

# TERMS OF REFERENCE (ToR) FOR MISSION KARMAYOGI ASSAM – SUPPORT TEAM AT ASSAM ADMINISTRATIVE STAFF COLLEGE (AASC) UNDER THE ADB SPOSORED ASUP LOAN COMPONENT

## 1. BACKGROUND

The Government of Assam (GoA) is implementing *Mission Karmayogi Assam* to strengthen the capacity and competencies of public officials for effective and citizen-centric service delivery. The Assam Administrative Staff College (AASC) serves as the State Anchor Institution for this initiative, in coordination with the Capacity Building Commission (CBC), Department of Personnel & Training (DoPT), Assam Skill University (ASU), and the Centre for Effective Governance of Indian States (CEGIS).

To support the operationalization of Mission Karmayogi Assam, AASC proposes to establish a dedicated five-member *Mission Karmayogi Support Team*. This team will provide technical, analytical, and managerial support for the planning, implementation, and monitoring of competency-based capacity-building reforms across departments.

## 2. OBJECTIVE

The Support Team will assist AASC in:

- Implementing Mission Karmayogi Assam's key components including FRACing, State Capacity Building Plan, and **DoPT sponsored** Digital Learning Lab (DLL).
- Providing analytical and project management support for capacity building, training reforms, and digital transformation.
- Strengthening institutional mechanisms for data-driven decision-making and learning evaluation.

## 3. INDICATIVE TEAM COMPOSITION, SALARY AND LOCATION

| SL NO | POSITION   | INDICATIVE NO. OF POSTS | LOCATION                                     | REPORTING                        | INDICATIVE SALARY RANGE   |
|-------|--|-------------------------|--|----------------------------------|---------------------------|
| 1     | Senior Manager (Team Leader)                                 | 1                       | Assam Administrative Staff College, Guwahati | Director Of Training (DOT), AASC | Rs. 2.3-3.1 (lakhs/month) |
| 2     | Manager – Learning Solutions                                 | 1                       | Assam Administrative Staff College, Guwahati | Senior Manager, (Team Lead)      | Rs. 1.5-2.1 (lakhs/month) |
| 3     | Manager – Data Systems & Insights                            | 1                       | Assam Administrative Staff College, Guwahati | Senior Manager, (Team Lead)      | Rs. 1.4-2.0 (lakhs/month) |
| 4     | Manager – Public Sector Capacity Building (FRACing)          | 1                       | Assam Administrative Staff College, Guwahati | Senior Manager, (Team Lead)      | Rs. 1.3-2.0 (lakhs/month) |
| 5     | Senior Programme Associate – Public Sector Capacity Building | 1                       | Assam Administrative Staff College, Guwahati | Manager, FRACing                 | Rs. 0.8-1.2 (lakhs/month) |

## 4. TERMS OF REFERENCE (ToR) BY POSITION

### 4.1 SENIOR MANAGER (TEAM LEADER)

#### Purpose:

To lead strategic planning, coordination, and implementation of Mission Karmayogi initiatives in Assam under AASC's guidance. The Senior Manager will ensure alignment with national frameworks, oversee data management, project delivery, and stakeholder engagement.

#### Key Responsibilities:

- Lead the planning, implementation, and monitoring of *Mission Karmayogi* (MK) initiatives under the direction of the Assam Administrative Staff College (AASC).
- Oversee comprehensive project management across conceptualisation, resourcing, execution, and reporting.
- Direct team operations to ensure high-quality outputs, timely delivery, and alignment with project and institutional goals.
- Translate national Mission directives into actionable state & department-level implementation plans.
- Assist Capacity Building Units (CBU) of various M/D/Os, including the CBU at AASC, in overall implementation of the MK framework.
- Design and oversee capacity building efforts across M/D/Os.
- Present findings, updates and insights effectively to diverse stakeholders, including senior government officials, partner institutions and in public forums.
- Coordinate with line departments, donors and enabling bodies such as, the Capacity Building Commission (CBC), Department of Personnel Training (DoPT), Assam Skill University (ASU) and other Mission Karmayogi ecosystem actors.
- Build and nurture long-term relationships with state and central ministries, public sector training institutes, and development partners.
- Facilitate access to administrative data from relevant M/D/Os and ensure adherence to strict data quality and security protocols.
- Conduct and supervise quantitative and qualitative analyses, translating data insights into policy decisions.
- Leverage national, regional, and global best practices and applied research methods to generate actionable insights and strengthen program learning and impact.
- Lead budget forecasting, resource allocation, and expenditure tracking for program components.
- Oversee cost-efficiency and risk management systems to ensure compliance and accountability.
- Conduct budgetary and expenditure analysis to inform operational and strategic decision-making.
- Design robust MEL frameworks and quality assurance mechanisms for training and institutional reform programs.
- Guide the team in developing evidence-based reports, policy briefs, and knowledge products that capture learnings and achievements.
- Standardise data and program management protocols to improve institutional learning and replication.
- Drive the conceptualisation and deployment of digital capacity-building tools and learning platforms.
- Integrate analytics dashboards and digital feedback systems for continuous improvement and performance tracking.
- Supervise, mentor, and build the capacities of team members through structured guidance and peer learning.
- Foster a culture of collaboration, accountability, and professional excellence within the state Mission Karmayogi team.

### **Educational Qualifications:**

- Masters or advanced degree in Public Policy, Public Administration, Management, Economics, Statistics, Governance, Engineering, or Social Sciences.
- Desirable: Postgraduate or diploma-level training in HRD, e-Governance, Learning and Development, or Certification in Project Management (PMP/PRINCE2 or equivalent).

### **Experience:**

- ✓ 8–12 years of progressively responsible experience in government, public finance, consulting, or development sectors.
- ✓ Experience leading multi-stakeholder programmes and teams (3–5 members minimum).
- ✓ Proven background in data-driven decision-making and policy implementation.
- ✓ Experience with digital learning, MEL systems, and governance reform initiatives preferred.

## **4.2 MANAGER – LEARNING SOLUTIONS**

### **Purpose:**

To lead the design, setup, and operationalization of the **DoPT sponsored** Digital Learning Lab (DLL) under Mission Karmayogi Assam, ensuring end-to-end digital course development and instructional quality.

### **Key Responsibilities:**

- Lead the design, setup, and operationalisation of the **DoPT sponsored** Digital Learning Lab (DLL) at the Assam Administrative Staff College (AASC) under the Mission Karmayogi Assam initiative.
- Assist in coordination with key stakeholders including ASU, AASC, and CEGIS to recruit the Project Management Consultancy (PMC) for the ADB funded project to implement Mission Karmayogi in Assam
- Assist in coordination with key stakeholders including ASU, AASC, CEGIS, and the Capacity Building Commission (CBC) for alignment with national competency-based frameworks.
- Conduct Training Needs Analysis (TNA) and translate outcomes into course design and development plans for government officials.
- Develop and implement processes, SOPs, and quality control systems for digital course creation, aligned with iGoT Karmayogi standards.
- Manage end-to-end course lifecycle: competency mapping, content creation, instructional design, media production, and LMS integration.
- Ensure integration of appropriate technology solutions: hardware, software, and digital infrastructure, for efficient lab operation.
- Guide documentation, reporting, and monitoring of all project activities for review by government and donor partners.
- Build capacities of internal teams and faculty in digital learning design and content management.
- Support scale-up and sustainability planning for the DLL and overall Mission Karmayogi implementation across Assam.
- Mentor team members in learning management.

### **Educational Qualifications:**

- Master's degree in Educational Technology, Instructional Design, Public Administration, or Management.

- Desirable: Certification in LMS administration, digital learning design, or e-Governance.

#### **Experience:**

- ✓ 5–8 years of experience in e-learning, instructional design, or capacity-building project management.
- ✓ Experience in managing multidisciplinary teams and vendor partnerships.
- ✓ Familiarity with government systems, procurement (GeM), and EAP Aided projects

### **4.3 MANAGER – DATA SYSTEMS & INSIGHTS**

#### **Purpose:**

To lead data management, analytics, and Monitoring, Evaluation, and Learning (MEL) functions for Mission Karmayogi Assam, ensuring high-quality evidence generation and performance tracking.

#### **Key Responsibilities:**

- Serve as the data and insights lead for Mission Karmayogi implementation in Assam, overseeing all analytics, reporting, and learning evaluation systems.
- Develop and manage an integrated Data Management Framework for Mission Karmayogi Assam, consolidating data from multiple departments, training programmes, and the **DoPT sponsored** Digital Learning Lab (DLL).
- Design and maintain dashboards and data pipelines to track course development workflows, course deployment and utilisation, learner engagement, assessment outcomes, and competency attainment across departments.
- Lead the Monitoring, Evaluation, and Learning (MEL) function—define KPIs, create reporting templates, track milestones, and produce evidence-based recommendations for improvement.
- Analyse training data to identify trends, patterns, and performance gaps, providing actionable insights for decision-makers and course developers.
- Collaborate with the Learning Management Expert to align data systems with course design and lab infrastructure.
- Integrate machine learning models to forecast learner behaviour, recommend learning pathways, and measure the impact of interventions.
- Ensure data quality, privacy, and compliance with government standards for data handling and reporting.
- Lead development of internal Knowledge Dashboards, facilitating transparent data-driven decision-making for AASC and its Capacity Building Unit (CBU).
- Support preparation of high-quality reports, presentations, and documentation for internal and external stakeholders (GoA, DoPT, ADB, CEGIS, etc.).
- Mentor team members in data literacy, analytics tools, and MEL practices.

#### **Educational Qualifications:**

- Masters degree in Data Science, Statistics, Computer Science, or related disciplines.
- Desirable: Certification in Data Analytics, Machine Learning, MEL, SQL, Power BI/Tableau, Python/R.

#### **Experience:**

- ✓ 5–8 years of professional experience in data analytics, MEL, or technology-led projects.
- ✓ 3+ years in government or donor-funded projects.
- ✓ Proven expertise in dashboard design, LMS analytics, and data visualization.

## **4.4 MANAGER – PUBLIC SECTOR CAPACITY BUILDING**

### **PURPOSE:**

To lead the implementation of FRACing (Framework of Roles, Activities and Competencies) and develop the State Capacity Building Plan for Mission Karmayogi Assam.

### **KEY RESPONSIBILITIES:**

- Lead the FRACing exercise across departments, overseeing data collection, validation, and finalising competency profiles in coordination with AASC and technical and partner organisations.
- Support the Manager, Learning Management in conducting Training Needs Analysis (TNA) for ACS officers to identify competency gaps and align training interventions accordingly.
- Lead the design and drafting of the State Capacity Building Plan, ensuring alignment with the Mission Karmayogi framework and iGoT Karmayogi architecture.
- Coordinate with the Manager, Learning Management, Assam Administrative Staff College (AASC) and technical and partner organisations to embed FRAC-based competency frameworks into course design and delivery.
- Develop analytical reports, policy briefs, and presentations articulating reform outcomes, implementation progress, and strategic recommendations.
- Mentor and guide team members (Associates/Senior Associates) working on FRACing, ensuring quality control and knowledge integration.
- Support the Senior Manager in representing the Karmayogi Assam Project in government meetings, workshops and seminars related to capacity-building reforms.
- Generate knowledge products and ensure documentation on the processes for FRACing, developing a state capacity building plan.

### **EDUCATIONAL QUALIFICATIONS:**

- Masters degree in Public Policy, HRM, Organizational Development, Education, or Social Sciences.
- Desirable: Certification in competency-based HR, adult learning, or change management.

### **EXPERIENCE:**

- ✓ 5–7 years of experience in public policy, HR reform, or capacity building.
- ✓ Demonstrated experience in multi-stakeholder coordination and institutional assessments.
- ✓ Prior experience working on FRAC or similar frameworks preferred.

## **4.5 SENIOR PROGRAMME ASSOCIATE – PUBLIC SECTOR CAPACITY BUILDING**

### **PURPOSE:**

To support the implementation of FRACing, TNA, and State Capacity Building Plan activities under Mission Karmayogi Assam.

### **KEY RESPONSIBILITIES:**

- Support the Manager, FRACing in implementing the FRACing exercise across government departments through structured data collection, validation, and competency profiling.
- Assist in conducting the Training Needs Analysis (TNA) of ACS officers by collecting, cleaning, and analysing quantitative and qualitative data.
- Assist in developing the State Capacity Building Plan, including documentation of training gaps, department-specific priorities, and capacity-building recommendations.

- Liaise with AASC, ASU, departments and directorates, technical and partner agencies to coordinate meetings, workshops, interviews, FGDs and validation sessions for FRACing and TNA activities.
- Prepare high-quality reports, presentations, and communication materials summarising progress, findings, and recommendations.
- Support the Manager, (Data, Insights and Learning) in maintaining data management systems for FRACing and TNA exercises, ensuring standardisation and quality assurance of datasets and documentation.
- Conduct background research on competency frameworks, sectoral skill standards, and national capacity-building initiatives to support implementation.
- Support knowledge product development and institutional learning by documenting field insights and good practices from the Karmayogi Assam Project.

#### **EDUCATIONAL QUALIFICATIONS:**

- Masters degree in Public Policy, HRM, Public Administration, Education, or related disciplines.
- Desirable: Certification in competency mapping or government capacity building.

#### **EXPERIENCE:**

- ✓ 3–5 years of relevant experience in capacity building, HR reform, or training projects.
- ✓ Proven analytical, documentation, and coordination skills.
- ✓ Experience with digital learning or iGoT platforms is desirable.

#### **5. DURATION AND CONTRACTUAL TERMS**

- Engagement will be full-time and in-person, based at the Assam Administrative Staff College, Guwahati.
- The contract will be till December 2027 co-terminus with the ADB Loan Project funded through ASU

#### **6. REPORTING & COORDINATION**

- All team members will work under the supervision of the Director of Training, AASC, through the Senior Manager (Team Leader).
- Coordination will be maintained with the Capacity Building Commission (CBC), Department of Personnel and Training (DoPT), Assam Administrative Staff College (AASC), Assam Skill University (ASU) and CEGIS.

#### **7. DELIVERABLES**

- **Annual and quarterly implementation plans for Mission Karmayogi Assam.**
- **FRACing implemented in priority departments**
- **TNA conducted for ACS Officers**
- **Operationalization of DoPT sponsored Digital Learning Lab (DLL).**
- **State Capacity Building Plan aligned with national frameworks.**
- **Regular progress and MEL reports submitted to AASC.**

