

NOTICE INVITING EXPRESSION OF INTEREST

FOR MID CAREER TRAINING PROGRAM (MCTP) OF THE INDIAN DEFENCE ACCOUNTS SERVICE OFFICERS

1.1 Controller General of Defence Accounts (CGDA), Ministry of Defence , Government of India invites Expression of Interest (EOI), from Institutions of National/International repute dealing with training/capacity building of senior personnel in Government Sector/senior executives for conducting the Mid-Career Training Program (MCTP) of Indian Defence Accounts Service Officers. The selected institute should have the capability to undertake the development and delivery of the three phases of the Mid-Career Training Program. A background note that includes the scope of work is enclosed (Annexure I). The assignment is expected to be for duration of three years, but may be extended further. The training courses are required to be conducted w.e.f. October- 2015 onwards. MCTP Committee has been authorized by the competent authority to short list and select the training institutions to conduct domestic and overseas component in co-partnership with foreign institutions in fair and transparent manner.

1.2 The selected institution would be required to execute the work of delivery of MCTP in coordination with MCTP Committee set up by the CGDA. CGDA expects the selected institute to be able to demonstrate strong training capabilities in the field of Public Financial Management including Budgeting, Financial Analysis & Costing Techniques, Oversight Mechanism including Audit & Risk Management, Material Management, Public Procurement including probity, Public Policy & Governance, Human Resource Development & Management (HRD & HRM) including Civil Military Relationship etc. The Institution should have a commendable record of running academic and executive education Programs in this field, especially for senior level officers/executives. In case the institute selected is a foreign institute, it may identify a reputed domestic partner. Satisfactory delivery and conduct of the courses shall be the responsibility of the principal institution.

ELIGIBILITY

2.1 The Institution should have a strong track record of at least five consecutive years in running Academic and executive education Programs in the areas indicated at Para-1.2 above. It should also have qualified & experienced faculty well versed in the respective subject areas. The Institute/organization should be in a vantage position to outsource resource persons of good standing and eminence in their specific areas.

2.2 The selected institute would be expected to lead the design & delivery of the three phases of Mid-Career Training Program. For some modules in each phase i.e., foreign training module, it would have to have foreign co-partner institutes with good reputation in the respective areas worldwide to ensure an effective and strong delivery. The selected institutions will be required to furnish the details of three reputed and renowned overseas co-partners for delivering the overseas component of the Mid-Career Training Programme. The overseas co-partner should have a strong track record of running academic and executive education programs. However responsibility for satisfactory delivery and conduct of the courses will be that of the principal institution.

2.3 In submitting the Expression of Interest, information may be furnished on the nature of business of the Institution, more particularly on the Programs being run in the areas indicated at Para-1.2 above. The indicative phase wise scope is at Annexure-I. Comments, however alternative options within the phases are invited. A short resume of the key resource personnel likely to be deployed may also be given.

2.4. The shortlisted institutions that have expressed interest would be sent detailed terms of reference and criteria for final selection, to enable them to submit their technical and financial bids. Such a short list would be prepared primarily based on the acknowledged reputation of the interested institution in conducting courses in Para 2.1.

Responses may be sent to reach the under- mentioned by 28th July, 2015.

Responses received after the due date shall not be considered.

The shortlisted institutions shall be invited for technical discussions / presentations on no cost no commitment basis.

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Full EOI document May be downloaded from the following website:

<http://www.cgda.nic.in>



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ANNEXURE- I

BACKGROUND NOTE ON

MID CAREER TRAINING PROGRAMME: IDAS OFFICERS

INTRODUCTION

1. Indian Defence Account Service (IDAS) is one of the Group 'A' Central Civil Services constituted under the provisions of Article 312 of the Constitution of India. The IDAS officers occupy senior leadership positions in Defence Account Department, Ministry of Defence and other central Ministries.
2. Appointment to IDAS is done in two ways, namely, recruitment through Combined Civil Services Examination conducted by the UPSC every year and by promotion of the officers recruited in the Defence Accounts Department from Subordinate Accounts Services.
3. Direct recruits to IDAS cadre undergo Phase-I training of 15 weeks Foundation Course in LBSNAA or some other designated Academy of National repute and 6-7 months Professional Training at NIFM Faridabad. In Phase-II, direct recruits are imparted departmental training at NADFM Pune for 6-7 months and are attached with CENTRAD, various RTCs, Services and other Academies / institutions under MOD or other Ministries (3-4 Months).
4. On completion of training, they are posted to various Functional and Regional Principal Controller / Controller offices located all over India and assigned such positions which require professional skills, knowledge and leadership qualities. They are elevated to higher ranks generally at 9th, 18th and 32nd year of their service. To

discharge their responsibilities effectively in these positions, they are given training from time to time.

5. While, the minimum qualification for being selected into IDAS is a Bachelor's Degree in any discipline, given the high level of competition, many of the officers selected have a Master's degree and an outstanding academic record. They come from wide range of backgrounds such as History, Political Science, Literature, Economics, Sociology, Physics, Mathematics, Agricultural Sciences, Management, Law etc. Quite a few are also Engineers and Doctors.

6. On completion of the training, IDAS officers in different capacities and levels of responsibilities, are tasked with financial advice, Internal Audit, payment and Accounting of the Defence Expenditures and Receipts of all wings of MOD. Since Departments / wings are quite different from each other, a young IDAS officer is posted to different DAD offices in such a way to get exposure to functioning of more than one wing of MOD in initial years of service so that they may take on larger responsibilities after promotion to JAG in DAD. Further, IDAS Officers also work in various Ministries/Departments / Commissions /PSUs at level of Deputy Secretary / Director grade to Addl. Secretary / Secretary under Central Staffing Scheme of DOPT.

PROPOSED SYSTEM OF MID-CAREER TRAINING

7. The role of IDAS officers is under a transition phase as the Defence procurements are becoming more critical & complex processes with significant international orientation which has been witnessed in high value Capital Procurements involving Transfer of Technology, Joint Ventures in Defence Production, Public Private Partnership and Offset partnerships. All these facets of Defence Finance are new to Department and evolving day by day as per the requirement of the Services. Defence Finance has now crossed the boundaries of traditional issues of accounting, auditing, payments and financial advice. It has now been associated in larger issues like broadening vendor base, identification of the most economic mode of procurement, resource development and foreign procurement. The effective and extensive use of Information Technology in Government and Private environments has also increased

expectation of Services many folds regarding prompt & correct payments, rendering financial advice promptly, use of internal audit as a tool in decision making, prompt and correct accounting of defence expenditure and it's immediate reporting etc;

8. Given the highly responsible and critical positions on the matters of Defence Finance, Audit and Accounts that officers are required to hold and high expectation of Services for prompt and correct service deliveries from Department, it is imperative that they possess the necessary knowledge, skills and attitudes to discharge their responsibilities effectively. With this in mind, it is proposed to have a system of Mid Career Training that would be more intensive and would enable them to acquire 'Next Level Competency and have the capability to function in a digital environment.

9. The proposal to conduct mid- career training is as follows:

The broad frame work of the MCTP now proposed to is as under:

Sl	Phases	Eligible Rank	Duration	Service Period
1.	Phase - III	JAG/NFSG	4 weeks (2 weeks in India and 2 weeks abroad)	10 th - 17 th
2.	Phase - IV	SAG	4 weeks (2 weeks in India and 2 weeks abroad)	18 th – 24 st
3.	Phase -V	HAG /HAG(+)	2 weeks abroad	25 th and above

10. Each of these programmes would have to be delivered to complete batch or batches of officers (all those recruited in one year or years) ranging from 20-25 for phase-III and IV and around 10 for phase-V. Since number of IDAS Officers in year is generally less, two to three batches of IDAS officers may have to be taken together for Mid Career Training Programmes. All the programmes would be completely residential.

SCOPE OF THE PROPOSAL

11. The institution which will coordinate the MCTP would be required to broadly undertake the following activities:

- i. Carry out the detailed design of each of the different phases of mid career training programmes, namely the Phase III, IV and V programmes based on the initial outline given in Para 12 onwards below:
- ii. Evolve a training methodology which includes case studies and lectures by eminent personalities in addition to classroom studies.
- iii. Develop pre-course material that a participant would be required to come prepared with and also design evaluation measures to test the level of preparation before the participant comes for the programme.
- iv. Identify the resource persons for the different components of each of the programmes, drawing such resource persons from intuitions abroad or in India and also ensuring a right mix of academic faculty and practitioner faculty considering that the participants are practicing manager and need strong practical inputs to back theoretical frameworks. At least 40% of the resource persons / faculty should be experts from outside the institute.
- v. Liaising with MEA, Indian Embassies and different govt nationals and agencies for obtaining various clearances and permissions.
- vi. Design and tie up logistics for the domestic and international study visits.
- vii. Finalizing the study programmes and contents.
- viii. Proposing the Dos & Don'ts and exact mandates to the visiting group for international training.

- ix. To organize a debriefing session after completion of foreign training for assessment of impact of training.

BROAD SCHEME AND PROPOSED CONTENTS OF MODULES

12. Broad Scheme and subjects proposed for training modules under following Phase III, IV, V are indicative and suggestive in nature.

13. **Phase-III:** Participants of the Phase III Training Programme have already undergone the following training programmes prior to this phase:

a) Foundation Course in LBSNAA or Some other designated Academies of National repute on General Administration, Principles of Govt functioning, Legal Administration, Motivation, Leadership etc.

b) Professional Training at NIFM Faridabad for exposure on Govt Accounting, principles of Audit, Management, Financial Administration, Public Procurement. Basic principle of public buying etc.

c) Basic Departmental Training at NADFM Pune for exposure on Defence Finance, IFA system, Tendering process, GFR, DPM, DPP, Defence Internal Audit, Test Audit in Defence, Defence payment systems, Post audit etc.

d) Attachment with CENTRAD, Army attachment, Parliament attachment, various RTCs and other Academies / institutions under MOD or other Ministries for giving higher exposure on IFA system, larger responsibilities of Defence Finance Management System.

14. After their initial training at NIFM as well as NADFM, Pune , IDAS officers work at JTS & STS Levels in the capacities of Asst / Dy CDA (Controller of Defence Accounts) under Regional / Functional CDAs/Pr CDAs, Dy / Sr Dy IFA (Integrated Financial Advisers) under various IFA/Pr IFA offices or Asst /Dy CFA (Fys) (Controller of Finance and Accounts) under various Ordnance Factories. During this period the officers

personally undertake the grass root responsibilities of the departmental functions of Integrated Advice, Defence Accounting, Internal Audits and payments, Post Audits independently in different capacities at different levels of defence echelons. The officer become familiar to procurement matters, examining the defence procurement proposals, tendering process, identification of the lowest bidder, negotiation skills, fixing of benchmark price, assessment of reasonableness of the negotiated commercial offer, contract finalization, post contract managements, pay and allowances matters of Civilian and Defence Service Personnel, accounting and audit issues etc; through their day-to-day working as well as various short-term training courses conducted by the Department.

15. This phase, therefore intends to build upon the field exposure and experience of functioning at grass root level gained by the officer in the initial years of his service following the elaborate and lengthy training programme and help him improve his performance levels. He will also get an opportunity to test the validity of his academic training and to gather new skills and knowledge for applying at workplace for professionally improving the performance of the offices under his command and improve his own management skills in the context of emerging scenario.

16. At this stage, the officer needs such training and exposure, which can prepare him for handling the higher responsibilities of Internal Audit and Financial Advice in DAD before assumptions the charge at JAG and NFSG level. The total period of training in this phase is proposed to be four weeks, two weeks in India and two weeks at abroad.

17. An indicative plan for **Phase-III** is proposed as under:

Phase III – JAG/NFSG

Subject	Focus/ Topics	Probable Locations
	Training in India	
Public Financial Management	Resource Allocation and Budgeting Public Financing of Projects, Public –	

	Private Partnership	At the premises of selected Academic /Management institutions for conducting MCTP.
Material Management	Quantitative Analysis Techniques Computerization of Inventories Logistics management Performance based logistics	
Human Resource Management	Civil Military Relationships	
Legal aspects of contracting	Financial management instruments /and international banking practices on letters of credit and performance/warranty guarantee, Advance guarantee.	
	Training Abroad	
Public Procurement	Cost Benefit Analysis Costing / Pricing Techniques Pre/Post Contract Management Professionalism and Ethics in Public Procurements Transparency Issues E- procurement aspects International perspectives of PPP	Any reputed foreign University / Institution which will be selected in consultation with the MCTP coordinating institute
Internal Audit	As a tool of oversight and good Governance	

Phase-IV:

18. Participants of this phase would have put in over 18 yrs of actual service in areas of Defence Accounting & Payments, Internal Audit and Financial Advice, staff jobs, training, HRD etc. Most of them have had more than one tenure as Officer-in-charge in independent capacity. Many of them also have been posted as supervisory officers in Regional & Functional PCDA/CDA and PIFA /IFA /CFA (Fys) offices.

19. This phase intends to help them to consolidate their experiences and analyze the current practices in India and developed countries in the light of the requirements of a modern administration and management at the top level. Emphasis would be on helping them on their skills in Human Resources Management, strategic planning, directing and team building.

20. At this stage, an officer needs such training and exposure, which can prepare him for handling the larger managerial responsibilities in the areas of Audit & Financial Advice, Public Procurement etc. before assumptions the charge at SAG level. The total period of training in this phase is proposed to be four weeks, two weeks in India and two weeks at abroad.

21. An indicative plan for **Phase-IV** is proposed as under:

Phase IV: SAG

Subject	Focus/ Topics	Probable Locations
	Training in India	
Financial Management	Cost Estimation Techniques Company Law Taxation Laws	At the premises of selected Academic /Management institutions for conducting MCTP
Human Resource Management	Best practices in HRD Civil Military	

	Relationships	
ICRM Framework	Oversight Mechanisms including internal Control and Risk Management Framework	
Legal aspects of contracting	Long term contracts Performance linked contracts Integrity pacts.	
FDI in Defence		
	Training Abroad	
Offsets	Global Best Practices in Offset Evaluation & implementation	Any reputed foreign University / Institution which will be selected in consultation with the MCTP coordinating institute
Mastering Negotiation	Global Best Practices in Negotiation techniques	
Internal Audit	Internal Audit and Audit committees as a governance mechanism	
Project Management	International Best Practices for Project Management and life cycle cost evaluation methods.	
International Best practices in Finance and Economics with focus on Defence Sector	Strategic Defence Financial Planning, Resource allocation, Valuation Methodologies, Financial Management	

	and Accounting Analysis, Company Financial Structures.	
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Note: - Subjects are interchangeable between phases & between domestic/Foreign training components.

Phase V: HAG/HAG (+) Service 25th and above

22. For HAG/HAG(+) level officers only two weeks training Programmes in a foreign institute has been proposed for skill enhancement and giving wider vision in executive decision making. Some suggested programmes could be –

- a) Public Financial Management in a changing world
- b) Mastering Negotiations: Building Agreements Across Boundaries
- c) Leadership Decision Making: Optimizing organizational performance