

**Assam Society for Comprehensive Financial Management System (AS-CFMS)
Second Floor, F-Block, Assam Secretariat (Civil), Dispur,
Guwahati-781006 (Assam, India)**

No: E-401394/154

Dated Dispur, the 24th June, 2024

Request for Expression of Interest for Hiring of Resources on Contractual Basis

Name of Assignment	Hiring of Resources for Establishment and Operationalisation of PMU under Institutional Finance Department, Govt. of Assam
Date of Publishing	24/06/2024
Last date for Submission of Expression of Interest	06/07/2024

1. Background

The Government of Assam has embarked upon the journey of DBT in the year 2017, by setting up the DBT PMU within the Finance Department. Currently, the government of Assam runs as many as 75+ Centrally sponsored schemes (CSS) in DBT mode.

Assam has set-up the State DBT PMU in the year 2017 and is working with the DBT mission India for promotion of DBT in the State in Assam.

The State DBT cell primarily works towards coordinating the implementation of DBT in various schemes. The Cell acts as a nodal point for all the activities and matters related to DBT operations in the State. As DBT operates in an environment that involves multiple stakeholders, the Cell is responsible for liaising with all such stakeholders for the seamless transitioning of schemes to DBT.

Since the Institutional Finance Department is currently implementing a number of schemes, hence it is proposed to onboard resources to establish a full-fledged Programme Management Unit (PMU).

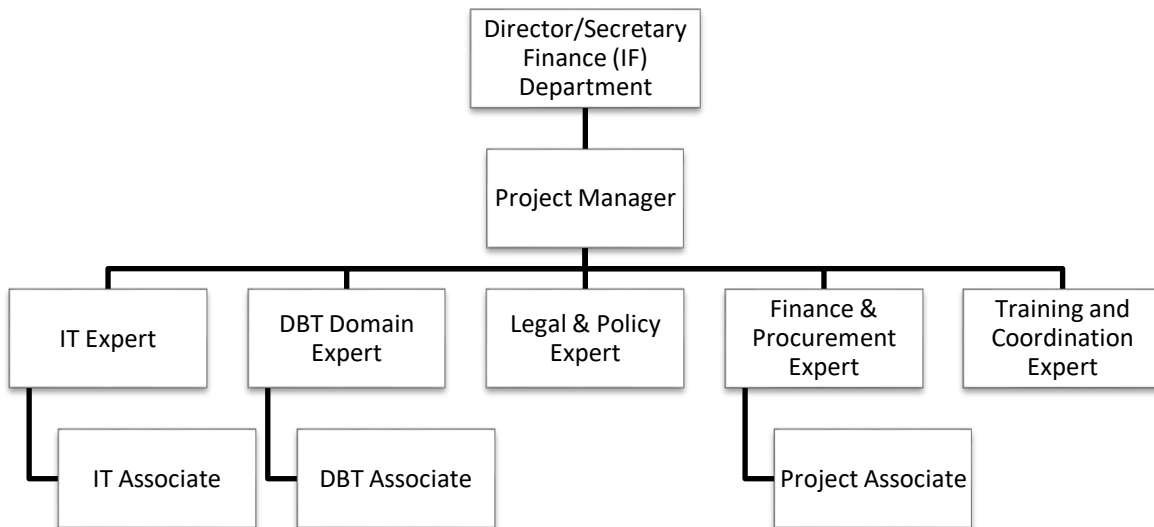
2. Source of Funds

The assignment will be funded from the State's budget.

3. Scope of the Assignment

As per the Terms of Reference (ToR) attached. The Project Director, AS-CFMS reserves the right to change, update or modify the ToR at any stage during the recruitment process or at the time of signing of the Contract Agreement.

4. Organizational Structure of PMU: Below shows the mapping of the typical structure of the PMU in the Finance Department.



5. Qualification Requirements

Given in the attached Terms of Reference (ToR)

6. Application process

a. Online Application (Expression of Interest) is now invited from Indian citizens having the requisite qualification and experience for engagement on contract basis under AS-CFMS.

b. Applications in English language may be submitted through **email only** at hr.ascfms@gmail.com. The application format is provided on the website of the Finance Department, Govt. of Assam. The relevant section in the website is the AS-CFMS section as given below:

<https://finance.assam.gov.in/portlets/as-cfms>

c. Only the applications received before the expiry of the deadline will be processed. Applications received after the deadline will be rejected.

d. Candidates need to mention the post applied for in the subject line of the e-mail.

e. Applications received in any format other than the prescribed format shall not be entertained. No application will be received through fax /post / courier / physical delivery.

f. Candidates applying for multiple posts are free to submit multiple applications. However, each application should be in separate emails. Cumulative applications in one email will be **summarily rejected**.

g. The candidates should maintain and operate an email during the duration of the recruitment. **All correspondences will be through email only**.

h. If a significantly high number of applications are received, the Selection Committee may conduct a written test (either online/offline) which will be communicated through email.

i. Due to the expected high number of applications, only shortlisted candidates will be called for a personal interview / test. No TA/DA shall be paid for attending the interview.

- j. Canvassing in any form will lead to disqualification and rejection.
- k. The employee shall have to serve a minimum period as decided by the competent authority.

7. Related Information

Candidates not having the requisite qualification are liable to be summarily rejected. Therefore, candidates are advised that they fulfill the prescribed eligibility before applying.

The Department also reserves the right to accept or reject any application without assigning any reason thereof. Canvassing in any form will lead to summary disqualification.

Terms of Reference

Establishment and Operationalisation of Programme Management Unit (PMU) for
Institutional Finance Department, Govt. of Assam

1. Background

Cash Transfers or Direct Benefit Transfer (DBT) as it is known in India, is the popular method of transferring social benefits to the marginalized sections of the society across the world. DBT schemes are both cash-based transfers as well as in-kind schemes. The Government of India has been an early adopter of DBT which was started with initiatives like PAHAL, JAM, etc. Owing to the success of PAHAL, the Government of India has now re-implemented as many as 434 Centrally sponsored schemes in DBT mode. The government of India claims that the implementation of DBT has led to estimated savings over Rs. 90,000 crore. The Government of Assam has also embarked upon the journey of DBT in the year 2017, by setting up the DBT PMU within the Finance Department. Currently, the Government of Assam runs as many as 75+ Centrally sponsored schemes (CSS) in DBT mode.

Current Status

Assam government has taken several measures by implementing various schemes for social security and the welfare of its citizens, especially the marginalized. Apart from the schemes by the Central Government which are the mainstays of social protection policies, there are few others that were introduced by the state government.

The Government of Assam (GoA) implements all the social sector schemes via the various departments like Panchayat and Rural Development (P&RD), Social Welfare, Welfare of Minorities, Education, Health, Agriculture, etc. All these departments through their Directorates implement the Central & State schemes. These Directorates either build the capacity internally or develop a Special Purpose Vehicle (like dedicated Missions for Health, Education) for implementation of these schemes. These implementing agencies either use the State machinery at the District level or build additional capacity at the district. In both cases, these Departments remain in control of the implementation.

The schemes announced by the Centre usually come with detailed scheme guidelines, processes, and systems with directions to the implementing agency. These are templated by the Central agency monitoring the scheme implementation. The State schemes, on the other hand, are run by the various departments under whose purview the Budget is allocated by the state government. These departments are responsible for developing the scheme guidelines, processes, and systems. However, there is a limited templated approach for the implementation of state schemes.

The Central schemes or Centrally sponsored schemes that are implemented by the Directorates are provided with the State instance of the MIS for the scheme, as well as, with a cash disbursement system, such as PFMS. While most of the mature schemes funded from the central government have an established MIS, which is mandated by the Centre, some smaller schemes also run on internally developed MIS application, and use PFMS as their payment gateway. The State schemes on the other hand at this point in time do not have a standard MIS which can be really used when the scheme is

announced, nor is there a standard protocol or consensus on which Cash disbursement system to use.

Institutional mechanism for promotion of DBT in India and Assam

DBT mission India is a Directorate set up under the Central Secretariat, Government of India. This organization works on a mission-mode with its prime objectives of promotion of DBT across India. DBT Mission coordinates with Central Ministries and facilitates transitioning of schemes on DBT. Each Ministry receives the advisory and directs it to corresponding departments in the State. It works with the State DBT cells to achieve the below mission objectives,

- Accurate identification and targeting of the intended beneficiaries
- Re-engineering government processes for the simpler flow of information and funds.
- Promotion of Financial Inclusion
- Setting up digital platforms that are accessible, scalable, and reliable, providing user-friendly interfaces between the government and the beneficiaries.

DBT Mission India also advises the State to setup the State DBT PMU for promotion of DBT in the state. The State DBT cell shall primarily work towards coordinating the implementation of DBT in various schemes. The Cell acts as a nodal point for all the activities and matters related to DBT operations in the State. As DBT operates in an environment that involves multiple stakeholders, the Cell shall be responsible for liaising with all such stakeholders for the seamless transitioning of schemes to DBT. The State DBT cell will work towards achieving the below objectives,

- Coordinating with Centre/Ministries and disseminating the directives to the respective departments in States
- Developing scheme/department-specific ICT applications to capture data pertaining to DBT more effectively.
- Closely monitoring and evaluating the progress of various departments on DBT related indicators vis-à-vis expected outcomes.
- Incorporating best practices and international experiences to enhance the effectiveness of benefits delivery.
- Partnering with multi-lateral agencies and consulting firms to piggy back on their technological and industry knowledge.

Assam has set-up the State DBT PMU in the year 2017 and is working with the DBT mission India for promotion of DBT in the State in Assam.

The State DBT PMU conducted an AS-IS assessment of DBT implementation in the State under the PMU, and below are the major findings in the report,

- Beneficiary data is collected manually then digitized leading to inclusion & exclusion errors hence unreliable beneficiary data quality.
- Many schemes lack IT systems, hence no reliable digitized data and delays in benefit disbursement.
- Lack of updated beneficiary data with line departments. Further, some departments have robust MIS and others do not.
- No database of beneficiaries to support policy decisions or scheme operationalization.

The Finance Department has developed the Digital Infrastructure for DBT schemes (DIDS) in Assam. Under the DIDS implementation, a common functional database for social programs, also known as Social Protection Delivery System in Assam, has been built. These are the information systems that support the intake, registration, and determination of potential eligibility for one or more social schemes/ programs run by the government.

Apart from the Social Protection Delivery System, the envisaged IT platform empower the scheme implementing departments with a shared MIS which allows them to come on-board and start running the scheme within a very short period of time. This allows faster implementation of the schemes as well as brings in the savings in terms of costs and efforts required to be invested to build such systems by each scheme implementation agency.

There are three schemes currently underway which includes:

- a. Orunudoi
- b. Assam Tea Industries Special Incentives Scheme (ATISIS)
- c. The Assam Microfinance Incentive and Relief Scheme (AMFIRS), 2021

2. Objectives

Objectives of setting up an PMU within Institutional Finance Department could be-

- Strategically harness technology to make employees more productive and smarter
- Establish, maintain and monitor the digital platforms and data.
- Reduce manual interventions wherever possible and bringing robust processes in the system.
- Increase end-user satisfaction.
- Hand hold the government users in utilizing the services offered. And bring value to the government and people of Assam

This would require the PMU to be fulfilled with staff and consultants with niche skill sets.

3. Scope of Work of the PMU

The PMU would be the nodal cell for promotion of DBT in the state and would initially have the following roles and responsibilities with regard to the DBT Schemes launched by any Department in DIDS:

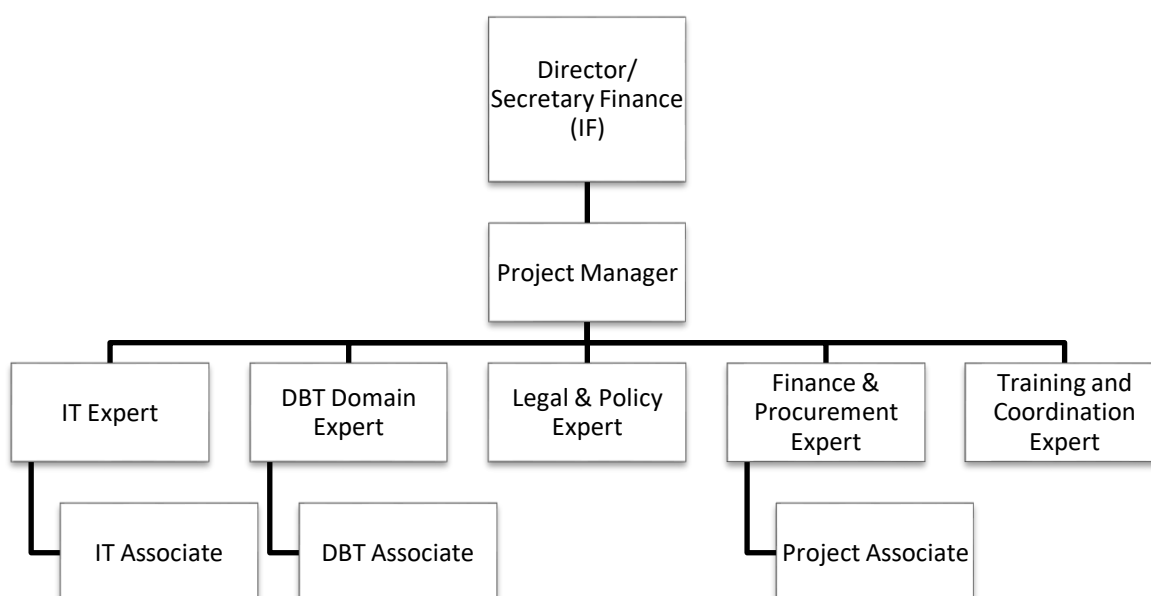
- a. Coordinating with the State Level Governance Committee for promotion of DBT in the state.
- b. Assist in preparing scheme guidelines, operational process documents, beneficiary data preparation for rolling out schemes
- c. End-to-end scheme & beneficiary management through online portal
- d. End-to-end management including preparation of scheme documentation, brochures, ceremonial launch, etc.
- e. Assisting departments in data collection, collation and disbursement of funds.
- f. Monitoring and evaluating the progress of various departments on DBT related indicators vis-à-vis expected outcomes.
- g. Designing Citizen Feedback/Grievance redressal mechanism for beneficiaries.

- h. Design Strategy for Last Mile Pilot / POC and assist in implementation in collaboration with service providers.
- i. Coordination of various Payments & Settlement networks along with banks to explore solutions for Last Mile Delivery of benefits.
- j. Facilitating IT AS IS assessment, organizing meeting, seminar/ training workshop for Stakeholders.
- k. Support in preparation of governance framework and functional dashboard for tracking Digital Payments targets majorly with Key performance Indices (KPIs).
- l. Functional Design details for web-portal and define processes, which shall enable banks to do regular payments.
- m. Conduct Capacity Building sessions.
- n. Coordination with Departments and other stakeholders.
- o. Establish proactive liaising between State Government Departments, Banks and SLBC.
- p. Standardization of SLBC reports as per the recommendation of RBI and requirements of Finance Department.
- q. Assisting Government in aligning, mobilizing and monitoring activities of key banking parameters.
- r. Any other task may be assigned by competent authority.

Additional scope of the Programme Management Unit (PMU)

- a. On-boarding of DBT schemes in coordination with departments on DIDS Platform.
- b. Support the state government in designing and implementing an extensive IEC plan to beneficiaries on the DIDS Platform and the approach.
- c. Feasibility and Gap Assessment:
- d. Provide support for assessment of Network Coverage.
- e. Assisting Government Department in readiness to onboard schemes on DIDS Platform
- f. Regular activities in promotion of the DIDS by the PMU:-
 - i. Assessment and understanding of the schemes run by the participating department.
 - ii. Understanding the fitment of core functionality of the scheme into DIDS like eligibility criteria, conditionality's, etc.
 - iii. Detailed assessment to understand the work flow, processes, etc. for delivery of social benefits by the (participating) departments
 - iv. Configuration of the DIDS platform and train the users based on the roles.
 - v. Maintain the beneficiary and scheme registries as the SoPs and protocols defined.
 - vi. Train the IT users of the department on the same, shall also train the users on beneficiary data updates etc.
 - vii. Resolve any issues related to the usage of the functional features of the application.
 - viii. Generation of custom reports for regular reporting or support for policy development based on socio – economic indicators.

4. **Organizational Structure of PMU:** Below shows the mapping of the typical structure of the PMU in the Finance Department.



Qualifications of the Resources Required

a. DBT Project Manager

- Education: Post Graduate degree/diploma in Business Administration or Public Policy or a closely related field or B Tech/ BE (Information Technology/Computer Science)/ MCA, from a recognised university or college, as a regularly enrolled student (excluding studies in distance education mode)
- Certifications (preferred but not Mandatory) — PMP /PgMP /CAMP/PRINCE2 /CompTIA Project+ or other industry equivalent certifications
- Age: Minimum thirty-five (35) years as on 1st January 2024.
- Experience: For Post Graduates at least 07-08 years of thematic experience in handling large e-Governance projects of Government / public sector.
- The candidate should have handled at least one large project on all aspects from concept to implementation stage.
- The candidate should be aware of government processes, procedures and stakeholder management and implementation strategies.
- Excellent knowledge of written and spoken English and working knowledge of Assamese are required and should have computer knowledge in MS Office and other applications
- Strong interpersonal relations, communication and teamwork skills with leadership qualities.

b. DBT IT Expert

- Education: Minimum B Tech/ BE (Information Technology/Computer Science) or MCA, from a recognised university or college, as a regularly enrolled student (excluding studies in distance education mode)
- Age: Not more than fifty-five (55) years as on 1st January 2024
- Experience: At least 3-5 years of thematic experience in handling large e-Governance projects of Government/ public sector.
- The candidate should have handled at least one large project on all aspects from concept to implementation stage.
- The candidate should be aware of government processes, procedures and stakeholder management and implementation strategies.
- Minimum 3 years of experience in database design and management such as MySQL, MariaDB, Postgres DB, Alfresco etc.
- Proven track record of diagnosing and resolving technical issues related to software and databases with ability to troubleshoot performance bottlenecks and optimize system performance.
- Strong knowledge of Software Development Life Cycle (SDLC).
- Good understanding of web security best practices, encryption, automated testing tools etc.
- Candidate having any Technical Certification is an added advantage such as in JAVA, any database, Cloud Computing - AWS, Azure, Security etc.
- Strong interpersonal relations, communication and team-work skills, software and databases with ability to troubleshoot performance bottlenecks and optimize system performance.

c. DBT Expert

- Education: Master degree in Economics/ Finance/ Management/ Public Finance/ PGDM (2 years full time-AICTE approved) from a recognized University/ Institute .
- Age: Not more than fifty-five (55) years as on 1st January 2024.
- Experience: At least seven 3-5 years of thematic experience in public/ private sector in handling large e-Governance projects of Government/public sector.
- At least 5 years experience in managing Consulting projects having strong DBT ecosystem, with Central/State Government.
- Prior experience in Public Financial Management Systems or Digital Financial Services within the public sector is mandatory.
- Must have experience in data analysis, data visualization and preparing presentation presentations to demonstrate inferences and drive action points.
- A solid track record in Business Process Reengineering (BPR) and Change Management is essential.
- In-depth understanding of AADHAAR, Financial Inclusion, and DBT projects, with a clear grasp of the regulatory framework and compliance requirements.
- Experience and Understanding of end to end implementation of at least 1 (one) Central/ State Government DBT scheme.

- Strong interpersonal relations and teamwork skills are vital, as the position involves collaborating with multiple stakeholders and teams to ensure successful DBT implementation.

d. DBT Support Staff

- Education: Minimum B. Tech/ BE or MCA or a closely related field from a recognised university or college, as a regularly enrolled student (excluding studies in distance education mode).
- Experience: Minimum 2 years in related field.
- Age: Not more than 35 (thirty-five) years as on 1st January 2024.
- The candidate should be aware of government processes, procedures and stakeholder management and implementation strategies.
- Excellent knowledge of written and spoken English and working knowledge of Assamese are required and should have computer knowledge in MS Office and other applications
- Strong interpersonal relations, communication and teamwork skills
- Technical proficiency: Experience in IT hardware, software, and network etc. Familiarity with various IT systems, applications, and tools commonly used in the organization. Ability to communicate effectively with end-users to understand their issues and provide timely and helpful solutions. Ability to adapt to new technologies, procedures, and environments.
- Teamwork: Collaboration and teamwork skills to work effectively with other staff, as well as with colleagues in different departments or teams.

e. DBT Grievance Redressal Associate

- Education: Minimum Bachelors degree from any a recognized university or college, as a regularly enrolled student (excluding studies in distance education mode).
- Experience: At least 3 years of experience with more than 1 year of experience in a similar role.
- Age: Not more than 35 (thirty-five) years as on 1st January 2024.
- Prior experience in handling a team and managing grievances of customers/beneficiaries.
- Excellent knowledge of written and spoken English and working knowledge of Assamese are required and should have computer knowledge in MS Office and other applications
- Strong interpersonal relations, communication and teamwork skills.

5. Supervision and Reporting

The Project Manager will report to the Director, Institutional Finance Department.

Other members of the team will report to the Project Manager.

The final authority on any issue(s) that may arise during the employment period of the employee shall be resolved by the Project Director, AS-CFMS Society, and the decision taken by the PD shall prevail. The annual performance review will be done as per the HR Policy of the AS-CFMS Society.

6. Period of Engagement: The initial contract period will be for **2 (two)** years. However, based on performance the same may be extended as per requirement.

7. Services and Facilities

- a. The employer will give access to all the required documents, correspondence, and any other information associated with the project and as deemed necessary
- b. Provide seating space along with computer / laptop, printer, computer / office consumables, and internet access.

8. Other Conditions

The appointment will be on a full-time basis and the employees will not be permitted to take up any other assignments during the period.

9. Indicative Remuneration and Payment Terms

The Remuneration will be in accordance with the HR Policy of the AS-CFMS Society. The HR Policy can be viewed at:

<https://finance.assam.gov.in/portlets/as-cfms>

The indicative range for the positions is as follows:

Sl. No.	Position	CTP Range/Month(Rupees)
1	DBT Project Manager	1,50,000 -2,15,000
2	DBT IT Expert	95,000-1,60,000
3	DBT Expert	95,000-1,60,000
4	DBT Support Staff	35,000- 51,500
5	DBT Grievance Redressal Associate	35,000- 51,500

The monthly Cost to the Project will be as per the HR policy of the AS-CFMS Society inclusive of Performance Linked Incentive, Communication Allowance and Medical Allowance.

The CTP offered will be decided based on previous salary history, qualification, experience and competency of the candidate.