

Government of Bihar
Department of Rural Development

Bihar Rural Development Society (BRDS)

Terms of Reference (TOR) for the Engagement of a Recruitment Support Agency to support BRDS in recruitment of Block and District level Finance professionals for Financial Management and Internal Audit

1. Background

The Government of Bihar with support from the World Bank in implementing a project titled “Bihar Integrated Social Protection Strengthening (BISPS) Project”. The objective of this Project is to strengthen institutional capacity to deliver social protection programs and services and expand outreach of social care services for poor & vulnerable, persons with disabilities, older persons and widows in Bihar. The Bihar Rural Development Society (BRDS) under the Rural Development Department (RDD) is one of the implementing agencies of the project.

The Rural Development Department (RDD) Government of Bihar is responsible for the implementation of several large Centrally Sponsored Schemes (CSS) such as Mahatma Gandhi National Rural Employment Guarantee program (MNREGA) and Indira Awas Yojana (IAY). It approximately receives Rs.5000 crores (USD 800 million) as grants from GoI for these programs. These programs, at the state level, are managed by Bihar Rural Development Society (BRDS), an autonomous organization under the aegis of Rural Development Department (RDD) which is responsible for overall implementation and oversight of these schemes several flagship CSS. The implementation is through its districts (District Rural Development Agencies- DRDA’s) and block level units (Block Development Officer- BDO) and in some instances schemes also through the PRI Institutions e.g. MNREGA. Funds for the CSS are directly received either by BRDS or DRDA’s from GoI, by-passing the state budget. In addition the units at the District and Block levels are also vested with the responsibility of implementing various State Plan and Non Plan Schemes of RDD as well as other departments of the Government of Bihar (GoB) e.g., social pension payments. For these funds are drawn from the state treasury as Advance Contingency Bills (based on the budget provision) and initially deposited in bank accounts with commercial banks and then utilized for making payments related to specific programs. Based on current estimates there are approximately 45 to 50 active state schemes, in addition to CSS being managed by the Block Development Officer (BDO).

The above financing and funds flow arrangements entails scheme wise accounting and financial reporting by a large number of units and the need for consolidation at the district and state level for onward reporting to GoI for CSS. Weak accounting capacity (i.e., dependence on Nazirs at the BDO level), has resulted in inadequate attention to accounting leading to delays in compilation & consolidation of accounts and in preparation of program-wise financial statements for audit. This in turn has resulted in delay of submission of Utilization Certificate and audit reports to Ministry

of Rural Development (GoI) impacting timely release of funds to GoB. In the case of state schemes, scheme specific bank accounts and cash books need to be maintained in addition to a consolidated cash book at the block level. There have also been cases in the past of diversion of funds drawn for one scheme to another resulting in non-settlement / submission of Detailed Contingency Bills (DC Bills) to the treasury / Accountant General.

In order to address these constraints RDD in particular and GoB in general is desirous of strengthening the financial management and accounting systems both at program level (i.e. vertical accounting & financial reporting program wise) and at institutional level (at State, District and Block level institutions). The detailed organisational structure of the BRDS with key functional properties and its features is attached at **Annexure - "A"** for reference. Learning from the past attempts at reforms, the common thread that is emerging is that existence of a suitable cadre of accountants at the block level and core team of financial experts at the state and districts is necessary to support reforms such a cadre is needed to address key constraints in financial management.

2. Objectives of the Assignment

The overall objectives of the assignment are to:

Successfully complete recruitment of qualified accountants at the block level and finance professionals at the district level. The indicative number is given in the table below:

Sl. No	Post	No of Units	No. of staff at each unit	Total number of staff to be recruited *
1	Block Accountants **	534	1 per block (Total 534)	534
2	District level Financial Management & Internal Audit Specialists **	38	6	228
TOTAL				762

* Addition or deletion in number of position may be possible as per the actual requirements during the assignment period. This would be worked out mutually between the HR agency and BRDS which would not be more than 10% of total positions as stated above.

** The details of requirements for each position i.e. qualification & experience is attached as **Annexure- "B"**

3. Detailed Scope of the Work, Approach & Methodology:

3.1 Development of an acceptable methodology of recruitment & selection of candidates taking into consideration Government of Bihar's policies on reservations, HR Manual / procedures, etc. This will include:

- a) Developing different approaches and methodology of recruitment i.e., alternative processes of inviting applications, open market selection, selection through deputation, special drive for reserved categories or any other method as per norms approved by BRDS.
- b) Approach & methodology will be approved by the BRDS and the HR Agency will follow the prescribed norms and criteria of selection of respective positions.

3.2 Recruitment & Selection: This will include the following

- a) **Advertising for the positions:** The design of advertisement will be prepared by the recruitment agency and approved by CEO, BRDS. In general, responsibility of notifying vacancies will be with BRDS. The advertisement will also be floated on reputed web-portal visited by job seekers in development sector.
- b) **Shortlisting of candidates for the written examination:** the agency will follow a structured system of receiving application (through both electronic media and written form), scrutinising them on criteria set by BRDS, recording reasons of rejection of applications and announcing shortlist for the written test, with necessary information on website (of both the recruitment agency and BRDS). Whenever required, the necessary information about scrutiny of application will be provided to BRDS.
- c) **Conduct of the examination:** the examination will be conducted by the agency with support from BRDS. The examination paper will be developed by the agency and approved by the technical specialist(s) in BRDS. Special attention will be given by the HR agency to maintain the quality of conducting test of recruitment and setting question paper for the purpose.
- d) **Evaluation of the written tests and shortlisting of candidates for interview:** evaluate the written tests and on the basis of performance, prepare a shortlist of candidates for interview.
- e) **Conduct of interviews:** carry out interviews by constituting a panel. BRDS will depute technical specialist(s) to the interview panel.
- f) **Ranking of candidates** for selection after the interview process segregating between selection candidates and wait listed candidates for each position.

3.3 Background check of selected candidates: carry out background check and credential verification of the recommended and waitlist candidates before presenting the final result.

3.4 In carrying out the above tasks special attention has to be paid to the following:

- a) The HR agency has to provide detailed work plan before the recruitment along with its methodology of recruitment, place of recruitment, tentative dates of examination, List of panel members, and submission date of result and reports. The schedule of the recruitment will be finalized by the recruitment agency in consultation with BRDS.
- b) The recruitment agency will design exclusive selection tools for different set of positions i.e. District level Financial & Internal Audit Experts and Block level Accountants. The selection strategy and tools should be designed in such a way that it could assess requisite knowledge, skills, and attitude on quality parameters for different positions.
- c) The recruitment agency will pay special attention in identifying suitable individuals from Government or Banking Sector as per requirement of BRDS under the provisions of norms for selection and recruitment approved by BRDS.
- d) The agency will capture all the processes of recruitment and selection in video form and submit to BRDS. All necessary documentation during the recruitment, counselling and joining process will be maintained on time with due accuracy and submitted to BRDS.
- e) The agency will prepare a position / grade-wise merit list and waiting list of candidates and submit the same to BRDS.
- f) Maintaining high degree of accuracy, transparency, accountability and required confidentiality in the process of completion of this assignment.
- g) All the documents and selection lists will become the property of the BRDS.

4. Reporting requirements:

4.1 The agency will submit an inception report both in hard and soft copy.

4.2 Detail progress report of the written examination.

4.3 The final list of the recommended candidates will be submitted by the agency along with waitlist candidates under each category of positions. The recruitment agency will submit the final result of recommended candidates in the prescribed set of format and along with document as mentioned below after completing every event of recruitment.

- Form A: Latest copy of CV in original of both recommended and waitlisted candidates (filled by candidates while participating in the selection process according to format designed by the recruitment agency)

- Form B: Compiled Profile of the Candidate (both recommended and waitlist) in soft and hard copy in the format designed & approved by BRDS.
- Form C: Credential Verification Form along with (of both recommended and waitlisted candidate) as annexure. Compiled reports of the same.
- Form D: Basic Information details suggested as annexure.

4.4 The result must be submitted after verification of reference of both selected and waitlisted candidates.

4.5 The final report of recruitment would include the following documents:

- Soft copies in CDs and hard copies of original scanned data (marks & profile of candidates)
- The soft CDs & hard copies of data exported in excel sheet,
- The list of shortlisted candidates (merit list)
- The reservation roster/vacancy wise recommendation list
- The clear statement/cut off of logic for selection/recommendation
- The profile of the recommended and wait listed candidates
- The verification report of credentials certificate of candidates

4.6 Whenever required, the recruitment agency will share all information sought by Society related to recruitment conducted as per ToR and the agreement. Therefore, the agency will keep all recruitment records with it.

4.7 The agency would have to maintain high degree of accuracy, transparency, accountability and required confidentiality in the process of completion of this assignment and would be required to provide compliance of the queries related with recruitment under RTI Act 2005, applicable for the Society.

5. Time Period of the Assignment:

5.1 This assignment would be for a period of 12 months, effective from its inception date which may further be extended for next one year subject to the client requirement and satisfactory performance of the agency. Any change in the period of assignment will only be made after mutual review by both the parties.

5.2 The entire assignment is expected to be completed by the time line given in Key Task output and time frame table given below. However, residual vacancy of any level may be filled up by the recruitment agency immediately in the next three months. The extension or any change in the period of assignment will only be made after mutual review by both the parties.

6. Qualifications of the HR Agency and Key staff Requirement

6.1 The agency would provide a list of Core Team with qualified key professionals having adequate number of human resource with relevant experience for this assignment. The core team of key professionals must include a Team Leader, a Co Team Leader, three Expert members having qualifications with relevant experience as stated below:

- **Team Leader:** The Team leader should have a minimum of 10 years experience in planning, designing strategy & framework along with developing, directing and managing similar assignment with a Post Graduate Degree in HR Management or equivalent.
- **Co- Team Leader:** The Co-Team leader should have a minimum of 8 years experience in coordinating, execution and managing similar assignment with a Post Graduate Degree in Management.
- **Expert Team Member-1:** The expert team member should have a minimum of 7 years of experience in recruitment and selection methodology with a post graduate in Psychology / Management.
- **Expert Team Member-2:** The expert team member should have a minimum of 7 years of experience in recruitment and selection methodology with a CA / M. Com degree with experience in finance teaching, accountancy and basic tax, etc.
- **Expert Team Member-3:** The expert team member should have a minimum of 7 years of experience in the field operations in rural development projects with a CA / M. Com degree with experience in Tally and / or other IT based accounting systems.

7. Key Tasks, Deliverables and Time frame

The key tasks and outputs of the assignment along with an indicative timeframe are given below.

SN	Key Task	Deliverables and Time frame	Remarks
1	Development of norms for selection and recruitment as well as designing selection tools for different sets of positions	Norms for selection and recruitment developed <u>within 1 Month of confirmation on agency selection</u>	BRDS will review and approve the norms for selection and recruitment
2	A workshop to be conducted for Sharing of concept, methodology and processes of recruitment and selection	Workshop conducted by the recruitment agency sensitizing BRDS officials, <u>within 1 and half month after confirmation on agency selection.</u>	The team leader and Co Team leader will conduct the workshop
3	Submission of Inception report including a detailed work plan	Inception report submitted <u>within two Months of signing the contract agreement</u> for the assignment	Inception report will include the readiness report on i.e. Office set up & placement of team at Patna with all support systems and assets.
4	Initiating recruitment process for 762 positions (requirement of manpower in year 2014-15)	Report of written examination <u>within 4 months after signing the agreement</u> by the agency	Report will include detailed progress report of the process
5	Completing Recruitment process for 762 positions (requirement of manpower in year 2014-15)	The recruitment on 762 positions to be completed successfully <u>within 6 months of signing agreement</u>	Tally proficiency test using Tally accredited agency for shortlisted candidates conducted by HR Agency List of recommended and waitlist candidates
6	Completing issuance of offer letter & conducting joining for finally selected candidates	Completing joining of recommended candidates as per approval by BRDS	Report on deliverables.
7	Completing recruitment for the residual vacancies	Completing joining of recommended candidates as per approval by BRDS	Final report on deliverables.

8. Services and facilities to be provided by the Client:

- 8.1** BRDS will provide all the guidelines, provisions, norms related to conducting recruitments viz. numbers of vacancies, qualification and experience for each position, guidelines of Govt. reservation roster and other necessary information required for completion of this assignment.
- 8.2** The CEO, BRDS will nominate its representative in any of the selection process.
- 8.3** BRDS will provide, where appropriate, administrative support to the agency, especially in the conduct of the examination.
- 8.4** Head – HR will be the Nodal Person for this assignment from BRDS.

9. Review and Monitoring of the Assignment

A review will be conducted formally by both BRDS and the recruitment agency after conducting each round of recruitment. CEO BRDS will form a review committee at BRDS level to monitor and review the progress of the assignment.

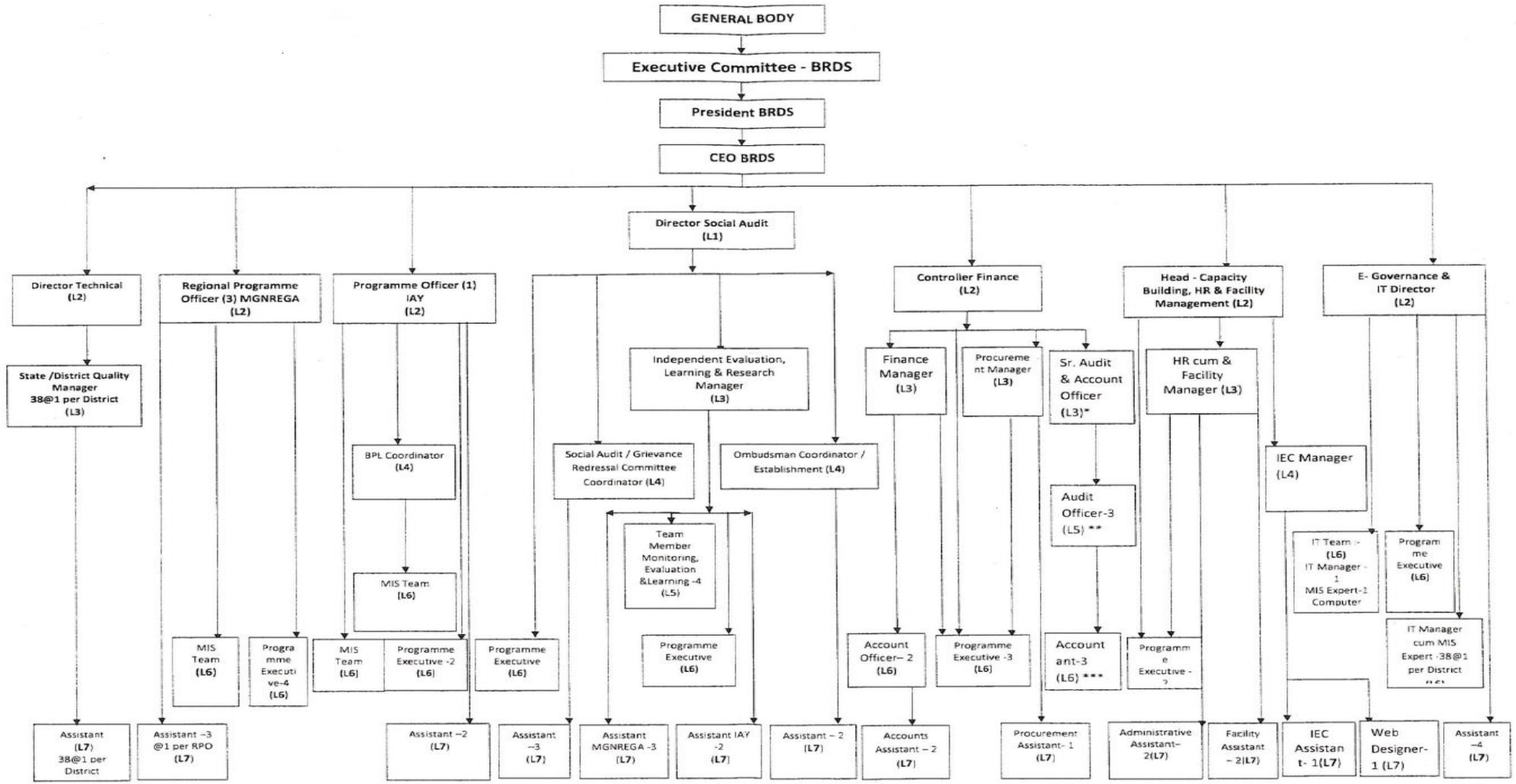
DETAILED ORGANISATIONAL STRUCTURE OF THE BRDS

The State level team at BRDS would play a crucial role towards guiding BRDS towards its vision and mission. Broadly, the state unit would design policies, set up operational procedures, ensure governance / compliance, guide the planning, coordination, quality assurance, monitoring, the programmes across the state. The team would also play a pivotal role in liaising with stakeholders and building partnerships.

The State Unit/ Head Office of BRDS would be at Patna. It would be headed by a Chief Executive Officer (CEO), who would report to the Executive Committee of BRDS. The State Employment Commission, Government of Bihar would be the CEO of BRDS. The CEO would have a team of dedicated development professionals in various domains/ programmes, led by a Chief Operating Officer (COO). The functional specialists would be at various levels as Directors, Coordinators and Advisors. These in turn would have managerial level staff reporting to them to carry out programmes in their respective domains/ units.

The Controller Finance would ensure the fiduciary governance of the project. S/he would be assisted by a team of finance, procurement and accounts staff to ensure smooth funds flow and meeting all statutory requirements for BRDS. To leverage the technological advances, BRDS would have a dedicated team for IT and E Governance headed by a Director. Wherever possible, technologies would be integrated with programme implementation, reporting and monitoring to enhance efficiencies. As programmes expand, BRDS may engage/ set up special cells for SECC/ E-Governance, and IAY at the State and other Levels.

Broadly, the current structure envisioned is depicted in the diagram below:



Note - (*) Retired AAO of AG, (**) Retired Government Auditor, (***) Inter CA

Annexure - "B"

**POSITION-WISE ELIGIBILITY CRITERIA / REQUIRED
QUALIFICATIONS AND EXPERIENCE**

Sl.	Positions	Qualifications and experience	Number of Positions	Brief Responsibilities of each position to be included here
BLOCK LEVEL POSITIONS				
1	Block Accountant	Graduate in Commerce/ Economics/ Maths with a minimum one years of relevant experience in accounting with basic computer knowledge i.e., Microsoft excel and word. The candidate with Knowledge of Tally/ specialized accounting software will be preferred.	534	Scheme wise and unit wise accounting, financial reporting, bank and inter unit reconciliations, funds management etc.
DISTRICT LEVEL POSITIONS				
2	District Finance Manager	CA (Inter) / ICWA (inter)/ MBA with minimum 5 years' experience in financial management including funds management, IT accounting systems and financial reporting. Candidates with proficiency in computers will be preferred.	38	Accounting, consolidation of reports, oversight and audit of block units, scheme wise audit for district and blocks, submission of UC and settlement for audit objections. Persons retired from Government Services as Audit and Account Officers and above or having experience of Accounting and Audit will also be considered as per Government of Bihar norms for such appointments for 1, 2, 3 and 4.
3	Finance Officer	CA (Inter)/ ICWA (inter)/ MBA with minimum 2 years' experience in financial management and IT accounting systems	38	
4	District Audit Officer	CA (Inter) / ICWA (inter) with minimum 5 years' experience in financial audit and internal audit	38	
5	Audit Officers	CA / ICWA (inter) with minimum 2 years' experience in financial audit and internal audit	38	
6	Accounts Assistant	Graduate in Commerce/ Economics/ Maths.	38	
7	Audit Assistant	Graduate in Commerce/ Economics/ Maths.	38	

The positions above are indicative that may vary as per the actual requirement during the assigned period.