Value (in US\$):	2,500		500	500	500	500	500
<b>DLI 2:</b> Public Facilitation Centers fully operational. <sup>16</sup>		30 fully operational Public Facilitation Centers identified.		Additional 70 Public Facilitation Centers fully operational over Year 0 (i.e. total 100 centers).	Additional 120 Public Facilitation Centers fully operational over Year 2 (i.e. total 220 centers).	Additional 120 Public Facilitation Centers fully operational over Year 3 (i.e. total 340 centers).	Additional 88 Public Facilitation Centers fully operational over Year 4 (i.e. total 428 centers).
DLI Value (in US\$):	1,000			250	250	250	250
<b>DLI 3:</b> Access to RTPS Services expanded to Targeted.		Coverage of RTPS Act is not extended to the Autonomous Councils.	Preparation and adoption of Tribal Action Plans and notification of 5 new RTPS Services by at least two Autonomous Councils (i.e. total 10 new services)	Notification of 10 new RTPS Services by at least two Autonomous Councils over Year 1 (i.e. total 30 services)	Notification of 10 new RTPS Services least two Autonomous Councils over Year 2 (i.e. total 50 services)	Notification of 10 new RTPS Services by at least two Autonomous Councils over Year 3 (i.e. total 70 services)	Notification of 10 new RTPS Services by at least two Autonomous Councils over Year 4 (i.e. total 90 services)
DLI Value (in US\$):	2,500		1,100	350	350	350	350
<b>DLI 4:</b> Number of services notified under the RTPS Act. <sup>17</sup>		55 services have been notified under the RTPS Act.	5 additional RTPS Services over Year 0 notified (i.e. total 60 services)	10 additional RTPS Services over Year 1 notified (i.e. total 70 services)	10 additional RTPS Services over Year 2 notified (i.e. total 80 services)	10 additional RTPS Services over Year 3 notified (i.e. total 90 services)	5 additional RTPS Services over Year 4 notified (i.e. total 95 services)
DLI Value (in US\$):	1,500		187.5	375	375	375	187.5
<b>Total Loan Allocated (in US\$):</b>	<b>7,500</b>		<b>1,787.5</b>	<b>1,475</b>	<b>1,475</b>	<b>1,475</b>	<b>1,287.5</b>

<sup>15</sup> All DLIs are scalable with partial achievements eligible for reimbursement in the relevant year and the carrying over of what has not been achieved for reimbursement in subsequent years of the project. Measurement will be based on the arithmetical value of the relevant unit for the DLI.

<sup>16</sup> Fully operational Public Facilitation Centres would entail fully equipped centres with adequately trained staff that functions at least six hours on all working days to receive RTPS requests; and deliver a targeted set of RTPS services, using electronic means as appropriate.

<sup>17</sup> Not including RTPS Services notified in Targeted Districts.

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State Project Director  
ARIAS Society

### DLI Verification Protocol Table

#	DLI	Definition/ Description of achievement	Scalability of Disbursements (Yes/No)	Protocol to evaluate achievement of the DLI and data/result verification		
				Data source/agency	Verification agent (VA)	Procedure
1	Number of applications submitted on-line for RTPS services.	Citizens being able to submit applications for RTPS services through Public Facilitation Centers located in blocks, circles, and selected departmental offices through an on-line portal.	Yes	Sample Survey/ Centralized RTPS tracking system.	Third Party Assessment	The DLI targets are cumulative. Sample Survey. MIS Report.
2	Public Facilitation Centers fully operational.	Fully equipped centers with adequately trained staff that functions at least six hours on all working days to receive RTPS requests and deliver targeted set of RTPS services, using electronic means.	Yes	GoA progress reports/MIS. Sample Survey.	Third Party Assessment	Sample Survey/MIS data.
3	Access to RTPS Services expanded to Targeted districts.	RTPS extended to and services notified in the six targeted districts of Assam.	Yes	Adoption of RTPS and notification by the Autonomous Councils.	N/A	Official notifications extending RTPS to Targeted Districts and notifying services issued by authorities.
4	Number of services notified under the ARTPS Act.	GoA notifies additional services annually.	Yes	GoA Notification.	N/A	Notifications expanding the number of services issued by GoA.



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**APPENDIX B  
LIST OF EXPERTS**

No	Name	Expert's input (in person/month) per each deliverable (listed in TECH-5)					Total time-input (in person months)	
		Position	D1	D2	D3	D4		D5
<b>List of Key Experts</b>								
K-1	Mr. Amit Roy	Team Leader	0.5	1.0	1.5	54.0	3.0	60.0
K-2	Ms. Juthika Banerjee	Monitoring and Evaluation Specialist - 1	0.5	1.0	1.5	54.0	3.0	60.0
K-3	Mr. Parag Boruah	Monitoring and Evaluation Specialist - 2	0.5	1.0	1.5	54.0	3.0	60.0
<b>Subtotal (Key Experts)</b>							<b>180.0</b>	
<b>List of Non Key Experts</b>								
N-1	Mr. Ritu Kumar Mishra	Research Associate - 1	0.5	1.0	1.5	54.0	3.0	60.0
N-2	Mr. Siddharth Kumar	Research Associate - 2	0.5	1.0	1.5	54.0	3.0	60.0
N-3	Ms. Suparna Dey	Research Associate - 3	0.5	1.0	1.5	54.0	3.0	60.0
N-4	Mr. Bhaskar Kumar Kakati	Research Analyst	0.5	1.0	1.5	54.0	3.0	60.0
<b>Subtotal (Non-Key Experts)</b>							<b>240.0</b>	
<b>Grand total (Key and Non-Key Experts)</b>							<b>420.0</b>	



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 State Project Director  
 ARIAS Society

## APPENDIX - C

### BREAK UP OF COST ESTIMATE

Items	Negotiated Final Cost (Rs.)
	Indian Rupees
<b>Cost of the Financial Proposal</b>	
Including:	
(1) Remuneration	3,47,70,000
(2) Reimbursables	49,70,000
<b>Total Cost of the Financial Proposal:</b>	<b>3,97,40,000</b>
<b>Indirect Local Tax Estimates**</b>	
(1) Goods & Services Tax (GST) (18%)	71,53,200
<b>Total Estimate for indirect Local Tax</b>	<b>71,53,200</b>

\*\* The Service Tax included in the Financial Proposal shall have to be at actual as per the rules relating to GST (the quoted rate is 15% with cess, but as per GST the tax will be 18% and hence the service tax is updated)

<b>Appendix-C.1</b>					
Breakdown of Remuneration					
No.	Name	Position (as in TECH-6)	Amount (Rs.)		
			Person-month Remuneration Rate	Total Months	Amount
<b>Key Experts</b>					
K-1	Mr. Amit Roy	Team Leader	1,25,000	60	75,00,000
K-2	Ms. Juthika Banerjee	Monitoring and Evaluation Specialist - 1	1,00,000	60	60,00,000
K-3	Mr. Parag Boruah	Monitoring and Evaluation Specialist - 2	96,000	60	57,60,000
<b>Non Key Experts</b>					
N-1	Mr. Ritu Kumar Mishra	Research Associate - 1	65,000	60	39,00,000
N-2	Mr. Siddharth Kumar	Research Associate - 2	92,000	60	55,20,000
N-3	Ms. Suparna Dey	Research Associate - 3	54,000	60	32,40,000
N-4	Mr. Bhaskar Kumar Kakati	Research Analyst	47,500	60	28,50,000
<b>Total Costs</b>					<b>3,47,70,000</b>

<b>Appendix-C.2</b>					
Breakdown of Reimbursable Expenses					
No	Type of Reimbursable Expense	Unit	Unit Cost (Indian Rupee)	Quantity	Amount (Indian Rupee)
1	Domestic Flights (Kolkata - Guwahati)	Trips	6,000	240	14,40,000
2	Local Travel	Trips	3,500	480	16,80,000
3	Living Costs (Guest House)	Months	30,000	60	18,00,000
4	Documentation and Reporting Expenses	Pages	5	10,000	50,000
<b>Total Costs</b>					<b>49,70,000</b>



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# **APPENDIX-D**

## **Minutes of Negotiation**





**ARIAS SOCIETY**

Assam Rural Infrastructure and Agricultural Services Society  
(An Autonomous Body under the 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; Fax: +91 361-2332564; email: spd@arias.in

No: ARIASS/CCSDP/39/2016/Pt-II/ 134

Dated Guwahati the 18<sup>th</sup> September, 2017

**Minutes of the Negotiation Meeting for hiring a consultancy firm for 'conducting project baseline survey, Monitoring & Evaluation and annual follow-up studies etc. under ACCSDP (Reference: This office letter No. No: ARIASS/CCSDP /39 /2016/Pt-11/131 dated 11<sup>th</sup> Sept.2017)**

Dated: 18 <sup>th</sup> September 2017	Time: 11:00 AM	Venue: PMU, ARIAS Society
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- The meeting for negotiation of contract held on 18<sup>th</sup> September 2017 in presence of Ms. Panchali Kakati, ACS, Deputy Project Director (ARIAS Society); Shri M Rahman, OSD cum Sr. Procurement Engineer; Shri H C Baishya, Agriculture Coordinator, (ARIAS Society); Shri S. Phukan, M&E Specialist (ARIAS Society); Shri F. Ahmed, ACS (Retd.), Sr. Advisor, ACCSDP (ARIAS Society); Shri S. Das, Sr. Financial Management Specialist (ARIAS Society); Shri AW Choudhury, Proc. Management Executive (ARIAS Society); and Shri Alok Agarwal, Authorized Representative from M/S Deloitte Touche Tohmatsu India LLP, Kolkata-91. (Attendance sheet of the meeting is attached)
- At the outset, the Deputy Project Director (DPD) welcomed the representative of the M/S Deloitte Touche Tohmatsu India LLP the lead partner of the consortium (with Operations Research Group India Pvt. Ltd., and Sesta Development Service) who got the highest combined technical and financial score for the aforesaid Consultancy Services.
- Shri Alok Agarwal, Authorized Representative from M/S Deloitte Touche Tohmatsu India LLP has produced the Power of Attorney along with Board Resolution to negotiate and conclude a contract on behalf of the M/S Deloitte Touche Tohmatsu India LLP. Shri Agarwal has firmly confirmed availability of all the Key Experts included in their Proposal.
- The following were decisions were taken in the meeting:
  - Discussion on the proposed technical approach and methodology:** *Approach:* - It is reiterated and re-assured by the consultant that all the reports will be submitted as per the provisions of the TOR. No changes are considered necessary to the laid down reporting requirements. However, the indicators shall be as per the Project Appraisal Document (PAD) for ACCSDP shared with Shri Alok Agarwal during the Negotiation meeting. *Methodology:* It is reiterated and re-assured by the consultant that the Baseline Survey will be completed and Report will be submitted within the stipulated time as per the TOR. *Sampling:* It is reiterated by the consultant, as already indicated in their technical proposal that they will abide by the sampling strategy indicated in their proposal.
  - Discussion on Work plan, and organization and staffing:** It is agreed by the consultant to submit reports as per the TOR provided in the RFP document.
  - Discussion on Terms of Reference (TOR), staffing schedule, work schedule, logistics, and reporting:** It was clarified in the meeting that the key experts will be engaged starting from baseline survey to final evaluation of the project. The discussions has not led to any change in the original scope of services under the TOR provided in the RFP Document.
  - Financial Proposal:** As it is a Lump-Sum contract, the total quoted price stated in the Financial Proposal (FP) has not been negotiated. However, the Service taxes included in the (FP) shall be at actual as per the rules relating to GST (the quoted rate is 15% with Cess, but as per GST the tax will be @18%).
- The negotiation meeting concluded with a review of the finalized draft Contract Agreement.

The meeting ended with a vote of thanks from the Deputy Project Director, PCU.

Signature of other ARIAS Society officials present:

Signature of the Authorized representative from M/S Deloitte Touche Tohmatsu India LLP

- Ms. Panchali Kakati, ACS, DPD, ARIAS Society 
- Sri F. Ahmed, Sr. Advisor, ACCSDP 
- Sri M. Rahman, OSD & Sr. Proc. Specialist 
- Sri HC Baishya, Agriculture Coordinator 
- Sri S. Phukan, M & E Specialist 
- Sri S. Das, Sr. Financial Mgmt. Consultant 
- Sri AW Choudhury, Proc. Mgmt Executive, 

  
(Shri Alok Agarwal)





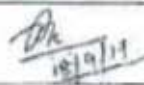
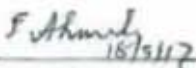
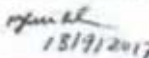
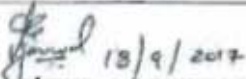
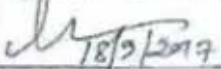
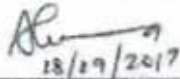
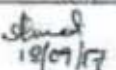
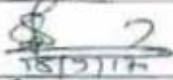
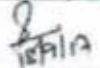
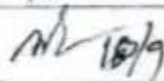
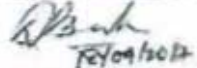
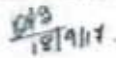
  
State Project Director  
ARIAS Society



Attendance Sheet of Negotiation Meeting with M/S Deloitte Touche Tohmatsu India LLP, in Association with Operations Research Group India Pvt. Ltd., and Sesta Development Service for hiring of Consultancy firms for Conducting project Baseline Survey, Monitoring & Evaluation and annual follow-up studies and design a monitoring system for project performance to support project MIS under ACCSDP

Date: 18<sup>th</sup> September 2017  
Time: 11.00 AM

Venue: Office Chamber of SPD, ARIAS Society

Sl. No	Name of the Attendant	Name of the Organization	Signature
1	P. Karati	SDS & DPD, ARIASS	 18/9/17
2	F. Ahmad	Sr. Adviser, ACCSDP	 18/9/17
3	H. Redwan	OC & Sr. Proc. Engineer	 18/9/2017
4	Alok Agarwal	Partner, Deloitte	 18/9/2017
5	H. Baishya	Agri Coordinator ARIAS Socy	 18/9/2017
6	Sreemant Purohit	MES, ARIAS Society	 18/09/2017
7	Abdul Wahid Choudhury	PME, ARIAS SOCIETY	 18/09/17
8	Dharmma Kt. Medhi	M&E Assistant	 18/9/17
9	Sakshi Das	ARIASS, SENS	 18/9/17
10	Monoj Sarmah	AO, ARIASS	 18/9/17
11	Rupam Baruah	MIS Sp1, ARIAS	 18/09/2017
12	Ainu M. Baruah	OMB, ARIAS	 18/9/17





  
State Project Director  
ARIAS Society

**APPENDIX-E-1**  
**Technical Proposal Submitted**  
**by the Consultant**





**Deloitte.**

Conducting Project Baseline Survey,  
Monitoring & Evaluation and Annual  
Follow-up Studies and Design A  
Monitoring System for Project  
Performance to Support Project MIS

ARIAS Society

RFP No.: ARIASS/CCSDP/39/2016/Pt-II

Technical Proposal

September 2016



In association with:



SeSTA

Audit • Tax • Consulting • Financial Advisory.



*Md*  
State Project Director  
ARIAS Society

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## FORM TECH-1: Technical Proposal Submission Form

To,  
The State Project Director  
ARIAS Society, Project Coordination Unit,  
Agriculture Complex, Khanapara, G.S. Road,  
Guwahati-781022 (Assam, India);

Guwahati, September 14, 2016

Dear Sirs:

We, the undersigned, offer to provide the consulting services for **"Conducting project Baseline survey, Monitoring and Evaluation and annual follow-up studies and design a monitoring system for project performance to support project MIS"** in accordance with your Request for Proposals dated 11<sup>th</sup> July 2016 and our Proposal. **"We are hereby submitting our Proposal, which includes this Technical Proposal and a Financial Proposal sealed in a separate envelope".**

We are submitting our Proposal with the following firms as Sub-consultants:

- i. Sesta Development Service (SDS); Rupalim Nagar, Jalukbari West, Kamrup (M), Assam – 781014
- ii. ORG India Private Limited (ORG India); 31/1, Broad Street, Kolkata, West Bengal - 700019

We hereby declare that:

- (a) All the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification by the Client and/or may be sanctioned by the Bank.
- (b) Our Proposal shall be valid and remain binding upon us for the period of time specified in the Data Sheet, Clause 12.1.
- (c) We have no conflict of interest in accordance with ITC 3.
- (d) We meet the eligibility requirements as stated in ITC 6, and we confirm our understanding of our obligation to abide by the Bank's policy in regard to corrupt and fraudulent practices as per ITC 5.
- (e) We, along with any of our sub-consultants, subcontractors, suppliers, or service providers for any part of the contract, are not subject to, and not controlled by any entity or individual that is subject to, a temporary suspension or a debarment imposed by a member of the World Bank Group or a debarment imposed by the World Bank Group in accordance with the Agreement for Mutual Enforcement of Debarment Decisions between the World Bank and other development banks. Further, we are not ineligible under the Employer's country laws or official regulations or pursuant to a decision of the United Nations Security Council;
- (f) In competing for (and, if the award is made to us, in executing) the Contract, we undertake to observe the laws against fraud and corruption, including bribery, in force in the country of the Client.
- (g) Except as stated in the Data Sheet, Clause 12.1, we undertake to negotiate a Contract on the basis of the proposed Key Experts. We accept that the substitution of Key Experts for reasons

# Deloitte.

other than those stated in ITC Clause 12 and ITC Clause 28.4 may lead to the termination of Contract negotiations.

- (h) Our Proposal is binding upon us and subject to any modifications resulting from the Contract negotiations.

We undertake, if our Proposal is accepted and the Contract is signed, to initiate the Services related to the assignment no later than the date indicated in Clause 30.2 of the Data Sheet.

We understand that the Client is not bound to accept any Proposal that the Client receives.

We remain,

Yours sincerely,



**Authorized Signature:**

**Name and Title of Signatory:** Alok Agarwal, Partner

**Name of Consultant (company's name):** Deloitte Touche Tohmatsu India LLP.

**In the capacity of:** Authorized Signatory

**Address:** Place of Incorporation: Mumbai,

**Regd. Office:** 12, Dr. Annie Besant Road, Opp. Shivsagar Estate, Worli, Mumbai – 400018

**Email:** [alagarwal@deloitte.com](mailto:alagarwal@deloitte.com)

**Phone:** +91 (33) 66121000/ 66121266 (D), **Mobife No.:** +91 9830277090



State Project Director  
ARIAS Society





भारतीय गैर न्यायिक  
भारत INDIA

रु. 500



FIVE HUNDRED  
RUPEES

सौ रुपये

Rs. 500

सत्यमेव जयते

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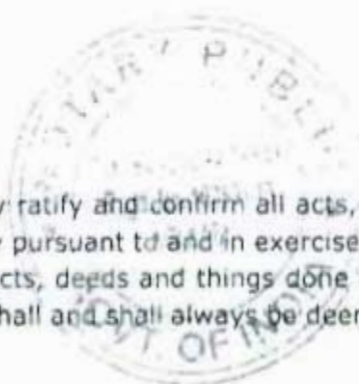
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Power of Attorney

Know all men by these presents, we, **Deloitte Touche Tohmatsu India LLP** with **Registered Office at 12, Dr. Annie Besant Road, Opp. Shivsagar Estate, Worli, Mumbai – 400018** do hereby irrevocably constitute, nominate, appoint and authorize Mr. **Aloke Agarwal**, son of Mr Dhruv Narayan Agarwal and presently residing at 251A/6J, NSC Bose Road, Kolkata - 700047, who is presently employed with us, holding the position of **Partner**, as our true and lawful attorney (hereinafter referred to as the "Attorney") to do in our name and on our behalf, all such acts, deeds and things as are necessary or required in connection with or incidental to submission of our bid for "**Conducting project Baseline survey, Monitoring and Evaluation and annual follow-up studies and design a monitoring system for project performance to support project MIS**" under **Assam Citizen Centric Service Delivery Project (ACCSDP)** proposed by the **Assam Rural Infrastructure and Agricultural Services (ARIAS) Society** including but not limited to signing and submission of all applications, bids and other documents and writings, participate in bidders' and other conferences and providing information / responses to the ARIAS Society, representing us in all matters before ARIAS Society, signing and execution of all contracts and undertakings consequent to acceptance of our bid, and generally dealing with the ARIAS Society in all matters in connection with or relating to or arising out of our bid for the said Project and/or upon award thereof to us and/or till the entering into of the agreement with ARIAS Society.



*[Signature]*  
State Project Director  
ARIAS Society  
*[Signature]*



AND we hereby agree to ratify and confirm and do hereby ratify and confirm all acts, deeds and things done or caused to be done by our said Attorney pursuant to and in exercise of the powers conferred by this Power of Attorney and that all acts, deeds and things done by our said Attorney in exercise of the powers hereby conferred shall and shall always be deemed to have been done by us.

IN WITNESS WHEREOF WE, **DELOITTE TOUCHE TOHMATSU INDIA LLP**, THE ABOVE NAMED PRINCIPAL HAVE EXECUTED THIS POWER OF ATTORNEY ON THIS **1<sup>st</sup>** DAY OF **SEPTEMBER, 2016**

*Arindam Guha*

Arindam Guha, Partner  
Bengal Intelligent Park, Building Alpha 1<sup>st</sup> Floor,  
Block - EP & GP, Sector - V  
Salt Lake Electronics Complex  
Kolkata - 700091  
(For Deloitte Touche Tohmatsu India LLP)

Witnesses:

1. SABYASACHI BANERJI (*Sabyasachi Banerji*)
2. SIDDHARTH KUMAR (*Siddharth Kumar*)

Accepted

*Aloke Agarwal*

Aloke Agarwal, Partner  
Bengal Intelligent Park, Building Alpha 1<sup>st</sup> Floor,  
Block - EP & GP, Sector - V  
Salt Lake Electronics Complex  
Kolkata - 700091  
(Attorney)

IDENTIFIED BY ME  
*R. S. Shaw*  
ADVOCATE

As identified by the Advocate  
*R. S. Shaw*  
SIGNATURE ATTESTED BY ME

*M. S. Ghosh*  
State Project Director  
ARIAS Society

*Aloke Agarwal*



01 SEP 2016



April 7, 2017

## LIST OF AUTHORISED SIGNATORIES

This is to certify that, in connection with any current / potential assignments that Deloitte Touche Tohmatsu India LLP ["DTTI LLP"] undertakes / proposes to undertake, any of the following persons are hereby severally authorized, to finalize, sign, execute the necessary papers, documents, writings in connection with proposals, contracts, agreements, engagement letters, reports, memos and any other deliverables on professional service assignments of DTTI LLP including invoices, and receipts for and on behalf of DTTI LLP. Further, the following persons are severally authorized to represent DTTI LLP before the concerned government, semi-government and any other statutory authority(ies) in connection with the client engagement and to do such other acts deeds and things as may be necessary.

### Partners of DTTI LLP

Sr. No.	Name	Sr. No.	Name	Sr. No.	Name
1	A Viswanathan	49	Hemendra Upadhyay	97	Rajeev Suneja
2	Abhay Gupte	50	Himanish Chaudhury	98	Rajesh Ivaturi
3	Abhijit Katkar	51	Jaishil Shah	99	Rajesh Shetty
4	Abhijit Sen	52	Jaskiran Bhatia	100	Rajib Sinha
5	Abhinava Bajpai	53	Jayant Saran	101	Rajiv Sundar
6	Abhishek V	54	Joydeep Datta Gupta	102	Rakesh Surana
7	Aditya Khaitan	55	Joydeep Ghosh	103	Ravi Mehta
8	Aditya Mina	56	K. Kumar	104	Razdan Nitin
9	Akash Srivastava	57	Kalpna Jain	105	Ritesh Mangla
10	Akhilesh Varghese	58	Kamlesh Mittal	106	Rohan Lobo
11	Aloke Agarwal	59	Karthik K V	107	Rohit Mahajan
12	Amit Bansal	60	Kaushik Dasgupta	108	Sachin Paranjape
13	Amit Gupta	61	Kedar Sawale	109	Sagar Darbari
14	Amol Rane	62	Koshy Eapen	110	Saigaonkar Parag
15	Amrit Pandurangi	63	Krishna Chaturvedi	111	Sameer Wadhwa
16	Andy Khanna	64	Kushal Kumar	112	Samson Rajesh
17	Anil Jain	65	Mahabir Gupta	113	Sandeep Kumar



*MJ*  
State Project Director  
ARIA Society  
Page 1 of 3

Sr. No.	Name	Sr. No.	Name	Sr. No.	Name
18	Anindya Mallick	66	Mahesh Ramakrishnan	114	Sanjay Saha
19	Anis Chakravarty	67	Maninder Bharadwaj	115	Sanjesh Thakur
20	Anjani S	68	Mohinish Sinha	116	Sanjoy Datta
21	Ankur Jain	69	Monish Shah	117	Sathish Gopalaih
22	Anmol Bhandari	70	Monojit Mazumdar	118	Saurabh Kumar
23	Anthony Crasto	71	Munjai Kamdar	119	Saurabh Mathur
24	Anubrata Chakrabarty	72	Muzammil Patel	120	Saurabh Trehan
25	Anujesh Dwivedi	73	N Ramu	121	Savan Godiwala
26	Anupama Joshi	74	N Sudarshan	122	Shubhranshu Patnaik
27	Arindam Guha	75	N. C. Hegde	123	Siddharth Tipnis
28	Arjun Mehta	76	Nandita Pai	124	Soumen Mukerji
29	Arup Sen	77	Neeraj Jain	125	Srivatsan Parthasarathy
30	Ashish Sharma	78	Nikhil Bedi	126	Sudeep Sinha
31	Ashvin Vellody	79	Nitin Kini	127	Sumeet Salwan
32	Ashwin Ballal	80	Nitin Shingala	128	Sumit Khanna
33	Bimal Modi	81	Peeyush Naidu	129	Sumit Makhija
34	Charu Sehgal	82	Peeyush Vaish	130	Tehmasp Rustomjee
35	David Panna	83	Pinkesh Billimoria	131	Tushar Sud
36	Debabrat Mishra	84	Pranavant	132	Uday Bhansali
37	Debasish Mishra	85	Prasad Nakashe	133	Vaishali Kasture
38	Deepa Seshadri	86	Prashant Chopra	134	Vijay KR
39	Deepak Mowdhgalya	87	Prashanth Kaddi	135	Vijay Mani
40	Dhiraj Bhandary	88	Prashanth Rao	136	Vijaykumar Iyer
41	Easwaran P S	89	Praveen Sasidharan	137	Vinod Wadhvani
42	Ganeshji Awasthi	90	Prithwiji Chaki	138	Vishal Chaturvedi
43	Gaurav Gupta	91	Priti Ray	139	Vishal Jain
44	Gaurav Kaul	92	Punish Mishra	140	Vishal Singh
45	Gaurav Lahiri	93	Pushkar Walimbe	141	Vishwas Udgirkar
46	Gaurav Shukla	94	Rajarshi Sengupta	142	Viswanathan Rajendran
47	Gautam Kapoor	95	Rajat Banerji	143	Vivek Kulkarni
48	Goyal Lav	96	Rajat Vig		

WT

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*[Handwritten Signature]*

State Project Director  
ARIAS Society





## Senior Directors of DTTI LLP

Sr. No.	Name	Sr. No.	Name	Sr. No.	Name
1	Amry Junaideen	5	Peeyush Arya	9	Sanjay Behl
2	Ashwin Jacob	6	Rajat Mahajan	10	Shridhar Kamath
3	Deepti Sagar	7	Ranjan Chakraborty	11	Vinay Prabhakar
4	Govind Joshi	8	Robert Tsang	12	Viral Thakker

For Deloitte Touche Tohmatsu India LLP



**Vijaykumar Iyer**  
Designated Partner  
[DIN: 00797544]



State Project Director  
ARIAS Society

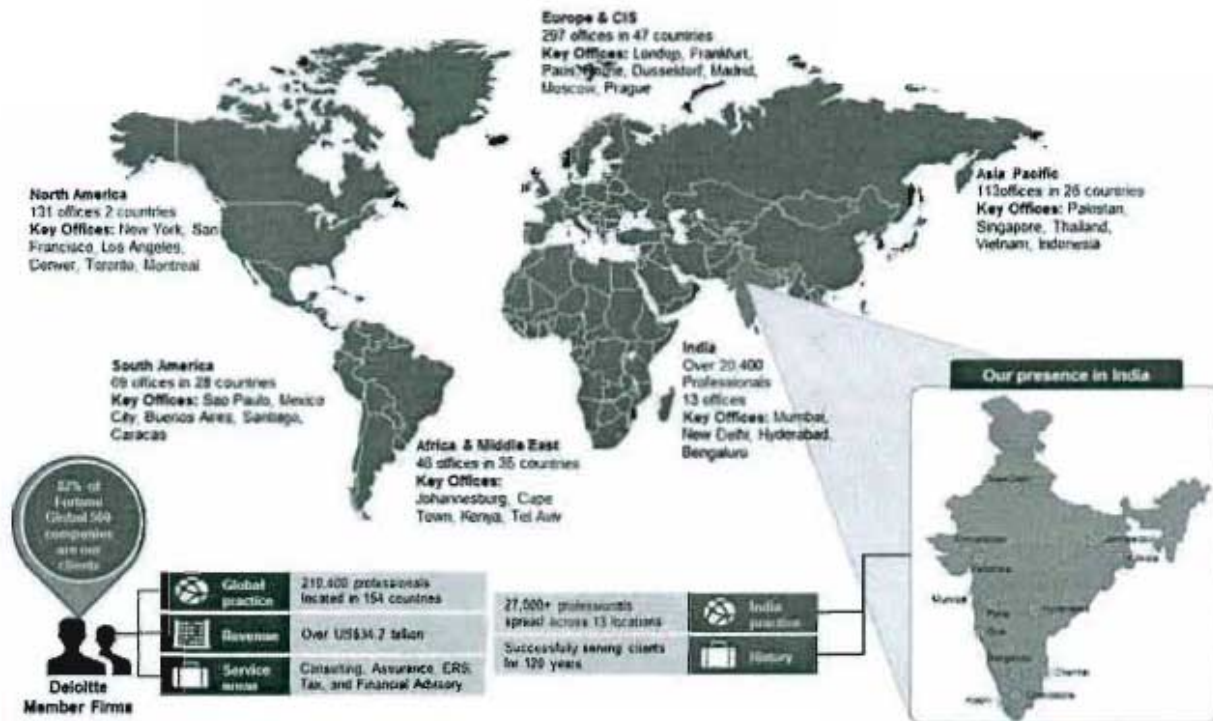
# FORM TECH-2: Consultant's Organization and Experience

## A – Consultant's Organization

**Deloitte:**

### Our global organization

Deloitte is one of the world's largest and most diversified professional services organizations, providing assurance and advisory, tax, management consulting, and enterprise risk management services through a 210,000 professionals in 154 countries. Our experienced professionals deliver seamless, consistent services wherever our clients operate. The map below illustrates our presence around the world.



### Deloitte in India

Deloitte India offers a wide gamut of consultancy services and provides a comprehensive range of fully coordinated services under a single umbrella. We have been present in India for more than 100 years through its legacy firm A. F Ferguson & Co. Deloitte network's Indian practice constitutes a large and important part of the global firm. Deloitte Touche Tohmatsu India Private Limited (DTTIPL), the consulting arm of Deloitte in India was incorporated in 1995 (around 20 years). DTTIPL has been converted into a Limited Liability Partnership (LLP) with the name Deloitte Touche Tohmatsu India LLP (DTTILLP) under Section 58 of the Limited Liability Partnership Act, 2008 (LLP Act) read with provisions of the Third Schedule of the LLP Act with effect from 1st October 2015 (Effective Date). With over 27,000 professionals and through its offices in 13 prominent cities, namely, Ahmedabad, Bengaluru, Chennai, Coimbatore, Goa, New Delhi, Hyderabad, Jamshedpur, Kochi, Kolkata, Mumbai, Pune, and Vadodara, Deloitte has a strong pan India presence. With over 27,000 professionals and through its offices in 13 prominent cities, namely, Ahmedabad, Bengaluru, Chennai, Coimbatore, Goa, New Delhi,

Deloitte Touche Tohmatsu India LLP.



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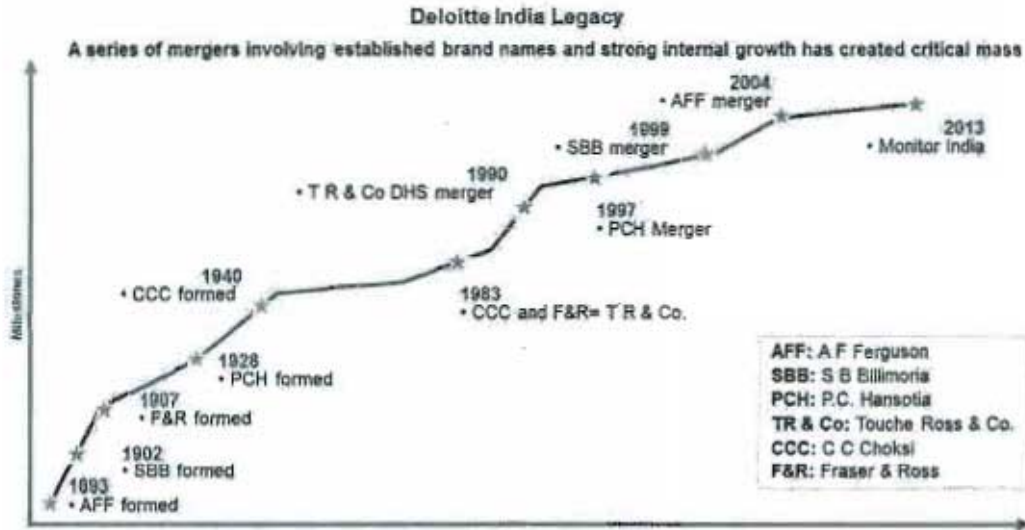
*[Handwritten signature]*  
 State Project Director  
 ARIAS Society



Hyderabad, Jamshedpur, Kochi, Kolkata, Mumbai, Pune, and Vadodara, Deloitte has a strong pan India presence.

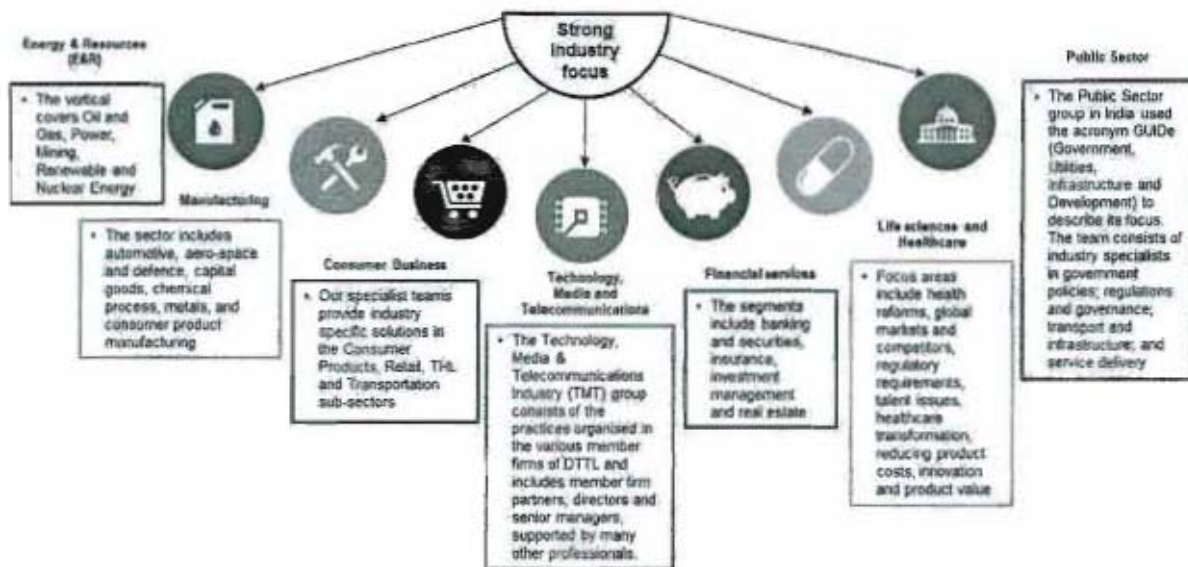
**Number of years in Business**

Deloitte through its legacy firms have been present for over 120 years in India.



**Our strong industry focus:**

We are focused on client service through a global strategy that is carried out locally through the seven industries we focus on in the Indian practice



**Deloitte India's Public Sector practice:**

Deloitte in India has a dedicated Public Sector Consulting Practice that has worked with various donor agencies including World Bank, DFID, ADB, GIZ, European Commission, WHO, USAID, UNDP, etc. and ministries & departments at the central & state level. The Public Sector group in Deloitte India uses an acronym "GUIDe" to describe its focus viz. Government, Utilities, Infrastructure and Development.

The GUIDe practice is a multi-disciplinary team of around 200 industry specialists in policy design & review; urban and rural development; governance & administrative reforms; accounting & financial management; fiscal analysis; institutional strengthening & capacity development; energy & resources;



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State Project Director  
 ARIAS Society



transport & infrastructure; public service delivery in areas of municipal services, affordable housing, public health, education; socio-economic assessment; and impact/ outcome assessments; monitoring & evaluation etc.

			
<b>Government</b>	<b>Utilities</b>	<b>Infrastructure</b>	<b>Development</b>
<ul style="list-style-type: none"> <li>• National</li> <li>• State</li> <li>• Parastatals</li> <li>• Regulators</li> <li>• Urban local bodies</li> <li>• IFIs/IDA</li> <li>• Others</li> </ul>	<ul style="list-style-type: none"> <li>• Water and Sanitation</li> <li>• Oil &amp; Gas</li> <li>• Electricity</li> <li>• Renewables</li> <li>• New energy</li> </ul>	<ul style="list-style-type: none"> <li>• Urban Infrastructure</li> <li>• Roads &amp; Transport</li> <li>• Ports</li> <li>• Airports</li> <li>• Railways</li> <li>• Industrial infrastructure/SEZs</li> <li>• Logistics</li> </ul>	<ul style="list-style-type: none"> <li>• Urban Development</li> <li>• Rural Development</li> <li>• Poverty Alleviation</li> <li>• Livelihood/Skill development</li> <li>• Public Health</li> <li>• Education</li> <li>• Agriculture</li> </ul>

The team comprises of engineers & MBAs from premier institutions, chartered accountants and cost accountants, planners, economists, public policy experts, etc. The focus of our service delivery is on assisting the central / state government departments on governance & institutional strengthening dimensions within the public sector. Over the last years, GUIDe practice has gained extensive experience in supporting Governments and donor agencies in reform processes through re-engineering of existing service delivery and improvement of performance management system backed by requisite institutional and organisational restructuring initiatives. Through a consultative and partnership mode, GUIDe practice has helped Governments and donor agencies achieve adequate knowledge transfer and change management platform while ensuring participation from all levels of the organization, and involvement of all key stakeholders. Other key areas of focus include institutional strengthening & capacity development, monitoring & evaluation, strategic planning, with a focus on Government, donor agencies and public sector organisations. The illustration below depicts the GUIDe practices service offerings:

<b>Monitoring and evaluation</b>	• Key public programmes/schemes in the focus sectors, M&E system, MIS tools, surveys, impact assessment reports, and concurrent monitoring
<b>Economic analysis and regulations</b>	• Effectiveness of regulatory environment, design of new regulatory institutions/processes, sector budget analysis, sector entry/feasibility, sector FRA, and PETS
<b>Institutional strengthening</b>	• Institutional structuring, role mapping, business strategy, organization design, governance, procurement management
<b>Performance improvement</b>	• Design of effective service delivery processes and systems, capacity building, change management, training, citizen charter, and grievance redressal
<b>Partnership management</b>	• Assessing and structuring viable PPP arrangements and CSR management
<b>Policy design and review</b>	• Visioning, development planning, policy effectiveness, and thematic/cross-sector planning

**Governance Reforms Practice under GUIDE:**

The GUIDe team has a dedicated governance reforms team with deep strategic consulting experience in the areas of Business Process Reengineering (BPR), eGovernance, ICT for development, public service delivery reforms and particularly in the Monitoring and Evaluation (M&E) of these assignments. We have wide ranging experience in areas of management function including eGovernance Strategy



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and Action Plan, e-Governance Solutions Design and Implementation, Government Process Re-engineering, Organization Design and Structure, Information & Communication Technology (ICT), Programme & Project Management, Capacity Building, conducting impact assessment including the conceptualization, implementing, monitoring and evaluating (M&E) of ICT and other development projects for Governments with clearly defined monitoring and evaluation coordinates/ indicators including baselines and envisaged service levels (outputs) and envisaged outcome/ impact of the project etc.

#### **Deloitte in Assam and other North East States:**

Deloitte has a significant presence in Assam and other North East states on account of a number of projects in which it has been involved. Some of them are as follows:

- Consultancy Service for setting up Farmer-Producers' Organizations (FPOs) in Assam under AACP-AF, World Bank, 2013-2015
- Project Management of the Assam Governance & Sector Development Program, ADB, 2011-2012 - Ongoing
- Consultancy Services for deploying innovative ICT for supporting e-Governance in Assam for ADB, 2008 -2010
- Technical Assistance for monitoring the design, development and deployment of Core Application Software and Program Management of CCTNS Project in Nagaland, Government of Nagaland,
- Design & Implementation Strategy for e-District Project for Directorate of IT & Communication, Government of Nagaland, 2011
- Study on Closed Tea Gardens in Assam and select other states, 2005
- Business Plan for North Eastern Regional Agricultural Marketing Corporation. Ltd. (NERAMAC), 2004-2005
- Techno-Economic Feasibility Study on Agro Based Industries in Meghalaya for Meghalaya Industrial Development Corporation, 2003-2004

#### **Operations Research Guild India Pvt. Ltd. (ORG India):**

ORG India was set up by the senior professionals of ORG-MARG after the holding company AC Nielsen divested its consulting portfolio to a group of employees headed by the then President of AC Nielsen. ORG India was set up with the objective of applying modern analytical operations research, quantitative techniques and systems methodology to problems of planning and decision-making in management.

With a robust country-wide field network, ORG India provides end-to-end solutions that leverage cutting edge technology. The agency provides services such as market research and social research across a wide range of sectors including Agriculture and Rural Development, Community Development, Social Communication, Education, Health and Nutrition, Population and Family Planning, Labour, Livelihood, Social Security and Welfare, Woman and Child Development etc

ORG has been involved in delivering high quality research oriented outputs over 12 years impacting social planning for a wide variety of clients including Govt. of West Bengal, Ministry of Rural Development, European Commission, World Bank, DFID, Assam State AIDS Control Society etc. They have over the years developed an in-depth exercise relating to

- Monitoring & Evaluation of Government Programmes and Schemes
- Conducting baseline studies
- Social Mapping Studies including developing methodology, instrument, training and supervision in Participatory Rural Assessment
- Programme Assessment and impact evaluation
- Market survey including assessment of value chain and mapping of potential
- Formation, supervision and monitoring of Self Help Groups,
- Skill assessment of beneficiaries and developing capacity building and training
- Generating community awareness



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## SeSTA Development Service (SDS):

SDS was established to bring together the experiences of development practitioners working in different developmental organizations for assisting development projects in North Eastern States namely Arunachal Pradesh, Assam, Manipur, Meghalaya, Mizoram, Nagaland, Tripura and Sikkim. SDS is registered under Indian Trust Act, 1886. It provides practical and customized solutions to communities, NGOs, Government organization, corporate, CSR organizations, Farmers Producers Organisations (FPOs) and other developmental organizations to efficiently manage their operation by providing support in capacity building, organization management, monitoring of operation, building HR and documentation and study.

SeSTA has good experience of conducting baseline study, developing MIS, market research, project evaluation, conducting Impact assessment, social audit, and other customized research & study in Assam and other states in the North-Eastern Region.

Our experience in undertaking similar projects which is relevant to this proposed assignment has been provided below:

Sl. No	Specific experience of the consultant required	Firm's experience supporting required specifications in the Terms of Reference*
1.	Design and deployment of MIS in projects along with development of data quality assurance (DQA) checklist as a tool to ensure quality assessment of MIS data	Credential No. – 1, 2, 4, 5, 6, 7, 8, 9, 13, 14, 15, 16, 17
2.	Design of project baseline and conducting follow-up studies	Credential No. – 1, 2, 3, 4, 5, 6, 8, 9, 13, 14, 15, 16, 17, 19
3.	Data collection, collation, quality assessment and analysis with latest best practices and reporting	Credential No. – 1 to 20
4.	Conducting impact evaluation of projects and producing comprehensive impact evaluation reports	Credential No. – 1, 6, 8, 10, 11, 12, 18, 19, 20

*\*Please Refer to the table in Section B below for detailed description on the credentials*

*(Pages 10 – 12)*



## B. Consultant's Experience

Deloitte, ORG India. and SDS have undertaken a number of assignments across the globe and within India which required development of monitoring and evaluation (M&E) system, conducting large scale surveys (baseline, midline and end-line), designing of MIS, provide handholding support in conducting monitoring and review of the project progress based on MIS reports and periodic evaluation studies and conducting impact evaluation under the results framework for various programmes.

Some of the key relevant projects are highlighted in the table below.

Sl. No.	Name of Assignment and Client	Year	Design and deployment of MIS and DOA checklist	Design of project baseline and conducting follow up studies	Data collection, collation, quality assessment and analysis, best practices	Conduct impact evaluation of project and produce impact evaluation reports
1	Monitoring & Evaluation of Bihar Right to Public Services (RTPS) including Citizen Satisfaction Survey: DFID (Deloitte)	2010-2014	✓	✓	✓	✓
2	Monitoring & Evaluation of Odisha Right to Public Services Act as part of the Odisha Support to Urban Infrastructure Programme: DFID (Deloitte)	2015 – Ongoing	✓	✓	✓	
3	Village level Survey, Value Chain Assessment and Institutional framework for setting up Farmer-Producers' Organizations (FPOs) in Assam under AACF-AF: World Bank (Deloitte as Lead in association with ORG India and SDS)	2013-2015		✓	✓	
4	Monitoring & Evaluation of the Assam Governance & Sector Development Program: ADB (Deloitte)	2011 – 2012	✓	✓	✓	
5	Monitoring & Evaluation system for performance assessment of Urban Local Bodies and other Urban Sector Agencies in Odisha: DFID (Deloitte)	2013	✓	✓	✓	
6	Monitoring & Evaluation of Deen Dayal Antyodaya Yojana - National Rural Livelihood Mission (DAY-NRLM) for North-Eastern States: Ministry of Rural Development, Gol (SDS)	2014- Ongoing	✓	✓	✓	✓
7	Monitoring & Evaluation of North Eastern Region Community Resource Management Project (ORG India)	2011 - 2012	✓		✓	
8	Monitoring & Evaluation of West Bengal Accelerated Development of Minor Irrigation Project: World Bank (Deloitte)	2014-2015	✓	✓	✓	✓
9	Monitoring & Evaluation of Micro, Cottage and Khadi village industry of Assam (SDS)	2015 - Ongoing	✓	✓	✓	
10	Evaluation of Implementation of Jharkhand Public Services Guarantee Act: World Bank (Deloitte)	2013 – 2014			✓	✓
11	Evaluation of implementation of Chhattisgarh Lok Sewa Guarantee (CGLSG) Act: World Bank (Deloitte)	2014			✓	✓
12	Evaluation of implementation of Bihar Right to Public Services Act: World Bank (Deloitte)	2015			✓	✓
13	Monitoring & Evaluation of the implementation of Pradhan Mantri Kaushal Vikas Yojana in Assam: Government of India (SDS)	2015 - Ongoing	✓	✓	✓	

Sl. No.	Name of Assignment and Client	Year	Design and deployment of MIS and DQA checklist	Design of project baseline and conducting follow up studies	Data collection, collation, quality assessment and analysis, best practices	Conduct impact evaluation of project and produce impact evaluation reports
14	Technical assistance support for Health Management Information System (HMIS), Mother & Child Tracking System (MCTS) & Mother and Child Tracking Helpdesk (MCTH): Ministry of Health and Family Welfare, Govt(Deloitte)	2012 - Ongoing	✓	✓	✓	
15	Monitoring & Evaluation of Municipal Administration System (MAS) project for Bhopal Municipal Corporation (Deloitte)	2009 - 2014	✓	✓	✓	
16	Technical Assistance support for monitoring the design, development and deployment of Core Application Software and Program Management of CCTNS Project in Nagaland: Government of Nagaland (Deloitte)	2012 - Ongoing	✓	✓	✓	
17	Monitoring & Evaluation of Rural Electrification Scheme in West Bengal, South Asia Foundation for Human Initiatives (ORG India)	2007 – 2008	✓	✓	✓	
18	Monitoring & Evaluation of the implementation of Rashtriya Swasthya Bima Yojana: Government of Jharkhand (ORG India)	2010 – 2011			✓	✓
19	Citizen Perception survey for 40 ULBs under Kolkata Urban Services for Poor (KUSP) Programme: DFID (ORG India)	2005-2006		✓	✓	✓
20	Evaluation of Neem Plantation, Processing & Marketing in Tribal Villages of Purulia District (ORG India)	2009 – 2010			✓	✓



Details of the Experience listed has been presented below:

Duration	Assignment name/& brief description of main deliverables/outputs	Name of Client & Country of Assignment	Approx. Contract Value	Role on the Assignment
Dec 2010 – Sep 2014	<p><b><u>Monitoring &amp; Evaluation of Bihar Right to Public Services (RTPS) including Citizen Satisfaction Survey</u></b></p> <p>This assignment aimed at designing M&amp;E framework, developing an ICT enabled M&amp;E system, design of MIS tools, templates &amp; dashboard, and conducting citizen satisfaction survey &amp; periodic follow-up studies for facilitating the monitoring &amp; evaluation of RTPS. Key activities carried out by the Deloitte team involved:</p> <ul style="list-style-type: none"> <li>• <b>Developing Monitoring &amp; Evaluation (M&amp;E) system under Results framework to keep track of the performance of service providers and institutionalize the process</b></li> <li>• Designing the system requirements/ functional specifications and support development of MIS tool under integrated RTPS software 'Adhikar' for enabling monitoring &amp; review of RTPS implementation</li> <li>• Developed Indicator tracking sheet and template for monitoring the performance of RTPS implementation</li> <li>• Developed data management plan for facilitating collation of data from multiple sources for feeding into MIS</li> <li>• Embedded data quality assurance (DQA) checklist into the system for ensuring robust MIS reports</li> <li>• Advised on district ranking framework and methodology for evaluating inter-district performance based on monthly reports</li> <li>• Advised government on course correction measures through a comprehensive M&amp;E report on RTPS implementation covering parameters like accessibility, transparency, inclusiveness, coverage, benchmarking, and BPR</li> <li>• Helped central PMU at state HQ in M&amp;E of RTPS implementation through data analysis, monthly/ quarterly/ annual MIS reports, periodic impact/evaluation study reports based on field visits, interaction with citizens and government staff, and cost-benefit analysis</li> <li>• Managed a State wide outcome oriented Citizen Score Card survey to measure impact of RTPS on citizen centric service delivery improvements                     <ul style="list-style-type: none"> <li>- Covering 31556 households in 3170 villages across all blocks to capture user feedback on citizen centric services</li> <li>- Using PPS sampling procedure to select villages and households</li> <li>- Employing digital data collection techniques like CAPI and PDA methodologies</li> <li>- Design and implement a survey instrument to build a digital database to enable effective analysis of data</li> </ul> </li> </ul>	<p><i>Client:</i>                      Department for International Development (DFID)</p> <p><i>Country:</i> India</p>	Rs 20 Crore approx.	Deloitte as Lead Partner

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Duration	Assignment name/& brief description of main deliverables/outputs	Name of Client & Country of Assignment	Approx. Contract Value	Role on the Assignment
Jan 2015 – Ongoing	<p><b><u>Monitoring &amp; Evaluation of Odisha Right to Public Services Act as part of the Odisha Support to Urban Infrastructure Programme</u></b></p> <p>The assignment involved, strengthening urban administration in Odisha and building institutional capacity of key urban institutions/parastatals including development authorities and utility agencies. A major part of the assignment involves providing M&amp;E support for implementation of ORTPS Act for the notified urban services ensuring improvement in Urban Service Delivery; organizing training programs for officials (PHEO, ULB officials) of nine AMRUT cities in coordination with EIC (PH) and ULB Commissioners, H&amp;UD Department. Key activities carried out as part of this assignment involved:</p> <ul style="list-style-type: none"> <li>• Develop M&amp;E framework &amp; plan for facilitating continuous monitoring and undertake course correction measures</li> <li>• Identify result indicators for RTPS in consultation with concerned stakeholders within the State Government</li> <li>• Establish baseline for RTPS based on quantitative and qualitative data sources, including official data sources</li> <li>• Develop Indicator Tracking Sheet and finalize annual performance targets for tracking the performance of RTPS</li> <li>• Design of MIS tool and report templates for facilitating data analysis and identifying areas of improvement</li> <li>• Develop data management plan and ensuring adherence to data quality assurance checklist</li> <li>• Develop dashboard for facilitating real-time monitoring of service delivery</li> <li>• Preparing periodic (monthly/ quarterly/ annual) progress reports for facilitating review at different levels and for sharing with concerned stakeholders</li> <li>• Developing system for collecting qualitative and quantitative citizen feedback through call centre, website, etc.</li> </ul>	<p>Client: DFID</p> <p>Country: India</p>	Rs. 12 Crore	Deloitte as Lead Partner
Feb 2013 – Feb 2015	<p><b><u>Village level Survey, Value Chain Assessment and Institutional framework for setting up Farmer- Producers' Organizations (FPOs) in Assam under AACF-AF</u></b></p> <p>The project focussed on interventions related to marketing extension with the key objective of ensuring remunerative prices to the producers/ farmers; to link the markets with the agriculture surpluses generated in different production clusters; to develop a network of marketing intelligence and information dissemination up to farmers' level. Deloitte led consortium was engaged for establishing commercially viable agriculture/ fishery based Farmer - Producers' Organizations (FPOs) in the 4 districts i.e. Nagaon, Kamrup, Nalbari, and Sonitpur in the state. The scope of work includes:</p>	<p>Client: ARIAS Society/ World Bank</p> <p>Country: India</p>	Rs. 79 Lakhs	Deloitte as Lead Partner



Duration	Assignment name/& brief description of main deliverables/outputs	Name of Client & Country of Assignment	Approx. Contract Value	Role on the Assignment
	<ul style="list-style-type: none"> <li>• Conducting a baseline survey covering 6000 respondents including farmers, commission agents, retailers and wholesalers across the 4 districts</li> <li>• Conducting social mapping of about 5 villages in each district using PRA techniques and tools like resource mapping, social mapping, problem ranking etc.</li> <li>• Conducting skill gap assessment of project beneficiaries of the FPOs</li> <li>• Conducting awareness campaigns for sensitizing stakeholders in terms of the key objectives of AACCP, benefits of FPO etc.</li> <li>• Developing business plan for each of the FPOs comprising an optimum product mix/ portfolio and providing support to the respective enterprises / FPOs in implementation of the business plan</li> <li>• Documenting the entire process to ensure knowledge transfer and handholding so that FPOs/ business enterprises are self-sufficient to conduct business operations on their own</li> </ul>			
2011-2012	<p><b><u>Monitoring &amp; Evaluation of the Assam Governance &amp; Sector Development Program</u></b></p> <p>The reform process in the State of Assam, under the Asian Development Bank (ADB) assisted Assam Governance &amp; Sector Development Program aimed at strengthening of revenue administration, expenditure management, debt management and governance related issues. Key tasks undertaken by Deloitte include:</p> <ul style="list-style-type: none"> <li>• Develop a Monitoring &amp; Evaluation framework for tracking the progress of program objective and take course corrections</li> <li>• Identify the result indicators, setting the baseline and annual target values, and means of verification</li> <li>• Design an MIS tool with data management plan for collating the data from different sources to enable online monitoring</li> <li>• Prepare monthly/ quarterly and annual progress reports for tracking the progress of result indicators</li> <li>• Conducting annual evaluation based on qualitative and quantitative survey, and MIS data</li> </ul>	<p><i>Client:</i> Asian Development Bank (ADB)/ Government of Assam (GoA)</p> <p><i>Country:</i> India</p>	Confidential	Deloitte as Sole Consultant
2013	<p><b><u>Monitoring &amp; Evaluation system for performance assessment of Urban Local Bodies and other Urban Sector Agencies in Odisha</u></b></p> <p>The project involved developing the M&amp;E framework and system for enabling periodic performance assessment of urban local bodies and other urban sector agencies in the state of Odisha. Key tasks performed by Deloitte included:</p> <ul style="list-style-type: none"> <li>• Design a M&amp;E framework identifying key performance indicators and result areas with baseline and annual target values</li> <li>• Assess existing IT enabled process and MIS tool for monitoring performance based on sample study.</li> </ul>	<p>DFID</p> <p>Country: India</p>	Confidential	Deloitte as Sole Consultant

Deloitte Touche Tohmatsu India LLP.



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Duration	Assignment name/& brief description of main deliverables/outputs	Name of Client & Country of Assignment	Approx. Contract Value	Role on the Assignment
	including proposed initiatives like the Odisha e-municipality project <ul style="list-style-type: none"> <li>Finalizing the institutional and organizational framework for performance monitoring</li> <li>Facilitating discussions to finalize target performance levels and scoring mechanism for individual categories of organizations</li> <li>Developing functional specifications for the proposed e-municipality system in terms of performance metrics and management reports to be generated</li> <li>Prepare data management plan and data quality assurance checklist</li> <li>Assist parent Department in developing a performance/ result linked incentive mechanism for ULBs based on their relative performance levels</li> </ul>			
2014 – Ongoing	<p><b>Monitoring &amp; Evaluation of Deen Dayal Antyodaya Yojana- National Rural Livelihood Mission (DAY-NRLM) for North-Eastern States</b></p> <p>The primary objective of the Mission is to create efficient and effective institutional platforms of the rural poor, for greater prosperity through sustainable livelihood enhancements. A key component of the Mission is to institute comprehensive Monitoring, Evaluation &amp; Learning (MEL) system/ MIS for evidence-based decision making process to facilitate evaluation/assessment of the 'net' contribution of the Mission towards scheme objectives. Key tasks undertaken by SDS include:</p> <ul style="list-style-type: none"> <li>Conducting orientation of the Mission staff on the Results framework and M&amp;E system</li> <li>Facilitate design of Results framework-based MIS; monitoring of indicators related to input, output, intervention, output and outcome for tracking milestones; and enablement of online MIS for real time monitoring at various levels</li> <li>Preparing data quality assessment template for ensuring robust and consistent MIS reports</li> <li>Supervise primary surveys and data collection exercise of the Mission in line with the programme requirement</li> <li>Instituting internal review mechanisms at various levels                             <ul style="list-style-type: none"> <li>Monthly/quarterly planning, progress &amp; process reporting and internal review;</li> <li>Field visits by staff/officials, periodic visits of supervision teams</li> <li>Support central government team in Joint Half-yearly/Annual Review, Planning/Supervision Missions to states;</li> <li>Independent Process monitoring;</li> </ul> </li> <li>Conducting external social audit, public participation tracking and community score cards</li> </ul>	<p>Client: Ministry of Rural Development, GoI</p> <p>Country: India</p>	Confidential	SDS as sole consultant



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Conducting project Baseline survey, M&E and annual follow-up studies to support project MIS  
Technical Proposal

Duration	Assignment name/& brief description of main deliverables/outputs	Name of Client & Country of Assignment	Approx. Contract Value	Role on the Assignment
	<ul style="list-style-type: none"> <li>Train mission's staff on different <b>Participatory Rural Appraisal tools and Participatory Identification of Poor (PIP)</b></li> <li>Capacity building of project staff of State and district mission management unit of Assam, Tripura, Manipur, Meghalaya, Mizoram and Arunachal Pradesh</li> </ul>			
2011-2012	<p><b><u>Monitoring &amp; Evaluation of North Eastern Region Community Resource Management Project (NERCORMP)</u></b></p> <p>This project has sought to improve the livelihood of vulnerable groups in a sustainable manner through improved management of their natural resource base that would restore and protect the environment. The engagement aimed at developing a <b>Monitoring and Evaluation (M&amp;E) system for measuring the output and outcome</b> of the project in terms of the project mandate. The major tasks performed as a part of the engagement includes:</p> <ul style="list-style-type: none"> <li>Conducting in-depth analysis of the project mandate including interview of the key stakeholders</li> <li>Conceive M&amp;E framework which stressed on longer-term tracking of key programme outcomes and impact (access to services, adoption of NRM practices, livelihood diversification, etc.)</li> <li>Develop both qualitative and quantitative indicators which can effectively measure the four principal dimensions of sustainability – institutional sustainability, community and household resilience, systemic environmental change and community empowerment</li> <li>Develop case studies of successful cases to highlight the effectiveness of the project and collate the key learning</li> <li>Conduct a quantitative study of the areas where the project was not effective to compare the outcome across the project areas</li> </ul>	<p><i>Client:</i> North Eastern Region Community Resource Management Project for Upland Areas (NERCORMP)</p> <p><i>Country:</i> India</p>	Rs. 56 Lakhs	ORG India as Sole Consultant
2014-2015	<p><b><u>Monitoring &amp; Evaluation of West Bengal Accelerated Development of Minor Irrigation Project (WBADMIP)</u></b></p> <p>The project aimed at enhancing agricultural production of small and marginal farmers in the project area through accelerated development of minor irrigation schemes, strengthening community-based irrigation management and providing operation, maintenance and support to agricultural development. As part of the project, Deloitte led consortium was mandated to analyse the potential from improved irrigation technologies and management towards increasing productivity. Furthermore, statistical and econometric analysis have been leveraged to forecast demand-supply patterns across potential markets.</p> <p>The scope of work included the following key activities:</p> <ul style="list-style-type: none"> <li>Develop a <b>Monitoring &amp; Evaluation (M&amp;E) system including a MIS tool for managing the data and enabling indicator tracking for course correction measures</b></li> </ul>	<p><i>Client:</i> Government of West Bengal/ World Bank</p> <p><i>Country:</i> India</p>	Confidential	Deloitte as Lead Partner



Duration	Assignment name/& brief description of main deliverables/outputs	Name of Client & Country of Assignment	Approx. Contract Value	Role on the Assignment
	<ul style="list-style-type: none"> <li>• Conduct a <b>baseline survey covering around 5000 farmers in the identified clusters</b> which involved questionnaire administration, ground data collection through <b>GPS tracked hand held devices, FGDs, use of PRA techniques etc.</b></li> <li>• Conduct <b>best practice study for assessing the potential from improved irrigation technology and develop recommendations</b> for ensuring increased productivity from improved irrigation performance</li> <li>• <b>Undertake statistical and econometric analysis to forecast demand-supply patterns across potential markets</b></li> <li>• <b>Preparing evaluation report</b></li> </ul>			
2015 - 2016	<p><b><u>Monitoring &amp; Evaluation of Micro, Cottage and Khadi village industry of Assam</u></b></p> <p>The project was funded by Indian Institute of Entrepreneurship (IIE), Guwahati CML mandated SeSTA Development Service (SDS) to design a monitoring &amp; evaluation system and conduct a baseline survey for data collection at block level and micro &amp; small enterprise/ unit level. The following activities were undertaken</p> <ul style="list-style-type: none"> <li>• <b>Develop Monitoring &amp; Evaluation (M&amp;E) framework</b> including result indicators, baseline and target values, indicator tracking sheet and means of verification</li> <li>• <b>Conduct a comprehensive baseline in survey</b> through a random sampling method for setting baseline values</li> <li>• <b>Providing district wise / scheme wise observations and recommendations</b> to enable successful implementation of various schemes/ programmes by Mo Micro Small and Medium Enterprises</li> <li>• <b>Create an MIS database for online monitoring of various schemes</b> from the district level to block level</li> <li>• <b>Develop data management plan for collecting and collating the data</b></li> </ul>	<p><i>Client:</i> Centre for Microfinance and Livelihood (CML)</p> <p><i>Country:</i> India</p>	Confidential	SDS as Sole Consultant
Dec 2013 – Feb 2014	<p><b><u>Evaluation of Implementation of Jharkhand Public Services Guarantee Act</u></b></p> <p>The project involved assisting the Govt. of Jharkhand in identifying weaknesses in implementation and opportunities for improvement in the JPSG Act, enacted in 2011 with the objective of increasing the efficiency and effectiveness of public service delivery to the common citizens. Key activities carried out by the Deloitte team included:</p> <ul style="list-style-type: none"> <li>• Undertaking field visits of the districts and front-line service delivery points for understanding the actual implementation of the Act on ground with <b>specific emphasis on assessment of existing system for monitoring &amp; evaluation</b></li> <li>• Developing a <b>comprehensive monitoring framework for service delivery</b> based upon focal points of policy &amp; regulations, process improvement, institutional &amp; monitoring mechanisms, ICT, citizen convenience</li> </ul>	<p><i>Client:</i> World Bank</p> <p><i>Country:</i> India</p>	Rs 26 Lakhs approx	Deloitte as Sole Consultant



Conducting project Baseline survey, M&E and annual follow-up studies to support project MIS  
Technical Proposal

Duration	Assignment name/& brief description of main deliverables/outputs	Name of Client & Country of Assignment	Approx. Contract Value	Role on the Assignment
	<ul style="list-style-type: none"> <li>• <b>Preparation of a comprehensive evaluation report highlighting areas of improvement, with recommendations for improving M&amp;E, greater ICT enablement, and frontline strengthening for ensuring greater accessibility, efficiency &amp; transparency</b></li> <li>• <b>Provided recommendations for MIS tool to track effective service delivery</b></li> <li>• Mapping of service specific processes covered under the legislation, identifying key bottleneck areas &amp; arriving at solutions for process reengineering</li> <li>• Assessing current manpower &amp; infrastructure positions at front-line institutions for select services</li> <li>• Conducting a financial viability analysis for the Common Service Centres (Pragya Kendras) earmarked as service application receipt and service delivery points</li> </ul>			
July 2014 – Nov 2014	<p><b>Evaluation of implementation of Chhattisgarh Lok Sewa Guarantee (CGLSG) Act</b></p> <p>The project involved assisting the Govt. of Chhattisgarh in carrying out an assessment of the implementation of CGLSG Act. The objective of the project was to carry out a stock-taking of actual service delivery improvements for the citizens against the provisions of the Act and taking course correction measures for increasing efficiency and effectiveness of public service delivery based on findings and recommendations. Key activities carried out by the Deloitte team involved:</p> <ul style="list-style-type: none"> <li>• Undertaking field visits of the districts and front-line service delivery points for understanding the actual implementation of the Act on ground with <b>specific emphasis on assessment of existing M&amp;E system</b></li> <li>• <b>Preparation of a comprehensive evaluation report highlighting areas of improvement, with recommendations for improving M&amp;E, greater ICT enablement, and frontline strengthening for ensuring greater accessibility, efficiency &amp; transparency</b></li> <li>• <b>Developing a comprehensive monitoring framework for service delivery</b> based upon focal points of policy &amp; regulations, process improvement, institutional &amp; monitoring mechanisms, ICT, citizen convenience</li> <li>• <b>Provided recommendations for MIS tool to track effective service delivery</b></li> <li>• Mapping of service specific processes covered under the legislation, identifying key bottleneck areas &amp; arriving at solutions for process reengineering</li> <li>• Assessing of current manpower &amp; infrastructure positions at front-line institutions for select services</li> <li>• Assessment of current manpower &amp; infrastructure positions at front-line institutions and conducting study of service delivery through Common Service Centres (CHOICE Centres)</li> </ul>	<p><i>Client:</i> World Bank</p> <p><i>Country:</i> India</p>	Rs 26 Lakhs approx	Deloitte as Sole Consultant
April 2015 –	<p><b>Evaluation of Implementation of Bihar Right to Public Services Act</b></p> <p>Government of Bihar (GoB) wanted to undertake a quick evaluation of RTPS in terms of its effectiveness, potential</p>	<p><i>Client:</i> World Bank</p>	Rs 26 Lakhs approx	Deloitte as Sole Consultant



Duration	Assignment name/& brief description of main deliverables/outputs	Name of Client & Country of Assignment	Approx. Contract Value	Role on the Assignment
July 2015	<p>areas for improvement and way forward for ensuring sustainability and taking BRTPS to the next level. For this purpose GoB had approached the World Bank to carry out such an assessment and Deloitte has been assigned to undertake the study. The Deloitte team was involved in carrying out the following key activities:</p> <ul style="list-style-type: none"> <li>• Assessment of existing system for monitoring &amp; evaluation including M&amp;E system, MIS tool, data management plan and status of adherence to data quality assurance checklist</li> <li>• Preparation of a comprehensive evaluation report highlighting areas of improvement, with recommendations for improving M&amp;E, greater ICT enablement, and frontline strengthening for ensuring greater accessibility, efficiency &amp; transparency</li> <li>• Recommending Way forward for taking BRTPS to the next level in terms of increased accessibility, expansion of services and leveraging ICT</li> <li>• Mapping of service specific processes covered under the legislation, identifying key bottleneck areas &amp; arriving at solutions for process reengineering</li> <li>• Assessing of current manpower &amp; infrastructure positions at front-line institutions for select services Exploring possibilities of decentralizing service delivery through CSCs</li> </ul>	Country: India		
Aug 2015 - Ongoing	<p><b>Monitoring &amp; Evaluation of the implementation of Pradhan Mantri Kaushal Vikas Yojana in Assam</b></p> <p>Pradhan Mantri Kaushal Vikas Yojana is a unique initiative by the Government of India that aims to offer Indian youth meaningful, industry relevant, skill based training across sectors and areas. Under this scheme, the trainees will be offered a financial reward and a government certification on successful completion of training and assessment, which will help them in securing a job for a better future. Key activities performed by SDS include:</p> <ul style="list-style-type: none"> <li>• Developing monitoring &amp; evaluation (M&amp;E) plan for the project in line with Results framework</li> <li>• Designing MIS tool for collating data from various training implementing agencies</li> <li>• Preparing data management plan and conducting capacity building sessions of the system operators and other technical sources on data entry, data analysis and report generation</li> <li>• Providing technical support for generation of periodic (monthly/ quarterly/ annual) progress reports</li> <li>• Design and develop a comprehensive baseline survey strategy in select districts of the state to evaluate the skill gap across various sectors in the state</li> <li>• Design a Training of Trainers programme for the skill sections which did not show the desired results</li> </ul>	<p>Client: Government of India</p> <p>Country: India</p>	Confidential	SDS as sole consultant
Jan 2012 - Ongoing	<p><b>Technical Assistance support for Health Management Information System (HMIS), Mother &amp; Child Tracking System (MCTS) and Mother &amp; Child Tracking Helpdesk (MCTH)</b></p> <p>Under this project, Deloitte is mandated to set up Project</p>	Client: Ministry of Health and Family Welfare, Gol	Rs. 6.2 Crore	Deloitte as Sole Consultant



Duration	Assignment name/& brief description of main deliverables/outputs	Name of Client & Country of Assignment	Approx. Contract Value	Role on the Assignment
	<p>Management Unit referred to as ePMU. The ePMU is supporting DoHFW in effective monitoring of the projects being implemented, coordination with the vendors/stakeholders, conducting security audits, providing strategic advice to DoHFW for improvement of MCTS, MCTH and HMIS etc. Key tasks undertaken by Deloitte as part of this assignment include:</p> <ul style="list-style-type: none"> <li>• Develop and manage <b>outcome-oriented monitoring and learning system</b></li> <li>• Develop <b>indicators and set baseline values</b></li> <li>• <b>Design indicator tracking sheet</b> for monitoring the progress of different components of the project</li> <li>• <b>Design MIS tool and preparing data management plan for developing robust database</b></li> <li>• <b>Prepare data quality assurance checklist</b></li> <li>• <b>Prepare of monthly/ quarterly/ annual reports</b></li> </ul>	Country: India		
2009 - 2014	<p><u>Monitoring &amp; Evaluation of Municipal Administration System (MAS) project for Bhopal Municipal Corporation</u></p> <p>In the assignment, Deloitte was responsible for developing &amp; implementing an IT system for efficient &amp; effective municipal administration leading to effective service delivery to citizens. Key tasks undertaken by Deloitte include:</p> <ul style="list-style-type: none"> <li>• <b>Design and develop a MIS tool to track the efficiency of service delivery</b></li> <li>• <b>Develop MIS database that shall provide the back end support for all e-governance modules</b></li> <li>• <b>Preparing Data Management Plan including plan for migrating the existing electronic data to the revised system</b></li> <li>• <b>Generation of periodic (monthly/ quarterly/ annual) progress reports for facilitating monitoring &amp; review and take course correction measures</b></li> </ul>	<p>Client: Government of Madhya Pradesh</p> <p>Country: India</p>	Rs. 11 crore	Deloitte as Sole Consultant
2012 - Ongoing	<p><u>Technical Assistance support for monitoring the design, development and deployment of Core Application Software and Program Management of CCTNS Project in Nagaland</u></p> <p>Crime and Criminal Tracking Network and Systems (CCTNS) Project is aimed at enhancing Crime Investigation, Criminals Tracking and the efficiency of police department in Nagaland through a comprehensive and integrated e-governance system. Deloitte was mandated to provide technical assistance support for implementation of the overall CCTNS solution in the State. Key tasks undertaken by Deloitte include the following:</p> <ul style="list-style-type: none"> <li>• <b>Development of Monitoring &amp; Evaluation system for tracking the project progress and take course correction measures</b></li> <li>• <b>Conduct a baseline assessment to set baseline and annual target values</b></li> <li>• <b>Design and develop MIS tool for providing back end support for monitoring of all e-governance activities</b></li> </ul>	<p>Client: State Crime Record Bureau/ State Police Department of Nagaland</p> <p>Country: India</p>	Confidential	Deloitte as Sole Consultant

Duration	Assignment name/& brief description of main deliverables/outputs	Name of Client & Country of Assignment	Approx. Contract Value	Role on the Assignment
	<ul style="list-style-type: none"> <li>Develop data management plan from various sources and providing handholding support for capacity building of technical resources</li> <li>Prepare periodic (monthly/ quarterly/ annual) progress reports</li> </ul>			
2007 – 2008	<p><b><u>Monitoring &amp; Evaluation of Rural Electrification Scheme in West Bengal</u></b></p> <p>A separate organisation viz West Bengal Rural Energy Development Corporation was formed to undertake rural electrification and supply of electricity at 400 volts and below to consumers in rural sector with active involvement of Panchayat institutions. The key activities undertaken by ORG India included:</p> <ul style="list-style-type: none"> <li>Develop a survey strategy and conduct a comprehensive baseline survey through a sampling procedure covering all user groups</li> <li>Develop Data collection tool and data management plan for collation of data from multiple sources</li> <li>Strengthening of project MIS for generation of robust periodic M&amp;E reports for facilitating course correction measures</li> <li>Providing district wise / scheme wise observations and recommendations to enable successful implementation of the schemes / programmes</li> <li>Identifying and highlighting the case studies reflecting success / failure stories of the scheme / programme implementation</li> </ul>	<p><i>Client:</i> South Asia Foundation for Human Initiatives (SAHFI)</p> <p><i>Country:</i> India</p>	Confidential	ORG India as Sole Consultant
2010 – 2011	<p><b><u>Monitoring &amp; Evaluation of the implementation of Rashtriya Swasthya Bima Yojana (RSBY) in Jharkhand</u></b></p> <p>Rashtriya Swasthya Bima Yojana (RSBY) a Health Insurance Scheme for the Below Poverty Line families was launched by Gol in 2008 with the objectives to reduce expenditure on health and increase access to health care. The scheme also expanded to cover other defined categories of unorganised workers ORG India was mandated to conduct a survey across 6 districts covering 65 blocks and approximately 4 lakh beneficiaries and institutionalize a monitoring system. The activities undertaken in this survey included:</p> <ul style="list-style-type: none"> <li>Designing and developing comprehensive M&amp;E system for the programme</li> <li>Developing indicator tracking sheet for monitoring the project progress</li> <li>Designing MIS for online tracking of the progress of indicators</li> <li>Create an MIS database using the GIS data for online monitoring of the scheme from the district level to block level</li> <li>Preparing an impact assessment report (End-line evaluation) on post-enrolment benefits generated among BPL households</li> </ul>	<p><i>Client:</i> Jharkhand State Labour Welfare Society</p> <p><i>Country:</i> India</p>	Confidential	ORG India as Sole Consultant



Duration	Assignment name/& brief description of main deliverables/outputs	Name of Client & Country of Assignment	Approx. Contract Value	Role on the Assignment
2005-2006	<p><b><u>Citizen Perception survey for 40 ULBs under Kolkata Urban Services for Poor (KUSP) Programme</u></b></p> <p>ORG-IPL was mandated to conduct a follow up study through a survey across 40 ULBs simultaneously to assess the success of the KUSP programme that targets improved urban service delivery to slums, BPL households and other people from the EWS. The activities undertaken in this survey included:</p> <ul style="list-style-type: none"> <li>• Devise a survey strategy for mobilising 200 teams of 4-8 people across 40 ULBs and conduct citizen perception survey</li> <li>• Conducting field survey across all 40 ULBs for setting baseline</li> <li>• Prepare a comprehensive impact evaluation report analysing the data and presenting the key issues in terms of scheme implementation that were reported.</li> </ul>	<p><i>Client:</i> DFID</p> <p><i>Country:</i> India</p>	Confidential	ORG India as Sole Consultant
Jan 2009 – March 2010	<p><b><u>Evaluation of Neem Plantation, Processing &amp; Marketing in Tribal Villages of Purulia District</u></b></p> <p>The Project aimed at ensuring economic and environmental sustainability of poor tribal women through plantation, processing and marketing of neem products. Key activities undertaken by ORG India as part of this assignment include</p> <ul style="list-style-type: none"> <li>• Conducting a baseline analysis of the tribal women in terms of their socio-economic status and level of skill</li> <li>• Conduct a social mapping using Participatory Rural appraisal</li> <li>• Conduct a market survey for ascertaining the potential of Neem products such as bio-fertilisers and creating awareness among villagers</li> <li>• Developing successful case studies for learning purposes</li> <li>• Conducting impact evaluation report of the project interventions</li> </ul>	<p><i>Client:</i> National Bank for Agriculture and Rural Development (NABARD)</p> <p><i>Country:</i> India</p>	Confidential	ORG India as Sole Consultant



Deloitte Touche Tohmatsu India LLP

State Project Director  
ARIAS Society

## FORM TECH-3: Comments and Suggestions on the Terms of Reference, Counterpart Staff, and Facilities to be provided by the Client

### A – On the Terms of Reference

The terms of reference (ToR) is clear both in terms of outlining of the key objectives of the project and the assistance expected of the consultants. However, based on our experience from similar engagements and the appreciation of the requirements of the ToR, we would like to highlight that:

- For successful deployment of the Project MIS we need support from the State IT department and other associated agencies involved in day to day operation of the centralized RTPS platform, mobile & web based applications relating to transactions, RTPS One Stop shops & Call Centres, in order to integrate and feed the data generated from these sources to the MIS system
- Based on our experience in similar engagements, we envisage that successful execution of the project within the stipulated timelines will depend on timely availability of information, documents, meetings and approvals from key stakeholders.
- We have assumed active participation of representatives from all the focal departments of Government of Assam covered under ARTPS as well as IT department, empaneled consultants and third party vendors in charge of the RTPS integrated portal, RTPS Call Centres & One Stop shops for successful delivery of the project. We also seek administrative support of GoA & ARIASS for conducting the field surveys.
- As part of the exercise, we will not conduct any audit or verification of the accuracy and completeness of the information provided to us by GOA and those collected through primary interactions and / or secondary sources
- We assume that the responsibility of the consultant is restricted to conducting baseline, mid-line and end-line survey of target project beneficiaries and stakeholders from associated departments playing a crucial role in implementation of the CCSD project. For the purpose of conducting the survey, we will adhere to a standard sampling methodologies as detailed in our proposed approach & methodology for undertaking the assignment.

### B – On Counterpart Staff and Facilities

- It is expected that ARIASS will facilitate for all the necessary permissions for visiting departments/offices of GoA for conducting interviews with stakeholders.



# FORM TECH-4: Description of Approach, Methodology, and Work Plan in Responding to the Terms of Reference

## a) Technical Approach and Methodology

### Background & Project Rationale

Government of Assam has enacted the Assam Right to Public Services (ARTPS) Act and Rules in 2012, which came into force from 19<sup>th</sup> April 2013, with several citizen centric features. As on date, there are 55 notified government services spanning 14 departments under the ambit of the legislation. The act has the following key features

- Clearly stated services that will be specifically notified by the government
- A time limit within which the service will be delivered
- A Designated Officer of the government who will be held responsible for the service delivery to each and every applicant
- In the event of failure, a grievance redressal mechanism through a process of First and Second Appeals
- A scheme for penalty in the event of proven failure on the part of the Designated Officer by the Second Appellate Authority

The World Bank is supporting the CCSD Project (Citizen Centric Service Delivery), initiated by the Government of Assam (GoA), to provide improved access to public services to all citizens of Assam, with a special focus on citizens living in low income districts, and citizens from vulnerable and marginalized groups. The Assam Rural Infrastructure and Agricultural Services Society (ARIASS), an autonomous body of the GoA, has been mandated for project implementation and compliance with procurement, financial management and related processes of the World Bank. The key development objective of the CCSD project of GoA is to ensure citizens' access to public services in a timely, efficient, and accountable manner through:

- Increasing the number of services notified under the RTPS Act from the present 55 services over the course of next five years and increasing the volume of applications submitted on-line for RTPS services
- Putting in place a comprehensive RTPS ICT platform for automated tracking of individual service requests and appeals, actions taken by the designated officer and staff, and rule based escalation in case of time overruns beyond the stipulated period
- Setting up One-Stop Service Centers across blocks/circles and other designated offices with a view to expand RTPS services in the underserved areas of Assam

As part of any reform program, periodic monitoring & evaluation of reform measures plays a crucial role in attaining the inherent objective of the reform agenda and helps to keep the project objectives on track through requisite course correction measures. As part of the same, GoA wishes to develop a comprehensive monitoring & evaluation system to monitor progress related to the project's underlined goals & objectives and assess citizens' satisfaction levels over time. The major activities to be carried out as part of this assignment include:

- Design of M&E system, including MIS template, for concurrent and triangulated feedback on the reform objectives
- Design Sampling Strategy & administer Project Baseline Survey to assess the baseline
- Collection of data & preparation of periodic M&E reports
- Undertake follow up surveys involving a project mid-line and end-line survey in order to track compliance with the key results specified in the results framework and other broader parameters linked to the project's outcomes



- Preparation of Impact Evaluation report including Assignment Completion report

In this context, the current study of supporting the ARIASS through establishing a Monitoring & Evaluation (M&E) framework for the CCSD project seems appropriate and highly relevant and we are pleased to have the opportunity to submit our bid for this prestigious assignment.

Our technical proposal has been prepared in response to the GoA Invitation to Tender and outlines our understanding of the terms of reference, our approach for achieving the project objectives, appreciation of key issues, proposed team composition, roles and responsibilities and the previous experience we are able to leverage for the engagement.

## Key cornerstones of our approach:

Deloitte has necessary skills and experience to be able to meet the above requirements. Key cornerstones of our approach will include:

**Continuous Stakeholder Involvement** - During the entire duration of the engagement, we will engage with the key stakeholders to understand their key concerns and expectations from the assignment.

**Providing Innovative Solutions** - We will leverage our prior experience of managing projects that primarily deal with increasing public service access and outreach together with requisite process reforms as part of implementation [such as Bihar Right to Public Services]. Besides, our experiences in ascertaining implementation status of ongoing RTPS initiatives in the states of Chhattisgarh and Jharkhand has made inroads to a gamut of innovative solutions that we will leverage, as and when they require, in this project.

### Ranking of Districts based on performance of public service delivery as part of Design & Implementation of Bihar Right to Public Service (RTPS) Act under Bihar Governance and Administrative Reforms Programme (BGARP) – DFID & GoB

Deloitte was involved in the entire gamut of work from formulating the Right to Public Services (RTPS) Act, corresponding rules and instructions, to conducting BPR of services including preparation of roll-out strategy for ICT enablement of service delivery processes. *As part of this initiative, in the implementation phase, Deloitte was involved in designing and implementing a ranking framework covering all the districts of Bihar based on their performance of providing services to the citizens.* The key objective for designing the ranking framework involved, monitoring the performance of districts and more importantly to instill a sense of competition between districts for outsmarting each other in terms of service delivery performance. Some of the key parameters based on which the ranking framework was designed involved i) % of total applications disposed in a month, ii) % of appeals disposed in a month, iii) % of applications where applicant's mobile no. has been collected, iv) average no. of synchronization per office in a month, v) no. of offices where raids have been conducted in a month, vi) adequacy of RTPS counter infrastructure, vii) vacancy in staff positions at RTPS counters etc. Further, incentives & rewards for well performing RTPS centres has also been suggested and implemented by the Govt. of Bihar. Post implementation, there has been a notable change in the quality of service delivery and immense improvement in ranking for some of the lagging district has been observed.

**Risk Identification and Mitigation Strategies** – We have a long and successful history of working on large and complex projects with GoB and other State Governments wherein we have successfully managed to mitigate the associated project risks leveraging our robust project management tools and methodologies which facilitate early identification of risks.

### Assessment of Implementation of Right to Public Services for the States of Bihar, Chhattisgarh, Jharkhand & Odisha – WB / DFID

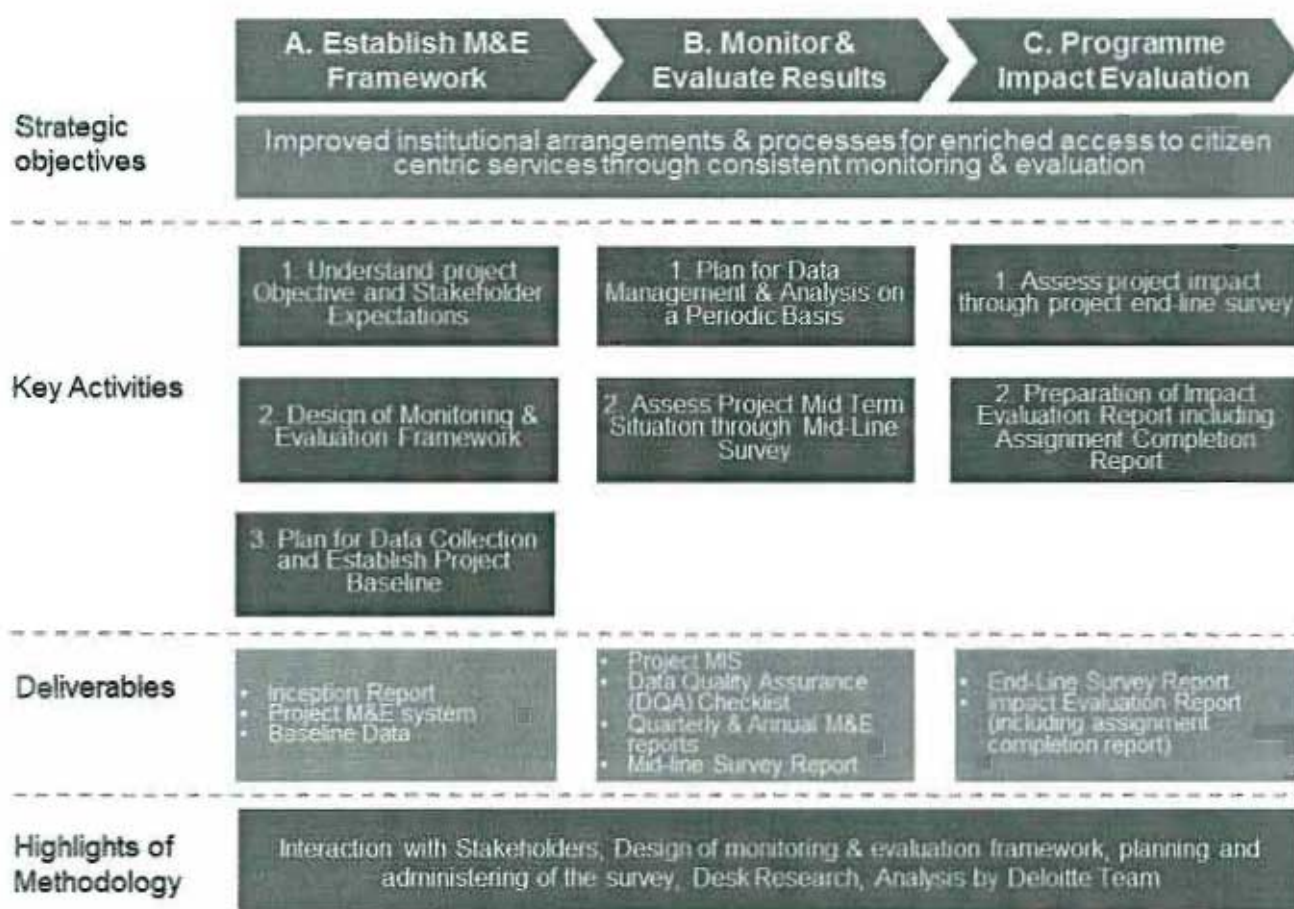
As part of the World Bank supported study for assessment of the RTPS legislations for the States of Bihar, Chhattisgarh & Jharkhand and the DFID supported Odisha Support to Urban Infrastructure programme, Deloitte was involved in undertaking a comprehensive review of the Right to Public Services legislation enacted in the states to perceive if there has been an environment of streamlined public service delivery post implementation of the Act. As part of the assessment framework, we categorised all the risks associated in the existing service processes and recommended potential mitigation measures. For example, during the detailed process study for some of the select processes, we observed only part of the process is covered under the Act leaving some of the associated stakeholders (responsible for providing the services) unaccountable. In order to account for this, we have undertaken an analysis of timelines for the backend processes covering all the nodes and fixed the timelines for each node, for ensuring timely disposal of applications and also recommended amendments in the Rules & Service notifications for bringing in all the associated stakeholders under the ambit of the legislation, which has been accepted & suitable adopted by the departments.



**Ensuring Sustainability of Work** – Our consistent focus throughout the project will be on leveraging (as well as developing wherever required) counterpart support with the associated departments involved in the project. This we feel will be a key element of the project approach, helping us identify internal champion/ change agents who can then take the project forward and sustain the project, after withdrawal of consultancy support.

## Approach & Methodology

Based on our understanding of the terms of reference and our prior experience in similar engagements our envisaged approach, methodology and key outputs have been highlighted in the diagram below:



The key activities and deliverables for each of the three phases of the project as outlined in our Approach & Methodology diagram have been discussed in the following section

### A. Establish Monitoring & Evaluation (M&E) Framework

The key objective of this module would be to assess the scope of the M&E which will help us to identify major M&E activities and events. Key activities of the module have been detailed below.

#### A.1. Understand project Objective and Stakeholder Expectations

Post commencement of the engagement, we will initially meet key stakeholders, through one on one meetings and workshops, to validate our understanding of the strategic objectives and vision of the project and understand their key expectations/concerns.

Figure 1: List of Select Institutions/ Departments for interactions

As part of the meetings with all the associated stakeholders, we will also be discussing the salient features of proposed approach, appropriate systems & processes, envisaged timelines & project deliverables for seeking inputs from the identified coordinators and stakeholders. Some of the key stakeholders will include coordinators from World Bank and key officers of the ARIAS Society and the focal GoA departments. The key agenda for the interactions have been presented below:

1	Assam Rural Infrastructure & Agricultural Services Society
2	The World Bank representatives
3	Administrative Reforms & Training Department, GoA
4	Revenue & Disaster Management Department, GoA
5	Welfare of Plains, Tribe and Backward Classes Department, GoA
6	Transport Department, GoA
7	Health & Family Welfare Department, GoA
8	Education Department, GoA
9	Urban Development Department, GoA
10	Guwahati Municipal Corporation

- Develop an in depth understanding of the objective of the project and the desired outcomes. Based on discussion on the detailed scope of activities in subsequent phases and the timelines associated, the detailed work plan will be developed at this stage. As of now our understanding of the CCSD project's objectives and expected outcomes has been illustrated below:



Figure 2: CCSD Project Objective & Expected Outcomes

- Improve access in delivery of selected public services in Assam
  - Volume of applications submitted on-line for RTPS services increases
  - One-Stop Shop Service Access Centers fully operational
  - Strengthening RTPS implementation
  - Supporting Process Re-engineering in Targeted Services
- Number of applications submitted on-line for RTPS services.
- RTPS ICT platform is operational
- Access to RTPS Services expanded in underserved areas of Assam
- Number of applications for RTPS with women as beneficiaries
- Govt. departments with improved processes for targeted services
- Customized RTPS awareness campaigns conducted across state
- Implementation Strategy and roll-out plan approved by GoA for One Stop Shops
- RTPS ICT platform operational including MIS
- Preparation and adoption of tribal action Plans and notification of services by at least two Autonomous Councils
- GoA progress reports, notifications and MIS
- Centralized tracking system
- GoA orders and circulars and evidence of process change
- Collation of feedback

- Based on our prior experience in similar long term engagements in the past, we would request that a nodal person would be identified by ARIASS who would facilitate in establishing our presence on official capacity, to elicit proper cooperation from the field level officers

At the end of this stage we will submit our inception report comprising the key activities to be carried out as part of this assignment, detailed approach & key methodologies to be adopted for carrying out the activities and detailed work plan.



## A.2. Design of Monitoring & Evaluation Framework

Based on our understanding of project objectives from discussion with the associated stakeholders in the previous activity, we will identify the monitoring & evaluation sub-indicators for assessment of the result indicators and develop a comprehensive M&E plan comprising strategy to verify the indicators, data management plan, setting up of performance targets and framework for monitoring target performance levels along with associated risks. Further, the M&E plan will also comprise of critical impact evaluation questions and the dissemination strategy to be adopted for sharing project impact. Key activities have been discussed below:

### A.2.1. Identify Monitoring & Evaluation Indicators

The most critical aspect for any M&E track is in identifying all the associated indicators for tracking project performance and identify any deviations from the focus result areas. As part of designing the M&E framework, we will first identify the critical performance assessment indicators for the result areas. Based on our domain expertise and past experience in undertaking similar type of engagements for assessment of implementation of right to public services legislations across various states in India, some of the crucial performance assessment indicators for verifying performance levels has been listed below:

**Service Delivery Performance Assessment Indicators:** The key sub-indicators crucial for improving service delivery eco-system include:

- Availability of common application forms
- Information on supporting documents to be provided along with applications for services are easily available and the process to obtain such documents clearly indicated
- Acknowledgements provided to each applicant along with due date for delivery of services
- A dedicated beneficiary feedback mechanism for providing regular feedback on service delivery standards
- A streamlined process flow covering receipt, processing and disposal of applications with clearly defined internal timelines specific to each set of activities
- A balanced legislative system supporting all programme level changes in a timely and efficient manner

**Socio-Economic Indicator:** Social indicators have an impact on the short to long-term performance under the service delivery framework especially in terms of reaching the vulnerable and marginalized groups. Representative indicators to be leveraged to assess the performance of ARTPS with respect to social and economic aspects include measures promoting gender empowerment and employment, ownership undertaken by the project stakeholders etc.

**Institutional Level Indicators:** Institutions plays a crucial role in supporting & strengthening the Act on ground and enabling it to reach all the target beneficiaries. Some of the crucial institutional level indicators that will be used to monitor the progress of ARTPS include:

- Attitude of the department staff/ data entry operators at one stop shops towards the applicants
- Social dynamics and conflict resolution mechanisms
- Knowledge management & training across all levels
- Participatory approach towards delivery of services

Some of the key sub indicators for assessment of project results combining the service delivery performance assessment, socio-economic and institutional level assessment have been illustrated in the table below:



State Project Director  
ARIAS Society

Result Indicators	Sub Indicators
Operationalization of the RTPS ICT Platform	1. Complete online front end for submission of applications along with checklist items and availability of common application forms
	2. Front end – Back end integration for processing of applications
	3. Availability of a payment gateway for payment of requisite service fees (where applicable)
	4. Availability of a section in the portal providing information to the applicants on list of supporting documents and application procedures
Access to RTPS services in the underserved areas of Assam	1. Availability of RTPS services across the six autonomous districts and 20 formal endorsements of the Autonomous Councils where it is currently not available:
	i. Whether legislative changes have been made to include the six autonomous districts under the purview of ARTPS 2012
	ii. Status of infrastructure to provide ARTPS services across the six districts
	iii. Nature of dissemination activities that have been undertaken across these six districts to notify citizens about the provisions under ARTPS
Number of Services covered under ARTPS	1. No. of new services proposed to be covered under ARTPS along with the stipulated timelines
	2. Whether designated officers, appellate/ revisional authority have been notified for the services
Number of applications for RTPS with women as beneficiaries	1. Current status of the no. of applications received from women beneficiaries – service wise and district / block wise
	2. Adoption of alternative media for communication – hoardings, press ads, radio jingles, wall paintings, folk plays, local cultural groups, public address system, documentary for website, other publicity materials (pamphlets/leaflets) etc.
	3. Utilising special occasions of mass gatherings (like Independence Day and State Foundation Day) for popularizing the scheme/ Act
	4. Using ubiquitous and cost effective technology like mobile phone (through SMS, for instance) innovatively for wider awareness generation and outreach
Government departments with improved processes for targeted services	1. No. of departments/ no. of citizen services for which BPR has been undertaken for streamlining the service delivery processes
	2. Availability of common application form for all services covered under ARTPS
	3. Quality of the institutional mechanism for adhering to process timelines
	4. Infrastructure at the Block/ Sub Division/ District level for delivery of services
	5. Quality of the human resource deployed for delivery of services to citizens
	6. Number of interfaces with Government departments / agencies required as part of the application approval process
	7. Costs borne for purposes of securing approvals / clearances in terms of processing charges, travel charges for making multiple visits to government departments, fees for appointment of experts to facilitate the process etc.
RTPS services applications responded within	1. Percentage of delayed disposals (block wise, district wise & department wise) on monthly/ quarterly/ annual basis



the legal time-frame	2. Pendency of applications post due date of service delivery across departments on monthly/ quarterly/ annual basis
	3. Designated offices with more than five defaults (district wise & department wise) on quarterly/ annual basis
	4. Zero defaulting offices (district wise & department wise) on quarterly/ annual basis
	5. Appeals to appellate authority/ revisional authority received and disposed (approved/rejected) (block wise, district wise & department wise) within time on monthly/ quarterly/ annual basis
	6. Appeals to revisional authority received and disposed (approved/rejected) (block wise, district wise & department wise) with a delay on monthly/ quarterly/ annual basis
	Increase in RTPS beneficiary feedback on service delivery
2. Adoption of alternative media for communication – hoardings, press ads, radio jingles, and other publicity materials (pamphlets/leaflets) etc. notifying the availability of Call Centres for registering complaints/ providing feedback on service delivery quality	

#### A.2.2. Design an M&E plan

Development of the Monitoring and Evaluation Plan is an essential step to manage the process of assessing and reporting progress towards achieving project development objectives, and to identify what questions will be addressed through evaluation. The M&E Plan will contribute to the effectiveness of the CCSD project performance evaluation as well as the project itself, by assuring that comparable data is collected on a regular and timely basis.

On the basis of our interaction with key stakeholders and review of all available documentation pertaining to the CCSD project we would then develop a comprehensive M&E plan. An illustrative outline of the project M&E plan is given below:

#### 1. Project Objectives of CCSD:

Support and enhance the state initiatives for improving citizens' access to public services and strengthen accountability under the ARTPS Act 2012 through:

- Simplification and streamlining of administrative procedures including
  - Development of an online portal to promote proactive disclosure related to citizens' entitlements under the Act and procedures for accessing RTPS services, as well as allow citizens to apply for services online.
  - Setting up of one stop shop service access centres for citizens for better access to services
- Reduction in levels for processing service delivery requests involving design of a comprehensive RTPS ICT platform for automated tracking of individual service requests and appeals, actions taken by the designated officer and staff, and rule based escalation in case of time overruns beyond the stipulated period
- Preparation of a comprehensive ICT plan and associated back end process re-engineering for efficient G2C service delivery



- Undertaking measures for promoting citizen engagement and encouraging access to RTPS services in the underserved areas of Assam through
  - Adoption of state-wide Information and Education Campaign (IEC) to publicize the provision of RTPS Act and the procedures related to accessing RTPS services;
  - Design & implementation of outreach strategy to increase the number of applications for RTPS with women as beneficiaries;
  - Development of a mobile and web-based citizen feedback system based on individual transactions;
  - Establishment of a toll-free call center to provide assistance to citizens and register grievances for redressal on a timely manner

## 2. Monitoring Component

### 2.1. Performance Indicators List & Characteristics

- Number of applications submitted on-line for RTPS services – Indicator measuring the increase in the number of applications submitted on-line for RTPS services
- One-stop shop service access centers fully operational – Indicator measuring fully operational One-stop shop service access centers which could be defined as fully equipped centers with adequately trained staff that function for at least six hours on all working days to receive RTPS requests and deliver targeted set of RTPS services, using electronic means as appropriate
- RTPS ICT platform is operational – Indicator measuring whether the centralized RTPS ICT platform has been created to facilitate service delivery workflow and track compliance
- Access to RTPS services expanded in underserved areas of Assam – Indicator measuring whether RTPS has been extended and services notified in the six tribal districts of Assam administered by Autonomous Councils. The indicator will measure the number of RTPS services that are notified by the Autonomous Councils, whether necessary infrastructure is in place and awareness generation activities have been undertaken.
- Number of Services notified under RTPS Act – Indicator measuring the increase in the number of notified services every year
- Number of applications for selected RTPS services filed by women
- Government departments with improved processes for service delivery – Indicator measuring whether process reengineering involving a combination of administrative streamlining/simplification, ICT enablement, integration with the RTPS portal. Proposed departments are Revenue, WPT&BC, Transport and GMC has been undertaken and the resulting outputs
- Increase in RTPS beneficiary feedback – Indicator measuring the increase in the number of Feedback from beneficiaries gathered through various channels (mobile and web)

### 2.2. Baseline & Performance Data — Frequency & Data Source

After identifying the critical monitoring indicators, we will decide on methods for gathering data and how often various data will be recorded to track indicators. These methods will have important implications for what data collection methods will be used and how the results will be reported. The source of monitoring data depends largely on what each indicator is trying to measure. The project will likely need multiple data sources to answer all of the programming questions. Below is a table with some examples of what data can be collected and how.



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ARIAS Society





Indicator Name	Frequency	Data Source
Number of applications submitted on-line for RTPS services	Annually from Year 2	Centralized tracking system
One-stop shop service access centers fully operational	Annually from Year 2	GoA progress reports from Survey and MIS
RTPS ICT platform is operational	Annually	GoA progress reports from survey and MIS
Access to RTPS services expanded in underserved areas of Assam	Annually	GoA Notification
Number of Services notified under RTPS Act	Annually	GoA Notification
Number of applications for selected RTPS services filed by women	Annually from Year 2	Centralized tracking system
Government departments with improved processes for service delivery	Annually from year 2	GoA orders and circulars & evidence of process change
Increase in RTPS beneficiary feedback	Annually	Collation of feedback

We will design a data management plan according to the project needs, size and complexity. The data management plan will constitute of the following key parameters:

- **Data Format:** i) Numerical (e.g. spreadsheets, database sets), ii) b. Descriptive (narrative reports, checklists, forms), iii) c. Visual (e.g. pictures, video, graphs, maps, diagrams)
- **Data Organization:** i) Chronologically (e.g. month, quarter, year), ii) By location, iii) By content or focus area (e.g. different objectives of a project/programme), iv) By format (e.g. project reports, donor reports)
- **Data Availability:** i) Access (How permission is granted and controlled to access data (e.g. shared computer drives, folders, intranets), ii) Searches, iii) Archives, iv) Dissemination
- **IT tools for managing Data Repository:** i) Excel spreadsheets for storing, organizing and analysing data, ii) Microsoft Access to create user-friendly databases to enter and analyse data
- **Data Quality Control:** Procedures for checking and cleaning data, and treating missing data in order to avoid duplication of data entries, inconsistent data, and accidental deletion and loss of data

### 2.3. Performance Targets

Once the frequency & data sources have been identified, it'll be crucial to set the performance targets against the indicators and align them against the project duration in an Indicator Tracking Tool (ITT). The ITT will enable us to assess project result indicators on a quarterly and as well as annual basis.

Indicator	Unit	Basel line	Year 1	Year 2	Year 3	Year 4	Year 5
Number of applications submitted on-line for RTPS services	%	XX	-	10%	10%	15%	15%

One-stop shop service access centers fully operational	No.	XX	-	85	100	100	100
RTPS ICT platform is operational	Text	XX	Annual service delivery report based on MIS				
Access to RTPS Services expanded in underserved areas of Assam	No.	-	XX	10	10	10	
Number of Services notified under RTPS	No.	55	5	10	10	10	5
Number of applications for RTPS with women as beneficiaries	%	XX	-	-	5%	7.5%	10%
Government departments with improved processes	No.	0	0	4	10	4	0
% of RTPS services applications responded to within the legal time-frame	%	0	-	50%	60%	70%	80%
Increase in RTPS beneficiary feedback on service delivery	%	XX					

#### 2.4. Risk Log

Further we will also design a risk log in order to assess and track any risks that threaten project implementation. Such risks can include those identified and expressed as assumptions in the M&E plan, as well as any unexpected risks that may arise.

Project				Project Manager			
Project Location				Project Sector			
No.	Description of the risk	Impact	Probability	Actions to reduce risks	Date reported	Responsibility	Date closed
1.	Legislative delay limiting the no. of services covered under the Act	High	High	Fast track measures to amend the Act/ Rules	05/12/16	Administrative Reforms Department	01/01/2017

#### 2.5. Monitoring Approach

Our approach for monitoring of project outcomes will adhere to the following set targets:

- Well-focused to specific audiences and uses (only what is necessary and sufficient)
- Systematic, based upon predetermined indicators and assumptions.
- Should look for unanticipated changes with the project and its context, including any changes in project assumptions/risks: this information should be used to adjust project/programme implementation plans.
- Timely, so information can be readily used to inform project implementation.
- Participatory approach, involving key stakeholders – this can not only reduce costs but can build understanding and ownership.
- Monitoring information is not only for project management but should be shared when possible with beneficiaries, donors and any other relevant stakeholders with concurrent and triangulated feedback on progress towards achieving the project goal, leveraging the project MIS



## 2.6. Schedule of Performance Monitoring Tasks and Responsibilities

- Further, the M&E plan will also consist of the periodic monitoring proposed along with the proposed data source & methodologies to be adopted for undertaking surveys and will be mapped against the responsible agents during the project life cycle.
- A periodic framework for reporting the project performance on a quarterly basis and annual basis along with baseline assessment, mid-line assessment and project end-line assessment will be undertaken for evaluation of project performance against the performance targets

## 3. Evaluation Component

### 3.1. Identify Priority Evaluation Questions

The M&E plan shall identify & list priority questions which needed to be answered at the end of the project period to assess the project impact on citizens and to identify whether the project strategic objective has been attained. Some of the key questions which will be helpful in determining the project impacts will include;

- Whether there is a significant increase in the volume of applications submitted on-line for RTPS services? Details thereof
- Whether One-stop shop service access centers have been fully operational as per the project plan? Details thereof
- Whether access to RTPS services has been successfully expanded in underserved areas of Assam? Details thereof
- Whether the number of services notified under RTPS has increased significantly over the project period? Details thereof
- How successful is the outreach strategy in increasing participation of women beneficiaries in obtaining services under RTPS? Details thereof
- Whether business process reengineering has been successfully implemented across government departments with improved processes for targeted services? Details thereof

### 3.2. Plan detailed Impact Evaluation & Project Implementation Completion Report

Another component of the M&E plan will include a detailed impact evaluation strategy for assessing the project impact on the target beneficiaries. The Impact Evaluation roadmap will outline the following;

- Overall outcome/achievement of objectives set forward in the project strategic objective
- Achievements, successes and challenges in carrying out the objectives for each key result indicators
- Achievements, successes and challenges related to overall project implementation

### 3.3. Plan Evaluation Sharing & Dissemination Activities

As part of any project M&E, we will plan for evaluation sharing & dissemination activities. The M&E plan will include plans for internal dissemination among the program team, as well as wider dissemination among stakeholders and donors including;

- Proposed dissemination activities, frequency & target groups to review data in order to make programmatic decisions and develop future work plans
- Dissemination of printed or digital materials on project results

These options will be discussed with stakeholders and the proposed project team to determine reasonable expectations for data review and to develop plans for dissemination early in the program.



Based on the M&E plan we will come up with a tracking template **for tracking project performance** based on the result framework and the disbursement link indicators. An illustrative **tracking template** has been presented below:

Project Development Objective: To improve access in the delivery of selected public services in Assam										
Outcomes - Result Indicators (RI)	Baseline	Target Values (annual increase)					Mid-Line Results	Course Corrections	End-Line Results	Difference in Result
		Y1	Y2	Y3	Y4	Y5				
Number of applications submitted on-line for RTPS services (DLI)	XX	-	10%	10%	15%	15%	145683	XXXX	256788	15680
One-stop shop service access centers fully operational (DLI)	XX	-	85	100	100	100	140	XXXX	385	0
RTPS ICT platform is operational (Index Value) %	XX	10%	15%	25%	25%	25%	45%	XXXX	100%	0%
Access to RTPS services expanded in underserved areas of Assam (DLI) %	XX	-	10	10	10		30%	XXXX	70%	30%
Number of services notified under RTPS Act (DLI) #	55	5	10	10	10	5	85	XXXX	85	0
Number of applications for RTPS with women as beneficiaries (%)	XX	-	-	5%	7.5%	10%		XXXX	20%	7%
Government departments with improved processes for targeted services (Index Value) %	XX	0	4	10	10	10	40	XXXX	55	0
% of RTPS services applications responded to within the legal time-frame	XX	-	50%	60%	70%	80%	35%	XXXX	95%	5%
Increase in RTPS beneficiary feedback on service delivery (Index Value) %	XX	10%	15%	25%	25%	25%	27%	XXXX	78%	22%

Figure 3: M&E Tracking Template

### A.3. Plan for Data Collection and Establish Project Baseline

Based on the M&E framework developed as part of the earlier activity, we will determine the sampling strategy for undertaking the baseline survey to determine project baseline and prepare for surveys including specific data collection methods/tools. Key activities to be carried out has been detailed below:

#### A.3.1. Determine sampling requirements

For purpose of conducting the survey, we would develop a sampling strategy & plan ensuring selection of a sample size having adequate representation of all relevant stakeholders/ user groups for conducting primary interactions during the field visits across all 35 districts in the state comprising:

- Blocks/ Revenue Circle / Sub-Division Offices of all the departments covering the 55 services notified under the Act
- District and headquarter level offices of all the departments covering the 55 services notified under the Act
- One stop shop for service accesses across block/ subdivision level
- Citizens/ applicants availing services covered under ARTPS at the Gaon Panchayats / C.D. Blocks/ Revenue Circle / Sub-Division Offices and from the One Stop Shops
- Call centres receiving citizen feedbacks & complaints



Figure 4: Sampling Requirements



**Salient Features of Our Sampling Strategy for Baseline, Mid-Line & End-Line Survey:**

- We will cover **all the 219 blocks spanning all the 35 districts including the 6 autonomous districts** of Assam
- Further, the sampling plan will be customized based on the demography, geographic area and socio-ethnic profile of the state comprising – i) Urban & Rural, ii) Hilly terrain and plains, iii) Tribal areas and iv) International Border areas

The sampling plan (as explained below) along with selection of number of respondents from specific categories of stakeholders/ user groups would be prepared based on secondary information available in the public domain and validated through discussions with the ARIASS and other key officials from various Departments/ agencies in the state viz. Department of Revenue, Department of Health, Planning and Development Department, Department of Administrative Reforms, etc. Our sampling strategy will be guided by the measures as illustrated in the figure 4 above. **This sampling plan will be utilized for the baseline, mid-line and end-line surveys.**

**Sampling Plan**

Following Multi stage sampling method involving coverage of districts, blocks and applicants is proposed in the project area of Assam

**Selection of all Districts in Assam:** All the 35 districts including the 6 autonomous districts in Assam will be covered.

**Selection of all Blocks in Assam:** The number of offices offering citizen centric services will be identified for all 219 blocks in the state and samples will be selected from **all the 219 blocks in Assam**. The blocks will be categorized based on the demography, geographic area and socio-ethnic profile of the state comprising – i) Urban & Rural, ii) Hilly terrain and plains, iii) Tribal areas and iv) International Border areas in order to apply customized survey instruments designed based on this categorization. **Special care will be ensured to include rural, tribal and scheduled castes concentrated areas.** We expect that the integrated RTPS portal will not be ready during baseline survey and we will collect information on application disposal from GoA offices.

**Selection of All Services for Evaluation:** For the purpose of the baseline evaluation, we will cover **all the 55 notified services under ARTPS 2012** and for mid-line & end-line it will be extended to the additional services notified under the ARTPS 2012 during the project period.

**50 respondents per district** comprising government officials in the rank of designated officers responsible for delivery of services, clerical staff responsible for processing of applications and officers responsible for redressal of grievances for all the GoA departments currently participating under ARTPS 2012 will be interviewed for each of the three surveys to be conducted.

For the purpose of Mid-Line & End-Line surveys we will also select respondents operating the one stop shops and **at least 5 one stop shops per district** will be covered for the survey.

Further, at the **state headquarter level we will select 50 respondents** in various capacities and responsible for delivery of public services for administering each of the three surveys.

**In total, around 1800 government officials will be interviewed for each of the baseline, mid-line & end-line surveys**

**Citizens/ Applicants:** For the purpose of the study, all those availing services under ARTPS will be defined as the potential respondents. Further we will also categorize the applicants based on the type of mode availed for service delivery – i) manual applications through visiting block/ district offices, ii) applications made at one stop shops and iii) applications made online through the RTPS integrated portal

Respondents applying for services manually at the block offices will be covered for the baseline survey and the other two categories (comprising applications made at one stop shops and online applications through RTPS portal) will be covered for the mid-line and end-line surveys.

A listing (enumeration) exercise for shortlisting/identifying applicants for mid-line & end-line is to be undertaken for all selected blocks. This will be also helpful in knowing the overall picture in terms of percentage of applicants of select services in a block.



Thereafter, random sampling method would be followed to draw respondents from the enumerated list for each block and following category and number of respondents will be selected for detailed interviews in each block- *Applicants applying at block offices - 40 Nos. for baseline and 10 Nos. for mid-line & end-line each; Applicants applying at One Stop Shops - 10 Nos for mid-line & end-line each; Applicants applying online – 20 Nos for mid-line & end-line each; in total 40 Nos. per block per survey*

***In total around 8760 citizen respondents will be interviewed for each of the three surveys.***

***The total sample size will comprise of 10560 respondents for each of the three surveys.***

**A.3.2. Prepare for surveys including specific data collection methods/tools**

Having clearly identified the performance indicators above, we will draft a framework for assessment of the result indicators and their corresponding baseline status, identify field data collection instruments and design the survey questionnaire for administering the baseline survey.

**Designing Field Data Collection Instrument:** The objective of data collection instruments will be to ensure that the issues related to local context gets rightly captured along with the overarching mandate of performance assessment.

We propose separate sets of schedules/questionnaires for different targets groups to capture their perceptions in form of interviews/FGDs. All the schedules/questionnaires would be further fine-tuned by drawing on best practices and our experience of conducting surveys in similar assignments. **The schedules shall be translated into the local language for enabling better communication with the concerned stakeholders.** For the purpose of the survey, the following set of schedules/questionnaires will be used:

- Questionnaire for Government Functionaries of various departments at the State Head Quarter Level
- Questionnaire for Government Functionaries of various departments at the District / Block Level
- Questionnaire for One Stop Shop owners/ data entry operators
- Questionnaire for applicants applying for services through: i) manual applications through visiting block/ district offices, ii) applications made at one stop shops and iii) applications made online through the RTPS integrated portal
- Questionnaire for IT personnel responsible for designing the integrated RTPS platform from the State IT department/other IT agencies hired by GoA

**Further, our survey team will also leverage Personal Digital Assistants (PDAs) for administering the survey instruments and we will ensure all necessary technology in place for processing survey responses into an electronic database.**

To summarize, the data collection tools & methods to be deployed shall be as illustrated below:

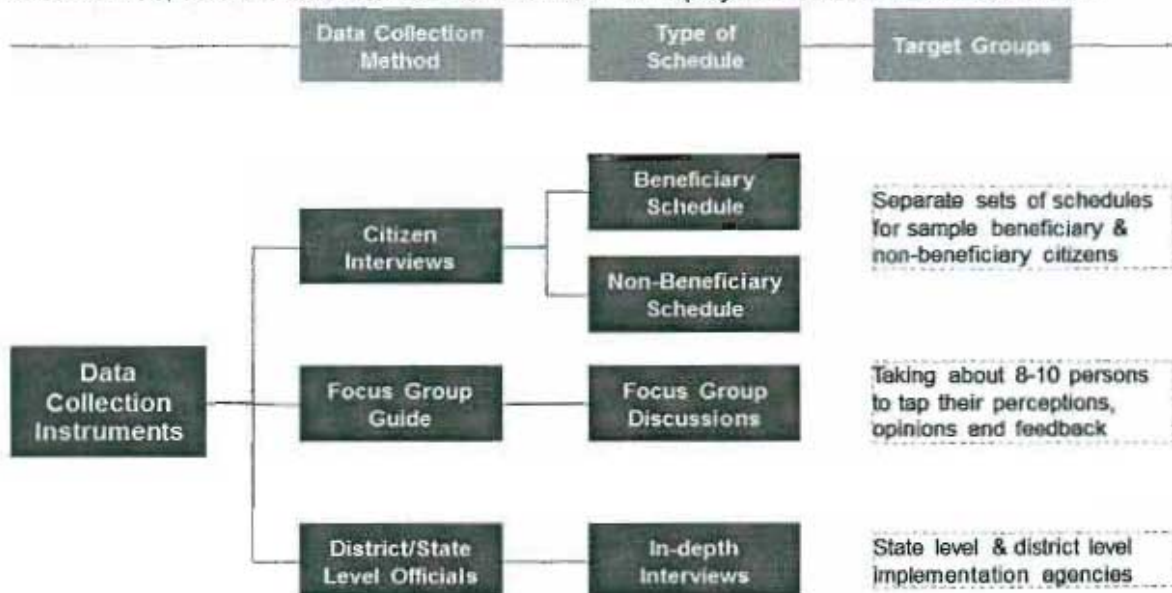


Figure 5: Data collection Tools & Methods to be deployed



**Preparation of Base Line Survey Questionnaire:** At this step we will design the survey questionnaire to be administered for the baseline survey. This survey is proposed to be carried out by directly administering the questionnaire through one on one interviews which would be facilitated / arranged by reaching out to the concerned beneficiaries/non-beneficiaries. An illustrative questionnaire in local language targeting a citizen respondent has been presented below:

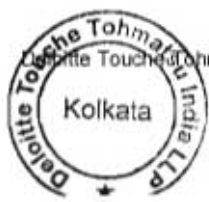
A. সাধাৰণ তথ্য		
A1.	জিলাৰ নাম	
A2.	ব্লকৰ নাম	
A3.	গাঁৱৰ নাম	
A4.	উত্তৰ দিওঁতাৰ নাম	
A5.	উত্তৰ দিওঁতাৰ ঠিকনা	
A6.	সাহায্যকাৰ সঁজুলিৰ নাম	
A7.	পৰিদৰ্শকৰ নাম	
A8.	সাহায্যকাৰৰ ডাৰিখ (দিন/মাহ/চন)	দিন    মাহ    চন □□ □□ □□□□
B. অৱগাৰ্ঠনিৰ বিৱৰণ		
B1.	উত্তৰ দিওঁতাৰ বয়স (বছৰত)	..... বছৰ
B2.	উত্তৰ দিওঁতাৰ লিংগ	পুৰুষ <input type="checkbox"/> মহিলা <input type="checkbox"/>
B3.	ধৰ্ম	হিন্দু <input type="checkbox"/> মুছলমান <input type="checkbox"/> খ্ৰীষ্টান <input type="checkbox"/> অন্য <input type="checkbox"/>
B4.	জাতি	অনুসূচিত জাতি <input type="checkbox"/> অনুসূচিত জনজাতি <input type="checkbox"/> অন্যান্য শিখণবা শ্ৰেণী <input type="checkbox"/> সাধাৰণ <input type="checkbox"/>
C. জনসেৱা অধিকাৰ		
C1.	আপুনি জনসেৱা অধিকাৰ আইনৰ বিষয়ে জ্ঞাত নে?	হয় <input type="checkbox"/> নহয় <input type="checkbox"/>
C2.	আপুনি যিকোনো সেৱাৰ বাবে জনসেৱা অধিকাৰ আইনৰ অধীনত আবেদন কৰিছেনে?	হয় <input type="checkbox"/> নহয় <input type="checkbox"/>
C3.	কি সেৱাৰ বাবে ব্যৱহাৰ কৰিছে?	নতুন বেচন কাৰ্ডৰ বাবে <input type="checkbox"/> জাতি প্ৰমাণ পত্ৰ, আয়ৰ প্ৰমাণ পত্ৰৰ বাবে, NRC ৰ বাবে <input type="checkbox"/> পেঞ্চন (বৃত্তা, বিবিধ বিকলাংগ) <input type="checkbox"/> জনপানীৰ বাবে <input type="checkbox"/> অন্যান্য <input type="checkbox"/>
C4.	জনসেৱা অধিকাৰ আইন বলৱৰ্ত্ত পাছত আপুনি কিবা পৰিৱৰ্ত্তন দেখা পাইছেনে?	আগতকৈ ভাল <input type="checkbox"/> আগৰ দৰে একে <input type="checkbox"/> আগতকৈ বেয়া <input type="checkbox"/>
D. প্ৰমাণপত্ৰ পোৱাৰ প্ৰক্ৰিয়া		
D1.	যোৱা ৬ মাহত কোনে ধৰণৰ প্ৰমাণপত্ৰ আপুনি পাইছে (এটাকৈ বেছি উত্তৰ হ'ব পাৰে)	জাতিৰ প্ৰমাণপত্ৰ <input type="checkbox"/> খন্দুৱাৰ প্ৰমাণপত্ৰ <input type="checkbox"/> আয়ৰ প্ৰমাণপত্ৰ <input type="checkbox"/>

ILLUSTRATIVE

D2.	বৰ্তমানে পোৱা প্ৰমাণপত্ৰ কি? (এটা উত্তৰ)	জাতিৰ প্ৰমাণপত্ৰ <input type="checkbox"/> খলুৱাৰ প্ৰমাণপত্ৰ <input type="checkbox"/> আয়ৰ প্ৰমাণপত্ৰ <input type="checkbox"/>
D3.	কিহৰ কাৰণে এই প্ৰমাণপত্ৰৰ প্ৰয়োজন?	চৰকাৰী চাকৰিৰ বাবে <input type="checkbox"/> শিক্ষা অনুষ্ঠানত নাম ভৰ্তিৰ বাবে <input type="checkbox"/> চৰকাৰী যোজনাৰ আবেদনৰ বাবে <input type="checkbox"/> অন্যান্য <input type="checkbox"/>
D4.	জাতি/খলুৱা/আয়ৰ প্ৰমাণপত্ৰৰ বাবে যাত্ৰতীয় দখি-পত্ৰ পোৱাটো সহজ নে?	সহজ <input type="checkbox"/> কঠিন <input type="checkbox"/>
D5.	আপুনি কঠিন বুলি কিয় ভাবে?	বহুবাৰ অহা-যোৱা কৰিব লাগে <input type="checkbox"/> চৰকাৰী কৰ্মচাৰীক পোৱা টান <input type="checkbox"/> প্ৰক্ৰিয়াৰ বাবে যাত্ৰতীয় তথ্যৰ অভাৱ <input type="checkbox"/> অন্যান্য <input type="checkbox"/>
D6.	আপুনি প্ৰমাণ পত্ৰৰ বাবে কাৰ্যালয়ত নিলে গৈছিল নে? মধ্যভোগীৰ দ্বাৰা যোগাযোগ কৰিছিল?	নিলে <input type="checkbox"/> মধ্যভোগীৰ দ্বাৰা <input type="checkbox"/>
D7.	মধ্যভোগীৰ দ্বাৰা যোগাযোগ কৰাৰ কাৰণ কি?	বাৰে বাৰে সেন্দ্ৰাৰ পৰা হাত সাৰিবলৈ <input type="checkbox"/> পলম যোৱাৰ পৰা হাত সাৰিবলৈ <input type="checkbox"/> আবেদন কৰা প্ৰক্ৰিয়াৰ সন্দৰ্ভে অসুবিধা <input type="checkbox"/> অন্যান্য <input type="checkbox"/>
D8.	আপুনি প্ৰমাণপত্ৰ পোৱাৰ প্ৰক্ৰিয়াৰ সন্দৰ্ভে অৱগত নে?	হয় <input type="checkbox"/> নহয় <input type="checkbox"/>
D9.	কাউন্টাৰত আবেদনৰ প্ৰ-পত্ৰ উপলব্ধ আছিল নে?	আছিল <input type="checkbox"/> নাছিল <input type="checkbox"/>
D10.	আপোনাৰ আবেদন প্ৰ-পত্ৰ কেনে পূৰণ কৰিছিল?	নিলে <input type="checkbox"/> মধ্যভোগী <input type="checkbox"/> অন্য কোনোবা <input type="checkbox"/>

**E প্ৰমাণপত্ৰ লোৱা সেৱা গুণাৱস্থা**

	দুচক	সন্তুষ্টি	অসন্তুষ্টি	না সন্তুষ্টি না অসন্তুষ্টি	সন্তুষ্টিৰ স্বৰ	
					সম্পূৰ্ণ	আংশিক
E1	আবেদন প্ৰ-পত্ৰ জমা কৰাৰ বাবে লগা সময়?					
E2	প্ৰমাণ পত্ৰ পোৱাৰ বাবে লগা সময়?					
E3	কাৰ্যালয়ৰ পৰা প্ৰমাণ পত্ৰ গ্ৰহণ কৰিবলৈ লগা সময়?					
E4	কৰ্মচাৰীৰ ব্যৱহাৰ					
E5	কৰ্মচাৰীৰ সহযোগিতা					
E6	সামগ্ৰিক সন্তুষ্টি					





### A.3.3. Conduct Training for Field Level Enumerators & Undertake Pilot Survey

Once the field level data collection questionnaires are finalized we will arrange a training workshop for the field enumerators & supervisors on the survey instruments including use of PDA for administering the survey and will also undertake pilot surveys in order to Pre-test data collection tools which will help to detect problematic questions or techniques, verify collection time, identify potential ethical issues and build the competence of data collectors. Further, the pilot survey will also serve as on the job training for the field enumerators & supervisors. Some of the critical aspects that will be measured through the pilot survey has been listed below:

- The actual time taken to complete each survey per respondent
- Identify problem questions where the respondents hesitate to answer or ask for clarification, as this may be an indication that questions or answers are too vague, difficult to understand or have more than one meaning
- Post survey feedback gathering – whether there was anything objectionable in the survey or if the sequence of the questions either encouraged or discouraged the respondents to continue with the survey
- For questions with multiple response choices, identifying if there are any other choices that should be listed
- Ensure that the necessary permission or authorization has been obtained from local authorities that local customs are respected, and that confidentiality and voluntary participation are maintained.

**As part of this activity, we will select 4 blocks each from the rural & urban areas and 2 blocks each from the hilly & tribal areas in Assam for undertaking the Pilot survey.** These visits shall help us to finalise the following key aspects:

We would follow a participative approach with the client during the course of this particular task and solicit support of ARIASS officials and district level officials with our team. This shall help us in further enhancing our understanding and address clarifications in finalising our action points.

### A.3.4. Administer Baseline survey for selection of Result Targets

**Identify Target Respondents:** This activity is part of pre-survey initiation process to ensure timely execution of the entire survey process as per ToR requirement. Considering the envisioned timeframe for field data collection, we propose to communicate with the identified coordinators before our visit to any site for seeking their assistance in identifying target respondents/groups, as per the sampling criteria finalized in the previous step. This shall help reduce the probable loss of time in arranging the meetings at the time of visit. The process adopted for identifying the target respondents is detailed in the figure below:

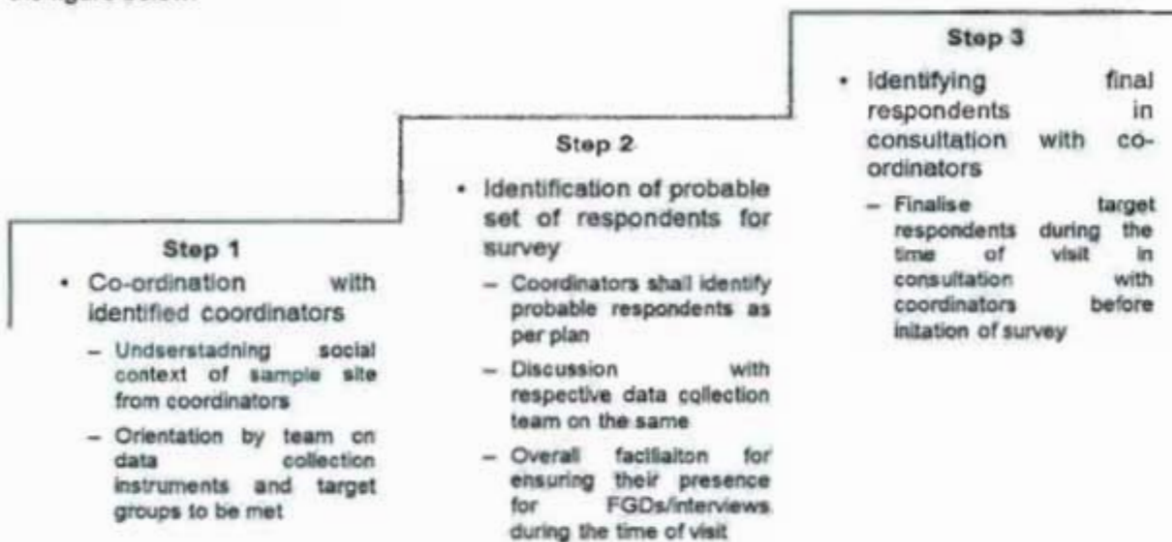


Figure 6: Steps for Identifying Target Respondents

**Administer the Survey Instrument:** The survey instrument finalized in the previous step would then be administered to the identified respondents by our data collection teams. The approach would include conducting one-to-one meetings / discussions with respective respondents along with conducting FGDs with target groups as finalized. We would leverage our past experience of undertaking similar exercise and propose to adopt a field-tested model which shall ensure timely completion of field data collection together with quality check of the data. Image below depicts the process we propose to follow:

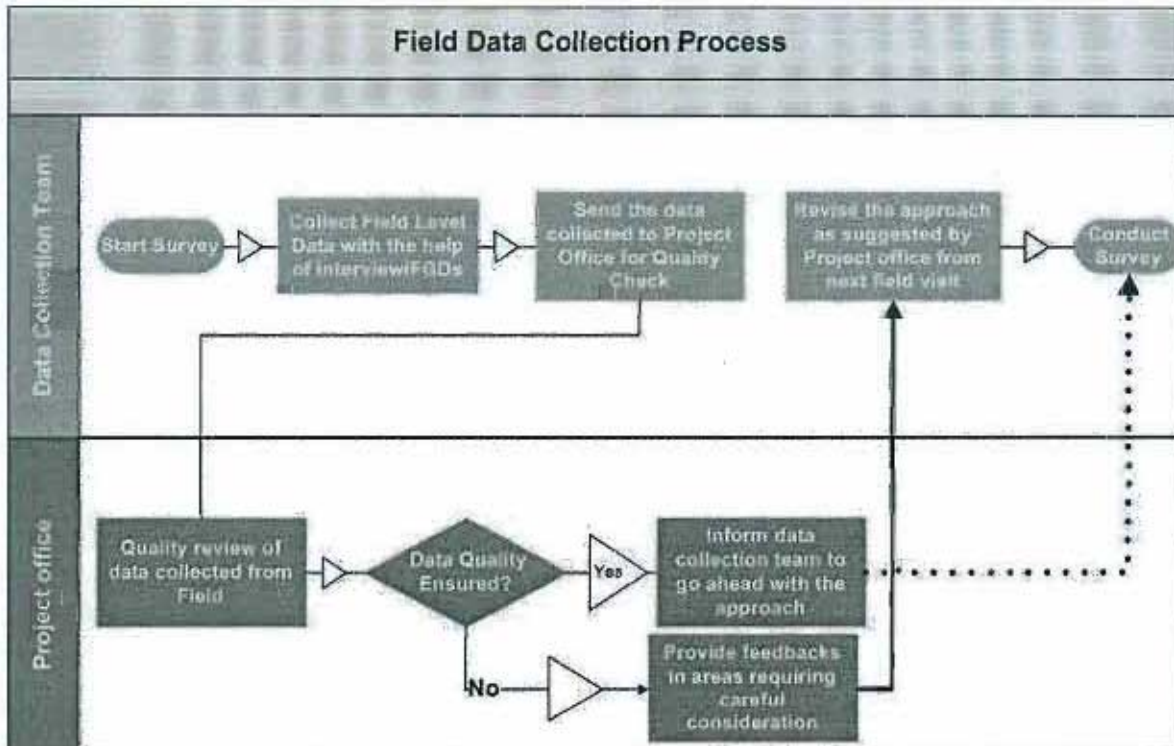


Figure 7: Field data collection process

Through the survey we will arrive at the project baseline and will be able to select the result targets for the remaining period of the project which will be monitored and evaluated on a quarterly basis.

**A.3.5. Establish Project Baseline**

The baseline will enable us to set the foundation for administering follow up survey in the subsequent stages of the project to independently track compliance with the key results specified in the results framework as well as broader parameters linked to the project's outcomes.

For establishing project baseline we will rely on the baseline survey results, data gathered from associated GoA departments and other secondary sources. The project baseline will elaborate the key result indicators in detail clearly indicating the data elements, data source, analytical tools used, the data and interpretation.

The indicator tracking table (ITT) will be updated with the baseline data and will enable us to assess project result indicators on a quarterly and as well as annual basis. A table representing the baseline for various components of the project has been illustrated below:

Result Indicators	Sources of Verification	Project Baseline		Life of project target
		Date	Value	
Number of applications submitted on-line for RTPS services	<ul style="list-style-type: none"> <li>Interview with state level officers across focal departments</li> <li>Interview with state IT Dept. &amp; IT agencies contracted by GoA</li> </ul>	Jan 17	120,000	Annual increase



No. of one-stop shop service access centers fully operational	Assess from the State dept. & ARIASS <ul style="list-style-type: none"> <li>No. of fully equipped centres</li> <li>Availability of adequately trained staff</li> <li>Operating time and days of operation</li> <li>Mode of service delivery and level of support</li> </ul>	Jan 17	20	400
RTPS ICT platform is operational	Interview with state IT Dept. & IT agencies contracted by GoA to assess: <ul style="list-style-type: none"> <li>Level of automation – Front end/ Back end,</li> <li>Integration planned &amp; availability of CAF,</li> <li>Integration with a payment gateway</li> <li>Availability of information for applicants</li> </ul>	Jan 17	X	Yes
Access to RTPS services expanded in underserved areas of Assam	<ul style="list-style-type: none"> <li>Interview with officials from Admin Reforms &amp; Training Dept. &amp; ARIASS on status of legal measures to be adopted</li> <li>Level of dissemination activities planned and assessment of preparedness for rolling out RTPS in the six autonomous districts</li> </ul>	Jan 17	X	At least 10 services
Number of services notified under RTPS Act	Interview with state level officers across focal departments to assess <ul style="list-style-type: none"> <li>If new services have been identified to be covered under ARTPS</li> <li>Department level preparedness to include services under the Act</li> </ul>	Jan 17	55	95 Services
Percentage of applications for RTPS with women as beneficiaries	Interview with District/Block level officials from focal departments to assess: <ul style="list-style-type: none"> <li>Level of outreach activities undertaken for promoting women's participation</li> <li>Assess the facilities available at service delivery offices across districts &amp; blocks</li> </ul>	Jan 17	2%	Over 20%
No. of Govt. dept. with improved processes for targeted services	Interview with ARIASS & representative form the state appointed agency responsible for undertaking BPR to assess: <ul style="list-style-type: none"> <li>Whether services have been shortlisted for undertaking BPR</li> <li>The plan adopted for rolling out the BPR strategy including change management plans</li> </ul>	Jan 17	0	18
% of RTPS services applications responded within legal time-frame	<ul style="list-style-type: none"> <li>Interview with district/ block officers across focal departments to assess the timeliness from the department manual registers</li> </ul>	Jan 17	0%	80%

## B. Monitor & Evaluate Results

The key objective of this phase is to document the findings from the survey along with qualitative feedback from respondents in a structured manner to monitor & evaluate the following representative aspects in order to improve access in the delivery of selected public services in Assam:

- Performance assessment of all the outputs supporting the Result Indicators and DLIs as established in the M&E plan capturing technical, socio-economic and institutional aspects
- Assess the key deficiencies / course correction measures required to attain project goals

The key activities to be carried out at this phase has been elaborated below:

### B.1. Plan for Data Management & Analysis on a Periodic Basis

A robust data management plan is crucial for monitoring of result indicators on a periodic basis for such a large & complex project. In this phase we will design & deploy a robust Management Information System (MIS) for periodic monitoring of project data and will develop a data quality assurance mechanism for quality assessment of MIS data. The MIS will enable us to independently track compliance with the key results specified in the results framework as well as broader parameters linked to the project's outcomes. The key activities to be undertaken under this phase has been detailed below:



### B.1.1. Plan for data management through a robust Management Information System (MIS)

As part of the M&E Framework we will also design and deploy a centralized web based customized MIS to track progress of ARTPS in the state. **The MIS will be designed to generate Quarterly Progress Reports (QPRs), Half Yearly Status Reports (HYSRs) and Annual Progress Reports (APRs)** which will enable us to track project progress status on a periodic basis and initiate discussions with the associated stakeholders on technical, physical and seasonal constraints & opportunities based on the report results. Further, these reports will also enable us to track the relevance, effectiveness, efficiency and sustainability of project level interventions. The objectives and key features of the project MIS to be deployed has been elaborated below:

**Objective of MIS:** The MIS will facilitate in obtaining the service specific data sets which will enable us in monitoring timelines for disposal of applications, pendency in disposal, defaults, appeals & grievance management etc. **in order to identify category of services which cover the bulk of the total applications, services where there are maximum delays or complains, services where there have been denials** etc. The analysis of this data will help us identify the services which need to be studied in more detail. Some of the key features of the project MIS will include:

- Application receipts, disposals (approved/rejected) (block wise, district wise & department wise) on monthly/ quarterly/ annual basis
- Application receipts, disposals (approved/rejected) from women beneficiaries (block wise, district wise & department wise) on monthly/ quarterly/ annual basis
- Application receipts, disposals (approved/rejected) from the marginalized beneficiaries (block wise, district wise & department wise) on monthly/ quarterly/ annual basis
- Percentage of delayed disposals (block wise, district wise & department wise) on monthly/ quarterly/ annual basis
- Applications/ one lakh population (district wise) on annual basis
- Appeals to appellate authority received and disposed (approved/rejected) (block wise, district wise & department wise) on monthly/ quarterly/ annual basis
- Appeals to revisional authority received and disposed (approved/rejected) (block wise, district wise & department wise) on monthly/ quarterly/ annual basis
- Pendency of applications post due date of service delivery across departments on monthly/ quarterly/ annual basis
- Designated offices with more than five defaults (district wise & department wise) on quarterly/ annual basis and Zero defaulting offices (district wise & department wise) on quarterly/ annual basis
- Pendency analysis of the complaints received at the RTPS call centres (district wise/ department wise) along with Report on districts/departments receiving maximum/zero/minimum complaints

**Data Source for MIS:** The MIS reports will be generated through collation of information from various sources including:

- Weekly/ Monthly compliance report on the status of applications as sourced from various departments of GoA
- Centralized RTPS platform through which applications are submitted/ disposed
- The Grievance Monitoring system where appeals are registered for all the notified public services
- Feedback collected from mobile or web based applications relating to transactions
- Information received from the RTPS call centres on the major issues/ grievance registered by citizens, information requested for submission of application etc.

**Dashboard for MIS:** As part of design & deployment of MIS, we will develop a dashboard for regular monitoring of project progress. The dashboard will have the following features:

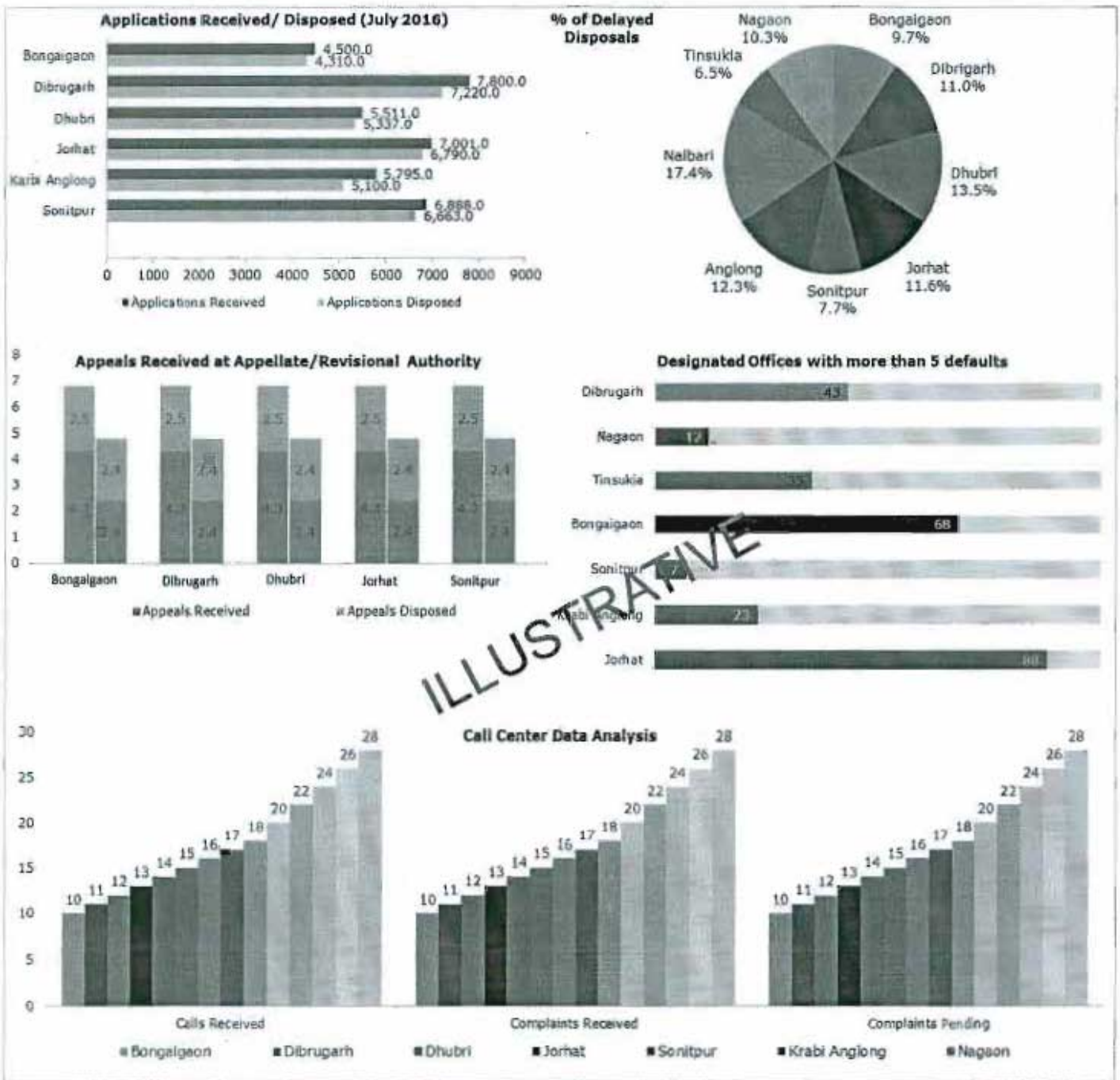
- **Specific:** Focusing on specific services, areas or demographics
- **Operational:** Provides a focused, near-term, and tactical view of performance
- **Time Horizon:** Monitoring activity as it happens on a real time basis



- *Customization:* One-size-fits-all – presented as a single view for all use
- *Drill-able details:* Providing the ability to drill down to detailed numbers to gain more context
- *Point of View:* The dashboard explicitly tells the user what the data means and what to do about it

An illustrative MIS dashboard format for evaluation of project data collected from various sources for various reports for assessing performance at the District & Department level has been presented below:

Figure 8: MIS dashboard Template for Tracking Project Performance



ILLUSTRATIVE

### B.1.2. Design a Data Quality Assurance (DQA) checklist for quality assessment of MIS data

The key reason for ensuring data quality is the need for accurate information for program monitoring, assessment, and decision making. Implementing a DQA system will improve the accuracy and completeness of data available for analysis and reporting. When stakeholders can trust the quality of data, this strengthens the ability of a program to advocate for support, and to document achievements. As the next step we will design a DQA checklist in order to ensure quality assessment of the various data obtained through the project MIS, survey data and data obtained from other sources. Some of the data quality assessment dimensions that will be followed for developing the checklist includes:


- Accuracy/validity: Does the data measure what it is intended to measure? Are errors (recording, transcription, sampling, biases, etc.) minimized?
- Reliability: Is data measured and collected consistently? Are protocols and procedures in place?
- Precision: Does the data provide sufficient detail (for example, representation of women/marginalized sections in obtaining services)?
- Completeness: Does data include the complete list of participants, eligible persons, etc.?
- Timeliness: Is data available on time?
- Integrity: Is the data protected from biases or purposeful manipulation?
- Confidentiality: Is data stored with an appropriate level of security? Is the identity of participants sufficiently protected?

A model DQA checklist deployed for a similar assignment has been illustrated below:

Category	Response		Comments
	Yes	No	
<b>☑ Validity</b>			
Is there a direct relationship between the activity and what is being measured?	✓		
Is the data disaggregated appropriately?	✓		
Are the people collecting data qualified and properly supervised?	✓		
Are steps taken to correct known data errors?	✓		
<b>📄 Reliability</b>			
Is a consistent data collection process used from year to year, data source to data source?	✓		
Are there procedures in place for periodic review of data collection, maintenance and documented in writing?	✓		
<b>🕒 Timeliness</b>			
Is a regularized schedule of data collection in place to meet program management needs?	✓		
Is data properly stored and readily available?	✓		
<b>📏 Precision</b>			
Is there a method for detecting duplicate data?			
Is there a method for detecting missing data?	✓		
<b>↔ Integrity</b>			
Are there proper safeguards in place to prevent unauthorized changes to the data?	✓		
Is there a need for an independent review of results reported?	✓		

ILLUSTRATIVE



Category	Response		Comments
	Yes	No	
 Summary			
Based on the assessment relative to the five standards, what is the overall conclusion regarding the quality of the data?			
Are data quality problems clearly described in the metric reference sheet?			
Significance of limitations (if any) and actions needed to address limitations			

### B.1.3. Undertake periodic M&E to monitor project implementation & outcome

At the end of every quarter we will obtain the project MIS results framework report and review & analyse the same with the specific object of ascertaining:

- Whether the programme progress achieved is in agreement with the agreed work plan and logical framework
- Identify and analyze the underlying reasons for non-achievement of any particular targets. Such reasons could be
  - Issues relating to the capacity in executing the specific areas of the programme allotted to them
  - External factors like responsiveness of the beneficiaries to the programme, obtaining approvals for from local panchayats as part of the upstream to submit applications
- Based on the above assessment, we will develop the quarterly progress report where in addition to reporting on key milestones achieved & key issues impacting programme progress we will also recommend measures to be adopted for addressing the concern areas with a focus on ensuring that targeted programme milestones are met and the project remains on the correct track.

For the above assessment, we will rely on the result framework report, discussions with ARIASS officials, examination of programme related documents/ reports available with ARIASS in terms of detailed workplan & budget agreed. The key activities of this component include the following:

- Identify the key issues, constraints, bottlenecks that are impacting/ likely to impact the progress of the programme in terms of achieving timelines and outcomes and analyze the underlying reasons for these. Constraints/ bottlenecks could relate to
  - Internal reasons like: administrative capacity in handling multiple projects, effectiveness of disbursement monitoring utilization of funds, technical & managerial capabilities of associated stakeholders, effectiveness of project monitoring methods & tools used, selection of projects/ project sites, etc. or
  - External factors like level of acceptance/participation of project beneficiaries, communication strategy used for addressing stakeholder concerns, obtaining requisite approvals from Government Departments/ agencies, Panchayats/ urban local bodies, block offices, effectiveness of collaborations with other external agencies etc.

Post analysis of the key bottlenecks/ constraints being faced or likely to be faced along with the underlying reasons we will recommend measures to be adopted for addressing such issues and ensuring that project timelines and outcomes are achieved as per plan.

An illustrative format of our Quarterly Progress Report (QPR) on the status of the CCSD project has been presented below:



*M. J.*  
 State Project Director  
 ARIAS Society

Figure 9: Parameters to be covered under QPR

**Quarterly Progress report of CCSD Project**

Result Indicators	Activities Undertaken	Progress Against Expected Results	Critical Success Factors	Deviations from Strategic Alignment?	Next Steps
Operationalization of the RTPS ICT Platform	xx	xx	xx	xx	xx
Access to RTPS services in the underserved areas of Assam	xx	xx	xx	xx	xx
Number of Services covered under ARTPS	xx	xx	xx		xx
Number of applications for RTPS with women as beneficiaries	xx	xx	xx	xx	xx
Government departments with improved processes for targeted services	xx	xx	xx	xx	xx
RTPS services applications responded within the legal time-frame	xx	xx	xx	xx	xx
Increase in RTPS beneficiary feedback on service delivery	xx	xx	xx	xx	xx

ILLUSTRATIVE

**B.2. Assess Project Mid Term Situation through Mid-Line Survey**

**B.2.1. Administer Project Mid-Line Survey**

The purpose of the survey will be to compare ARTPS performance before CCSD interventions with their performance midway of the project life. The mid-line survey results will also be able to inform stakeholders about effectiveness of project interventions and help to refine project implementation strategies. Some of the key mid-line evaluation areas which will be emphasized include:

Key Mid-Line Evaluation Questions	Sub-Questions
1. To what extent the project has been successful in operationalization of the RTPS ICT Platform	a. To what extent the front end has been automated?
	b. To what extent the back end has been automated? Is there complete front-back integration?
	c. Is there a payment gateway for payment of fees online?
	d. How user friendly is the portal? Is there detailed information on the process for submission of applications for the applicants?
2. To what extent access to RTPS services in the underserved areas of Assam have been improved	a. Whether legislative changes has been made to include the six autonomous districts under the purview of ARTPS 2012?
	b. To what extent has infrastructure to provide ARTPS services across the six districts been augmented?
	c. Describe the nature of dissemination activities that have been undertaken focusing specially on the underserved areas
	a. How many new services have been covered under the legislation? What are the timelines for them?

ILLUSTRATIVE



Key Mid-Line Evaluation Questions	Sub-Questions
3. To what extent the number of Services covered under ARTPS has been increased?	b. Whether designated officers, appellate/ revisional authority has been fixed for the new services?
4. To what extent the number of applications for RTPS with women as beneficiaries has been increased?	a. What is the percentage increase in women beneficiaries accessing ARTPS services against the baseline?
	b. To what extent adoption of alternative media for communication has been successful in improving access to ARTPS services to the vulnerable groups including women?
5. To what extent the BPR has been implemented across departments?	a. Whether common application forms has been made available for all services covered under ARTPS
	b. What are the major changes in the institutional mechanism for adhering to process timelines
	c. What is the status of infrastructure & human resources deployed at the Block/ Sub Division/ District level for delivery of services
	d. To what extent the number of interfaces with Government departments / agencies required has been reduced?
	e. To what extent the costs associated with securing approvals per application has been reduced?
6. To what extent the response rate to service applications against the legal timelines has been improved?	a. To what extent the percentage of delayed disposals (block wise, district wise & department wise) on monthly/ quarterly/ annual basis has been reduced?
	b. To what extent the pendency of applications post due date of service delivery across departments on monthly/ quarterly/ annual basis has been reduced?
	c. To what extent appeals to appellate authority/ revisional authority has been adhered within timelines?

Our approach towards the mid-line evaluation will follow the same trajectory as undertaken during the base-line assessment and will comprise of the following activities:

- Determining sampling requirements for selection of respondents for conducting the survey
- Designing filed data collection instrument
- Preparation of Mid Line survey questionnaire
- Identify target respondents on ground and administering the survey instrument

Once the survey is complete, will undertake a sanity check on the survey data utilising the DQA checklist and will proceed to analysis for survey findings and course correction measures if any.

#### B.2.2. Document mid-line survey findings and course corrections

Having analysed the data and information collected and collated as per our evaluation method and plan, we shall document all the evaluation findings in terms of a mid-line survey report comprising the following:

**Assessing Performance Trends:** Our analysis would strive to identify and analyze the performance of the CCSD project from the standpoint of all the service delivery improvement, socio-economic and institutional indicators discussed above. Table below provides analysis template that we shall propose to use in deriving overall rating these indicators.

Result Indicators	Overall	Service Delivery Improvement	Socio-Economic Performance	Institutional Performance
Operationalization of the RTPS ICT Platform	↑	↑	↑	↑
Access to RTPS services in the underserved areas of Assam	→	→	→	→
Access to RTPS services to the Vulnerable & Marginalized Groups in Assam	↓	↓	↓	↓
Government departments with improved processes for targeted services	↑	↑	↑	↑
RTPS beneficiary feedback on service delivery	→	→	→	→

↑ Positive    → Neutral    ↓ Negative

Figure 10: Template for Mid-Line Performance Assessment

- Based on above, we shall identify strength points of the CCSD project and also challenges faced by them.
- With the identification of strength points, we shall pinpoint critical success factors which have attributed the improved service delivery environment.
- Then, we would identify the pain points in delivery of services to citizens and benchmark them with the critical success factors which shall help us explore the possibilities whether these critical success factors can be adopted /replicated in improving the performance of the overall service delivery environment in the state for ensuring sustainable viability.

**Recommend Course corrections:** We shall recommend mid-term course corrections in such a manner that it serves as a guide to all similar future interventions with similar mandates in respect of improving citizens access to government services initiatives. This activity could include identification of

- Key enablers to be implemented for ensuring success of the project result indicators,
- Key issues & risks that are likely to impact successful implementation of the project result indicators.

Based on our past experience of evaluation studies, we list below a typical list of course corrections that evaluators encounter in such large and complex programmes (refer box below).

- Role to be played by the respective stakeholders to implement the project interventions should be clearly delineated along outputs areas, given lack of segregation of roles and responsibilities among the stakeholders associated with programme implementation.
- Government institutions generally require additional support for requisite absorptive capacity in order to leverage programme interventions for bringing about reforms to improve their governance



and managerial performance. Institutional mechanism for facilitating coordination among stakeholders should therefore be given renewed focus.

- Proper handholding support including implementation of change management strategies will be key to implement process level changes across government departments to reduce administrative delays in processes
- Proactive participation from the state departments to include citizen services under the legislation shall be solicited with design of various reward & incentives programs
- A system for ranking of districts/blocks based on performance of delivery of citizen services can be designed to encourage service delivery improvements through importantly to instilling a sense of competition between districts for outsmarting each other in terms of service delivery performance.
- Programme implementers and facilitators may consider collaborating with women based NGOs in the State in order to facilitate women participation through outreach strategies specifically designed for women and other vulnerable groups. These NGOs may be more suitable in providing ground level technical expertise on managing such issues.

The evaluation findings with course corrections will be detailed in mid-line survey report and presented in follow up summary meeting to be held with the ARIASS team. Such course corrections emanating from the above activity will form the basis for communication of the action plan for the relevant project authorities/ stakeholders to address the identified project risks. Through proper dissemination of the findings we propose to ensure the sustainability of the program during the project lifecycle.

**Document Lessons Learnt & Dissemination of Findings:** Having made all the required analyses, finally key deliverable of this phase would be presenting the analysis and findings from the mid-line survey before ARIASS and select World Bank representative and stakeholders from various departments of Government of Assam in a Consultation Workshop. We would follow a participative approach during the course of this particular task and accordingly we would seek their inputs on our analysis and findings before finalization. Some of the key activities to be carried out by us for dissemination of mid-line survey findings will include:

- **Reflect Project Progress:** The report will include an in-depth analysis of the outcomes achieved till date and a trajectory plan for achieving outcomes. A comparison will be made between baseline data findings & current situation.
- **Conduct State/District level workshops to discuss findings & chart future course:** Mid-term workshops shall be conducted to share the findings and have a holistic discussions among stakeholders to chart future course of action and if required turn certain things around, aligning them to target outcomes.
- **Publication of success stories, successful replicable mechanisms:** Success stories of stakeholder's involved, implemented programs, interventions will be published. There will be mentions of possible replicable mechanisms that might benefit participants in the second half of project life cycle.
- **Knowledge sharing of usefulness & effectiveness of processes among different geographies/ demographics:** A common platform will be presented to share the experiences of project processes from different geographies/demographics. Lessons learned from certain sections of target will be made available for other sections.

## C. Programme Impact Evaluation

The key objective of this phase would be to document the impact of the project, whether it has been successful in order to achieve the projected goals as set in the inception stage, the critical factors that has influenced the project outcomes and the way forward. The key questions we will attempt to answer at this phase will include:

- How **effective** was the project in attaining the strategic objective of improving citizen's access to public services?
- Whether the resources have been **efficiently** utilized in achieving target project objective?
- Whether, the CCSD project has been able to create an **inclusive & transparent** citizen service delivery environment in the state?
- How **relevant** are the project result indicators in measuring the projects impact on citizen and on the overall service delivery environment in the state?
- Whether the project impact is **sustainable** and can be carried forward for the next level of service delivery reforms in the State in the coming years?

We would attempt to answer these question, by undertaking the following key activities as elaborated below:

### C.1. Assess Project Impact through Project End-Line Survey

The key purpose of this survey will be to assess the final project outcomes and evaluate whether the project has been successful in achieving the target objectives across the result indicators and DLIs. The end-line survey will be structured to evaluate the Project performance over the project implementation period. We shall follow similar approach of data analysis used in the Baseline and Mid-line for the end-line evaluation. The key activities comprising the End-Line survey has been elaborated below:

#### C.1.1. Administer Project End-Line Survey

The purpose of the survey will be to compare ARTPS performance prior to CCSD interventions with their performance at the end of the project life. The end-line survey results will be structured to assess the key components as illustrated in the figure alongside which will be able to answer the key questions pertaining to effectiveness, efficiency, relevance, sustainability, inclusiveness & transparency of the project target objectives. Our approach towards the end-line evaluation will follow the same trajectory as undertaken during the base-line and mid-line assessment and will comprise of the following activities:

- Determining sampling requirements for selection of respondents for conducting the survey
- Designing field data collection instrument
- Preparation of End Line survey questionnaire
- Identify target respondents on ground and administering the survey instrument



Figure 11: End-Line Evaluation Priorities

Once the survey is complete, will undertake a sanity check on the survey data utilising the DQA checklist and will proceed to analysis for survey findings and course correction measures if any.

An illustrative reporting structure on key findings, measuring the end line evaluation priorities from the survey results has been delineated below:



Evaluation Priority Area	End-Line Findings
Policy, Strategy & Direction of Project	<ul style="list-style-type: none"> <li>Support has spread to other departments, and to blocks &amp; districts, and the project has been able to garner a significant number of services under the ambit of the ARTPS legislation</li> <li>There has been a rapid increase in the no. of services applied &amp; delivered online leveraging the integrated ARTPS platform</li> </ul>
Institutional Arrangements	<ul style="list-style-type: none"> <li>A State Level RTPS committee has been set up to oversee and monitor the implementation of the Act in the State</li> <li>Department level sub-committees have been formed to track the status of applications on a regular basis</li> </ul>
Project Methodologies	<ul style="list-style-type: none"> <li>Interpersonal communication, along with group activities, have played a crucial role in reaching the underserved areas as well as the marginalized groups; with mass media used occasionally and strategically</li> </ul>
Implementation Capacity	<ul style="list-style-type: none"> <li>Through advocacy, coordination, training of trainers, and provision of communication and program support materials, the project has contributed to increasing implementation capacity at regional and district levels</li> </ul>
Cost Effectiveness of Implementation	<ul style="list-style-type: none"> <li>Improved processes for 18 services across 5 departments have resulted in significant reduction in timelines for processing of services</li> <li>A cost effectiveness analysis is yet to be performed</li> </ul>

### C.1.2. Undertake Composite Analysis of Result Indicators:

As the next step we will conduct a composite analysis of the projects Result Indicators against the baseline and mid-line figure and benchmark them against the targets set at the M&E planning stage. This will lead to identification of potential of achievements/ shortfall of project outputs and will play a crucial role in finalizing our overall impact evaluation report. An illustrative framework for the composite analysis has been presented below:

Project Development Objective: To improve access in the delivery of selected public services in Assam										
Outcomes / Result Indicators (RI)	Baseline	Target Values (annual increase)					Mid-Line Results	Course Corrections	End-Line Results	Difference in Result
		Y1	Y2	Y3	Y4	Y5				
Number of applications submitted on-line for RTPS services (DLI)	XX	-	10%	10%	15%	15%	145083	XXXX	256786	15089
One-stop shop service access centers fully operational (DLI)	XX	-	85	100	100	100	140	XXXX	385	0
RTPS ICT platform is operational (Index Value) %	XX	10%	15%	25%	25%	25%	45%	XXXX	100%	0%
Access to RTPS services expanded in underserved areas of Assam (DLI) %	XX	-	10	10	10	10	30%	XXXX	70%	30%
Number of services notified under RTPS Act (DLI) #	55	5	10	10	10	5	65	XXXX	85	0
Number of applications for RTPS with women as beneficiaries (%)	XX	-	-	5%	7.5%	10%	12%	XXXX	20%	7%
Government departments with improved processes for targeted services (Index Value) %	XX	0	4	10	4	0	40	XXXX	55	0
% of RTPS services applications responded to within the legal time-frame	XX	-	50%	60%	70%	80%	35%	XXXX	95%	5%
Increase in RTPS beneficiary feedback on service delivery (Index Value) %	XX	10%	15%	25%	25%	25%	27%	XXXX	78%	22%

Figure 13: Assessment template of project result indicators at end-line



### C.1.3. Assess Status of Implementation of Course Correction Measures

In addition to the above, one crucial activity of this section to assess the status of implementation of course correction measures suggested by us during mid-line evaluation. The analysis shall undertake an assessment of the implementation of previous evaluation recommendations to date. This shall help us understand the relevance of the course corrections towards achieving the efficiency of the project. Table below provides an illustration for the purpose of understanding.

Mid-Line Course Corrections Recommended	Status	Final Evaluation
Role to be played by the respective stakeholders to implement the project interventions should be clearly delineated along outputs areas.		Requisite stakeholder level sensitisation in form of workshops, training sessions have been conducted. Stakeholders' participation have become much prominent in facilitating dialogues and deliberations which have helped achieve the targeted project result indicators
Institutional mechanism and implementation of change management strategies for facilitating improved business processes in delivery of services across select departments		Capacity and skills gap analysis (skills and knowledge) has been undertaken which plays a crucial role in arriving at the change management strategy for facilitating BPR across departments. Capacity building programs have not been implemented as planned in 1 out of the 6 focal departments where BPR has been undertaken
Women centric NGOs should play a strategic role in implementation of outreach strategies in order to facilitate larger participation of Women in applying for public services		Although the programme has been able to increase women's participation in availing, however, the lack of coordination with women centric NGOs during the project period resulted in non-attainment of targets set in the result indicator

Achievement > 80%    50% < Achievement < 80%    Achievement < 50%

An illustrative table of contents for the End-Line Survey report has been presented below:

End-Line Report	
Assam Citizen Centric Service Delivery Project Evaluation	
Executive Summary	
Introduction	
Background	
Survey Methodology Adopted	
1. Sample Design and Strategy	
2. Data collection and entry	
3. Data quality control	
4. Data management and analysis	
5. Survey tools and survey questionnaire	
Survey Findings	
Recommendations	
Key Success Factors Identified	
Limitations	
Annexure – I: List of Tables	
Annexure – II: List of Figures	
Annexure – III: List of Respondents met during the Survey	
References	

ILLUSTRATIVE



## C.2. Preparation of Impact Evaluation Report including Assignment Completion Report

The objective of this activity is to report on the evaluation of the CCSD interventions during the entire implementation period. This shall include:

- Conducting assessment of all outputs impacting the project outcomes undertaken as part of CCSD at the end-line which shall help us gauge the ability of the project to achieve the target benchmarks set in the project M&E plan and associated monitoring indicator framework finalized in project plan.
- Summarize results gathered from the data analysis and articulate findings, lessons learnt and recommendations for improvement of the programme.
- Impact of course corrections suggested during mid-line evaluation report with the objective of measuring level of efficiency. Recommendations would be developed in such a manner so that benefits of projects/ interventions are likely to continue after the project intervention period.

Some of the key dimensions based on which we will develop our impact evaluation and assignment completion report has been detailed below:

### C.1.1. Macro Level Impact Assessment

The objective of this macro level evaluation is assessing the relevance, effectiveness and efficiency of the project along with identifying the key success factors and major challenges faced during project implementation. Some of the critical aspects to be measured for evaluation of project impact has been outlined below:

Critical Aspects	Key Areas for Assessment of Impact	Illustrative Parameters
<b>Relevance</b>	<ul style="list-style-type: none"> <li>• Alignment of project strategic objectives with planned outcomes</li> <li>• Stakeholder participation in design/ management/ implementation</li> <li>• Degree of flexibility &amp; adaptability of the project as per specific requirements from user groups, departments etc.</li> </ul>	<p>Key Strategic Objective of Project:</p> <ul style="list-style-type: none"> <li>• Are all associated stakeholders' inputs sought for setting performance targets</li> <li>• Assessment of adequacy of one stop shops at remote areas in the state facilitating service delivery at doorsteps</li> </ul> <p>Interlinkages between the various agencies participating in the project along with the project funding agency/ ARIASS</p>
<b>Effectiveness</b>	<ul style="list-style-type: none"> <li>• Extent to which the project meets the stated strategic objectives</li> <li>• Extent to which the project has benefited the targeted beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• Comparison of the stated objective &amp; result targets of the project with actual achievement over the past years</li> <li>• Reach of the project and associated benefits accrued to the target beneficiaries</li> </ul>
<b>Efficiency</b>	<ul style="list-style-type: none"> <li>• Extent of efficiency of management of resources (human, financial, administrative) keeping in mind the targets to be attained</li> <li>• Reporting, monitoring &amp; review mechanisms in place</li> <li>• Communication to funding agencies for grant of disbursements</li> </ul>	<ul style="list-style-type: none"> <li>• Requirement of resources (human, financial and others)</li> <li>• Effectiveness with respect to partner coordination</li> <li>• Success indicators for measuring project outcomes</li> <li>• Level of information sharing and updates</li> </ul>

**C.1.2. Micro Level Impact Assessment**

A micro level impact assessment will be conducted in terms of evaluation of delivery of RTPS services and will be compared against the result outputs obtained during the baseline and mid-line evaluations. An illustrative format of the micro level assessment has been presented below:

Area	Indicators	Results
Strengthening RTPS Implementation	Operationalization of the RTPS ICT Platform	The front end has been automated for all the services notified under the act
		The back end has been automated for all the departments barring one department due to legal restrictions
		There is complete front end-back end integration
	Access to RTPS services in the underserved areas of Assam	The online portal has all the necessary information for an applicant to submit applications
		All six autonomous districts has been included under the purview of ARTPS 2012
		There is complete infrastructure overhaul at the block/ subdivision and districts to provide services to citizens
Supporting Process Reengineering in Targeted Services	Number of Services covered under ARTPS	Currently 85 services are covered under the ARTPS spanning 15 GoA departments
	Number of applications for RTPS with women as beneficiaries	There is an increase of 85% in the number of applications submitted by women beneficiaries from the baseline
	Government departments with improved processes for targeted services	Around 74 events have been organized to disseminate the attributes of ARTPS covering all the 35 districts of Assam
		A comprehensive BPR has been undertaken across 6 departments covering 35 services for streamlining the process for disposal of applications
Promoting Citizen Engagement	Increase in RTPS beneficiary feedback on service delivery	Institutional mechanism for monitoring the status at the state level has been implemented
		A district ranking framework on performance of the Act has been introduced giving impetus to the implementation of the Act
		Number of interfaces with GoA departments for obtaining services has been reduced to zero
		An online survey at the RTPS portal to evaluate its performance through users' feedback has been made available with more than 1000 beneficiary received per quarter
		Around 76% of the respondents finding the website useful as against 42% from the project mid-line

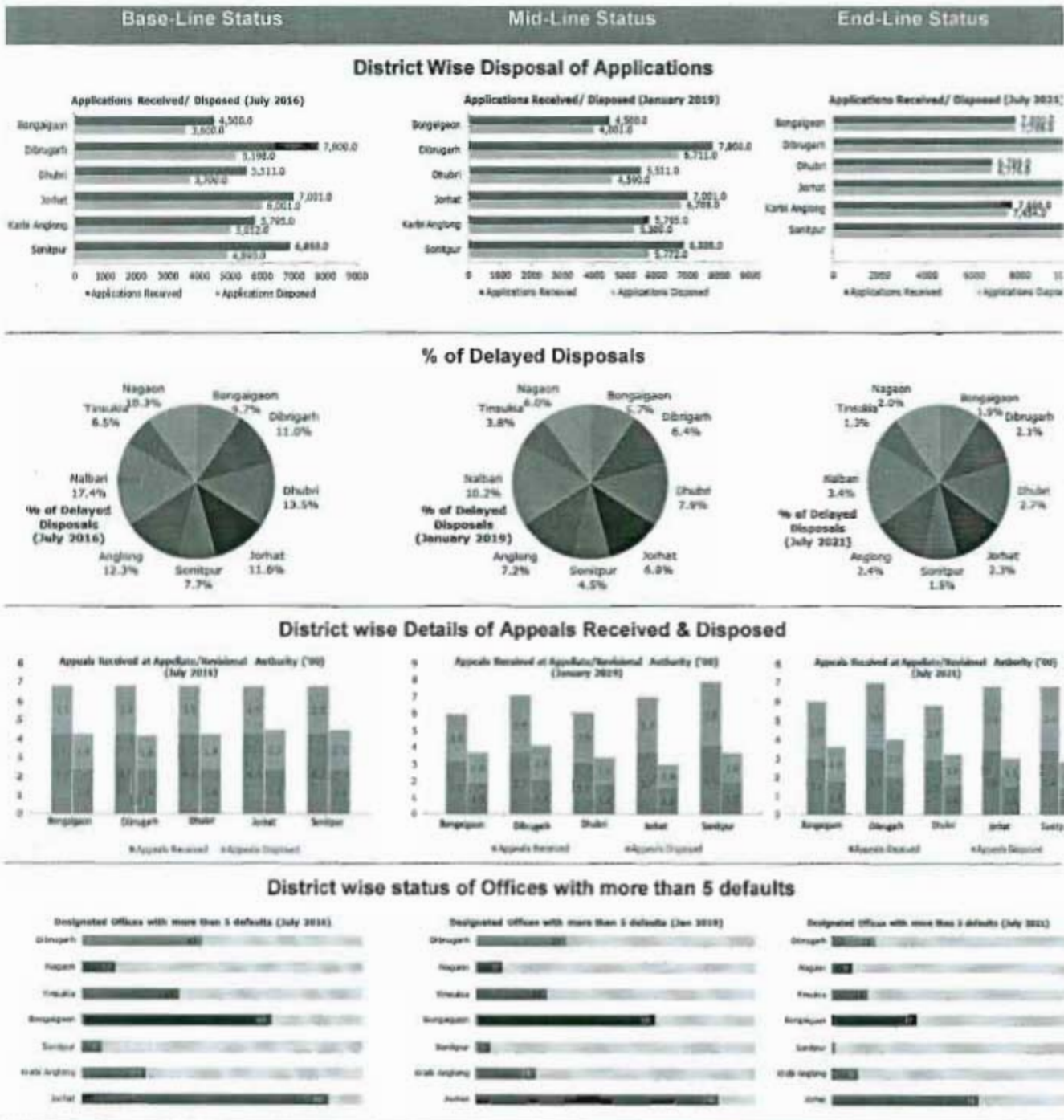


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We will also leverage the project MIS in obtaining service specific evaluation of selected services over the project period. Some of the key indicators for assessment of performance has been illustrated below:



**C.2.3. Dissemination of lessons learnt:**

The end-term evaluation shall be followed by a collaboration and networking exercise involving ARIASS, World Bank and other project facilitators to disseminate the lessons learned from final evaluation. The aim of this activity shall be to disseminate findings about



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1. Overall performance of CCSD at project level
2. Overall contribution of CCSD project towards result indicator outcomes and impact with specific focus on the citizen service delivery environment in the state, making it more inclusive, sustainable, transparent and gender equal
3. Generalized lessons learnt during the course of the entire project to be applied to similar future projects

In addition to these, we shall leverage following dissemination tools with an objective to reaching out as many as stakeholders it can.

- **ARIASS & World Bank:** Publishing a handbook of Good Practices that will be compiled near project completion. It will include an inventory of good and socially innovative practices, a description of the experiences and evaluations made by policy-makers and practitioners in the interactive discussion groups, and a scientific assessment based on the research findings.
- **Stakeholders from GoA Departments:** We will document the successful case studies of the CCSD project and will assist GoA/ ARIASS in preparation of a documentary video on "successful case studies". The documentary will be produced to raise public awareness about the impact of CCSD on peoples' lives in improving citizen's access to public services.



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b) Work Plan



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	Year 1				Year 2				Year 3				Year 4				Year 5							
	Q1			Q2	Q3	Q4	Q1			Q2	Q3	Q4	Q1			Q2	Q3	Q4	Q1			Q2	Q3	Q4
	M1	M2	M3																					
<b>PHASE 1: ESTABLISH MONITORING &amp; EVALUATION (M&amp;E) FRAMEWORK</b>	[Gantt chart bars for Phase 1 tasks]																							
Understand project Objective and Stakeholder Expectations	[Gantt chart bar]																							
Design of Monitoring & Evaluation Framework	[Gantt chart bar]																							
Identify Monitoring & Evaluation Indicators	[Gantt chart bar]																							
Design an M&E plan	[Gantt chart bar]																							
Plan for Data Collection and Establish Project Baseline	[Gantt chart bar]																							
Determine sampling requirements	[Gantt chart bar]																							
Prepare for surveys including specific data collection methods/tools	[Gantt chart bar]																							
Conduct Training for Field Level Enumerators & Undertake Pilot Survey	[Gantt chart bar]																							
Administer Baseline survey for selection of Result Targets	[Gantt chart bar]																							
Establish Project Baseline	[Gantt chart bar]																							
<b>PHASE 2: MONITOR &amp; EVALUATE RESULTS</b>	[Gantt chart bars for Phase 2 tasks]																							
Plan for Data Management & Analysis on a Periodic Basis	[Gantt chart bar]																							
Plan for data management through a robust Management Information System (MIS)	[Gantt chart bar]																							
Design a Data Quality Assurance (DQA) checklist for quality assessment of MIS data	[Gantt chart bar]																							
Undertake periodic M&E to monitor project implementation & outcome	[Gantt chart bar]																							
Assess Project Mid Term Situation through Mid-Line Survey	[Gantt chart bar]																							
Administer Project Mid-Line Survey	[Gantt chart bar]																							
Document mid-Line survey findings and course corrections	[Gantt chart bar]																							
<b>PHASE 3: PROGRAMME IMPACT EVALUATION</b>	[Gantt chart bars for Phase 3 tasks]																							
Assess Project Impact through Project End-Line Survey	[Gantt chart bar]																							
Administer Project End-Line Survey	[Gantt chart bar]																							
Undertake Composite Analysis of Result Indicators	[Gantt chart bar]																							
Assess Status of Implementation of Course Correction Measures	[Gantt chart bar]																							
Preparation of Impact Evaluation Report including Assignment Completion Report	[Gantt chart bar]																							
Macro Level Impact Assessment	[Gantt chart bar]																							
Micro Level Impact Assessment	[Gantt chart bar]																							
Dissemination of lessons learnt	[Gantt chart bar]																							

- Inception Report including detailed work plan
- Project M&E System
- Establishment of Project Baseline
- Design of Project MIS
- Quarterly Progress Reports
- Annual Progress Reports
- Mid-Line Survey Report
- End Line Survey Report
- Impact evaluation report including the assignment completion report

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### Our Proposed Drivers for Ensuring Consistency in the Work Plan

We will put streamlined quality assurance procedures for overall monitoring of all the tasks proposed in the work plan. These procedures aim at identifying as well as escalating engagement quality related issues at an early stage for adequate resolution. The procedures will have the following features:

- Preparation of a customized and engagement specific quality assurance plan at the beginning of the project
- Inception / in-depth early consultations with the client to clearly reconfirm/crystallize the main objective and specific requirements of the project and the client's overall expectations from the engagement
- Periodic meetings, reviews and discussions with all the members of the team to discuss the progress made and issues to be resolved.
- Monthly meeting between the associated stakeholders from GoA to discuss the work plan, progress made so far and issues
- Formal staff planning process to ensure deployment of appropriate professionals as per the work plan based on experience and expertise
- Compliance with appropriate formal and informal review and monitoring mechanism. Also, all key findings, project deliverables together with the underlying analysis will be reviewed by the Team Leader before circulation for feedback and validation



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### c) Organization and Staffing

We believe that for achieving the project objective in a time-bound manner, an institutional/ organizational structure for effective coordination, decision-making and steering the right course, would be highly desirable. Accordingly, we propose a Project Steering Committee comprising of representatives from Government of Assam, ARIAS Society and World Bank to steer the project to the right course.

Deloitte has formed a group of highly qualified and skilled consultants who would be able to provide requisite expertise in conducting the study.

- The team would be led by a highly skilled and experienced professional who brings with him more than 30 years of expertise in areas related to large government or development projects. The Team Leader has extensive experience of leading the team of experts on executing the monitoring & evaluation mandate for such assignments. He is well versed with M&E and results framework of development projects funded by international donor agencies like World Bank, DFID such as Logical Framework, Program-for-Results Financing, Value for Money approach, etc.
- We have also proposed Monitoring & Evaluation (M&E) specialists with specialization and experience that sufficiently cover all the desired M&E areas, as specified in the RFP. M&E specialists have worked on many similar assignments on developing monitoring & evaluation system, designing MIS templates, conducting surveys (baseline, midline and end-line) and impact assessments across various Central/ state government departments and agencies, including those funded by international donor agencies. M&E specialists proposed for the assignment have on an average more than 15 years of professional experience including significant experience of working in the area of M&E and in region, including with Government of Assam.
- The team of Research Associates/ Analyst (RAs) bring with them experience of working on RTPS and other public service delivery assignments in various states with significant exposure to M&E related activities. The proposed RAs have good knowledge of statistical concepts & research methodologies and have significant experience of planning & managing surveys along with expertise on data collection tools, data quality validation and reporting.
- Almost all the experts have experience of working in the region including in the State of Assam
- The team would be available for the entire period of the assignment as per the project requirement

The high-level team structure along with associated roles and responsibilities has been presented in the chart below. Detailed resource allocation to activities are highlighted under Work Plan in the previous sub-section while detailed team composition, assignment of tasks and key experts' inputs are highlighted under Work Schedule (Form TECH-5).and Team Composition Form (TECH-6)

### c) Organization and Staffing (contd.)

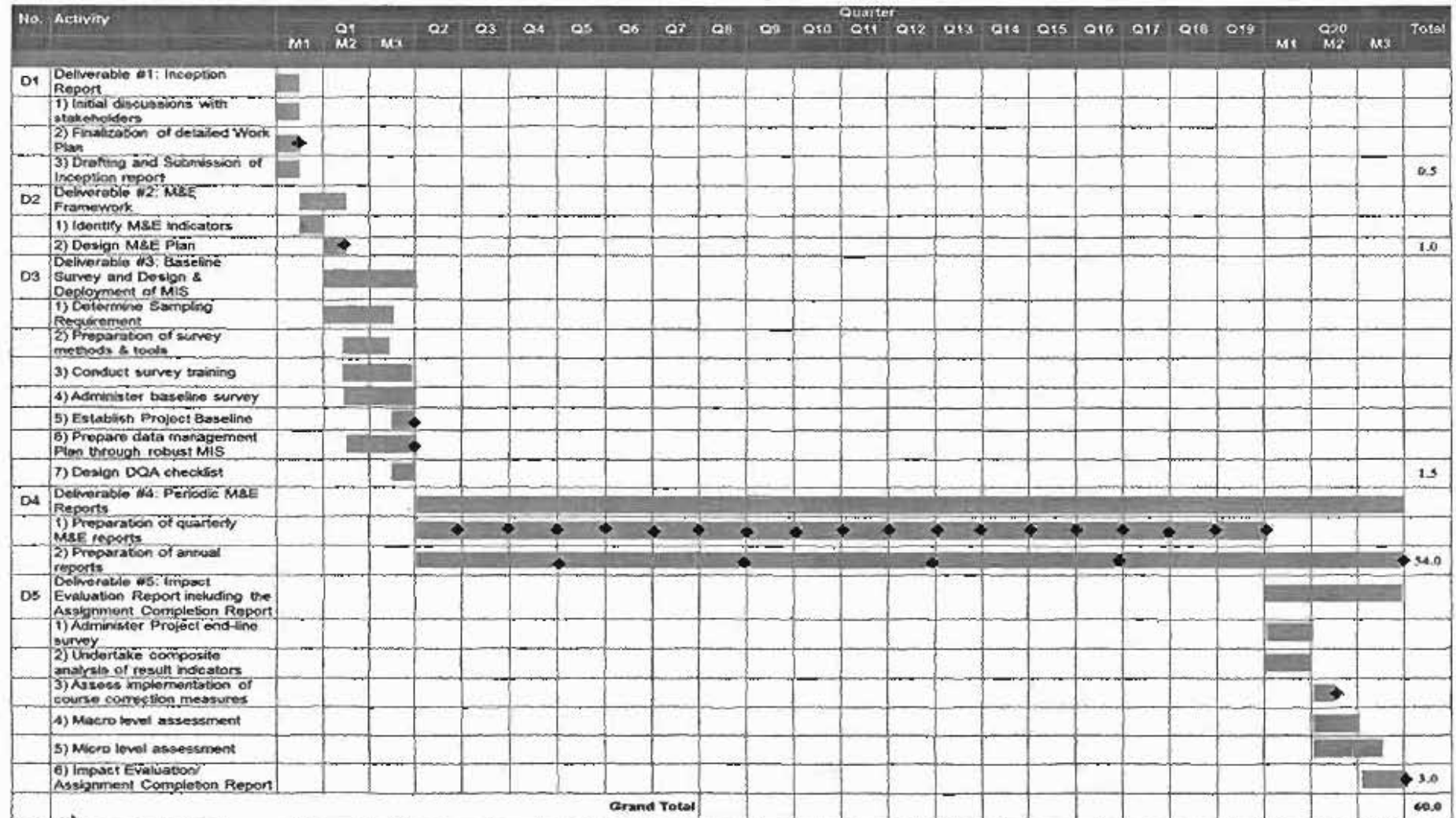
	ROLE	RESPONSIBILITY
<p><b>Project Steering Committee</b>                      GoA, ARIASS &amp; World Bank Representatives</p>	<p><b>Steering Committee</b></p>	<ul style="list-style-type: none"> <li>• Making key decisions, signing-off major deliverables</li> <li>• Acting on recommendations</li> </ul>
<p><b>Team Leader</b>                      Amit Roy</p>	<p><b>Team Leader</b></p>	<ul style="list-style-type: none"> <li>• Understand project Objective and Stakeholder Expectations</li> <li>• Design of Monitoring &amp; Evaluation Framework</li> <li>• Plan for Data Collection and Establish Project Baseline</li> <li>• Plan for Data Management &amp; Analysis on a Periodic Basis</li> <li>• Assess Project Mid Term Situation through Mid-Line Survey</li> <li>• Assess Project Impact through Project End-Line Survey</li> <li>• Preparation of Impact Evaluation Report including Assignment Completion Report</li> </ul>
<p><b>M &amp; E Specialist</b>                      Juthika Banerjee                      Parag Boruah</p>	<p><b>M &amp; E Specialist</b></p>	<ul style="list-style-type: none"> <li>• Design of M&amp;E Framework including indicators and M&amp;E Plan</li> <li>• Plan for data management through a robust Management Information System</li> <li>• Undertake periodic M&amp;E to monitor project implementation &amp; outcome</li> <li>• Embedding periodic survey results/ data into the project MIS</li> <li>• Undertake Composite Analysis of Result Indicators based on primary survey and secondary sources</li> <li>• Assess Status of Implementation of Course Correction Measures</li> <li>• Preparation of Impact Evaluation Report including Assignment Completion Report</li> </ul>
<p><b>Research Associates/ Analyst</b>                      Ritu Kumar Mishra                      Siddharth Kumar                      Supama Dey                      Bhaskar Kumar Kakati</p>	<p><b>Research Associates/ Analyst</b></p>	<ul style="list-style-type: none"> <li>• Undertaking desk research</li> <li>• Administer Baseline, Mid-line and End-line surveys</li> <li>• Conducting analysis of survey data and secondary information</li> <li>• Design MIS tool and templates</li> <li>• Collation of MIS data from different sources</li> <li>• Design Data Quality Assurance (DQA) checklist for quality assessment of MIS data</li> <li>• Check adherence to DQA checklist</li> <li>• Preparation of quarterly and annual M&amp;E reports</li> <li>• Conducting macro and micro level assessment of impact</li> </ul>

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## FORM TECH-5: Work Schedule and Planning for Deliverables



◆ Submission of Report



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## FORM TECH-6: Team Composition, Assignment, and Key Experts' Inputs

No.	Name	Expert's Input (in person/ month) per each deliverable (listed in TECH-5)					Total time-input (in person months)	
		Position	D1	D2	D3	D4		D5
K-1	Mr. Amit Roy	Team Leader	0.5	1.0	1.5	54.0	3.0	60.0
K-2	Ms. Juthika Banerjee	Monitoring & Evaluation Specialist - 1	0.5	1.0	1.5	54.0	3.0	60.0
K-3	Mr. Parag Boruah	Monitoring & Evaluation Specialist - 2	0.5	1.0	1.5	54.0	3.0	60.0
Subtotal (Key Experts)							180.0	
N-1	Mr. Ritu Kumar Mishra	Research Associate - 1	0.5	1.0	1.5	54.0	3.0	60.0
N-2	Mr. Siddharth Kumar	Research Associate - 2	0.5	1.0	1.5	54.0	3.0	60.0
N-3	Ms. Supama Dey	Research Associate - 3	0.5	1.0	1.5	54.0	3.0	60.0
N-4	Mr. Bhaskar Kumar Kakati	Research Analyst	0.5	1.0	1.5	54.0	3.0	60.0
Subtotal (Non-Key Experts)							240.0	
Grand Total (Key and Non-Key Experts)							420.0	



## FORM TECH-6: (Continued): Curriculum Vitae (CV)

Position Title and No.	K-1, Team Leader
Name of Expert:	Mr. Amit Roy
Date of Birth:	25/01/1958
Country of Citizenship/Residence	India

### Education:

- PGDM (MBA) from Indian Institute of Management, Calcutta; 1984
- LLB from University of Calcutta; 1989
- B.E (Mechanical Engineering) from Bengal Engineering College, Shibpur; 1980

### Employment record relevant to the assignment:

Period	Organization Details	Country	Summary of activities performed relevant to the Assignment
Jul 2004 – present	Managing Director; ORG (India) Pvt. Ltd.	India	<ul style="list-style-type: none"> <li>• About 30 years of experience in senior managerial positions in the area of monitoring &amp; evaluation (M&amp;E), public sector reforms, development programmes and management consultancy</li> <li>• Has led the team of consultants, researchers, enumerators on multiple assignments related to establishing M&amp;E framework, conducting large scale surveys (baseline, end-line, mid-line), participatory approaches and developing evaluation and impact assessment reports</li> <li>• Expertise in developing M&amp;E system and results framework of international donor agencies such as Logframe (Logical Framework), PfR (Program-for-Results financing), DLI (Disbursement Linked Indicators), VfM (Value for Money)</li> <li>• Extensive experience of employing quantitative techniques (survey, statistical/ econometric analysis), qualitative techniques (focus group discussions, brainstorming, case studies) and mixed method techniques of data collection and analysis; apart from tracking programme/ project indicators (input, output, outcome, result, DLI and impact) and data triangulation</li> <li>• Was involved in conducting research, M&amp;E and documentation of multiple public service delivery projects related to Urban, Health, Social Inclusion, Transport departments in Central as well as State Governments</li> <li>• Adept in HR management, Change Management, Capacity Building, Leading the team, and Coaching &amp; Mentoring for high performance</li> <li>• Wide experience of carrying out social/ action research as well as carrying out social audit for various government programmes</li> </ul>
Jul 2004 – present	Director on Board; ORG Quest Ltd	Bangladesh	Provided expert advice on <ul style="list-style-type: none"> <li>• Large scale M&amp;E assignments involving conducting surveys, data analysis and preparing evaluation reports</li> <li>• HR management, Change Management, and Capacity Building</li> </ul>

Period	Organization Details	Country	Summary of activities performed relevant to the Assignment
Oct 2002 – Jun 2004	Director on Board; ORG Pvt. Ltd	India	<ul style="list-style-type: none"> <li>Public sector consultancy assignments related to conducting survey, tracking indicators and preparing evaluation reports</li> </ul>
Sep 1996 – Sep 2002	President; AC Nielsen ORG-MARG Research Ltd	India	<ul style="list-style-type: none"> <li>Leading the team on M&amp;E assignments on international donor funded as well as central and state government projects</li> <li>HR management, Change Management, and Capacity Building</li> </ul>
Sep 1996 – Sep 2002	Director on Board; ORG-MARG	Bangladesh, Sri Lanka, Nepal	<p>Provide expert advice on</p> <ul style="list-style-type: none"> <li>Large scale M&amp;E assignments involving conducting surveys, data analysis and preparing evaluation reports</li> <li>Social/ Action Research related to government programmes</li> <li>HR management, Change Management, and Capacity Building</li> </ul>
Jan 1995 – Aug 1996	Vice President ; ORG-MARG	India	<ul style="list-style-type: none"> <li>Looked after entire ORG Division activities post the merger</li> <li>Leading the team on M&amp;E assignments on international donor funded as well as central and state government projects</li> <li>HR management, Change Management, and Capacity Building</li> </ul>
Sep 1993 – Jan 1995	Vice President, Operations Research Group	India	<ul style="list-style-type: none"> <li>Leading the team on M&amp;E assignments on international donor funded as well as central and state government projects</li> <li>National Head of Business-to-Business Research and Head of Eastern Region for other market research business.</li> <li>HR management, Change Management, and Capacity Building</li> </ul>
1990 - 1992	Research Manager; Search India	India	<ul style="list-style-type: none"> <li>Market survey and research</li> <li>Head of Eastern Region.</li> </ul>
1984 - 1990	Branch Head; S.B. Billimoria & Co	India	<ul style="list-style-type: none"> <li>Management Consulting projects</li> <li>Operations &amp; Research</li> </ul>
1984 - 1985	Senior Engineer; Eicher Goodearth Ltd	India	<ul style="list-style-type: none"> <li>Market survey</li> <li>Feasibility analysis</li> </ul>
1980 - 1982	Graduate Engineer Trainee; TELCO	India	<ul style="list-style-type: none"> <li>Industry projects</li> </ul>

**Membership in Professional Associations and Publications:**

Professional Association

- European Society of Market Research
- Market Research Society of UK
- Market Research Society of India
- Life Member, Institute of Public Health Engineers, India



Publications

- ESOMAR Conference on Retailing Research 1996 – Statistical Model of Forecasting Growth of Retail Outlets in India
- ESOMAR Conference in 1997 – Supermarket Growth in India – the David and Goliath story
- MRSI – 1998 – Developing a new SEC for conducting consumer research in Rural India

Other Positions Held

- Member, Project Selection Committee, KUSP Innovative Challenge Fund (DFID)
- Past Member of Brand Protection Committee of CII
- Honorary Secretary, IIM Calcutta Alumni Association
- Visiting Faculty at IIM Calcutta
- Visiting Faculty at ISBM Calcutta
- Visiting Faculty at Eastern Institute of Management, Calcutta
- Member of Final Selection Committee for IIM Calcutta entrants

**Language Skills:**

English – Excellent; Hindi – Excellent; Bengali - Excellent

**Adequacy for the Assignment:**

Detailed Tasks Assigned	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
<ul style="list-style-type: none"> <li>• Inception Report (including detailed work plan)</li> <li>• Developing M&amp;E framework</li> <li>• Designing of MIS</li> <li>• Quarterly/ Annual Reports</li> <li>• Baseline, mid-line and end-line surveys</li> <li>• Preparation of Impact Evaluation Report</li> </ul>	<p><b>World Bank: Monitoring and Evaluation (M&amp;E) of Poverty Alleviation Schemes</b>  <i>Team Leader</i></p> <p>The project aimed at providing technical and research support for monitoring and evaluation of various poverty alleviation schemes in Maharashtra. Amit led the team across the following major activities:</p> <ul style="list-style-type: none"> <li>• <b>Developing comprehensive M&amp;E system</b> in consultation with stakeholders</li> <li>• <b>Preparing indicator tracking sheet</b> for monitoring the progress of project outcome</li> <li>• <b>Developing MIS template</b> for tracking the progress of indicators</li> <li>• <b>Preparation of periodic (monthly/ quarterly/ annual) reports</b> for monitoring &amp; review of the project and take course correction measures</li> <li>• <b>Preparation of data management plan and analysis of data</b></li> <li>• <b>Preparing comprehensive Evaluation report</b></li> </ul>
	<p><b>World Bank: Village level survey, Value Chain Assessment and Institutional framework for setting up Farmer-Producers' Organizations (FPOs) under AACP-AF; 2013-2015</b>  <i>Key Expert</i></p> <p>The objective of the project was to facilitate market driven intensification and diversification of agricultural sector in Assam by empowering producers and communities to become more competitive to take advantages of emerging commercial opportunities, increase productivity and market access. As part of the assignment, a key mandate was to conduct a comprehensive baseline survey in 4 districts of Assam. Amit was involved in the following activities:</p> <ul style="list-style-type: none"> <li>• <b>Design of survey methodology</b> for conducting baseline survey covering 5600 respondents across the 4 districts</li> <li>• <b>Supervising the team of enumerators and coordinators</b> in conducting the evaluation survey</li> <li>• Carrying out <b>social mapping using PRA tools</b> for problem ranking</li> <li>• Conducting survey of wholesale/ commission agents/ retailers across the 4 districts to assess marketable surplus and determine price build-up in value chain</li> </ul>



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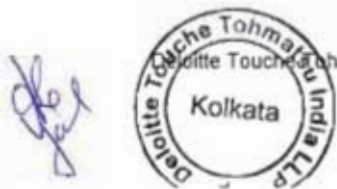
Detailed Tasks Assigned	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
	<p><b><u>Monitoring and Evaluation of Targeted Public Distribution System (TPDS) for Antyodaya Anna Yojana: Department of Food and Public Distribution, GoI</u></b>  <i>Team Leader</i>                      The project aimed at conducting an evaluation study of Antodaya Anna Yojana through TPDS. Amit led the team in carrying out the following major activities:</p> <ul style="list-style-type: none"> <li>• Developing comprehensive M&amp;E system and plan</li> <li>• Identifying outcome indicators for the project</li> <li>• Designing of Indicator tracking sheet</li> <li>• Preparation of Data management Plan and Data Quality Assurance Checklist</li> <li>• Developing data dashboards and MIS reports based on survey findings</li> <li>• Preparing comprehensive Evaluation report</li> </ul>
	<p><b><u>Monitoring and Evaluation of the Targeted Intervention Projects in Arunachal Pradesh and Manipur: Government of Arunachal Pradesh</u></b>  <i>Team Leader</i>                      The project aimed at developing monitoring and evaluation system for monitoring the progress and evaluating the outcome of the project. Amit led the team in carrying out the following major activities:</p> <ul style="list-style-type: none"> <li>• Developing M&amp;E system under the Results Framework for the project</li> <li>• Identifying indicators and means of verification</li> <li>• Designing of indicator tracking sheet with baseline and annual target values</li> <li>• Preparing Data management Plan and Data Quality Assurance Checklist for robust MIS database</li> <li>• Preparation of periodic (monthly/ quarterly/ annual) monitoring reports</li> <li>• Preparing comprehensive evaluation report highlighting the key findings, results on progress of indicators and key learnings for undertaking course correction measures</li> </ul>
	<p><b><u>Monitoring &amp; Evaluation of Rashtriya Swasthya Bima Yojna (RSBY) in Jharkhand; 2010 – 2011: Government of Jharkhand</u></b>  <i>Team Leader</i>                      The project aimed at developing monitoring &amp; evaluation (M&amp;E) system for assessing the progress and evaluate the impact of the project. Amit led the team in carrying out the following major activities:</p> <ul style="list-style-type: none"> <li>• Designing and developing comprehensive M&amp;E system for the programme</li> <li>• Developing indicator tracking sheet for monitoring the project progress</li> <li>• Designing MIS tool for online tracking of the progress of indicators</li> <li>• Developing MIS database for the project</li> <li>• Defining sampling technique, algorithm and instrument design for conducting the evaluation surveys</li> <li>• Preparing an impact assessment report (End-line evaluation) on post-enrolment benefits generated among BPL households covering enrolment process for the BPL households, quantity, value and quality of services rendered under the scheme</li> </ul>
	<p><b><u>Monitoring and Evaluation of Rural Development Scheme: Ministry of Rural Development, GoI</u></b>  <i>Team Leader</i>                      The project aimed at monitoring and evaluating the various rural development scheme at the district level. As the team leader, Amit led the team across the following major activities:</p> <ul style="list-style-type: none"> <li>• Designing and developing comprehensive M&amp;E system in consultation with stakeholders</li> <li>• Preparation of Indicator tracking sheet along with baseline and annual target values for monitoring the progress</li> <li>• Developing MIS template for tracking the progress of indicators</li> <li>• Preparing data management plan and ensuring adherence to data quality assurance checklist</li> </ul>



Detailed Tasks Assigned	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
	<ul style="list-style-type: none"> <li>Defining sampling technique, algorithm and instrument design for conducting the evaluation surveys</li> <li><b>Preparing comprehensive mid-line and end-line Evaluation report</b></li> </ul> <p><b><u>Monitoring &amp; Evaluation Study of Rural Water Supply in India: Government of India</u></b>  <i>Team Leader</i></p> <p>The project aimed at carrying out a monitoring &amp; evaluation study of rural water supply schemes in Madhya Pradesh and Uttar Pradesh. Amit led the team in carrying out the following major activities:</p> <ul style="list-style-type: none"> <li><b>Developing comprehensive M&amp;E system</b> in consultation with stakeholders</li> <li>Defining measurable indicators and quantitative and qualitative survey techniques</li> <li>Identifying Means of Verification (MOV) for the project output and outcome</li> <li><b>Developing indicator tracking sheet for monitoring the project progress</b></li> <li><b>Designing MIS tool for tracking the progress of indicators</b></li> <li>Defining sampling technique, algorithm and instrument design for conducting the evaluation surveys</li> <li>Preparation of <b>data management plan</b></li> <li>Preparing <b>Evaluation report</b></li> </ul>
	<p><b><u>Monitoring &amp; Evaluation System for Livelihood Projects of Jeevika: SEWA</u></b>  <i>Team Leader</i></p> <p>The project aimed at developing a comprehensive M&amp;E system for facilitating monitoring and review of SEWA's and various funding agencies related to rural livelihood schemes. Amit led the team in carrying out the following major activities:</p> <ul style="list-style-type: none"> <li>Develop a <b>comprehensive M&amp;E system</b> under the project's Results framework</li> <li>Identification of <b>project indicators and preparation of indicator tracking sheet</b></li> <li><b>Design of MIS tool with data management plan</b> for facilitating the data collation from multiple sources</li> <li><b>Develop a data quality assessment checklist for data capture</b></li> <li>Conduct evaluation survey to assess the impact of the efficacy of Jeevika programme</li> <li>Use survey findings to identify key gaps in the effective monitoring of the system</li> <li>Designing and developing an <b>appropriate monitoring and feedback mechanism which included ICT based feedback loop</b> from the citizens and stakeholders</li> </ul>
	<p><b><u>World Bank: Social Impact Assessment and Preparation of Rehabilitation Action Plan (RAP) for National Highways Projects</u></b>  <i>Team Leader</i></p> <p>The project aimed at carrying out the social impact assessment and preparation of RAP for National Highways Project. Amit led the team in carrying out the following major activities:</p> <ul style="list-style-type: none"> <li>Developing <b>Monitoring &amp; Evaluation framework</b> for the project along with <b>identification of indicators and means of verification</b></li> <li>Developing <b>Indicator tracking sheet with baseline and annual target values</b></li> <li><b>Designing and supervising the baseline survey and the analysis plan</b></li> <li><b>Design of an MIS tools along with data management plan for developing robust MIS database and generating periodic (monthly/ quarterly/ annual) reports for monitoring the progress of the project outcomes</b></li> <li><b>Developing comprehensive Social Impact Assessment Report</b></li> <li>Developing detailed <b>Rehabilitation Action Plan for project affected people</b></li> </ul>
	<p><b><u>Monitoring &amp; Evaluation system for Women's Dairy Co-Operative: National Dairy Development Board</u></b>  <i>Team Leader</i></p> <p>The project aimed at developing M&amp;E system for facilitating establishment and implementation of women's dairy co-operatives across all parts of the country. Amit led the team in carrying out the following major activities:</p> <ul style="list-style-type: none"> <li>Developing <b>Monitoring &amp; Evaluation (M&amp;E) system</b> by conducting stakeholder analysis</li> <li><b>Identifying indicators and means of verification</b></li> </ul>



Detailed Tasks Assigned	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
	<ul style="list-style-type: none"> <li>• Developing <b>Indicator tracking sheet</b> with baselines and annual target values for indicators</li> <li>• Designing qualitative survey based on PRA technique</li> <li>• Designing the instruments for qualitative and quantitative surveys, sampling methodology, data collection and analysis plan</li> <li>• Conducting a survey for <b>setting baseline values</b> for the project</li> </ul>
	<p><b><u>Monitoring and Evaluation of Credit and Savings for Household Enterprise (CASHE) project: CARE India</u></b></p> <p><i>Team Leader</i></p> <p>The project aimed at facilitating monitoring and evaluation of CASHE project at Tier-I level (Household, SHG and NGO). Amit led the team in carrying out the following major activities:</p> <ul style="list-style-type: none"> <li>• <b>Designing the study involving local stakeholders and project resources aligning the methodology to project log frame</b></li> <li>• Designing qualitative survey based on PRA technique</li> <li>• Designing the instruments for qualitative and quantitative surveys, sampling methodology, data collection and analysis plan</li> <li>• Preparation of <b>Evaluation Report establishing project baseline for tracking project progress</b></li> <li>• Developing <b>Indicator tracking sheet</b> for monitoring the project outcomes</li> <li>• <b>Design MIS templates</b> for facilitating the monitoring of the project</li> <li>• Prepare a <b>data management plan</b> for collation of data from various sources</li> </ul>
	<p><b><u>World Bank: Design, Supervision and Monitoring (DSM) for Dhaka Urban Transport</u></b></p> <p><i>Key Expert</i></p> <p>The project included a complete study of the urban transport system in Dhaka metro city and to design interchanges, grade separators and other traffic control measures for removing the vehicular congestion in Dhaka metro city. Amit was involved in the following major activities:</p> <ul style="list-style-type: none"> <li>• <b>Designing and developing the monitoring system</b></li> <li>• Designing and supervising the <b>evaluation survey and the analysis plan</b></li> <li>• Designing &amp; supervising the traffic survey and the analysis plan</li> <li>• <b>Conducting Stakeholder Analysis and defining the indicators</b></li> <li>• <b>Designing the Road Traffic Survey, instruments for traffic surveys, sampling methodology, data collection and analysis plan</b></li> <li>• <b>Developing the Project Report</b></li> </ul>
	<p><b><u>Monitoring and Evaluation of Relief and Rehabilitation Activities in Earthquake Affected Areas (Phase I&amp;II): Centre for Social Justice, Ahmedabad</u></b></p> <p><i>Team Leader</i></p> <p>The project aimed at establishing a comprehensive monitoring and evaluation system for relief and rehabilitation activities in earthquake affected areas from a human rights perspective. Amit led the team in carrying out the following major activities:</p> <ul style="list-style-type: none"> <li>• <b>Developing a Monitoring &amp; Evaluation (M&amp;E) system for the project</b></li> <li>• Finalizing the methodology for conducting the survey of affected persons</li> <li>• <b>Designing qualitative survey based on PRA technique</b></li> <li>• Developing a <b>robust MIS database</b> of the affected people</li> <li>• <b>Developing a monitoring mechanism</b> for smooth implementation of relief &amp; rehabilitation measures</li> <li>• Generate <b>MIS based periodic reports</b> for monitoring the progress of the project outcome</li> </ul>
	<p><b><u>UNICEF: Evaluation of projects funded by Swedish International Development Agency (SIDA)</u></b></p> <p><i>Team Leader</i></p> <p>The project aimed at conducting an evaluation of SIDA assisted projects in Orissa, Uttar Pradesh, Bihar, Madhya Pradesh and Rajasthan. Amit led the team in carrying out the following major activities:</p>



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 State Project Director  
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	<ul style="list-style-type: none"> <li>• Finalizing the study methodology in consultation with the stakeholders</li> <li>• <b>Designing &amp; supervising the baseline survey and the analysis plan;</b></li> <li>• Conducting stakeholder analysis and defining various indicators</li> <li>• Designing qualitative survey based on PRA technique</li> <li>• <b>Designing the instruments for qualitative and quantitative surveys, sampling methodology, data collection and analysis plan</b></li> <li>• <b>Preparation of a baseline report for setting project targets and facilitating effective monitoring and evaluation</b></li> </ul> <p><b><u>BBC World Service Trust: Impact Evaluation of the Campaign for Promoting HIV / AIDS Behavioural Change in Low Prevalence states of North India -A Midline Survey</u></b></p> <p><i>Team Leader</i></p> <p>The project aimed at evaluating the impact of intervention programme on the different sub-group of population and the degree of success achieved by the various NGOs for the control and prevention of HIV/AIDS. Amit led the team in carrying out the following major activities:</p> <ul style="list-style-type: none"> <li>• <b>Aligning evaluation methodology with the indicators and means of verification as spelt out in the results framework and baseline assessment for the programme in consultation with the stakeholders</b></li> <li>• Defining sampling technique, algorithm and instrument design for conducting the evaluation surveys</li> <li>• Supervising the team of enumerators and coordinators in conducting the evaluation survey</li> <li>• Preparing Data Management Plan</li> <li>• <b>Preparing comprehensive impact evaluation report highlighting the key outcome and learnings</b></li> </ul> <p><b><u>World Bank: Baseline Survey and preparation of Indigenous People development Plan (IPDP) for 6 Irrigation Subprojects</u></b></p> <p><i>Team Leader</i></p> <p>The project aimed at conducting a socio-economic baseline survey and preparing IPDP for 6 Irrigation Sub – Projects in Orissa. Amit led the team in carrying out the following major activities:</p> <ul style="list-style-type: none"> <li>• <b>Designing &amp; supervising the baseline survey and the analysis plan;</b></li> <li>• Designing qualitative survey based on PRA technique</li> <li>• <b>Designing the instruments for qualitative and quantitative surveys</b></li> <li>• Preparation of data management plan</li> <li>• <b>Preparation of the Evaluation Report</b></li> </ul> <p><b><u>UNICEF: Evaluation of Water Quality Surveillance Project</u></b></p> <p><i>Team Leader</i></p> <p>The project aimed at conducting comprehensive evaluation study for the community based water quality surveillance project in West Bengal. Amit, as team leader, led the team in carrying out the following major activities</p> <ul style="list-style-type: none"> <li>• <b>Aligning evaluation methodology with the indicators and means of verification as spelt out in the results framework for the programme in consultation with the stakeholders</b></li> <li>• <b>Preparation of data management plan</b></li> <li>• Defining sampling technique, algorithm and instrument design for conducting the evaluation surveys</li> <li>• Supervising the team of enumerators and coordinators in conducting the evaluation survey</li> <li>• <b>Preparing comprehensive evaluation report highlighting the key findings, results on progress of indicators and key learnings for undertaking course correction measures</b></li> </ul>



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	<p><b><u>World Bank: Evaluation of Slum Upgradation under Gujarat Urban Development Programme</u></b>  <i>Team Leader</i>                      The project aimed at conducting evaluation of slum upgradation interventions in the city of Baroda and Surat. Amit led the team in carrying out the following major activities:</p> <ul style="list-style-type: none"> <li>• <b>Aligning evaluation methodology with the indicators and means of verification as spelt out in the results framework</b></li> <li>• <b>Designing the baseline survey of the slums</b></li> <li>• Designing qualitative survey based on PRA technique</li> <li>• <b>Designing the instruments for qualitative and quantitative surveys</b></li> <li>• Supervising the team of enumerators and coordinators in conducting the evaluation survey</li> <li>• <b>Preparation of data management plan</b></li> <li>• Carrying out data entry and data analysis</li> <li>• <b>Preparation of the evaluation report</b></li> </ul> <p><b><u>Evaluation Study of Panchayat Extension to Scheduled Areas (PESA): Ministry of Rural Development, GoI</u></b>  <i>Team Leader</i>                      The project aimed at carrying out evaluation of extension of PRIs to scheduled tribal areas. Amit led the team in carrying out the following major activities:</p> <ul style="list-style-type: none"> <li>• <b>Finalizing evaluation methodology for conducting the survey across all the states</b></li> <li>• Defining sampling technique, algorithm and instrument design for conducting the evaluation surveys</li> <li>• Supervising the team of enumerators and coordinators in conducting the evaluation survey</li> <li>• Preparing data management plan</li> <li>• <b>Conducting qualitative analysis based on focus group discussions, interviews and participatory appraisal</b></li> <li>• <b>Preparing comprehensive Evaluation report</b></li> </ul> <p><b><u>Jharkhand Report Card on Public Services</u></b>  <i>Team Leader</i>                      The project aimed at conducting user feedback survey on public services. Amit led the team in carrying out the following major activities:</p> <ul style="list-style-type: none"> <li>• Designing the study methodology to incorporate both qualitative and quantitative techniques</li> <li>• <b>Defining sampling technique, algorithm and instrument design for conducting the user feedback survey</b></li> <li>• Supervising the team of enumerators and coordinators in conducting the evaluation survey</li> <li>• Preparing work plan for data entry and analysis</li> <li>• Carrying out data analysis and prepare data dashboards with various MIS reports</li> <li>• <b>Preparation of Report Card carrying assessment on various parameters of public services such as accessibility, affordability, timeliness, transparency and quality.</b></li> </ul> <p><b><u>Midterm Evaluation of NRHM/ RCH-II Programme in Orissa: Government of Orissa</u></b>  <i>Team Leader</i>                      The project aimed at carrying out mid-term evaluation of the implementation of NRHM/ RCH-II programme in Orissa. Amit led the team in carrying out the following major activities:</p> <ul style="list-style-type: none"> <li>• <b>Aligning evaluation methodology with the indicators and means of verification as spelt out in the results framework and baseline assessment for the programme in consultation with the stakeholders</b></li> <li>• Defining sampling technique, algorithm and instrument design for conducting the evaluation surveys</li> <li>• <b>Preparing data management plan</b></li> </ul>



*M. J.*  
 State Project Director  
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Detailed Tasks Assigned	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
	<ul style="list-style-type: none"> <li>• Preparing <b>comprehensive mid-term evaluation report</b> highlighting the key findings, results on progress of indicators and key learnings for undertaking course correction measures</li> <li>• <b>Providing an assessment of the effectiveness</b> of Mother NGOs and field NGOs in implementation of the programme related interventions and service delivery to targeted beneficiaries</li> </ul>
	<p><b><u>Evaluation of Service Delivery under Targeted Intervention in Chhattisgarh: Government of Chhattisgarh</u></b>  <i>Team Leader</i>                      The project aimed at evaluating the impact of intervention programme on the different sub-group of population and degree of success achieved by the various NGOs for the control and prevention of HIV/AIDS. Amit led the team in carrying out the following major activities:</p> <ul style="list-style-type: none"> <li>• <b>Aligning evaluation methodology with the indicators and means of verification as spelt out in the results framework and baseline assessment</b> for the programme in consultation with the stakeholders</li> <li>• Defining sampling technique, algorithm and instrument design for conducting the evaluation surveys</li> <li>• Supervising the team of enumerators and coordinators in conducting the evaluation survey</li> <li>• Preparing work plan for data entry and analysis</li> <li>• <b>Preparing comprehensive mid-term evaluation report highlighting the key findings, results on progress of indicators and key learnings for undertaking course correction measures</b></li> </ul>
	<p><b><u>Evaluation study of Water Users' Association (WUA) in Karnataka: Public Affairs Centre</u></b>  <i>Team Leader</i>                      The project aimed at evaluation of effectiveness of WUAs in management of water bodies and ensuring equitable distribution of water. Amit led the team in carrying out the following major activities:</p> <ul style="list-style-type: none"> <li>• <b>Developing evaluation methodology</b></li> <li>• Defining sampling technique, algorithm and instrument design</li> <li>• Supervising the team of enumerators and coordinators in conducting the evaluation survey</li> <li>• Preparing work plan for data entry and analysis</li> <li>• <b>Preparing comprehensive evaluation report highlighting the key findings, overall assessment and identifying key bottlenecks that require redressal</b></li> </ul>
	<p><b><u>Evaluation of Exit Poll Survey – Lok Sabha 2014; 2014: News Nation Network Pvt. Ltd. &amp; Times Now</u></b>  <i>Team Leader</i>                      The project involved conducting Exit Polls in 180 Lok Sabha (LS) constituencies. Exit polls are used to collect demographic data about voters and to find out the parties for whom they have voted. Amit led the team in carrying out the following major activities:</p> <ul style="list-style-type: none"> <li>• Conducting a detailed analysis of past LS election results and demography profile of voters</li> <li>• Finalizing the methodology for sample size and distribution</li> <li>• <b>Designing the questionnaire, data verification logic, analysis plan and the projection methodology</b></li> <li>• Supervising the team of interviewers in conducting the exit poll survey</li> <li>• <b>Conducting data sanity check using data quality assessment</b></li> <li>• Carrying out data analysis</li> <li>• <b>Preparation of Exit Poll Survey Report and interactive Dashboards</b></li> </ul>



Detailed Tasks Assigned	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
	<p><b><u>UNICEF: Evaluation study on Rooftop Rainwater Harvesting</u></b>  <i>Team Leader</i>                      The project aimed at evaluation of rooftop rainwater harvesting component of the GOI-UNICEF Child's Environment Programme. Amit led the team in carrying out the following major activities:</p> <ul style="list-style-type: none"> <li>• <b>Aligning evaluation methodology with the indicators and means of verification as spelt out in the results framework</b> for the programme in consultation with the stakeholders</li> <li>• Defining sampling technique, algorithm and instrument design for conducting the evaluation surveys</li> <li>• Preparing work plan for data entry and analysis</li> <li>• <b>Preparing comprehensive evaluation report highlighting the key findings, results on progress of indicators and key learnings</b></li> </ul> <p><b><u>World Bank: Evaluation of Matching Grant Fund (MGF) under Bangladesh Export Diversification Project</u></b>  <i>Team Leader</i>                      The project included end line evaluation of MGF to develop exports, institutional capacity building, computerization and revamping of the customs. Amit led the team in carrying out the following major activities:</p> <ul style="list-style-type: none"> <li>• <b>Designing study methodology for conducting end-line evaluation</b></li> <li>• Conducting stakeholder analysis</li> <li>• <b>Designing the instruments for qualitative and quantitative surveys, sampling methodology, data collection and analysis plan</b></li> <li>• <b>Preparation of Evaluation Report on the effectiveness of MGF</b></li> </ul> <p><b><u>Study for Evaluation of Road Safety Programmes: Ministry of Road Transport and Highways (MoRTH), GoI</u></b>  <i>Team Leader</i>                      The project involved evaluating all the recipients of grants under MoRTH scheme to understand the efficacy of this scheme in promoting road safety in the country. As the team leader, Amit led the team in carrying out the following major activities:</p> <ul style="list-style-type: none"> <li>• Developing evaluation methodology for the programme in consultation with the stakeholders</li> <li>• Defining sampling technique, algorithm and instrument design for conducting the evaluation surveys</li> <li>• Supervising the team of enumerators and coordinators in conducting the evaluation survey</li> <li>• Preparing work plan for data entry and analysis</li> <li>• <b>Preparing comprehensive evaluation report highlighting the key findings, results on progress of indicators and key learnings</b></li> <li>• <b>Provide an assessment of the effectiveness of interventions for road safety undertaken by NGOs</b></li> </ul> <p><b><u>Socio-Economic Survey &amp; Preparation of Rehabilitation Action Plan (RAP) for Project Affected People (PAP): Government of Orissa</u></b>  <i>Team Leader</i>                      The project aimed at conducting a socio-economic survey &amp; preparing an RAP for PAPS in Orissa. Amit led the team in carrying out the following major activities:</p> <ul style="list-style-type: none"> <li>• Finalizing the survey methodology in consultation with stakeholders</li> <li>• <b>Designing qualitative survey based on PRA technique</b></li> <li>• <b>Designing the instruments for qualitative and quantitative surveys, sampling methodology, data collection and analysis plan</b></li> <li>• Supervising the team of enumerators and coordinators in conducting the evaluation survey</li> <li>• Preparation of database of socio-economic survey by creating a plan for data entry, sanity check, quality assessment and data logic</li> <li>• Developing detailed Rehabilitation Action Plan for project affected people</li> </ul>





Detailed Tasks Assigned	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
	<p><b><u>Post Evaluation Study and Preparation of RAP: Orissa Hydro-Power Corporation</u></b>  <i>Team Leader</i>                      The project aimed at conducting a post evaluation study and preparation of RAP of Upper Indravati Hydro-Electric Project. Amit led the team in carrying out the following major activities:</p> <ul style="list-style-type: none"> <li>• Finalizing the study approach &amp; methodology in consultation with stakeholders</li> <li>• Designing the instruments for qualitative and quantitative surveys, sampling methodology, data collection and analysis plan</li> <li>• Supervising the team of enumerators and coordinators in conducting the evaluation survey</li> <li>• <b>Preparation of plan for data entry, sanity check, quality assessment and data logic</b></li> <li>• <b>Development of detailed Evaluation Report</b></li> <li>• Developing detailed Rehabilitation Action Plan for project affected people</li> </ul>
	<p><b><u>Preparation and Supervision of Implementation of Rehabilitation Action Plan (RAP): Gujarat Toll Road Company Limited</u></b>  <i>Team Leader</i>                      The project aimed at preparation of a rehabilitation action plan and supervision of implementation of RAP for Vadodara-Halol road project. Amit, as the team leader, led the team in carrying out the following major activities:</p> <ul style="list-style-type: none"> <li>• Conducting an evaluation methodology of project for development of RAP</li> <li>• Designing the instruments for qualitative and quantitative surveys, sampling methodology, data collection and analysis plan</li> <li>• Supervising the team of enumerators &amp; coordinators in conducting the evaluation survey</li> <li>• Development of detailed Evaluation Report</li> <li>• Developing detailed Rehabilitation Action Plan for project affected people</li> <li>• Preparing an implementation plan for rolling out RAP</li> <li>• <b>Developing MIS for monitoring implementation of RAP with detailed milestones, timelines and accountability matrix.</b></li> </ul>
	<p><b><u>Baseline Survey and preparation of IPDP for coal mines: Mahanadi Coalfields Limited</u></b>  <i>Team Leader</i>                      The project aimed at conducting a socio-economic baseline survey and preparing IPDP for nine coal mines of Mahanadi Coalfields and Central Coalfields in Orissa. Amit led the team in carrying out the following major activities:</p> <ul style="list-style-type: none"> <li>• Designing &amp; supervising the baseline survey and the analysis plan;</li> <li>• Conducting stakeholder analysis and defining various indicators</li> <li>• <b>Designing qualitative survey based on PRA technique</b></li> <li>• <b>Designing the Instruments for qualitative and quantitative surveys, sampling methodology, data collection and analysis plan</b></li> <li>• Preparation of <b>Baseline Report</b></li> <li>• Preparation of IPDP for the project</li> </ul>

**Expert's contact information:** (email: [amitroy.roy@gmail.com](mailto:amitroy.roy@gmail.com), phone: +91 9830067245)

**Certification:**

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Amit Roy		12/09/2016
Name of Expert	Signature	Date
Aloke Agarwal		12/09/2016
Name of Authorized Representative of the Consultant	Signature	Date



Position Title and No.	K-2. Monitoring & Evaluation Specialist
Name of Expert	Ms Juthika Banerjee
Date of Birth	26/08/1967
Country of Citizenship/Residence	India

**Education:**

- MBA from Magadh University, Patna, 1999
- BA - Political Science (Hons) from University of Calcutta, Kolkata, 1989

**Employment record relevant to the assignment:**

Period	Organization Details	Country	Summary of activities performed relevant to the Assignment
1999 – Present	Independent Consultant	India	<ul style="list-style-type: none"> <li>• Extensive experience (more than 20 years) of working as Monitoring &amp; Evaluation expert on multiple assignments related to public sector (including reform initiatives), development programmes of central and state governments, international donor agencies funded programmes</li> <li>• Key areas of expertise include defining the overall M&amp;E framework (including OVIs, MoVs, indicators, targets/benchmarks, etc.), designing M&amp;E system, developing methodology and format for collecting and tracking data and information, analyzing complex data using Mix-Method techniques, dissemination of data through innovative mechanisms, developing project evaluation framework, and conducting periodic assessments etc.</li> <li>• Significant experience of coordinating M&amp;E processes including data quality assurances on many international donor funded and central government funded projects in the position of M&amp;E Expert, Programme coordinator, Advisor, etc.</li> <li>• Led team of researchers on large scale survey assignments supervising the data collection exercise, data refinement and conducting data analysis to produce project reports</li> <li>• Have conducted many stakeholder workshop, brainstorming sessions and steering committee meetings as lead consultant to disseminate the project findings and generate new ideas</li> <li>• Significant experience of carrying out responsibility of overall coordination and supervision of the project components and team management</li> <li>• Extensive experience of working with international donor agencies like World Bank, IFAD, and UNDP apart from large development programmes of Central and State Governments</li> <li>• Recognitions/ Awards received are                         <ul style="list-style-type: none"> <li>- "Indian Women Achievers Award" for the extraordinary achievement in field of Women Empowerment.</li> <li>- Honored by Ambedkar University of Social Sciences, Dr. Ambedkar Nagar (MHOW), Indore, MP in March 2016.</li> <li>- Honored by Sharda University for Women Empowerment</li> <li>- Member ICC on Sexual Harassment of Women at Work place constituted by the Central Warehouse Corporation, New Delhi.</li> </ul> </li> </ul>

Period	Organization Details	Country	Summary of activities performed relevant to the Assignment
1993 – 1997	Bihar State women Coordinator, Association for Sarva Seva Farm (National level NGO)	India	<p>– Expert member of the Task Force for Educational Development of Schedule Castes from 2013-2015, Ministry of Human Resource Development, Government of India.</p> <ul style="list-style-type: none"> <li>• <b>Supervised monitoring and evaluation of government schemes and programmes</b></li> <li>• <b>Managed large scale surveys and supervised team of enumerators and researchers</b></li> <li>• Responsible for direct implementation of the programme in three districts namely Gaya, Jamui &amp; Deoghar.</li> <li>• Responsible for the management of SHG, Balwadi and Primary schools, Agriculture Marketing Programme, Handicraft Marketing Programme, planning, <b>monitoring and evaluation of project activities</b> and capacity building of Senior, Middle and Grass Root Level Functionaries.</li> <li>• Made extensive field visits, supervising <b>survey operations</b>, and handling report preparation</li> </ul>

**Membership in Professional Associations and Publications:**

Professional Association

- Board of Directors, World Issues and Actions Centre, Los Angeles, California, USA
- Life Member, Administrative Staff College of India, Hyderabad
- Member, Act Now a Gujarat based Voluntary Organization
- Member, Ishwar, West Bengal
- Member, Udgam in Gujarat
- Advisory Role, Solemari Hindi Vidyapith, Assam
- Trustee, Dalit International Foundation
- Founder, Development Initiatives & Support Center
- Member, IIC Library

Training

- Attended 4 days training on Planning, Monitoring and Evaluation (including PCM, Log Frame Analysis) by Hanns-Seidel-Stiftung (HSS) Germany.
- Participatory Action Plans Examination and Recasting Workshop organized by Academy of Administration, Nainital, Uttarakhand
- World Bank Procurement Procedures for the Implementers of Rural Women's Development & Empowerment Project (Swa-Shakti) organized by Administrative Staff College of India, Hyderabad and Ministry of HRD, Government of India.
- Certificate Course on Training Programme for the Counselors, organized by Central Social Welfare Board, New Delhi.
- Preparation of Action Plan and Budget conducted by National Society for Promotion of Development Administration Research and Training, Mussoorie.

Publication

- Poverty & Hunger: Definition, status & challenges-Publication at USAID Frontiers in Development publication
- Status & Constraints of Dalit in Free Economy, Voice of Buddha

**Language Skills:**

English – Excellent; Hindi – Excellent; Bengali - Excellent

**Adequacy for the Assignment:**



Detailed Tasks Assigned	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
<ul style="list-style-type: none"> <li>Inception Report (including detailed work plan)</li> <li>Developing M&amp;E framework</li> <li>Designing of MIS</li> <li>Quarterly/ Annual Reports</li> <li>Baseline, mid-line and end-line surveys</li> <li>Preparation of Impact Evaluation Report</li> </ul>	<p><b><u>UNDP: Monitoring and Evaluation of National Rural Employment Guarantee Scheme (NREGS) in the states of Jharkhand and Bihar, 2007-08</u></b></p> <p><i>Monitoring &amp; Evaluation Specialist</i></p> <p>The project aimed at establishing a robust monitoring and evaluation system for facilitating monitoring of relevant indicators and evaluating specific factors that encourage the inclusive growth and the participation of the vulnerable sections like marginalized sections of society like Scheduled Castes (SC) and Scheduled Tribes (ST) and women. As the Monitoring and Evaluation Specialist, Juthika led the team carrying out the following activities:</p> <ul style="list-style-type: none"> <li>Develop M&amp;E Plan under the Result framework for the Project</li> <li>Develop a Roll Out plan for developing the baseline information considering the requirements like (i) Data collection, entry and verification (ii) Data aggregation and analysis (iii) Data Reporting and Use (iv) Data Frequency</li> <li>Identified the most suitable approach and leveraged the Participatory Rural Appraisal (PRA) Tool for evaluation</li> <li>Design of survey methodology and instruments</li> <li>From the feedback of the PRA, define the Objectively Verifiable Indicators (OVIs) of the scheme implementation outlining the success criteria for each of them</li> <li>Developed Indicator Tracking sheet</li> <li>Design MIS tool and prepare data management plan for collation of data from multiple sources</li> <li>Formulating a detailed Evaluation framework and delineating the responsibility of each aspect of the framework through a responsibility matrix for the team</li> <li>Provide assistance for monitoring the progress of the various programmes or pilot projects that integrate with NREGA implementation to achieve its objectives</li> <li>Disseminated learnings through case studies, press publications, and reports to the different stakeholders on the implementation status, viz. donor agencies, State Governments, District heads.</li> </ul>
	<p><b><u>World Bank &amp; IFAD: Monitoring &amp; Evaluation of Rural Women Development &amp; Empowerment Project (Swashakti) in Jharkhand</u></b></p> <p><i>Monitoring &amp; Evaluation Specialist</i></p> <p>The project aims at enhancing women's access to resources for better quality of life through use of labour and time reduction devices, health, literacy and imparting skills for confidence enhancement and increasing the women's control over income through involvement in skill development and income generating activities. Juthika was involved in the following key activities:</p> <ul style="list-style-type: none"> <li>Identify the appropriate Mixed Method technique and design a detailed Concurrent Logical M&amp;E Framework for the project</li> <li>Conduct FGDs and stakeholder participations to identify the objectively verifiable indicators (OVIs) with respect to Community Assets created, Impact on Income generation and Micro Enterprise Development</li> <li>Employ Mixed Method data collection strategy combining quantitative and qualitative data from the SHGs to identify the key constraints and the critical success drivers</li> <li>Review the Capacity Building measures being implemented and formulate a method for the evaluation of the utilisation of the Revolving Funds linked with the outcomes</li> <li>Prepare periodic MIS reports for information dissemination to stakeholders at all levels</li> </ul>



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Detailed Tasks Assigned	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
	<p><b><u>DFID: Monitoring &amp; Evaluation of Kolkata Urban Supply Programme (KUSP); 2012-2014</u></b></p> <p><i>Monitoring &amp; Evaluation Specialist</i></p> <p>The project involved providing monitoring and evaluation support for the KUSP to facilitate, coordinate, administer and execute the urban programme in the state of West Bengal. Juthika was involved in the following activities:</p> <ul style="list-style-type: none"> <li>• <b>Developing M&amp;E system in line with project log frame</b></li> <li>• <b>Develop indicator tracking sheet for periodic monitoring the project outcome</b></li> <li>• <b>Designing MIS tool and template for facilitating data capture and collation from various sources</b></li> <li>• <b>Preparation of data quality assurance checklist for capturing robust and reliable data</b></li> <li>• <b>Generation of periodic MIS reports for project review by Steering Committee</b></li> <li>• <b>Conducting mid-line and end-line evaluation studies</b></li> <li>• <b>Preparation of detailed plan for conducting quantitative and qualitative surveys</b></li> <li>• <b>Design of survey methodology and questionnaire</b></li> <li>• <b>Lead the team of supervisors and enumerators in conducting the municipal survey</b></li> <li>• <b>Monitoring of service level benchmarks of executing agencies through weekly, monthly and quarterly reports with escalation mechanism for taking steps in case of any deficiencies</b></li> </ul> <p><b><u>Monitoring &amp; Evaluation of Integrated Micro-Watershed Management (IMWMP) Schemes in Jharkhand &amp; Gujarat: Ministry of Rural Development</u></b></p> <p><i>Monitoring &amp; Evaluation Specialist</i></p> <p>The project involved coordinating with the departments of Land Resources and Rural Development to develop an effective framework for monitoring more than 2200 IMWMP projects in Gujarat and Jharkhand, with focus on livelihood generation for the backward classes and vulnerable groups. As the M&amp;E expert, Juthika undertook the following tasks:</p> <ul style="list-style-type: none"> <li>• <b>Spearhead the process of creating the comprehensive database by employing Mix Method techniques, linking the qualitative and quantitative data, that shall make it readily available for analyses at the district level</b></li> <li>• <b>Preparing Data Management Plan for using GIS data as well as the MIS database being created; at a state level data centre which will be linked to district level centre for online monitoring with Central Level Data Centre.</b></li> <li>• <b>Develop a knowledge sharing platform with audio/visual aids for the benefit of the target group culminating the best practices from other countries and helping them in decision making</b></li> <li>• <b>Evaluate the livelihood component for asset less people and production system &amp; micro-enterprises on a Results Based Management Framework which would articulate the progress of the outcomes based on indicators such as the funds earmarked, livelihood generated, income enhanced and other socio-economic aspects</b></li> <li>• <b>Facilitate inter-departmental coordination through a common Monitoring Framework, complete with a Responsibility Matrix, delineating the work for data collection and analysis and dissemination.</b></li> </ul> <p><b><u>IFAD: Monitoring and Evaluation of the Livelihood Security Project for the Earth Quake Affected Household of Gujarat, 2004-05</u></b></p> <p><i>Monitoring &amp; Evaluation Specialist</i></p> <p>The programme targeted 70000 earthquake affected families targeting and aimed to promote community leadership in Livelihood, Infrastructure, Entrepreneurship, Training, Agricultural activities, Food Security disaster preparedness and mitigation. The study aimed at developing an M&amp;E framework to measure the preparation for</p>



Detailed Tasks Assigned	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
	<p>future disasters through greater focus on building resilience of poor, especially women and vulnerable groups. Juthika was involved in the following activities:</p> <ul style="list-style-type: none"> <li>• <b>Design and conduct a base-line survey</b> for the social profiling of earthquake affected persons.</li> <li>• <b>Developed log frame matrices and key indicators based on the RIMS (Results and Impact Management System) framework</b> for articulation of immediate outcomes, intermediate outcomes, and also for outputs specific to each component of the programme</li> <li>• <b>Conduct extensive field visits across the identified geographies to evaluate the progress of the project through periodic assessments</b></li> <li>• <b>Evaluation of the disaster preparedness and management systems vis-à-vis the possibility of future earthquakes</b></li> <li>• <b>Carry out an End-line Impact Assessment</b> of the project through FGDs and Stakeholder consultations, in meeting its objectives</li> </ul>
	<p><b><u>UNDP: Monitoring &amp; Evaluation Support for Implementation of Roadmap for Panchayati Raj</u></b></p> <p><i>Monitoring &amp; Evaluation Specialist</i></p> <p>The project aimed at developing institutional M&amp;E mechanism for building, updating and disseminating a database on Panchayat related jurisprudence. Juthika was tasked with key activities in the ministry such as planning new schemes and monitoring the implementation of the an ongoing scheme in the States of Sikkim, Karnataka, Kerala, Madhya Pradesh, Maharashtra, Andaman &amp; Nicobar Island, Meghalaya, Arunachal Pradesh, Bihar and Jharkhand. As M&amp;E expert, Juthika undertook the following tasks:</p> <ul style="list-style-type: none"> <li>• <b>Developing the M&amp;E framework</b> for monitoring the effective implementation of the project. It involved <b>identifying the basic indicators</b> based on which targets were set for the project</li> <li>• <b>Develop the data collection mechanism as well as procedure for data entry, analysis and reporting</b></li> <li>• <b>Developed MIS cells at Zilla Parishad (ZP) and Panchayat Samity (PS) levels in order to have robust database</b> to facilitate monitoring of the progress of implementation of plans and its outputs</li> <li>• <b>Laid down the methodology to be followed along with the tools and format to be used in monitoring and Periodic Assessment</b> of the progress of the project</li> <li>• <b>Evaluate the measures adopted for institutionalisation of the issues, release of funds and recommend measures for better articulation of the proposals</b></li> </ul>
	<p><b><u>Support to NABARD consultancy services (Nabcons) for Monitoring and Evaluation of Implementation of Schemes and Programmes; 2012-2013</u></b></p> <p><i>Monitoring &amp; Evaluation Specialist</i></p> <p>The assignment required supporting Nabcons in instituting Monitoring &amp; Evaluation (M&amp;E) system for various schemes and programmes. As M&amp;E expert, Juthika was involved in the following activities:</p> <ul style="list-style-type: none"> <li>• <b>Developing a M&amp;E framework</b> (outcome, output, Objectively verifiable indicators, means of verification) in consultation with stakeholders</li> <li>• <b>Design and implementation of MIS tool</b></li> <li>• <b>Finalizing research tools and techniques for survey</b></li> <li>• <b>Conducting concurrent M&amp;E through PRA technique</b></li> <li>• <b>Generation of periodic monitoring reports and conducting evaluation studies</b></li> <li>• <b>Conducting brainstorming sessions and workshops to share and discuss key findings</b></li> </ul>



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Detailed Tasks Assigned	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
	<p><b><u>UNDP: Final Evaluation of Capacity Building of elected women representative and office functionaries of PRIs; 2007</u></b></p> <p><i>Monitoring &amp; Evaluation Specialist</i></p> <p>With an objective to bring people belonging to marginalized groups into the political process by reserving seats for women and for people belonging to the Scheduled Castes (SC) and Scheduled Tribes (ST) in 9 states including Chhattisgarh, Orissa, Bihar and Jharkhand, the program aimed at (i) building capacities of Elected Women Representatives (EWRs) (ii) Institutionalizing mechanisms to strengthen capacity building of EWRs (iii) Mobilizing community and strengthen processes of constituency building to enable women to articulate their voices and participate in the electoral process. As the Monitoring &amp; Evaluation Specialist for the project, Juthika worked directly with Ministry of Panchayati Raj, UNDP and executed the following:</p> <ul style="list-style-type: none"> <li>• Conduct a Gender Situation Assessment in the various States by <b>employing the Concurrent Mixed Method Data Collection Strategy</b> for validation and comparison of the different types of data collected, and subsequently identify the basic evaluation indicators.</li> <li>• Participate in variety of <b>community participation methods</b> like gram sabhas, nukkad natak and yatras to gather feedback from the target groups and also disseminate the information on the scheme's success</li> <li>• Guide the process of <b>data entry of quantitative and coded qualitative data and develop a sequential method of linking them</b> to analyse the data and generate results</li> <li>• Develop a <b>Results Based Management Framework</b> which would analyse and articulate the impact of the Capacity Building program</li> <li>• <b>Evaluate the information dissemination mechanisms employed by the panchayats</b> and recommend methods such as press releases, audio/visual presentations, community gatherings to enhance the outreach of these methods</li> </ul>
	<p><b><u>Monitoring &amp; Evaluation Study of Gender Budgeting Scheme of the Ministry of Women and Child Development (MoWCD), GoI; 2012-13</u></b></p> <p><i>Monitoring &amp; Evaluation Specialist</i></p> <p>To initiate an integrated approach and guide the Gender Budgeting Cells (GBCs), coordinate and monitor gender budgeting exercises of GBCs and facilitate Gender Budgeting (GB) analysis of different Central Ministries/Departments by disseminating the concept, tools and strategy of GB. As the M&amp;E expert, Juthika was instrumental in resolving the challenges faced by the scheme in terms of adequate monitoring and accountability and conduct a proper qualitative and quantitative assessment of the impact created on account of the scheme. Specifically, Juthika was involved in the following major activities:</p> <ul style="list-style-type: none"> <li>• Develop a strategy for collecting the baseline information with NGOs, PRIs, ULBs and other voluntary organisations.</li> <li>• Guide the process of complex database creation comprising of quantitative data, feedback gathered from FGDs and photographic documentation</li> <li>• Employ the <b>Sequential and Concurrent data collection methods and link the qualitative and quantitative data by codes for analysis</b> as required and facilitate the preparation of the final report that has been published by MoWCD</li> <li>• Develop an <b>Evaluation Framework based on the key indicators identified during the base-line assessment</b>, viz. Achievements, Effectiveness, Appropriateness and Efficiency</li> <li>• Conducting a <b>detailed assessment of the institutional arrangement</b> of the scheme and identify key junctures requiring intervention in 8 departments including Education, Panchayati Raj, Agriculture, Science &amp; Technology and Home Affairs</li> </ul>



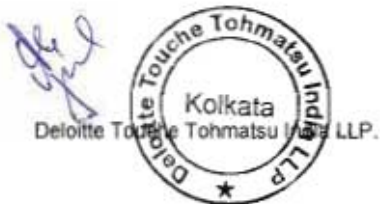
Detailed Tasks Assigned	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
	<p><b><u>Monitoring &amp; Evaluation Support for Decentralized Planning and Empowerment Division, 2010-11: Ministry of Panchayati Raj, GoI</u></b>  <i>Monitoring &amp; Evaluation Specialist</i>                      The assignment involved providing support for periodic monitoring &amp; evaluation (M&amp;E) support for various programmes related to Panchayati Raj institutions. Juthika was involved in the following key activities:</p> <ul style="list-style-type: none"> <li>• Led a small team within the ministry for providing <b>M&amp;E support for various schemes and programmes</b></li> <li>• Coordinated and supported Partners like UN-Women for the implementation of the Women Political Empowerment Project activities</li> <li>• <b>Developing performance indicators for PRIs and MIS for collating and generation of periodic monitoring reports</b></li> <li>• <b>Develop survey methodology</b> and supervise the activities of enumerators</li> <li>• Monitored ongoing program of the division and Submission of <b>well documented evaluation reports</b></li> <li>• Identifying key bottleneck areas &amp; arriving at solutions</li> <li>• Preparation of Terms of reference of various implementing agencies</li> </ul> <p><b><u>Socio- Economic Impact Assessment of People Affected by Land Acquisition by Government of Chhattisgarh; 2012-13</u></b>  <i>Social Evaluation Expert</i>                      This study was conducted for the people affected by the land acquired by Chhattisgarh Government for M/S Jindal Power Ltd In Tamnar, Raigarh. As the Social and evaluation expert, Juthika employed a range of impact assessment tools to understand project contribution and intervention effectiveness, they were as follows:</p> <ul style="list-style-type: none"> <li>• Undertake a detailed <b>Gender Situation Assessment</b> to identify the indicators that may affect the women of the affected households due to loss of land, livelihood or relocation.</li> <li>• Identify the key indicators for conducting the evaluation study</li> <li>• <b>Design a detailed diagnosis study</b> to generate outputs that (i) define baseline information to be collected (ii) specify measurement indicators</li> <li>• Using the outputs, <b>develop comprehensive monitoring, evaluation, and impact assessment framework</b> laying down the methodology to be followed along with the tools and format to be used in monitoring and evaluating the progress of the project and it success in meeting the project objectives</li> </ul> <p><b><u>Integrated Community Development by Self Help Groups, Schools and Balwadi for children in Bihar</u></b>  <i>State Women Coordinator</i>                      The Association for Sarva Seva Farm is a national level NGO that carried out Capacity Building activities in the backward districts of various States. Juthika was the State Women Coordinator for Bihar and led the team in identifying target groups, especially among SC/ST for their socio-economic upliftment. She was involved in the following activities:</p> <ul style="list-style-type: none"> <li>• Carry out a <b>base-line survey in the selected cluster of villages and analyse the same to identify the base-line indicator</b> for identifying the target groups</li> <li>• <b>Develop MIS templates for facilitating Gender Based analysis for identifying and consecutively monitoring the key drawbacks</b> in terms of (i) Women's Skills (ii) Women and Children's education (iii) Women and Children's Health status</li> <li>• Prepare a <b>Data Management Plan</b> for capturing and collating data from multiple sources</li> <li>• Develop an <b>Participatory Evaluation Framework</b> that maybe used by the target group themselves to assess the success of their activities</li> </ul>

Expert's contact information: (email: [jyothika.banerji@gmail.com](mailto:jyothika.banerji@gmail.com), phone:+91 9953181258)

**Certification:**

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Juthika Banerjee		12/09/2016
Name of Expert	Signature	Date
Aloke Agarwal		12/09/2016
Name of Authorized Representative of the Consultant	Signature	Date



  
State Council Director  
ARMS Society



Position Title and No.	K-3, Monitoring & Evaluation Specialist
Name of Expert	Mr. Parag Boruah
Date of Birth:	28/02/1981
Country of Citizenship/Residence	India

**Education:**

- Post Graduate in Environmental Science (Specialization in Socio-Economic Analysis) from Gauhati University, 2004

**Employment record relevant to the assignment:**

Period	Organization Details	Country	Summary of activities performed relevant to the Assignment
2012 – Present	Managing Director at Seven Sister Development Assistance (SeSTA)	India	<ul style="list-style-type: none"> <li>• More than 11 years of experience in development sector with expertise in developing monitoring &amp; evaluation system and carrying out primary survey based evaluation of large government programmes of international donor agencies, central government and state governments</li> <li>• Co-founder of Seven Sisters Development Assistance (SeSTA) which is winner of prestigious 2014 World Bank India Development Marketplace Award and winner of Chief Minister's award for best action in community development in Bongaigaon district of Assam</li> <li>• Extensive experience of conducting large scale surveys based evaluation in Assam (village survey and setting up FPOs under AACP-AF, 'Data Collection of Micro, cottage and khadi village industry of 27 districts of Assam covering entire 219 RD blocks) and North-Eastern States</li> <li>• Project experience include North East Rural Livelihood Project (NERLP), Deen Dayal Antyodaya Yojana- National Rural Livelihood Mission (DAY-NRLM), MGNREGS, Assam Agriculture Competitiveness Project (AACP), and SGSY</li> </ul>
2009 - 2012	Independent Consultant	India	<ul style="list-style-type: none"> <li>• Monitoring and Evaluation expert for large scale Government programmes</li> <li>• Conducting large scale surveys and data analysis</li> <li>• Conducting impact assessment of development schemes</li> <li>• Developing internal control system for producer companies for group certification, training needs assessment and plan</li> </ul>
2005-2009	Executive (Project) at Professional Assistance for Development Action (PRADAN)	India	<ul style="list-style-type: none"> <li>• Monitoring &amp; evaluation system for tracking and assessing performance of different community based livelihood projects</li> <li>• Conducting primary survey based evaluation studies</li> <li>• Organized Training and capacity enhancement program</li> <li>• Institution Building activities for community based organizations and the producer companies</li> </ul>

**Membership in Professional Associations and Publications:**

Professional Association

- Empanelled National Resource Person under NRLM-NIRD, MoRD for Northeast Region and assisting different State level Mission.



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Training

- Yearlong "Learning by doing" guided development trainings including monitoring & evaluation system, development sector orientation, PRA workshop, and Village surveys
- 5-Day Residential Training on Participatory Rural Appraisal Techniques
- Two phase training program on livelihood programmes including quantitative and qualitative techniques for evaluation
- Two phase program on Facilitating Change Through Training
- Three Phase Training and Residential Workshop on Process Awareness and Sensitivity
- Training programme of field faculty development programme
- Rapporteur in International Seminar of Kaziranga Centenary Celebration, Assam

Publications

- 'Training Manual on Basics of Livelihoods', Northeast Rural Livelihood Promotion Society (NERLPS), Ministry of development of North Eastern Region (DoNER), Gol
- "Adopting Climate Change through Community-Based Watershed Development Activities based on PRADAN's INRM Approach"

**Language Skills:**

English – Excellent; Hindi – Excellent; Assamese - Excellent

**Adequacy for the Assignment:**

Detailed Assigned Tasks	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
<ul style="list-style-type: none"> <li>• Inception Report (including detailed work plan)</li> <li>• Developing M&amp;E framework</li> <li>• Designing of MIS</li> <li>• Quarterly/ Annual Reports</li> <li>• Baseline, mid-line and end-line surveys</li> <li>• Preparation of Impact Evaluation Report</li> </ul>	<p><b><u>Deen Dayal Antyodaya Yojana- National Rural Livelihood Mission (DAY-NRLM) for North-Eastern States; 2014-Ongoing; Ministry of Rural Development, Gol</u></b></p> <p><i>Monitoring &amp; Evaluation Specialist</i></p> <p>The primary objective of the Mission is to create efficient and effective institutional platforms of the rural poor, for greater prosperity through sustainable livelihood enhancements. <b>A key component of the Mission is to institute comprehensive Monitoring, Evaluation &amp; Learning (MEL) system/ MIS for evidence-based decision making process to facilitate evaluation/assessment of the 'net' contribution of the Mission towards scheme objectives.</b> Parag is supporting the Mission in carrying out the following activities:</p> <ul style="list-style-type: none"> <li>• <b>Conducting orientation of the Mission staff on the Results framework and M&amp;E system</b></li> <li>• <b>Facilitate design of Results framework-based MIS; monitoring of indicators related to input, output, intervention, output and outcome for tracking milestones; and enablement of online MIS for real time monitoring at various levels</b></li> <li>• <b>Preparing data quality assessment template for ensuring robust and consistent MIS reports</b></li> <li>• <b>Supervise primary surveys and data collection exercise of the Mission in line with the programme requirement</b></li> <li>• <b>Instituting internal review mechanisms at various levels</b> <ul style="list-style-type: none"> <li>– <b>Monthly/quarterly planning, progress &amp; process reporting and internal review;</b></li> <li>– <b>Field visits by staff/officials, periodic visits of supervision teams</b></li> <li>– <b>Support central government team in Joint Half-yearly/Annual Review, Planning/Supervision Missions to states;</b></li> <li>– <b>Independent Process monitoring;</b></li> </ul> </li> <li>• <b>Conducting external social audit, public expenditure tracking and community score cards</b></li> </ul>



Detailed Assigned	Tasks Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
	<ul style="list-style-type: none"> <li>• Train mission's staff on different <b>Participatory Rural Appraisal tools and Participatory Identification of Poor (PIP)</b></li> <li>• Capacity building of project staff of State and district mission management unit of Assam, Tripura, Manipur, Meghalaya, Mizoram and Arunachal Pradesh</li> </ul> <p><b><u>World Bank: Village level Survey, Value Chain Assessment and Institutional framework for setting up Farmer-Producers' Organizations (FPOs) in Assam under AACP-AF; 2013-2015</u></b></p> <p><i>District Coordinator</i> The project aimed at establishing commercially viable agriculture/ fishery based Farmer- Producers' Organizations (FPOs) in 4 districts i.e. Nagaon, Kamrup, Nalbari, and Sonitpur in the state. Parag was involved in the following activities:</p> <ul style="list-style-type: none"> <li>• <b>Assisted in conducting baseline survey covering 6000 respondents including farmers, commission agents, retailers and wholesalers across the 4 districts</b></li> <li>• <b>Conducting social mapping of about 5 villages in each district using PRA techniques and tools like resource mapping, social mapping, and problem ranking</b></li> <li>• <b>Conducting skill gap assessment of project beneficiaries of the FPOs</b></li> <li>• <b>Conducting awareness campaigns for sensitizing stakeholders in terms of the key objectives of AACP, benefits of FPO etc.</b></li> <li>• <b>Assisted in monitoring the progress of project milestones and take course correction measures</b></li> <li>• <b>Documenting the entire process to ensure knowledge transfer and handholding so that FPOs/ business enterprises are self-sufficient to conduct business operations on their own</b></li> </ul> <p><b><u>Pradhan Mantri Kaushal Vikas Yojana (PMKVY) in Assam; 2015-Ongoing; Government of India</u></b></p> <p><i>Monitoring &amp; Evaluation Specialist</i> The project is a flagship skill development scheme under which beneficiaries are incentivised to get enrolled and trained for skill development. Parag is leading the team in carrying out the following activities:</p> <ul style="list-style-type: none"> <li>• <b>Developing monitoring &amp; evaluation (M&amp;E) plan for the project in line with Results framework</b></li> <li>• <b>Designing MIS tool for collating data from various training implementing agencies</b></li> <li>• <b>Preparing data management plan and conducting capacity building sessions of the system operators and other technical sources on data entry, data analysis and report generation</b></li> <li>• <b>Developing data template for collecting data on various parameters and preparing formatted sheets for entry of data</b></li> <li>• <b>Develop a comprehensive database of beneficiaries and training agencies</b></li> <li>• <b>Providing technical support for generation of periodic (monthly/ quarterly/ annual) progress reports</b></li> <li>• <b>Design and develop a comprehensive baseline survey strategy in select districts of the state to evaluate the skill gap across various sectors in the state</b></li> <li>• <b>Design a Training of Trainers programme for the skill sections which did not show the desired results</b></li> </ul> <p><b><u>Monitoring &amp; Evaluation of Micro, Cottage and Khadi village industry of Assam; 2015-2016: Centre for Microfinance &amp; Livelihood</u></b></p> <p><i>Monitoring &amp; Evaluation Specialist</i> The project involved design of a monitoring &amp; evaluation system and conducting a baseline survey for data collection at block level and micro &amp; small enterprise/ unit level. The following activities were undertaken</p>



Detailed Assigned	Tasks	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
		<ul style="list-style-type: none"> <li>• <b>Develop Monitoring &amp; Evaluation (M&amp;E) framework</b> including result indicators, baseline and target values, indicator tracking sheet and means of verification</li> <li>• <b>Conduct a comprehensive baseline in survey</b> through a random sampling method for setting baseline values</li> <li>• <b>Providing district wise / scheme wise observations and recommendations</b> to enable successful implementation of various schemes/ programmes by Mo Micro Small and Medium Enterprises</li> <li>• <b>Create an MIS database for online monitoring of various schemes</b> from the district level to block level</li> <li>• <b>Develop data management plan for collecting and collating the data from multiple sources</b></li> </ul>
		<p><b><u>World Bank: Northeast Rural Livelihood Project; 2015-2016</u></b></p> <p><i>Consultant</i>                      Project Development Objective of the North East Rural Livelihoods Project (NERLP) is to improve rural livelihoods, especially that of women, unemployed youth and the most disadvantaged, in four North Eastern States of Mizoram, Nagaland, Sikkim and Tripura. Parag was involved in the following activities:</p> <ul style="list-style-type: none"> <li>• <b>Development of monitoring &amp; evaluation system for capacity building intervention under the project</b></li> <li>• Preparation of database of all the master trainers and trainers</li> <li>• <b>Developing a data plan for collection of training related data from all the 4 states, including sharing of standard data templates with validation check, and data entry manual</b></li> <li>• Collecting data related to baseline and post-training assessment of the target group</li> <li>• <b>Generating MIS reports to facilitate assessment of the training effectiveness and take required measures</b></li> <li>• Facilitating capacity building of all project staff in four project states on the basics of livelihoods, including aspects related to M&amp;E of the project</li> </ul>
		<p><b><u>DFID: Community based Livelihood Projects in Madhya Pradesh under PACS; 2006-2009</u></b></p> <p><i>Monitoring &amp; Evaluation Specialist</i>                      The project involved carrying out community based interventions for livelihood opportunities through projects related to agriculture, horticulture, mulberry, tasar, vermicomposting, watershed development, etc. A key component of the programme was the log frame based monitoring &amp; evaluation. Parag is involved in the following activities:</p> <ul style="list-style-type: none"> <li>• <b>Develop a comprehensive monitoring &amp; evaluation system aligned to logical framework for the project</b></li> <li>• <b>Conducting a primary survey of the project beneficiaries to generate baseline for the project</b></li> <li>• Design MIS template for monitoring programme result indicators</li> <li>• Generate periodic monitoring reports like quarterly progress reports and annual progress reports for facilitating project review</li> <li>• <b>Provided technical support for mid-term appraisal through collection of data, analysis, field visits, focus group discussions, and interviews of stakeholders</b></li> <li>• Preparation of <b>mid-term appraisal report</b> highlighting progress in terms of various indicators against the project target and areas of concerns</li> </ul>



Detailed Assigned	Tasks Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
	<p><b><u>Promotion of System of Rice Intensification (SRI) in Assam; 2011: Tata Trust and NABARD</u></b></p> <p><i>Monitoring &amp; Evaluation Specialist</i></p> <p>The project aimed at promoting the SRI in Assam to increase yield and reduce cost of cultivation by replicating the success in other parts of the countries. Parag was involved in the following activities:</p> <ul style="list-style-type: none"> <li>• <b>Developing Monitoring &amp; Evaluation system for the project including result indicators and design of MIS templates</b></li> <li>• <b>Conducting a survey of districts and areas to identify farmers and producer groups for piloting and subsequent roll-out of the project</b></li> <li>• <b>Collecting and documenting baseline values on productivity and cost of existing system of rice cultivation based on official sources and through primary interaction</b></li> <li>• <b>Leveraging existing data on productivity, cost and sustainability from SRI cultivation in other parts of the countries to provide evidences for creating awareness on SRI methods of crop cultivation</b></li> <li>• <b>Creating a comprehensive database of nearly 10,000 farmers mobilized for adopting SRI method of crop cultivation</b></li> <li>• <b>Collecting data and generating periodic monitoring reports to facilitate review of the project progress</b></li> </ul>
	<p><b><u>Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) in Madhya Pradesh; 2007-2009: Ministry of Rural Development, GoI</u></b></p> <p><i>Monitoring &amp; Evaluation Specialist</i></p> <p>MGNREGS in Madhya Pradesh required robust M&amp;E system for facilitating review of the progress and take course correction measures. Parag was involved in the following activities:</p> <ul style="list-style-type: none"> <li>• <b>Develop ICT enabled M&amp;E system in consonance with programme requirement</b></li> <li>• <b>Design MIS template for facilitating monitoring of projects targets in terms of result indicators</b></li> <li>• <b>Generating periodic reports for review by nodal authorities at the State and Central level</b></li> <li>• <b>Formulating a data quality assessment tool for collection of beneficiary data</b></li> <li>• <b>Conducting training of the officials and IT resources on data collection, data entry and data upload on central server</b></li> <li>• <b>Preparing annual evaluation report on the project progress</b></li> </ul>
	<p><b><u>Assessing impact of climate change on sustainable livelihood; 2010-2011: Ministry of Environment and Forest (MoEF), GoI</u></b></p> <p><i>Evaluation Expert</i></p> <p>The project aimed at assessing the impact of climate change on forest dependent community in the desert prone areas for sustainable livelihood in Madhya Pradesh. Parag was involved in the following activities:</p> <ul style="list-style-type: none"> <li>• <b>Designing the research process and techniques for conducting the study</b></li> <li>• <b>Carrying out primary level survey for collection of data</b></li> <li>• <b>Conducting qualitative assessment through focus group discussions, interviews and participatory appraisal</b></li> <li>• <b>Supervising data entry and data cleaning</b></li> <li>• <b>Conducting analysis of data</b></li> <li>• <b>Preparation of study report and sharing of key findings</b></li> </ul>



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Detailed Assigned	Tasks	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
		<p><b><u>Monitoring of Digital Literacy Centre at Sangha Mitra Mahila Sangh; 2014: Government of Assam</u></b>  <i>Monitoring &amp; Evaluation Specialist</i>                      The project aimed at providing assistance ICT enablement of the operations of women SHG and instituting a system for monitoring and review of the progress. Parag led the team in carrying out the following activities:</p> <ul style="list-style-type: none"> <li>• <b>Supervising the customisation of project software McFinancer, an integrated software for capturing business transactions and facilitate monitoring, into the Assamese language for ease of beneficiaries' learning</b></li> <li>• Developing data plan for digitizing the information maintained in manual registers</li> <li>• Developing data logic for collating the data from various sources</li> <li>• <b>Prepare data entry manual and formatted sheets for facilitating computerized entry</b></li> <li>• Designing of MIS tool for generating various management reports</li> <li>• <b>Provide handholding support to the SHG members in generating and understanding different reports</b></li> </ul>
		<p><b><u>Economic Empowerment of BPL Women in Manipur under SGSY; 2012-2013: Government of India (GoI)</u></b>  <i>Monitoring &amp; Evaluation Specialist</i>                      The project aimed at economic empowerment of BPL women through interventions for development of handlooms in Manipur under the flagship self-employment scheme of GoI. Parag was involved in the following activities:</p> <ul style="list-style-type: none"> <li>• Assisted in the evaluation of the scheme by Ministry of Rural Development</li> <li>• Developing a plan for conducting evaluation study</li> <li>• Preparing details about the target families, NGOs and other stakeholders</li> <li>• <b>Carrying out field visits for qualitative assessment based on focus group discussions, and interviews</b></li> <li>• <b>Conducting market survey for assessing the potential of handloom products</b></li> <li>• Analysing data collected from primary and secondary sources</li> <li>• Assisting in preparation of the evaluation report of the project</li> </ul>
		<p><b><u>Promoting Animal Livestock Institution and SHG Federation in Lower Assam; 2012: Tata Trust</u></b>  <i>Monitoring &amp; Evaluation Specialist</i>                      The project is aimed at mobilizing the livestock rearers to form producers' institution, supporting them in registering themselves as Self Help Groups and establishing an economically self-sustainable service delivery system. Parag is involved in the following activities:</p> <ul style="list-style-type: none"> <li>• Assist in developing a questionnaire for conducting a primary survey to identify the target beneficiaries</li> <li>• <b>Supervise the conduct of primary survey and collection of baseline information</b></li> <li>• <b>Developing an MIS tool for monitoring the project related interventions in terms of various result indicators</b></li> <li>• <b>Developing a system for enrolling and preparation of database of beneficiaries</b></li> <li>• <b>Generating periodic monitoring reports for tracking the progress of project outcomes</b></li> <li>• Assist in preparing the evaluation report for ascertaining the project achievements</li> </ul>




**Expert's contact information:** (email: [paragboruah@gmail.com](mailto:paragboruah@gmail.com), phone:+91 9706375837)

**Certification:**

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Parag Boruah



12/09/2016

Name of Expert

Signature

Date

Aloke Agarwal



12/09/2016

Name of Authorized  
Representative of the  
Consultant

Signature

Date

Position Title and No.	N-1, Research Associate
Name of Expert	Mr. Ritu Kumar Mishra
Date of Birth:	01/10/1976
Country of Citizenship/Residence	India

**Education:**

- Ph.D (Population Studies) from Jawaharlal Nehru University, New Delhi; 2006
- M.Phil. (Population Studies) from Jawaharlal Nehru University, New Delhi; 2001
- M.A. (Geography) from University of Delhi; 1999

**Employment record relevant to the assignment:**

Period	Organization Details	Country	Summary of activities performed relevant to the Assignment
April 2016 – Present	Monitoring and Evaluation Advisor at John Snow India Private Limited	India	<ul style="list-style-type: none"> <li>• Experience in developing and implementing robust Monitoring &amp; Evaluation (M&amp;E) and operations research plans for capturing qualitative and quantitative progress of projects</li> <li>• Wide experience in developing tools, checklists, systems and procedures for executing a variety of M&amp;E processes and operations research on identified priority areas</li> <li>• Experience in designing surveys and implementation of quantitative and qualitative research tools</li> <li>• Application of state of the art technology for development of robust M&amp;E framework and Management Information System using various tools</li> </ul>
Oct 2014 – Present	Monitoring and Evaluation Advisor at Options Consultancy Services Limited	United Kingdom	<ul style="list-style-type: none"> <li>• Monitoring and Evaluation strategies designing and implementation</li> <li>• Experience in designing mixed method monitoring, evaluation and research approaches including: sampling frames, large-scale surveys, operations research, and qualitative M&amp;E methods</li> <li>• Conducting capacity building and skills development training</li> </ul>
July 2009 – July 2013	Monitoring and Evaluation Manager at Emmanuel Hospital Association	India	<ul style="list-style-type: none"> <li>• Designing and developing M&amp;E systems</li> <li>• Undertaking training and capacity building initiatives</li> <li>• Coordinating and conducting surveys</li> </ul>
July 2008 – July 2009	Monitoring and Evaluation Associate at Population Foundation of India	India	<ul style="list-style-type: none"> <li>• Designing and developing M&amp;E plans and manual</li> <li>• Developing program monitoring tools and data quality systems</li> <li>• Developing M&amp;E training manuals and conducting capacity building initiatives for various stakeholders</li> <li>• Preparing quarterly and annual M&amp;E reports</li> </ul>



**Membership in Professional Associations and Publications:**

Professional Association

- International AIDS Society
- International Union for Scientific Study of Population (IUSSP-Annual)
- Indian Association for Study of Population (IASP-Life)
- National Association of Geographer, India, (NAGI-Life)
- North East India Geographical Society (NEIGS-Life)
- Association of Reproductive Health Professionals (ARHP-Annual)

Publications

- "HIV risk behaviors of male injecting drug users and associated non-condom use with regular female sexual partners in north-east India", Harm Reduction Journal
- "Getting there: Delivering HIV prevention services through outreach in Manipur and Nagaland", Monograph published by The Nossal Institute for Global health of Melbourne University
- "Scaling up a comprehensive harm reduction program for injecting drug users: Approaches and lessons from Northeast India" paper published in World Health Organisation (WHO) Bulletin
- "Green Light" an article on technical support to Global Fund grants in Nepal published in "Of Spice and Silk" published by "The International HIV/AIDS Alliance" UK
- Co-author in "In Time: Drug Overdose Management in Manipur and Nagaland", Monograph published by The Nossal Institute for Global health of Melbourne University
- "Infant Mortality in India: Trends Differentials and Determinants", published in the journal Regional Symbiosis

Training

- Data Quality, Data Use for Programme Manager, Family Planning, M&E Framework for HIV/AIDS Programme, M&E Fundamentals, PEPFAR next generation Indicator Guidance, Gender and Sexual and Reproductive Health (Online courses from USAID)
- M&E Fundamentals, Monitoring and Evaluation of Malaria Programme and Geographic Approaches to Global Health (Online courses from Measure Evaluation)
- Global Fund Skills workshop on M&E for South and South East Asia (International HIV Alliance, Bangkok)
- Virtual Leadership Development Programme for M&E Professionals (Management Science for Health and USAID)
- Technical Monitoring and Evaluation Training (The Global Fund to fight AIDS, Tuberculosis and Malaria)
- Scientific Writing Course: Training for Documentation of Programmatic Learning (Population Council)

**Language Skills:**

English – Excellent; Hindi – Excellent; Assamese – Excellent; Bengali – Good; Nepali – Good

**Adequacy for the Assignment:**

Detailed Tasks Assigned	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
<ul style="list-style-type: none"> <li>• Developing M&amp;E framework</li> <li>• Designing of MIS</li> <li>• Quarterly/ Annual Reports</li> </ul>	<p><b>USAID: Monitoring and Evaluation of implementation of Tuberculosis Health Action Learning Initiative (THALI); 2016 – Till Date</b></p> <p><i>Monitoring and Evaluation Advisor</i></p> <p>The United States Agency for International Development's (USAID) Tuberculosis Health Action Learning Initiative (THALI) project in Kolkata is being implemented through the "Targeted Response and Action in Kolkata against Tuberculosis"(TRAK TB) project. The project implementation is undertaken by a consortium of agencies including World Health Partner (WHP), Global Health Strategies (GHS), John Snow India Private Ltd. (JSI), and Child in Need Institute (CINI). As M &amp; E Advisor, Ritu is responsible for the following activities:</p>



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Detailed Tasks Assigned	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
<ul style="list-style-type: none"> <li>Baseline and end-line surveys</li> <li>Preparation of Impact Evaluation Report</li> <li>Periodic feedback mechanism</li> </ul>	<ul style="list-style-type: none"> <li>Developing and implementing a robust M&amp;E and operations research plan to capture the qualitative and quantitative progress of the project and inform mid-course corrections</li> <li>Developing tools, checklists, systems and procedures for executing a variety of M&amp;E processes and operations research on identified priority areas</li> <li>Ensuring adherence to data quality assessment checklist</li> <li>Ensuring application of state of the art technology for development of robust M&amp;E framework and Management Information System using various tools</li> <li>Guiding public and private health sector in adaptation and implementation of data quality measures, working closely with various structures of TB program in Kolkata Municipal Corporation (KMC).</li> <li>Coordinating survey designs and implementation of quantitative and qualitative research tools</li> <li>Analysis of data to provide evidence based insights to the project for efficient programming and results</li> <li>Carrying out capacity assessment of data managers at different levels within the TB program of KMC</li> </ul> <p><b><u>DFID: Monitoring and Evaluation of implementation of SWASTH programme, Government of Bihar; 2014–Till Date</u></b>  <i>Monitoring and Evaluation Advisor</i>                  SWASTH is a Government of Bihar programme supported by the UK Department for International Development (DFID) and the Programme Goal is to improve the health and nutrition status of people in Bihar, particularly the poorest and most excluded through improved access and delivery of health services. Ritu, as Monitoring and Evaluation Advisor, is responsible for carrying out the following key activities:</p> <ul style="list-style-type: none"> <li>Carrying out quality control and implementation of monitoring and evaluation strategies</li> <li>Designing mixed method monitoring, evaluation and research approaches including: sampling frames, large-scale surveys, operations research, and qualitative M&amp;E methods</li> <li>Developing M&amp;E tools including data quality assurance</li> <li>Conducting quantitative and qualitative data analysis disaggregated by gender and social class</li> <li>Developing score card for all the districts to showcase the progress made since implementation of the programme</li> <li>Providing technical support to the national M&amp;E systems and conducting capacity building and skills development trainings for the team</li> </ul> <p><b><u>Afghanistan Reconstruction Trust Fund: Monitoring and Evaluation of implementation of capacity and institutional building programs under Capacity Building for Results Program; 2013 – 2014</u></b>  <i>Monitoring and Evaluation Specialist</i>                  Capacity Building for Results "CBR" is an Afghan led reform and capacity building program, funded through "Afghanistan Reconstruction Trust Fund" which aims to assist the government in improving the capacity and performance of select line ministries in carrying out their mandates and delivering services to the Afghan people. This will be achieved through the implementation of specific capacity and institution building programs, which include systematic monitoring of and reporting on results. Ritu, as monitoring and evaluation specialist, was involved in the following activities:</p> <ul style="list-style-type: none"> <li>Developing a comprehensive M&amp;E strategy for CBR, including plan for data collection and analysis</li> <li>Designing and developing the master CBR Result Framework for the project</li> <li>Developing a standardized M&amp;E reporting and data analysis systems for CBR and an M&amp;E system for the Project Support Unit (PSU)</li> <li>Carrying out the evaluation of the impact of specific CBR activities</li> </ul>



Detailed Tasks Assigned	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
	<ul style="list-style-type: none"> <li>• Coordinating certain activities related to results with Independent Administrative Reform and Civil Service Commission.</li> <li>• Consolidating and analysing all the data and reports from line ministries on monthly basis</li> </ul> <p><b><u>Bill &amp; Melinda Gates Foundation: Assessment of implementation of Project ORCHID in Manipur and Nagaland; 2009 – 2013</u></b>  <i>Monitoring and Evaluation Manager</i></p> <p>Project ORCHID was a 10-year (2004-14) Bill &amp; Melinda Gates Foundation funded project whose goal was to reduce transmission of HIV and STIs through a response of increased scale and coverage in selected high prevalence districts and townships in Manipur and Nagaland. As the Monitoring and Evaluation Manager for the project, Ritu carried out the following activities:</p> <ul style="list-style-type: none"> <li>• <b>Designing and developing the complete M&amp;E system consisting of M&amp;E manual, data collection tools, reporting mechanism etc.</b></li> <li>• <b>Supporting Project ORCHID and its implementing 30 NGOs for undertaking systematic monthly data analysis (both financial and programmatic), interpretation and feedback using Computerized Management Information System (CMIS)</b></li> <li>• <b>Collecting and reporting consistent data on time from 30 NGO's (147 reports) to various stakeholders viz. Bill and Melinda Gates Foundation, Family Health International, National AIDS Control Organisation and State AIDS Control Organisation</b></li> <li>• <b>Undertaking training and capacity building initiatives for the staffs</b></li> <li>• <b>Designing and developing the M&amp;E Plan for GFATM Round 9 proposal</b></li> <li>• <b>Coordinating and conducting intermittent surveys viz. Polling Booth Survey, Social Network Analysis etc.</b></li> <li>• <b>Analysing the data and preparing monthly and annual reports for Bill and Melinda Gates Foundation, NACO and SACS</b></li> </ul> <p><b><u>Population Foundation of India: Evaluation of the implementation of the Care and Support Programme in eight Indian States; 2008 – 2009</u></b>  <i>Monitoring and Evaluation Associate</i></p> <p>The main thrust of the program was to expand and accelerate care and support services to the People Living With HIV/AIDS (PLHAs) in the program area. This program was implemented through key players in HIV/AIDS in India. The sub-recipients were: Indian Network for People Living with HIV/AIDS (INP+), Hindustan Latex Family Planning Promotion Trust (HLFPPT) and Catholic Bishops' Conference of India (CBCI). As the Monitoring and Evaluation Associate for the program, Ritu was responsible for the following key activities:</p> <ul style="list-style-type: none"> <li>• <b>Developing the M&amp;E plan and the budget for M&amp;E activities for the project</b></li> <li>• <b>Preparing the M&amp;E manual for District Level Network and Community Care centres</b></li> <li>• <b>Carrying out periodic program review with field monitoring to use supportive supervision tools and developing program monitoring tools and data quality system for improving services</b></li> <li>• <b>Conducting capacity building initiatives on (a) preparing M&amp;E formats, (b) data collection, (c) carrying out analysis, (d) developing web based management and information system and (e) using dynamic and customized reports for staffs as well as sub recipients' national and state level program and M&amp;E officials</b></li> <li>• <b>Developing M&amp;E training manuals for trainers and field level workers</b></li> <li>• <b>Collecting and analysing reports from all the community care centres and district level networks and providing feedback</b></li> <li>• <b>Preparing quarterly and annual M&amp;E reports</b></li> </ul>





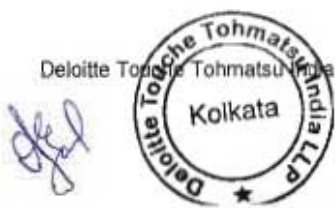
*Mg*  
 State Project Director  
 AIDS Society

**Expert's contact information:** (email: [ritumishra76@gmail.com](mailto:ritumishra76@gmail.com), Phone: +91 9859984723)

**Certification:**

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Ritu Kumar Mishra		12/09/2016
Name of Expert	Signature	Date
Aloke Agarwal		12/09/2016
Name of Authorized Representative of the Consultant	Signature	Date



  
State Project Director  
ARIAS Society





Position Title and No	N-2, Research Associate
Name of Expert	Mr. Siddharth Kumar
Date of Birth	15/07/1977
Country of Citizenship/Residence	India

**Education:**

- Post-Graduation in Economics from Delhi School of Economics, Delhi University; 2001

**Employment record relevant to the assignment:**

Period	Organization Details	Country	Summary of activities performed relevant to the Assignment
Dec 2009 – Present	Manager (last designation held) in Deloitte Touche Tohmatsu India LLP	India	<ul style="list-style-type: none"> <li>• Significant experience in public service delivery projects, with more than 3 years of specific experience in implementation of Right to Public Services in Bihar, including specific responsibility of designing the MIS templates, conducting questionnaire based quick surveys, and generating periodic monitoring/ appraisal reports.</li> <li>• Conducted assessment of Right to Public Service legislations in the States of Chhattisgarh, Jharkhand and Bihar under World Bank funded assignments</li> <li>• Experience in developing and implementing robust Monitoring &amp; Evaluation (M&amp;E) and operations research plans for capturing qualitative and quantitative progress of various projects</li> <li>• Experience of in managing and conducting surveys and development of data collection tools</li> <li>• Experience of documentation of results</li> </ul>
May 2007 – Dec 2009	Consultant in National Council of Applied Economic Research	India	<ul style="list-style-type: none"> <li>• Experience of working on research-based assignments involving collection and analysis of large sets of data using various analytical tools</li> <li>• Conducting Evaluation studies of Government Programmes based on field visits and mixed methods techniques</li> </ul>
Mar 2002 – Apr 2003	Research Assistant in Delhi School of Economics	India	<ul style="list-style-type: none"> <li>• Research-based experience on data collection, data cleaning, analysis of data and forecasting</li> <li>• Knowledge of econometric packages and data tools</li> </ul>

**Membership in Professional Associations and Publications: NA**

**Language Skills:**

English – Excellent; Hindi – Excellent

Deloitte Touche Tohmatsu India LLP  
 Kolkata





State Project Director  
 ARIAS Society




**Adequacy for the Assignment:**

Detailed Tasks Assigned	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
<ul style="list-style-type: none"> <li>Developing M&amp;E framework</li> <li>Designing of MIS</li> <li>Quarterly/ Annual Reports</li> <li>Baseline and end-line surveys</li> <li>Preparation of Impact Evaluation Report</li> <li>Periodic feedback mechanism</li> </ul>	<p><b><u>DFID: Monitoring &amp; Evaluation of Bihar Right to Public Services and other projects under Bihar Governance and Administrative Reforms Programme (BGARP); 2011-2014</u></b></p> <p><i>Team Member</i></p> <p>This assignment aimed to improve the effectiveness, efficiency, accountability and capacity of GoB and its departments so that they deliver better quality services to all its citizens, particularly the poorest and most excluded. Deloitte was a part of the Project management Unit (PMU) to support the Programme. As part of the assignment, Siddharth was involved in carrying out the following activities:</p> <ul style="list-style-type: none"> <li>Helping centralised PMU at state HQ in monitoring and evaluation of RTPS implementation through data analysis, MIS reports, periodic impact/evaluation study reports based on field visits and interaction with citizens and government staff, and cost-benefit analysis</li> <li>Generating periodic monitoring reports for assessing the achievement of goal, purpose and objectives as per the programme logical framework in terms of objectively verifiable indicators</li> <li>Technical support for developing an online monitoring system for Aksharanchal Programme through an internet based website which has all the relevant reports relating to the details of the 2 lakh centres and over 40 lakh students</li> <li>Assist in designing and developing the survey framework to conduct a citizen satisfaction survey on RTPS covering 31556 households in 3170 villages across 534 blocks in 38 districts to capture user feedback across 8 services</li> <li>Institutionalizing improved monitoring and evaluation structure for district administration through ICT based intervention like Public Grievance Management System, Case Court Monitoring System (for quasi-judicial authorities) and Scheme Monitoring System</li> </ul>
	<p><b><u>World Bank: Assessment of Public Service Guarantee Act for the states of Jharkhand and Chhattisgarh; 2013-2014</u></b></p> <p><i>Team Member</i></p> <p>These assignments were aimed at assessing the performance of Jharkhand Public Service Guarantee Act, and Chhattisgarh Lok Sewa Guarantee Act with the overall objective of providing recommendation for making it more effective and efficient. Siddharth was involved in the following key activities:</p> <ul style="list-style-type: none"> <li>Undertaking field visits of the districts and front-line service delivery points for understanding the actual implementation of the Act on ground</li> <li>Interacting with key officials and front-line staff from District Collectorate, Sub-Division &amp; Blocks for understanding their role in implementation of the legislation</li> <li>Analysis of the service related applications received under the act in terms of the volume of applications, disposal within timeline, pending applications and denials</li> <li>Conducting an assessment of existing M&amp;E system and monitoring reports and provide recommendations on improving the M&amp;E system</li> <li>Benchmarking with the best practices followed in other states with similar rights based legislation &amp; redressal of grievances arising out of public service delivery</li> <li>Provide recommendations for improving effectiveness and efficiency in the implementation of JPSG, and CGLSG</li> </ul>



Detailed Tasks Assigned	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
	<p><b><u>Survey of Business Regulatory Environment for Manufacturing in India; 2013-2014: Planning Commission of India</u></b></p> <p><i>Team Member</i></p> <p>The Planning Commission with the objective to improve the investment climate in India had mandated Deloitte to undertake a study to assess the impact of business regulatory environment on performance of the manufacturing sector across all Indian states. Siddharth was involved in the following key activities:</p> <ul style="list-style-type: none"> <li>• <b>Formulating questionnaire for undertaking large scale survey of the manufacturing units across all India States</b></li> <li>• Development of framework to assess relative maturity of individual states with respect to role of business regulations in facilitating growth &amp; development of the manufacturing sector. The framework stressed on assessment of key attributes like time, cost and processes associated with securing compliances / clearances related to i) finance &amp; tax, ii) labour, iii) infrastructure &amp; utilities, iv) land &amp; building, v) environment and vi) cargo transportation across states.</li> <li>• <b>Development of survey plan including format for the questionnaire, template for computerized validation check and entry of data, and data quality control</b></li> <li>• Carrying out interactions with the Central government departments like DIPP, state government officials associated with manufacturing sector and various industry associations to identify the key bottlenecks / constraints in doing business in the manufacturing sector</li> <li>• Classification of states in different stages of maturity in line with the framework developed, along with validation of the same through interactions with industry associations</li> </ul>
	<p><b><u>World Bank: Qualitative Assessment of Implementation of Bihar Right to Public Services Act; 2015</u></b></p> <p><i>Team Member</i></p> <p>Government of Bihar (GoB) wanted to undertake a quick assessment of RTPS in terms of its effectiveness, potential areas for improvement and way forward for ensuring sustainability and taking BRTPS to the next level. For this purpose GoB had approached the World Bank to carry out such an assessment and Deloitte has been contracted to undertake the study. Siddharth was involved in carrying out the following key activities:</p> <ul style="list-style-type: none"> <li>• <b>Assessment of institutional arrangements for monitoring of RTPS and organizational capacity for service delivery</b></li> <li>• <b>Review of the existing MIS templates and data collection and collation under RTPS system</b></li> <li>• Mapping of service delivery processes covered under the legislation and identifying key bottleneck areas &amp; arriving at solutions,</li> <li>• Assessment of ICT infrastructure and system</li> <li>• Exploring possibilities of decentralizing service delivery through CSCs through field visits and interactions with the stakeholders</li> <li>• <b>Recommending Way forward for taking BRTPS to the next level in terms of improved system of monitoring, increased accessibility, expansion of services and leveraging ICT</b></li> </ul>
	<p><b><u>Appraisal of JnNURM reforms in Indian States; 2012 – 2014: Ministry of Urban Development, GoI</u></b></p> <p><i>Team Member</i></p> <p>The Jawaharlal Nehru National Urban Renewal Mission is the flagship programme on urban development for augmenting urban infrastructure, enhance capacity of elected urban local bodies to facilitate and enable equitable development. As part of the reform appraisal, Siddharth was involved in carrying out the following major activities:</p> <ul style="list-style-type: none"> <li>• <b>Creation of roadmaps for each of the 23 reforms, ranging from realization of what the reform is meant to do to quantifying its impacts, both beneficial and otherwise</b></li> </ul>



Detailed Tasks Assigned	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
	<ul style="list-style-type: none"> <li>• <b>Creating a set of indicators, inputs and outputs to determine if the roadmap has been followed in its entirety or in part for each reform</b></li> <li>• Identify compliances and exceptions, in case of exceptions identify Institutional, procedural and capacity-based bottlenecks that cause exceptions</li> <li>• <b>Conduct field visits of the respective states for administering the questionnaire and collect primary and secondary data</b></li> <li>• Facilitation of cross learning/ capacity building of ULBs on reforms under JnNURM including those relating to devolution of functions under the 12th Schedule</li> <li>• Recommend processes for corrective measures</li> <li>• Append/ draw inferences from best practices being followed in analogous States and Union Territories that may be adapted to resolve bottlenecks</li> </ul> <p><b><u>Impact Assessment of Technical Support to the DRDAs; 2010: Government of Gujarat</u></b></p> <p><i>Team Member</i></p> <p>The project mandates conducting a M&amp;E of the technical assistances which broadly intervened on three areas namely a) Technical Capacity Building b) Assess operational aspects and develop standard guidelines c) Review of existing Accounting System. As a part of the M&amp;E interventions, Siddharth was responsible for:</p> <ul style="list-style-type: none"> <li>• Assess the scope and extent of interventions carried out</li> <li>• <b>Develop a M&amp;E framework and data collection Plan</b></li> <li>• <b>Conduct a survey of sample members of the SHGs, Shram Yogi families, Gram Sevaks and NGO field workers, Taluka level implementers, etc.</b></li> <li>• Review of the implementation of the SGSY/SGRY in select locations with a view to identify key areas of operation which need to be simplified/ strengthened for speedy and transparent implementation of the schemes</li> <li>• Document learnings/success stories in terms of changes to be made in the training programmes, coverage of training, parameters to be used for impact assessment of training, and beneficiaries taking up income generation activities</li> </ul>
	<p><b><u>Evaluation of e-Readiness and Total Factor Productivity Growth of CPSEs; 2008-09: National Manufacturing Competitiveness Council</u></b></p> <p><i>Core Researcher</i></p> <p>The assignment involved assessment of e-Readiness of Central Public Sector Enterprises (CPSEs) in the manufacturing sector and bringing out the relationship between ICT adoption and efficiency or business performance indicators at the enterprise level. e-Readiness assessment of CPSEs was carried out on the basis of responses to a structured questionnaire while business performance was measured in terms of TFP growth in these enterprises. As a core researcher, Siddharth was responsible for</p> <ul style="list-style-type: none"> <li>• Conceptualising the project framework and development of appropriate research methodologies</li> <li>• <b>Devising sampling technique for selecting a representative sample of CPSEs</b></li> <li>• <b>Designing of M&amp;E tools for baseline assessment, data collection and data analysis</b></li> <li>• <b>Help define and design report templates for Management Information System (MIS)</b></li> <li>• Supervising the team in conducting an exhaustive research from both secondary resources (desk research, literature surveys) and primary interactions (focus group discussions, intensive interviews of key officials)</li> <li>• Evaluation of business efficiency indicators of CPSEs and estimation of its relationship with the e-Readiness</li> </ul>

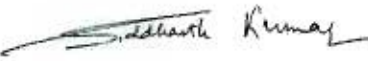



Detailed Assigned	Tasks	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
		<p><b><u>Impact evaluation of Global Talent Study (India) for The Nell D. Levine Institute of International Relations and Commerce, State University of New York, USA, 2007-2008</u></b></p> <p><i>Core Researcher</i></p> <p>The objective of the study was to analyse the impact of the high-end talent situation in India, commenting on the supply and demand aspects as well as long term trends and developments. As core researcher, Siddharth was entrusted with</p> <ul style="list-style-type: none"> <li>• <b>Collection of data on scientific, engineering and managerial for forecasting the demand-supply situation of qualified personnel over the next 5-10 years</b></li> <li>• Carry out an <b>analytical study of talent pool through surveys or field interviews</b> and secondary literature</li> <li>• Interact with key stakeholders including Institute of Applied Manpower Research for understanding and documenting the talent pool situation</li> </ul>

**Expert's contact information:** (email: [siddharthkumar@deloitte.com](mailto:siddharthkumar@deloitte.com), Phone: +91 9199426743)

**Certification:**

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Siddharth Kumar		12/09/2016
Name of Expert	Signature	Date
Aloke Agarwal		12/09/2016
Name of Authorized Representative of the Consultant	Signature	Date



  
 State Project Director  
 ARIAS Society

Position Title and No.	N-3, Research Associate
Name of Expert	Ms. Suparna Dey
Date of Birth	06/03/1980
Country of Citizenship/Residence	India

**Education:**

- PhD in Folklore (Folkart & Craft) from Kalyani University; 2014
- Master of Social Work from Netaji Subhas Open University; 2014
- Diploma in DBMS from Webel Informatics Limited, 2006

**Employment record relevant to the assignment:**

Period	Organization Details	Country	Summary of activities performed relevant to the Assignment
Jan, 2007 - Present	Research Executive in ORG (India) Pvt. Ltd.	India	Planning and managing surveys, Developing Project Proposals, Presentations, developing / refining data collection tools, Training Field forces, data quality assessments, preparation of data analysis plan, data analysis and reporting.
Dec 2005 - Dec 2006	Research Executive in South Asian Foundation for Human Initiatives	India	Planning and managing surveys, Developing Project Proposals, Presentations, developing / refining data collection tools, Training Field forces, data quality assessments, preparation of data analysis plan, data analysis and reporting.
June 2005 - Nov 2005	Research Executive in KRINA	India	Finalizing project proposals, data collection logistics, briefing of field staff and coordination, data collation, data analysis of data & report writing for large scale surveys

**Membership in Professional Associations and Publications:** Nil

**Language Skills:**

English – Excellent; Hindi – Excellent; Bengali – Excellent

**Adequacy for the Assignment:**

Detailed Assigned Tasks	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
<ul style="list-style-type: none"> <li>• Developing M&amp;E framework</li> <li>• Designing of MIS</li> <li>• Quarterly/ Annual Reports</li> <li>• Baseline, mid-line and end-line surveys</li> <li>• Preparation of Impact</li> </ul>	<p><b><u>Monitoring and Evaluation Support for Arunachal Pradesh Labour Welfare Cess Administration; 2015 – Till Date: Department of Labour, Govt. of Arunachal Pradesh</u></b></p> <p><i>Research Executive</i></p> <p>The project aims at identifying causes of low labour cess collection and designing and developing systems to stop leakages in cess administration and improve the revenues. As research executive, Suparna was responsible for carrying out the following activities:</p> <ul style="list-style-type: none"> <li>• Designing the monitoring and evaluation system</li> <li>• Designing and executing the evaluation survey and the analysis plan</li> <li>• Identification of Key Result Areas for the Cess Admin System</li> <li>• Refining the data collection tools, validation of data and carrying out the analysis</li> <li>• Developing suitable MIS reports</li> </ul>



Detailed Assigned	Tasks	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
Evaluation Report • Periodic feedback mechanism		<p><b><u>Monitoring &amp; Evaluation of Rashtriya Swasthya Bima Yojna (RSBY) in Jharkhand: 2010 – 2011: Government of Jharkhand</u></b>  <i>Research Executive</i>                      The project aimed at developing monitoring &amp; evaluation (M&amp;E) system for assessing the progress and evaluate the impact of the project. Suparna was involved in the following major activities:</p> <ul style="list-style-type: none"> <li>• Designing and developing comprehensive M&amp;E system for the programme</li> <li>• <b>Designing MIS for online tracking of the progress of indicators</b></li> <li>• <b>Defining sampling technique, algorithm and instrument design for conducting the evaluation surveys</b></li> <li>• Conducting the evaluation survey</li> <li>• Support in the preparation of an <b>impact assessment report (End-line evaluation) on post-enrolment benefits generated among BPL households covering enrolment process for the BPL households, quantity, value and quality of services rendered under the scheme</b></li> </ul>
		<p><b><u>Monitoring &amp; Evaluation System of North Eastern Region Community Resource Management Project (NERCORMP): 2011-2012</u></b>  <i>Core Member</i>                      This project sought to improve the livelihood of vulnerable groups in a sustainable manner through improved management of their natural resource base that would restore and protect the environment. The engagement aimed at developing a Monitoring and Evaluation (M&amp;E) system for measuring the output and outcome of the project in terms of the project mandate. As the research executive, Suparna was responsible for the following major activities:</p> <ul style="list-style-type: none"> <li>• Conducting in-depth analysis of the project mandate including interview of the key stakeholders</li> <li>• <b>Assist in the development of an M&amp;E framework which stressed on longer-term tracking of key programme outcomes and impact (access to services, adoption of NRM practices, livelihood diversification, etc.)</b></li> <li>• <b>Develop both qualitative and quantitative indicators which can effectively measure the four principal dimensions of sustainability – institutional sustainability, community and household resilience, systemic environmental change and community empowerment</b></li> <li>• Develop case studies of successful cases to highlight the effectiveness of the project and collate the key learning</li> <li>• Conduct a quantitative study of the areas where the project was not effective to compare the outcome in the project areas</li> </ul>
		<p><b><u>Midterm Evaluation of implementation of Reproductive and Child Health Programme II in Orissa for NRHM; 2008-2009</u></b>  <i>Research Executive</i>                      The project involved evaluation of Mother NGO and Field NGOs in implementing RCH II Programme in districts of Jajpur and Jagatsinghpur in Orissa. As the research executive, Suparna was responsible for carrying out the following major activities:</p> <ul style="list-style-type: none"> <li>• <b>Designing and supervising the evaluation survey and the analysis plan to evaluate the outcomes as envisioned in the Millennium Development Goals, the National Population Policy 2000 (NPP 2000), the Tenth Plan, the National Health Policy 2002 and Vision 2020 India</b></li> <li>• Refining data collection tools and designing the sampling technique and instrument for the surveys</li> <li>• <b>Data quality validation and triangulation from other sources</b></li> <li>• <b>Analysis of the collected data using analytical techniques in terms of population stabilization initiatives of the NGOs involving an integrated, focused, participatory programme meeting the unmet needs of the target population, and provision of assured, equitable, responsive quality services</b></li> </ul>



Detailed Tasks Assigned	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
	<ul style="list-style-type: none"> <li>• Conduct a capacity, skill and institutional assessment of the NGOs in alignment with the requirements for carrying out the implementation process</li> <li>• Evaluate the efficiency of implementation in the region in terms of reduction in birth rate, infant mortality rate and maternal mortality rate</li> <li>• Developing the <b>mid-term evaluation report</b></li> </ul>
	<p><b><u>Citizen perception survey in 40 ULBs under KUSP programme for Change Management Unit (KUSP); 2007</u></b>  <i>Team Member</i>                      ORG-IPL was mandated to conduct a follow up study through a survey across 40 ULBs simultaneously to assess the success of the KUSP programme that targets improved urban service delivery to slums, BPL households and other people from the EWS. Suparna was instrumental in carrying out the following key activities:</p> <ul style="list-style-type: none"> <li>• Devise a survey strategy for mobilising 200 teams of 4-8 people across 40 ULBs and ensure work in tandem</li> <li>• <b>Develop a questionnaire</b> highlighting the key issue to be covered which shall help evaluate the success of the schemes including quantitative and qualitative data</li> <li>• <b>Design a random sampling procedure in consultation with the client, ensuring uniform distribution across all ULBs</b></li> <li>• Prepare a comprehensive report analysing the data and presenting the key issues in terms of scheme implementation that were reported</li> </ul>
	<p><b><u>Evaluation of Neem Plantation, Processing &amp; Marketing in Tribal Villages of Purulia District; 2009-2010: NABARD</u></b>  <i>Consultant</i>                      The Project aimed at ensuring economic and environmental sustainability of poor tribal women through plantation, processing and marketing of neem products. Key activities undertaken by Suparna as part of this assignment include</p> <ul style="list-style-type: none"> <li>• <b>Conducting a baseline analysis of the tribal women in terms of their socio-economic status and level of skill</b></li> <li>• Conduct a social mapping using Participatory Rural appraisal</li> <li>• Conduct a market survey for ascertaining the potential of Neem products such as bio-fertilisers and creating awareness among villagers</li> <li>• <b>Developing successful case studies</b> for learning purposes</li> <li>• <b>Conducting impact evaluation report of the project interventions</b></li> </ul>
	<p><b><u>Evaluating Exit Poll Survey – Lok Sabha 2014; 2014: News Nation Network Pvt. Ltd. &amp; Times Now</u></b>  <i>Research Executive</i>                      The project involved conducting Exit Polls in 180 Lok Sabha (LS) constituencies. Exit polls are used to collect demographic data about voters and to find out the parties for whom they have voted. Suparna was involved in the following major activities:</p> <ul style="list-style-type: none"> <li>• Conducting a detailed analysis of past LS election results and demography profile of voters</li> <li>• Assist in Finalizing the methodology for sample size and distribution</li> <li>• <b>Designing the questionnaire, data verification logic, analysis plan and the projection methodology</b></li> <li>• Conducting the exit poll survey</li> <li>• <b>Conducting data sanity check using data quality assessment</b></li> <li>• Carrying out data analysis</li> <li>• <b>Preparation of Exit Poll Survey Report and interactive Dashboards</b></li> </ul>



Detailed Assigned	Tasks	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
		<p><b><u>Designing of suitable Annuity schemes for the PAPs under R&amp;R Policy; 2010 – 2011: West Bengal Industrial Development Corporation</u></b>  <i>Research Executive</i>                      The project aimed at analysing the socio economic condition of the marginalized farmers, comparing the existing R&amp;R schemes across other states of India, recommending acceptable annuity options and identifying and selecting the financial intermediaries. As the research executive, Suparna was responsible for the following major activities:</p> <ul style="list-style-type: none"> <li>• <b>Designing and supervising the evaluation survey and the analysis plan</b></li> <li>• <b>Refining data collection tools and carrying out the analysis</b></li> <li>• Designing the sampling technique and instrument for the surveys</li> <li>• <b>Conducting questionnaire based survey</b></li> <li>• <b>Developing the final evaluation report</b></li> </ul>

**Expert's Contact information:** (email: [suparnadey.2010@gmail.com](mailto:suparnadey.2010@gmail.com), Phone: +91 9477270088)

**Certification:**

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

*Suparna Dey*

Suparna Dey		12/09/2016
Name of Expert	Signature	Date

*Aloke Agarwal*

Aloke Agarwal		12/09/2016
Name of Authorized Representative of the Consultant	Signature	Date



*Md -*  
 State Project Director  
 RIAS Society

Position Title and No.	N-4, Research Analyst
Name of Expert:	Mr. Bhaskar Kumar Kakati
Date of Birth:	01/03/1983
Country of Citizenship/Residence	India

**Education:**

- Doctor of Philosophy (Social Sciences) from Tata Institute of Social Sciences, Guwahati; Pursuing
- Post-Graduation in Rural Development from IGNOU; 2011

**Employment record relevant to the assignment:**

Period	Organization Details	Country	Summary of activities performed relevant to the Assignment
Nov 2015 – Present	Retainer with SeSTA Development Services	India	<ul style="list-style-type: none"> <li>• Experience in developing and implementing robust Monitoring &amp; Evaluation (M&amp;E) and operations research plans for capturing qualitative and quantitative progress of projects</li> </ul>
2014 – Nov 2015	Senior Consultant with SeSTA Development Services	India	<ul style="list-style-type: none"> <li>• Experience of conducting baseline surveys, using research methodologies and dealing with large datasets</li> <li>• Experience of undertaking documentation of survey and evaluation findings</li> </ul>
2012 – 2014	Independent Consultant	India	<ul style="list-style-type: none"> <li>• Designing and developing M&amp;E systems</li> <li>• Undertaking training and capacity building initiatives</li> <li>• Coordinating and conducting surveys</li> <li>• Conducting research on Governance, Socio-Economic and Health Status of Scheduled Tribes of North East India</li> <li>• Undertaking fieldwork in various states including Assam and Jharkhand to understand socio-cultural and economic issues of women</li> </ul>
2008 – 2012	Executive in PRADAN	India	<ul style="list-style-type: none"> <li>• Monitoring and Evaluation strategies designing and implementation</li> <li>• Experience in designing mixed method monitoring, evaluation and research approaches including: sampling frames, large-scale surveys, operations research, and qualitative M&amp;E methods</li> </ul>

**Membership in Professional Associations and Publications:**

Publications

- Exploring Relationship between Livelihood and Gender in Literature, JONER- Journal of North East (Published by Bodoland University)
- Out-migration and its bearing on left-behind Woman: Case in a Jharkhand village, Social Change and Development (Published by Tribal Omeo Kumar Das Institute of Social Change and Development, Guwahati)
- Livelihood and its Interrelationship with Indigenous Knowledge and Gender role among tribal communities , TUI - A Journal on Tribal Life and Culture (Published by Tribal Research & Cultural Institute, Government of Tripura)
- Culture and Women Empowerment in the Study of Tribes in India, TUI - A Journal on Tribal Life and Culture (Published by Tribal Research & Cultural Institute, Government of Tripura)



Training, Seminars and Workshops

- Attended a seven days' workshop training on Research methodology at J.B. College, Assam
- Attended a ten days' workshop training on Research methodology in Social Sciences held at Shillong ,by ICSSR – North East Regional Centre
- Attended the first Annual Winter Course on Research Methodology organized by Tata Institute of Social Sciences
- Attended a three days' Workshop on " Documentation and Digital Archiving" organized by Manipur University

**Language Skills:**

English – Excellent; Hindi – Excellent; Assamese – Excellent

**Adequacy for the Assignment:**

Detailed Assigned	Tasks	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
<ul style="list-style-type: none"> <li>• Developing framework</li> <li>• Designing of MIS</li> <li>• Quarterly/ Annual Reports</li> <li>• Baseline, mid-line and end-line surveys</li> <li>• Preparation of Impact Evaluation Report</li> <li>• Periodic feedback mechanism</li> </ul>	M&E	<p><b><u>World Bank: Village Survey, Value Chain Assessment and Institutional framework for setting up Farmer-Producers' Organizations (FPOs) under AACP-AF; 2013-2015</u></b></p> <p><i>Team Member</i></p> <p>The project aimed at establishing commercially viable agriculture/ fishery based Farmer- Producers' Organizations (FPOs) in 4 districts i.e. Nagaon, Kamrup, Nalbari, and Sonitpur in the state. Bhaskar was responsible for carrying out the following key activities:</p> <ul style="list-style-type: none"> <li>• <b>Assisted in conducting baseline survey covering 6000 respondents including farmers, commission agents, retailers and wholesalers across the 4 districts</b></li> <li>• <b>Conducting social mapping of about villages using PRA techniques and tools like resource mapping, social mapping, and problem ranking</b></li> <li>• <b>Conducting skill gap assessment of project beneficiaries of the FPOs</b></li> <li>• <b>Conducting awareness campaigns for sensitizing stakeholders in terms of the key objectives of AACP, benefits of FPO etc.</b></li> <li>• <b>Assisted in monitoring the progress of project milestones and take course correction measures</b></li> <li>• <b>Documenting the entire process to ensure knowledge transfer and handholding so that FPOs/ business enterprises are self-sufficient to conduct business operations on their own</b></li> </ul> <p><b><u>Monitoring and Evaluation of Deen Dayal Antyodaya Yojana- National Rural Livelihood Mission (DAY-NRLM) for North-Eastern States; 2014-Ongoing; Ministry of Rural Development, GoI</u></b></p> <p><i>Consultant</i></p> <p>The primary objective of the Mission is to create efficient and effective institutional platforms of the rural poor, for greater prosperity through sustainable livelihood enhancements. <b>A key component of the Mission is to institute comprehensive Monitoring, Evaluation &amp; Learning (MEL) system/ MIS for evidence-based decision making process to facilitate evaluation/assessment of the 'net' contribution of the Mission towards scheme objectives.</b> Bhaskar as part of core team in involved in the following activities:</p> <ul style="list-style-type: none"> <li>• <b>Preparing data quality assessment template for ensuring robust and consistent MIS reports</b></li> <li>• <b>Assist in conducting primary surveys and data collection exercise of the Mission in line with the programme requirement</b></li> <li>• <b>Conducting external social audit, public expenditure tracking and community score cards</b></li> </ul>



Detailed Assigned	Tasks	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
		<ul style="list-style-type: none"> <li>• Scoping and field study for implementing the mission</li> <li>• Support central government team in Joint Half-yearly/Annual Review, Planning/Supervision Missions to states</li> </ul> <p><b><u>Evaluation of Integrated Watershed Management Program (IWMP) in Nagaland; 2015-2016; Ministry of Rural Development, GoI</u></b></p> <p><i>Senior Project Associate</i></p> <p>The main objectives of the IWMP are to restore the ecological balance by harnessing, conserving and developing degraded natural resources such as soil, vegetative cover and water. The outcomes are prevention of soil run-off, regeneration of natural vegetation, rain water harvesting and recharging of the ground water table. Bhaskar was responsible for carrying out following key activities:</p> <ul style="list-style-type: none"> <li>• Assist in the designing of a comprehensive monitoring and evaluation plan for both the intermediate outcomes and long-term impact measurement, including sampling frames, large-scale surveys, operations research, and qualitative M&amp;E methods</li> <li>• Assist in the development of the project MIS website</li> <li>• Carrying out quality control and implementation of monitoring and evaluation strategies</li> <li>• Developing M&amp;E tools including data quality assurance</li> <li>• Collate information from various sources, such as project document reviews, survey of programme beneficiaries, one-on-one interviews with programme implementers etc.</li> <li>• Developing score card for all the districts to showcase the progress made since implementation of the programme to support the development of a results framework document</li> </ul> <p><b><u>Monitoring and Evaluation of Pradhan Mantri Kaushal Vikas Yojana (PMKVY) in Assam; 2015-Ongoing; Government of India</u></b></p> <p><i>Senior Consultant</i></p> <p>The project is a flagship skill development scheme under which beneficiaries are incentivised to get enrolled and trained for skill development. Bhaskar is involved in the following activities:</p> <ul style="list-style-type: none"> <li>• Developing data template for collecting data on various parameters and preparing formatted sheets for entry of data</li> <li>• Developing a comprehensive database of beneficiaries and training agencies</li> <li>• Designing MIS for generating periodic reports for monitoring and review of the progress at the central and state level</li> <li>• Enable enrolment for training and opening of bank account by sharing the duly validated beneficiaries' information with the training agencies and banks</li> <li>• Facilitate third party assessment of training achievement by providing the required information</li> </ul> <p><b><u>Monitoring of the Special Swarnajayanti Gram Swarojgar Yajna (SGSY) in Jharkhand, 2009-2010; Ministry of Rural Development, GoI</u></b></p> <p><i>Project Executive</i></p> <p>The SGSY aims at providing self-employment to villagers through the establishment of self-help groups. Activity clusters are established based on the aptitude and skill of the people which are nurtured to their maximum potential. Bhaskar was responsible for carrying out the following activities:</p> <ul style="list-style-type: none"> <li>• Assist in regular monitoring and periodic review of the progress of the programme in five districts, viz. Khunti, Gumla, Godda, Lohardaga and Dumka, through tracking of result indicators</li> <li>• Collect and collate data from various sources and prepare MIS reports</li> </ul>



Detailed Assigned	Tasks	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
		<ul style="list-style-type: none"> <li>Evaluate the programme in terms of promoting women Self Help Groups (SHGs), technology transfer, inclusiveness in terms of including deserving families in the BPL list, credit mobilization etc.</li> <li>Conduct an audit of the implementation capacity of the Gram Sabha / Tola Sabha (ground level implementers) in terms of skill, capabilities of managing their finance, and management of internal conflicts</li> <li>Undertaking training and capacity building initiatives for the staffs</li> <li>Provide recommendations for better implementation of programme as a way forward</li> </ul> <p><b><u>UNDP: Support to Operationalization of the National Rural Employment Guarantee Programme (NREGP); 2009-2012</u></b></p> <p><i>Project Executive</i></p> <p>UNDP collaborated with the Government of India in addressing some of the challenges in implementing this programme, such as low levels of awareness among rural poor about entitlements under MGNREGP, weak social audit processes, low capacity among communities for planning projects, and weak monitoring and evaluation systems. Bhaskar was responsible for carrying out the following key activities:</p> <ul style="list-style-type: none"> <li><b>Strengthening the Monitoring &amp; Evaluation system through design of MIS templates, standard templates for data collection, formatted sheets for data entry along with data entry manual, data quality guidelines, and data collection and collation plan.</b></li> <li><b>Generation of MIS reports and analysis of data to derive key trends and monitoring insights</b></li> <li>Preparation of periodic (monthly/quarterly) project reports for review by the concerned authorities</li> <li><b>Assist in the designing of an evaluation plan using both quantitative and qualitative methods, to evaluate the programme in terms of</b> <ul style="list-style-type: none"> <li>Performance in terms of achievement its full potential</li> <li>Quality of asset creation</li> <li>Women participation</li> </ul> </li> </ul>

Contact information: (email: [bhaskarmorigaon@gmail.com](mailto:bhaskarmorigaon@gmail.com), Phone: +91 9854754514)

**Certification:**

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Bhaskar Kumar Kakati		12/09/2016
Name of Expert	Signature	Date
Aloke Agarwal		12/09/2016
Name of Authorized Representative of the Consultant	Signature	Date

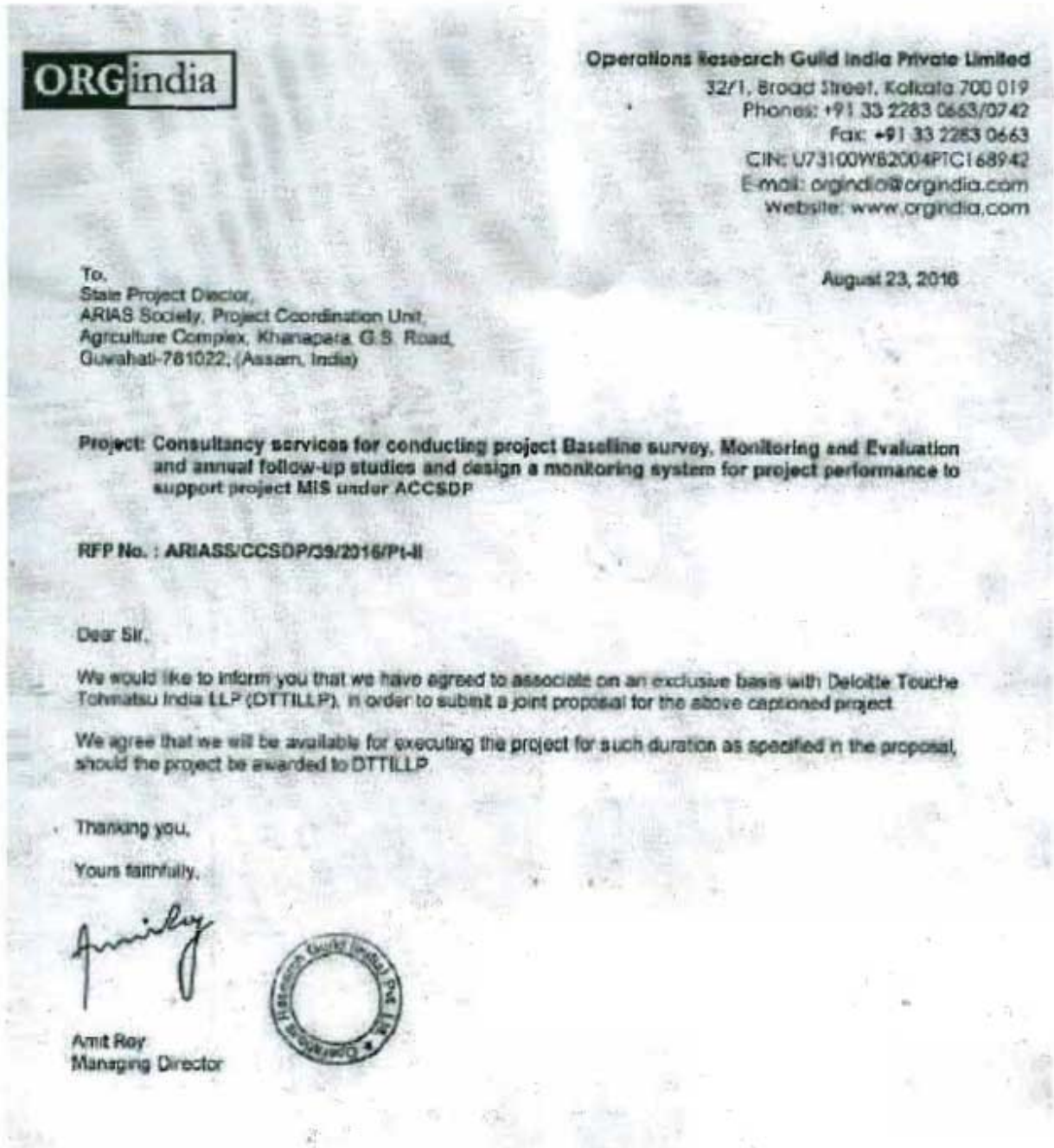


# Annexures



## Annexure -1: Letter of Association

ORG India



## Sesta Development Services:



Sesta Development Services (SDS)  
Rupalim Nagar, Survey School  
Jalukbari West, Guwahati,  
Assam-781014

To,  
State Project Director,  
ARIAS Society, Project Coordination Unit,  
Agriculture Complex, Khanapara, G.S. Road,  
Guwahati-781022; (Assam, India)

August 23, 2016

**Project: Consultancy services for conducting project Baseline survey, Monitoring and Evaluation and annual follow-up studies and design a monitoring system for project performance to support project MIS under ACCSDP**

**RFP No. : ARIASS/CCSDP/38/2016/P1-II**

Dear Sir,

We would like to inform you that we have agreed to associate on an exclusive basis with Deloitte Touche Tohmatsu India LLP (DTTILLP), in order to submit a joint proposal for the above captioned project.

We agree that we will be available for executing the project for such duration as specified in the proposal, should the project be awarded to DTTILLP.

Thanking you,

Yours faithfully,

(Parag Boruah)

Managing Director  
Sesta Development Services (SDS)

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Sesta Development Services (SDS) is registered under Indian Trust Act, 1882,  
Registration Office: Kamrup Metro, Serial No.: 1762/2013, Book & Deed No.: IV/488/2013

Deloitte Touche Tohmatsu India LLP,



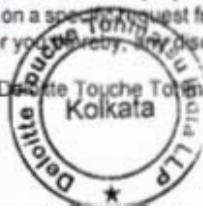
State Project Director  
ARIAS Society



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Handwritten signature in blue ink. Below the signature, there is a stamp that reads "State Project Director ARIAS Society".

**APPENDIX-E-2**  
**Financial Proposal Submitted**  
**by the Consultant**





**Deloitte.**

T. Ahmed 10/8/17  
Dhakoti 10/8/17  
Harsh 10/8/2017  
Ajay 10/8/17  
S. 10/8/17  
A. 10/8/17  
Shu 10/8/17

Deloitte Touche Tohmatsu  
India LLP.  
Bengal Intelligent Park  
Building Alpha, 1st Floor  
Plot No -A2, M2 & N2  
Block - EP & GP, Sector - V  
Salt Lake Electronics Complex  
Kolkata- 700 091  
India  
Tel: +91 (33) 6612 1000  
Fax: +91 (33) 6612 1001

## FORM FIN-1: Financial Proposal Submission Form

To:  
The State Project Director,  
ARIAS Society, Project Coordination Unit,  
Agriculture Complex, Khanapara, G.S. Road,  
Guwahati-781022 (Assam, India);

Guwahati, September 14, 2016

RFP No. : ARIASS/CCSDP/40/2016/Pt-II

Dear Sirs:

We, the undersigned, offer to provide the consulting services for "Conducting project Baseline survey, Monitoring and Evaluation and annual follow-up studies and design a monitoring system for project performance to support project MIS" in accordance with your Request for Proposals dated 11<sup>th</sup> July 2016 and our Technical Proposal.

Our attached Financial Proposal is for the amount of Indian Rupees **Three Crores Ninety Seven Lakhs and Forty Thousand only (INR 3,97,40,000)**, excluding of all indirect local taxes in accordance with Clause 25.1 in the Data Sheet. The estimated amount of local indirect taxes is Indian Rupees Fifty Nine Lakhs and Sixty One Thousand Only (INR 59,61,000) which shall be confirmed or adjusted, if needed, during negotiations.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal, i.e. before the date indicated in Clause 12.1 of the Data Sheet.

No commissions or gratuities have been or are to be paid by us to agents or any third party relating to this Proposal and Contract execution.

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Authorized Signature

Name and Title of Signatory: Alok Agarwal, Partner  
In the capacity of: Authorized Signatory



Address: Place of Incorporation: Mumbai,

Regd. Office: 12, Dr. Annie Besant Road, Opp. Shivsagar Estate, Worli, Mumbai - 400018

Email: [alagarwal@deloitte.com](mailto:alagarwal@deloitte.com)

Regd. Office: 12, Dr. Annie Besant Road, Opp. Shivsagar Estate, Worli, Mumbai - 400018



State Project Director  
ARIAS Society

*Dhaksh*  
10/8/17

*Manu*  
10/13/17

*Adhyanshu*  
10/2/17

*S. Kumar*  
10/11/17

*S. Kumar*  
10/8/17

*F. Ahmed*  
10/15/17

## Statement of Undertaking

In competing for (and, if the award is made to us, in executing) the Contract, we undertake to observe the laws against fraud and corruption, including bribery, in force in the country of the Client

*[Signature]*



*[Signature]*

State Project Director  
ARIAS Society

*[Signature]*





*Pratik*  
10/8/17

*Pratik*  
10/13/17

*F. V. Anand*  
10/13/17

### FORM FIN-4: Breakdown OF Reimbursable Expenses

*Pratik*  
10/9/17  
*Pratik*  
10/8/17  
*Pratik*  
10/8/17  
*Pratik*  
10/9/17

No	Type of Reimbursable Expense	Unit	Unit Cost (Indian Rupee)	Quantity	Amount (Indian Rupee)
1	Domestic Flights (Kolkata - Guwahati)	Trips	6,000	240	14,40,000
2	Local Travel	Trips	3,500	480	16,80,000
3	Living Costs (Guest House)	Months	30,000	60	18,00,000
4	Documentation & Reporting Expenses	Pages	5	10,000	50,000
<b>Total Costs</b>					<b>49,70,000</b>



*Pratik*  
State Project Director  
ARIAS Society

*Adhyanayk* 10/8/17  
*Deakar* 10/8/17  
*Hindal* 10/8/2017  
*Shri* 10/8/2017  
*F. Ahmed* 10/8/17

Conducting project Baseline survey, M&E and annual follow-up studies to support project MIS Financial Proposal

## FORM FIN-3: Breakdown of Remuneration

No.	Name	Position (as in Tech 6)	Person-month Remuneration Rate (Indian Rupees)	Time Input in Person/ Month	Fees (Indian Rupees)
<b>Key Experts</b>					
K-1	Mr. Amit Roy	Team Leader	1,25,000	60	75,00,000
K-2	Ms. Juthika Banerjee	Monitoring & Evaluation Specialist - 1	1,00,000	60	60,00,000
K-3	Mr. Parag Boruah	Monitoring & Evaluation Specialist - 2	96,000	60	57,60,000
<b>Non-Key Experts</b>					
N-1	Mr. Ritu Kumar Mishra	Research Associate - 1	65,000.00	60	39,00,000
N-2	Mr. Siddharth Kumar	Research Associate - 2	92,000.00	60	55,20,000
N-3	Ms. Suparna Dey	Research Associate - 3	54,000.00	60	32,40,000
N-4	Mr. Bhaskar Kumar Kakati	Research Analyst	47,500.00	60	28,50,000
<b>Total Costs</b>					<b>3,47,70,000</b>

*Signature*



*Signature*

State Project Director  
ARIAS Society



Dr. ...  
10/8/17  
14/11/17  
12/13/2017

F. ...  
10/8/17

10/8/17  
10/8/17  
10/8/17

### FORM FIN-2: Summary of Costs

Item	Cost (Indian Rupees)
<b>Cost of the Financial Proposal (including)</b>	
(1) Remuneration	3,47,70,000
(2) Reimbursables	49,70,000
<b>Total Cost of the Financial Proposal:</b>	<b>3,97,40,000</b>
<b>Indirect Local Tax Estimates</b>	
(i) Service Tax (14%)	55,63,600
(ii) Any other applicable Taxes/CESS - (incl. Swachta Cess - 0.5% & Krishi Vikas Cess - 0.5%)	3,97,400
<b>Total Estimate for Indirect Local Tax:</b>	<b>59,61,000</b>



Signature  
State Project Director  
ARIAS Society