

Jharkhand State Livelihood Promotion Society

(Under the aegis of Rural Development Department, Govt. of Jharkhand)

3rd Floor, Shantideep Tower, Radium Road, Ranchi-834001

Phone No. 0651-2360142/ 2360038

Email – jslps.ranchi@gmail.com, Website – www.jslps.org

No: 421/Ranchi

Dated: 28/06/2019

Request for Expression of Interest (REOI) for hiring of Consultancy Services for “Technical Support Agency to Support Implementation of DDU-GKY and any other Skill Project in Jharkhand.

Jharkhand State Livelihood Promotion Society (JSLPS) invites “Expression of Interest” from the eligible consultancy agencies to submit their interest for providing consulting services for “**Supporting Implementation of DDU-GKY and any other Skill Project under JSLPS**”. in Jharkhand.

Interest agencies may submit their “Expression of Interest” in a sealed envelope clearly superscripted as Expression of Interest for “**Hiring of Consulting Agencies under DDU-GKY**” latest by 15:30 hours on **22nd July’ 2019**. The agencies may obtain further information and procedures for submitting the “Expression of Interest from the official website of JSLPS i.e www.jslps.org.”

Sd/

Chief Executive Officer

Jharkhand State Livelihood Promotion Society

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REQUEST FOR EXPRESSIONS OF INTEREST FOR “TECHNICAL SUPPORT AGENCY TO SUPPORT IMPLEMENTATION OF DDU-GKY AND ANY OTHER SKILL PROJECT MANAGED BY JSLPS IN JHARKHAND (CONSULTING SERVICES – FIRM SELECTION)

ASSIGNMENT TITLE: “HIRING OF CONSULTANCY SERVICES FOR “TECHNICAL SUPPORT AGENCY TO SUPPORT IMPLEMENTATION OF DDU-GKY AND ANY OTHER SKILL PROJECT MANAGED BY JSLPS IN JHARKHAND.

Reference No: DDU-GKY/CS/2019-20/01

Jharkhand State Livelihood Promotion Society (JSLPS), a society promoted by Rural Development Department, Government of Jharkhand is notified by State Government as implementing agency for National Rural Livelihood Mission in the state and intends to apply part of the proceeds for consulting services.

The consulting services (“the Services”) include Selection of Technical Support Agency to provide consulting services for “Technical Support Agency to Support Implementation of DDU-GKY and any other Skill Project under JSLPS ” for a period of Three years. The details activities are mentioned in the draft Terms of Reference as enclosed in **Annexure-I**.

Jharkhand State Livelihood Promotion Society (JSLPS), now invites eligible consulting firms (“Consultants”) to indicate their interest for providing the services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the services.

The short-listing criteria are as follows.

- a) The agency should have an independent legal existence, registered under the applicable Act. and have accreditation and validations for Good Governance, Systems and Process [Submit proof of Registration Certificate, Articles and Memorandum of Association, required certifications]
- b) The agency should have prior experience & expertise in Skill Development Project as PMC/PMU/TSA at least for 3-5 years in the field of consulting services in India. Agency with similar past experience under DDU-GKY program shall be given preference.
- c) The bidder should have a minimum annual average turnover of INR 20 Crores from State/ Central Government/ PSUs sector in consulting services in India last 3 financial years (2015-16, 2016-17, 2017-18).
- d) The bidder should have worked on at-least 1 Skill Development Project as PMC/PMU/TSA during the last 5 years, value >= INR 20.00 Cr (including extension

contract if any), directly awarded by Central Government./NSDC/ State Government in India

- e) The bidder should not have been blacklisted by any State/Central Government in India/PSUs as on bid submission date for corrupt, fraudulent or any other unethical business practices or for any other reason.

Interested firms may submit their application expressing interest in the prescribed Performa annexed herewith [Annexure A] in sealed envelope with each page of the application signed by an authorised signatory, including the pages comprising the annexure.

A Consultant will be selected in accordance with the Quality & Cost Base Selection (QCBS) method set out in the Consultant Guidelines.

Expressions of interest must be delivered in a written form to the address below by person or through postal/courier services latest by **15.30 hours of 22nd July, 2019** at the following address.

Address:

The Chief Executive Officer,
Jharkhand State Livelihoods Promotion Society
3rd Floor, Shantideep Tower, Radium Road, Ranchi-834001
Phone No. 0651-2360142/2360038 Email – joharjharkhandproc@gmail.com

Annexure-A

ATTACHMENT 1: FORMAT FOR SUBMISSION OF INFORMATION TO JSLPS, RANCHI TOWARDS THE CONSULTING SERVICES FOR “SUPERVISION AND MONITORING OF PROJECT IMPLEMENTATION AGENCY” WORKING UNDER DDU-GKY Project.

Submission Requirements

A - Consultant’s Company Profile [Maximum 2 Pages]							
1.	Organizational					<i>Provide a brief description of the background and organization of your firm/entity. The brief description should include:</i> <ul style="list-style-type: none">• <i>Ownership details</i>• <i>Date and place of incorporation of the firm,</i>• <i>Objectives of the firm,</i>• <i>Availability of appropriate skills among staff.</i>	
2.	Financial: (Minimum average annual Turnover of at least Rs.20.0 Crore during last three financial years required.					<i>Provide the turnover of the on the basis of the audited accounts of the previous three financial years in Indian Rupees.</i>	
		2015-16	2016-17			2017-18	
B - Consultant’s Experience [Maximum 15-20 pages]							
1.			Experience of working in Government or any other externally funded agencies in India. At least 5 years’ experience required. <u>Please provide details of up to 10 such assignments (add more rows, if required)</u>				
	Name of Project	Services provided	Client and Country	Duration of Assignment			Value of Contract (in INR)
				FROM (in MMY)	TO (in MMY)	TOTAL (In Months)	
2.			Experience in Selection of State Technical support Agency work in India. At least 2-3 projects’ experience required.				

<u>Please provide details of up to 10 such assignments (add more rows, if required)</u>							
Name of the Client (GoI/Externally Aided Project)	Nature of the assignment (Monitoring and Supervisor or similar type assignment) Please specifically mention if the assignment pertains to DDU-GKY	Location and coverage (entire state, country, etc.)	Duration of Assignment (In month)			Value of Contract (Rs. In Lakh)	
			FROM (in MMY)	TO (in MMY)	TOTAL (In Months)		
		Please enclosed copy of the contract as evidence					
3.		<p>Two Experts to be proposed with experience Development Sector or Externally Aided Project in state technical support agency or similar nature of works at-least for a period of 5 years.</p> <p>Detailed CVs are not required at REOI stage, which will be submitted if the agency qualify for RfP stage.</p> <p>Among other information, the brief CVs should include the following information in the following format:</p>					
	Name of the proposed Expert						
	Designation						
		Experience of 3 years in Development Sectors or any externally aided projects					
	Name of Project	State Technical support agency or similar type of works experience.	Client and State			Duration of Assignments (In month)	

If the Consultant has formed a consortium, all the above details of each member of the consortium and the name of the lead partner, shall be provided.

Draft Term of Reference (ToR) towards hiring of consulting firms for “Selection of State Technical Support” under DDU-GKY

1. Background:

The DDUGKY aims to create a highly skilled, competitive workforce that is work ready and providing equitable opportunities particularly for the youth from the rural areas that may find it difficult to enter the labour market. Skill development and creating appropriate labour market opportunities under DDUGKY involves a close network with the prospective workers, training providers, the students and the state agencies tasked with implementing the programme. DDUGKY implementation involves the following key elements: creating a strong connect with the private sector to map the current demand in the local job market within the state; creating an awareness among the employers and students on the possible opportunities available; identifying and mobilizing the right target group – rural youth who are poor; screening for aptitude to ensure the right ‘fitment’ of candidates for the right job; addressing employability through a holistic approach that focusses on knowledge, skills and attitude; focus on ‘decent jobs’ as defined by International Labour Organization (ILO) and career progression; post placement tracking and support for sustainability.

DDUGKY follows a multi-level implementation structure with MORD at the national level tasked with policy making and financing, the State Skill or Rural livelihood missions for implementing, quality assurance and part financing of DDUGKY in the state and the private sector as Project Implementing agencies involved in training, certification and placement.

The State has attained Annual Action Plan status and is mandated to train **70000** candidates within 3 years starting from 2019-22. The AAP status allows the state a greater autonomy in implementing and monitoring the delivery of the programme, the new dedicated institutional structure in JSLPS requires technical support to manage the programme. Therefore, there is a requirement for the state to engage a Technical Support Agency as per the DDUGKY Guidelines to technically support the execution of the project. The Annual Action Plan for Jharkhand was recently approved by MORD.

2. Objective:

The State Technical Support Agency (STSA) will provide technical, operational and implementation support to JSLPS in achieving the physical and financial target as per the Action Plan (2016-2019) approved by Ministry Of Rural Development for the implementation of the DDUGKY program.

3. Scope of Work

- 3.1 The STSA will be responsible for providing certain services which would make JSLPS functional in all aspects such that it can support districts across Jharkhand in rolling out and spearheading all the skill development schemes undertaken by JSLPS. The services offered by the STSA agency will enable and execute the output as highlighted in the previous section. For carrying this out, the Agency will be the project management unit and shall coordinate to provide requisite services by deploying suitable qualified manpower at state, division, district and sub-district levels, managing partners/projects, monitoring and reporting, administration and support activities.

- 3.2 The manpower deployed by the Agency will be dedicated full time for this service (except for the specialists whose services will be required for defined period) and shall be retained with that exclusive requirement. The selected agency will provide services through deployment of suitable manpower, having results orientation, potential to lead a thematic unit and ability to extend quality support at state and district levels.
- 3.3 The composition of manpower to be deployed by the Agency will be based on the services assigned to them (provided in the subsequent section). The specific service requirement may be changed based on the roll out of the programme and based on periodic reviews of the programme. Thus the personnel to be deployed will not be static. It will vary in response to the additional requirements of services.
- 3.4 The Agency will ensure that while selecting the manpower to be deployed, it will maintain the highest degree of transparency. The agency will ensure selection of only those candidates who fulfil the eligibility criteria prescribed for the task to be performed. Under no circumstance will the selection and recruitment requirements be diluted without prior approval, since that will affect adversely the quality of the services to be rendered. All information related to recruitment of manpower will be provided to JSLPS as and when solicited.
- 3.5 To ensure quality, the selected agency will put in place a full time high calibre team for management support in the areas of administration for manpower deployed by them, office management, logistics management, financial management and procurement management etc. The desired profile of team members for this purpose is at **Annexure-2**. The **key members** for the assignment should be full time staff of the agency (i.e. on the direct payrolls of the lead consultant).
- 3.6 For delivering the services envisaged in the program, it is estimated that approximately **35 professional persons** of varying levels of experience will be required for the initial period (two years). Periodic assessment of incremental requirements in services to be rendered will be communicated by the JSLPS based on the emerging work program and the agency will deploy additional manpower to match additional service requirements (Refer **Annexure 2** for the matrix with the Profile, Position, Qualification and required experience for resources.)
- 3.7 The STSA agency will provide strategic guidance to the client, provide support services at state, division and district levels towards implementation of all skilling interventions and provide back-office support for procurement aspects and other related activities. The agency will also support the client towards release of advertisements such as Expression of Interests (EoI) notices, RFP documents, promotional campaigns, awards, etc. in various newspapers and as well as on other platforms. It is expected that resources working on the procurement support for client would be well versed with the Transparency in procurement act/rules of Government of Jharkhand.
- 3.8 All governance, monitoring and reporting aspect of this assignment will be under the control and superintendence of the Chief Executive Officer (CEO) – JSLPS. The

agency will need approval for its activity plan, including deployment of manpower from the CEO – JSLPS on a quarterly basis and time to time. The agency will assist JSLPS in deployment of suitable IT tools/ Portals/Products to for project implementation, governance and monitoring. The programmatic reporting of the agency would be to COO Skills. Further, reporting of various thematic of the agency would be to SPM Skills/ respective vertical heads in the Skills Team of JSLPS.

- 3.9 The proposed activity plan would be reviewed by CEO/ COO – JSLPS and based on his approval on the Quarterly Activity schedule / Work allocation, the Bidder shall be responsible to execute various project tasks during the Quarter.
- 3.10 At the end of each quarter, the Bidder shall be responsible to submit Quarterly Progress Report (QPR) to CEO-JSLPS specifying various activities performed by various levels of Resources. The Report would be verified and reviewed by JSLPS. In addition, the agency will raise quarterly invoices to the client and accordingly the same shall be verified and reviewed by JSLPS before disbursement.
- 3.11 Except for the district resources (as per Annexure-2 of this RFP) of STSA, all other resources including the experts will be required to be stationed at head office of JSLPS in Ranchi. JSLPS will provide office space/furniture and other logistics support at the HO. The district level resources will be placed at respective district headquarters.

4. **Strategy for Implementation of Action Plan:**

- 4.1 The STSA Strategic Team will create a strategy for implementation of the Action Plan and key non-negotiable standards and targets for the programme.
- 4.2 The strategy will include: specific steps and ideas for mobilization, conducting job melas, correct identification based on the analysis of SECC data, appropriate course recommendations based on local area skill gap analysis, Training of trainers, improving the quality of training and teaching methods, increasing the range of courses offered by PIA particularly under new projects and placement opportunities offered, post placement tracking and support, IEC, financial management and monitoring and evaluation techniques and tools including - Inspections, SOP compliance, Assessment and Certification through SSCs/ National Accreditation Board and their approved Assessing Partners, Tracking and engaging with Employers, placement verification, financial audit.
- 4.3 Discussion and firming up of the proposed implementation strategy and annual workplan with clear deliverables and timelines to be completed within the first two weeks after the signing of the contract.

5. **Building Institutional Capacity:**

The success of the DDUGKY programme is largely dependent on the quality of the training and placement services provided by the PIAs and JSLPS's capacity to monitor and provide advisory services to improve the quality of training and timely delivery of the programme targets.

- 5.1 Capacity building of the JSLPS team – as part of this proposal, the STSA, in consultation with JSLPS will facilitate skill gap analysis, identify the gaps and provide capacity building to district level staffing to implement the Action Plan in the state .
- 5.2 The STSA will partner with JSLPS to build capacity of district level staff for the roll out and scale up of the programme. The cost of capacity building of JSLPS staff shall be borne by JSLPS.
- 5.3 The STSA will conduct workshops and training sessions for the JSLPS team as soon as they are inducted, providing the necessary orientation and information of the various components of the DDUGKY programme. The workshops will also include modules on programme management, financial management and monitoring and evaluation of the PIA performance vis-à-vis the training and placement target allocated to them.
- 5.4 The STSA will provide hand – holding support at each step of the implementation process to the JSLPS team which includes – mobilization, training, monitoring, placement, post placement tracking and support, verification of physical and financial targets, being achieved by the PIAs.
- 5.5 The STSA will organize at least quarterly workshops for the JSLPS team, which will specifically address the gaps identified in the monitoring and reporting practices. The STSA will use the monitoring reports prepared by the JSLPS team, those uploaded on MRIGs by NIRD, and their own interactions with the team on a regular basis to spot capacity short falls in monitoring the implementing progress of PIAs faced by the JSLPS team and address those gaps through specific modules and training sessions for the JSLPS.
- 5.6 Institutional gap analysis of the JSLPS and training modules to be customized according the assessed capacity shortfalls. If required specialist corporate trainers should be invited as resource persons to conduct the training.

6. Capacity Building of PIAs

- 6.1 The STSA will conduct a detailed analysis of the institutional capacity of the PIAs currently operating in the state and the new projects as and when they are approved. The STSA will draw up the institutional gap analysis parameters in consultation with the state teams that includes – the current qualifications and experience of the Trainers and Q- teams within PIAs, pedagogical methods, course coverage and innovative methods of learning used by the trainers, quality and methods of training using the domain labs, the quality parameters and inspection processes set up by the Q- team within the PIA.
- 6.2 This should be a periodic exercise based on an annual capacity building plan to be agreed with the JSLPS.
- 6.3 STSA will recommend better certification programmes and courses for the trainers and Q-team (on quality inspection certifications) to improve the capacity of the PIAs to train with quality. In addition, the STSA will also create a pool of Master trainers (certified by appropriate national agencies) in the state based on the trades/courses that have been approved. The pool of Master Trainers would be an important resource to train and

evaluate the trainers within the PIAs and also to provide stop-gap arrangement when required.

7. Support in Skill Gap Analysis and Engagement with Private sector:

The STSA will facilitate the procurement of services of relevant vendors to investigate, forecast and create a master plan to map the demand for skilled manpower across organizations and institutions at the district level. The study shall undertake a review of district level demand and supply and market analysis to develop a realistic skill gap analysis in select districts and also build capacity of the state to undertake the same on a continuing basis. The skill gap analysis is not intended to be a one-time exercise but an on-going continuous exercise through the tenure of the current approved Action Plan (2019-2022). The STSA will also plan, set goals, identify Key Performance Indicators (KPIs) and supervise the performance of all such agencies recruited for the following outcomes:

- 7.1 Map the local opportunities available within each district. The STSA will support the district staff JSLPS in conducting desk and on-ground research on available listings of employers – large and medium scale industries in the districts.
- 7.2 Facilitate district wise physical mapping of businesses and the specific demand for skilled manpower in terms of type and number of vacancies, eligibility criteria, remuneration and incentives.
- 7.3 Facilitate establishing partnerships between the JSLPS and the local businesses, and ensure effective co-ordination between the district staff and the local employers, for ensuring availability of On-the-Job training opportunities and placement opportunities particularly for those candidates who are unwilling to relocate outside the state.
- 7.4 Define employability in terms of the market expectation in the skill areas identified in the state with prospective employers. Design innovative ways of measuring the employability of skill seekers, which should be used during the initial screening and counselling of candidates during mobilization and registration.
- 7.5 Build tools and technical resources to aggregate identified demand for skilled manpower, engage with employer groups, facilitate projections for the short-term [6-8 months] which will also serve as one of the pillars for determining strategy and target allocations in subsequent Annual Plans of the JSLPS

8. Support the delivery of the DDU-GKY process and SOPs by facilitating and/or completing the following tasks in a timely manner and with high quality:

- 8.1 Design practical ways of tracking the employment outcomes for DDUGKY certificate holders who enter the job market within 6 months of getting the certificate.
- 8.2 Develop all necessary policy guidelines, document repository including formats, templates and tool kits for different functional requirements across the skilling eco-system.
- 8.3 Propose plan for encouraging more potential PIAs and companies, Champion employers (The company who has a valid “champion employee MoU” with

MoRD) & Captive Employers and training centers to partner with the DDU-GKY for larger coverage and scalability.

- 8.4 Organize pre-bid meetings with all champion, captive employers and PIAs with exceptional performance in other states (over 70% placement/overseas placement/projects approved by EC, MORD in multiple states) already working in the programme in the state/other states;
- 8.5 Support industry connect /advocacy programs for enabling the placement and their participation in skill development scheme;
- 8.6 Design and develop Support initiatives for placement and retention of the trained youth with career progression;
- 8.7 Facilitate orientation of new PIAs during the initial phase; coordinate, conduct and lead the kick-off meetings with all the new PIAs;
- 8.8 Highlighting specific challenges being faced by agencies in execution of the MoU. On the basis of performance of PIAs, if JSLPS considering the revision of action plan as per the monitoring results, the STSA shall draft special terms & conditions in this regard.
- 8.9 Develop strategies of convergence and systematic evolution of getting institutions/ infrastructure of the state for skill enhancement;
- 8.10 Innovations and co-creations in skill development along with mapping the best practices across states and recommending its implementations through dissemination workshops etc.;
- 8.11 Introduce quarterly, half yearly and annual reward and recognition system for PIAs and Training Centers.
- 8.12 Other technical support as required from time to time by JSLPS

9. Develop a Management, Monitoring and Evaluation System and a State MIS

Monitoring is the continuous assessment of program implementation in relationship to agreed schedules and the use of program outputs by beneficiaries. Evaluation is the periodic assessment of the relevance, performance, efficiency, and impact of the program in relationship to stated goals of the program. The 'Agency' will be assisting overall program management of skilling initiatives of JSLPS and enabling effective implementation at State, District, Block and Gram Panchayat level. The agency would provide end-to-end solutions for planning and management, monitoring and reporting; essentially as an effective project.

Here are some key steps that the STSA should support JSLPS staff:

- 9.1 Clearly define the objectives and institutional responsibility for monitoring at the state, district and block level. The STSA will define and develop protocols for monitoring project progress based on the Action Plan;
- 9.2 Define and promulgate a set of monitoring indicators, against which the implementation managers or SPMs report, and which is eventually used to prepare consolidated

quarterly progress reports by the JSLPS to report state wide implementation progress under DDUGKY. In addition, STSA will also develop quality assurance indicators that allow the JSLPS to assure quality of training programmes delivered by the PIA. The indicators on their own, will not guarantee effective monitoring. But the selection of an indicator can help to ensure that progress is made in that area. Therefore, the selection of the indicator should be based on a thorough discussion with the JSLPS team before finalizing the indicators;

- 9.3 Regular Monitoring of PIAs progress to ensure timelines are strictly adhered as per guidelines and suggest mechanisms for effective delivery of the physical and financial targets assigned to each PIA (centre wise) within the agreed timelines of the project;
- 9.4 STSA shall conduct bi - monthly inspection of each training centre, verify the information given by the PIA on online MIS/MRIGS (As applicable from time to time) system including compliance achieved and the rate of compliance;
- 9.5 STSA will assess the quality of training centre, Training delivery, Training Centres Structure and analyse the training standards as per the approved DDUGKY guidelines/ SOP and suggest a rating system (IT app based) for the PIAs to be used by students and employers;
- 9.6 Prepare monthly progress reports including compliance reports of PIAs as per the agreed action plan, milestones and time line;
- 9.7 Organize monthly PIA reviews and suggest corrective action to be taken;
- 9.8 Recommend and put in place mechanisms to ensure 100% external assessment of candidates;
- 9.9 Coordinate with assessing bodies, SSCs and subsequent agencies formed by MSDE for certification of candidates;
- 9.10 Develop a state specific MIS and tracking system and use the MIS to produce analytical reports on a quarterly basis to advise JSLPS and PIAs on project performance to do better planning, decision making and strengthening program activities;
- 9.11 Design appropriate tracking surveys to capture programs outcome in terms of enhanced employability and improvement in the employment prospects of certificate holders. Also, design the surveys in such a manner that the indicators listed in the design and monitoring framework of the DDUGKY programme can be tracked;
- 9.12 Collect and analyze the tracking survey data. The agency shall also support in the development of tracking tools for tracking of placed candidates, receipt of post placement support, alumni support services and working condition at the employers and receipt of minimum wages as well as career progression support and other such outcome indicators in agreement with the JSLPS;
- 9.13 Collect regular reports from the district and state team on mobilization, screening, registration and retention. These will be especially relevant where there are high risks of adverse selection or lack of inclusion of deprived groups already specified in the programme guidelines (SC/ST/Women etc.), quality of training in terms of good quality

trainers being available at district levels, utilization of the full capacity of each training centre and the optimum number of training centres to be augmented by the PIA to meet the training target within the stipulated project time duration;

9.14 The STSA will help and support in data preparation and migration, training, annual maintenance & support, facility management services etc. related to JSLPS's MIS;

10. The STSA will support the JSLPS in the following actions and tasks:

10.1 Assist the SPMU to effectively take forward the closure of each project ensuring that all physical and financial target has been duly met by the PIA;

10.2 Maintain a strategic overview of issues relating to impact assessment, evaluation and learning, monitoring trends in the external environment and translating the trends to into relevant messages and lessons for PIAs through briefing notes;

11. Information Education and Communication

STSA will support JSLPS in putting in place an appropriate IEC and outreach strategy for the state particularly focusing on the local area employers (who can pay the minimum wage) and rural pockets that have been traditionally deprived in terms of development outcomes and facilitate the procurement of the services of relevant vendors and agencies in keeping with the norms of the GoI to ensure the following outcomes:

- Develop an IEC strategy for the state and different stakeholders
- Organize awareness and publicity campaigns channelizing all forms of electronic and print media, road shows, employer and student meets at the district and state level;
- Regular outreach programmes for the local businesses who offer scope for employment;
- Contact educational institutions and schools as well as community organisations for outreach and awareness among prospective candidates;
- Organize job melas in each district from time to time, inviting the local businesses to participate providing details of the job roles and the specific skill they are looking for. Employer led screening of candidates before registration is often found to be an excellent retention strategy. Employers must also be encouraged to provide conditional offer letters to candidates that meet their minimum criteria for training.
- Attract relevant partners as PIAs or as Champion Employers, Captive Employers and Industrial Internship Partners from time to time as needed for the fulfillment of the Action Plan of the state

The STSA will also be responsible for planning, budgeting and oversight of the performance of all agencies procured, including the effectiveness and delivery of communications, measure the change in behavior through third party or independent research.

12. Financial Management Services

12.1 The Agency will provide back-end support to JSLPS to maintain records of expenditure incurred for the program along with the supporting documents, track expenditure by activity heads, etc.

12.2 The 'Agency' has to support in preparing statements of expenditures (SOE), compiling and preparing consolidated progress reports for the program related expenditure.

- 12.3 STSA should check Account statements of PIAs periodically confirming expenditure as per norms,
- 12.4 STSA should project budget for forth coming financial year by assessing the financial expenditure for current financial year.
- 12.5 STSA should monitor the PIAs expenditure and project a different project cost within DDUGKY and report JSLPS periodically.

13. Knowledge Management

The STSA is required to develop system for knowledge management in which it provides the insights for policy management / formulation, best practices (like migration support centres, finishing schools, community colleges etc.), pilot studies, gaps regarding Trained & Placed, Placed and retention etc. surveys and placement linked support mechanism.

- 13.1 It would also be supporting in the interface with Sector Skill Councils (SSCs/ National Skills Qualifications Framework (NSQF) and other national & international standards agencies (relating to skill development) and to suggest modifications/ Improvements to ensure curriculum, assessment and certification is 'learner-centered' for DDU-GKY.
- 13.2 Undertake all related support activities in respect of this learner centered alignment and integration in skilling ecosystem in the state.
- 13.3 The manpower deployed by the Agency will be dedicated full time for this service and shall be retained with that exclusive requirement.
- 13.4 To ensure quality, the agency shall develop and follow an exclusive HR policy, describing standards and guidelines for managing the manpower deployed for the purpose, based on comparable similar structures established for delivering technical assistance projects of this nature in skills and livelihoods sector.
- 13.5 The selected agency will provide services through deployment of suitable manpower, having results orientation, potential to lead a thematic unit and ability to extend quality support to districts.

14. Annual Plan of Operations of the Agency and Fund Management:

The Agency will develop its annual operation plan and quarterly plans, with the budget, in accordance with the Annual Action Plan (2017-2019) approved by the Empowered Committee, MORD.

15. Set up Migration Support Centers:

The STSA will support the JSLPS in the setting up of Migration Support Centers in keeping with Guidelines issued by the DDU-GKY, Ministry of Rural Development, GoI. The STSA is required to create strategy for the making of both Source and Destination MSCs, identifying the scope of operations, Standardized Procedures for each of its activities and a monitoring framework. It is expected that the MSC will strengthen the community of skilled workers and help build useful components like Alumni Network to strengthen the DDU-GKY program in the state in coming years. As part of this activity, the STSA will also facilitate development of strategic alignment with relevant states and create a framework for financial participation.

16. Other Support Activities:

- 16.1 Mapping of the functional requirements from time to time and propose for the integration with other ministries/departments/ institutions/agencies
- 16.2 Day to day program administration support in conducting meeting, workshops, events, support DDU-GKYD for EC meeting agendas, follow on minutes.
- 16.3 Preparation of documents, status reports, white papers.
- 16.4 Provide executive support, administrative support and other office support from time to time

17. STSA Structure:

The STSA will be involved in supporting various activities at multiple fronts in order to realize the objectives set out by JSLPS. In view of this, the proposed STSA structure shall have;

- a) **KM Unit reporting to CEO/ COO-JSLPS office**
- b) **TA Unit reporting to SPM Skills**
- c) **District unit** (team deployed at district/sub-district level)
- d) **Call Centre Unit** based at JSLPS-HO

All the 4 units will be seamlessly integrated to achieve the desired skill development output for the state. There will also be a dedicated team of JSLPS officers to which the different units of STSA agency will be aligned to for smooth coordination and implementation. JSLPS will monitor the working of the STSA.

A. KM Unit

1. The primary focus for this unit will be strategic support to the program. This unit will set-up overall targets for JSLPS and monitor the performance through analysis of key indicators. Regular insights through brief notes, presentations and data analysis, etc. will be shared with key stakeholders in the skills ecosystem of Jharkhand
2. Undertake continuous process improvement activities around project implementation and monitoring
3. Coordinate discussions with Ministry of Rural Development, Ministry of Skill Development & Entrepreneurship, National Skill Development Corporation and various National level skill development agencies involved in development of curriculum and occupational standards
4. Undertake research based studies and outcomes shared with different sections/units for successful integration in the JSLPS training ecosystem. This is to include research on future of jobs, enhancing placements for trained candidates, robust monitoring mechanisms, QP-NoS development, content, streamlining processes, etc.

5. Identify and monitor performance of training activities in other states/ministries/departments. Best practises being used elsewhere to be studied and ideated for usage in Jharkhand
6. Oversee conducting workshops/training sessions and other activities from time to time
7. Monitor the quarterly action plan and ensure compliance with the project teams
8. Oversee signing of all MoUs with other agencies and monitor progress achieved on each such association
9. Other activities in line with the CEO and COO office requirements and mutually agreed upon

B. TA Unit

1. Finalizing the targets for skill development interventions for short-term training/RPL, pilot projects, etc. in close coordination with JSLPS and other departments/ministries concerned
2. Co-ordinating the empanelment of Training Providers, Industries, Recruitment agencies, assessing bodies etc. to support the skill development activities in the state
3. Monitor the performance of resources engaged by the STSA at state, and district levels. Regular reporting to the client and grievance/issue redressal in time-bound manner.
4. Preparation of quarterly implementation plan and quarterly achievement reports for the client
5. Monitoring of training being conducted by the respective empanelled training partners at the district level
6. Capacity building of the district teams, other departments, etc. by organizing workshops, conferences, tele-support from time to time.
7. Establishing an analytics and knowledge management function on MIS reports, surveys as conducted by state from time to time and through periodic stakeholder discussions
8. Enhance the standards and quality assurance framework, setting up centres of excellence, interventions with industry participation, support in organizing Training of Trainer (ToTs), developing of state-specific new job roles, supporting in IEC activities, etc.
9. Provide support in all financial aspects such as payment disbursements to empanelled Training Providers across schemes, expense management through PFMS, etc. Fund management guidelines and processes will be developed by the STSA agency.

10. Regular meetings with the team at district levels and other state/district/local stakeholders to understand key challenges involved and how to address it

C. District Unit

The activities to be undertaken at the District Manager encompasses strategic activities like district level planning, local placement facilitation and assistance, reporting and adherence to M&E framework outlined by JSLPS HO, organizing district level fairs, managing local IEC activities, local coordination with other departments in addition to operational activities like co-ordinating with the mobilization of candidates, inspection and approval of training centres, monitoring of the conduct of training and random audit/validation of placement reports of the training partners.

The district level team will comprise of District Coordinator responsible for PIA performance monitoring and Division level Mobilizer responsible for community and industry engagement. The team will work in close coordination with the Monitoring and Reporting team and with the implementation team at JSLPS HO for all purposes. District teams will play a key role as part of the District Skill Development Committee (DSDC) to further the skills ecosystem in the district.

D. Call Centre Unit

The STSA agency will oversee 7 member call centre setup at JSLPS HO to undertake multiple activities that support the skills ecosystem enabled by JSLPS's various initiatives

This includes.

1. Providing tele-support to in-bound calls from candidates(aspirants) interested in undertaking skilling programs.
2. Monitoring and evaluation of on-going training activities – calling trainers to understand and measure quality of training delivery, feedback from the candidates, employers, associations. Inputs from the calls shared with the implementation team for necessary action / policy intervention.
3. Support in placement verification by calling candidates post trainings as well as check with employers.
4. Support to new training providers interesting in working with JSLPS. Tele-support in addressing queries related to EoI/RFP and other application processes.
5. Co-ordinating with local industry to aggregate job demand.
6. Providing analysis from the data generated through these calls. Insights to be used for making the training ecosystem more efficient

The service level agreement (SLA) will be mutual discussed and agreed upon between JSLPS and the selected agency before commencement of work.

18. Support to be provided by JSLPS

- 18.1 JSLPS will designate key-official as nodal officer for this assignment to ensure that the assignment is implemented as per Contract.
- 18.2 Make available all program documents including Annual Action Plan, Resource Framework Document.
- 18.3 Program Implementation Plan, Community Operations Manual, Finance Manual etc.
- 18.4 Facilitate interaction with stake holders to obtain the feedback and incorporate needed changes in the subsequent programs and applications being developed by them.
- 18.5 Cost of training if required conducted by STSA to for stake holder will be borne by JSLPS.
- 18.6 Travel, TA/DA Norms: The STSA shall follow TA/DA norms which is acceptable to JSLPS. Deployed staff would follow the Travel, TA/DA norms etc. Calculations should be based on acceptable tariff. Tour/travel requests of the deployed staff would be sanctioned by the CEO - JSLPS or his designate.
- 18.7 JSLPS will provide office space for all the consultants of STSA.

19. Duration of the Assignment:

The assignment is expected to be required for a period of **36 months or closure of Annual Plan 2019-22, (whichever is lesser)**, unless terminated earlier by mutual decision for whatsoever reason. Based on felt needs and mutual consent, and after necessary approval of competent authority, the contract may be modified/expanded/curtailed in its scope or renewed as per the need of the project by JSLPS.

20. Review, Monitoring and Quality Assurance of the Assignment

The performance of the agency will be judged on the basis of work done against the agreed work plan. The agency will prepare quarterly activity plans and share it with JSLPS. A joint monthly review mechanism like the Project Steering Committee will be put in place and represented by members of JSLPS and the agency. The review of the progress and plan for future action will be decided therein. In case, JSLPS has any objection, related to assignment deliverables, it will inform the agency in writing. JSLPS will closely monitor the deliverables, take actions for the speedy settlement of the issues raised by selected agency and timely follow-up.

A. Description of Services for Supporting Implementation of JSLPS Activities

JSLPS partners (i.e. the industry, Govt. institutions (RSETIs, etc.), empanelled agencies and PIA of JSLPS) are already training youth of eligible age group and providing gainful employment opportunities. JSLPS is scaling up its skilling activities, developing a model for convergence of skilling activities of rural development department in the state and implementing large scale CSS schemes (DDU-GKY) of skill development and vocational training of GoI. The training partners of JSLPS will also setup new skill development centres across various districts of the state and outside the state during this period (out of which some may be mobile in nature). JSLPS intends to engage a Project Management Consulting Agency which would act as the extended arm of the corporation to facilitate the scaling up, management and monitoring of the skilling initiatives in entire state. It shall also provide technical support by recruitment of professionals; monitor the progress of the partners as planned/proposed, reporting and documentation. The Agency shall set up the monitoring methodologies, provide thematic support and streamlined implementation approach and execution. The STSA agency will provide support in the form of state, division division and district level resources to undertake the activities outlined above.

Financial sustainability of the Programs funded by JSLPS is important for the success of overall strategy for large scale skill development in the state. To achieve sustainability, it is essential that the vocational training programs funded by JSLPS or implemented by JSLPS are developed, marketed, delivered and assessed in accordance with current national/international best practices.

The monitoring activity needs to support the above organizational objectives of JSLPS, specifically by fulfilling the following objectives:

Tracking performance of projects/ programs through regular and close consultations with Partners, analysis based on data from Integrated Scheme Management System (ISMS) , MIS platform at JSLPS, call centre data and through field- inputs received from the division and district teams.

Identifying and resolving problems at an early stage

Discussing monitoring and evaluation results and preventive measures with JSLPS and Partners to find / recommend the best solutions

Capacity building and institutional guidance to the partners as per the current scenario existing within state and nation for sustainable livelihoods options through skilling

The STSA shall be responsible for providing thematic, technical, operational and monitoring supports required by the client systems for all the stages of skill development of youth including mobilization, quality skill training in centres and its monitoring ,Assessment and certification process of under training youth, placement and post placement tracking of trainees and any ancillary activities required for above purpose.

B. The project management consultancy support to be provided to JSLPS shall have following :

- **KM Unit** – *Advisory pool of experts advising the CEO/COO Office*
- **TA Unit** – *Program Management Unit*
- **District support Unit** – *Technical assistance unit at district level*

KM Unit – This would consist of the knowledge resources who would be experts in the field of skill development. This unit would largely be responsible for ideas incubation, policy framing and formulating implementation strategies for core programme implementation at state level. This unit will closely work with the CEO-JSLPS office and with other senior officers of JSLPS.

TA Unit – This unit would look after the operational dimensions of the JSLPS such as effective planning , scheme implementation and management, administration, state funding, appraisal process, monitoring and evaluation , etc.

District Support Unit - This would consist of district resources deployed at district level to spearhead skilling initiatives at the local level. There will Migration support centres established and managed at districts attracting migration of trainees for employment especially near industry clusters.

Annexure 2

Staff Profile of Bidding Agency

Position	Education Qualification	Experience	Roles
Team Leader (1) (Key Expert, Full time)	Masters' degree in Management, Social Sciences, Engineering and related disciplines	<ul style="list-style-type: none"> • Minimum 12 years of progressive experience in strategy and transformation projects • At least 5 years' experience in managing/leading Central/ State Government medium to large scale projects in the skill development/education space • Experience of working with large/Medium/Small Industries in India 	<ul style="list-style-type: none"> • Coordinate across all the implementing agencies and the line departments to ensure that all project activities are undertaken as planned • Ensure overall coordination, Stakeholder management and availability of STSA staff deputed on the project • Prepare a detailed project implementation roadmap and update it as required • Provide strategic guidance to the CEO and the core team of JSLPS through data analysis, research, documentation, knowledge papers, other good practices in India and around the world • Support the CEO in building a knowledge network with similar institutions operating in India to facilitate cross learning • Overall supervision of STSA team and ensure that all activities under the project are aligned to relevant national standards • Supervise and manage the call centre operations
Skill Development Specialist (1) (Key expert, Full-time)	Masters' degree or equivalent in Management or relevant discipline	<ul style="list-style-type: none"> • Minimum 7 years of professional experience and at least 5 years with skill development preferably working with large government skilling initiatives 	<ul style="list-style-type: none"> • Coordinate with State and National Government bodies for all issues pertaining to skill development • Coordinate with NSDC, SSCs, Industry bodies

			<p>and international agencies in the domain of skill development</p> <ul style="list-style-type: none"> • Respond to all queries and maintain repository of all papers/concept notes/ status reports/etc. being created within JSLPS • Manage relationships with UIDAI and relevant stakeholders for biometric authenticated attendance • Manage relationships with financial institutions to support entrepreneurship training
<p>Skill Development Specialist (1) (Key expert, Full-time)</p>	<p>Masters' degree or equivalent in Management or relevant discipline</p>	<ul style="list-style-type: none"> • Minimum 5 years of professional experience and at least 3 years with skill development 	<ul style="list-style-type: none"> • Taking onus of implementing new initiatives for JSLPS like RPL/ International training/COEs/ Sectoral training setups, etc. • Keep track of new initiatives/innovations/practices being taken up elsewhere and keep JSLPS appraised • Work on developing new initiatives for JSLPS • Initiating project pilots • Requisite knowledge Documentation of new initiatives
<p>Research & Analytics Specialist (1) (Key expert, Full-time)</p>	<p>Masters' degree or equivalent with either Bachelor's or Masters in Economics/Statistics/Analytics/Engineering or similar field</p>	<ul style="list-style-type: none"> • Minimum 5 years of experience with research activities and at least an year with skill development 	<ul style="list-style-type: none"> • Data mining and analysis of JSLPS program performance • Creating white papers on JSLPS initiatives • Studying best practices elsewhere and creating comparative statements • Preparing JSLPS entries to project based competitions • Provide analytical and research support to MD's and CEO's office • Assist the CEO in

			<p>strategic communication and meeting</p> <ul style="list-style-type: none"> • Support in effective and timely communications to all stakeholders whenever required • Prepare reports and briefs in accordance with project activities • Work in coordination with various experts and STSA members to ensure smooth delivery of project
<p>Education Specialist (1) (Key expert, Full-time)</p>	<p>Masters' degree or equivalent in Social Sciences, Management Engineering, Sciences or relevant discipline</p>	<ul style="list-style-type: none"> • Minimum 8 years of experience in skill development/higher education 	<ul style="list-style-type: none"> • Ensure that training programs are based on assessment of the local / regional demand conditions, quality of available training providers, and aligned to the aspirations of local youth. • Creating training programs for emerging technologies • Introduction of Vocational Education in government Schools • Identify suitable internship programs to align with training • Identify and coordinate with Industry partners for content support, OJT, etc. • Liasoning with relevant departments/local authorities and Skilling agencies • Suggesting ways of improving the design and execution of training programs, and guiding the PIAs, NGOs, and assessment agencies accordingly • Help lay the guidelines for monitoring the effectiveness of the

			training programs
SSC and Curriculum Specialist (1) (Key expert, Full-time)	Masters' degree or equivalent in Social Sciences, Management or relevant discipline	<ul style="list-style-type: none"> • Minimum 8 years of experience in developing curricula for vocational training in different sectors 	<ul style="list-style-type: none"> • Enhance training and assessment systems to achieve learner-centered outcomes and train, coach and mentor JSLPS functionaries for the same • Streamline conformance to Sector Skill Council SSCs/MES/NSQF assessment systems by training partners • Streamline evidence-based trainer capacity assessment processes within JSLPS with close coordination with training agencies, SSCs, National Council for Vocational Training (NCVT) and others • Coordinating with the sector skills councils so that all trained students are assessed in a timely manner at the end of the training. • Ensuring that the assessors are of good quality, and undertake the assessments in a credible manner. • Ensuring that there is no collusion between the PIAs and the assessors • Undertake periodic thematic audit to assess, strengthen training and assessment related quality • Lead training and capacity building within the area. • Identify benchmark and propagate standard content for English, IT, soft skills and life skills as well as financial

			<p>literacy;</p> <ul style="list-style-type: none"> • Develop appropriate instructional material on training and capacity building programs incl. training videos, appropriate to the needs of key stakeholders and based on the Training Needs' Assessment (TNA) • Lead training and capacity building within the area.
M&E Manager (1) (Key Expert, Full time)	Master's Degree in Management, social work, social sciences or relevant field	<ul style="list-style-type: none"> • 08 years of experience in development sector monitoring, data management and research • Experience in conducting tracer studies and impact evaluation of large scale national / state level projects of Govt. of India 	<ul style="list-style-type: none"> • Develop framework for monitoring and evaluation of skill development projects under JSLPS, including work allocation and process mapping. This will include: <ul style="list-style-type: none"> ○ M&E design including field research; ○ Strong capacity in participatory research; ○ Analyze ways and means to enhance self-esteem with respect to skills; ○ Follow up on M&E for action as decided; and ○ Train/coach/mentor/ stakeholders for effective M&E across the eco-system • Drawing data from the project MIS, and analyzing it strategically. • Preparing different MIS reports to track the various project components

<p>Manager Finance (1) (Key Expert, Full time)</p>	<p>CA (Member of ICAI)/Post Graduate Degree in Accounting/ MBA in Finance or equivalent.</p>	<ul style="list-style-type: none"> • Minimum 5 years work experience in Accounting/Financial Management • Experience of working with Poverty Reduction/Large Scale Livelihoods • Experience in the area of gap funding, financial controls, and working with Govt. accounting standards 	<ul style="list-style-type: none"> • Design, plan and undertake specific monitoring visits to test financial systems and controls • Will be responsible for management accounting by ensuring regular update, periodical review, reporting, of the finance information system, oversee fund transfer requests and cash flow management, ensuring effective and efficient use of funds across the partners and coordination units, according to the budget • Will generate internal and external financial reports as per the requirements, develop policies, systems and procedures, including partner finance manual to bring financial probity • Ensure timely Utilization Certificates (UCs) submitted by partners etc. • Provide suggestions to the consultants who are working on the design of the project MIS so that appropriate modules for tracking the financial transactions under the project are also included
<p>IT/MIS Manager MIS (1) (Key Expert, Full time)</p>	<p>Master's Degree in Engineering/ MCA/MSc(IT)</p>	<ul style="list-style-type: none"> • Minimum 5 years of post-qualification experience in MIS management and reporting and data / business analysis in a reputed private organization / multinational corporation • Experience of managing MIS related projects for 	<ul style="list-style-type: none"> • Strengthen JSLPS to function as a State Skill Development Mission through integrating the state level training targets, training norms, fee norms and quality norms (NSQF, SSC etc.) across various departments • Provide guidance and

		skill development project will be an added advantage	<p>support in integrating with the JSLPS systems of MIS, placements, industry linkages, quality assurance, district level planning through skill surveys etc.</p> <ul style="list-style-type: none"> • Understanding about IT governance and should have adequate project management skills
Behavioural Change Communication (BCC) cum IEC Specialist (1) (Key expert, Full-time)	Masters' degree in Communication, Social Marketing, Social Sciences, Management, Education or any other relevant discipline	<ul style="list-style-type: none"> • Minimum 8 years of experience in developing research and communication programs for building motivation and organization culture • Experience required in sociological research, psychographic and attitude research, grassroots communication, and running internal communication programs 	<ul style="list-style-type: none"> • Conduct social research studies to identify issues and interventions • Assessment of current processes for process modification • Coach, train and mentor stakeholders • Conduct workshops and develop training materials and implement training • Develop communication and outreach strategies and plans from State to district to block level in collaboration with relevant JSLPS stakeholders, in order to communicate about skill development schemes, initiatives and achievements and ensure effective community engagement • Manage design of effective communication and education materials (templates, hoardings, posters etc.) for use of IEC teams at the district level for various programs and activities, in line with defined strategies and plans • Identify and ensure propagation of State and Department success stories of skill

			<p>development through design of relevant materials and effective coordination with district-level teams</p> <ul style="list-style-type: none"> • Identify and engage multiple channels – newspaper, radio, local TV, digital channels etc. for community outreach and for implementing various IEC programs and initiatives • Establish and manage relationships with relevant media organizations and / or agencies to ensure provision of adequate support for State IEC activities • Plan and implement initiatives to achieve higher prestige for skill training, enhance significance of skill training among disadvantaged youth, achieve higher branding of JSLPS among stakeholders
<p>Industry Engagement cum Placement Specialist (1) (Key expert, Full-time)</p>	<p>Masters’ degree in Business Management, Social Work, or any other relevant discipline</p>	<ul style="list-style-type: none"> • Minimum 7 years of experience of working in large scale skill development projects with industry linkage engagement • Experience of Carrying out Placement Linkages and tie-ups for placement linkages with Industry • Working with industry in CSR Linkages 	<ul style="list-style-type: none"> • Consult with the industry associations to identify companies or sectors requiring skilled workers. • Develop a network of employers willing to consider young people who have been trained in Jharkhand under various skilling programs for internships. • Undertake MOUs with industry partners for placement and apprenticeship opportunities of youth of Jharkhand • Establish tie ups with

			<p>corporates and private organizations for captive placement opportunities</p> <ul style="list-style-type: none"> • Prepare and implement programs for counselling the youth about opportunities being made available by skill development programs under the project, opportunities for jobs, encourage them to enroll for skill development courses • Advise the training providers engaged by JSLPS on their post placement support strategies for students placed in work within or outside Jharkhand • Create trainee tracking systems • Ensuring there is sufficient tracking of trainees especially during first 6 months post placement • Manage Migration support centres • Assist skill assessment studies by carrying out research and/or working closely with the Industry
District Coordinators (24) (Non-Key, Full time)	Bachelor's Degree in any stream with MBA/PG Diploma in Social Work or Rural Development / equivalent.	<ul style="list-style-type: none"> • Minimum 2 years' experience in Social Sector/Social Mobilization Poor/ Rural Project Implementation • Experience in delivery of training programs through Training Services Providers (TSPs)/PIAs 	<ul style="list-style-type: none"> • Responsible for implementation of project activities at grass root level • Responsible for monitoring, quality assurance and evaluation of training delivery for programs • Navigate through the guidelines of the state agencies/ partners (operational manuals), manage partnership, assess the performance and relate results state

			<p>STSA through division Heads</p> <ul style="list-style-type: none">• Liaison with various government officials and other key stakeholders and ensuring delivery of the end results.
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