

# Terms of reference (ToRs) for the procurement of services

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Technical cooperation with

Project number:

19.2196.4-001.00

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## List of abbreviations

AVB	General terms and conditions of contract ('Terms and Conditions') for supplying services and work
CD	Capacity development
ToRs	Terms of reference
AB PM-JAY	Ayushman Bharat Pradhan Mantri – Jan Arogya Yojana
RSBY	Rashtriya Swasthya Bima Yojana
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
SECC	Socio-Economic Caste Census
UHC	Universal Health Coverage
SDG	Sustainable Development Goals
MoHFW	Ministry of Health and Family Welfare
NHA	National Health Authority
SHA	State Health Agency
IGUHC	Indo-German Universal Health Coverage Programme
PPHP	Professional Programme for Health Protection
CV	Curriculum Vitae
IT	Information Technology

## 1. Context

Ayushman Bharat, a flagship scheme of Government of India was launched as recommended by the National Health Policy 2017, to achieve the vision of Universal Health Coverage (UHC). This initiative has been designed to support the achievements of the Sustainable Development Goals (SDG), especially objective 3 on “good health and well-being” and their underlining commitment, which is to “leave no one behind”.

Ayushman Bharat is an attempt to move from a sectoral and segmented approach of health service delivery to a comprehensive need-based health care service. It aims to undertake path breaking interventions to holistically address health care (covering prevention, promotion and ambulatory care), at primary, secondary and tertiary level. Ayushman Bharat adopts a continuum of care approach, comprising two inter-related components which are -

1. Health and Wellness Centres (HWCs)
2. Pradhan Mantri Jan Arogya Yojana (PM-JAY)

The second component under Ayushman Bharat is PM-JAY, which aims at providing health insurance cover of INR 500,000 per family per year for secondary and tertiary care hospitalization to over 107.4 million poor and vulnerable families (approximately 500 million beneficiaries). There is no cap on the family size under the scheme.

The health insurance scheme has been rolled out for the bottom 40 percent of poor and vulnerable population. The inclusion of households is based on the deprivation and occupational criteria of the Socio-Economic Caste Census 2011 (SECC 2011) for rural and urban areas, respectively. The target group of PM-JAY also includes families that were covered in the Rashtriya Swasthya Bima Yojana (RSBY) but were not present in the SECC 2011 database.

The primary objective of AB PM-JAY is to provide free of cost, accessible quality healthcare services to the poor and vulnerable groups of the society. The scheme is based on entitlement and hence all identified categories of population in the SECC, existing RSBY beneficiaries and State notified categories of the population are eligible without having to undergo an enrolment process.

PM-JAY is unique with its scale of coverage and complexity of stakeholders involved. Institutional structures at central and state levels have been built into the basic design of the scheme to tackle implementation and operational challenges of such a huge scheme. But the successful implementation of PM-JAY lays in the knowledge and skill of the personnel forming these institutions.

When fully implemented, the PM-JAY will become the world’s largest government-funded health insurance scheme. PM-JAY seeks to accelerate India’s progress towards the achievement of UHC and the SDGs.

### **Brief information on the project:**

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is a federal enterprise owned by the Republic of Germany. For over 60 years, GIZ has been working jointly with partners in India for sustainable economic, ecological and social development. The Indo-German Universal Health Coverage Programme (IGUHC) is a bilateral cooperation programme implemented by GIZ. IGUHC provides technical cooperation to the Ministry of

Health & Family Welfare (MoHFW) and the National Health Authority (NHA) which is the apex body for supporting the implementation of PM-JAY at the national level and the State Governments / State Health Agencies (SHAs) pan-india to implement Pradhan Mantri – Jan Arogya Yojana (PM-JAY).

In order to enhance the capacities of the NHA and the State Health Agencies (SHAs) to manage PM-JAY, MoHFW/NHA in partnership with GIZ, has initiated the 'Professional Programme for Health Protection (PPHP)'. The objective of the programme is to support the NHA and the SHAs across India in implementing PM-JAY by strengthening its institutional structure through capacity development of stakeholders. Thus, the Programme will provide professionals to be placed in the State Governments as well as in the NHA to support the implementation of PM-JAY.

For this purpose, GIZ has decided to engage a human resource agency having expertise in recruitment for the development sector and has demonstrated expertise of placing qualified and trained professionals in the area of public health/health insurance/ social security etc. with the Government of India. The agency's assigned tasks will be to hire, place and manage qualified professionals in select states as well as at the NHA. The agency will be required to maintain a completely transparent, competitive and gender sensitive recruitment process. The responsibility for management of the contract of the hired individuals, starting from the longlisting, shortlisting and selection of the individuals, preparing the contracts, management of the payroll and travel for the hired individuals and the conclusion of the contract rests entirely with the agency. Hence, the direct employer of the professionals will be the agency and the statutory obligations related to the contracts given to the professionals and management of the compliances as per the HR laws in India will be the liability of the agency.

## **2. Technical-methodological concept**

### **2.1. Phase wise implementation:**

The agency shall perform the following tasks.

#### **1) Preparatory phase:**

##### **a) Understanding the requirement:**

NHA and the State governments require professionals with different profiles, i.e. IT, health financing, programme management, capacity building, communications, monitoring and evaluation, public health, medical etc. As and when the state requests for professionals for specific technical support, this request will be forwarded to the agency by GIZ.

Hence, the agency in close collaboration with GIZ will need to understand the technical requirements of NHA and each State Government and then identify candidates with the specific expertise.

On an average the individuals that must be chosen to have 5-6 years of experience, around 20% of the professionals are expected to have experience more than 10 years. The average yearly fee of the individuals may range between Rs.800,000 to Rs.2,400,000 per annum.

The following are the States that are expected to request support under the professional programme Bihar, Uttar Pradesh, Jharkhand, Jammu and Kashmir, Madhya Pradesh, Chhattisgarh, Tripura, Mizoram, Nagaland, Assam, Manipur, Sikkim, Kerala, Uttarakhand,

Haryana, Dadra & Nagar-Daman & Diu, Rajasthan, Arunachal Pradesh, Punjab and the NHA. Few States may be added in course of the contract.

The various posts that will be required in the above given states are as follows:

Post	Expected Number of Professionals	Expected Average Annual Remuneration per person	Expected Average Annual Remuneration per person in Euros
Medical Management	6	15 lakh	18293
Programme Management	22	12 Lakh	14634
Monitoring and Evaluation	4	10 lakh	12195
Capacity Building	2	9 lakh	10976
Finance	4	8 lakh	9756
IT/ Database Management	9	9 lakh	10976
Communication	4	7 lakh	8537
Regional Programme Management	2	18 lakh	21951
NHA – Claims Operations, HR, IT, Medical, Finance, etc	10	12 lakh	14634
<b>Total number</b>	<b>63</b>	<b>100</b>	

b) Drafting of the advertisement:

Based upon the requirements and in consultation with GIZ, the agency shall prepare an advertisement which shall include the terms of reference for the given position with the desired eligibility criteria for the professionals (incl. qualification, expertise, knowledge, skill) and various tasks that the candidate will be expected to perform.

GIZ will give the final approval on the advertisement/ToR before it is published by the agency. GIZ may also provide the basic format of ToR, highlighting the specific roles and responsibilities or each position.

**2) Selection Phase:**

The agency is responsible for organizing and management of the selection and recruitment process for the professionals to be placed in NHA/SHAs. GIZ will supervise and will be involved in the selection and recruitment process. This includes the following tasks:

a) Publication of the advertisement:

The agency shall place the advertisement preferably in two online development sector job portal (such as devnetjobsindia.org) and if required, at reputed universities in the fields of health and social sciences.

In case the agency has access to an existing pool or database of candidates it can be utilized, provided the candidates drawn from there are qualified for the Professional Programme. The internal database of applications of the agency may also be utilized for identifying suitable candidate without an advertisement. This exemption shall only be given if GIZ is satisfied with the quality of the candidates provided through the other sources.

b) Selection of Professionals:

The agency shall be responsible for the following:

i) Preliminary Longlisting:

It is preferable that the agency has a preexisting software for receipt and preliminary sorting of large number of applications. All the applications that have been received for a specific position/location must be screened and list of all the candidates that have applied must be prepared in a specific format.

The format must have basic details of the candidate such as name, age, previous experience, educational qualification, place of stay/ work, post applied for, and the states applied for. CVs of all the candidates who have applied must be submitted along with the list.

The preliminary longlisting must be done by the agency independently and based on the criteria defined in ToR, such as, number of years of experience, relevant professional experience, educational qualification etc. The format for preparing the preliminary longlist must be shared and approved by GIZ.

A preliminary list of longlisted candidates must be prepared and shared with GIZ along with their CVs. Preferably 10 candidates for each opening shall be included in the preliminary longlist and shall be invited for the first level screening (telephonic interview).

ii) First level Screening:

The first level screening shall be done through a telephonic round of interview for the candidates who are longlisted in the preliminary round of longlisting. The agency is responsible for scheduling a telephonic interview with the longlisted candidates. The interview will be conducted along with technical expert from GIZ.

The format of the first level evaluation sheet must be shared by the agency and approved by GIZ. The approved format will be used by the agency to prepare a detailed first level screening sheet. A detailed first level screening sheet of these candidates shall be prepared by the agency after the telephonic interviews are completed and will be shared with GIZ.

iii) Second level screening:

Second level screening shall be done for the candidates shortlisted in the first level screening. Preferably 5 candidates are selected in the first level screening process and will undergo the second level screening.

Skype interview (or any other video conferencing software can be used) will be the second level screening process. The agency is responsible for scheduling a skype call with the shortlisted candidates. The skype interview must be conducted along with Programme Director IGUHC, GIZ and the technical expert IGUHC, GIZ.

Involvement and agreement of the State Government/NHA will be required to finalize the candidate. Hence, if requested an interaction / face to face interview with State government/NHA will be arranged with the shortlisted candidates. The logistical arrangements for such interview shall be done by the agency. GIZ estimates that only 10 % of the shortlisted candidates shall be invited for a face to face interview with the state government/NHA. A face to face interview must be conducted only after discussion and approval from GIZ.

If a candidate is invited for a face to face interview, the logistical arrangement such as reimbursing the candidate for travel and accommodation, shall be done by the agency as per the predetermined terms and conditions. The coordination with the State Government/NHA regarding arranging the interview will be done by GIZ. The final authority of selecting the candidate rests with GIZ and in agreement with the State government/NHA.

GIZ estimates that 63 professionals need to be hired pan-India for SHAs including the NHA. The final number of required professionals in each state, along with the required profile will be given by GIZ to the agency.

#### c) Recruitment of professionals

After the candidate has been selected and finalized by GIZ in agreement with the State government, the agency will be issuing offer letters to the candidates and receive acceptance from them on the same.

The timeline for the above process is one month, hence, the candidate shall be finalized, and contract shall be prepared within a period of one month after raising of request from GIZ to the agency for a certain position and State government, (exceptions are possible, but shall be discussed with GIZ before the finalisation of the contract). The period of 1 month include time for shortlisting, selection, contract preparation but excludes the notice period for the candidate in the previous position, if any. The agency shall prepare a draft contract for the professionals and will get it approved by GIZ before the contract is shared with the professionals

The agency shall prepare the consultancy contract for the selected candidates for a period of 12 months. Any variation to the tenure of the contract shall be conveyed to the agency before the contract is prepared. The agency will be responsible for all the statutory regulations and compliances related thereto including but not limited to filing of requisite returns, issuing of certificates for statutory deduction to the professional, as applicable if any; as per the applicable law of the country.

The agency will provide the list of final candidates with their CVs and their respective joining dates, so that GIZ can apprise the State Government of the joining dates of the selected candidates.

#### 3) Implementation phase:

The implementation phase covers the contract period of 12 months of the selected professionals. During that time the agency shall carry out the following:

##### a) Organization of workshops in Delhi:

Workshops shall be organized through the contract period of 1 year of the professionals. The first workshop shall take place at the beginning of the phase (“Induction workshop”), the second after 6 months (“Mid-term”) and the third at the end of the contract of the professionals (“Final workshop”).

Logistical arrangement for all the workshops shall be done by the agency, such as travel of the professionals, venue bookings, accommodation for the professionals etc. GIZ will be responsible for the content-wise preparation and implementation of each workshop and agency needs to be actively involved in supporting the process.

i) Induction workshop:

It is anticipated that 2 induction workshops shall be required through the year with a duration of 2-3 days each at the GIZ office in Delhi.

If the GIZ office is not available or is not able to accommodate the number of professionals attending the workshop, then the workshop may be conducted at a different location.

Induction workshop shall be conducted for atleast 10 candidates who are joining within a period of 1-2 months. All the new candidates (new to PM-JAY) should undergo an induction workshop before reporting to the State Government. If the candidates are joining in different time periods, the induction workshop may not be able to be organized before candidates joining the State due to non-availability of minimum number of candidates. In such cases, an induction workshop may be organized within a period of two months of the candidates’ joining.

ii) Mid-Term Workshop:

It is anticipated that 2 mid-term workshops shall be required through the year with a duration of 2-3 days each with participant strength of 30-40 participants.

Depending on the joining date, professional will be invited to one of the mid-term workshops. Mid-term workshop may be organized at a location other than the GIZ office as the expected number of participants is higher, but such a decision shall be taken in consultation with GIZ.

The venue and other logistical arrangement for the workshop shall be done by the agency in consultation with GIZ.

iii) Final workshop:

One final workshop for a duration of 2 days for all the professionals shall be organized at the end of the contract period. The final workshop shall be organized by the agency and the venue and other logistical arrangement for the workshop shall be done by the agency in consultation with GIZ.

b) NHA meetings and the State level exposure visits for the professionals:

i) NHA Meetings/workshops/trainings:

The travel/accommodation of the professionals to various workshops organized by the NHA shall also be managed by the agency. Approximately 15 such review meetings/workshops/trainings for 10 professionals each are anticipated to be held through the year.



The SHA will be nominating the professionals for attending these workshops/review meetings/trainings, agency shall be managing the travel of the professionals to such workshops. The agency shall need to take nomination email/letter of the SHA from the professional or GIZ before making the bookings.

ii) State Exposure Visits:

The exposure visits are essential for the professionals in order to understand the implementation of scheme in other states, and to learn from better practices. Approximately 4 exposure visits for 10 professionals each needs to be arranged in one year. Each visit will be for a period of 2-3 days. The agency will be responsible only for logistical arrangements for such workshops.

The necessary arrangements and budgetary approvals from GIZ/SHA need to be taken before organizing such visits. GIZ will be responsible for taking approvals from the SHAs for the visit. The agency shall arrange such visits in collaboration with GIZ.

4) Concluding phase:

Each professional is required to write a report during his/her time of deployment in the respective state covers his/her contributions to PM-JAY, his/her lessons learned, as well as recommendations/ conclusions on which measures each state can take in order to improve the design and/or implementation of PM-JAY or the state health insurance scheme. The agency is responsible for collecting these final reports from the professionals. The reports need to be handed over to GIZ in electronic form before the end of the contract of the professional. Each professional shall write a report that.

In case GIZ or the State government or the professional him/herself requests to pre-close the contract, the responsibility and the statutory liability of closing of the contract lies with the agency. The agency will need to incorporate specific clauses within the contract of the professional so that there is amicable separation as per the laws.

The contract of the agency may be extended for a period of one year based on the same terms and conditions discussed and decided in the contract and if GIZ is satisfied with the performance of the agency. In lieu of the extension of the contract of the agency, if the State government/NHA requests the extension of the contract of a professional for a certain period, the agency shall oblige and extend the contract, only after recommendation and approval for the professional has been received from SHA and GIZ.

## **2.2. Payment Term**

### **Management of the professionals:**

- The agency will be responsible for describing standards and guidelines for managing the professionals deployed, such as, but not limited to, appraisal, annual increase in remuneration, retention, leave, termination, issue of ID cards, payroll management, allowances, grievance redressal, performance parameters, etc.
- HR compliances such as deducting such statutory dues from remuneration and deposit to concerned agencies, as per the applicable law of the country and ensuring statutory compliance related thereto including but not limited to filing of requisite returns, issuing of certificates for statutory deduction to the professionals, as applicable if any; is entirely the agency's responsibility.

- The agency will be responsible for providing all back-office support related to human resources recruitment and management, including payroll management, which would specifically include HR record management, individuals contract preparation, signing and filing, leave records management of individuals, and any other tasks as may be discussed and agreed with GIZ.
- Travel Management: Travel of the professionals shall be based on the principles of resource conservation and environmental protection and therefore requires choosing the most environmentally friendly means of transport, if schedule allows.
- Agency is expected to manage the travel claims, per diems and other expenses to the professionals. The professionals will be submitting original train ticket, boarding passes, original invoices for local travel, original hotel invoices to the agency and copies of the same will be submitted to GIZ each month along with the invoice of the agency.
- Train travel - If the journey by train would take less than three hours, it is therefore recommended that professionals shall travel by rail rather than air. And in this case the professionals shall be eligible to undertake travel in 3AC or AC Chair car.
- Air travel – most economical air ticket must be booked for the travel, copy of the boarding passes of all the travels by professionals must be submitted to GIZ at the time of bill settlement.
- Accommodation and Daily Allowance - The accommodation charges will be reimbursed against actuals. Room charges will be reimbursed upto a limit of Rs.8000 per night for the professionals. Daily Allowance paid to the professionals will be Rs. 1000 per day.
- For each travel that a professional undertakes, SHA with which the professional is placed will nominate the professional to travel. The nomination letter/email from the SHA will be essential for giving approval and reimbursement for travel of the professional. GIZ will be approving the travel of the professionals, after the professional forwards mail or the letter from SHA. Only after approval from GIZ the agency will be processing the reimbursement of the travel expenses.
- The travel of the professional within the State of posting will be provided by the State government themselves. The State Government in certain cases may request that GIZ/agency provides for the travel of the professional within the State of posting, on approval of the same by GIZ, agency shall manage the travel of professionals within the state in such cases as well.
- Any deviation in the payment's terms laid out in the contract between GIZ and the agency, needs prior discussion and deliberation with GIZ, and final decision rests with GIZ regarding the deviation.

### 2.3. Deliverables

Following is the list of deliverables that the agency shall provide GIZ along within the described timeframe:

S.No.	Deliverable	Time Frame
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1.	<p>a. Terms of Reference for all the positions along with a time line for advertisement.</p> <p>(The base document for all such ToRs shall be provided by GIZ.)</p> <p>b. A draft Contract prepared by the agency for the professionals shall be shared with GIZ for approval</p>	Signing of Contract +15 days
2.	<p>Detailed sheet of all the candidates that have applied for various positions in a specific format (format shall be approved by GIZ) along with CVs of all the candidates that have applied for the given position.</p> <p>Along with the preliminary list of longlisted candidates with preferably 10 candidates longlisted for each position. (format for shortlist shall be approved by GIZ)</p> <p>&amp;</p> <p>A short report must be prepared detailing out how many candidates have applied for each of the position and how many have been shortlisted or rejected based on which criteria.</p>	Last date of the advertised positions + 15 days
3.	<p>First round of interviews/ assessment (telephonic) must be scheduled and the detailed schedule of interviews must be submitted to GIZ.</p> <p>The detailed preliminary assessment sheet must be provided to GIZ at the time of the interview.</p>	Within a week of submitting the preliminary shortlist
4.	<p>Second round of interviews are scheduled (Skype or face to face) and the detailed schedule is submitted to GIZ</p> <p>Face to Face Interview for the candidate with the State government, if required.</p>	Within a week of completion of First Round of Interview
5.	Offer letters issued to the selected candidates	Within 2 days of finalization of the candidate
6.	<p>Monthly status report giving the status of recruitment and placing of the professionals in the State government is given every month</p> <p>Submission of bills at the end of each month for disbursed monthly remuneration to the professionals and the travel, along with requisite</p>	At the end of each month.

	<p>Monthly Status report of the payroll disbursements done each month shall be shared with GIZ.</p> <p>Monthly status report of the travel reimbursements done each month for all the professionals shall be shared.</p>	
7.	<p>A quarterly Status report of the:</p> <ol style="list-style-type: none"> <li>1. Payroll disbursements done in each quarter</li> <li>2. Travel disbursements report done in each quarter</li> </ol> <p>The quarterly report must contain the unutilized amount available with the agency under each head.</p>	<p>Report to be submitted at the end of each quarter</p>
8.	<p>Induction workshop to be conducted for every 10 newly joined candidates</p>	<p>Induction workshop to be conducted within one month of the joining date of the candidates</p> <p>(any changes to this timeline must be discussed with GIZ)</p>
9.	<p>Mid-term review workshop to be conducted for the professionals</p>	<p>Within 6 months of joining of the professionals.</p> <p>(any changes to this timeline must be discussed with GIZ)</p>
10.	<p>Final workshop to be conducted for all professionals at the end of the year</p>	<p>Before the end of the contract.</p>

## 2.4. Data Confidentiality and Security

All information and documentation given by GIZ, Central and State Government to the agency and the personal information of the candidates and professionals is strictly confidential and may be used only for the purpose of completing this assignment.

## 3. Personnel concept

- The bidder must provide details of the personnel who are suited to carry out the tasks described above, along with the required qualifications. The proposed candidates will be evaluated on their CVs.
- The agencies need to have prior successful experience of successful, accelerated recruitment and management recruitment and management of professionals/ professionals in the public health sectors (for at least 10 years) dispersed across the country.

- Prior experience of supporting bilateral and multilateral international organisations, specifically GIZ, as well as the Indian Government in the area of public health, health insurance, etc.
- Financial turnover of the agency should be minimum 5 crores per annum / 630000 Euros per annum as an average of last three years from recruitment and payrolling business.
- The agency should preferably be based in Delhi/ NCR in order to ease communication and coordination with GIZ and/or MoHFW/NHA. In case the agency is not based in Delhi, the agency should ensure presence in Delhi for the preparatory and selection/ recruitment phase.

### **3.1. Description of tasks and Profile of each personnel:**

#### **1. Lead Recruiter / Senior HR manager / Team Leader:**

##### Tasks of the team leader

- Leads the recruitment process for the professionals
- Ensuring the recruitment process conducted is as per the terms and conditions laid out in the contract.
- Ensures that the process of hiring the professionals is transparent and maintains the quality of professionals being provided to the State governments.
- Ensures that all the decisions of hiring the professionals and preclosing the contracts is done in consultation and agreement with GIZ.
- Ensures that all the training that are conducted are done in coordination with GIZ and all necessary logistics arrangement are made for the same.
- Ensures that the final report submitted by the professionals is submitted to GIZ in time.
- Ensure that monthly reports giving a detailed status report of the professionals is submitted every month.
- Responsibility for controlling the use of funds and financial planning in consultation with GIZ's officer responsible for the commission
- Supporting the officer responsible for the commission in updating/adapting the project strategy, in evaluations and in preparing a follow-on phase
- Overall management of the team at the HR agency

##### Qualifications of the team leader

- Education/training (2.1.1): University qualification (Master) in HR management or equivalent qualification
- Language (2.1.2): Good business language skills in English
- General professional experience (2.1.3): 20 years of professional experience in managing projects in an HR agency that specializes in the development sector with focus on health/ social sciences
- Specific professional experience (2.1.4): 10 years of HR projects in India related to social/development sector, of which majority of the experience is with the Government sector.
- Leadership/management experience (2.1.5): 6 years of management/leadership experience as project team leader or manager in a HR agency
- Regional experience (2.1.6): 5 years of experience in projects in India, of which 2 years in projects in Health sector of various state governments of India.

#### **2. HR Manager (Expert 1)**

#### Tasks of HR manager:

- Completion of the recruitment process of all the professionals as per the terms and conditions laid out in the contract.
- Regular reporting to the officer responsible in GIZ regarding the recruitment process and finalization of the candidates for each state government is as per the request received from the state government
- Ensuring that the monthly reports are prepared in time and sent to GIZ at the end of each month
- Ensuring that all the workshops are conducted as planned and executed in consultation with GIZ.
- Ensuring that the financial planning of all the activities is efficient.

#### Qualifications of HR Manager

- Education/training (2.2.1): Masters/PG Diploma in HR management or an equivalent qualification.
- Language (2.2.2): Good Business language skills in English
- General professional experience (2.2.3): Minimum 10 years of work experience in an HR agency that specializes in the development sector with focus on health/ social sciences
- Specific professional experience (2.2.4): Minimum of 5 years of experience of payroll management, selection and recruitment, trainings, employee engagement.
- Regional experience (2.2.6): Minimum 3 years of experience of working with the state governments in India and with the development agencies.

### **3. Junior Recruiter 1 (Expert 2)**

#### Tasks of Junior Recruiter

- Recruitment process of all the professionals as per the terms and conditions laid out in the contract.
- Regular updates to the HR manager so that the reporting to the officer responsible in GIZ regarding the recruitment process is done in time.
- Ensuring that the monthly reports are prepared in time and sent to GIZ at the end of each month
- Ensuring that all the workshops are conducted as planned and executed in consultation with GIZ.
- Ensuring that the financial planning of all the activities is efficient

#### Qualifications of Junior Recruiter

- Education/training (2.3.1): PG Diploma/Degree in HR management or an equivalent qualification.
- Language (2.3.2): Good Business language skills in English
- General professional experience (2.3.3): Minimum 6 years of work experience in an HR agency that specializes in the development sector with focus on health/ social sciences
- Specific professional experience (2.3.4): Minimum of 3 years of experience of payroll management, selection and recruitment, trainings, employee engagement.
- Regional experience (2.3.6): Minimum 2 years of experience of working with the state governments in India and with the development agencies.

#### **4. Junior Recruiter 2 (Expert 3)**

##### Tasks of Junior Recruiter

- Recruitment process of all the professionals as per the terms and conditions laid out in the contract.
- Regular updates to the HR manager so that the reporting to the officer responsible in GIZ regarding the recruitment process is done in time.
- Ensuring that the monthly reports are prepared in time and sent to GIZ at the end of each month
- Ensuring that all the workshops are conducted as planned and executed in consultation with GIZ.
- Ensuring that the financial planning of all the activities is efficient

##### Qualifications of Junior Recruiter

- Education/training (2.4.1): PG Diploma/Degree in HR management or an equivalent qualification.
- Language (2.4.2): Good Business language skills in English
- General professional experience (2.4.3): Minimum 6 years of work experience in an HR agency that specialises in the development sector with focus on health/ social sciences
- Specific professional experience (2.4.4): Minimum of 3 years of experience of payroll management, selection and recruitment, trainings, employee engagement.
- Regional experience (2.4.6): Minimum 2 years of experience of working with the state governments in India and with the development agencies.

#### **5. Accountant / Finance Manager 1: (Expert 4)**

##### Tasks of Accountant / Finance Manager:

- Management of the payroll of the professionals
- Ensures timely release of the consultancy fees for all the professionals
- Ensures that travel claims of all the professionals are settled in time and is as per the terms and conditions mentioned in the contract.
- Ensures that the payment to be made for the workshops is done in time.

##### Qualifications of Accountant / Finance Manager:

- Education/training (2.5.1): B.Com./M.Com. or equivalent qualification
- Language (2.5.2): Good Business language skills in English
- General professional experience (2.5.3): Min. 8 years of work experience in field of Accounting/Finance in an HR agency that specialises in the development sector with focus on health/ social sciences.
- Specific professional experience (2.5.4): Specific experience of at least 5 years in accounting, payroll management travel management, financial management, etc.

#### **6. Accountant / Finance Manager 2: (Expert 5)**

##### Tasks of Accountant / Finance Manager:

- Management of the payroll of the professionals
- Ensures timely release of the consultancy fees for all the professionals

- Ensures that travel claims of all the professionals are settled in time and is as per the terms and conditions mentioned in the contract.
- Ensures that the payment to be made for the workshops is done in time.

Qualifications of Accountant / Finance Manager:

- Education/training (2.6.1): B.Com./M.Com. or equivalent qualification
- Language (2.6.2): Good Business language skills in English
- General professional experience (2.6.3): Min. 8 years of work experience in field of Accounting/Finance in an HR agency that specializes in the development sector with focus on health/ social sciences.
- Specific professional experience (2.6.4): Specific experience of at least 5 years in accounting, payroll management travel management, financial management, etc.

**3.2. Location, duration and travel**

The duration of the assignment shall be initially for 1 year from the date of signing the contract. The agency should preferably be based in Delhi/ NCR. The agency should be available to GIZ on short notice for phone calls, meetings in person etc. No travel to States by the agency is foreseen. Frequent of visits to the GIZ office/ NHA in Delhi might be required. Visits to the GIZ office for the 3 planned workshops is necessary. Any travel if required to be undertaken by the agency needs to have prior approval by GIZ.

The contract of the agency may be extended for a period of one year based after the completion of 1 year, on the same terms and conditions discussed and decided in the contract and if GIZ is satisfied with the performance of the agency and NHA, Government of India recommends the extension of the contract.

In lieu of the extension of the contract of the agency for 1 more year, if the State government/NHA requests the extension of the contract of a professional for a certain period, the agency shall oblige and extend the contract, only after recommendation and approval for the professional has been received from SHA and GIZ.

**3.3. Reporting**

- The agency shall report to the Programme Director, IGUHC. On a day to day basis the agency will coordinate with the Technical Expert, IGUHC. The agency may also be required to report to the NHA and attend meetings.
- The agency will be providing a monthly updated report, giving the status of all the consultancy contracts that were prepared in the month, and all the other activities that were completed. Also giving a detailed review report of the status of various other contract that are under process within the agency and activities that are being planned in the coming month.
- Agency will be actively involved in hiring of the professional and keep GIZ informed of each step in the process of the shortlisting of the candidate for every position. Agency will require a formal email from GIZ for every contract that agency prepares for any professional. No contract can be prepared by the agency without consultation from GIZ and a written approval from GIZ.
- The workshops – Induction, Mid-term Review and the Final workshops that is to be conducted by the agency, shall be done in close consultation and collaboration with GIZ. Finalization of the venue, agenda including technical sessions to be conducted, and the other logistical details are to be discussed and finalized in close consultation with GIZ.



#### **4. Costing requirements**

##### **4.1. Management of the Professionals:**

A proposal for management fee for professional programme that the agency shall charge GIZ is to be submitted. In the case of lump-sums, the basis for the calculation must be provided.

##### **4.2. Workshops, training**

The contractor implements the following workshops/review meetings/training courses/exposure visits:

- Induction workshop – 2 workshop of 3 days each for every 10 new professionals that are joining the respective state government, to be conducted in Delhi, preferably in GIZ office.
- Mid-term workshop – 2 workshops of 3 days each with 25-30 participants each to be conducted in Delhi, may be in GIZ office
- Final workshop – 1 workshop of 2 days with 50-60 participants to be conducted in Delhi.
- Exposure visits to other states – 4 exposure visits of 2 days each with approximately 10-15 participants to be arranged over one year.
- NHA review meetings/workshops/trainings – 10-15 such meetings/workshops/trainings shall be conducted over a year with participation of around 10 professionals each.
- Intrastate travel – (only under special circumstances) It is expected for 10 professionals, for around 2 monitoring visits per month each for a duration of 2-3 days.

##### **4.3. Equipment, Supplies and Local Subsidies:**

The contractor shall not procure any equipment, no new office space is to be set up in India. No local subsidies are applicable.

##### **4.4. Flexible remuneration item**

A maximum of INR 10 lakh/ Euro 12195 can be specified as flexible remuneration item. This can be used for the items that are a part of the price sheet.

#### **5. Inputs of the NHA / MoHFW, SHA and GIZ**

##### **5.1. Inputs of the NHA / MOHFW:**

- The requests from the State government as and when professional expertise is required at the state level or at the NHA.
- Facilitation for various technical sessions that are to be conducted during the Induction, Midterm workshop and any other training sessions that may be organized by GIZ/agency.

##### **5.2. SHA inputs:**

- SHA will be involved in finalizing the professionals after the second round of interview.
- SHA will be providing workspace for the professionals along with the required laptop/desktop and office supplies.
- Allocation of work to the professionals according to their qualification and expertise.
- Day to day monitoring and supervision of the professionals regarding the implementation support that the professional provides to the SHA.

- The travel of the professionals within the State will be provided by the SHA. The travel within the state will be governed by the rules and regulations of travel of the SHA. If at any point the State government requests GIZ that travel costs of the professional within the State of assignment may be borne by GIZ, then the agency has to make arrangements for the same. A formal email for such an arrangement shall be sent through GIZ for the same.

### **5.3. GIZ inputs:**

- Support to drafting of ToR and other documents required for advertisement of all the positions
- Continued involvement of the technical expert from GIZ for support in the recruitment process including preliminary shortlisting, interviews – first and second level of screening, technical inputs regarding the interview questions.
- Communication with SHA and NHA whenever required, like conducting face to face interviews, travel approvals, communication to the SHA for attending workshops etc.
- Conducting and organizing for the technical sessions during the workshops, trainings and communication with the SHAs during the exposure visits for the professionals

### **6. Requirements of the format of the offer**

- The structure of the bid must correspond to the structure of the ToRs. It must be legible (font size 11 or larger) and clearly formatted. The bid is drawn up in English language.
- The technical-methodological concept of the offer (Chapter 3 of the ToRs) must not exceed 10/15 pages;
- The personnel concept (Chapter 3 of the ToRs) in the bid shall not exceed 10 pages.
- The CVs of the personnel proposed in accordance with Chapter 3 of the ToRs shall not exceed 4 pages. The CVs must clearly show the position and job the proposed person held in the reference project and for how long. The CVs must be submitted in English language.

### **7. Special agreements / Annexes**

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### **8. Frequently Asked Questions**

#### **Q.1. What will be the duration of the contract?**

A: The contract duration will be initially for a period of one year with a provision of further extension of one year. Extension will be based on the performance of agency and satisfaction of GIZ with the performance of the agency and recommendation from NHA on the extension of the contract of the agency.

#### **Q.2. Will the agency receive any advance for the management of payroll and disbursement of salary every month to the professionals?**

A: Yes, the agency will be receiving an advance fee at the starting of the contract and that amount will enable the agency to disburse the salary for the professionals. At the end of each month the agency will raise an invoice for the disbursed salary and travel amount along the proof of payment.

**Q.3. Will the travel booking be done by the agency or the professionals will make their own travel bookings?**

A: It is solely at the discretion of agency to decide whether the agency shall do the bookings for the professionals, or the professionals make their own bookings for tickets, local travel, accommodation etc. and then take reimbursement for the same later. However, it is important to understand that any travel that has to be undertaken by the professionals should have a nomination email/letter from the SHA and it has to be duly approved by GIZ.

**Q.4. How will the agency know the requirements of the State Government in terms of number of professionals required, qualifications, experience, profile required etc.?**

A: A technical expert from the IGUHC project will be continuously in touch with the agency. As and when the any State Government raises a request for a specific technical expertise, same will be conveyed to the agency by the GIZ project. The coordination for the same with the SHA will be done by IGUHC. SHA will also be involved in the final selection of the candidate.

**Q.5. How many states will require support under the Professional Programme?**

A: Based on the previous experience of supporting the Professional Programme, it is being anticipated that around 20 States will require support, with different profiles of the professionals. And the total number of professionals that will be required in SHAs and the NHA is approximately 63, around 10% increase / decrease in the number of consultants expected.

**Q.6. Will GIZ/SHA/NHA be involved in the selection process of the professionals?**

A: The responsibility of conducting a transparent selection of the professionals is with the agency. A technical expert from GIZ will be involved with the agency continuously. The preliminary longlisting of the candidates will be done by the agency independently. GIZ will be involved in the first and second round of Interview. SHA may evaluate the candidate and provide their approval for the same as well.

**Q.7. Can agency use the internal database of the candidate?**

A: Yes, the agency can utilize the internal database of the candidates, provided the candidates that are being provided fulfils the selection criteria laid out in the advertised ToR for each position.

**Q.8. Do we have to invite candidates for face to face interviews?**

A: Only a few candidates might have to undergo a face to face interview, approximately 10% of the candidates selected for the final round. And the face to face interview will be with the SHA/NHA for their approval. Hence, the travel in such cases will be managed by the agency. The procedure for managing such interviews will be at the discretion of the agency.

**Q.9. If the SHA is not satisfied with the quality of services provided by a candidate or any professional decides to pre-close the contract, what will be the procedure for the same?**

A: In case of pre-closures, requested by the SHA or the candidate, the entire responsibility of the same is with the agency. Agency will have to prepare the contracts of the professionals with certain clauses so that such closures can happen without any issues. GIZ will assume no

liability of any sort of any candidate, in case the contract has to be closed before the closure date.

**Q.10. If there are not enough number of applications for a given position?**

A: In certain cases where the agency does not receive enough number of applications for a certain position or a certain SHA, the agency may utilize the internal database of the candidate available with them, or if the agency has access to some other database of candidates it may be utilized; provided the shortlisting criteria are being met.

In certain cases where there are still not enough number of candidates, to match the number mentioned in each shortlisting round, some relaxation may be given to the agency in terms of number of candidates. This will be at the discretion of GIZ.

**Q.11. Where will be the Induction/Mid-Term/Final workshops be organized?**

A. Preferably the Induction, Mid-term and Final Workshops shall be organized in GIZ office, technical expert from IGUHC will facilitate such arrangements. But in case the GIZ conference rooms are not available or they are not able to accommodate the number of workshop attendees, such workshops shall be arranged in a hotel. Venue finalization will be done in consultation with GIZ.