NITI Aayog

DEVELOPMENT MONITORING AND EVALUATION OFFICE

Pre-Proposal Conference

Request for Proposal (RFP) for Empanelment of Survey Institutions for Monitoring and Evaluation of Government Programs

Sep 21, 2021

Disclaimer

“ All information provided in this presentation does not, and is not intended to, constitute authoritative advice regarding the RFP and its corrigenda, if any; instead all information, content and materials are for general information purposes only and may not constitute the most up-to-date information."

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Introductions !

- Shailendra Dwivedi, Joint Secretary, DMEO NITI Aayog
- Paresh Dhokad, Consultant, NITI Aayog

All participants are requested to kindly provide their Name, Designation, Company and Email-id in the Chat Box.

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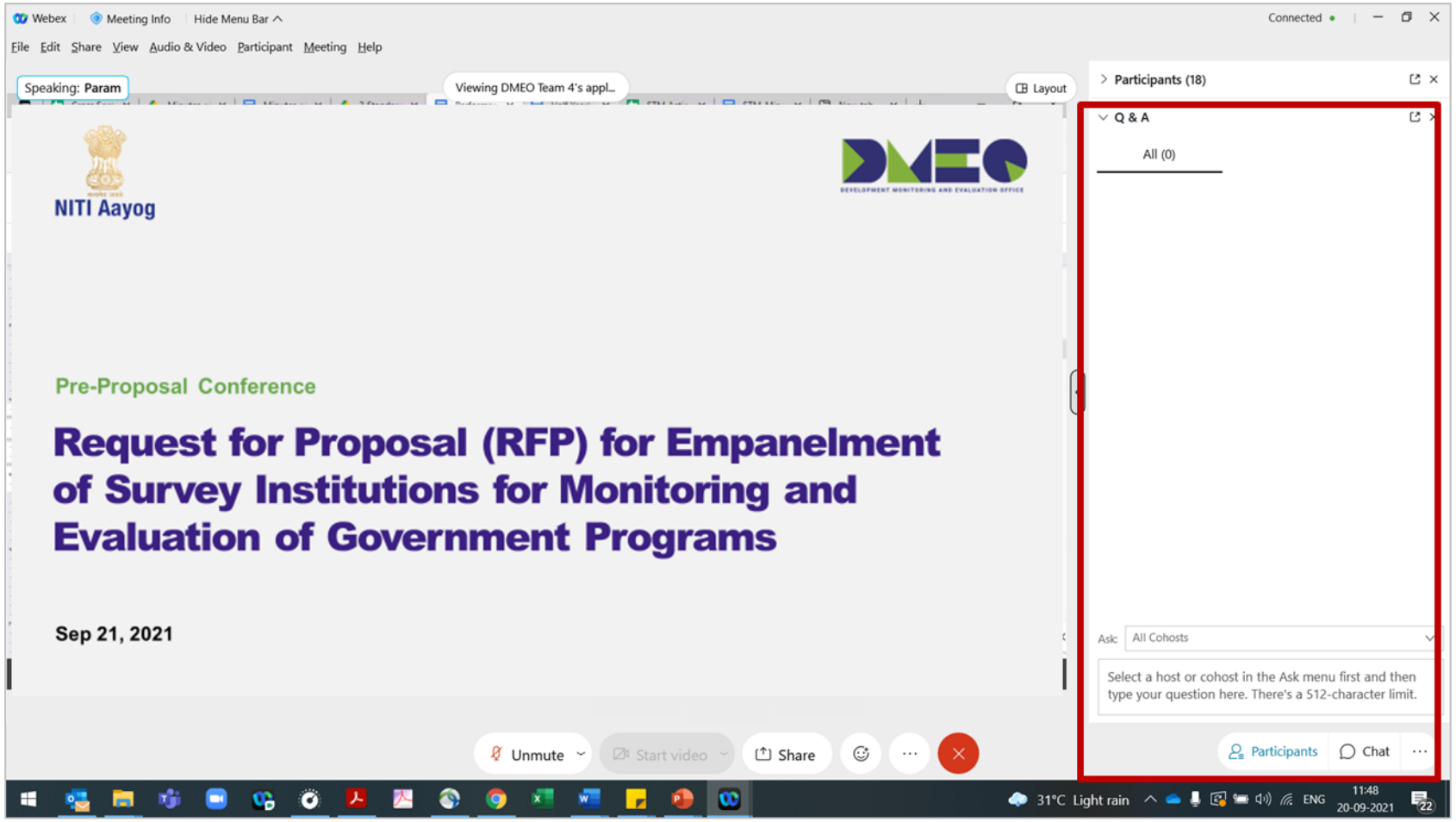
Use ‘Q&A’ Option for Posting Questions



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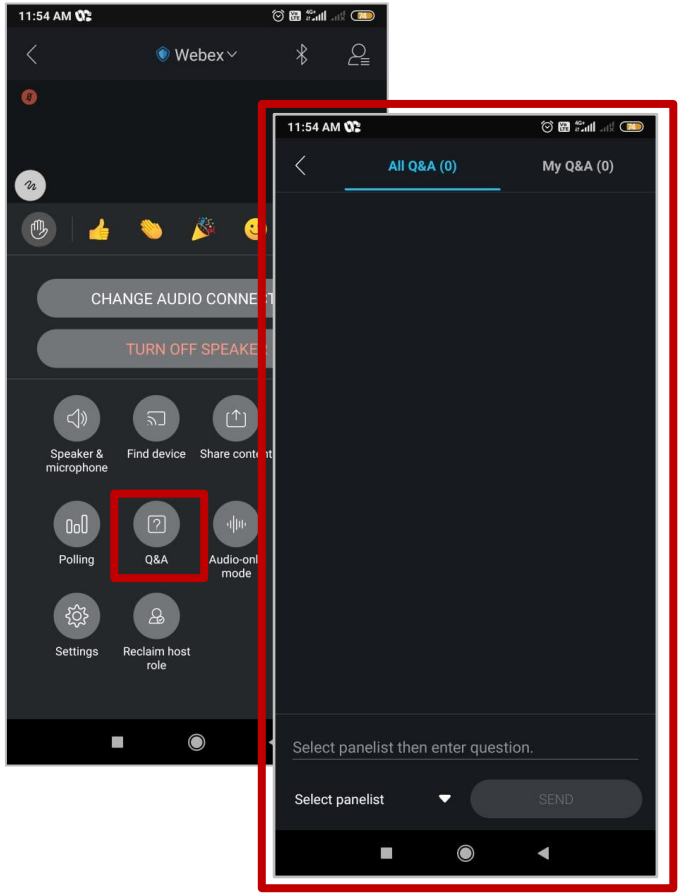

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Agenda

1. About Development Monitoring and Evaluation Office (DMEO)
2. Introduction to Monitoring and Evaluation Studies
3. Terms of Reference
4. Invitation for Proposals
5. Eligibility Criteria
6. Technical Proposal
7. Other Key Clauses and Things to Note
8. RFP Timelines
9. Q&A

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About Development Monitoring and Evaluation Office (DMEO)

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About Development Monitoring and Evaluation Office (DMEO)

DEVELOPMENT MONITORING AND EVALUATION OFFICE

- Development Monitoring and Evaluation Office (DMEO) was established in September 2015 as an attached office of NITI Aayog
- Erstwhile Program Evaluation Office and Independent Evaluation Office were merged to create DMEO
- DMEO fulfils the monitoring and evaluation objectives of NITI Aayog

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Vision and Mission

DEVELOPMENT MONITORING AND EVALUATION OFFICE

- **Vision**: To improve sustainable outcomes and impacts of the government
- **Mission**: To enable effective monitoring and evaluation of government programs to improve effectiveness, efficiency, and sustainability of service delivery, outcomes and impacts

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DMEO's Monitoring & Evaluation Activities: An Overview

Monitoring

- **Output-Outcome Monitoring Framework**
  - Targets for CS/CSS Schemes (appended to Budget)
  - Performance Reviews on OOMF Indicators by M/Ds
- **Infrastructure Sector Reviews**
- **Data Governance Quality Index (DGQI)**
- **Global Indices & Growth Reforms (GIRG)**
- **M/D Level Outcomes**

Evaluation

- **UCSS Evaluation** Studies (Recently concluded 10 Packages)
- **Flagship Evaluation Studies** - Central Sector Schemes (Rigorous Evaluation)
- **Quick Assessment Studies**
- **Scheme Performance Notes**
- **Research and Analytical Work (R&AW)**

Capacity Building at Ministry/Department and State Level

Partnerships & External Collaborations

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Introduction to M&E Studies

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Objectives of the M&E Studies

The evaluation of a government scheme/program may be initiated at different stages of the scheme lifecycle, corresponding broadly with baseline, mid-line and end-line evaluations -

- Evaluation of a scheme at **inception stage** can help understand whether the proposed scheme design and implementation is best suited to achieve the set objectives. This may include cost-benefit analysis of several policy alternatives.
- Evaluation of a **new/newly re-structured scheme** can help provide timely inputs and suggestions for fine-tuning the design, implementation and monitoring mechanism of the scheme, at the initial stages itself.
- Schemes at their **mid-line stage** are expected to start showing tangible outputs and achievements on medium-term outcomes. Evaluation of the scheme at this stage can help provide substantial inputs regarding the efficiency and effectiveness of the program, thereby suggesting interventions to further improve program delivery and impact.
- Evaluation of scheme nearing the **sunset point** can help provide timely inputs and suggestions which can be used by the Ministry/Department in its decision-making process for scheme continuation or restructuring or rationalization.

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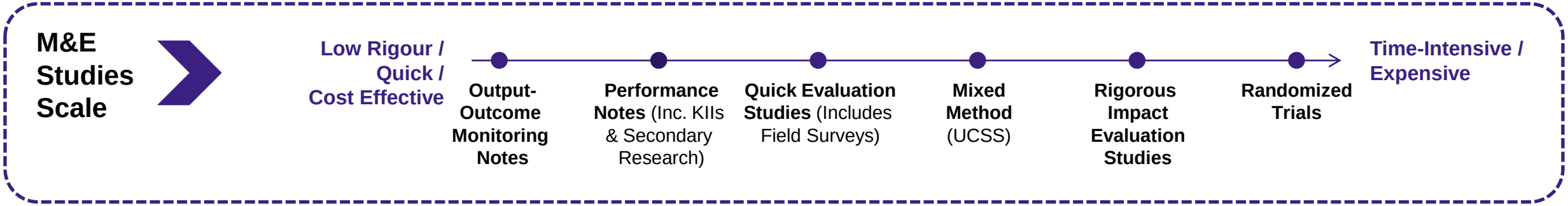
Types of Monitoring and Evaluation Studies



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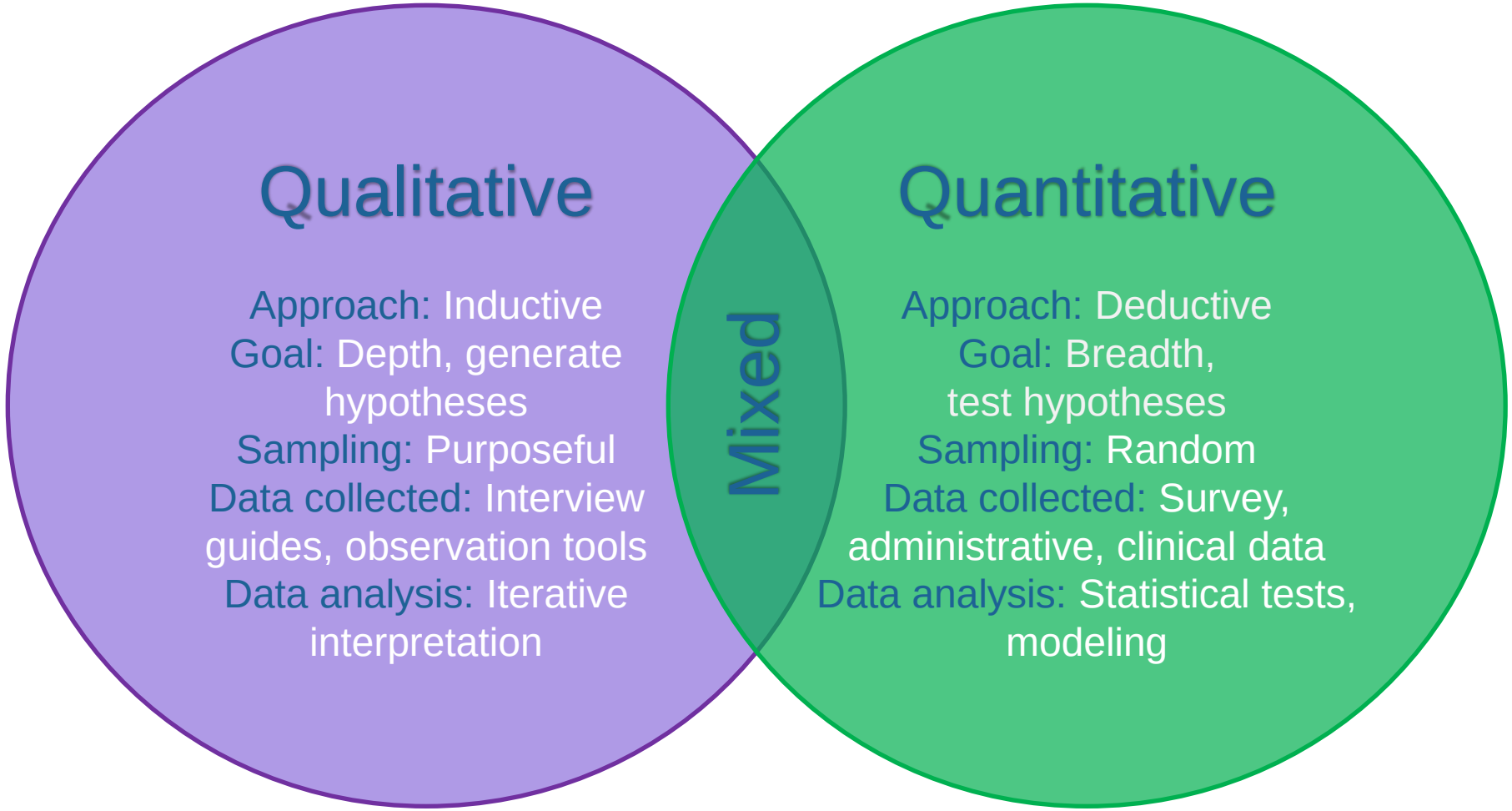
Quantitative, Qualitative and Mixed Methods



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Terms of Reference

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Objectives of Empanelment

- Through the empanelment of survey institutions, DMEO is seeking to empanel qualified and eligible organizations, who can be invited to conduct **qualitative and quantitative surveys** as part of Monitoring and Evaluation (M&E) studies conducted regularly by DMEO.

- Upon empanelment and subsequent award of a Project, the Survey Institution shall assist DMEO with **primary data collection** to supplement and triangulate secondary analysis conducted on various government schemes, policies, programmes, etc.

- The data collection exercise may include **surveys for process and impact evaluations or quick evaluations (rapid assessments).**

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Terms of Reference

1. Introduction
2. Objectives of the M&E Studies
3. Scope of Services
4. Primary Data Collection Methodology
5. Mechanisms to ensure Data Quality
6. Listing of Stakeholders to be consulted
7. Deliverables and Timelines
8. Payment Terms and Schedule
9. Structure of the Reports
10. Support from NITI Aayog
11. Reporting
12. Meetings
13. Miscellaneous

While indicative details have been provided in RFP for Empanelment, the actual requirements with regards to the below shall be provided in Project RFP, among others :

1. *Conditions of Eligibility for Key Personnel*
2. *Number of Key Personnel and their specific responsibilities*
3. *Sampling Methodology, Design and Size*
4. *Deliverables and Timelines*
5. *Payment Terms and Schedule*
6. *Structure of the Reports*
7. *Mechanisms to ensure Data Quality*

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Scope of Services | Indicative List

Scope of Services of a Particular Project to be specified in the Project RFP

- Develop the **survey instruments** viz. discussion guides for focus group discussions, interview guides for in-depth interviews and structured questionnaires, schedules for surveys, etc. as applicable to the Project in consultation with DMEO.
- Preparation of the **Survey Plan**
- Establish a **managerial structure** for field operations
- Identify suitable field investigators and conduct **training/capacity building**
- **Pre-test**, **pilot** and **finalise** the required tools in partnership with DMEO team
- Define size of pilot survey and **conduct pilot**, if required, in partnership with DMEO team
- Establish appropriate **IT hardware and application software** for data collection and management.
- Conduct **survey fieldwork**, collect and compile quality data from areas identified for sampling
- Ensure **high quality data** management and adherence to quality assurance mechanisms as per agreed protocols, plans and schedules.
- **Collate data** collected through both quantitative and qualitative tools and conduct data cleaning and validation checks
- **Submit raw data** (unit level data) and other agreed deliverables to DMEO
- Run **preliminary data analysis** and **cross-tabulations** and submit output and final tables
- Incorporate **concurrent feedback** into the workflow
- Complete any other related tasks as required by the Authority

** In addition to the above listed activities, the Authority might also seek help from the Survey Institution in the design of survey methodology, sampling plan, questionnaire design and detailed primary data analysis, as needed.*

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Types of Surveys

- Household Surveys
- Establishment Surveys
- Facility Surveys
- Key Informant Interviews
- Focus Group Discussions

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Sectors for Studies

1. **Agriculture & Allied Activities** (includes Animal Husbandry, Livestock and Livestock Products, Fisheries, Integrated Watershed Management and Irrigation, etc.)
2. **Drinking Water, Sanitation and Hygiene**
3. **Education and Skills Development**
4. **Employment and Livelihoods**
5. **Energy** (includes Electrification, PNG/CNG/LPG, Solar Energy, Wind Energy, etc.)
6. **Environment, Forest and Climate Change**
7. **Financial Services** (includes Financial Inclusion, Banking, MFI, etc.)
8. **Health and Nutrition**
9. **Housing**
10. **Industry, Trade and Commerce** (Includes Manufacturing and Services)
11. **Infrastructure** (Includes Roads & Highways, Railways, Shipping - Ports & Inland Waterways, Irrigation Projects, Digital Connectivity Infrastructure, Airports, etc.)
12. **Internal Security and Home Affairs**
13. **Justice Delivery / Judiciary**
14. **Mining & Minerals**
15. **Rural Development**
16. **Social Inclusion**
17. **Tourism, Travel and Hospitality**
18. **Urban Transformation**
19. **Water Resources**
20. **Women and Child Development**

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Region-wise List of States/UTs

S No	Regions	States / UTs
1	North & Central	Chandigarh, Chhattisgarh, Delhi, Haryana, Madhya Pradesh, Punjab, Uttar Pradesh
2	South	Andhra Pradesh, Karnataka, Kerala, Lakshadweep, Puducherry, Tamil Nadu, Telangana
3	East	Andaman & Nicobar Islands, Bihar, Jharkhand, Orissa, West Bengal
4	West	Dadra & Nagar Haveli and Daman & Diu, Goa, Gujarat, Maharashtra, Rajasthan
5	North East	Assam, Arunachal Pradesh, Manipur, Meghalaya, Mizoram, Nagaland, Sikkim, Tripura
6	Northern Hilly States	Jammu & Kashmir, Himachal Pradesh, Uttarakhand, Ladakh

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Other Details

- **System & Tools :**
  - Household, Facility or Establishment Surveys, conducted by personal interview method, shall be carried out using Computer Assisted Personal Interview (CAPI) system.
  - The agency will make the requisite number of hand-held devices and other tools available to facilitate digital data collection by survey teams.
  - The Survey Institution shall be expected to maintain adequate backup of collected data to avoid data loss/damage.
  - The Survey Institution shall provide to the Authority, copies of the datasets and data entry error reports/logs that show the frequency of discrepancies noted and actions taken to rectify.
- **Regional Translation:** The Survey Institution shall be expected to develop survey questionnaire/schedules pages for CAPI system and translate them in regional languages as applicable for the use of data collection by investigators.
- **Interview Recording & GPS Capture** : The Survey Institution should capture full **audio-recording** of the personal interview and GPS data of the households and establishments compulsorily for quality checks. The Survey Institutions may also consider capturing **video recordings** of the survey to enhance quality checks.
- **Training and Regional Knowledge**
- Multi-pronged robust process for **quality control** to be followed during data collection for the Project

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Deliverables and Payment Schedule (Indicative)

Key Date No.	Description of Deliverables	Payment
KD 1	Finalization of Methodology & Survey plan (Inception Report)	20%
KD 2	Completion of Training of Field staff and Commencement of Data Collection	10%
KD 3	Completion of Data Collection	30%
KD 4	Data processing and Table Generation (Mid-Term Report)	10%
KD 5	Draft Final Report	15%
KD 6	Final Report	15%

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Invitation for Proposals & Key Features of the RFP

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Empanelment - Specific

Project - Specific

Structure of the RFP for Empanelment

- RFP
  - Invitation for Proposals
    - 1. Introduction
    - 2. Instructions to Applicants
    - 3. Criteria for Evaluation
    - 4. Fraud and Corrupt Practices
    - 5. Pre-proposal Conference
    - 6. Miscellaneous
  - Schedules
    - 1. Terms of Reference
    - 2. Letter of Empanelment
    - 3. Form of Agreement for Empanelment
    - 4. Form of Agreement for Project
    - 5. Guidance Note on Conflict of Interest
  - Appendices
    - I: Technical Proposal for Empanelment
    - II: Technical Proposal for Project
    - III: Financial Proposal
    - IV: List of Bid-Specific Provisions

** Appendix II (including CV) and Appendix-III are for Project Purposes only; Shouldn't be submitted at the time of Empanelment*

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Key Features of the Empanelment RFP

- **Single Stage – Single Envelope** process
  - Technical Proposal Only
  - No Financial Information sought at this stage

- **List of Empanelled Agencies to be prepared basis Technical Scores;**
  Each Firm to be tagged to the below categories, based on their area of Expertise :
  - Size of the Firm* (Micro, Small, Medium, Large)
  - States
  - Sectors
  - Type of Surveys
  - Grading based on Scores

Technical Score Range	Empanelment Category
90-100%	A
80-90%	B
70-80%	C
60-70%	D

**As per guidelines of DPIIT*

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Categories Tagging for Empanelled Agencies

Size of Firm

1. Micro
2. Small
3. Medium
4. Large

Type of Surveys :

1. Household Surveys
2. Establishment Surveys
3. Facility Surveys
4. Key Informant Interviews/Structured Surveys/Interviews
5. Focus Group Discussions

Sectors :

1. Agriculture & Allied Activities (includes Animal Husbandry, Livestock and Livestock Products, Fisheries, Integrated Watershed Management and Irrigation, etc.)
2. Drinking Water and Sanitation
3. Education and Skills Development
4. Energy (includes Electrification, PNG/CNG/LPG, Solar Energy, Wind Energy, etc.)
5. Environment, Forest and Climate Change
6. Financial Services (includes Financial Inclusion, Banking, MFI, etc.)
7. Health and Nutrition
8. Housing
9. Industry, Trade and Commerce (Includes Manufacturing and Services)
10. Infrastructure (Roads & Highways, Railways, Shipping - Ports & Inland Waterways, Irrigation Projects, Digital Connectivity Infrastructure, Airports, etc.)
11. Labour and Employment
12. Law and Order & Justice Delivery
13. Mining & Minerals
14. Tourism, Travel and Hospitality
15. Others

States :

S No	Regions	States/UTs
1	North & Central	Chandigarh, Chhattisgarh, Delhi, Haryana, Madhya Pradesh, Punjab, Uttar Pradesh
2	South	Andhra Pradesh, Karnataka, Kerala, Lakshadweep, Puducherry, Tamil Nadu, Telangana
3	East	Andaman & Nicobar Islands, Bihar, Jharkhand, Orissa, West Bengal
4	West	Dadra & Nagar Haveli and Daman & Diu, Goa, Gujarat, Maharashtra, Rajasthan
5	North East	Assam, Arunachal Pradesh, Manipur, Meghalaya, Mizoram, Nagaland, Sikkim, Tripura
6	Northern Hilly States	Jammu & Kashmir, Himachal Pradesh, Uttarakhand, Ladakh

Empanelment Category (Grade)

Technical Score Range	Empanelment Category
90-100%	A
80-90%	B
70-80%	C
60-70%	D

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Award of Project Post Empanelment

Shortlisting of Agencies for Limited Tender Process

- Based on the scope of Project RFP i.e. **Sector**, **States** and **Type of Surveys**
- **Higher Grade** Firms (based on Technical Scores) to be accorded priority while shortlisting of agencies

1) Based On Only Financial Evaluation

- **Single Stage – Single Envelope** process
- Shortlisted Agencies to provide Financial Information as per format and requirements of Project RFP

OR

2) Based On Techno Financial Evaluation

- **Single Stage – Two Envelope** process
  - Technical
  - Financial
- **Quality cum Cost-Based Selection Process** :
  - Weightage between Technical and Financial, as per requirements of Project RFP

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Professional Personnel (Indicative)

The number of Key Personnel for a particular Project and their specific responsibilities shall be outlined in the Project RFP

Key Personnel	
1	Team Leader/Project-in-Charge (the “Team Leader”)
2	Research/ Monitoring & Evaluation (M&E) Expert
3	Senior Data Analyst
4	Field Manager
Other Professional Personnel	
5	Supervisor
6	Investigator

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Tenure of Empanelment

- The period of validity of empanelment shall be **3 (three) years from the Effective Date of Empanelment.**

- After the expiry of 3 (three) years period, the Authority may choose to renew the empanelment for **additional 2 (two) years** (subject to **renewal for one year at a time**, with maximum of two years) on the request of the empanelled Survey Institution and furnishing of requisite documents as decided by the Authority.

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Withdrawing from Empanelment

- Any Empaneled Survey Institution may withdraw from the panel at any time by giving one month's advance notice in writing to DMEO.

- However, any ongoing assignment(s) must either be completed to the satisfaction of the sponsoring agency or the full project cost should be refunded before such withdrawal.

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De-empanelment

- Express inability or lack of interest in DMEO's survey work on three occasions
- Fail to display professionalism in their work
- Indulge in corrupt or fraudulent practices
- Fail to observe the basic evaluation/assessment ethics
- Fail to complete the assignments on schedule
- Indulge in plagiarism
- Accept any inducements/gratification for doing an undue favour
- Bring discredit to the Authority or any other public agency by their deeds or acts
- Abuse the data/information/report in their custody
- Are found to have made false/incorrect declarations to the Authority or any other public agency
- Are convicted by courts for professional misconduct or violation of any law
- Face liquidation or are declared as bankrupt/insolvent
- Undergo major structural changes that impair evaluation functions
- Are black listed or declared in-eligible by any government agency
- Abuse the empanelment status for wrongful gains
- Attempt to wield undue influence on DMEO or any other public agency
- Indulge in exploitative labour/HR practices
- Fail to maintain the required quality standards in the evaluation work
- Fail to pay taxes as per law
- Any other reasons deemed fit by DMEO

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Eligibility Criteria

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Instructions to Applicants

- Detailed description of the objectives, scope of services, Deliverables and other requirements relating to this empanelment are specified in this RFP.

- In case an applicant institution possesses the requisite experience and capabilities required for the Empanelment, it may participate in the Selection Process :
  - either individually (the "**Sole Institution**") or
  - as lead member of a consortium of institutions (the "**Lead Member**")

  in response to this invitation.

- The term applicant (the "**Applicant**") means the Sole Institution or the Lead Member, as the case may be.

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Conditions of Eligibility for Lead Firm

- The Applicant must satisfy the below conditions of be eligible to participate in the RFP -
  - The Applicant **must be a legal entity** as per Applicable Laws; Individuals are not eligible to participate in this RFP.
  - The Applicant shall have, over the **past 6 (six) years preceding the PDD**, undertaken a **minimum of 5 (five) Eligible Assignments** as specified in Clause 3.1.4, of which :
    - **at least 3 (three) Eligible Assignments** should have included **household surveys** and
    - **at least 2 (two) Eligible assignments** should have included **establishment surveys**.
    - and **at least 3 (three) Eligible Assignments** should have included CAPI based surveys conducted using handheld devices (viz tablets, smart phones, etc).
  - The Applicant **should not have been debarred or blacklisted** by the Central Government, any State Government, a Statutory Authority, or a Public-Sector Undertaking, from participating in any assignment.
  - The Applicant shall have received a **minimum revenue of Rs. 1 (one) crore per annum** from professional fees during each of the 3 (three) financial years
  - In case of Academic/Research/Not-for-Profit Institutions, **grant-in-aid for professional services** will be considered as income.

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Eligible Assignments

- Survey assignments in the **Indian subcontinent** involving **quantitative and/or qualitative data collection** (viz. household surveys, establishment surveys, facility surveys, etc.,)
- ~~Involved enumerators using tablets or smart phones for data entry and management~~
- Granted by :
  - **UN organizations / Bilateral / Multilateral agencies** **OR**
  - **Central or State or UT government departments / undertakings** **OR**
  - **Other agencies** viz. regulatory commissions, tribunals, statutory authorities or public sector entities **OR**
  - **Development Partners**, **International NGOs** or **Private Sector Entities**

  in respect of **monitoring and evaluation.**
- Provided that the Applicant Institution claiming credit for an Eligible Assignment shall have, prior to PDD, received professional fees of at least **Rs. 25 (twenty-five) lakhs** for such assignment
  - For a **private sector entity :** such assignment shall have been completed prior to PDD and the Applicant shall have received professional fees of at least **Rs. 50 (fifty) lakhs**.
- Provided that the Eligible Assignments have been completed in the **6 (six) financial years** preceding the PDD, or have been initiated in the 6 (six) financial years preceding the PDD and are currently ongoing

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Technical Proposal

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Criteria for Technical Evaluation

S. No.	Parameter	Maximum Marks
1.	Organizational Appraisal	**40%**
2.	Institution's Survey Capabilities and Mechanisms for Data Quality Assurance	**10%**
3.	Relevant Experience of the Applicant: Quantum of Eligible Assignments	**20%**
4.	Relevant Experience of the Applicant: Quality of Eligible Assignments	**30%**
Total		**100%**

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Criteria for Technical Evaluation
Details (1/2)

S No	Parameter	Weightage	Criteria
1	**Organizational Appraisal**	**50%**	The applicant shall be scored as per below parameters (Max 100 points) **1. Years since commencement** of field surveys (Max. 10 points) • 3 - 5 years : 3 points • 5 - 7 years : 5 points • 7 - 10 years : 8 points • > 10 years : 10 points **2. Average Revenues from professional fees** for the 3 financial years, FY19, FY20 and FY21 (Max 10 points) • Rs. 1 - 2 crores : 3 points • Rs. 2 - 5 crores : 5 points • Rs. 5 - 10 crores : 8 points • > 10 crores : 10 points **3. Key Personnel Capacity** (Max 25 points) • Total Number of Key Personnel on Payrolls of Applicant Firm (Max 10 points) • <20 : 0 points • 20-30 : 3 points • 30-50 : 5 points • 50-100 : 8 points • > 100 : 10 points • Total Number of Key Personnel with PhD on Payrolls of Applicant Institution (Max 5 points) • 1-5 : 3 points • 6-10 : 4 points • >10 : 5 points • Average Work Experience of Key Personnel on Payrolls of Applicant Firm (Max 10 points) • <2 years : 0 points • 2-5 years : 5 points • >5 years : 10 points **4. Previous work experience** in undertaking surveys across India (Max 30 points) • 1 point per State/UT **5. Sectoral Experience** in Field Surveys (Max 20 points) • 1 points for every Sector **6. ISO Certification** (Max 5 points)

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Criteria for Technical Evaluation
Details (2/2)

S No	Parameter	Weightage	Criteria
2.	**Institution's Survey Capabilities and Mechanisms for Data Quality Assurance**	**10%**	The applicant shall be evaluated as per the responses provided in Appendix-I Form-7 (Max 100 points).
3.	**Relevant Experience of the Applicant: Quantum of Eligible Assignments**	**20%**	The applicant shall be evaluated on number of Eligible Assignments depending on Client Category (Max 100 points) - 1. Eligible Assignment with Central Government Departments/ Undertakings (Max 40 points) ○ 10 points for each Eligible Assignment 2. Eligible Assignment with UN organizations/ Bilateral/Multilateral agencies (Max 30 points) ○ 10 points for each Eligible Assignment 3. Eligible Assignment with State or UT Government Departments/Undertakings, regulatory commission, tribunal, statutory authorities, public sector entities, development partners, international NGOs or private sector entities (Max 30 points) ○ 5 points for each Eligible Assignment
4	**Relevant Experience of the Applicant: Quality of Eligible Assignments**	**30%**	The applicant shall be evaluated based on the size and quality of Eligible Assignments, as provided in Form-8 (Max 100 points).
Grand Total		**100**	

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Key Clauses and Other Things to Note

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Other Key Clauses

- The proposal shall need to be submitted online on the CPP Portal itself; Manual / Offline bids shall not be accepted

- The following documents shall need to be sent separately to the Authority in original through Speed Post / Registered Post or delivered by hand to the person specified in a sealed envelope on or before the Bid Due Date :
  - (a) **Power of Attorney** as required under Clause 2.13.3
  - (b) **Bid Security Declaration Form as required under Clause 2.20**

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Proposal Responsiveness

A Proposal shall be considered responsive only if:

a) the Technical Proposal for Empanelment is received in the **form specified at Appendix-I**; (All forms to be scanned and uploaded in pdf form; Additionally, Forms 2, 4, 6, 7, 8 and 9 to be submitted in attached excel format)

b) it is **received by the Proposal Due Date** including any extension thereof pursuant to Clause 2.17;

c) it is accompanied by the **Bid Security Declaration Form** as specified in Clause 2.20.1.

d) it is digitally signed, numbered and submitted as stipulated in Clauses 2.13 and 2.16;

e) it is accompanied by the **Power of Attorney** as specified in Clause 2.2.4;

f) it contains all the **information (complete in all respects)** as requested in the RFP;

g) it **does not contain any condition or qualification**; and

h) it is **not non-responsive** in terms hereof.

** Appendix II (including CV) are for Project Purposes only; Shouldn't be submitted at the time of Empanelment*

Appendix-I: Technical Proposal for Empanelment

- Form-1: Letter of Proposal for Empanelment
- Form-2: Particulars of the Applicant
- Form-3: Statement of Legal Capacity
- Form-4: Power of Attorney
- Form-5: Financial Capacity of Applicant
- Form-6: Particulars of Key Personnel
- Form-7: Institution's Survey Capabilities and Mechanisms for Data Quality Assurance
- Form-8: Abstract of Eligible Assignments of Applicant
- Form-9: Details of Applicant's Own Field Offices
- Form-10: Bid Security Declaration Form

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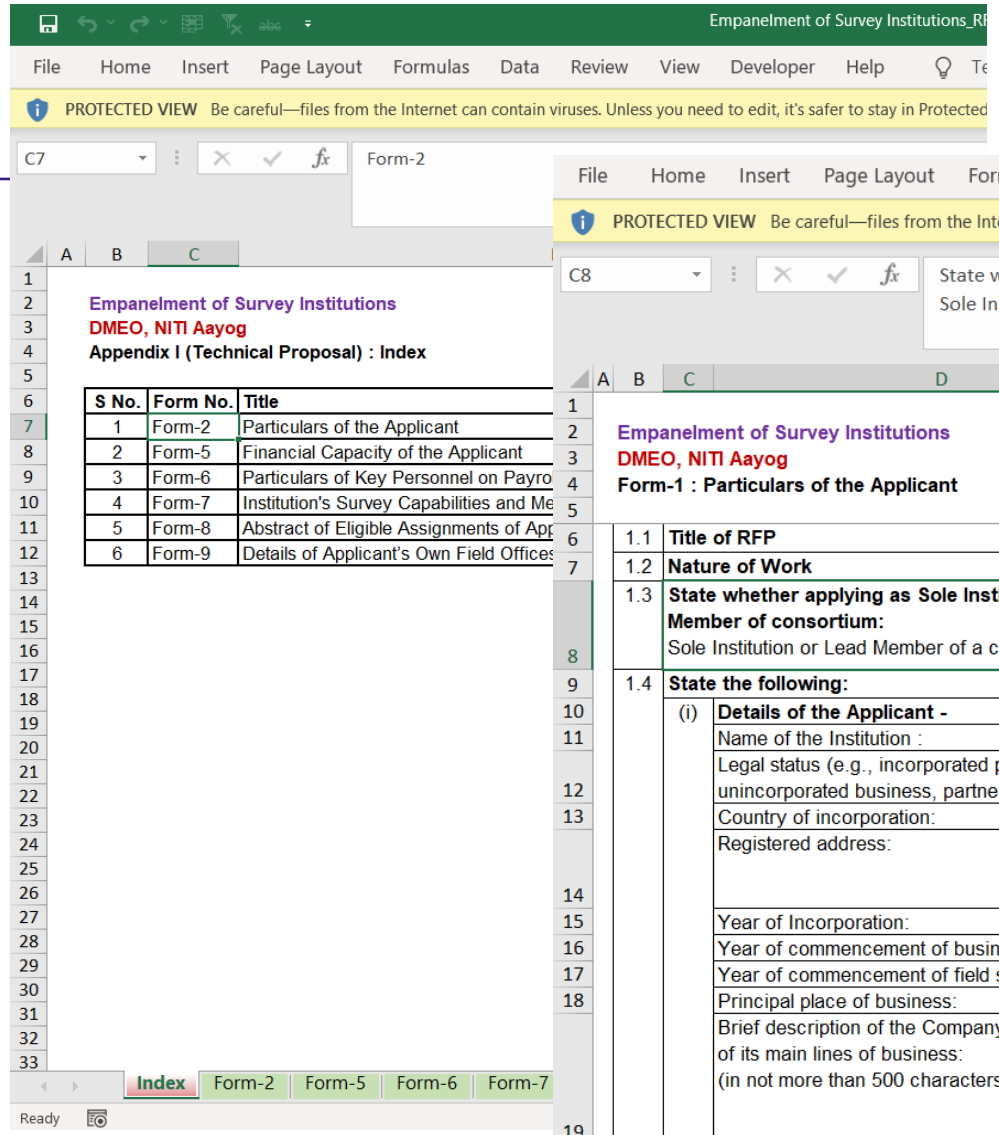
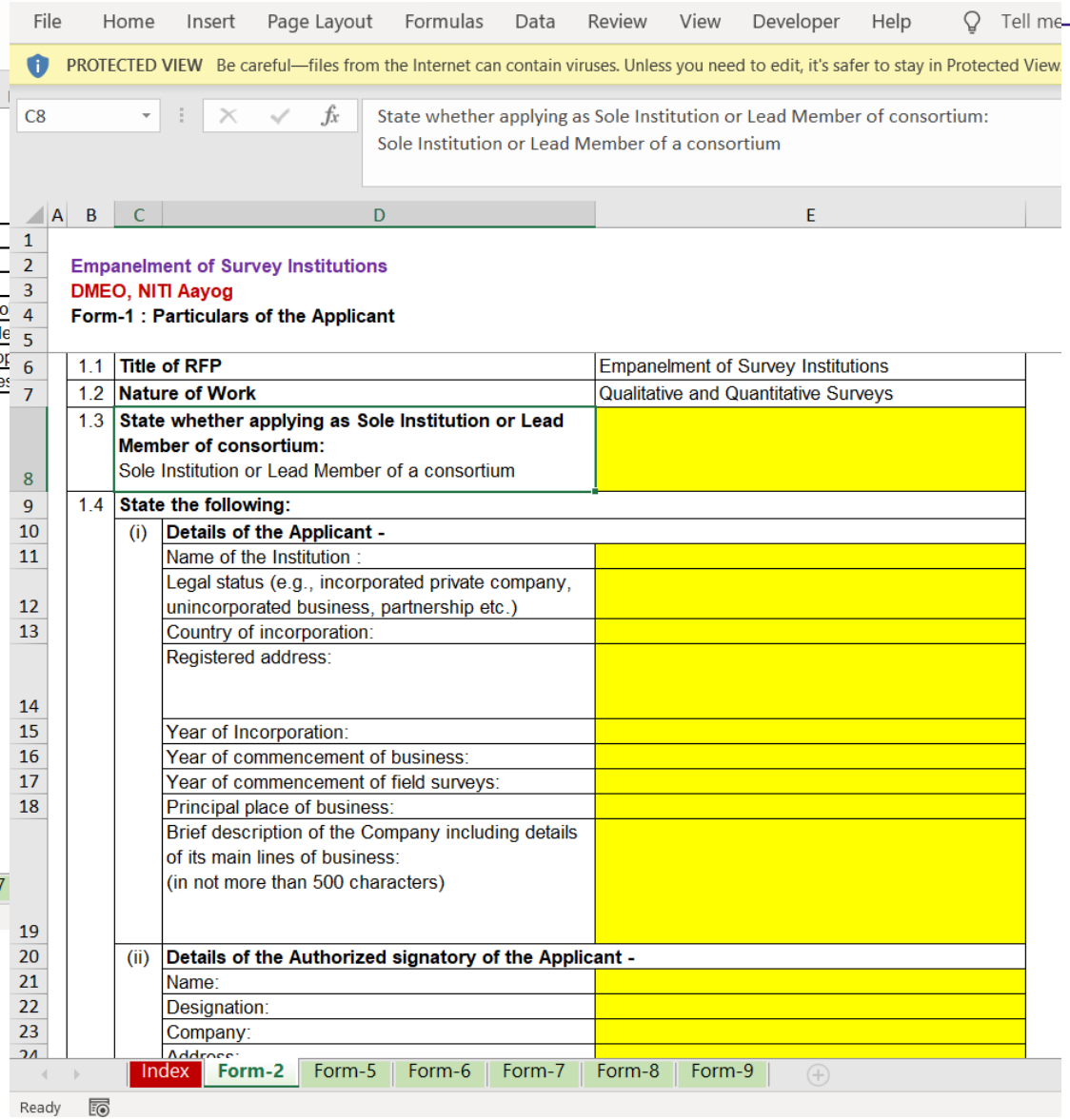
Technical Proposal

Forms to be submitted in .xls format

S No.	Form No.	Title
1	Form-2	Particulars of the Applicant
2	Form-5	Financial Capacity of the Applicant
3	Form-6	Particulars of Key Personnel on Payrolls of Applicant
4	Form-7	Institution's Survey Capabilities and Mechanisms for Data Quality Assurance
5	Form-8	Abstract of Eligible Assignments of Applicant
6	Form-9	Details of Applicant's Own Field Offices





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Timelines

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Timelines

#	Event Description	Date
0	Publishing of RFP Documents	Wednesday, 8 September, 2021
1	Last date for receiving queries/clarifications	Friday, 17 September, 2021
2	**Pre-Proposal Conference**	**Tuesday, 21 September, 2021**
3	Authority response to queries	Friday, 24 September, 2021
4	**Proposal Due Date or PDD**	**Monday, 18 October, 2021**
5	Opening of Proposals	Tuesday, 19 October, 2021
6	Issue of Letter of Empanelment (LOE)	Tuesday, 2 November, 2021
7	Signing of Agreement for Empanelment	Tuesday, 9 November, 2021
8	Validity of Applications	120 days of Proposal Due Date

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Questions & Answers

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THANK YOU

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DMEO
DEVELOPMENT MONITORING AND EVALUATION OFFICE

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