

# Terms of References

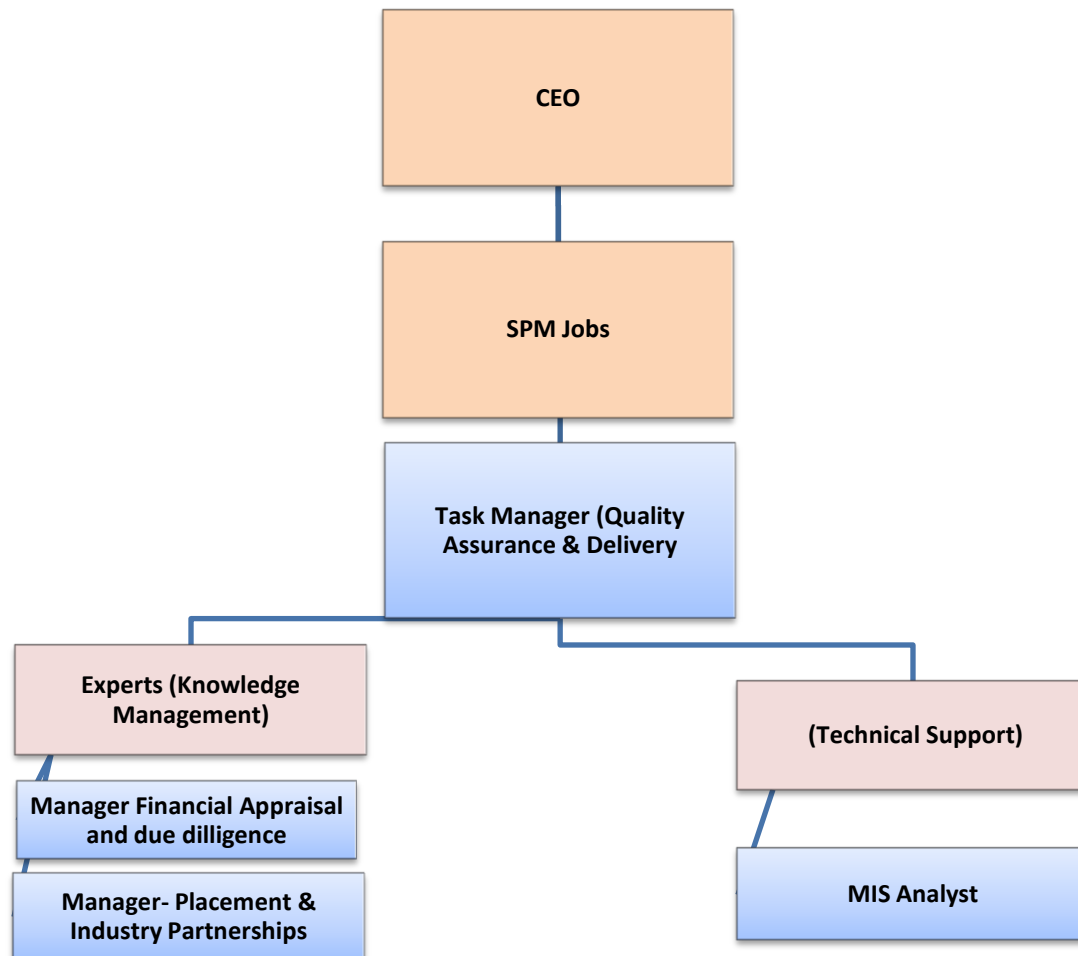
## Hiring an agency for providing “Technical Support Services” to execute the “Skill Development Program” for the Bihar Transformative Development Project

### **Background:**

The Government of Bihar has initiated a project on rural livelihoods promotion with support from the World Bank. This initiative is implemented through a Society registered with Government of Bihar by the name of Bihar Rural Livelihoods Promotion Society (BRLPS). BRLPS through the Bihar Transformative Development Project (BTDP) aims to improve rural livelihood options and works towards social and economic empowerment of the rural poor and women by promoting self-managed community institutions and further strengthening their livelihoods. The BTDP intervenes with the community through the following four themes or programmes: institution and capacity building, social development, microfinance and livelihoods. The BTDP project will be implemented for the period of 6 years. It is expected to cover around 60 lakh poor families spread over 300 blocks across 32 districts of Bihar.

BRLPS lays emphasis on promotion of '**professionally competent and dedicated implementation structures**' for managing and supporting all Skill development and Livelihoods activities. For this BTDP will hire services of a **Management Agency (TSA)** that will provide thematic support services for ideas incubation, knowledge management and formulating implementation strategies for programme implementation on key areas such of Skill Development/ Training (monitoring, quality assurance, jobs placement and market linked skill development; etc.) through a **Technical Support Agency (TSA)**. Description of services for supporting implementation of skill mission is given in **Annexure-1**.

## Implementation Arrangements



### Objective of the assignment

To provide certain defined services to BRLPS in skill/ job theme by assisting in implementation of the skill development program in the state of Bihar in an effective manner.

### Scope of the assignment:

1. Assist the mission in empanelment of training providers as per project guidelines set by BRLPS .
2. Development of a comprehensive framework for monitoring and supporting projects under skilling and placement
  - a. Facilitate orientation of new partners during the initial phase
  - b. Facilitate and support in Skill Development Management System (SDMS) implementation, training, support and maintenance
  - c. Coordinate, collate, prepare and track progress reports of all partners

- d. Physical site inspections of each PARTNERSs (as per desired scientific sampling/ methodology), formation of Q teams and reporting channels
  - e. Monitoring the progress through monthly conference calls/ using MIS based reports/ financial tracking/ field inspections etc.
  - f. Monthly progress review of PARTNERSs.
3. Assist the mission in quality assurance of PARTNERSs as per the program guidelines
  4. Monthly report of Physical achievements / Funds utilisation in prescribed format.
  5. Facilitate fund disbursement to PARTNERSs through financial and performance analysis
  6. Performing the roles of a knowledge partner- curriculum alignment, representation of BRLPS in various forums at state, national and international forums, capacity building programs for staff and cadres.
  7. Support in IEC activities for the promotion and dissemination of the program, also ensuring standard parameters of training delivery.
  8. Providing convergence and PPP platforms for integrated skill program execution and industry linkages for placement support facilitation to PARTNERSs and BRLPS, partnerships for direct placement, modernizing employment exchanges etc.

#### **Key Tasks and Responsibilities:**

1. **Assist the JEEViKA in empanelment of training and placement providers:**The TSA team will be responsible for coordination in the empanelment of Partner by implementing a system for technical as well as financial assessment of the proposals received from prospective partners and further coordination till partner is on-board.
  - a. Support in technical and financial assessment
  - b. Background documentation for empanelment of the partner
  - c. Management of MoUs as per BRLPS Skill guidelines
  - d. Orientation of new partners with current policies, expectations and deliverables
  - e. Provide quarterly report indicating above outputs
  - f. Empanelling partners for direct placements
  
2. **Development of a comprehensive framework for monitoring and supporting projects under skilling and placement mission:**The TSA will assist the skilling department in monitoring of overall skill training program under BTDP implementation thus, enabling effective implementation at every district. Following are the detailed activities that TSA will undertake for effective project monitoring:
  - a. **Facilitate orientation of new partners during the initial phase:** The TSA team will coordinate, conduct and lead the kick-off meetings with all the new partners. The following broad level activities are to be undertaken during the process:
    - i. Review of MoU between Project and PARTNERS followed by preparation of compendium of KPIs/financials/ geographical commitments, etc. for each partner before the kick-off meetings.

- ii. Orientation of the new partners on monitoring processes and associated reporting requirements. Primary focus of discussion could be as follows:
  - Use of MIS for reporting.
  - The tools and templates to be used for reporting purpose
  - The partner performance evaluation scorecard, its parameters, associated weightages and the frequency of evaluation
  - The training numbers to be achieved by the partner and the associated timelines as per the agreement

b. **Facilitate and support in Skill Development Management System implementation, training, support and maintenance:**The TSA would provide technical inputs in the MIS required to be maintained at state level, its implementation support and roll out of online MIS system through the vendor dedicated for MIS development by BRLPS or the PARTNERS, strategies for data preparation and migration, and facilitate in training on MIS of the project staff and PARTNERS representatives. . The functional requirements shall include:

- i. As-Is documentation and to-be documents for the dedicated MIS team to develop upon
- ii. Proposing integrated workflow based system that end to end partner monitoring and performance in terms of targets, funds, attendance, placement percentage, youth perceptions etc.
- iii. Reporting & Dashboard capability to monitor the performance of the partner organisations against the stated Key Performance Indicators (KPIs)
- iv. Provide a standardised platform to all stakeholders including BRLP training partners, state departments and other entities to upload skill and performance details
- v. Suggest on easy to use and Intuitive User interface

c. **Coordinate, collate, prepare and track progress reports of all partners:** The TSA will undertake following activities to monitoring of Partners:

- i. Coordinate with partners to ensure timely submission of monthly reports.
- ii. Educate the partners on the reporting formats, templates and any other specific information requirements as per MIS tool used/ over mail/ Jeevika Skill site
- iii. Review the reports for any information gaps and highlight the same to the respective partner through discussion on call/ formal mailers/ meetings
- iv. Preparation of the summary dashboard to give a snapshot of the monthly performance by partners
- v. Analysis of the overall performance of all BRLP partners and highlighting any major trends noticed during the process and also highlight specific challenges being faced by partners.
- vi. Provide periodic guidance notes to identify and notify non-compliance to partners

d. **Physical site inspections of each Partners:** The TSA will undertake following activities under physical inspections:

- i. Bi-monthly inspection of each training centre. During these inspections the information provided by the partner on the online MIS system will be verified including the inspection notes and compliance of the quality team. Specific formats of inspection and matrix to assess the quality of the centres to be devised. Scientific representation of the centres in terms of grading or ranking to be done as well periodically.
- ii. Share report on the finding and status of compliance notes from such inspections for improving the quality of the programme.

**e. Monitoring the progress through monthly conference calls/ using MIS based reports/ financial tracking/ field inspections etc.:** Track the progress of the PARTNERSs centre wise and discuss overall reporting and performance related issues and concerns.

- i. These shall throw open an effective channel where BRLPS and PARTNERSs can jointly discuss the project performance, assistance required from BRLPS, issues and concerns and arrive at mutually agreeable solutions.
- ii. These calls will be documented so as to keep a track of the discussed issues and the associated action items, which can be reviewed in the subsequent call.

**f. Monthly and quarterly progress review of PARTNERSs:** The TSA will analyse the monthly and quarterly performance with respect to training, placement and retention targets by each PARTNERS and share the report for discussion with BRLP. Corrections in target, capacity building measures and action plan for the PARTNERSs would be provided quarterly basis based on the monthly reports.

**3. Assist BRLPS in quality assurance of PARTNERSs as per the project guidelines:** The TSA will assist the skill/ job team of BRLPS in maintaining the overall quality of the JEEVIKA SKILLS by conducting quality audits on training centre infrastructure, trainer and training quality, course curriculum & learning material, certification etc. Specific quality circles could be created with set responsibilities by BRLPS for better delivery of the project.

**4. Facilitate PARTNERSs through financial and social performance analysis:** Assist BRLPS Skill/Job team in disbursement by preparing reports on partners' performance and compliances.

- i. Monitoring the parameters that need to be met before each instalment
- ii. Highlight deviations to the BRLP team for further discussion with the PARTNERS
- iii. Review of documents received from PARTNERSs and verify all required documents have been received and are complete in all aspects
- iv. In case of any discrepancies, the TSA will highlight the same to the BRLPS
- v. Support BRLPS Skill/Job team in auditing, prediction of fund required and analysis of UCs

**5. Performing the roles of a Knowledge Partner:**

The TSA will also bring substantial knowledge in skill development and would play the roles of a Knowledge Partner with following responsibilities of knowledge management:

- i. Facilitate in designing the model training centers strategy

- ii. Design and develop to set up Migration Resource Centre in at least 2 mega city outside Bihar and district level Migration Resource Centre in Bihar
- iii. Design and develop Skills training centers for differently abled person (PWD)
- iv. Support in mapping of jobs in industries and converging with these departments
- v. Knowledge partner will help in benchmarking the proposed curricula and duration of each level of the programme in various sectors.
- vi. Establish strategies and processes for regular review and up-gradation of courses so that they always remain contemporary.
- vii. Knowledge Partner will help the Skill/Job team to focus on new emerging occupations/employment avenues.
- viii. Periodic Impact assessment studies on key initiatives, PARTNERSs and their performance, tracking market change and key learning by engaging credible firms/ consultants
- ix. Will suggest Innovative pilots for the state
- x. Will bring in best practices of other projects across the country
- xi. Will bring new partners for direct placement.

### **Review and Monitoring of the Assignment**

The performance of the TSA will be judged on the basis of work done against the agreed work plans of the Management agency. The TSA will prepare activities as per BRLPS Skill Mission plan. A joint quarterly review mechanism will be put in place and represented by core members of BRLPS and the TSA. The review of the progress and plan for future action will be decided therein. In case, BRLPS has any objections related to assignment deliverables, it will inform the agency in writing. The agency will comply with the recommendation made by BRLPS and accordingly complete the assignment at no additional cost.

### **Reporting**

For all purposes the Management Agency will be reporting to the Co- Skills/SPM-Jobs or his/her designee. It will generate Quarterly Progress Reports highlighting the accomplishment against the agreed operational plan.

### **Duration of the assignment**

The duration of the Consultancy Services will be **TWO** years initially, after the awarding of contract formalities completed. The initial contract of 24 months (from the date of commencement of services) would involve hiring of human resources and management. Depending on annual performance review of the selected agency, and available budget, the contract can be extended further up to maximum of total 1 year with mutual agreement.

**Eligibility Criteria:****(i) Mandatory:**

- The agency should have help set up program management support systems at least in 2 large scale projects of minimum INR 5 crore in the past three years for National/ State level government projects;
- Should have minimum annual turnover of INR 10 crore or above for last three financial years and minimum consulting turnover of INR 5 crore in project management during the three last declared financial years
- The agency should have engaged in large scale skill development programmes of the State/ Central government (net programme budget of minimum INR 20 crore by state/national) in last two years

**(ii) Desirable:**

- A lead agency, which can form a consortium of agencies that bring together diverse experiences in large scale program management, strategic recruitment and placement of development professionals and grassroots implementation of community development programs will be preferred.
- The agency possessing Quality certification in project management (like ISO, CMMetc) will be preferred.

***(iii) The existing Training Partners of BRLPS are not eligible to compete in the EOI*****Support to be provided by BRLPS**

- Make available all program documents including program appraisal reports, program implementation plan, operations manual, support manual, etc.
- Constitute a Steering Committee who will monitor the project progress on a periodic basis.
- Facilitate the availability of key staff/project team for discussions whenever needed

**Annexure 1:**

Position	Key Qualification	Experience	Key Responsibilities	Man Month
Task Manager – Quality Assurance & Delivery Lead (1)	Post graduate /Master degree/ MBA	Atleast 7 years of experience in Project management, stakeholder management, MIS handling, along with demonstrated experience in handling similar assignments in large scale projects Experience of handling state and central government projects/ skill or rural development assignments would be given preference.	The incumbent would be responsible for: Preparing performance and reporting management plan; Identifying data requirements and the data sources for monitoring; Designing various formats, templates, dashboards, etc. for comprehensive monitoring of projects and program; Managing RFP preparation and bid process for selection of regional agencies; Assisting in Pilot testing of the Monitoring Framework; Conducting Periodic Review and monitoring of identified performance outcomes; Conducting ongoing program management; Reviewing project deliverables	48 months
Manager - Financial appraisals & Due Diligence (1)	Post Graduate / Masters degree/ MBA in Accounting/ Finance or in related discipline	Minimum 5 years of experience in Accounting/Financial Management. The person should have acknowledged capabilities of designing, planning and implementation of financial systems and controls, financial report generation, oversee fund transfer requests and cash flow management, ensuring effective and efficient use of funds across the partners and coordination units, according to the	The incumbent would be responsible for: Creation of financial manual; generation of internal and external financial reports as per requirements; undertaking review of Utilization Certificates (UCs) submitted by partners; disbursement scheduling and timely fund transfer; proposal evaluation and appraisal received for empanelment of new partners; management accounting by ensuring regular update, periodical review; reporting of the finance information system	48 months



Position	Key Qualification	Experience	Key Responsibilities	Man Month
		budget; and development of policies, systems and procedures.		
Manager - Placement and Industry Partnerships (1)	Post graduate degree/ MBA in HR/ Marketing/ Business Administration	<p>Minimum 5 years of experience in managing/handling industrial partners, business development processes of large outfits, establishing partnerships, leading PPP initiatives etc. Preference of person, having experience of district or State level large scale programmes such as Poverty Reduction/Livelihoods / Skill Development programme.</p> <p>The person should have acknowledged capabilities in developing partnerships and managing workshops and large events. Prior experience of Managing skill Programme Implementing Agency</p>	The incumbent will be responsible for: Undertaking key activities to facilitate student placement through organizing job fairs, building industry partnerships etc.; build a platform to track career progression of trained students, placements, career counselling system and building a robust alumni network; monitor the operation of Migration Support Centres; facilitate the overseas placements; propose innovative PPPs for the state/MOUs	48 months

Position	Key Qualification	Experience	Key Responsibilities	Man Month
		(PARTNERS) Management will be given preference.		
MIS Analyst (1)	B. Tech in any branch/ MCA/MSc./ a related discipline	At least 3 years of experience of working on functional MIS platform; The person should have proven track record of experience in MIS design, development and implementation in large scale programs, data analysis by using statistical software, ability to synthesize concepts and to communicate them effectively, reporting structures, etc. The relevant training program/specific in social development/Skills development and working knowledge of MIS reporting will be given Preference.	The incumbent would be responsible for: Support MIS Design and Implementation for Skill Theme; Data Management; Designing MIS templates for monitoring and evaluation; MIS Application Management; Conduct Periodic Review and monitoring of identified performance outcomes; Partner management related to MIS; Training the stakeholders on MIS handling and reporting; Smooth operation of MIS Application; Stakeholder Management, creation of dashboards, Analysis of data and reporting.	48 months

