

D.O. No. S-12019/128/2021-NDHM

dated March 8, 2022

Dear Colleagues,

I am writing this letter to you with regards to setting up state offices for the Ayushman Bharat Digital Mission (ABDM). Post the announcement of nationwide launch of the ABDM by the Hon'ble PM on September 27, 2021, the Union Cabinet has now approved the nationwide roll-out of the ABDM on February 26, 2021.

2. With the recent approval of the Cabinet, a sum of ₹ 500 crores would be provided to the states and UTs in the next five years to support manpower for implementing ABDM at state level. The guidelines in relation to setting-up of state offices for the ABDM are enclosed. The aim of these guidelines is to assist States and UTs in establishing necessary governance structure for the implementation of the ABDM.

3. While drafting the guidelines, the National Health Authority (NHA) has provided scope for states/UTs to exercise requisite flexibility in various aspects. Also, the NHA has provided performance-based funding to reward the proactive and sincere efforts by the states/UTs.

4. Your cooperation and active involvement would be essential to take this mission forward and achieve the intended objectives of improving access and affordability of health services in the country. For any further support, you may reach out to Dr. Praveen Gedam, Addl. CEO, NHA and Mission Director, ABDM (addlceo@nha.gov.in).

Yours sincerely,



(R.S.Sharma) 8/12

Additional Chief Secretaries/ Principal Secretaries/ Secretaries of Health of all the States/UTs

Copy to:

Mission Directors (or Nodal Officers) of Ayushman Bharat Digital Mission (ABDM) of all the States/UTs



# **GUIDELINES FOR SETTING UP OF STATE OFFICE FOR AYUSHMAN BHARAT DIGITAL MISSION**

**National Health Authority  
Tower – 1, Jeevan Bharati Building, Connaught Place  
New Delhi – 110001**

## Abbreviations

<b>Abbreviation</b>	<b>Expansion</b>
ABDM	Ayushman Bharat Digital Mission
CB	Capacity Building
CD	Capacity Development
CISO	Chief Information Security Officer
EMR	Electronic Medical Records
HFR	Health Facility Registry
HMIS	Hospital Management Information System
HPR	Healthcare Professional Registry
IEC	Information, Education and Communication
IT	Information Technology
MIS	Management Information System
MoHFW	Ministry of Health and Family Welfare
NDHM	National Digital Health Mission
NHA	National Health Authority
NISG	National Institute of Smart Governance
NICSI	National Informatics Centre Services Inc.
PMC	Project Management Consultant
PMU	Programme Management Unit
TA/DA	Travel Allowance/ Dearness Allowance
UT	Union Territory

## **Contents**

Abbreviations .....	2
Introduction .....	4
Chapter 1 - Classification of States and Allocation of funds.....	5
Chapter 2 – Guidelines for Setting-up of ABDM State Office – Part I.....	8
Chapter 3– Indicative Term of Reference for appointing Vertical / Division heads.....	10
Chapter 4: Guidelines for setting-up of ABDM State Office – Part II .....	15
Chapter 5 -Terms of References for other officers/consultants/etc.....	20
5.1 Common Criteria for all other positions.....	20
5.2 Selection Procedure: .....	20
5.3 Position-wise criteria, indicative qualifications, experience, and KRA;.....	20
Chapter 6: Banking Arrangements.....	27
Annexure I: NISG/NICSI Point of Contact.....	28
Annexure II – OM Banking arrangement for Central Sector Scheme .....	29
Annexure III – List of Key officials at NHA.....	32

## **Introduction**

National Health Authority (NHA) is implementing the Ayushman Bharat Digital Mission (ABDM) through State and UT Governments. The ABDM is guided by the National Health Policy 2017, the National Health Stack, the National Digital Health Blueprint, developments in the areas of digital health and digital technology, and learnings during the implementation. Necessary changes based on learnings and needs would be made during the implementation.

The ABDM was implemented as a pilot from August 15, 2020 in the six Union Territories viz. Ladakh, Chandigarh, Daman & Diu and Dadra & Nagar Haveli, Lakshadweep, Puducherry, and Andaman & Nicobar Islands. It has now been launched in all the States and Union Territories w.e.f. September 27, 2021. To facilitate the smooth implementation of ABDM at national level, Ministry of Health and Family Welfare (MoHFW) under the Central government is allocating a total budget of ₹500 Crore to States and Union Territories.

## Chapter 1 - Classification of States and Allocation of funds

The states have been categorized as A, B&C based on population size. The financial assistance will be provided for a period of approximately 5 years (FY 2021-26 starting March 2022) for setting up of State Office for ABDM. The State Office shall consist of Government Officials, healthcare management and technical professionals for ABDM implementation in the states/UTs. 80% of the total budget i.e., ₹400 Crore is allocated to States / UTs as detailed in chapter 1 and chapter 2. The remaining budget amount of ₹100 Crore (20% of total budget) shall be allocated to States / UTs based on their performance.

The States / UTs are categorized as given below, based on the population of the state/UT for allocation of funds under ABDM:

S. No.	Categorization level	List of States/UTs
1.	Category A States / UTs (Total: 14)	Andaman and Nicobar Islands, Arunachal Pradesh, Chandigarh, Goa, Ladakh, Lakshadweep, Manipur, Meghalaya, Mizoram, Nagaland, Puducherry, Sikkim, The Dadra and Nagar Haveli and Daman and Diu, Tripura
2.	Category B States / UTs (Total: 11)	Assam, Chhattisgarh, Delhi, Haryana, Himachal Pradesh, Jammu and Kashmir, Jharkhand, Kerala, Punjab, Telangana, Uttarakhand
3.	Category C States / UTs (Total: 11)	Andhra Pradesh, Bihar, Gujarat, Karnataka, Madhya Pradesh, Maharashtra, Odisha, Rajasthan, Tamil Nadu, Uttar Pradesh, West Bengal

For the sake of clarity, funding has been shown below in two parts. One is for vertical/division heads and the other for remaining organization below them. However, states/UTs have flexibility to spend these funds as per their needs subject to total upper limit as indicated in these guidelines.

- Vertical/Division Heads :** All states/UTs will be provided equal funds to support the HR heading various verticals under the State Mission Director, ABDM. The details of the vertical heads are mentioned in chapter 2.

	2021-22*	2022-23	2023-24	2024-25	2025-26	Total
Funding to each state / UT**	0.12	0.72	0.72	0.72	0.72	3.72
<b>Total funds to all States/UTs (36 in number)</b>	<b>4.32</b>	<b>25.92</b>	<b>25.92</b>	<b>25.92</b>	<b>25.92</b>	<b>108</b>

*Figures in Cr*

*\*Financial year 2021-22 considers fund allocation starting March '22*

\*\* calculated for three positions of division heads, each getting monthly remuneration of ₹ 2,00,000

## 2. Additional Resources – State office for ABDM

State / UT-wise total fund allocation for supporting HR of the additional resources for State office has been calculated taking into consideration the number of resources and their respective compensation and is as under:

Category	State / UT	2021-22*	2022-23	2023-24	2024-25	2025-26	Total
A	Andaman & Nicobar Islands	0.10	0.66	0.73	0.56	0.52	2.57
	Arunachal Pradesh	0.12	0.79	0.87	0.56	0.52	2.86
	Chandigarh	0.12	0.79	0.87	0.56	0.52	2.86
	Goa	0.12	0.79	0.87	0.56	0.52	2.86
	Ladakh	0.10	0.66	0.73	0.56	0.52	2.57
	Lakshadweep	0.10	0.66	0.73	0.56	0.52	2.57
	Manipur	0.14	0.92	1.02	0.72	0.52	3.32
	Meghalaya	0.14	0.92	1.02	0.72	0.52	3.32
	Mizoram	0.12	0.79	0.87	0.56	0.52	2.86
	Nagaland	0.12	0.79	0.87	0.56	0.52	2.86
	Puducherry	0.12	0.79	0.87	0.56	0.52	2.86
	Sikkim	0.10	0.66	0.73	0.56	0.52	2.57
	DNHDD	0.10	0.66	0.73	0.56	0.52	2.57
Tripura	0.14	0.92	1.02	0.72	0.52	3.32	
B	Assam	0.43	2.85	3.14	1.69	0.63	8.74
	Chhattisgarh	0.39	2.59	2.85	1.53	0.63	7.99
	Delhi	0.35	2.32	2.56	1.53	0.63	7.39
	Haryana	0.39	2.59	2.85	1.53	0.63	7.99
	Himachal Pradesh	0.29	1.93	2.12	1.37	0.63	6.34
	Jammu and Kashmir	0.31	2.06	2.27	1.37	0.63	6.64
Jharkhand	0.45	2.98	3.28	1.69	0.63	9.04	

	Kerala	0.43	2.85	3.14	1.69	0.63	8.74
	Punjab	0.41	2.72	2.99	1.69	0.63	8.44
	Telangana	0.45	2.98	3.28	1.69	0.63	9.04
	Uttarakhand	0.31	2.06	2.27	1.37	0.63	6.64
C	Andhra Pradesh	0.52	3.45	3.79	2.81	1.31	11.88
	Bihar	0.66	4.37	4.81	3.13	1.31	14.28
	Gujarat	0.54	3.58	3.93	2.81	1.31	12.18
	Karnataka	0.56	3.71	4.08	2.81	1.31	12.48
	Madhya Pradesh	0.60	3.97	4.37	2.97	1.31	13.23
	Maharashtra	0.66	4.37	4.81	3.13	1.31	14.28
	Odisha	0.52	3.45	3.79	2.81	1.31	11.88
	Rajasthan	0.58	3.84	4.23	2.97	1.31	12.93
	Tamil Nadu	0.58	3.84	4.23	2.97	1.31	12.93
	Uttar Pradesh	0.90	5.95	6.55	3.77	1.31	18.49
	West Bengal	0.62	4.11	4.52	2.97	1.31	13.53
<b>Total</b>		<b>12.63</b>	<b>83.38</b>	<b>91.72</b>	<b>58.65</b>	<b>28.66</b>	<b>275.05</b>

*\*Financial year 2021-22 considers fund allocation starting March '22*

An indicative list of parameters for performance linked fund allocation can be referred through table as mentioned below

S. No.	Parameters
1	Number of digital health records generated and linked to ABHA as considered w.r.t population of the state/UT
2	Individuals in State / UT registered on ABDM with ABHA as a proportion of total population of State / UT
3	Government digital health solutions integrated with ABDM as a percentage of total number of government digital health solutions



## Chapter 2 – Guidelines for Setting-up of ABDM State Office – Part I

The State Office shall be headed by an officer of suitable seniority, who would be the State Mission Director for ABDM in the State/UT. Various division heads under the State Mission Director are envisaged, the vertical heads may be designated as directors/joint directors who can either be government officers on deputation or may be contractual. In case they are government officers, their salary would be fully funded by the NHA. In case they are contractual, funding as indicated in these guidelines would be funded by the NHA. The contribution from NHA shall be capped with flexibility to states/UTs to internally reappropriate funds.

As part of the State/UT Offices, states will be provided the requisite flexibility to depute officials and leverage existing divisions which can support implementation of ABDM. The states can choose from the following two options for the structure of the divisions; or may evolve its own governing structure as per their discretion.

### Option 1 -

The following divisions with 4 internal wings shall be set up with a judicious mix of resources for effective program management, coordination, and implementation, headed by Director/Joint Director positions fully funded by the Centre, and will include:

#### Digital Health/IT division

- A. Creation of Health ID/ Population of registries (Wing A)
- B. Implementation (Wing B)
- C. Monitoring & Evaluation (Wing C)
- D. Administrative (Wing D)

### Option 2 -

1. The following three divisions may be created:

S. No.	Division	Designation of Division Head
1.	IT Division	Director/Joint Director (Digital Health/IT) - Integration of State government digital health solutions, technical guidance to state healthcare providers
2.	Coordination Division	Director/Joint Director (Adoption) - Stakeholder Coordination, IEC & CB
3.	Administration & Support	Director/Joint Director (Admin & Support)

In case the structure mentioned at S.No. 2 above is exercised, it is suggested that Coordination division and Admin & Support division be headed by a suitable government

official on deputation for better coordination with other stakeholders in the implementation of the mission

Total fund allocations for suggested designations in (₹) Crore over 5 years

	2021-22*	2022-23	2023-24	2024-25	2025-26	Total
Director/Joint Director (Digital Health/IT) - Integration of State government digital health solutions, technical guidance to state healthcare providers	0.72	8.64	8.64	8.64	8.64	35.28
Director/Joint Director (Adoption) - Stakeholder Coordination, IEC & CB	0.72	8.64	8.64	8.64	8.64	35.28
Director/Joint Director (Admin & Support)	0.72	8.64	8.64	8.64	8.64	35.28
<b>Total</b>	<b>2.16</b>	<b>25.92</b>	<b>25.92</b>	<b>25.92</b>	<b>25.92</b>	<b>105.84</b>

\*Fund Allocation w.e.f March 2022

*Note: - The designations and job descriptions of the vertical heads are only indicative in nature and states/UTs are advised to assign suitable designations as per their discretion*

### Chapter 3- Indicative Term of Reference for appointing Vertical / Division heads

A. Name of Position: Director/Joint Director (Information Technology)

Preferable Qualifications and Experience:

In Case- Deputation/Adoption from State Services	In Case- Hired as Consultant from open market
<p>Educational Qualifications: Bachelor of Engineering /Technology in one of the following fields or equivalent:</p> <ul style="list-style-type: none"> <li>• IT</li> <li>• Electronics &amp;/or Telecommunication</li> <li>• Computer Science / Engineering</li> </ul> <p>Or MCA (Master’s in Computer Applications)</p>	<p>Educational Qualifications: Bachelor of Engineering /Technology in one of the following fields or equivalent:</p> <ul style="list-style-type: none"> <li>• IT</li> <li>• Electronics</li> <li>• Telecommunication</li> <li>• Computer Science / Engineering</li> <li>• Any other engineering filed with relevant experience in IT</li> </ul> <p>or MCA (Master’s in Computer Applications)</p>
<p>Experience/Pay Grade:</p> <ul style="list-style-type: none"> <li>• Suitable government Officer not below the pay scale of 15600-39100 + grade pay 6600 or Pay Level 10</li> <li>• Minimum 3 years of experience at Director/Deputy Director/Assistant Director level in implementing IT Programs at state level.</li> </ul>	<p>Experience:</p> <ul style="list-style-type: none"> <li>• Minimum 10 years of experience at a suitable Senior position in managing IT operations and implementation of IT systems</li> <li>• Minimum of 2 years of experience of managing Government IT projects at national or State level</li> </ul>

Responsibilities:

- Identify gaps in IT infrastructure, internet connectivity, software systems in healthcare facilities.
- Initiate provisioning of missing IT components to ensure readiness for ABDM adoption.
- Drive adoption of EMR systems across different health facilities (and thus drive digitization of patient healthcare)
- Ensure adherence to protocols for security requirements, privacy, confidentiality, and consent as a service.
- Coordinate with ABDM, Chief Information Security Officer (CISO) to ensure compliance with ABDM Information Security Policy.
- Support in adoption, help resolution of any IT related problems.
- Drive integration of HMIS and public health programs with ABDM.

- Support in adoption, help resolution of any IT related problems ensure cyber security and disaster recovery.
- Any other task as may be given by State Mission Director ABDM.

Remuneration: As per the government scale in the event of government official on deputation or up to ₹2,00,000/- per month for a consultant hired from the open market. He/she may also be hired through National Institute of Smart Governance (NISG) or NICSI ((National Informatics Centre Services Inc.)(refer Annexure I) or any such similar bodies. The state/UT has flexibility to increase the remuneration of such consultant by recording reasons in writing for doing so.

**B. Name of Position: Director/Joint Director (Coordination)**

Preferable Qualifications and Experience:

In Case- Deputation/Adoption from State Government	In Case- Hired as Consultant from open market
<p><b>Educational Qualifications:</b></p> <ul style="list-style-type: none"> <li>• Bachelor of Engineering or Technology or equivalent</li> <li>Or</li> <li>• MBBS /BDS</li> <li>Or</li> <li>• An MBA/Master's degree in healthcare/Public Health/ Public Administration/Operations/ Public Policy</li> <li>Or</li> <li>• A graduate if an officer from the State Civil Services / Administrative Service</li> </ul>	<p><b>Educational Qualifications:</b></p> <ul style="list-style-type: none"> <li>• Bachelor of Engineering in IT/Electronics &amp; Telecommunication/Master's degree in business administration/Public Administration/Operations</li> <li>Or</li> <li>• MBBS/BDS with a post graduate course in healthcare/Public Health/ Information Technology/Public Policy</li> </ul>
<p><b>Experience:</b></p> <ul style="list-style-type: none"> <li>• Suitable government Officer not below the pay scale of ₹15600-39100 + grade pay ₹6600 or Pay Level 10 or</li> <li>• Minimum 3 years of experience at Director/Deputy Director/Assistant Director level in Health/Public Policy Programs at state level.</li> </ul>	<p><b>Experience:</b></p> <ul style="list-style-type: none"> <li>• Minimum 10 years of experience at Sr. Manager level in Health/Public Policy Programs at National/State or Regional level.</li> <li>• Minimum of 2 years of experience of working on a government project at national or State level</li> </ul> <p>Note: Experience in health sector may be given preference</p>

## Responsibilities:

- Facilitate population of various ABDM registries managed by ABDM at National level
- Work closely with Nodal Officer, ABDM, Stakeholders and Partner hospitals smooth implementation of the program.
- Manage the entire Project Management Life Cycle for assigned projects and programs.
- Develop and present strategic project plans and status reports to all parties involved to key stakeholders including Executive level leadership.
- Contribute and share best practices on project management, program management, and ABDM principles and standards.
- Driving day-to-day coordination between multiple healthcare stakeholders & departments
- Monitoring district wise performance of ABDM adoption and compliance requirements, escalating concerns to senior stakeholders as appropriate
- Provide timely implementation guidance to the district teams
- Monitoring district wise performance of ABDM adoption and compliance requirements, escalating concerns to senior stakeholders as appropriate.
- Help NHA & State Health department/ Nodal Officers of ABDM to organize Training of Trainers, Expert Committee meetings and other meetings and workshops as and when required from time to time.
- To oversee IEC campaigns for ABDM implementation in the State.
- Provide information regarding Parliament Questions/Committees, assurances, VIP references/ RFD from time to time. Any other work assigned by officer's time to time.
- Any other task as may be given by State Mission Director ABDM.

Remuneration: As per government scale in the event of government official on deputation or up to ₹ 2,00,000/- for the Consultant hired from the open market. He/she may also be hired through National Institute of Smart Governance (NISG) or NICSI ((National Informatics Centre Services Inc.) or any such similar bodies. Please refer Annexure I for relevant contacts of NISG/NICSI. The state/UT has flexibility to increase the remuneration of such consultant by recording reasons in writing for doing so.

*It is suggested that Coordination division be headed by a suitable government official on deputation for better coordination with other stakeholders in the implementation of the mission*

**C. Name of Position: Director/Joint Director (Admin & Support)**

**Preferable Qualifications and Experience:**

In Case- Deputation/Adoption from State Government	In Case- Hired as Consultant from open market
<p><b>Educational Qualifications:</b>                      Bachelor of Engineering or Technology or equivalent                      Or                      LLB/Master’s in public policy/public administration                      Or                      MBA/Master’s degree in healthcare/Public Health/Digital Health/Information Technology/Public Policy                      Or                      A graduate if an officer from the State Civil Services / Administrative Service</p>	<p><b>Educational Qualifications:</b>                      Bachelor of Engineering or Technology or equivalent                      Or                      LLB/Master’s in public policy/public administration                      Or                      MBBS/BDS/MBA/ Post graduate course in healthcare/Public Health/ Information Technology/Public Policy</p>
<p><b>Experience:</b></p> <ul style="list-style-type: none"> <li>• Suitable government Officer not below the pay scale of 15600-39100 + grade pay 6600 or Pay Band 10 Or</li> <li>• Minimum 3 years of experience at Director/Deputy Director/Assistant Director level in Health/IT/Public Policy Programs at state level.</li> </ul>	<p><b>Experience:</b></p> <ul style="list-style-type: none"> <li>• Minimum 07 years of experience at Sr positions in Health/Public Policy Programs/Grievance redressal/Customer Relationship Management</li> <li>• Overall, 10+ years of experience in Health care Industry/Pharma/Public Policy Programs at National/State or Regional level.</li> <li>• Minimum of 2 years of experience of working on a government project at national or State level</li> </ul>

**Responsibilities:**

- Set up Management Information System (MIS) and evolve procedures which are necessary for monitoring the public grievances and their redressal
- Provide adequate escalation channels (e.g. Setup call-center, dedicated email address, web portals etc.) for logging grievances
- Identify areas of recurring grievances, analyze underlying cases, suggest commissioning of appropriate studies, where necessary, for systemic/ procedural corrections, cause review of policies/procedures which are identified as sources of grievances.
- Regularly inspect grievance machinery in attached/subordinate formations and undertake random sampling with a view to evaluating the quality of disposal of the grievances.
- Take decisions on grievances received.

- Prepare an annual report which would inter-alia, highlight responsiveness and accountability achieved at all levels.
- Provide information regarding Parliament/Assembly Questions/Committees, assurances, VIP references/ RFD from time to time.
- Any other task as may be given by State Nodal Officer ABDM.

Remuneration: As per government scale in the event of government official on deputation or up to ₹ 2,00,000/- for the Consultant hired from the open market. The state/UT has flexibility to increase the remuneration of such consultant by recording reasons in writing for doing so.

*It is suggested that the Admin & Support division be headed by a suitable government official on deputation for better coordination with other stakeholders in the implementation of the mission.*

## Chapter 4: Guidelines for setting-up of ABDM State Office – Part II

NHA recommends establishing a Program Management Unit (PMU) for the smooth implementation and operation of mission activities in the state. Various options can be considered for setting up a PMU by the State Office such as through deputation from government departments or by hiring an independent agency as a Project Management Consultant (PMC) to operate the PMU or individual hiring can be done from the open market under each vertical. Alternatively, the State Office may tie-up with NISG (National Institute of Smart Governance) or NICSI. The PMU will provide the technical and functional support to ABDM implementation in the State through its pool of skilled professionals with qualification such as MBA, BE, B-Tech, MPH, MPA, etc.

All appointments other than those on deputation shall be contractual and the expenditure on the salary of the PMU and the vertical heads will be met out of admissible administrative and managerial cost for the initial period of five (05) years by NHA. The Central Government's liability will be limited only to the extent of its share of admissible administrative and management costs for the specified mission period. In case they are government officers, their salary would be funded by the NHA

The state government has **complete flexibility** on hiring mechanism of PMU and deciding compensation/renumeration/numbers of the suggested human resources for ABDM. The state governments shall strive to maintain the human resources as suggested by the guidelines below and must try to accommodate them within the allocated budget only. This shall include expenditure for any additional resources or compensation/remuneration over. Central Government liability will be limited to its committed share as mentioned above.

In addition to the cost for human resources for PMU, NHA, to the extent possible, will also provide logistic assistance (in terms of providing readymade infographics, brochures, videos etc.) and financial assistance to states / UTs for IEC and Capacity Building.

Though, the states/UTs will have complete flexibility to increase/decrease the compensation or increase the number of resources, however, the Central Government's liability shall be limited to the total annual budget allocation as mentioned in the table below and any additional funds will have to be arranged by the respective states.



FY 2021-24 (Starting with March 2022)									
	Category A State			Category B State			Category C State		
Indicative Compensation / Renumeration Per month (₹)	IT	Coordin ation	Admin & Support	IT	Coord inatio n	Admin & Support	IT	Coor dinati on	Admin & Support
1,50,000	0	0	0	0	0	0	1	1	1
1,20,000	0	0	0	1	1	1	1	1	1
1,00,000	1	1	2	2	2	3	3	3	4
50,000	2	1 per 20 lakh populati on	1 per 20 lakh populati on	4	1 per 40 Lakh populati on	1 per 40 Lakh populati on	6	1 per 01 Crore populati on	1 per 01 Crore populati on

FY 2024-25									
	Category A			Category B			Category C		
Indicative Compensation /Renumeratio n Per month (₹)	IT	Coordi nation	Admin & Support	IT	Coor dinati on	Admin & Support	IT	Coord inatio n	Admin/ & Support
1,50,000	0	0	0	0	0	0	1	1	1
1,20,000	0	0	0	1	1	1	1	1	1
1,00,000	1	1	1	1	1	1	2	2	2
50,000	1	1 per 60 lakh populati on	1 per 60 lakh populati on	2	1 per 1.2 Crore populati on	1 per 1.2 Crore populati on	3	1 per 03 Crore populati on	1 per 03 Crore populati on

FY 2025-26									
	Category A			Category B			Category C		
Indicative Compensation /Renumeratio	IT	Coordi nation	Admin & Suppo rt	IT	Coor dinati on	Admin/ & Support	IT	Coor dinati on	Admin & Support



**Indicative PMU – Name of the positions of the other resources**

<b>Category A States</b>				
<b>Sr. No</b>	<b>Division</b>	<b>Indicative Compensation level/month (₹)</b>	<b>Post*</b>	<b>No of Resources</b>
1	IT	1,00,000	Project Manager	1
2		50,000	HMIS Manager	1
3		50,000	MIS/Data Analyst	1
4	Coordination	1,00,000	Project Manager	1
5		50,000	Project Coordinators**	Variable
6	Admin & Support	1,00,000	Grievance Redressal Expert	1
7		50,000	Project Coordinators**	Variable

<b>Category B States</b>				
<b>Sr. No</b>	<b>Division</b>	<b>Indicative Compensation level/month (₹)</b>	<b>Post*</b>	<b>No of Resources</b>
	IT	1,20,000	Project Manager	1
1		1,00,000	HMIS Manager	1
2		1,00,000	Information Security officer	1
3		50,000	Business Analyst	2
4		50,000	MIS/Data Analyst	2
5	Coordination	1,20,000	Project Manager	1
6		1,00,000	Capacity building officer	1
7		1,00,000	IEC expert	1
8		50,000	Project coordinators**	Variable
9	Admin & Support	1,20,000	Grievance Redressal officer	1
10		1,00,000	Grievance Redressal executive	2

11		50,000	Project coordinators**	Variable
----	--	--------	------------------------	----------

Category C States				
Sr. No	Division	Indicative Compensation level/month (₹)	Post*	No of Resources
1	IT	1,50,000	Project Manager IT	1
2		1,20,000	Information Security officer	1
3		1,00,000	HMIS Expert	2
4		50,000	Business Analyst	3
5		50,000	MIS/Data Analyst	1
6		50,000	Project Coordinators	2
7	Coordination	1,50,000	Project Manager	1
8		1,20,000	IEC expert	1
9		1,00,000	Capacity building officer	2
10		50,000	Project coordinators**	Variable
11	Admin & Support	1,50,000	Grievance Redressal Expert	1
12		1,20,000	Public policy expert	1
13		1,00,000	Grievance Redressal executive	3
14		50,000	Project Coordinators**	Variable

\*Posts – Positions are only indicative in nature. The states may customize the positions as per their need.

\*\* No of Project Coordinators to be hired under coordination division and Admin & Support division depends on the population of the state.

## Chapter 5 -Terms of References for other officers/consultants/etc

### 5.1 Common Criteria for all other positions

- **Age limit for all positions:** 21 years to 60 years.
- **Status of Employment:** Contractual basis or deputation from services as applicable
- **Allowances:** No allowances are been prescribed by NHA within these guidelines. However, it is suggested that TA/DA may be provided by the states as per their prescribed rules/policies for the applicable tour and travel and any other allowances which state may find suitable.
- **Leave:** Programme Management Unit human resources shall be eligible for 12 days Leave in a calendar year on pro-rata basis and thereafter remuneration would be deducted on pro - rata basis. Un-availed leave in a calendar year cannot be carried forward to next year.
- The continuous working on contractual assignment shall not confer any preferential right of claiming regularization / permanent absorption against the position.
- The contractual human resources shall be appointed after fulfilling the statutory requirements of antecedent verification, signing of “privacy agreement”, etc.
- The provisions regarding Income Tax / other taxes shall apply as per rules.

### 5.2 Selection Procedure:

PMU may be hired/onboarded by any of the suggested means as mentioned below

- Hiring PMU resources through National Institute of Smart Governance (NISG) or NICSI (National Informatics Centre Services Inc.) or other similar bodies. Details can be referred through Annexure I.
- Direct appointment on contract through open market via NHA, empaneled HR agencies, (details of the empaneled agencies will be notified saperately).
- Any other means/deputation from State Government or local bodies.
- Through hiring an agency as Project Management Consultant

### 5.3 Position-wise criteria, indicative qualifications, experience, and KRA;

#### A. Name of Position: Project Manager

#### Indicative Educational Qualifications and Professional Experience:

- BE/BTech and MBA,  
OR  
Post Graduate Diploma in Management,  
OR  
Master’s in Public Health  
with  
desired working experience\*

- 2+ years of experience in a government project, preferably in social sector schemes/missions, Well-versed in MS Office suite,

**Desired Certifications**

- PMP, PRINCE2 CSM, OR Agile Safe, OR PGMP/ITIL

**\*Desired Work Experience**

Indicative Compensation/Renumeration level (₹)	Years of Experience
1,50,000	8+
1,20,000	6+
1,00,000	4+

**Key Responsibilities:**

- Determine and define project scope and objectives
- Develop and manage a detailed project schedule and work plan
- Responsible for end-to-end project deliveries for the given vertical (Scope, estimation, planning, UAT, implementation and production)
- Provide project updates on a consistent basis to various stakeholders both national and state level about strategy, adjustments, and progress
- Establish and maintain Project Management Standards.
- Develop Business Cases and perform Benefit Analysis.
- Any other responsibility as assigned by the management

**B. Name of Position: Information Security Expert**

**Indicative Educational Qualifications and Professional Experience:**

- BE/B-Tech/MCA or equivalent degree from a recognized institute
- 5+ years of working experience in information security domain (of which at least 02 years of years of working on government (e-governance) assignments at national, state and district level).
- Demonstrated experience of working with Open-Source stack.

**Key Responsibilities:**

Assist in designing functional, technical, integration requirements for new / existing applications to meet security and privacy standards of ABDM. Review security frameworks and processes.

- Work closely with experts / advisors to deliver security / privacy outcomes that are in-line with NHA expectations.

**Certificates:** CISM/ CRISC/ ISO 270001 Lead Implementor

**C. Name of Position: HMIS Manager**

**Indicative Educational Qualifications and Professional Experience:**

- BE/B-Tech or any engineering degree  
or  
MBA/ Post Graduate Diploma in Management  
Or  
Master's in Public Health/MBBS/BDS from recognized institute  
with  
desired working experience\*\*
- Preferably 2+ years of experience in a government project
- Proficient in MS Office suite

**\*\*Desired Work Experience:**

<b>Indicative Compensation/Renumeration level (₹)</b>	<b>Years of Experience</b>
1,00,000	10+
75,000	7+
50,000	4+

**Key Responsibilities:**

- Responsible for providing assistance in selection, design-elicitation, implementation, support, and organizing training for HMIS.
- Drive adoption of HMIS/EMR in the state.
- Vendor Contract management.
- Any other responsibility as assigned by the management

**D. Name of Position: Business Analyst**

**Indicative Educational Qualifications and Professional Experience:**

- BE/ B-Tech,  
Or  
MCA  
Or  
MBA/ Post Graduate Diploma in Management  
Or  
Master's in Public Health from recognized institute
- 3+ years working experience
- Proficient in MS Office suite
- Preference will be given to persons having experience of working in Health sector

**Key Responsibilities:**

- Work with industry leaders and clinicians and be part of the digital health care transformation journey
- Gather and document requirements and business processes (workflows) as they pertain to application of work principles and practices supporting digital health delivery
- Provide end-user training for each of the solutions under ABDM
- Knowledge of operations in the health care industry and a strong understanding of business processes.
- Work with teams and direct an organized work effort. Competent to work on analytic assignments.
- Work under deadlines and heavy workloads.
- Identify trends and produce forecasts.

**E. Name of Position: MIS/Data Analyst****Indicative Educational Qualifications and Professional Experience:**

- BE/ B-Tech,  
Or  
MCA  
Or  
MBA/ Post Graduate Diploma in Management  
Or  
Master's in Public Health from recognized institute
- 3+ years working experience
- Proficient in MS Office suite
- Preference will be given to persons having experience of working in Health sector

**Key Responsibilities:**

- Documenting workflow processes and decision trees and create operational documentation.
- Writing the business requirement documentation including overall solution, data definition, process flows, interfaces, product configurations, support tools and processes, reports and other special considerations.
- Knowledge of EHRs and other healthcare information exchange platform
- Knowledge of healthcare regulatory mandates and reporting requirements.
- Understand clinical nonclinical relational databases and large clinical nonclinical data structures.
- Preparing reports and monitoring of dashboards.

**F. Name of Position: Project Coordinators****Indicative Educational Qualifications and Professional Experience:**

- BE/ B-Tech,  
Or



BCA/MCA

Or

MBA/ Post Graduate Diploma in Management

Or

Master's in Public Health from recognized institute

- 3+ years working experience in health care sector
- Proficient in MS Office suite
- Preference will be given to persons having experience of working in Health sector

**Indicative roles and responsibilities:**

- Project documentation, such as plans and reports.
- Monitoring and evaluation of project deliverables.
- Relationship management.
- Managing bottlenecks and escalating the same to the management.
- Handholding stakeholders.

**G. Name of Position: Information, Education and Communication (IEC) Specialist**

**Indicative Educational Qualifications and Professional Experience:**

- Post Graduate degree or equivalent in Mass Communication/ Public relations/Journalism/Social Work/Development from AICTE recognized institute with desired work experience\*\*\* in conducting knowledge management activities and development of IEC strategy.
- Content writing, report writing, social media content management.
- Exposure in social sector schemes/missions of Government at national, state or district level.
- Preference will be given to persons having experience of working in Health sector.

**\*\*\*Desired Work Experience:**

<b>Indicative Compensation/Renumeration level (₹)</b>	<b>Years of Experience</b>
1,20,000	6+
1,10,000	5+
1,00,000	4+

## H. Name of Position: Capacity Building Specialist

### Indicative Educational Qualifications and Professional Experience:

- Master's Degree in Social Sciences, Statistics, Pedagogy, Psychology or Human Resources Management or MBA from AICTE recognized institute
- 6+ years of experience in capacity building, curriculum development including teaching materials, developing creative and pragmatic approaches to capacity support and institutional strengthening
- Have undertaken at least 2 projects in the above-mentioned areas.
- Preferably having exposure in social sector schemes/missions of government at national, state and district level.
- Preference will be given to persons having experience of working in Health sector.

## I. Name of Position: Grievance Redressal Expert

### Indicative Educational Qualifications and Professional Experience:

- BE/B-Tech/MCA/master's in public policy/public administration, BA-LLB, MBA(HR) from AICTE recognized institute with desired experience\*\*\*\* in Client Relationship Management, Incident Management, Customer Care.
- Excellent communications skills.
- Exposure in social sector schemes/missions of government at national, state and district level.
- Preference will be given to persons having experience of working in Health sector.

### \*\*\*\*Desired Work Experience:

Indicative Compensation/Renumeration level (₹)	Years of Experience
1,50,000	7+
1,20,000	5+
1,00,000	4+

## J. Name of Position: Policy Expert

### Indicative Educational Qualifications and Professional Experience:

- Master's in public policy/management/public administration, LLB/LLM from AICTE recognized institute
- 5+ years of experience in public policy management or consulting domain.
- Exposure in social sector schemes/missions of government at national, state and district level.
- Preference will be given to persons having experience of working in Health sector.

## K. Name of Position: Grievance Redressal Executive

**Indicative Educational Qualifications and Professional Experience:**

- Master's in public policy/public administration, LLB/LLM or MBA from AICTE recognized institute
- 4+ years of experience in Client Relationship Management, Incident Management, Customer Care.
- Excellent communications skills.
- Exposure in social sector schemes/missions of government at national, state and district level.

Preference will be given to persons having experience of working in Health sector.

NOTE: -

1. States/UTs have complete flexibility to decide salary/renumeration/numbers of the prescribed Human Resources, however the same shall abide within the total fixed fund allocation limit.
2. States/UTs have complete flexibility to modify education qualification of any of the above-mentioned resources by documenting the appropriate reason for the same.

## Chapter 6: Banking Arrangements

To facilitate movement of funds proper banking arrangements at State/UT level is crucial, The State Government / UT shall open separate designated bank account viz. Administrative Expense at State Mission Office with any of the banks. The account may be opened as per the instruction issued by Ministry of Finance from time to time. Refer Annexure II

The state mission office will need to share the details of the bank account with NHA within 7 days of opening of the account.

### Signatories to Bank Accounts

Under ABDM, a mandatory practice of Joint Signatories may be exercised wherein a set of four designated signatories, at State office may exist for operating the bank account. Any two of those can jointly sign cheques/issue electronic instruction for e-banking to operate the designated bank account.

The following represents the authorized signatories of the bank account:


<b>State Office for ABDM</b>	<ul style="list-style-type: none"><li>• State Mission Director (<b>Mandatory</b>)</li><li>• Director/Joint Director IT.</li><li>• Director/Joint Director Coordination.</li><li>• Director/Joint Director Admin &amp; Support.</li></ul>
------------------------------	--

## Annexure I: NISG/NICSI Point of Contact

Si No	Name	Designation	Email ID	Mobile Number
1	Shri Bipinchand Sharma	Deputy General Manager NISG	bipinchand.sharma@nisg.org	9650325680
2	For NICSI, States shall reach out to respective State Informatics Officer, NIC. Kindly refer to the weblink for more information <a href="https://www.nic.in/state-informatics-officers/">https://www.nic.in/state-informatics-officers/</a>			

The following letter of the Secretary, MeitY to CEO, NHA dated February 18, 2021 may be referred for recruitment through NISG:

2101203/2021-2022 MIN



सत्यमेव जयते

अजय साहनी, आई.ए.एस.  
AJAY SAWHNEY, I.A.S.

सचिव  
इलेक्ट्रॉनिकी और सूचना प्रौद्योगिकी मंत्रालय  
भारत सरकार  
**Secretary**  
**Ministry of Electronics & Information Technology (MeitY)**  
**Government of India**

D.O.No. 10(5)/2013-EG-II  
February 18, 2021

*Dear Sir,*

With regard to various e-Governance as well as citizen centric initiatives being implemented by National Health Authority (NHA), there may be a need to appoint consultants. While there may be a number of private management consulting organizations in the Industry side, who are providing their service, I would like to bring to your notice that the Government of India, through a cabinet decision has approved the setting up of National Institute for Smart Government (NISG), Hyderabad as a consequence to the recommendation No. 97 of the National Task Force on Information Technology and Software Development set up by the Prime Minister's Office.

2. The 108 recommendations of the Task Force, which includes decision to set up NISG, were notified by the Gazette of India dated 25<sup>th</sup> July 1998. Subsequently, NISG was incorporated in May 2002 (Under Section 25 of the Companies Act) as a not-for-profit company wherein 51% of the equity is held by institutional investors like NASSCOM and IL&FS and the rest 49% held by the Central Government and various State Governments. Its Board comprises Secretary, MeitY as its Chairman and Secretary, D/o Administrative Reforms & Public Grievances (DARPG), President NASSCOM and Additional Secretary MeitY and CEO, NISG as members.

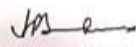
3. NISG is a Centre for Excellence in the field of e-Governance and is currently engaged in e-Governance activities of various Ministries/Departments under the Digital India Programme. NISG is currently working for Comptroller and Auditor General of India (CAG), Controller General of Defence Accounts (CGDA), UIDAI, GSTN, NeGD, MyGov, M/o External Affairs, M/o Corporate Affairs, D/o Telecommunications, M/o Rural Development, M/o Labour, DRDO, NATGRID etc.

4. All the consulting assignments executed by NISG so far, have been awarded on nomination basis and NISG by its constitution does not participate in tenders. NISG arrives at a reasonable cost of providing services in a transparent manner in alignment with its mandate as a not-for-profit company. NISG recruits its manpower from the best of institutes across the country, maintaining outstanding quality.

5. It is therefore requested that NISG may be considered for supporting NHA initiative with appropriate consultation with the finance division of your organization.

*With regards*

Yours sincerely,

  
(Ajay Sawhney)

Shri R S Sharma  
Chief Executive Officer  
National Health Authority  
9<sup>th</sup> Floor, Tower-1, Jeevan Bharati Building,  
Connaught Place, New Delhi - 110001

## Annexure II – OM Banking arrangement for Central Sector Scheme

Office of Controller General of Accounts  
Ministry of Finance  
Department of Expenditure  
Mahalekha Niyantrak Bhawan  
E Block, INA, New Delhi  
Tele/Fax : 011-24649365  
Email: [sao-rhd@nic.in](mailto:sao-rhd@nic.in)

No. S-11012/3(1)/Bank/Ref. Case/2010/GBA/1351-1454 21<sup>st</sup> August 2019

### Office Memorandum

**Subject:- Banking arrangements of the State/District Level Implementing Agencies handling Central Sector Schemes of various Ministries/Departments of Government of India**

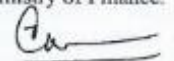
Reference is invited to this office Memorandum No. S-11012/3(1)/Bank/Ref. Case/2010/RBD/1688-1772 dated 10<sup>th</sup> November 2016 (copy enclosed) on the subject cited above.

2. It has been observed that significant amount of government funds are lying with Implementing Agencies pending utilization. It is also noted that a significant quantum of these un-spent balances are lying in the Private Sector Banks. Further, in the light of continued capital infusion in Public Sector Banks (PSBs), a need has been felt to re-look at the banking arrangements of the Implementing Agencies getting grants/funds from the Central Government for various schemes.

3. Accordingly, Ministries/Departments are requested to ensure that for the Central Sector Schemes the banking arrangements of the Implementing Agencies, as a norm, are handled by the Public Sector Banks and Regional Rural Banks rather than other Scheduled Commercial Banks (Private Sector Banks).

4. All Ministries/Departments are also requested to have a re-look at the concerned scheme guidelines and accordingly align the banking arrangements of the Implementing Agencies/Autonomous Bodies/Societies.

This issues with the approval of Secretary (Expenditure), Ministry of Finance.

  
(Taranjit Singh)

Jt. Controller General of Accounts (ARPR)

Encl: As above.

To

1. Financial Advisors of all the Ministries/Departments of Central Government
2. Pr. CCA/CCA/CA with independent Charge of all Ministries/Departments

Copy for information and necessary action: -

1. Joint Secretary (PF-Central), Department of Expenditure, Ministry of Finance, North Block, New Delhi



No.S-11012/3(1)Bank/Ref. Case/2010/RBD/ 1699 - 1772

Government of India  
Ministry of Finance  
Department of Expenditure  
Controller General of Accounts  
Mahalaksha Niyantak Bhawan,  
E-Block, GPO Complex,  
INA, New Delhi-110023

Tel: 24665384, Fax: 24649365, e-mail : [sao-rbd@nic.in](mailto:sao-rbd@nic.in)

Dated : 10.11.2016

Office Memorandum

Subject: Banking arrangements of the State/District Level Implementing Agencies handling Central Sector/Centrally Sponsored Schemes of various Ministries of Government of India.

The Department of Expenditure, M/o Finance has issued directions to all the Ministries that for the purpose of improved financial management in implementation of government funded schemes & for facilitating Just-in-Time releases and monitoring the usage of funds including information on its ultimate utilization, it is necessary for all Implementing agencies and Grantee Institutions to universally adopt Public Financial Management System (PFMS) platform. It further asks all the Ministries/Departments to take the following steps:

- (i) All Central Schemes should be mapped/configured and brought on the PFMS platform.
- (ii) All Implementing Agencies (IAs) receiving and utilizing funds need to be mandatorily registered on PFMS.
- (iii) Usage of PFMS modules should be made mandatory for all registered agencies for making payments, advances and transfers.
- (iv) All Departmental Agencies incurring expenditure in respect of Central Sector Schemes should register and compulsorily use the PFMS Modules.
- (v) All Grantee Institutions may be directed to adopt PFMS modules for making Payments/Transfers/Advance from Grants received from the Central govt. This will enable generation of on-line Utilisation Certificates for claiming funds from Central government.
- (vi) Ministries may also take action for integrating their respective systems/applications with the PFMS.

2. It further states that as per the approved Action Plan, all Central Ministries / Department should complete the full roll-out in respect of the Ministry / Department and Attached/Subordinate Offices by 31<sup>st</sup> October 2016 and all Grantee Institutions should complete the roll out by 31<sup>st</sup> March 2017.

3. The PFMS-Core Banking Solution Interface facilitates online validation of beneficiaries, and Agencies bank account details. Electronic payment files are generated through PFMS for three modes of payments, viz. Print Payment Advice (PPA), Digital Signature Certificate (DSC) and Corporate Internet Banking (CINB). At present, PFMS -CBS interface is operational with Public Sector Banks (26), Regional Rural Banks (50), and Private Sector Banks (10). PFMS has interface with India Post and RBI too.

4. In this context it has been observed by this office that the scheme guidelines of many of the schemes were formulated before the expansion of banking sector and the changes that

40  
took place afterwards have not been incorporated on issues related to banking arrangements of the Implementing Agencies at various levels.

5. Further, the Scheme guidelines of some of the Ministries/ Departments are still limiting their scheme implementing agencies to Nationalised/ PSU Banks only due to presence of limiting banking clauses in their old scheme guidelines. In addition to this, few schemes due to absence of clarity on banking clause, get inclined on preferring PSU Banks rather than any scheduled commercial bank.

6. In this regard, this office, vide O.M. no. S-11012/3(1)/Ref Case 2010/1119-1179 dated 30.06.2015 had issued clarification on the government agency business and banking arrangements of autonomous bodies, prefunded schemes etc. This office had already clarified vide its above referred letter in consultation with Dept. of Financial Services on eligibility of Scheduled Commercial Private Sector Banks for participation in Pre-Funded Schemes and accordingly all concerned Departments/Ministries were advised to make enabling provisions within the scheme implementation guidelines and issue necessary instructions to grantee institutions at the earliest on inclusion of scheduled commercial banks.

7. The following category of banks operating in India and regulated under Banking Regulation Act 1949, which have been notified as Scheduled Commercial Banks can handle accounts of Implementing Agencies/ Autonomous Bodies/Societies.

- (i) State Bank of India and its associates
- (ii) Nationalised Banks (PSU Banks)
- (iii) Regional Rural banks
- (iv) Other Scheduled Commercial Banks (Private Sector Banks)

8. All the Ministries/Departments are therefore, requested to consider the above mentioned facts and clarifications and have a relook at the scheme guidelines relating to the banking arrangements of the Implementing Agencies/Autonomous Bodies/Societies and make necessary changes, if required, so that all the Scheduled Commercial Banks (except Foreign Banks) are able to participate fully in the implementation of their schemes with the universal roll out of the release of grants through PFMS.

This issues with the approval of Controller General of Accounts.

*Shakuntla*  
14/06/16  
(Dr. Shakuntla)  
Jt. Controller General of Accounts

To,

1. Financial Advisors of all the Ministries/Departments of Central Government.
2. Pr.CCA/CCA/CA with independent charge of all Ministries/Departments.

Copy to:

1. Jt. Controller General of Accounts (PFMS), O/o CGA, Shivaji Stadium Annexe, New Delhi-110001.
2. Sr. Accounts Officer, ITD, O/o CGA with the request to upload this OM on the office website.



### Annexure III – List of Key officials at NHA

Si No	Name	Designation	Email ID
1	Dr RS Sharma	CEO, NHA	rssharma3@gov.in
2	Dr. Praveen Gedam	Addl. Chief Executive Officer & Mission Director (ABDM)	addlceo@nha.gov.in
4	Sh. Kiran Gopal Vasaka	Director, Policy, Admin & Coordination (Govt.)	jd.coord1@gov.in
5	Sh. Vikram Pagaria	Joint Director Coordination	Jd.coord@nha.gov.in
6	Ms. Parvathy Rahul	Deputy Director & Division Head-IEC	Deputydirector.iec@nha.gov.in
7	Ashish Agnihotri	Project Manager State Coordination	Abdm.pmstates@nha.gov.in
8	Gourav Agarwal	Project Manager State HMIS Integration	
9	Sparsh Agarwal	Project Coordinator-Central Region	Abdm.central@nha.gov.in
10	Ms Akshita	Project Coordinator-Eastern Region	Abdm.east@nha.gov.in
11	Ms Kritika Walia	Project Coordinator-Western Region	Abdm.west@nha.gov.in
12	Anubhav Puri	Project Coordinator-Northern Region	Abdm.north@nha.gov.in
13	Saravanan Josh	Project Coordinator-Southern Region	Abdm.south@nha.gov.in
14	Nitish Mohan Tripathi	Project Coordinator-Northeast Region	Abdm.northeast@nha.gov.in
15	Dr Anshul Chaudhary	Lead-HFR	facility@nha.gov.in
16	Abhishek Gupta	Lead-HPR	Abdm.hpr@nha.gov.in
16	Yukti	Lead-ABHA	
17	Mannu Parvesh	Lead-PHR	