

BUSINESS CORRESPONDENT SUPERVISOR

1. Background

Business Correspondent Supervisor policy is put in place to strengthen the bank's supervisory system. Subsequent to amalgamation, the scheme for engaging BC supervisors was revised and last approved by the Board of the bank in meeting dated 23.03.2020. BC supervisors are being engaged by the Bank as per this policy, based on the requirement of different Zones/Regions.

2. Eligibility Criteria

a) For Retired Bank Employees:

- i. Retired Officers (including voluntarily retired) of any bank (PSU/RRB/Private Banks/Co-operative Banks) upto the Rank of Chief Manager / equivalent may be appointed for the purpose.
- ii. Retired clerks and equivalent of Bank of Baroda having passed JAIIB with good track record.
- iii. All Applicants should have rural banking experience at least 3 years.
- iv. The maximum age for continuation of BC supervisors will be 65 years.

b) For Young Candidates:

- i. Minimum qualification should be graduate with Computer knowledge (MS Office, email, Internet etc.), however qualification like M.Sc (IT)/ BE(IT)/ MCA/MBA will be given preference.
- ii. Should be in the age group of 21-45 years at the time of appointment.
- iii. The maximum age for continuation of BC supervisors will be 65 years.

3. Geographical location of the candidates

- i. The candidates should be selected from the same District where they will be assigned to function and if suitable candidates are not available in the same district, the candidates may be selected from the adjoining districts. Candidate should be proficient in local language & dialect both reading and writing. Under no circumstances the candidates will be selected from other states.
- ii. Applicants should be willing and in a position to visit villages in the district for supervision and other activities as and when assigned on periodic intervals.
- iii. Should have accommodation near the nodal branch and not in any case outside the district for which selection is to be made.

4. Due diligence

- i. Due diligence including KYC & CIBIL reports should be followed at the time of appointment (Those who are having adverse record, or terminated/ dismissed from past service etc. should not be considered).
- ii. Police verification must be arranged and conducted in respect of each selected applicant before assignment of duty.

5. Selection and Approval of BC Supervisor

Respective Regional Office shall invite applications for engaging BC Supervisors on contractual basis, through various Newspapers and Bank's website depending on the requirement.

The selection will be held through an interview process by a committee headed by Regional Head. The concerned Regional Head and the Chief Manager/ officer in-charge of Financial Inclusion in the Region will be the committee members. Based on the recommendations of the committee, the Regional Head would approve the appointment and/ or renew the contract of individual BC Supervisor.

6. Period of Contract

The contract will be initially for a period of 36 months subject to annual review.

7. Assignment of BC Agents / Conflict of Interest

- i. BC supervisors will monitor about 35 BCs mapped to them. The number of BCs mapped to the supervisors can be increased or decreased in case of exigencies with the approval of CGM/GM-FI.
- ii. While assigning BC agents to a supervisor, it should be ensured that No BC agent is related to the supervisor as a family member, blood relation, close relative or having any business relations.

8. Review of performance

- i. BC Supervisors will report directly to the FI coordinators at Regional Offices. Deputy Regional Head, looking after FI activities, will review the performance of BC Supervisors on Monthly basis.
- ii. FI coordinators at Regional Offices shall place a review proposal before Regional Head on Yearly basis immediately after completion of financial year 31st March duly recommending for continuation / termination based on the performance of BC Supervisors during the previous financial year.
- iii. Regional Heads may recommend to Zonal Heads to renew the contract proposal on/or before completion of 3 years based on the performance of BC Supervisors during the previous financial years.
- iv. Renewal of the BC supervisors' contract will be based on their performance in the preceding years. Scoring Matrix is based on parameters fixed by Financial Inclusion Department from time to time.

9. Termination of services

- i. Either party can initiate for termination of contract by giving 30 days' notice. However, in case of non-satisfactory conduct /misbehavior, bank reserves the right to terminate the contract instantly without any prior notice.
- ii. Bank should blacklist the Supervisor who has been involved in fraud and a list should be circulated to Zones at regular intervals to avoid engagement in any other Zone.

10. Roles and Responsibilities of BC Supervisor

- i. Monitor BCs agents assigned.
- ii. Ensure that banking services are available to the identified villages/ SSAs (Sub Service Areas)/ Non-SSAs including communities in urban/metro areas.
- iii. Educate BCs about their roles and responsibilities.
- iv. Ensure redressal of grievances of customers/BCs and submit feedback to link branch with copy to Regional Office.
- v. Conduct meetings in the villages/SSAs(Sub Service Areas)/Non-SSAs as well as communities in their operational area to encourage villagers/customers for

- availing of banking services of our bank and submit the report to Regional Manager.
- vi. Visit to allocated villages/ SSAs (Sub Service Areas)/ Non-SSAs as well as communities in their operational area and BC points in the district at least once in a month and submit the report to Dy Regional Manager.
 - vii. Monitor & Control the activities of the BCs in coordination with link branch. BC supervisors must ensure that BCs remain active.
 - viii. Ensure that the BCs are operational during the working hours as per extant guidelines of the bank. To ensure that the BCs are available on daily basis and transactions in the BC points are taking place as per prescribed norms/guidelines.
 - ix. Ensure that BCs are not doing any type of off-line transactions at BC points.
 - x. Ensure that BCs are engaged in cross selling of our bank's and third party products.
 - xi. Ensure that BCs are engaged in recovery of our bank's dues.
 - xii. Conduct financial literacy sessions with villagers/communities during his visit to the villages/BC points.
 - xiii. Ensure that BCs have displayed the Dos & Don'ts board at BC points.
 - xiv. Ensure that BCs are issuing only system generated slips to customers
 - xv. Ensure that BCs are not using any stationary of the bank.
 - xvi. BC Supervisor must take feedbacks from local customers regarding functioning of the BC agent during his visit and submit the feedback/Report to Regional Office.
 - xvii. Plan and organize camps in consultation with the link branch /Regional Office from time to time for achieving various targets.
 - xviii. Coordinate with the branch and service provider for appointment of BC for identified location. In case of attrition of BCs, coordinated action should be taken for substitution of BCs at the earliest to ensure that continued banking services are available to customers.
 - xix. Ensure that the details of field BC and officer visiting the village are displayed in the village.
 - xx. Coordinate and interact with link branch, Regional Office and Corporate BCs and submit the suggestions for improvement of BC activities, if any.
 - xxi. Arrange for locational training programs on technical updates, operational guidelines etc for BCs.
 - xxii. The BC Supervisor will monitor the performance of each BC through dash board.
 - xxiii. The BC Supervisors will be responsible for fixation of targets and monitoring the progress vis-à-vis target. BC Supervisor will be evaluated based on the performance and achievement of various targets of BC agents.
 - xxiv. Region should allocate village/ SSA(Sub Service Areas)/ Non-SSA wise monthly targets for business development under financial inclusion to link branches. The BC supervisors would monitor the business development in village vis-à-vis targets. In the case of non-achievement of targets of financial inclusion in case more than 50% of BCs under particular supervisor for consecutive 2 months or any 2 quarters, the performance will be reviewed for continuation of service by Regional Head and if deemed fit, he/she can be discontinued with prior approval of Zonal Head.
 - xxv. Perform quarterly Verification of Cash with BCs and submit report to the link branch.
 - xxvi. Any other duties, as and when, assigned by the bank.

11. BC Supervisors as Brand Ambassador of Bank

The BC supervisors should act as brand ambassadors of the Bank. They will be provided Badge and other bank stationaries and will be give training to develop sense of belongingness.

12. Remuneration

Monthly remuneration of BC Supervisor shall comprise both **fixed and variable** components.

Fixed Component	Variable Component
Rs. 15,000/-	Rs. 10,000/-

The evaluation of the BC supervisors will be carried out based on their performance on these parameters on monthly basis and accordingly **variable** remuneration will be paid to BC supervisors. Committee on Financial Inclusion shall fix the parameters depending on the business requirement from time to time.

13. Payment of allowances

Each BC Supervisor is paid conveyance allowance of Rs.2000/ per month (Fixed). BC Supervisors should compulsorily complete inspection of all his/her BC locations in the month to be eligible for reimbursement.

- 75% of the BC Agents allocated to a BC Supervisor should be active for 21 days (SSA locations) / 24 days (Non-SSA locations) in the month.
- Minimum of 90% of the BC locations should be active for at least 15 days in a month.
- 50% of the BC Agents allocated to a BC Supervisor should have minimum "Satisfactory" grading. This proportion shall be increased to 60% from April 2023 onwards.

Each BC Supervisor is paid Mobile Expenses of Rs.200/ per month (Fixed). ERMC is authorized to approve any revisions in the above allowances in future.

14. Provision of TDS

Regional Offices while paying remuneration to BC Supervisors shall follow the Income Tax Department guidelines on TDS.

15. IIBF – BC certification

BC supervisors need to obtain IIBF BC certification within 2 months from the date of joining. Bank shall reimburse the registration fee one time upon completing the course. (Presently Rs 800/- is the registration fee per candidate) Upon non-compliance:

- From 3rd month to 6th month, Rs 1000/- will be deducted from the fixed component.
- From 7th to 12th Month, Rs 2000 will be deducted from the fixed component.
- After 12 months, the contract will not be renewed.

(Retired Bank staffs who already have completed JAIIB/CAIIB are excluded from IIBF BC certification)

16. Placement & Infrastructure

- Regions can make suitable sitting arrangement to BC Supervisors preferably in the Regional Office or respective District HQ branch based on the suitability. It should be convenient for the BC Supervisor to visit all the allotted BC points.

- ii. Regional Office shall also provide a non-CBS system with internet connectivity to BC Supervisor with due access to FI dashboard for monitoring the performance of BC Agents.

17. Issuance of ID Card:

- i. The ID card for BC Supervisors shall be issued by respective Regional Office immediately after onboarding them.
- ii. Deputy Regional Manager/Other Official not below the rank of Chief Manager should be the authorized signatory for issuance of ID card to BC Supervisors.
- iii. Regional Office to maintain the register of ID Cards.
- iv. ID cards should be collected back by respective RO and destroyed in the event of termination of BC Supervisor.

18. Provision of leave and maintenance of leave records

- i. BC Supervisors shall be eligible to avail 30 days of paid leave in a calendar year. Leave entitlement will be calculated at the rate of 2.5 days leave for each completed month from the date of joining.
- ii. BC Supervisor desirous to avail more than 3 days' of leave shall give not less than 7 days' notice.
- iii. Intervening weekly off or any other public holiday will be counted as a part of leave period.
- iv. In addition to the above, BC Supervisor may under extra ordinary circumstances (self-sickness / sickness of dependents or under any unforeseen circumstances/exigencies shall be eligible for Extra Ordinary Leave on Loss of Pay (ELOP) not exceeding 60 days during the entire period of engagement at the sole discretion of the Regional Head. This facility may be availed maximum twice during the total term of engagement.
- v. The Regional Office / Branch where BC Supervisor is provided with sitting arrangement shall maintain the attendance register as well as leave records. Separate register should be maintained for the BC Supervisors.

Validity of Policy: The BC Supervisor Policy will be valid for a period of -3- year i.e. till **31st March 2026.**

Business Correspondent Scoring Matrix for engaging Corporate BC agents

NAME OF CORPORATE BUSINESS CORRESPONDENT :
ADDRESS:
CONTACT DETAILS:

Sr. No	Parameter	Criteria	Marks	Max Marks	Marks Scored
1	Minimum Experience as CBC	Above 3 years	10	10	
		Above 1 year less than 3 years	6		
		Less than 1 year/ No Experience	0		
2	Function as CBC of Banks	> 3 Banks	5	5	
		1- 3 Banks	3		
		NIL	0		
3	Net Worth	2 Crs and above	5	5	
		Below 2 Crs	0		
4	Profitability	Since last 3 years	5	5	
		Since last 2 years	4		
		Since last 1 year	2		
		In Loss/NA	0		
5	CIBIL Reports of Directors/Partners	Satisfactory	5	5	
		Unsatisfactory	0		
6	CIBIL Reports of Company/Firm	Satisfactory	5	5	
		Unsatisfactory	0		
7	Litigation / criminal case against Directors / Partners / organization	No	5	5	
		Yes	0		
8	Relationship criteria (Arm's length rule)	No	5	5	
		Yes	0		
9	Political Affiliation	No	5	5	
		Yes	0		
10	BC Management tool	Yes	5	5	
		No	0		
11	Online Agent Monitoring Tool/App	Yes	5	5	
		No	0		
12	Online Helpdesk Support	Yes	5	5	

Sr. No	Parameter	Criteria	Marks	Max Marks	Marks Scored
		No	0		
13	Grievance Redressal Mechanism	Yes	5	5	
		No	0		
14	Availability of Training Mechanism	Yes	5	5	
		No	0		
15	Coordinators in all applied state, district and block level.	Yes	5	5	
		No	0		
16	No of BCs per coordinator	< 25 (one for every 25 BCs)	5	5	
		26-50	3		
		Above 50	1		
17	Presence across	All Areas (Urban, Metro, Semi Urban & Rural)	5	5	
		Only Rural/Semi Urban	4		
		Only Urban/Metro	1		
18	Market Report/Opinion	Satisfactory	5	5	
		Unsatisfactory/Not Available	0		
19	Black Listing Status/ Loan Default	No	5	5	
		Yes	0		
TOTAL				100	

To be eligible minimum score required is 60%

Date:
Place:

(Signature)

Business Correspondent Scoring Matrix for reviewing Corporate BCs
Period of Review:

NAME OF CORPORATE BUSINESS CORRESPONDENT :
ADDRESS:
CONTACT DETAILS:

Sr. No	Parameter	Criteria	Marks	Max Marks	Marks Scored
1	Net Worth	2 Crs and above	5	5	
		Below 2 Crs	0		
2	Profitability (in the previous year)	Yes	5	5	
		No	0		
3	CIBIL Reports of Directors/Partners	Satisfactory	5	5	
		Unsatisfactory	0		
4	CIBIL Reports of Company/Firm	Satisfactory	5	5	
		Unsatisfactory	0		
5	Adverse reports against the Corporate BC	No	5	5	
		Yes	0		
6	Status of Inactive Agents in SSA(Sub Service Areas)	NIL	5	5	
		< 3%	3		
		> 3%	0		
7	No of PMJDY accounts opened (% Growth over previous year total)	> 10%	5	5	
		> 5 % to 10%	3		
		> 1 % to 5%	2		
		NIL	0		
8	Growth in average deposit mobilized in PMJDY accounts over previous year	> 20%	5	5	
		> 10% to 20%	3		
		> 5% to 10%	2		
		> 1% to 5%	1		
		Negative	0		

Sr. No	Parameter	Criteria	Marks	Max Marks	Marks Scored
9	Growth in Micro Insurance policies enrolled over previous years	> 10%	5	5	
		>5% to 10%	3		
		>1% to 5%	2		
		NIL	0		
10	Achievement of targets allocated during the year	100%	5	5	
		80% to 100%	4		
		60% to 80%	3		
		30% to 60%	2		
		< 30%	1		
		NIL	0		
11	Online Helpdesk Support	Yes	5	5	
		No	0		
12	Grievance Redressal Mechanism	Yes	5	5	
		No	0		
13	Availability of Agent Training Mechanism	Yes	5	5	
		No	0		
14	Availability of Coordinators in all allotted states, districts and block levels.	Yes	5	5	
		No	0		
15	No of BCs per coordinator	< 25 (one for every 25 BCs)	5	5	
		26-50	3		
		Above 50	1		
16	Market Report/Opinion	Satisfactory	5	5	
		Unsatisfactory/Not Available	0		
17	Black Listing Status	No	5	5	
		Yes	0		
18	Conduct of Financial Literacy Camps in allotted places	Completed in all	5	5	
		Partially covered	2		
		Not responded	0		

Sr. No	Parameter	Criteria	Marks	Max Marks	Marks Scored
19	% of zero balance accounts opened by BC agents	< 2%	5	5	
		Above 2% less than 5%	3		
		Above 5% less than 8%	2		
		> 8%	0		
20	Indulgence in round tripping transactions / frauds by agents of CBC	No	5	5	
		Yes	0		
TOTAL					
To be eligible minimum score required is 60%					

Date:

Place:

(Signature)

Annexure C
Business Correspondent Scoring Matrix for engaging individual BC agents

Bank of Baroda					
SCORING MATRIX FOR ENGAGING BUSINESS CORRESPONDENTS (INDIVIDUALS)					
NAME OF APPLICANT:					
APPLICATION NO:					
CONTACT NO:					
LOCATION:					
LINK BRANCH:					
SR. NO.	PARAMETER	CRITERIA	MARKS	MAX. MARKS	MARKS SCORED
1	Residence	Within Village	10	10	
		Other Village (Nearby)	5		
2	Duration of stay in Locality	More than 5 yrs	5	5	
		up to 5 yrs	3		
3	Distance from Branch	Up to 15 kms	5	5	
		More than 15 kms	2		
4	Education	Graduate & above	5	5	
		12th pass	4		
		10th pass	2		
5	Present occupation	Business	5	5	
		Educated Unemployed Youth	4		
		Retired	3		
6	Experience in above occupation	More than 2 years	10	10	
		up to 2 yrs	5		
7	Current ability to invest	Up to Rs.25000	10	10	
		Up to Rs.20000	8		
		Up to Rs.15000	5		
		Up to Rs.10000	2		
8	Knowledge	High - Has full formal knowledge & training in Financial products & insight into local trends	10	10	
		Medium - No formal training but has working knowledge & exposure in financial products	5		
		Low - No training or exposure in financial products	2		
9	Willingness	High - Willingness to work full time as BC for more than 4 hrs as per requirement and direction of branch heads.	10	10	
		Medium - Willingness to work full time as BC for more than 4 hrs as per requirement and direction of branch heads.	7		

		Low - Willingness to work full time as BC for more than 4 hrs as per requirement and direction of branch heads.	4		
		Poor - Will work part time as BC, No interest in hiring employees	2		
10	Sales Orientation	High - Has experience as an outbound sales person & will use his existing network to sell as a BC, Knows how to generate contacts & will telephone them	10	10	
		Medium - Aware of sales methods like approaching shops & houses (door to door) & getting contacts from Registrars, Panchayats, affluent merchants etc.	7		
		Low - Will approach shops, houses apart from selling to people approaching him with enquiries	4		
		Poor - Will sell to people approaching him with enquiries	2		
11	Scale of Commerce	High - Deep rooted & strong, affluent client base	10	10	
		Medium - Larger Client base but no strong ties	7		
		Low - Small number of irregular clients	4		
		Poor - Has no customers currently (no business experience)	2		
12	Communication Skills	Persuasive, pro active, takes lead	10	10	
		Good Communication skills	6		
		Unable to Convince - poor communication skills	2		
		TOTAL MARKS		100	
MINIMUM ELIGIBILITY 60%					

Date:

Place:

(Signature)

Annexure D

Business Correspondent Scoring Matrix for reviewing individual BC agents

Period of Review:
Name of BC Agent:
KO ID:
Name of Corporate BC:
SOLID:
Branch:
Region:

Sr. No	Parameter	Criteria		Marks	Max Marks	Marks Scored
1	Whether BC Agent is active for the last 6 months.	Yes		5	5	
		No		0		
2	Whether OD124 account limit is being misused/diverting funds for other purpose than cash management.	No		5	5	
		Yes		0		
3	Any adverse report / complaint by customers	No		5	5	
		Yes		0		
4	No of PMJDY accounts opened (% Growth over previous year total)	2ND Review onwards	1st Review		5	
		> 10%	>300	5		
		> 5 % to 10%	100 - 300	3		
		> 1 % to 5%	1 - 100	2		
		NIL	NIL	0		
5	Growth in average deposit mobilized in PMJDY accounts over previous year	> 20%	> 6 L	5	5	
		> 10% to 20%	4L - 6 L	3		
		> 5% to 10%	1L - 2 L	2		
		> 1% to 5%	20K - 1 L	1		
		Negative	< 20 K	0		
6	Growth in Micro Insurance policies enrolled over previous years	> 10%	> 75	5	5	
		>5% to 10%	> 25 - 75	3		
		>1% to 5%	1- 25	2		
		NIL	NIL	0		
7	Growth in APY over previous years	> 5%	> 35	5	5	
		>2% to 5%	10 - 35	3		
		>1% to 2%	1 - 10	2		
		NIL	NIL	0		
8	Achievement of targets allocated	100%		5	5	

Sr. No	Parameter	Criteria	Marks	Max Marks	Marks Scored
	during the year	80% to 100%	4		
		60% to 80%	3		
		30% to 60%	2		
		< 30%	1		
		NIL	0		
9	Upkeep of CSP (Customer Service Point) outlets - Average number of days functioning in a month	> 20 days	5	5	
		> 15 - < 20 days	4		
		> 10 - < 15 days	3		
		> 1 - < 10 days	1		
		NIL	0		
10	Upkeep of CSP (Customer Service Point) outlets Average no of hours functioning in a day	> 7 hrs	5	5	
		> 4 hrs - 7 hrs	4		
		< 4hrs	0		
11	Display of Boards Banners (BOB signage Do's & Don'ts, contacts, Timings)	Yes	5	5	
		No	0		
12	Customer Feedback	Very Good	5	5	
		Good	4		
		Satisfactory	2		
		Poor	0		
13	Maintenance of records (Transactions, visits, complaints)	Yes	5	5	
		No	0		
14	Following up for grievance redressal	Yes	5	5	
		No	0		
15	Business facilitation activities under taken	Yes	5	5	
		No	0		
16	Average product per customer	>= 5	5	5	
		2 - 4	3		
		< 2	1		
17	Participation in Financial Literacy	Yes	5	5	
		No	0		

Sr. No	Parameter	Criteria	Marks	Max Marks	Marks Scored
18	Management of SHGs linkage	Yes	5	5	
		No	0		
19	Engaging in Round Tripping/unwarranted transactions	No	5	5	
		Yes	0		
20	IIBF Certification and other courses completed	Yes	5	5	
		No	0		
TOTAL				100	
To be eligible minimum score required is 60%					

Date:

Place:

(Signature)