# ARIAS SOCIETY

Assam Rural Infrastructure and Agricultural Services Society
(An Autonomous Body under Govt. of Assam)

World Bank Financed

ASSAM CITIZEN CENTRIC SERVICE DELIVERY PROJECT (ACCSDP)

(World Bank Project ID: P150308)

PROJECT IMPLEMENTATION PLAN
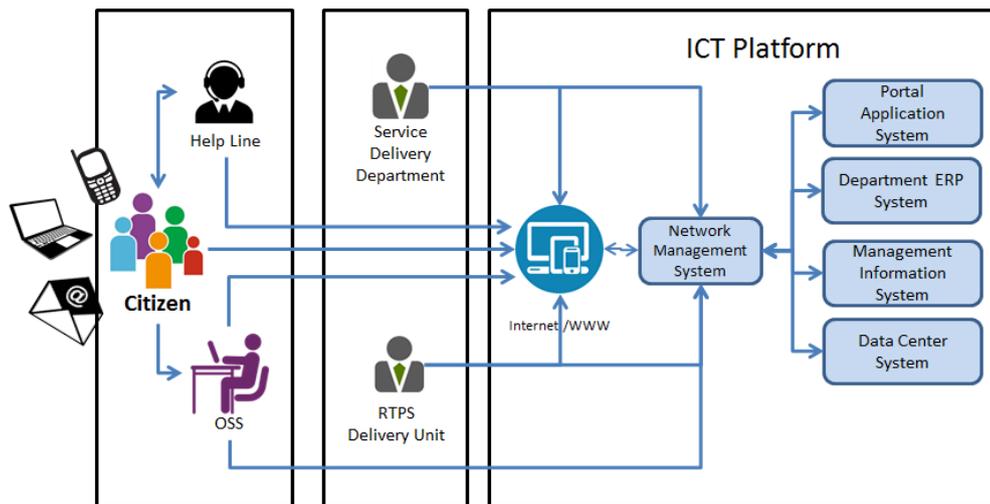
Timely Delivery of Citizen Services

ARIAS SOCIETY

Assam Rural Infrastructure and Agricultural Services Society
(An Autonomous Body under Govt. of Assam)

Project Management Unit (PMU), 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

===

Project Implementation Plan

===

Document Version No.	Release Date	Prepared/ Updated By
PIP-ACCSDP-1	06-May-2016	ACCSDP, PMU Team
PIP-ACCSDP-5	28-Mar-2017	ACCSDP, PMU Team
PIP-ACCSDP-6	12-Apr-2017	ACCSDP, PMU Team

Purpose of this document:

The purpose of this document is to provide a guideline to all stake holders including the officials of the line departments associated with the CCSD Project, about the process that shall govern the implementation, execution and operations under the Project. This document represents as Operational Manual of the project and intends to ensure efficiency in achieving the project objectives.

Any deviation from this implementation plan shall be informed to ACCSDP, PMU Team for approval and update in this document.

This document will continue to be improved/ updated with World Bank's concurrence to keep it relevant and useful. Any constructive view on this manual is welcome.

Contents

1. Project Description:

a. Project Preamble:

In 2012, the Government passed the "Assam Right to Public Services Act" (ARTPS) to strengthen service delivery in the state. The Act enables the citizens of Assam to get notified public services within a stipulated timeframe, providing for an efficient citizen-centric service delivery framework; and also fixes responsibilities on public servants to provide these services in a time-bound manner. RTPS Act also provides for a formal appellate process with provisions to penalize designated government official in the event of unreasonable delays in the delivery of a notified service or unjustified rejection of an application for service.

Fourteen out of 31 service delivery departments is presently participating in the RTPS initiative; these 14 departments provide 55 RTPS services[1], and the Government is in the process of expanding this number. The vast majority of these services are government authorizations, approvals, licenses or certifications that citizens need in order to access basic public services or/and other government benefits. These administrative documentations and certificates are essential for securing government benefits and entitlements; and to access core social services, such as schooling and educational scholarships, which are fundamental for the most vulnerable citizens. Citizen consultations in Assam however indicated that the implementation of RTPS needs to be reinforced, since most citizens were unaware of RTPS services and how to access them.

The service delivery system in Assam is marked by limited capacity in terms of infrastructure, human resources and bureaucratic procedures of service delivery; and there is a scope for improving "citizen-friendliness" of the system. The first challenge is that the majority of processes at the district and sub-district levels are still paper-based. The systems are primarily manual stand-alone systems, usually with no web-based applications or database integration. Manual processing of applications limits service delivery efficiency because of multilevel complex processes, and delays. Front-line institutions, which are the citizen's window to government, do not always operate in a transparent and citizen friendly manner. Repeated citizen attempts to procure services and associated travel time and costs can encourage unhealthy practices.

Citizen access to public services is limited by geography, topography and limited transport infrastructure in certain parts of the State, imposing unreasonable costs on citizens for securing Government services. Almost all procedures for public service delivery are provider-centered with limited involvement of citizens in the process. There have been only limited attempts to ensure that citizens are aware of their entitlements; and are informed about where to go and how to access a service or enhance their current access to services.

ICT infrastructure in the state remains in the early phases of development, despite the efforts toward establishing a foundation for state-wide ICT connectivity infrastructure under NeGP (National e-Governance Plan).The assessment conducted by IIT, Guwahati on the status of State e-district implementation indicated the critical need to improve the connectivity and

---

[1]The list of presently notified services is available at Annexure 1

infrastructure of the service delivery system and to engage citizen for accessing the services. The assessment report also highlighted the requirement for business process reengineering (BPR) of the service delivery departments to enhance the efficiency of the service delivery processes.

In order to improvise the service delivery system in the state, Government of Assam decided to take up the Assam Citizen Centric Service Delivery Project (ACCSDP).The project will pursue a multi-faceted approach to incrementally improve and expand affordable access

b. Project Objectives

The objective of this project is to improve access in the delivery of selected public services in Assam. The Project design combines Investment Project Financing (IPF) with results-based financing – a set of disbursement conditions that provide a performance framework to advance the reform agenda to support the achievement of the agreed results. The project targets to achieve its objectives in 5 years.

The Project adopts an integrated approach, addressing the supply-side and demand-side aspects of service delivery, to improve and expand access to 18 targeted RTPS services within Revenue, Welfare of Plain Tribes and Backward Classes (WPT&BC) and Transport Departments as well as the Guwahati Municipal Corporation. The selection of services targeted in this project is based on government priorities, citizen consultations, and services of importance to disadvantaged communities.

Project interventions will (i) strengthen RTPS implementation; (ii) support process re-engineering in targeted services; (iii) develop Public Facilitation Centers (PFCs) to deliver services electronically at the block and circle levels; and (iv) promote citizen engagement. Primary beneficiaries of the project are common citizens, notably the poor who depend on basic services of the government.

1. Improve Accessibility: The Project will finance the creation of an **Online Portal** that allow will citizens to apply for RTPS services online, moving towards an operating model that eliminates the need for a physical visit to departmental offices. **Public Facilitation Centers (PFC)** to be established in all district, circle and block offices for registering and tracking RTPS service applications will increase the accessibility of services by the citizen. In addition, citizen can get the information required to apply for the services from the PFCs. Beyond the Public Facilitation Centers, the Project would explore alternative methods such as through Offline to Online (O2O) mechanisms[2] to bring services even closer to local communities. The O2O mechanism will leverage Mobile Service Delivery Gateway (MSDG) / Mobile Seva of MeitY to enable service delivery on mobile devices.

2. Cost Reduction: Citizen can access the services through Public Facilitation Centers (PFCs) at their nearby sub divisional, sub registrar, block offices through **Online Portal (OP)**, and also from their residence using computer and mobile phones through internet. The cost of travel and time will therefore be reduced significantly. It will also eliminate unhealthy

---

[2]Offline to Online (O2O) is the principle of connecting the Online digital world to the Offline world. O2O would allow services to be transacted in remote locations using Smart Phones and/or mobile internet-connected POS terminals, which then get pushed on-line in batch mode when reliable network connectivity becomes accessible.

practices such as rent-seekers and middlemen who charge the citizens for their services or helps to avail the services.

3. User Friendliness: The Online Portal (OP) will be **multilingual** (Assamese, Hindi and English and other local vernacular languages), **Service Oriented**, **Simple** and **User friendly**. The **User Interface** of the Portal will be **designed** in such a way that any **citizen with basic IT knowledge can access and apply for the services themselves.** The **navigation system of portal** shall be **service centric rather than department centric** so that citizen does not need to be aware of which department is providing which services. The **manpower staff** to be deployed at the **PFCs** will be trained with necessary skills to provide the services to the citizen professionally and in friendly manner.

4. Citizen Awareness: Considering that common people are largely unaware about the RTPS Act, the entitlements guaranteed under this law, and the services notified under Act, the project will conduct state-wide Information and Education Campaign (IEC) to enable provisioning of relevant, user-centered and actionable information to publicize
- the provisions of RTPS Act and the entitlements for citizens under the Act;
- the procedures for accessing the RTPS services;
- in case of grievances, how to get those grievances redressed; and
- all other aspects of the Assam Citizen Centered Service Delivery Project (ACCSDP)

The **Citizen Awareness Campaigns (CAC)** as part of **IEC** program will utilize multiple channels/media to communicate these key messages in easy to understand format across mainstream (print and electronic) media, e.g. community media including radio; traditional art-forms such as music, folk dance, drama; visual & outdoor channels including notice boards at Public Facilitation Centers and other public places; on the on-line RTPS portal and messaging through mobile phones, technology-based voice communication channels. The **Citizen Awareness Campaign** will be implemented on the basis of based on an information requirements assessment by the selected **IEC agency**. The outcome of the assessment will indicate the type of media, content, engagement model and publication strategy to be used in the campaigns. An **evaluation system** to measure the effectiveness of the campaigns will be defined before any campaign is initiated**.**

5. Timely Delivery of Services: The project will facilitate timely delivery of services as per provisions of the Assam Right to Public Services Act 2012. The RTPS ICT platform, created by the project will automatically track individual service requests and appeals under RTPS; actions taken by designated officers and staff; and rule-base escalation in case of time overruns. The RTPS Service Delivery Unit to monitor and track the service delivery progresses and statuses of the services requested by citizen. The Service Delivery Unit will coordinate with the service providing department to address any grievances and issues of the citizen. The details of the Designated Public Servant, Appellate Authority and Reviewing Authority of the service provider as per ARTPS Act 2012will be shown in the online portal. The detail procedures for filing an appeal by the citizen when the services provided by the department are not satisfied will be published in the portal.

6. Optimization of Service Delivery Process: The existing service delivery systems and processes of the service delivery departments are mostly manual and by automating the processes itself will increase the efficiency of the delivery process significantly. A **Business Process Reengineering (BPR)** agency will be engaged to assess and identify the gaps and requirements for automation of processes of the service delivery departments. The scope of

BPR will also include the removal of redundancy, simplification of processes, data integration requirements. The BPR Team will assess the **resources** & skill requirements to support the delivery system of the department. The **hardware and infrastructure requirements** of the departments will be reviewed by the BPR Team and IT Specialist for optimization. The BPR team will prepare a **separate report on optimization** of resource, hardware and infrastructure for each service delivery departments.

7. RTPS Delivery Unit: The Project will support the creation of a high-level delivery unit with adequate authority and capacity to drive RTPS implementation across the state. The Delivery Unit will be housed in a strong cross-cutting institution and will have a mandate to: (i) drive delivery of high- priority public services by providing support to departments to overcome key delivery challenges; (ii) monitor service delivery performance across government; and (iii) address cross-cutting administrative obstacles that impacts service delivery to citizens. Effective functioning of a strong delivery unit will also make sure that the Project's results are properly institutionalized within government.

8. Improvement of Network, Connectivity and Infrastructure: Improving network and connectivity is one of the key objectives of this project. The project will provide point to point network connectivity with 2mbps (upload and download) at the 428 PFC locations covering all the districts of Assam including the Autonomous District Councils to enable citizen to access the services easily. This network can also be leveraged for any future services and mission which require electronic delivery and communications.

A dedicated link with 128mbps burstable to 2gbps network will be provided between the datacenter (cloud based) where the ACCSDP Online Portal will be hosted and network service provider's hub/gateway with redundancy built in.

Application software maintenance, data management and system integration will be easier as most of the applications and data will be hosted at a centralized server on a cloud data center. The requirement for data recovery system, uptime guarantees and data replication will be defined and included in the Service Level Agreement with the Data Center Service provider.

9. Increase Transparency: ACCSDP project will increase the transparency in the service delivery system by sharing information on the service delivery processes, prerequisites, fees, appeal procedure, accountabilities and responsibilities of service delivery staffs, designated officers, and the appellate authority to all the stakeholders. The citizen will receive status of their applications by SMS, email or by calling the dedicated call center. Application pending status will be sent to service delivery staffs, designated officers and stakeholders. The Service delivery reports and other related MIS reports will be shared to all the stakeholders.

10. Efficiency in addressing Citizen's feedback and grievances: The portal will have functionalities to capture Citizen's feedback and grievances. The portal will display the status of their complaints and grievances.

Call center to be established under this project will support and help citizen to access information and procedures to avail the services and also act as a channel to collect feedback and grievance from the citizen. The call center will facilitate the citizen to address their issues and complaints by coordinating with the service delivery officials and even raise

appeals on behalf of the citizens. The call center will provide call records and reports regularly to the concern officers of RTPS Delivery Unit.

Appeals and grievances can be viewed and update anytime from the portal and also SMS alerts and reminder will be sent to the concern officers or staffs who are responsible for addressing the issues.

11. Ease of Monitoring and Tracking: The Centralized MIS platform integrated with portal and call center will enhance the monitoring and Tracking system of the project. The MIS Platform will be web based and will be accessible by the service delivery department, RTPS Delivery Unit and other stakeholder and will enable them to monitor and evaluate the service delivery performance anytime anywhere.

Sending SMS and email reminders/alerts to service delivery departments, RTPS delivery unit and other stakeholders for critical activities will make monitoring and tracking easier and on time.

c. **Alignment with UN SDG:**

Government of Assam assigns high priority on Sustainable Development Goals (SDGs) and has launched an initiative "Assam 2030 in light of SDG" to implement SDGs as *Single Holistic Synergized Initiative* (SHSI). The 17 SDGs adopted by the Member States of United Nations will guide global action on sustainable development until 2030; and the emphasis under this new GOA initiative would to be orient, align and synergize the existing efforts and programs of government to SDGs.

Research in national and international context have demonstrated that government effectiveness and rule of law appear to have positively impacted on progress with the MDGs; and this will be more relevant in the pursuit of more integrated and aspirational goals like the SDGs. Given that the realization of SDGs is directly or indirectly related to the delivery of key services to people, the new citizen centric approaches for public services would serve as enabler to achieving SDG targets in Assam.

The vast majority of these RTPS services are government certificates, authorizations or licenses that are essential to access basic entitlements by citizens with incomes below the poverty line. The project outcome would therefore contribute achieving a number Sustainable Development Goals, in particular Goal 1 (*end poverty in all its forms everywhere*). Other SDGs that the project is expected to influence are Goal 8 (*productive employment and decent work for all*); Goal 6 (*sustainable management of water and sanitation*); and Goal 11 (*make cities inclusive, resilient and sustainable*).

Further, the inclusion focus of the project is directly related to Goal 10 (*reduce inequality within and among countries*); and easier efficient access to land related services by rural people will advance the *achievement of food security and promotion of sustainable agriculture* (Goal 2). Subsequent extension of project activities to health and education related services of the government is expected to impact achievement of Goal 3 & 4 (*ensuring healthy lives and equitable education for all*).

It is also noteworthy to mention that the PDO and result indicators of CCSD project are in complete harmony with Goal 16 (*build effective, accountable and inclusive institutions at all levels*).

d. Alignment with Digital India Program

Automation of the service delivery system creates an opportunity to improve access to services to underserved citizens. E-service delivery also marks the next step in public sector modernization, building upon National e-Governance Plan (NeGP) and Department of Telecom efforts to establish state-wide ICT infrastructure and to provide connectivity to village-level Gram Panchayats. Last mile connectivity, the critical link for expanding service access in rural Assam, is a core component of the current Government of India's Digital India Program which was approved in August 2014. Digital India aims to establish broadband highways, universal mobile connectivity, public Internet access, e-Governance, e-Kranti, information for all, electronics manufacturing, IT for jobs, and early harvest programs.

One of the major components of this project is to provide connectivity to the rural areas at the block level. The project will support the initiatives of e-Governance& e-Kranti by facilitating the digital service delivery channels at the village levels. The project will also increase the Digital Literacy of the citizens through the PFCs by providing trainings and exposure to the electronic Service Delivery System.

e. Tribal Development plan:

As per the 2011 census, the total population of Assam is 3,12,05,576; the decadal growth of population is 17.07% while in previous decade it was 18.85%. The population of Assam constitutes 2.58% of India's total population. The Gender Ratio in Assam is 958 women for each 1000 men; and it has improved substantially over the last decade. The gender related development indices in Assam are more-or-less favourable compared with the corresponding national figure, implying lesser instances of gender-based disparity in the State. Women enjoy better status as compared to women in India in terms of decision making power at the household level; however women's participation in political process or in the government services is low.

The tribal population is 38,84,371, which is 12.4% of the total population of the state. The tribal in Assam constitute 3.72% of total tribal population of the country. The State has registered 17.4% decadal growth of tribal population in 2001-2011 which is slightly higher than the overall decadal growth for the state. The overall sex ratio among tribal people is 984, which is marginally less than the national average of 990. The tribal population in Assam is predominantly rural with 94.4% residing in rural areas.

Assam is an ethnically diverse state with different languages, traditions and cultural practices; it is the melting pot of a large number of ethnic tribes and races, which have infused richness in the cultural tapestry of Assam. Major tribes of Assam are: Bodo (35.1%), Mishing (17.52%), Karbi (11.1%), Rabha (7.6%), Sonowal Kachari (6.5%), Lalung (5.2%), Garo (4.2%), and Dimasa tribes (3.2%). They constitute ninety per cent ST population of the state. The other tribal people in Assam are Deori, Hajong, Thengal Kachari, Khasi,

Jaintia, Mech, Chakma, Mizo, Hmar, Kuki tribes, Naga tribes, Barmans (in Cachar), Man (Tai speaking), Khampti and Singhpho tribes. The spatial distribution of tribal population in Assam could be broadly classified under two groups: Hill tribes and Plain tribes.

Seven districts of Assam have ST population of more than 25%. These districts are:

District	Total Population	ST Population	Percentage of ST
Dima Hasao	214,102	151,843	70.9
Karbi Anglong	956,313	538,738	56.3
Dhemaji	686,133	325,560	47.4
Baksa	950,075	331,007	34.8
Chirang	482,162	178,688	37.1
Udalguri	831,668	267,372	32.1
Kokrajhar	887,142	278,665	31.4

These seven districts together account for 53.3% of the tribal population of the State. Inter-district variation of ST population in other districts is however quite large – as low as 0.1% in Halakandi district to as high as 23% in Goalpara and 23.9% in Lakhimpur district. Another interesting aspect of distribution of tribal population in Assam is that most of the plain tribes are inhabitants of Brahmaputra valley and only a small proportion lives in Barak Valley.

I. In the autonomous Districts of Karbi Anglong and Dima Hasao	II. In rest of the districts of Assam including Bodoland territorial Areas District (BTAD)
1. Chakma	1. Barmans in Cachar
2. Dimasa, Kachari	2. Bodo, Borokachari
3. Garo	3. Deori
4. Hajong	4. Hojai
5. Hmar	5. Kachari, Sonwal
6. Khasi, Jaintia, Synteng, Pnar, War, Bhoi, Lyngngam	6. Lalung
7. Any Kuki tribes	7. Mech
8. Lakher	8. Miri
9. Man (Tai speaking)	9. Rabha
10. Any Mizo (Lushai) tribes	10. Dimasa
11. Karbi	11. Hajong
12. Any Naga tribes	12. Singhpho
13. Pawi	13. Khampti

I. In the autonomous Districts of Karbi Anglong and Dima Hasao	II. In rest of the districts of Assam including Bodoland territorial Areas District (BTAD)
14. Syntheng	14. Garo
15. Lalung	

The literacy rate among tribal in Assam is 72.1%, which broadly mirrors the overall literacy rate of the state; and is well above the national average. However the gap between the male and female literacy rate (79% & 65% respectively) highlights that tribal women are still lagging behind on educational attainment.

The overall economic condition of an average tribal household appears to be similar (or slightly better) that that of an ordinary household. In Census 2011, only 18.6% tribal household had reported absence of any durable household assets, which is 5 percentages lower than that of all social groups. However access to banking services and grid electricity are considerably lower.

Demographic diversity, together with complex socio-economic dynamics in Assam have resulted in inequities of service access; certain groups of the society are at a disadvantage in accessing government services. Notable among these groups are the tribal people, especially those in the scheduled areas; but beyond them, communities living in riverine areas and forest villages near the border areas, and migrant tea-garden workers of Adivasi origin (commonly terms as Tea-tribe communities) also are at disadvantage.

The initial scoping and preliminary assessments made during the project preparation has established that the profiles project beneficiaries are diverse, comprising of a number of societal and ethnic sub-groups and other regional features. There are substantial tribal people in the project area; and they do have a collective attachment to the project interventions and outcomes, especially in the scheduled area. It is clear that the program interventions will not affect adversely the tribal people, but, they do require special attention from the view point of ensuring inclusion and equity. Accordingly, the Tribal Development Plan (TDP) is developed to address tribal issues up-front and provide culturally compatible resolutions that ensure focused and exclusive attention towards tribal / indigenous people. The objectives of the Tribal Development Plan are to ensure that the tribal populations are: i) adequately and fully consulted; (ii) enabled to participate in the project and derive full benefits; and (iii) that the project's institutional and implementation arrangements take due note of the existing governance in the tribal areas as specified under the Constitution of India and relevant legal provisions.

This document along with other assessments will inform the final design of the project and underscore the importance that needs to be given to tribal and other vulnerable social groups.

f. Project Beneficiaries:

Primary beneficiaries of the project are common citizens, notably the poor who depend on basic services of the government. By expanding and improving access of targeted public service, the project will directly or indirectly offer benefits with regard to land & property ownership, establishing identity and proof of residence, getting admission to school,

securing social security benefits for the poor and disadvantaged, accessing entitlements for the disabled, securing educational scholarships and jobs for those who fall under the SC/ST quota, and realising inheritance and insurance of the deceased. Citizens almost invariably are required to pay 'service fee' to a middleman to access these benefits; and this project is expected to significantly reduce these practices of rent-seeking. The secondary group of beneficiaries are the officials and staff of targeted departments. These officials and staff, working primarily in front-line institutions as well as in back-end service delivery processing will benefit from significant capacity building and change management investment of the project.

g. **Project Components:**

The Project consists of two components.

*Component One***:** Technical Assistance (US$ 31.7 million) will finance activities designed to strengthen RTPS implementation; support process reforms/e-enablement in targeted services; establish Public Facilitation Centers; and create citizen feedback mechanisms. This component will disburse against eligible expenditures upon submission of IFRs.

*Component Two***:** Results-based Financing (US$ 7.5 million) provides incentives for achieving results with respect to improving the access and accountability of RTPS services. This component will disburse against agreed eligible expenditure programs (EEPs) upon achievement of Disbursement Linked Indicators (DLIs).

Component One: Technical Assistance (*US$ 31.7 million IBRD; US$ 7.925 million GoA***)**

This component will provide specialized technical assistance to support implementation of the government program and the achievement of the PDO. Eligible expenditures under this component are consulting and non-consulting services, acquisition of goods and operating costs. This component will provide funding for the following 4 sub-components:

• *Sub-component 1. Strengthening RTPS implementation.* Activities under this sub-component will include the creation of

(i)   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;

(ii)   a **Management Information System (MIS),** along with institutional mechanisms, to ensure that data from the MIS is used for calibrating the implementation of RTPS, and

(iii)   an **Online porta**l 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. In addition, this sub-component will finance two other activities, including

(iv)   **capacity-building** to support adaptation to electronic processing, and

(v)   the **design and implementation of a change management** strategy. Finally, the Project will support the creation of a high-level delivery unit with

adequate authority and capacity to drive RTPS implementation across the state.

• *Sub-component 2. Supporting Process Re-engineering in Targeted Services.* Activities under this sub-component will include:

(i) **integration of electronic approaches to G2C service** delivery with 18 targeted RTPS services initially within four Departments/Agencies (Revenue and Welfare of Plain Tribes and Backward Classes, and Transport as well as, the Guwahati Municipal Corporation;

(ii) **process simplification**, such as delegating responsibilities to lower levels of government, reducing the number of supporting documents required to access services;

(iii) **improving the field verification system** for delivery of selected services, and streamlining the issuance of digitally signed certificates9;

(iv) **the development of a quality management system** within departmental delivery processes; and

(v) **the creation of an integrated electronic repository of government-issued certificates available online.** Other services may be chosen as the project demonstrates success in re-engineering these 18 services.

• *Sub-component 3. Setting up One-Stop Service Centers.* Activities under this sub-component will include

(i) **creating about   428 Public Facilitation Centers** in blocks/circles and other designated offices;

(ii) equipping them with critical **ICT infrastructure and reliable broadband connectivity** to handle RTPS requests and deliver e-enabled targeted services10;

(iii) **hiring contracted staff to operate centers** (two per center), and

(iv) **supporting other incidental costs** (e.g., maintenance). Beyond these, the Project would explore alternative methods such as the use of **Offline to Online** O2O mechanisms, in view of the limited ICT connectivity in the state. Given that the connectivity solutions under this subcomponent focus primarily on the block and circle levels, such O2O mechanisms could play a vital role in bringing services even closer to local communities.

(v) **Development of a Public Private Financing and licensing framework** to guide the licensing of the CSCs and potentially the PFCs to cover the cost of maintaining these centres on sustainable manner once a stream of electronic government services is established.

• *Sub-component 4. Promoting Citizen Engagement.* Activities supported will include:

(i) a state-wide **Information and Education Campaign (IEC)** to publicize the provision of RTPS Act and the procedures related to accessing RTPS services;

(ii) the creation of an **effective beneficiary feedback mechanisms** in service delivery systems, involving the development of a mobile phone and web-based citizen feedback system with respect to individual service delivery transactions. This electronic approach for beneficiary feedback would be integrated into the ICT platform (sub-component 1) to automatically elicit

feedback after the service is delivered. Such feedback will be analyzed and used to pinpoint specific areas for further improvements; and

(iii)   the establishment of **a toll-free call center** to provide assistance to citizens in accessing services. The call center will also register, collate and forward any reported grievances to the relevant department for resolution within the stipulated time. Information on the status of complaint resolution would be a key area of focus for the Management Information System (MIS).

Component Two: **Results-Based Financing (***US$ 7.5 million IBRD; US$ 1.875 million GoA***):**

This component aims to support the Government of Assam to implement critical public management reforms related to delivery of public services. Specifically, this component supports the Government's Program which aims to broaden access to RTPS services particularly with regard to scheduled areas, increase the number of notified services and incentivize the establishment of Public Facilitation Centers across the state. **A result-based framework (table 3) is used to incentivize for achieving key results.** The disbursement is based upon achievement of key results as measured by the Disbursement Linked Indicators (DLIs) (table 1) and against the execution of agreed-to Eligible Expenditures Programs (EEPs) (table 2).

Disbursement-Linked Indicators (DLIs): Four DLIs have been identified for providing incentives to expand the coverage of RTPS to tribal districts; increase the number of services notified under the law; promote the setting-up of Public Facilitation Centers; and encourage the use of RTPS services by an increasing number of citizens.

• *DLI 1: Increase in the volume of applications submitted on-line for RTPS services (US$2.5 million).* The Project will incentivize citizens' increased access to services under RTPS, given that citizens are mostly unaware of the Act and how to access services under its provisions; and number of citizens accessing RTPS services is meager.

• *DLI 2: Public Facilitation Centers fully operational (US$1 million).* The fully equipped and adequately staffed centers would be established to function at least six hours on all working days to receive RTPS service requests and be able to electronically deliver the targeted set of RTPS services.

• *DLI 3: Access to RTPS Services expanded [in underserved areas of Assam][to Tribal Districts]* (*US$2.5 million).* The RTPS Act has not been implemented in the six autonomous districts and formal endorsements of the Autonomous Councils would be required before an Act of the State Legislature is enforced within their jurisdiction. The Government of Assam has initiated dialogue with the Autonomous Councils to extend the coverage of RTPS Act to all these six autonomous districts.

• *DLI 4: Increased number of services notified under RTPS Act (US$ 1.5 million).* The result based financing approach would also incentivize expansion of the number of services from the present 55 services to at least 80 services over the next five years. Some key services such as the issuance of ST and income certificates and income certificates would be notified as RTPS services over time.

Table 1:

Project DLIs	Rationale
DLI #1: Number of applications submitted on-line for RTPS services.	Facilitate access to more accountable, effective and transparent public services by citizens of Assam.
DLI #2: Public Facilitation Centers fully operational	Facilitate access to public services through the geographical expansion of the service access center network to district, sub-division, circle and block offices.
DLI #3: Access to RTPS Services expanded [in underserved areas of Assam][to Tribal Districts].	Expand coverage of Assam RTPS Act to all Autonomous Council districts administered by Autonomous Councils under the 6th Schedule of the Indian Constitution.
DLI #4: Number of services notified under the RTPS Act	Notifying additional services under the Assam Right to Public Service Act for simplified, time-bound service delivery.

Eligible Expenditure Programs (EEPs). The Eligible Expenditure Program to support the DLI component will be salaries of the Department of Revenue under major Heads of Stamps and Registration and Land Revenue. An Eligible Expenditure Program for the Project has been estimated. This has been projected forward using the normal rates of increase for the salary budget of the Government. The EEP has been computed from Major Heads 2030 and 3473 for Stamps and Registration and Major Head 2029 for Land Revenue. The Object Heads include Pay, DA, LTC, Medical Allowance, HRA and medical reimbursements. The Minor Heads include Direction and Administration, Survey and Settlement, Land records and collection charges. An EEP report will be submitted annually in support of the DLI achieved. This will be based on the expenditure generated from the CTMIS. Disbursement against the DLI component will be made on an annual basis based on achievement of the DLIs as per the independent verification and the execution of the identified EEPs.

Table 2: Eligible Expenditure Budget Programs (USD million)

Identified EEPs (in million USD)	2016-17	Y1	Y2	Y3	Y4	Y5	Total
Salary expenditures of institutions contributing to the achievement of DLIs (Revenue and Disaster Management Departments	13.5	15.2	15.9	16.7	17.5	18.4	**83.7**
Total EEPs	**13.5**	**15.2**	**15.9**	**16.7**	**17.5**	**18.4**	**83.7**
Disbursements of Loan Component		**1.7875**	**1.475**	**1.475**	**1.475**	**1.2875**	**7.5**

DLI (USD in Thousands)	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
DLI 1: applications submitted on-line	0	500	500	500	500	500	2,500

Table 3: Result Framework

RESULT	INDICATOR	Core	DLI	Unit	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
PDO Indicator										
Key Result 1. 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
Key Result 2. Public Facilitation Centers fully operational	Public Facilitation Centers fully operational[3]		X	Number	30 fully operational Public Facilitation Centers identified.	Implementation Strategy and roll-out plan approved by GoA.	Additional 70 Public Facilitation Centers made fully operational. (i.e a total 100 centres)	Additional 120 Public Facilitation Centers fully operational. (i.e a total 220 centres)	Additional 120 Public Facilitation Centers fully operational. (i.e a total 340 centres)	Additional 88 Public Facilitation a Centers fully operational. (i.e a total 428 centres)
Intermediate Indicators										
Sub-Component 1: 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	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.	Notification of 10 new RTPS services by at least two Autonomous Councils (i.e.	Notification of 10 new RTPS services by at least two Autonomous Councils (i.e. total 90 services)

---

[3] Fully operational Public Facilitation Centers would entail fully equipped centers with adequately trained staff that functions at least 6 hours on all working days to receive RTPS service requests; and deliver targeted set of RTPS services, using electronic means.

RESULT	INDICATOR	Core	DLI	Unit	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
						Councils (i.e. total 30 services)		total 50 services)	total 70 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)
	Number of applications for RTPS with women as beneficiaries[4]	X[5]		% of total appli-cations	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.
Sub-component 2: Supporting Process Re-engineering in Targeted Services	Government departments with improved processes[6] for targeted services.			Number	0	0	4	10	4	0
Sub-component 3: RTPS services delivered within stipulated time limits.[7]	RTPS services applications responded to within the legal time-frame.			Per-centage	0	Monitoring system for time compliance established	50%	60%	70%	80%
Sub-component 4: Promoting Citizen engagement	Increase in RTPS beneficiary feedback on service delivery[8]			Per-centage	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

---

[4] This indicator will be measured by data from the centralized monitoring system.

[5] Equivalent to core sector indicator: "Direct project beneficiaries (number), of which female (percentage)."

[6] 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.

[7] 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.

[8] 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.

PROJECT COMPONENT RELATIONSHIP DIAGRAM
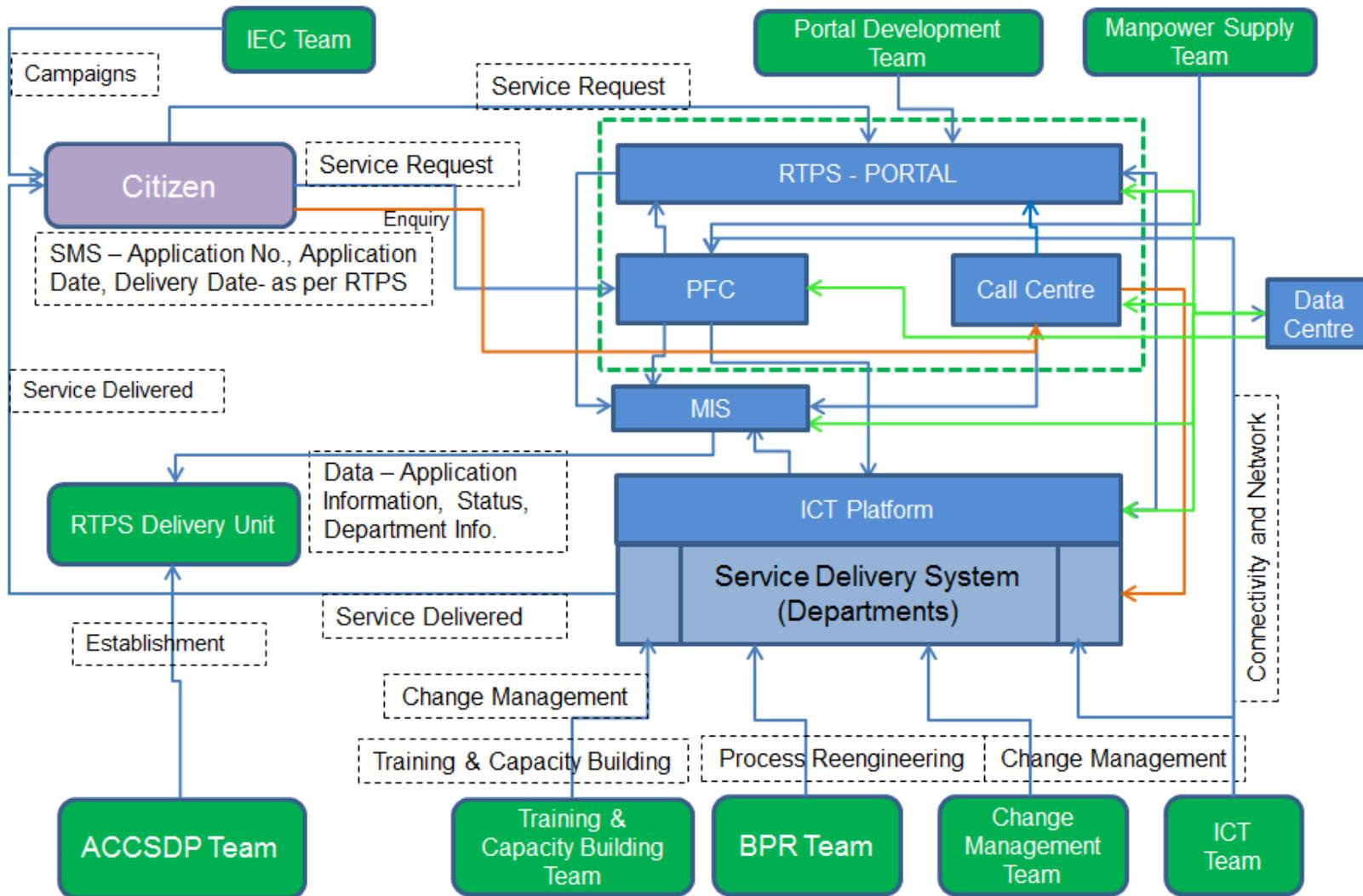
h. Scope of the project and deliverables:

Currently there are 55 services notified under the ARTPS Act 2012. The integration of electronic approaches to G2C service delivery will be done with 18 targeted RTPS services initially within four Departments (Welfare of Plain Tribes and Backward Classes, Revenue, Transport and the Guwahati Municipal Corporation). The targeted 18 services are mentioned below:

Sl. No	Services	Department	Sl. No	Services	Department
1	Mutation of property ownership	Revenue	10	Non-creamy layer OBC Certificate	WPT&BC
2	Certified copy of land records	Revenue	11	Issuance of Birth & Death certificates	GMC
3	Registration of property documents	Revenue	12	Trade licenses	GMC
4	Non-encumbrance certificate	Revenue	13	Mutation certificates	GMC
5	Certified copy of registered sale deeds	Revenue	14	Building permissions	GMC
6	Marriage certificate	Revenue	15	Issuance of driving licenses,	Transport
7	Certified copy of mutation order	Revenue	16	Vehicle registration,	Transport
8	Partition of property	Revenue	17	Permits for commercial vehicles,	Transport
9	Scheduled Caste certificate	WPT&BC	18	Fitness/pollution-under-control certificates	Transport

A high level scope of the project is defined based on the preliminary assessment conducted by PMU. The scope includes:

1. HW & Infrastructure: The hardware and Infrastructure requirement such as Desktop Computers, Laptops, Printers, Modems, UPS, Server, LAN and Computer Peripherals will be provided to Service delivery department, Public Facilitation Center (PFC), Project Management Unit, RTPS Delivery Unit. The specifications and quantities will be finalized after the assessment and requirement analysis by the PMU's IT Specialist Team. This is one of the key deliverable to achieve the results mentioned in the Result Framework (i.e. Table 3, Key Result 2. One-Stop Service Centers fully operational, Sub-Component 1: Strengthening RTPS implementation)

2. Network Connectivity & bandwidth: The project will provide point to point network connectivity with 2mbps (upload and download) at the 428 PFC locations covering all the districts of Assam including the Autonomous District Councils. A dedicated link with 128 mbps burstable to 2gbps network will be provided between the datacenter (cloud based) where the ACCSDP Online Portal will be hosted and network service provider's hub/gateway with redundancy built in. A service provider will be selected through a competitive bidding to provide the required services. Any delay in implementing this will have a direct impact in achieving Key Result 1 and 2 of Result Framework.

3. Data Center & DR system: Online portal and the applications to be developed under the projects will be hosted at a common data center with disaster recovery facility. The requirement and specification of the Data Center & Disaster Recovery will be finalized after the assessment and requirement analysis by the PMU's IT Specialist Team. The Data Center would conform to IDCA standards and IS27001 standards on security. The project will try to leverage the State Data Centre, as and when it becomes operational and conforms to IDCA and IS27001 standards. This one of the key deliverable for achieving Sub-Component 1 of the Result Framework.

4. Business Process Reengineering: Automating the processes of the service delivery systems will enable the service delivery department to deliver the service on time and efficiently. A BPR agency will be hired to identify scope for process simplification and automation, to improve the field verification system, to improve quality in the delivery system, to integrate electronic repository systems. The Business Process Re-engineering would cover the processes in its entirety, adhering to standards and guidelines prescribed by MeitY, Government of India. The development and implementation of the requirements will be done by the appropriate teams engaged under this project. Business Process Reengineering is one of the key intermediate indicator of the result framework. (Sub-component 2: Supporting Process Re-engineering in Targeted Services)

5. Public Facilitation Centers: This project will create about 428 Public Facilitation Centers in blocks/circles and other designated offices to provide the services. Project will provide contracted staff to operate centers (two per center) and will support other incidental costs (e.g., maintenance). A manpower hiring agency will be selected to supply the required manpower for this. The project will also leverage the Common Service Centre (CSC) to provide the services so that Citizens would have the option to access these services electronically from a nearby Common Service Centre (CSC) with reliable network connectivity. At least 85 Centers shall be operational in the first 2 years of the project and all the centers shall be operational in the next 3 years to achieve Key Result 2 of the Result Framework.

6. Development of RTPS Portals and ICT Platforms: The Online Portal to be developed is the primary interface for delivering the service to the citizen. The portal will be accessed by the Citizen, PFC, Call Center agents, Department officials and RTPS delivery unit and government agencies. Efforts will be made to leverage Open Source Technologies, wherever feasible, in the design and development of the portal and other ICT platforms. The online portal will leverage, wherever feasible, the existing core infrastructure and services such as SSDG, SP and e-District; and efforts will be made to align its design with the architecture of GI Cloud initiatives (MeghRaj) of Government of India. The project will leverage Mobile Service Delivery Gateway (MSDG) / Mobile Seva of MietY to enable service delivery on mobile devices. A competent software development agency specialized in open source technologies will be hired to develop the portal. The evaluation and selection of the tools and technologies will be carried out by the IT specialist engaged for this project. The deliverables under this scope will be important factors to achieve Sub-Component 1(Strengthening RTPS implementation) & Sub-component 3(RTPS services delivered within stipulated time limits) of the result framework.

7. Process automation & System Integration: The requirements for process automation and system integration identified in the process reengineering by BPR agency will be fulfilled by the software development agency hired for the portal development or by the agency which provided the existing application software or by the department's IT teams. Wherever feasible, Open sourced based tools and technologies will be used for development of the applications. The evaluation and selection of the tools and technologies will be carried out by the IT specialist engaged for this project. The deliverables under this scope will be key factor for achieving the results Sub-component 3 (RTPS services delivered within stipulated time limits) of the result framework.

8. Development of MIS & Risk Management Systems: A web based MIS Application will be developed which can be accessed by RTPS applicant at the PFC, Call Center agents, Department officials and RTPS delivery unit and government agencies. The MIS Application will have a Risk Management module to assess, track and monitor risk during execution of the project by PMU Team and later it will be used by RTPS Delivery Unit for tracking and monitoring of risk identified or arisen in future. The MIS Application will be developed using mostly open sourced based tools and technologies. A competent software development agency specialized in open source technologies will be hired to develop the portal. The deliverables and activities under this scope will be critical to the overall project and will support in achieving all the goals of the result framework.

9. IEC Campaigns–The project will conduct effective IEC campaigns to create awareness of the RTPS Act and engage citizen to avail the services. An IEC Agency will be selected and the agency will conduct assessments to identify the type of media, content, engagement model and publication strategy to be used in the campaigns. IEC campaign may use different channels and media such as Street plays, drawing and painting competition for school children, Radio programs by nodal officers of departments, TV spots, Radio jingles, Pamphlets/display boards, Advertisements- print and electronic media, Workshops for NGOs, citizen groups, Resident Welfare Associations, Information Kiosk, Signboards and Electronic Display boards etc. based on the assessment outcome. An evaluation system will be created to measure the effectiveness of the campaigns. The deliverables under this scope is the key factor for achieving Key Result 1 (Volume of applications submitted on-line for RTPS services increases) and Sub-component 4(Promoting Citizen engagement) of the result framework.

10. Establishment of RTPS Delivery unit – RTPS Delivery Unit with adequate staff and authority will be established to monitor and track the implementation the RTPS services delivery system. The PMU will initiate for approvals, orders required to setup the unit and authorization to implement the rules and service delivery process of ARTPS Act 2012. The RTPS Delivery Unit will lead in preparing the change management plan and execute it to increase effectiveness of the ARTPS Act implementation in all targeted service delivery department. The deliverables under this scope will be key factor for achieving the Key Result 1 (Volume of applications submitted on-line for RTPS services increases), Key Result 2(One-Stop Service Centers fully operational) Sub-Component 1(Strengthening RTPS implementation), Sub-component 3(RTPS services delivered

within stipulated time limits), Sub-component 4(Promoting Citizen engagement) and all the DLIs of the result framework.

11. Establishment of a Call Center and citizen grievance redressal system: The project will engage a Call Center Agency to support and help citizen to access information and procedures to avail the services and also act as a channel to collect feedback and grievance from the citizen. The RTPS delivery unit will be responsible for defining the scope of work, SLA and monitoring of the Call Center. The deliverables under this scope is the key factor for achieving Key Result 1 (Volume of applications submitted on-line for RTPS services increases), Sub-component 3(RTPS services delivered within stipulated time limits), Sub-component 4(Promoting Citizen engagement)

12. Change Management, Training & Skill development – The project will engage training agency, specialized trainers and change management specialist to provide necessary trainings to the staffs of Service delivery department, Public Facilitation Center (PFC), Project Management Unit, RTPS Delivery Unit. The project will arrange Tours, site visits and exposure trips to gain necessary skill and knowledge for successful implementation of the project. The scope will also include change management efforts that involve application of tools, processes, skills and principles for managing the people side of change for effective implementation and to achieve the desired outcomes of the project. The deliverables under this scope is the key factor for achieving Key Result 1 (Volume of applications submitted on-line for RTPS services increases), Key Result 2(One-Stop Service Centers fully operational), Sub-Component 1(Strengthening RTPS implementation), Sub-component 3(RTPS services delivered within stipulated time limits),

The scope may be changed after the detail assessment and analysis of the service delivery systems of the departments are conducted. The **scope management process** is defined in the **Project Implementation Details** section of this document.

i. **Proposed Service Delivery system:**

The primary reason for conducting BPR activities is to simplify and optimize the service delivery processes. The citizen will easily access to information of the services, eligibility criteria, required documents, stipulated time for delivery and other RTPS information from the Web Portal or by visiting nearby PFCor by calling at the Call Center. Citizen can submit their application and documents either at the PFC or at any other web-enabled location (including CSCs) through the Online Portal. Service fees and charges can be paid at the PFC or online through the Web Portal. An acknowledgment slip containing a unique ID and stipulated time of delivery along with other information will be generated and given to the Citizen. The acknowledgement slip can be printed or sent using SMS or email.

In case the applied service is not one of the targeted 18 services, the application will get forwarded by electronic means to the concerned office of the service delivery department, where it will be processed and the progress/status of the application will be updated regularly on RTPS portal for online tracking. Citizen can check the progress of their service on line at the portal. Once the application for the service is approved, the designated officer of the service delivery department will ensure the delivery of the service.

In case the service application is for one of the 18 targeted services, the service delivery process will involve: (i) automated electronic transmission of citizens' applications to the concerned departments through SSDG, (ii) rule-based electronic work-flows for back end processing by departments, and (iii) secure electronic delivery of digitally authenticated certificates/documents delivered at one-stop-centers and/or downloaded from the portal where feasible.

The detail process and functionalities of the Portal will be defined at the time of System Requirement Specification (SRS) phase of the Web Portal development.

Proposed Service Delivery Process Diagram:
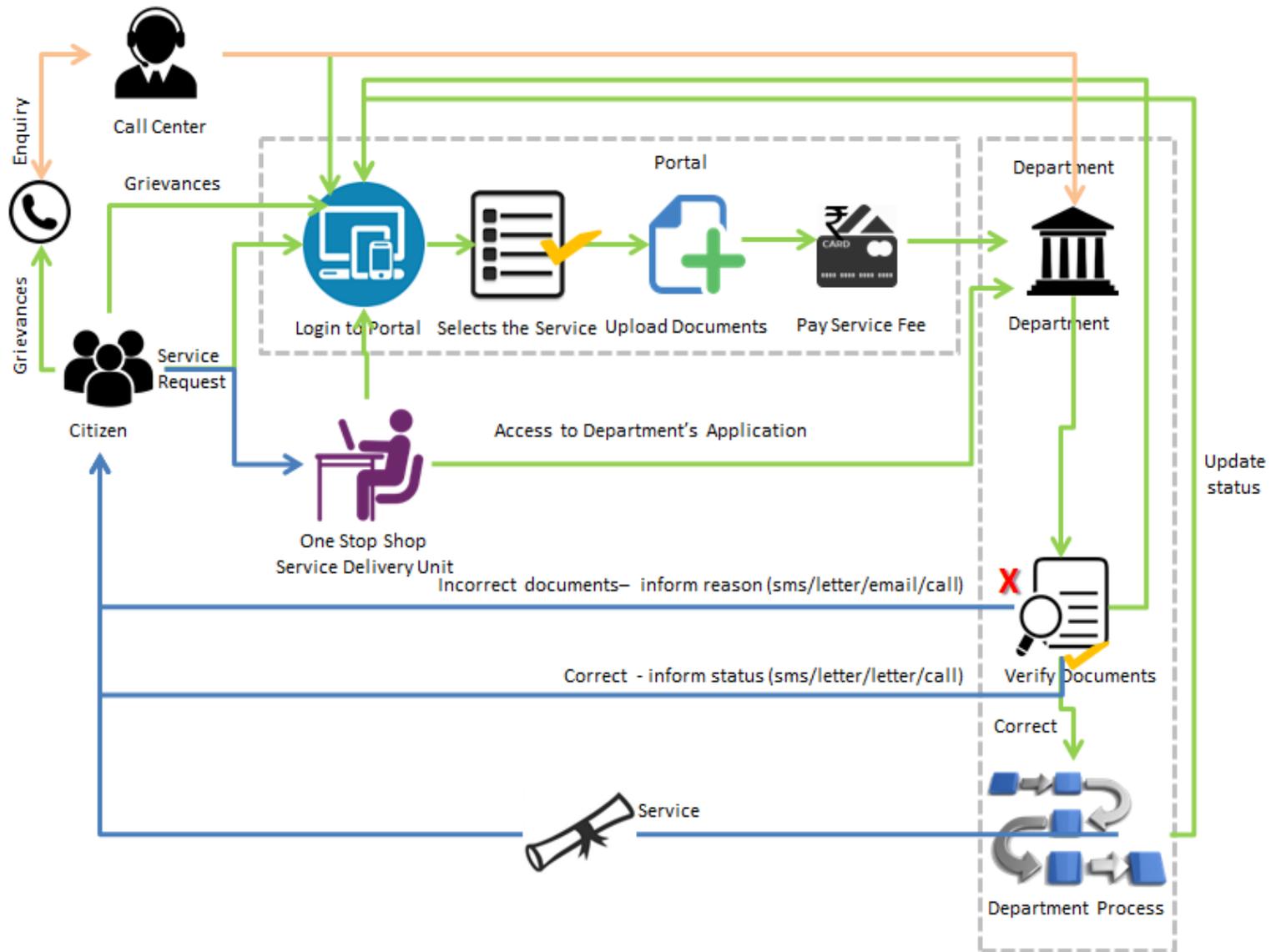
### j. Citizen Grievances and Feedback Redressal System:

The project has placed special emphasis on receiving and responding adequately to key grievances by citizens. The grievance redress mechanisms could be activated through physical paper based complaints, and electronically on the web and mobile telephones. The project would support investments to activate effective beneficiary feedback systems, which would automatically elicit feedback through mobile based interaction, after the service gets delivered; additionally, a call center will be established - register, collate and forward any reported grievances to the relevant department for resolution within the stipulated time. Ease of use would be the key driver of these grievances redress mechanisms, so that these could easily be assessed by the tribal people, even from remote areas.

The other important focus of grievance redress mechanism would be on securing systemic change with well laid out procedure and escalation measures to respond and resolve the registered complaints/grievances within an appropriate time period. This would involve assessment of existing department-specific complaints system and their use by tribal people in both Sixth Schedule and non-Schedules areas. The outcome of such analysis will be used to pinpoint specific areas for improving the process of grievance redress mechanism.

Citizens' grievances typically relate to complaints on service unavailability, non-delivery against commitment and malpractices; information on complaints status and their resolution could thus be a key indicator to tracking the status of service access. The RTPS Delivery Unit, both at the State level and in the Autonomous Councils will regularly track resolution of grievances registered by people. The effectiveness would be measured in terms of count and repetitiveness of complaint received, acceptance of anonymous feedback, and time taken for corrective action.

The revamped grievance redress mechanism would be operational within the first year of project execution; would serve as single channel for accepting all grievances related to the access of all services, including the basic public services on access to Health and Education services. This GRM system would also function as the vehicle of receiving probable complaints related to implementation of CCSD project; and the PMU will put in place a transparent process of redressing grievances within a reasonable timeframe. The status of grievance redressed would be disseminated on fortnightly basis; and these would be published on the project website.

Citizen Feedback & Grievances Redressal process flow:
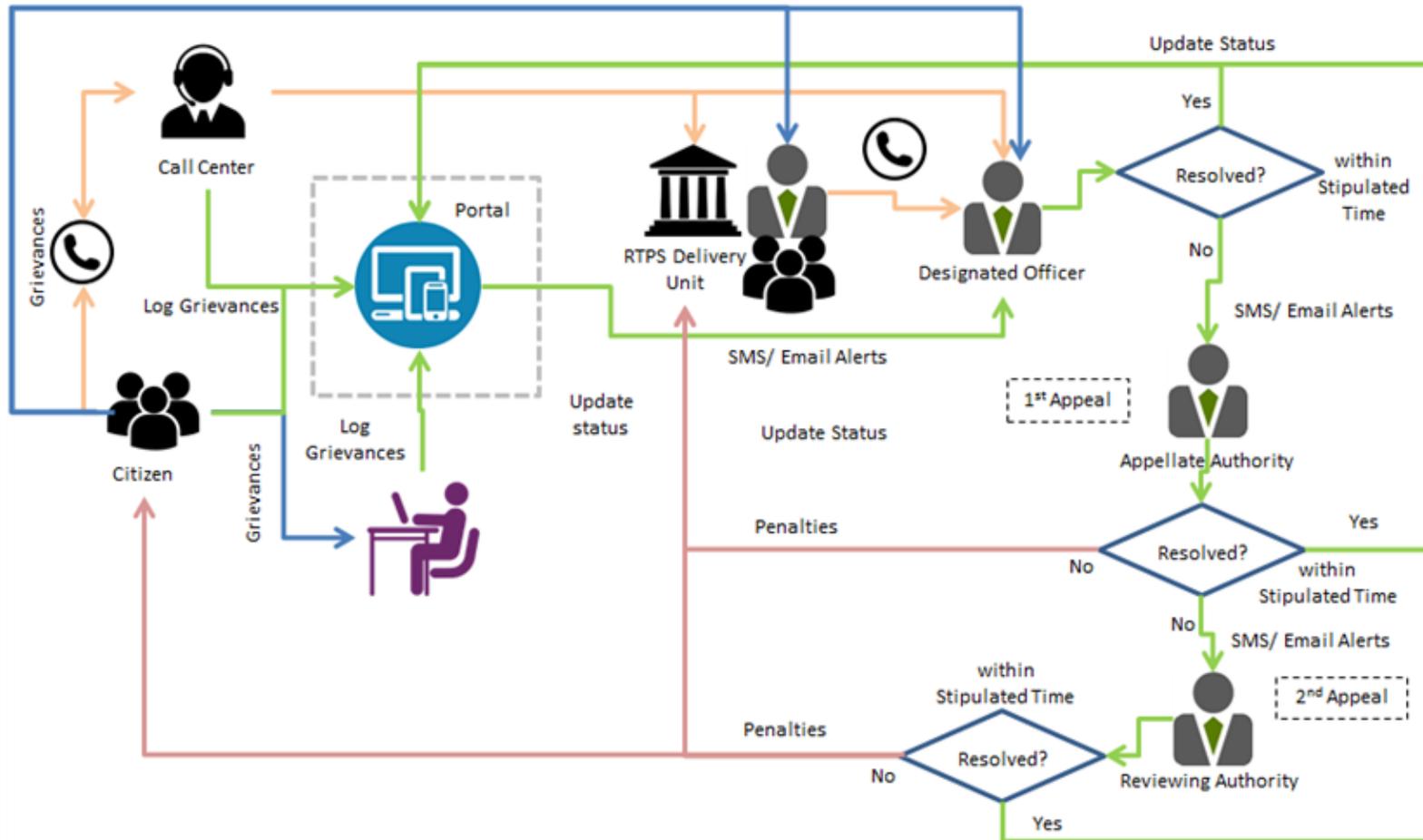
k. High Level Portal and Application Architecture:

Online Portal: The Online Portal to be developed is the primary interface for delivering the service to the citizen. The portal can be accessed by the Citizen at PFCs and even at the CSCs, Call Center agents, Department officials and RTPS delivery unit and government agencies. The portals will be developed using open sourced based tools and technologies. The main features of the portal are:

1. Responsive: The portal should be developed to provide an optimal viewing experience and ease of reading and navigation with a minimum of resizing, panning, and scrolling across a wide range of devices (from desktop computer monitors and tablets to mobile phones).

2. MVC Development Framework: The portal should be developed using MVC architecture framework. MVC is a software design pattern and the primary aim of MVC architecture is to separate the three core concerns of an application:

   Model: the business logic and application data.

   View: the generation of response to client requests and graphical user interface screens

   Controller: the wiring of user request and input to and from the business tier.

   The advantages of using MVC Framework are flexibility, code reuse, increase security and ease of maintenance.

3. Security System: The portal will have a security system to authenticate users and control unauthorized access of content and functionalities.

4. Online payment system: the portal will integrate with payment gateway systems such as BHIM App, SBIepay, CCAvenue, iMobile Billdesk etc. to be able to accept online payments of fees and charges.

5. SMS and email system: The portal will have SMS and Email modules for sending SMS and Emails to citizen, concern persons of the service delivery department and other concern teams.

6. Data Integration System: The portal will have a data integration system to pull data from the service delivery systems or push data to the service delivery systems.

7. Document Management system: The portal will have a system to organize and store large volume of documents and files.

8. Reporting System: The portal will have a MIS system for generating and publishing the reports for public, service delivery department other concern stakeholders.

Department Applications: The project will also develop applications to automate the service delivery systems of the service delivery departments based on the results and recommendation of BPR analysis. The architecture and framework of the applications will be similar to that of portal. There may be additional features to handle Online to offline mode of operations in Portal and Application.

The applications and software currently used by the service delivery departments may be changed or customized to integrate with the portal. Changes in the applications such as SARATHI and VAHAN used by Transport Department may require approvals and consultation with NIC.

High Level Portal and Application Architecture
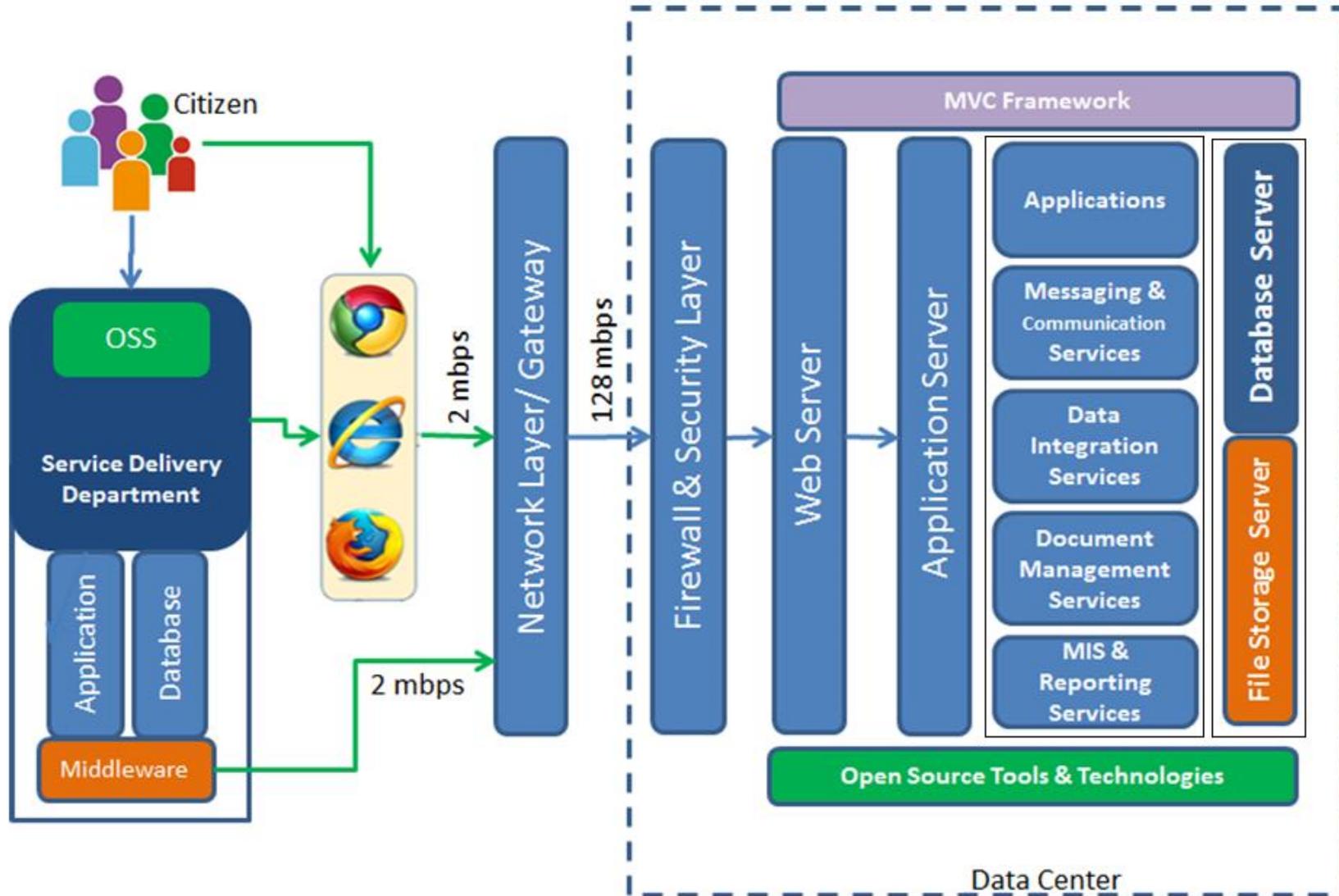
l. **Project Implementation Process:**

Project implementation process is a step by step process that guides the implementation of the project strategy and plans to achieve the project goals. Necessary processes shall be applied to all the activities for delivering the requirements defined in the project scope. The project execution teams/agencies shall adhere to the processes. A Project Management Unit (PMU) will be established within the Assam Rural Infrastructure and Agricultural Services Society (ARIAS) to manage day-to-day implementation and coordinate with all participating or recipient agencies and liaise with the Bank. The PMU Team will be responsible for effective implementation of the processes to ensure that the project execution teams/agencies do not deviate from the processes defined.

The first process is the 'Assessment' process. This process includes the assessment of the existing system to identify issues, gaps and requirements. Assessment plan and templates shall be prepared by the IT specialist of PMU Team before any assessment is conducted. The outcome of the assessment will be reviewed by the PMU/Specialist before it proceeds for "Analysis". The assessment will be conducted by the service delivery department or IT specialist of PMU Team.

Analysis Process will start from analysing of the issues, gaps and requirements identified in the assessment process. Activities such as system analysis and design, systems integration, data integration, hardware and infrastructure specification, sizing and optimization are included in this process. The analysis will be conducted by analyst/expert/architect/BPR teams to be engaged for the project. The outcome of the analysis will determine the priority and importance of the requirements or may recommend for further investigation and process reengineering.

Business process reengineering (BPR) includes simplification of delivery process, removal of redundancies, optimization of efforts and resources, integration of systems and data, system analysis and design to improve quality and efficiency of service delivery system. The BPR activity will include identification of change management requirements. The BPR team will consist of functional and domain experts.

Estimation Process: The process includes the estimation of efforts, cost and timelines of the requirements identified in the analysis and BPR process. Different estimation methodologies and techniques will be used to increase accuracy of the estimates. This final list of the scope will be prepared after the estimation process is completed.

Procurement: The procurement of items and services defined in the final list of scope will be done as per the procurement processes defined in the procurement manual.

Installation and deployment process: The installation and deployment of the procured items and services will be done in this process. The process involves preparation of quality assurance documents, deployment documents, users and maintenance manuals. These manuals will be reviewed and approved before any installation or deployment of equipment and services. The quality assurance team will conduct necessary testing, inspection and evaluation of the products or services as per the QA policies defined by the PMU QA team.

An acceptance letter indicating that the products or services delivered have met the required quality, standards, acceptance criteria and benchmark from the QA team should be issued before any disbursement or payment to the supplier or service provider.

Change management: The change management process is the sequence of steps or activities that a change management team or project team follow to apply change management to a change in order to drive individual transitions and ensure the project meets its intended outcomes. Different types of changes at different levels may be required for effective implementation of the project. The transition from manual processing system to electronic delivery systems will be a major change in the system and may require significant change management activities. The change management team will identify the strategy and scope of change management. The requirements for changes may come from the Analysis, BPR and deployment of new systems, technologies and equipment. Managing change is not a one way direction, involvement from all sections of the project stakeholders (Citizens, employee, government authorities) is a necessary and should be integral part of managing change. Feedback from citizens, employees as a change is being implemented is a key element of the change management process. Change Management team will analyse feedback and implement corrective action based on this feedback to ensure full adoption of the changes. Regular monitoring and evaluation will be carried out by the change management team to ensure the desired outcomes are met.

Operate and maintain: After the installation and deployment of the products or services have completed, the system or services will be operated or run in production systems by the concern teams/agencies. The operational and user manuals will be made available to all the users and administrator of the system. The maintenance and support of the products or services will be provided by the respective maintenance and support teams.

Evaluation and assessment: It is a process that helps improve performance and achieve results. Its goal is to improve current and future management of outputs, outcomes and impact. The Monitoring and Evaluation (M&E) team of PMU will be responsible for monitoring the progresses and results of all the project activities during the implementation period. The monitoring strategy, plan and evaluation matrix for each activities and deliverables will be defined by the M&E Team. An MIS system will be used to support the monitoring and evaluation activities. The MIS tool will have a risk management module to track the project risk and resolution status.

After implementation of the project, the RTPS delivery unit will be responsible for monitoring and evaluation of the service delivery system. The M&E system will rely on various data sources to track 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.

Project Implementation Process flow diagram:
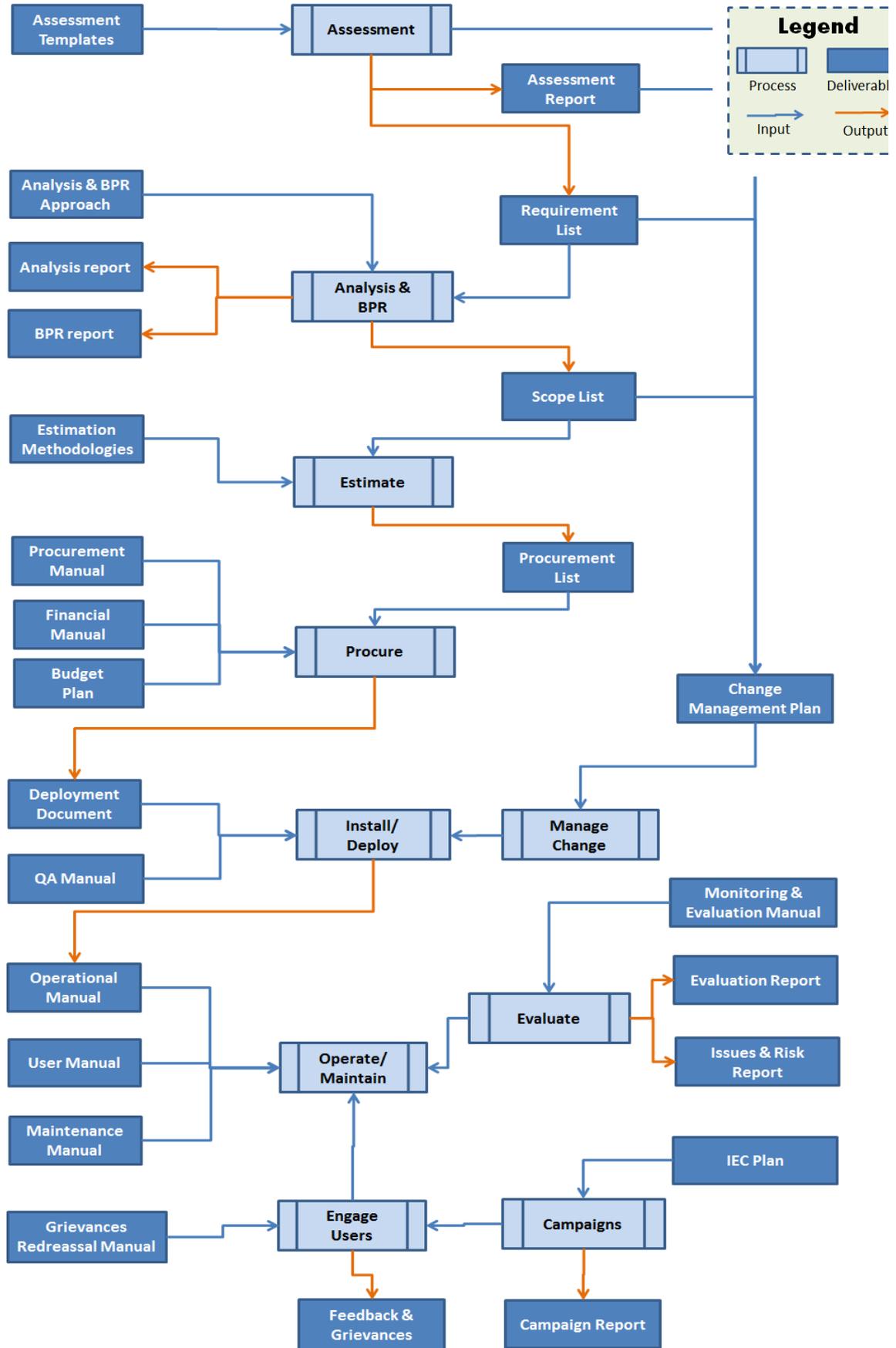
2. **Project Implementation details:**

   a. **Institutional Arrangements:**
   The Project will use existing state-level institutional arrangements to support the management and implementation of envisaged activities. The Project will be implemented by the Assam Rural Infrastructure and Agriculture Services Society (ARIAS), which manages Bank-financed projects in Assam. The State Project Director of ARIAS will serve as Project Director of this Project. The procurement and financial management specialists to be hired under the project will facilitate all fiduciary activities related to the Project, under supervision of the existing Senior procurement and financial management experts of ARIAS.

   The existing High-Level Project Guidance Council of the ARIAS Society will be responsible for the overall management of the Project. The Committee is headed by the Chief Secretary with the senior most Secretaries of all stakeholder departments associated with the project co-opted as members, such as Administrative Reforms and Training Department (AR&T), Finance, Planning & Development, Revenue, WPT&BC, and Information Technology (IT). This Committee will provide strategic direction and facilitate coordination among different departments. It will also resolve any major problems that affect project implementation.

   The existing Governing Body of the ARIAS Society will directly oversee the Project and be responsible for regular monitoring. The Governing Body will be chaired by the Additional Chief Secretary and Agriculture Production Commissioner, Assam; other co-opted members will be the Secretaries of stakeholder Departments. The mandate of the Governing Body will also include routine coordination among involved departments. It will be responsible for monitoring the Project's goals and targets on a regular basis.

   A senior civil servant from the GoA will serve as the full-time Project Director and will oversee implementation on a day-to-day basis. The Project Director will serve as the Member Secretary of the Governing Body. Other key implementing entities responsible for different Project components will be the departments of Revenue, WPT&BC, Transport and Guwahati Municipal Corporation, with other departments to be included subsequently. The respective Secretaries of these departments will assist in Project management and collaborate with the Project Director on supervision of Project activities. Nodal officers in targeted departments will drive process re-engineering and/or e-enablement, using PMU-appointed staff. Authority to approve all procurement under this project has been delegated to the ARIAS Society.

   The Department of Administrative Reform and Training (AR&T) will serve as the counterpart department for technical implementation of project activities. However, the ARIAS society will be responsible for actual implementation of the project. AR&T will facilitate the achievement of project objectives by providing policy support for the Project.

   A Project Management Unit (PMU) will be established within the Assam Rural Infrastructure and Agricultural Services Society (ARIAS) to manage day-to-day implementation and coordinate with all participating or recipient agencies and liaise with the Bank. **The PMU will oversee technical inputs, consolidate required documentation, and conduct financial management and procurement related to the Project. The PMU will be responsible for ensuring compliance with the Bank's financial management, procurement regulations and safeguard requirements, and reporting to the Bank in a timely manner.**

ARIAS SOCIETY

ORGANIZATIONAL CHART OF ACCSDP INCLUDING THE PROJECT MANAGEMENT UNIT (PMU)

PROJECT GUIDANCE COUNCIL
HEADED BY THE CHIEF SECRETARY ASSAM AS PRESIDENT, ARIAS SOCIETY

(1) APC: Mem Secy.; _Members_ - (2) Comm./ Secy. of Fin./ P&D/ Agri./ AH&Vetty./ Fishery / Env. & Forest Depts. (3) Comm./ Spl. Secy PWRD, (4) SPD and (5) 02 Non official members **plus coopted members for ACCSDP** viz. Sr. most Secretaries of the GoA's Dept.'s of AR&T, Revenue & DM, IT, WPT&BC, Transport, Urban Development; and Commissioner, Guwahati Municipal Corporation and MD, AMTRON

GOVERNING BODY
HEADED BY THE AGRICULTURE PRODUCTION COMMISSIONER (APC) AS CHAIRMAN, ARIAS SOCIETY

(1) SPD : Mem. Secy., _Members_ : (1) Rep. of Fin. Dept. and (2) P&D Dept. , (3) Comm./ Secys. of Depts. (4) HODs; _Invitees_: (5) CE, Agri. (6) Nominee of VC (AAU), (7) M&E Cons and (8) CSC **plus co-opt members** for ACCSDP viz. not below the rank of Secretary to the GoA, from the Departments of AR&T, Revenue & DM; Information & Technology, WPT&BC; Transport; Urban Development; and the Director, Land Records & Surveys; Director, Land Requisition Acquisition & Reforms; Director, WPT&BC; Commissioner, Transport; Commissioner, GMC; and MD, AMTRON

ACCSDP's LINE DEPARTMENTS/ DIRECTORATES/ AGENCIES

Administrative Reforms Training Deptt
Sr. Most Secretary/ Joint Secretary

Information & Technology Deptt
Sr. Most Secretary/Joint Secretary
Assam Electronics Development

Revenue & Disaster Management Deptt
Sr. Most Secretary/Joint Secretary
District Administration

Transport Deptt.
Sr. Most Secretary/Joint Secretary
Commissionerate of Transport

Urban Development Deptt
Sr. Most Secretary/Joint Secretary
Guwahati Municipal Corporation

Autonomous Councils (6th schedule)
Principal Secretary
Karbi Anglong Autonomous Council (KAAC)
Bodoland Territorial Council (BTC).
Dima Hasao District Autonomous Council (DHDAC)

Sanction Sub Committee

World Bank

Govt. of India - DEA

Govt.of India - Ministry of DeIT

Deputy Commissioners

Dist. Offices & Circle Offices

District E-Governance Societies

One Stop Service Centers

PROJECT MANAGEMENT UNIT
STATE PROJECT DIRECTOR, ARIASS (HEAD OF THE PMU)

Project Manager

OSD to SPD

Manager, ARIASS

Consultancy Firms

Deputy Director, ARIASS cum Social Development Specialist

Senior Advisor

Procurement & Contract Management Specialist

Chief Financial Controller

Social Development and Communication Specialist-2

Business Process Re-engineering and IT Specialist

Asstt. Procurement Engineer

Financial Management Specialist (CA)

ICT Infrastructure Specialist

Procurement Management (Mgmt) Assistant-1

Financial Mgmt. Assistant-1

M & E Specialist

Procurement Mgmt. Assistant-2

Financial Mgmt. Assistant-2

Office Management-1

Office Management-2

Procurement Mgmt. Assistant-3

Office Boys, Cleaners, Security, etc.

b. Initiation and Assessment process:

Several meetings have been conducted with the participating service delivery departments to understand their service delivery processes, challenges and issues in delivering the services. A nodal officer for each department has been identified and engagement with the Nodal Officers has been started. A process is already in place for future engagement with departments for adding new services under this project.

The process includes Sending of formal letter by SPD (before setting up the RTPS Unit) or by Head of the RTPS Delivery unit (after setting up the RTPS Unit) to participate in the project and to nominate a nodal officer from the department.

Meeting (Project Initiation Meetings) with the nodal officer or representative will be conducted to share the processes and formalities

The assessment of the existing system will be conducted to identify issues, gaps and requirements. The assessment will be conducted by the service delivery department or IT specialist of PMU Team. Assessment plan and templates will be provided by the IT specialist of PMU Team before any assessment is conducted. An assessment summary report (or a DPR) will be submitted by the department and will be reviewed by the PMU/Specialist before it proceeds for "Analysis".

The requirement, issues & challenges shall be categorized to make the assessment and analysis easier. The list of categories is mentioned below and new categories can be added when we discover during the BPR analysis phase.

Hardware & Equipment	User/Citizen Awareness
Network & Bandwidth	Motivational
Manpower	Resistance
Maintenance & Support	Knowledge & Skills
Electricity & Power Back up	Staff Training
Integration (Data, System)	Authorization
Service Delivery Channels	Financial
End User Access	Rewards & Recognition
Law & Order	Functional
Environmental	System Performance
Work Space	Rules & Regulation
Work Culture	Legal
Change Management	Process Automation
Transportation & Logistics	Installation & Setup
Authentication	Site Preparation
Technical	

c. Requirement Analysis &BPR

The list of requirements submitted or identified in the assessment will be analyzed by the IT& Functional Analyst/Specialist of PMU Team and may be recommended for conducting a BPR if necessary. The analysis will determine the feasibility, priority and importance of the requirements or may recommend for further investigation and process reengineering.

Analysis scope: The analysis will be conducted on subjects or items related with the service delivery system of the service providing department. The analysis may require visits to the different offices locations including block offices of the districts. The analysis will primarily focus on Connectivity and Network, HW and Equipment, System and Data Integration, Service delivery processes, Processes Automation, Challenges and issues in the Service delivery system.

Analysis Approach and outcome: The analysis team of consisting of Functional Experts, ICT Experts will conduct the analysis using different methodologies and techniques. The methodologies and techniques will be defined by the respective analyst of the domain area. Standards and guidelines prescribed by MietY on business process reengineering will be referenced and suitably incorporated. A report containing the detail requirements and the justification of the requirements will be prepared after the analysis. The requirements identified in the report will be included in the scope after it is a reviewed and approved by the PMU.

d. Scope Management

Scope Management: As per the preliminary assessment conducted by the PMU, 12 scope areas have been identified. Additional scope areas may be included during the analysis activities of the project.

1. HW & Infrastructure requirements: The hardware and Infrastructure requirement such as Desktop Computers, Laptops, Printers, Modems, UPS, Server, LAN and Computer Peripherals will be provided to Service delivery department, Public Facilitation (PFC), Project Management Unit, RTPS Delivery Unit. The specifications and quantities will be finalized after the assessment and requirement analysis by the PMU's IT Specialist Team.

2. Network Connectivity & bandwidth: The project will provide point to point network connectivity with 2mbps (upload and download) at the 428 PFC locations covering all the districts of Assam including the Autonomous District Councils.

   A dedicated link with 128 mbps burstable 2gbps network will be provided between the datacenter (cloud based) where the ACCSDP Online Portal will be hosted and network service provider's hub/gateway with redundancy built in. A service provider will be selected through a competitive bidding to provide the required services.

3. Data Center &DR system: Online portal and the applications to be developed under the projects will be hosted at a common data center with disaster recovery facility. The

requirement and specification of the Data Center & Disaster Recovery will be finalized after the assessment and requirement analysis by the PMU's IT Specialist Team.

4. Business Process Reengineering: Automating the processes of the service delivery systems will enable the service delivery department to deliver the service on time and efficiently. A BPR agency will be hired to identify scope for process simplification and automation, to improve the field verification system, to improve quality in the delivery system, to integrate electronic repository systems. The development and implementation of the requirements will be done by the appropriate teams engaged under this project.

5. Public Facilitation Centers and Manpower: This project will create about 428 Public Facilitation in blocks/circles and other designated offices. Project will provide contracted staff to operate centers (two per center) and will support other incidental costs (e.g., maintenance). A manpower hiring agency will be selected to supply the required manpower for this.

6. Development of RTPS Portals: The Online Portal to be developed is the primary interface for delivering the service to the citizen. The portal will be accessed by the Citizen, PFC, Call Center agents, Department officials and RTPS delivery unit and government agencies. The portals will be developed using mostly with open sourced based tools and technologies. A competent software development agency specialized in open source technologies will be hired to develop the portal. The evaluation and selection of the tools and technologies will be carried out by the IT specialist engaged for this project.

7. Process automation & System Integration: The requirements for process automation and system integration identified in the process reengineering by BPR agency will be fulfilled by the software development agency hired for the portal development or by the agency which provided the existing application software or by the department's IT teams. Wherever feasible, Open sourced based tools and technologies will be used for development of the applications. The evaluation and selection of the tools and technologies will be carried out by the IT specialist engaged for this project.

8. Development of MIS & Risk Management Systems: A web based MIS Application will be developed which can be accessed by RTPS applicants at the PFC, Call Center agents, Department officials and RTPS delivery unit and government agencies. The MIS Application will have a Risk Management module to assess, track and monitor risk during execution of the project by PMU Team and later it will be used by RTPS Delivery Unit for tracking and monitoring of risk identified or arisen in future. The MIS Application will be developed using mostly open sourced based tools and technologies. A competent software development agency specialized in open source technologies will be hired to develop the portal.

9. IEC Campaigns – The project will conduct effective IEC campaigns to create awareness of the RTPS Act and engage citizen to avail the services. An IEC Agency will be selected and the agency will conduct assessments to identify the type of media, content, engagement model and publication strategy to be used in the campaigns. IEC campaign may use different channels and media such as Street plays, drawing and painting

competition for school children, Radio programs by nodal officers of departments, TV spots, Radio jingles, Pamphlets/display boards, Advertisements- print and electronic media, Workshops for NGOs, citizen groups, Resident Welfare Associations, Information Kiosk, Signboards and Electronic Display boards etc. based on the assessment outcome. An evaluation system will be created to measure the effectiveness of the campaigns. The IEC Agency may implement some of the change management activities identified in the Change Management Plan.

10. Establishment of RTPS Delivery unit – RTPS Delivery Unit with adequate staff and authority will be established to monitor and track the implementation the RTPS services delivery system. The PMU will initiate for approvals, orders required to setup the unit and authorization to implement the rules and service delivery process of ARTPS Act 2012. The RTPS Delivery Unit will use the RTPS Portal and other technology platforms to facilitate monitoring the service delivery process across department and measure the effectiveness of the ARTPS Act implementation in all targeted service delivery department.

    RTPS Delivery unit will also be responsible for addressing administrative obstacles that impact service delivery to citizen that involves an understanding of the need and perceptions of the citizen, nature and quality of their interface with government and the internal coordination mechanism within and between departments. The RTPS delivery unit would therefore need to be suitably position and empowered to take up these task.

11. Engagement of a Call Center: The project will engage a Call Center Agency or setup a call center to support and help citizen to access information and procedures to avail the services and also act as a channel to collect feedback and grievance from the citizen. The RTPS delivery unit will be responsible for defining the scope of work, SLA and monitoring of the Call Center.

12. Training & Skill development – The project will engage training agency or specialized trainers to provide necessary trainings to the staffs of Service delivery department, , Project Management Unit, RTPS Delivery Unit. The project will arrange Tours, site visits and exposure trips to gain necessary skill and knowledge for successful implementation of the project. The scope will also include change management activities to be executed for effective implementation of the project.

    The detail list of items, items specifications, quantities etc. for each scope areas will be determined based on the analysis reports to be submitted by the BPR & analysis teams.

e. **Estimation Process**

After the scope list is prepared, the required resources, effort, time, quantity and cost for each scope item will be estimated. The estimation approach may be different based on the type of requirements. The PMU/ Specialist Team will suggest the estimation approach to be used for the estimation. A Size-based or Work break down structure-based (bottom up) or other estimation approach may be used depending on the type of requirements. The IT Specialist and Procurement Specialist will be involved in the estimation activities and final procurement list will be prepared for procurement.

f. **Financial Management**

From a financial management perspective, the primary implementing agency will be the Assam Rural Infrastructure and Agriculture Services Project (ARIAS) Society. The PMU will oversee technical inputs, consolidate required documentation, and conduct financial management and procurement activities.

Disbursements and Funds Flow: The following table shows the disbursement arrangements.

Disbursement Categories	Amount of Loan (US$)	%age of Expenditure to be Financed by the World Bank (including Taxes)	Disbursement Cycle	Disbursement Condition
(1) Goods, Non-Consulting Services, Consultants' Services, Incremental Operating Costs, Training and Workshops – Component 1 activities to be implemented by ARIAS	31.7 million	80%	Quarterly based on IUFR.	None
(2) Eligible Expenditure Program ("EEP") – Component 2 (**#1**)	7.5 million	80%	Annual Reimbursement of eligible expenditure based on certification of DLIs achieved and expenditure reported in semi-annual IFRs	Achievement of DLI targets

#1 The Eligible Expenditure Program ("EEP") under Component-2 is basically Results-based Financing to provide incentives for achieving results with respect to improving the access and accountability of RTPS services. This component-2 will disburse against agreed eligible expenditure programs (EEPs) upon achievement of Disbursement Linked Indicators (DLIs) as mentioned in the PAD of ACCSDP. The mention in the PIP relating to

disbursement against DLI under component-2 of the project is for reference only and is not covered under the scope of this Manual.

The Disbursement-Linked Indicators (DLIs) are:

Project DLIs	*Rationale*	*Financing*
DLI #1: Number of applications submitted on-line for RTPS services.	Facilitate access to more accountable, effective and transparent public services by citizens of Assam.	USD 2.5 million
DLI #2: Public Facilitation Centers fully operational	Facilitate access to public services through the geographical expansion of the service access center network to district, sub-division, circle and block offices.	US$ 1.0 million
DLI #3: Access to RTPS Services expanded in underserved areas of Assam.	Expand coverage of Assam RTPS Act to all sixth schedule tribal districts administered by Autonomous Councils under the 6th Schedule of the Indian Constitution.	US$ 2.5 million
DLI #4: Number of services notified under the RTPS Act	Notifying additional services under the Assam Right to Public Service Act for simplified, time-bound service delivery.	US$ 1.5 million

Financial Management Arrangements (Component-1)

Budgeting: The fund requirement for the project will flow through the budget of the GoA for which necessary provision will made annually in the budget for both the GoI/World Bank share and counterpart share of GoA and it will be budgeted under a separate budget head in the Government of Assam's budget under the demand for grants of the Department of Administrative Reforms and Training (AR&T) – Budget Head *("Grant Number-11-Major Head- 2052 (Secretariat General Service)-Sub-Major Head – 00-Minor Head- 090 (Secretariat)-Detail Head- 32 –Grant-in-Aid (non salary) -99 others")* has been created.

A detailed work plan for the Project as prepared by ARIASS will be the basis for the annual budget provision in the state budget. The Budget for the ACCSDP, will be approved by the Legislative Assembly of the State, along with the overall State Budget of the GoA. The tentative timeline is given in the table below.

Type of Budget	FY	Timeline	Responsible Agency
Original Budget Estimate	For next FY	October of current FY	PMU
Revised Budget estimate	For current FY	December of current FY	PMU

Budget for Tribal Development Plan has been marked separately under the overall budget plan as mentioned below:

Sl. No.	Particulars of Investments	Proposed Budget (US$)	
		Component 1	Component 2
1.	Extension of RTPS Act to the Sixth Schedule Areas	100,000	2,500,000
2	Support to Autonomous Councils for BPR/IT enablement	1,000,000	
3.	Issuance of Scheduled Tribe certificate		60,000
4.	Establishment of Public Facilitation Centres in the Sixth Schedule districts	2,475,000	
5.	Communication and awareness in tribal languages	400,000	
6	Capacity Building and Change Management	300,000	

Annual Work Plan (AWP): The Financial Year (FY) of the GoA is from 1st April of a year to the 31st March of the succeeding year.The AWP for a Financial Year will be prepared in the preceding FY by the PMU and it be will be based on targets in the approved Procurement Plan, Cost Tables, and PAD of ACCSDP. The PMU will place the AWP for a FY before the Governing Body of ARIAS Society for approval by the first week of December of the preceding FY.

Based on the approval of the AWP by the GB, General Administrative Approval (AA) to all the schemes/activities on the AWP will be accorded by the State Project Director, ARIAS Society

*Funds Flow to the Project from GoA :*The DDO in AR&T will periodically draw funds from the State budget as 'Grant in Aid' and provide the funds so drawn to the ARIASS, which will deposit the proceeds into Project specific bank accounts. However, the GoA may subsequently declare the SPD, ARIASS as the DDO for the ACCSDP/ARIASS and in that case the SPD will draw the funds for ACCSDP from the GoAwhich is budgeted under the AR&T Dept.

*Funds Flow From Project Bank Account***:**
As per the design of the project, **all procurements under the project and contract management will be centralized at the PMU of the ARIASS and hence there is unlikely to be any substantial outflow of funds to the implementing Departments/agencies, other than for petty operating/ training related expenses** Nevertheless, all fund transfers from ARIAS will be based on the existing centralized fund management arrangement with commercial banks (parent-child zero balance account).

Fund transfers from ARIAS for decentralized activities to district e-governance societies will be facilitated by extending the existing centralized fund management arrangement with commercial banks (parent-child zero balance account) to facilitate payments at the district level.
Activities related to the acquisition of major goods (IT and non IT), non-consultancy and consultancy contracts will be centralized in ARIAS, with only training and capacity building being decentralized.

Operating Expenses of the Public Facilitation Centers (PFC): District e-governance Societies will operate on an imprest (advance) to be provided by the PMU, ARIASS for meeting the day-to-day operating costs of the PFCs. The e-governance societies will submit monthly standardized statement of expenditures for the imprest to the PMU for purposes of accounting.

The eligible operating expenditures (like paper, printer cartage, minor repair of electrical appliances, etc) under the imprest (advance) will be notified by the ARIASS separately in consultation with the World Bank. The i/c officer of the PFCs will forward the indent of monthly requirement to the i/c District e-governance societies, who in turn will provide the items to the PFCs.

Funds of imprest provided to the District e-governance societies shall not be transferred to the PFCs. There shall be no other bank account for the purpose of ACCSDP at the District, Sub-Division or block level, *except one separate bank account for ACCSDP to be opened by each of the district e-governance society*. The i/c District E-Governance Society and the Accountant of the District E-Governance Society shall jointly operate the bank account.

The Project bank account in the PMU will be jointly operated by State Project Director, ARIAS Society and Chief Financial Controller, ARIAS Society. PMU will open accounts in any nationalized bank of India having e-banking facilities. PIUs will be assigned child accounts and monthly limits will be specified from the main(parent) bank account of the PMU.

These limits will be based on PIUs requirement of funds for the month/quarter payment of Incremental Operational Expenses which the PIUs will for make under the joint signatures i.e signed jointly. Of the head of the PIU and any one other office.

The SPD (ARIASS) will be responsible for Contractors payments, for Consultancy Fees, Operating cost of the PMU and any other expenses of the PMU and for releasing Project related Incremental Operating funds to the PIUs.

The PIUs shall be responsible only for training & capacity building and Project related Incremental Operating Expenditure and for rendering financial information to the PMU on regular basis.

The Financial Management Manual (FMM) has been developed to provide the essential information, to enable the PMUs, and the project associates to carry out effectively the financial operations in the Project. It is a guide to the implementation agencies for understanding the detailed Financial Management of the Project.

The prime objective of the manual is to bring in uniformity in Financial Management of the project such as accounting, financial reporting, audit etc. and to make the participants familiar with the guidelines and standards to be adopted while implementation of the project task.

ABSTRACT OF PROJECT COSTS (for the period of 5 years)

Estimated Retroactive Financing Period (covered by PPF):

Sl. No.	Particulars/Category	Total Estt. Cost. (in US$ Mil.)	% of Total Project Cost	Procurement Period
1	Goods and Non-Consulting Services	23.93	49%	Within first 18 months of the Project.
2	Consultation Services	11.49	23%	Within first 18 months of the Project.
3	Operating Cost of PMU/PIUs (including Auditors Fee, PMU/PIU overheads, Institutional structure & delivery units, Trainings #1, etc.)	4.20	9%	Throughout the Project life.
4	Add Amount against DLI	9.38	19%	
	Grand Total	**49.00**	**100%**	

The Fund Flow Chart of ACCSDP is shown below**:**
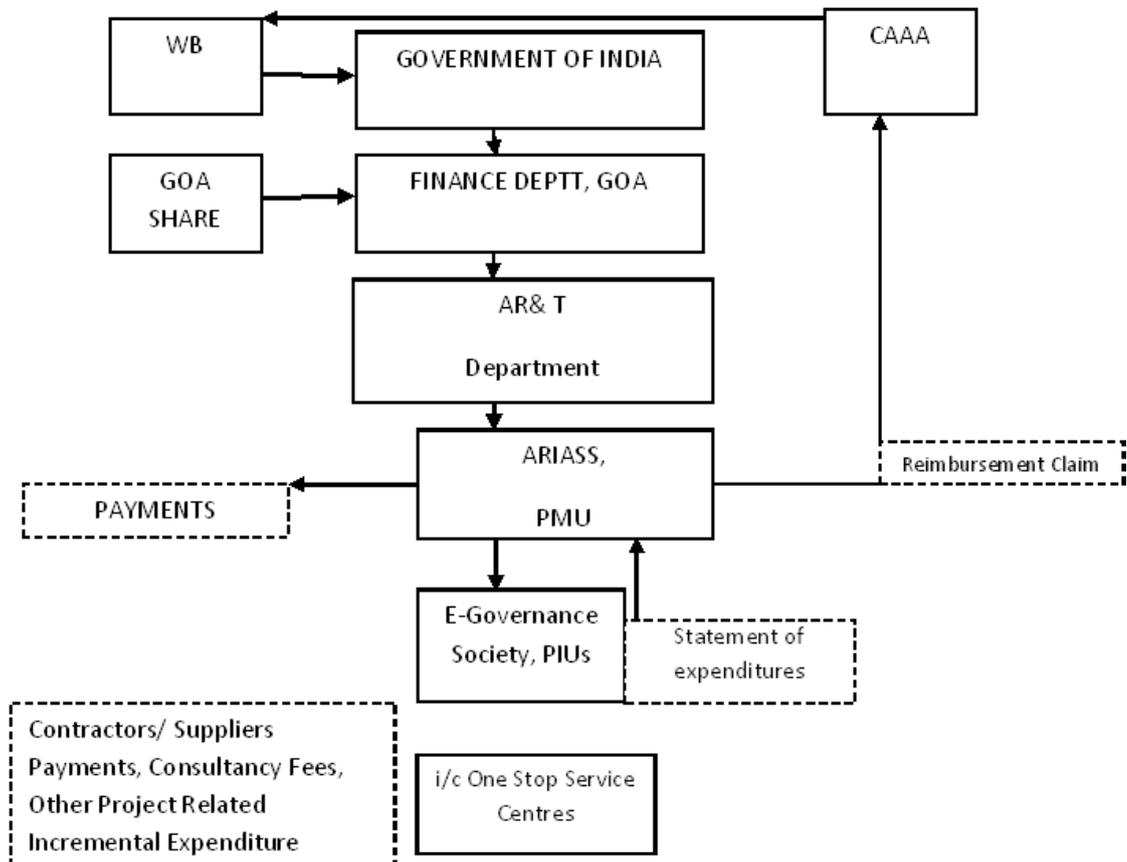
g. Procurement Management

Procurement for the Project will be carried out in accordance with the World Bank's procurement guidelines. Specifically, procurement of the Project will be subject to the "Guidelines: Procurement of Goods, Works and Non-Consulting Services under IBRD Loans and IDA Credits and Grants by World Bank Borrowers" (January 2011 revised July 2014) [Procurement Guidelines]; "Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers (January 2011 revised July 2014)" [Consultancy Guidelines]; and the provisions stipulated in the Legal Agreement. The Project would be subject to the Bank's Anti-Corruption Guidelines, dated October 15, 2006, and revised January 2011.

E-Procurement: The PMU will use e-procurement for procurements. If necessary, the PMU's procurement team will be trained by NIC on the use of the online procurement system.

The Procurement Risk Assessment and Management System (PRAMS) assessment has been already carried out by the PMU.

The Project management unit (PMU) will create a dedicated procurement and contract management cell to undertake routine procurement functions. These include procurement planning, monitoring, reporting, and coordination with the Bank as well as implementation of procurement risk mitigation plans.

A Procurement Manual has been prepared for this project.

h. Installation and Deployment

The installation and deployment of the procured items and services will be done after the necessary testing and quality assurance activities are conducted and met the quality, standards and acceptance criteria. Any deviation from the specified QA criteria and benchmark will be reported to the PMU & Risk management team. An acceptance letter indicating that the products or services delivered have met the required quality, standards, acceptance criteria and benchmark from the QA team should be issued before any disbursement or payment to the supplier or service provider. A QA Team Lead by a within the PMU will be formed for such activities.

After the installation and deployment of the products or services have completed, the system or services will be operated or run in production systems by the concern teams/agencies. The operational and user manuals will be made available to all the users and administrator of the system.

i. Change Management:

The change management process is the sequence of steps or activities that a change management team or project team follow to apply change management to a change in order to drive individual transitions and ensure the project meets its intended outcomes.

The change management plan will primarily focus on the effective implementation of ARTPS Act 2012. Different types of changes at different levels may be required for effective implementation act through this project.

The transition from manual processing system to electronic delivery systems will be a major change in the system and may require significant change management activities.

Competent change management consultants will be hired to manage the change management. The change management team will identify the strategy and scope of change management. The requirements for changes may come from the Analysis, BPR and deployment of new systems, technologies and equipment. Managing change is not a one way direction, involvement from all sections of the project stakeholders (Citizens, employee, government authorities) is a necessary and should be integral part of managing change. Feedback from citizens, employees as a change is being implemented is a key element of the change management process. Change Management team will analyze feedback and implement corrective action based on this feedback to ensure full adoption of the changes. Regular monitoring and evaluation will be carried out by the change management team to ensure the desired outcomes are met.

Change management plan should also include implementation of rewards and recognitions systems for motivating the staffs and departments. Displaying Signage and posters with motivational quotes, facts and figures, information and pictures in the workplace or office campuses may be helpful.

j. Training and Skill Development:

Most of the training requirements will be identified during the analysis and BPR processes of the project. However, new training requirements may come up during the procurement, installation and deployment processes and will be added to the project scope. There will be different types of training requirements in this project and will require engagement of training agencies, trainers and specialist to provide necessary trainings. The procurement of training agencies and trainers will be as per World Bank's procurement policy and will be handled by the procurement team.

A separate list of training requirements shall be prepared from the main requirement list for optimization. A training plan will be prepared to schedule and track the training progresses.

k. Operation and Maintenance:

The maintenance and support of the products or services will be provided by the respective maintenance and support teams as per the service level agreements with the service providers. The monitoring of the maintenance activities will be part of the M&E team and will be handed over to the RTPS Delivery unit after RTPS Delivery unit is fully functional. PMU team should ensure that all the necessary trainings have been provided and operational & maintenance manuals are handed over to the operation and maintenance team before the system or application are deployed in production environment.

l. IEC Campaign:

The project will conduct effective IEC campaigns to create awareness of the RTPS Act and engage citizen to avail the services. An IEC Agency will be selected and the agency will conduct assessments to identify the type of media, content, engagement model and publication strategy to be used in the campaigns. An IEC Plan will be prepared by the IEC Team and all the IEC activities will be executed as per that plan.

Involvement of Citizen from the initial stage of the project is important. IEC campaigns such as essay competitions, drawing competitions in schools and colleges can be conducted in the initial stage of the project to create awareness.

IEC campaign may use different channels and media such as Street plays, drawing and painting competition for school children, Radio programs by nodal officers of departments, TV spots, Radio jingles, Pamphlets/display boards, Advertisements- print and electronic media, Workshops for NGOs, citizen groups, Resident Welfare Associations, Information Kiosk, Signboards and Electronic Display boards etc. based on the assessment outcome.

An evaluation system will be created to measure the effectiveness of the campaigns. The IEC Agency may implement some of the change management strategies identified in the Change Management Plan.

m. Feedback & Grievances Redressal:

The project has placed special emphasis on receiving and responding adequately to key grievances by citizens. The grievance redress mechanisms could be activated through physical paper based complaints, and electronically on the web and mobile telephones. The project would support investments to activate effective beneficiary feedback systems, which would automatically elicit feedback through mobile based interaction, after the service gets delivered; additionally, a call center will be established - register, collate and forward any reported grievances to the relevant department for resolution within the stipulated time. Ease of use would be the key driver of these grievance redress mechanisms, so that these could easily be assessed by the tribal people, even from remote areas.
The other important focus of grievance redress mechanism would be on securing systemic change with well laid out procedure and escalation measures to respond and resolve the registered complaints/grievances within an appropriate time period. This would involve assessment of existing department-specific complaints system and their use by tribal people in both Sixth Schedule and non-Schedules areas. The outcome of such analysis will be used to pinpoint specific areas for improving the process of grievance redress mechanism.
Citizens' grievances typically relate to complaints on service unavailability, non-delivery against commitment and malpractices; information on complaints status and their resolution could thus be a key indicator to tracking the status of service access. The RTPS Delivery Unit, both at the State level and in the Autonomous Councils will regularly track resolution of grievances registered by people. The effectiveness would be measured in terms of count and repetitiveness of complaint received, acceptance of anonymous feedback, and time taken for corrective action.
The revamped grievance redress mechanism would be operational within the first year of project execution; would serve as single channel for accepting all grievances related to the access of all services, including the basic public services on access to Health and Education

services. This GRM system would also function as the vehicle of receiving probable complaints related to implementation of CCSD project; and the PMU will put in place a transparent process of redressing grievances within a reasonable timeframe. The status of grievance redressed would be disseminated on fortnightly basis; and these would be published on the project website.

Functionalities to be included in the portal:
A link / tab in the highly visible area (header , near login area) of the portal will be available to cature the citizen grievances. Information such as name, address, phone number, email shall be captured along with the complaints / feedback. The system should generate a unique complaint number/id for future refernce and tracking. Options to segregate RTPS related and Non- RTPS related.

A detail SLA shall be prepared by PMU IT specialist for enaging Call center service provider.

n. **Monitoring, Evaluation& Risk Management**

The operation will build sustainable M&E practices through the strengthening of existing systems and the use of data for ongoing monitoring and problem solving. The Operation will strengthen monitoring systems by supporting the establishment of a dedicated M&E cell in the PMU to monitor the Project's result indicators. The Project will rely on various data sources to track 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.

The Project will contribute to strengthening the state's monitoring system, data collection efforts, and the quality of administrative data. During the first year of Project implementation, mechanisms will be put in place to strengthen the collection of administrative data for selected RTPS services, through alternate methods of obtaining data, such as the use of surveys of service users. As a result, possible adjustments to the results framework might be required during implementation stage.

The monitoring system is designed to provide concurrent and triangulated feedback to the key stakeholders of the Project about progress towards achieving the Project's key goals. A survey instrument will be developed to gather input from citizens using RTPS services on a periodic basis. Performance indicators, monitored by the implementing agency, will also be cross-checked with actual feedback from the Project's beneficiaries and triangulated with government data wherever possible.

Monitoring and Evaluation Process:
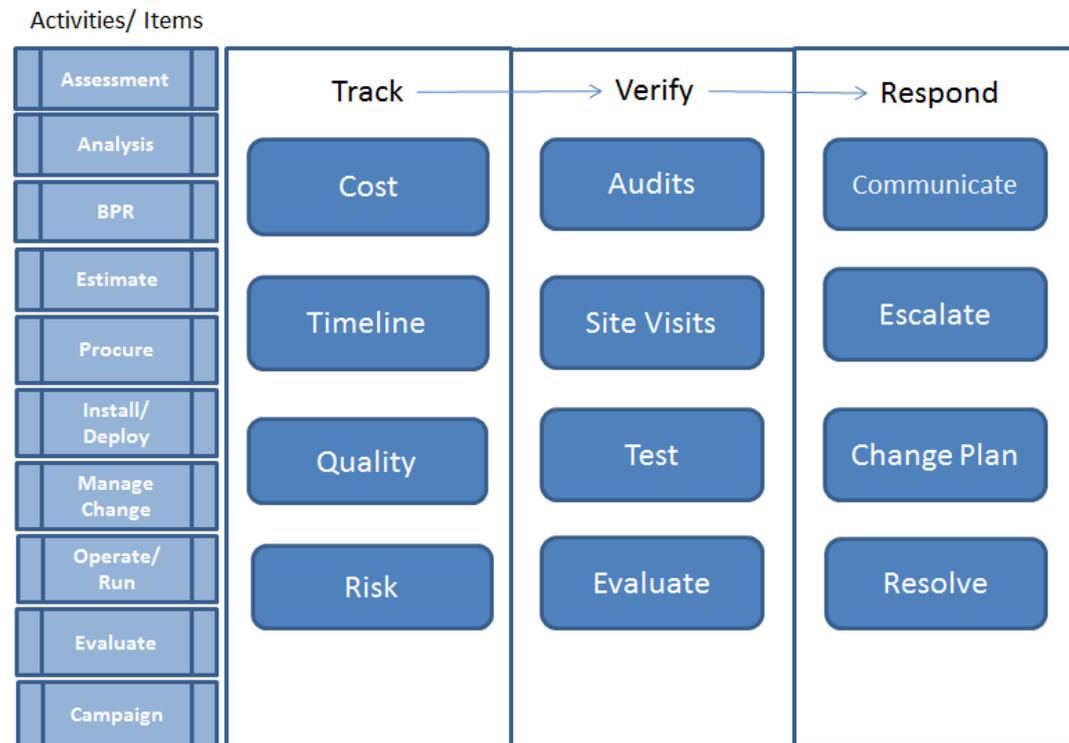
The strategy and detail monitoring and evaluation plan will be prepared by M&E Team and Risk Management Experts of the PMU. **A web based MIS Application will be developed** for Monitoring and Evaluation of the project. The functional requirement for this application will be defined by the M&E Team.

After the implementation of the project, this MIS System will be used by PFC, Call Center agents, Department officials and RTPS delivery unit and government agencies to track, monitor and evaluate the service delivery system.

A Quality Assurance (QA) Team will be formed under the M&E Team. The QA Team will consist of experienced testers of different domains required for testing and evaluation of the products and services. Quality assurance policies, benchmarks and manual will be prepared by the QA Team.

Risk Assessment, identification, tracking and mitigation: There are several risks that could hinder the project implementation. A risk management unit (RMU) will be formed under the M&E. The risk management strategy such as definition of scope and framework, Risk definitions, Risk Management Context, formulation of risk criteria, Risk assessment process and Communication process will be defined by the Risk Management team. A separate module will be included in MIS system to handle the risk management process. The functional requirement for this module will be defined by the Risk Management Team.

Risk Management Process:
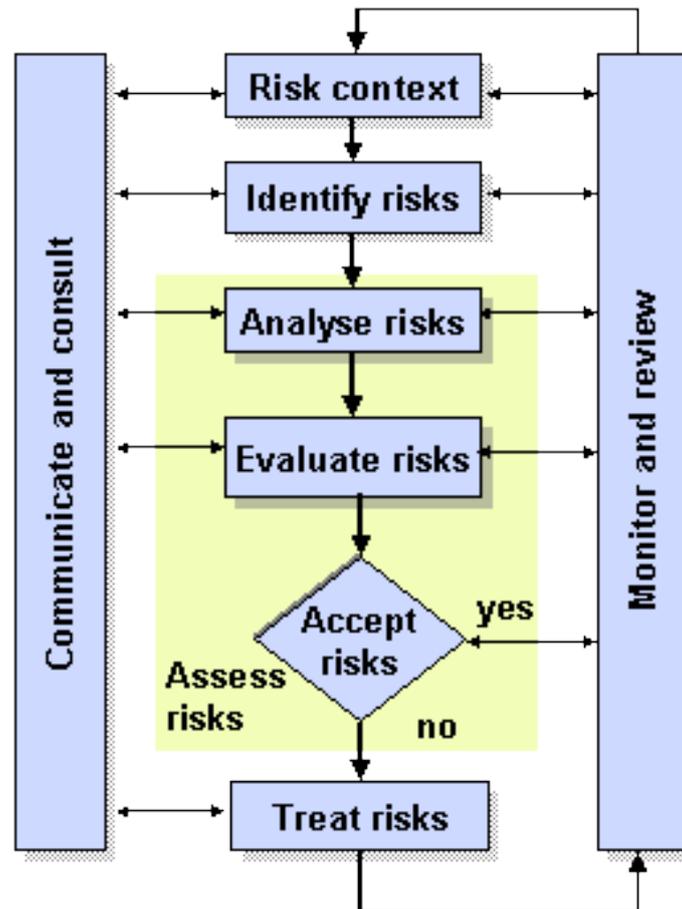
m. Project Resources Management:

The Project will be implemented by the Assam Rural Infrastructure and Agriculture Services Society (ARIAS), which manages Bank-financed projects in Assam. The State Project Director of ARIAS will serve as Project Director of this Project. This existing institutional arrangement will be beneficial for coordination among GoA departments and streamlining fiduciary arrangements. The procurement and financial management specialists to be hired under the project will facilitate all fiduciary activities related to the Project, under supervision of the existing senior procurement and financial management experts of ARIAS. IT Specialist who has experience in managing electronic service delivery system will be engaged to implement the IT related activities.

Based on the initial assessment conducted by the PMU, the types of resources have been identified as mentioned below. Different types of resources and number of resources may be added later during the execution phase of the project. The project will follow the HR Policy of the state and will adhere to the procurement policy of World Bank.

The project will maintain a separate HR document consisting information such as list of human resources to be engaged, engagement status, start and end date etc..

Sl.No.	Types of resource	Primary Role	No. of Resources	Engagement Period
1	Project Manager/ Lead	Overall Project Management	2*	1 to 5 Years
2	Procurement Specialist	Management of Procurement Activities	2*	1 to 5 Years
3	Financial Management Specialist	Financial Management Activities	2*	1 to 5 Years
4	IT & BPR Specialist	Management of BPR, SW Development, Portal, MIS	2*	1 to 5 Years
5	ICT Specialist	Management of Network, Hardware requirements	2*	1 to 5 Years
6	QA Specialist	Quality Assurance & Testing Activities	2*	1 to 5 Years
7	Change Management Specialist	Management of Change Management & IEC Campaigns	2*	1 to 5 Years
8	Communication Specialist	Project Communication Management	2*	1 to 5 Years
9	System Analyst	Functional & Technical System analysis	8	1 to 5 Years
10	Operation Manager	PMU office Management activities	2	1 to 5 Years
11	Operation Staffs	PMU office Operation activities	4	1 to 5 Years

n. Project Resources Activity Matrix:

Resources	Processes & Activities								
	Assess	Analysis	BPR	Estimation	Procurement	Install & Deploy	Change Management	Operate & Maintain	M&E
Project Manager/ Lead	X	X	X	X	X	X	X	X	X
Procurement Specialist	X	X		X	X				
Financial Management Specialist		X		X	X			X	
IT & BPR Specialist	X	X	X	X	X	X	X	X	X
ICT Specialist	X	X		X	X	X		X	X
QA Specialist					X	X		X	X
Change Management Specialist	X	X	X				X		X
Communication Specialist	X	X	X	X		X	X	X	X
System Analyst		X	X	X					
Operation Manager				X		X		X	X
Operation Staffs						X		X	

o. Project Activity & Timeline

As part of the project management & monitoring activities the PMU Team will prepare and maintain a project activity and progress tracker using the MIS Portal application. This project activities and status will be accessible by the concern teams and stakeholders. The PMU team will be responsible for update and maintaining this project tracker document. A high level project activity plan is given below.

Draft Project Activity Plan:

SL	Activity Id	Description of Activity/Work	Estt. Cost. (US$ Million)	Start Date	End Date	Status
A		**GOODS**				
	CCSDP /G-1	Purchase of ICT Hardware for Public Facilitation Centers and Departments #1	**1.76**	Oct.2017	Mar.2018	Not Started
B		**NON CONSULTING SERVICES**				
1	CCSDP /NCS1	Manpower agency for hiring staff for 428 PFCs #2	**12**	Feb.2016	Mar.2017	WIP
2	CCSDP /NCS2	Service contract for ensuring reliable network connectivity at first identified PFCs and backend of departments #3	**7.66**	Feb.2016	Mar.2017	WIP
3	CCSDP /NCS3	Services to hosting RTPS Portal software applications (Lump sum)	**0.66**	Dec.2017	Mar.2018	Not Started
		Total	**22.08**			
C		**CONSULTING SERVICES**				
1	**CCSDP / CONS- 1**	Study to assess gaps in e-district for current and sustained e-services delivery over time.	**0.01**	Nov.2016	Jan.2017	Completed
2	**CCSDP / CONS- 2**	Hiring of a Head Hunting Firm for hiring of recruitment of Lead Consultants (Lumpsum)	**0.04**	Jan.2017	May.2017	WIP
3	**CCSDP / CONS- 3**	Hiring of an agency to conduct Business process reengineering for RTPS service delivery in selected departments (**#1**)	**1**	Feb.2016	Mar.2017	WIP

S L	Activity Id	Description of Activity/Work	Estt. Cost. (US$ Million)	Start Date	End Date	Status
4	**CCSDP / CONS-4**	IEC Campaign – citizen awareness: Conduct of state-wide Information and Education Campaign (IEC) to publicize the provision of RTPS Act, and with contextually customized outreach messages for all communities, especially the excluded social groups.	**1.84**	Feb.2016	May.2017	WIP
5	**CCSDP / CONS-5**	Conduct a project baseline and annual follow-up studies; design a monitoring system for project performance; and support project MIS (**#2**)	**0.88**	Feb.2016	Mar.2017	WIP
6	**CCSDP / CONS-6**	Develop, implement and maintain RTPS Integrated Portal for GOA (**#3**)	**3**	Nov.2017	Mar.2018	Not Started
7	**CCSDP / CONS-7**	Ensuring implementation of RTPS and linkages of selected departments as per FRS & SRS by TPA	**0.44**	Nov.2017	Mar.2018	Not Started
8	**CCSDP / CONS-8**	Change Management (**#4**)	**2.94**	Feb.2017	Sep.2017	Not Started
9	**CCSDP / CONS-9**	Third party verification of DLIs – Annual	**0.07**	Nov.2017	Mar.2018	Not Started
1 0	**CCSDP / CONS-10**	Technical Support to selected Departments	**1.10**	Feb.2017	Aug.2017	Not Started
1 1	**CCSDP / CONS-11**	Technical support to Autonomous Councils	**0.15**	Feb.2017	Aug.2017	Not Started

S L	Activity Id	Description of Activity/Work	Estt. Cost. (US$ Million)	Start Date	End Date	Status
1 2	CCSDP / CONS-12	Support to Autonomous Councils (#5)	1.03	Nov.2017	Mar.2018	Not Started
1 3	CCSDP / CONS-13	Development of Public Private Financing and licensing framework for PFCs and CSCs	0.02	??	??	Not started
D		**INDIVIDUAL CONTRACTS FOR PMU**				
1 3	CCSDP / CONS-13	**Individual Contract 1:** Senior Advisor CCSDP	0.22	Dec.2015		**WIP**
1 4	CCSDP / CONS-14	**Individual Contract 2:** Business Process Re-engineering and IT Specialist (# 6)	0.18	Jan.2016		**WIP**
1 5	CCSDP / CONS-15	**Individual Contract 3:** ICT Infrastructure Specialist (#7)	0.18	Jan.2016		**WIP**
1 6	CCSDP / CONS-16	**Individual Contract 4:** Social Development and Communication Specialist (#8)	0.18	May.2016		**WIP**
1 7	CCSDP / CONS-17	**Individual Contract 5:** M & E Specialist (**#9**)	0.18	May.2016		**WIP**
1 8	CCSDP / CONS-18	**Individual Contract 6:** Senior Procurement & Contract Management Specialist	0.18	May.2016		**WIP**
1 9	CCSDP / CONS-19	**Individual Contract 7:** Financial Management Specialist	0.18	May.2016		**WIP**
2 0	CCSDP / CONS-20	**Individual Contract 8:** PMU Support Staff (#10)	0.27	Dec.2015		**WIP**
		Total	**14.09**			
		Grand Total	**36.17**			

p. Project Communication management

A project communication strategy and management plan will be prepared by the PMU's **Project Communication team** and will be implemented during the implementation of the project. The plan will include identification of stakeholders, communication types, communication methods and media, objective and purpose, events and schedules and frequencies, owners and outputs. All official communications of the project will be stored digitally in a central repository. A **web based communication platform** will be used to manage the project communication for this project.

    Project Stakeholders: The stakeholders of this project include the following:
- Guidance Council, GoA
- Governing Body, GoA
- World Bank
- MEA, GoI
- MEITY, GoI
- Project Management Unit, ARIAS Society, GoA
- District E-Governance Societies, GoA
- Dept. of Administrative Reforms and Training, GoA
- Dept. of IT, GoA
- Dept. of Revenue & Desarter Management, GoA
- Dept. of Transport, GoA
- Dept. of Urban Development, GoA
- Dept. of WPT & BC
- Autonomous Councils, GoA
- Service Providers and Agencies
- Front-line service delivery institutions including District, Sub-division, Block, and Circle offices as well as Sub-Registrar Offices, Apex organization for scheduled caste, Panchayats and CSCs etc.

The contact information such as names, designation, address, email, phone numbers etc. will be collected and maintained for each representatives/members of the stakeholders.

Communication Media and Channels: Face to Face onsite meeting may be organized at different locations during implementation of the project. Project will require sending physical letters (papers) to the stakeholders. The project will use a web portal to organize and schedule meetings, share the project information. Email, SMS and other Instant Messaging Mobile Applications, Telephone, Video Conference, Print Media may be used to communicate between the project's stakeholders. The project communication team will define the **project communication paths** required for the project.

Project Communication Portal: **The MIS Portal** to be developed for the project will have **a module** for managing project communication. The portal will have a document management functionality to store digitized copies of letters and documents so that the documents can be archived and accessed by the concern project team and stakeholders. The portal will have functionalities **to schedule meetings and send reminders and alerts** to the participants. It can

also upload the **minutes of the meetings, picture and files**. The portal will have a dashboard and links for sharing various reports and project information. The portal will integrate with SMS gateways and Email servers for sending messages and emails.

o. **Draft Project Communication Plan:**

Types	Objective and Purpose	Medium	Frequency	Audience	Owner	Deliverables
Kick-off Meeting	Introduce Project team, project objectives, roles and responsibilities	Face to Face, Teleconference, Video Conference	Once	Sponsors, PMU, Stakeholders	PMU	Agenda, Minutes of Meeting
PMU Team Meeting	Project Monitoring and Evaluation, Issues & Risk assessment	Face to Face	Weekly	PMU Team	PMU	Agenda, Minutes of Meeting
Project Status Meeting	Project Status Review Meeting	Face to Face, Teleconference, Video Conference	Monthly	Sponsors, PMU, Stakeholders	PMU	Agenda, Minutes of Meeting
Project Status Report	Sharing Project Status	Web, email, Teleconference	Monthly	Sponsors, PMU, Stakeholders	PMU	Agenda, Minutes of Meeting
Risk Review Meeting	Project Risk Review meeting, setting priority, mitigation plan	Face to Face, Teleconference, Video Conference	Monthly	Sponsors, PMU, Stakeholders	PMU	Agenda, Minutes of Meeting
Broadcasting of an event	Event Description	SMS, Email, Web Dashboard	As needed	As needed	PMU	
Project Documents	Sharing Project Procurement Documents	Web, email,	As needed	As needed	PMU	

q. **Environment Management:**

The project activities are mostly benign with few adverse environmental impacts. The project will not involve any major civil works. The limited impacts mostly pertain to the following activity:
- Use of generators
- Batteries (some of which may use lead),
- Electronic items like computers, printers, etc.

In addition, temporary impacts during installation may occur during construction. In order to handle these in line with GoI and World Bank stipulations, an **Environment Management Plan** has been prepared for this project. The plan also has a 4-part format for

use by the field staff as well as PMU. This in view, the World Bank's Operational Policy (OP) 4.10 is triggered. This 4-part format will help to identify and mitigate any adverse impact on environment that may arise due to any project activity. This will ensure following aspects:

- Safe and systematic storage, handling and disposal of potentially hazardous materials
- Recycling of hazardous waste and e-waste

The Environment Management Team of the PMU shall assess, identify the potential risk areas and mitigation plans related to environment and health as per guidelines and regulatory of the government and World Bank's Environmental, Health, and Safety Guidelines. The level of risk should be established through an on-going assessment process based on:

a) the types and amounts of hazardous materials (Hazmat) present in the project. This information should be recorded and should include a summary table with the following information:

- Name and description (e.g. composition of a mixture) of the Hazmat
- Classification (e.g. code, class or division) of the Hazmat
- Internationally accepted regulatory reporting threshold quantity
- Quantity of Hazmat used per month
- Characteristic(s) that make(s) the Hazmat hazardous(e.g. flammability, toxicity)

b) Analysis of potential spill and release scenarios using available industry statistics on spills and accidents where available

c) Analysis of the potential for uncontrolled reactions such as fire and explosions

d) Analysis of potential consequences based on the physical geographical characteristics of the project site, including aspects such as its distance to settlements, water resources, and other environmentally sensitive areas.

E-waste Management (Management and Handling) Rules, 2011 including restrictions on usage of hazardous substances as per global best-practices and to prevent e-waste dumping in the country is a subject which is being dealt by Ministry of Environment and Forest (MoEF). The PMU Team will ensure that project comply with this policy. Equipment used for the project activities can have end-of-life impacts that need to be properly managed – computers and other electronic waste can have hazardous material and batteries used for back up may contain Lead (Pb). These need to be handled in line with existing regulations that apply to such E-waste and Batteries.

r. Data and Information Security:

Data & Information Management: A competent security audit agency empanelled by CERT-IN, e.g. Standardisation Testing and Quality Certification (STQC) Directorate, will be engaged to evaluate the quality and security of the applications. The PMU will ensure the preparation and implementation of the necessary policies such as Password Policy, Data Access Rights, Data Privacy Policies to avoid unauthorised access to data and maintain privacy of data.

Assam is considered to part of the earthquake high risks zone. A disaster management and data recovery plan must be included in the data management system of project.

s. Sustainability

Commitment to reform is strong in the state resulting from a desire to address long-standing challenges related to public service delivery. By adopting the Right to Public Services Act in 2012, the GoA established a strong legal framework for improving access, efficiency, and accountability in the public service delivery system. The Chief Minister has focused on using the Project to streamline government bureaucracy and red tape, while the Chief Secretary has provided strong leadership to establish priorities for ensuring that reforms benefit disadvantaged citizens.

For further sustainability, the Project will strengthen both staff capacity and systems and take measures to ensure appropriate servicing and maintenance of Project infrastructure. The Project will invest in staff training and development as well as systems and processes that are likely to endure beyond its life including the creation of a Budget Line for the implementation of the RTPS Act. The sustainability of the infrastructure developed by the Project will be addressed by ensuring adequate servicing and maintenance through a tightly designed Service Level Agreement (SLA) with the provider.

The sustainability of the Public Facilitation Centres and the CSCs will be strengthened through the dependable availability of a stream of high demand electronic Government services, priced appropriately to cover the cost of maintaining these centres. A Public Private Financing and licensing framework will be developed under the project to guide the licensing of the CSCs and potentially the PFCs once a stream of electronic government services is established.

It is expected that as the delivery of public services improves, citizen support will rise accordingly, enhancing the prospects for sustainability. The Project is likely to benefit citizens in Assam, particularly the more vulnerable. As citizens experience the benefits of timely and accountable service delivery across a range of services, it is likely that popular support for the initiative will grow considerably. This will, in turn, make it hard to reverse the changes set in motion by the Project.

The creation of a high-level delivery unit to monitor the delivery of RTPS services with its own budget, staff, and authority which will strengthen the sustainability of the Project's key objectives. The delivery unit will be housed in a powerful cross-cutting department and focus on ensuring the proper functioning of the RTPS Act.

Annexure 1
Table: List of Services Notified under Assam Right to Public Services Act 2012

Sl. No.	Notified Service	Department
1	Office Mutation	Revenue Department
2	Certified copy of Jamabandi or record of rights/chitha	
3	Registration of documents	
4	Non Encumbrance Certificate	
5	Certified copy of the registered document	
6	Marriage Certificate	
7	Certified copy of mutation order	
8	Perfect partition	
9	Duplicate Mark sheet by Board Of Secondary Education, Assam (SEBA)/ Assam Higher Secondary Education Council (AHEC)/State Madrasa Board	Secondary Education
10	Duplicate pass certificate by SEBA/AHEC/State Madrassa Board	
11	Migration Certificate by SEBA/AHEC	
12	Birth Certificate	Guwahati Development Department (GDD)
13	Delayed registration of birth	
14	Death Certificate	
15	Delayed registration of death	
16	Permission for construction of building	
17	Trade license	
18	Certified copies of public documents	
19	Municipal Holding Certificate	
20	Holding Mutation	
21	Learner's License for transport	Transport Department
22	Learner's license for non -transport	
23	Driving license for transport	
24	Driving license for non-transport	
25	Vehicle registration for transport	
26	Vehicle registration for non-transport	
27	Duplicate driver's license	
28	Duplicate vehicle registration for transport	
29	Duplicate vehicle registration for non-transport	
30	Birth Certificate in rural areas	Health
31	Death Certificate in rural areas	
32	Delayed registration of birth in rural areas	
33	Delayed registration of death in rural areas	
34	Issuance of disability certificate	
35	Scheduled Caste (SC) Certificate	WPT&BC
36	Non-creamy layer certificate	
37	Next of kin certificate	GAD
38	Registration of individuals in the Employment Exchange	Labour & Employment
39	Registration of Establishments under the Assam Shops and establishment Act, 1971	

Sl. No.	Notified Service	Department
40	Renewal of registration certificate of the Establishments under Assam Shops & Establishment Act, 1971	
41	Duplicate copy of RegistrationCertificate of the Establishments under Assam Shops& Establishment Act, 1971	
42	Registration of co-operative societies underCo-operative Societies Act,2007	Co-operation
43	Issuance of Permanent Resident Certificate (PRC)for higher education	Political
44	Issuance of Residential Status Certificate/ Reportfor Kisan Seva Kendra Dealership under Indian OilCorporation Ltd.	
45	Issuance of No Objection Certificate (NOC) for fire safety of building	Home
46	Renewal of NOC for fire safety of building	
47	Issuance of Fire Attendance Certificate	
48	Application of registration under Rule 13(1) of TheAssam Value Added Tax Act, 2005	Finance
49	Application for grant of declaration in forms C or Funder Rule 12 of the CST (Registration & Turnover)Rules, 1957	
50	Post mortem report of animals/birds	Animal Husbandry And Veterinary Department
51	Valuation certificate of animal/bird for insurance	
52	Birth Certificate in Urban areas other than the Guwahati Municipal Corporation (GMC)area	Urban Development Department (UDD)
53	Death Certificate in Urban areas other than GMCarea	
54	Delayed Registration of Birth in Urban areas otherthan GMC area	
55	Delayed Registration of Death in Urban areas otherthan GMC area	