

**CM Dashboard Cell**  
Government of Assam

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**Terms of Reference (ToR)**  
**For Policy and Strategy Processes Specialist (Individual Consultant) to be positioned in the Delivery Unit (DU) of CM Dashboard Cell**

**(A) BACKGROUND AND OBJECTIVES**

1. The Government of Assam (GoA) through Government of India (GoI) has received a loan from the World Bank (IBRD: International Bank for Re-construction and Development) for the Assam Agribusiness and Rural Transformation Project (APART). The Project Development Objective (PDO) of APART is to “add value and improve resilience of selected agri-value chains focusing on smallholder farmers and agro-entrepreneurs and to advance Assam’s COVID-19 response”. A sub-component of the APART project under project Management, Monitoring & Learning would support provisioning of technical assistance to the Office of the Chief Minister for monitoring the progress and performance of development programs including Externally Aided Projects. Part of this TA support will be towards establishment of CM Dashboard Cell, as a standalone unit of CMO and in line with the Delivery Unit architecture, which has been attempted across governments within and outside of India with an intent to enable data driven decision making in the government. The objective of the CM Dashboard Cell is to pioneer data driven governance by way of enabling real-time monitoring & performance assessment towards tackling pressing implementation challenges and achieving effective outcomes on high priority initiatives of the Government. The CM Dashboard Cell will also concentrate on improving data quality and providing need-based input for programmatic and policy interventions / correction; and will work towards strengthening the link between the center of government and citizen centric outcomes. The Assam Rural Infrastructure and Agricultural Services (ARIAS) Society, an autonomous body of the Govt. of Assam, is the apex coordinating and monitoring agency for the Project. ARIAS Society now intends to hire a **Policy and Strategy Processes Specialist** (hereinafter referred as **PSPS**) as an Individual Consultant out of the loan proceeds, to be positioned in the Delivery Unit (DU) of the CM Dashboard Cell, as per the terms given hereunder.
2. Towards achieving these objective, the CM Dashboard Cell will: **(i)** contribute to the development of Transformational Roadmap of the Government which enhances public service delivery ensuring the top-priorities of the Government; **(ii)** track and highlight the progress on strategic reform initiatives through a Key Results Area Framework **(iii)** analyze KPI trends to identify the gaps and bottleneck hindering performance for targeted interventions, and subsequently build models for early warning alerts; **(iv)** Recommend plausible policy/programmatic options to help resolve identified bottlenecks / anticipated challenges to facilitate high-impact outcome; and **(v)** help build the underlying capabilities and processes across departments to ensure sustainability of the initiative.

**(B) OBJECTIVES OF THE ASSIGNMENT & SCOPE OF WORK**

3. The **PSPS** will report to the **Principal Secretary to CM and Nodal Officer, CM Dashboard Cell** and contribute towards the objectives of the CM Dashboard Cell. In particular, the responsibilities of the **PSPS** will include the following:
  - a) Analyse KPI trends in association with the Data Science Specialist to develop insights on the policy and programmatic performance, including but not limited to social inclusion, gender mainstreaming and tracking the progress on targeted initiatives for socio-economically disadvantaged communities. Synthesize these with the findings of qualitative research & evaluations and outcomes of stakeholder engagements to help frame emerging strategies and policy agenda.
  - b) Develop upon request programme ideation and strategy concept notes, briefing papers and presentations, and any other relevant documentations to support effective formulation, implementation, and supervision of new strategic and programmatic initiatives.
  - c) Interpret priority policy agenda and programme of the government; and map these understanding with the Dashboard KPI metrics to identify gaps in performance measurement metrics and processes. Help develop monitoring indicators for different contexts on key (and emerging) policy agendas, in collaboration with implementing government departments/ other agencies as required.
  - d) Develop analytical tools and processes to contribute to the diagnosis and monitoring of localised socio-economic and political-economy trends in the state and their expected impact.

- e) Provide need-based assistance in the Office of Chief Minister Assam and other departments on programme ideation and management, policy formulation, inter-department coordination, and any other relevant tasks and activities.
- f) Participate upon request in the brainstorming and ideation sessions, stakeholder dialogues, field visits, inter alia. Ability to undertake extensive field travel and other visits within and outside the state.
- g) Perform any other related task(s) assigned by the Principal Secretary to CM.

**(C) QUALIFICATIONS, EXPERIENCE, SKILLSET, AND AGE ETC.**

- a) **Educational Qualifications:**The PSPS must hold an advanced university degree in one of the following fields: Public Administration, Public Policy, Management, Social Science, Political Science, Economics, law, or another relevant technical field
- b) **Working Experience:**PSPS should possess 7-10 years of relevant professional experience in the areas of policy research and policy formulation, and with and demonstrable accomplishments in these areas.
- c) **Computer Skills & Language:**The PSPS must have proficiency in Proficiency in qualitative and quantitative research methodologies and tools, including computer aided statistical and data analysis tools.
- d) **Language:** Excellent written and verbal skills in English and Assamese. Working knowledge of Hindi would be an added advantage.
- e) **Age:** Age of the candidate should not be more than **45 years as on 31<sup>st</sup> March, 2022.**

**(D) DURATION OF CONTRACT, NOTICE PERIOD ETC.**

- 4. The tenure of **PSPS** is intended for a 1-year period and the continuity of the **PSPS** beyond one (1) year from the date of signing the agreement will depend upon his/her performance. The decision of the *Principal Secretary to CM* shall be final and binding in this regard. The contract management shall be done as per the Project rules.
- 5. The contract with **PSPS** may be terminated by either side at any point of time during the contractual period by serving a 30 days' notice without assigning any reason and without thereby incurring any liability to the Govt. of Assam/ ARIAS Society. The assignment is purely contractual in nature and shall not, under any circumstance, be extended beyond the APART's closing date. The Govt. of Assam/ ARIAS Society shall not undertake any responsibility for subsequent deployment of the incumbent.
- 6. The **PSPS** shall not assign or sub-contract, *in whole or in part*, his/her obligations to perform under this ToR, except with the reporting officer's prior written consent. The **PSPS** will have to serve the assigned office on full time basis under overall command of *Principal Secretary to CM* and provide services to ARIAS Society.

**(E) REMUNERATION, PAYMENT TERMS AND LEAVE ETC.**

- 7. Depending on the qualifications, experience, competencies, recent remuneration, etc. of the candidate, the consolidated annual remuneration for the **PSPS** will be in the range between **Rs.11.40 lakh to Rs.19.20 lakh** per year. *A higher start may be considered in case of exceptionally qualified candidates, possessing higher and qualitative experience as decided by Principal Secretary to CM.* However, in case the selected candidate's current remuneration with 30% enhancement comes below Rs.11.40 lakh/year, the lower remuneration will be offered. The annual remuneration will be inclusive of performance-linked-incentive, communication allowance, health/service-related allowance, all taxes, cost of accommodation and food at Guwahati, conveyance to attend the office etc. The remuneration may be enhanced on an Annual Basis, as per provisions in the HR policy of ARIAS Society.
- 8. The remuneration will be given in equal monthly installments and the Performance-Linked-Incentive (PLI) will be given quarterly based on the performance and achievement against the mutually agreed deliverables by the **PSPS**. Taxes shall be dealt with as per applicable laws.
- 9. Travelling, Boarding, Lodging and Food expenses for approved official tours outside Guwahati will be reimbursed as per HR Policy of ARIAS Society.
- 10. The provisions of leave would be as per provisions of HR Policy of ARIAS Society.

11. No house rent allowance, or any other allowance shall be paid by the Project. No other payment whatsoever (except reimbursement of official travelling expenses) shall be made, except as agreed with the **PSPS** by the Project.

**(E) REPORTING AND PERFORMANCE REVIEW**

12. The **PSPS** will report to the *Principal Secretary to CM* on a day-to-day basis. Quarterly/Half yearly/Annual performance review will be done by the Reporting officer.

**(F) FACILITIES TO BE PROVIDED TO PSPS**

13. The **PSPS** will be given access to all documents, reports, correspondence, contacts available with ARIAS Society and any other information available, as deemed necessary for smooth accomplishments of tasks assigned. The **PSPS** will be provided with one office cubicle/workstation in the CM Secretariat, along with computer, printer, computer/office consumables, and internet access. *The **PSPS** however will not be provided with any clerical assistance.*

**Notes:**

1. *This is a draft ToR and Principal Secretary to CM reserves the right to change, update or modify this ToR at any stage till recruitment process is completed.*
2. *ARIAS Society is an equal opportunity employer and women candidates are strongly encouraged to apply.*

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