



सत्यमेव जयते

**NITI Aayog**



## **Selection of Technical Consultant**

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### **Request for Proposal (RFP)**

# **Evaluation of Schemes under National Solar Mission of Ministry of New and Renewable Energy**

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No.I-19011/61/2021-DMEO

**January 2022**

**Government of India**

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No.I-19011/61/2021-DMEO  
Government of India  
NITI Aayog  
Development Monitoring and Evaluation Office  
Sansad Marg, New Delhi -110001

### **Request for Proposal (RFP)**

January 21, 2022

#### **Subject: Request for Proposal (RFP) for Evaluation of Schemes under National Solar Mission of Ministry of New and Renewable Energy**

The Development Monitoring and Evaluation Office (DMEO), National Institution for Transforming India (NITI) Aayog, Government of India, intends to engage a Consultancy Firm to support **in the Evaluation of Schemes under National Solar Mission of Ministry of New and Renewable Energy** details of which have been provided in the RFP document.

DMEO, NITI Aayog invites proposals for this assignment, from national/international firms/organisations/institutions, which have requisite experience in this field as detailed in the RFP. The salient features of the study, eligibility criteria and instructions on how to bid and other details are available in the RFP document uploaded on the DMEO website (<https://dmeo.gov.in/tenders>) and Central Public Procurement Portal (<https://eprocure.gov.in/eprocure/app>). Important information & tentative dates are given in section 1 of the RFP.

Interested applicants are requested to log into Central Public Procurement Portal (CPPP) and submit their RFP response online, on or before **February 21, 2022**, 1100 hours. Please note manual / offline bids shall not be accepted. Detailed instructions for online bid submission have been provided in Appendix-V. Applicants can also refer to Bidders' Manual available on CPPP (<https://eprocure.gov.in/eprocure/app?page=BiddersManualKit&service=page>) for further queries.

Ms. Ruhani  
Research Officer  
Development Monitoring & Evaluation Office (DMEO)  
431, 4th floor, NITI Aayog, Sansad Marg  
New Delhi, 110001  
23096799 | 23096808  
Email: [dmeoeval-niti@gov.in](mailto:dmeoeval-niti@gov.in)

## Disclaimer

The information contained in this Request for Proposals document ("RFP") or subsequently provided to Applicants, whether verbally or in documentary or any other form by or on behalf of the Authority or any of its employees or advisers, is provided to Applicants on the terms and conditions set out in this RFP and such other terms and conditions subject to which such information is provided.

This RFP is not an agreement and is neither an offer nor invitation by the Authority to the prospective Applicants or any other person. The purpose of this RFP is to provide interested parties with information that may be useful to them in the formulation of their Proposals pursuant to this RFP. This RFP includes statements, which reflect various assumptions and assessments arrived at by the Authority in relation to the Consultancy. Such assumptions, assessments and statements do not purport to contain all the information that each Applicant may require. This RFP may not be appropriate for all persons, and it is not possible for the Authority, its employees or advisers to consider the objectives, technical expertise and particular needs of each party who reads or uses this RFP. The assumptions, assessments, statements and information contained in this RFP, may not be complete, accurate, adequate or correct. Each Applicant should, therefore, conduct its own investigations and analysis and should check the accuracy, adequacy, correctness, reliability and completeness of the assumptions, assessments and information contained in this RFP and obtain independent advice from appropriate sources.

Information provided in this RFP to the Applicants is on a wide range of matters, some of which depends upon interpretation of law. The information given is not an exhaustive account of statutory requirements and should not be regarded as a complete or authoritative statement of law. The Authority accepts no responsibility for the accuracy or otherwise for any interpretation or opinion on the law expressed herein.

The Authority, its employees and advisers make no representation or warranty and shall have no liability to any person including any Applicant under any law, statute, rules or regulations or tort, principles of restitution or unjust enrichment or otherwise for any loss, damages, cost or expense which may arise from or be incurred or suffered on account of anything contained in this RFP or otherwise, including the accuracy, adequacy, correctness, reliability or completeness of the RFP and any assessment, assumption, statement or information contained therein or deemed to form part of this RFP or arising in any way in this Selection Process.

The Authority also accepts no liability of any nature whether resulting from negligence or otherwise, howsoever caused, arising from reliance of any Applicant upon the statements contained in this RFP.

The Authority may in its absolute discretion, but without being under any obligation to do so, update, amend or supplement the information, assessment or assumption contained in this RFP.

The issue of this RFP does not imply that the Authority is bound to select an Applicant or to appoint the Selected Applicant, as the case may be, for the Consultancy and the Authority reserves the right to reject all or any of the Proposals without assigning any reasons whatsoever.

The Applicant shall bear all its costs associated with or relating to the preparation and submission of its Proposal including but not limited to preparation, copying, postage, delivery fees, expenses associated with any demonstrations or presentations which may be required by the Authority or any other costs incurred in connection with or relating to its Proposal. All such costs and expenses will remain with the Applicant and the Authority shall not be liable in any manner whatsoever for the same or for any other costs or other expenses incurred by an Applicant in preparation or submission of the Proposal, regardless of the conduct or outcome of the Selection Process.

## Glossary

<b>Additional Costs</b>	As in Item H of Form-2 of Appendix-II
<b>Agreement</b>	As defined in Schedule-2
<b>Agreement Value</b>	As defined in Clause 6.1.2 of Schedule-2
<b>Applicable Laws</b>	As defined in Schedule-2
<b>Applicant</b>	As defined in Clause 2.1.1
<b>Associate</b>	As defined in Clause 2.3.3
<b>Authorized Representative</b>	As defined in Clause 2.13.3
<b>Authority</b>	As defined in Clause 1.1.1
<b>Bid Security</b>	As defined in Clause 2.20.1
<b>Bill of Quantity (BoQ)</b>	As defined in Clause 2.15.1
<b>Conditions of Eligibility</b>	As defined in Clause 2.2.1
<b>Conflict of Interest</b>	As defined in Clause 2.3.1
<b>Consultancy</b>	As defined in Clause 1.2
<b>Consultancy Team</b>	As defined in Clause 2.1.4
<b>Consultant</b>	As defined in Clause 1.2
<b>CPPP</b>	Central Public Procurement Portal
<b>CV</b>	Curriculum Vitae
<b>Deliverables</b>	As defined in Paragraph 6 of Schedule-1
<b>Documents</b>	As defined in Clause 2.12
<b>Effective Date</b>	As defined in Clause 2.1 of Schedule-2
<b>Eligible Assignments</b>	As defined in Clause 3.1.4
<b>Final Evaluation Report</b>	As specified in Paragraph 6 of Schedule-1
<b>Financial Proposal</b>	As defined in Clause 2.15.1
<b>Form of Agreement</b>	Form of Agreement as in Schedule-2
<b>INR, Re, Rs.</b>	Indian Rupee(s)
<b>Inception Report</b>	As specified in Paragraph 6 of Schedule-1

<b>Key Date</b>	As defined in Paragraph 6 of Schedule-1
<b>Key Personnel</b>	As defined in Clause 2.1.4
<b>Lead Member</b>	As defined in Clause 2.1.1
<b>LOA</b>	Letter of Award
<b>Member</b>	As defined in Clause 2.3.3 (a)
<b>Official Website</b>	As defined in Clause 1.11.2
<b>Personnel</b>	As defined in Clause 1.1.1(m) of Schedule-2
<b>Professional Personnel</b>	As defined in Clause 2.14.6
<b>Prohibited Practices</b>	As defined in Clause 4.1
<b>Project</b>	As defined in Clause 1.1.6
<b>Project Manager</b>	As defined in Clause 4.6 of Schedule-2
<b>Proposal</b>	As defined in Clause 1.2
<b>Proposal Due Date or PDD</b>	As defined in Clauses 1.5 and 1.8
<b>Resident Personnel</b>	As defined in Clause 1.1.1(n) of Schedule-2
<b>RFP</b>	As defined in Disclaimer
<b>Selected Applicant</b>	As defined in Clause 1.6
<b>Selection Process</b>	As defined in Clause 1.6
<b>Services</b>	As defined in Clause 1.1.1(p) of Schedule-2
<b>Sole Firm</b>	As defined in Clause 2.1.1
<b>Statement of Expenses</b>	As defined in Note 13, Form-2 of Appendix-II
<b>Statutory Auditor</b>	An Auditor appointed under Applicable Laws
<b>Sub-Consultant</b>	As defined in Clause 1.1.1(q) of Schedule-2
<b>Support Personnel</b>	As defined in Clause 2.14.6
<b>Team Leader</b>	As defined in Clause 2.1.4
<b>Technical Proposal</b>	As defined in Clause 2.14.1
<b>TOR</b>	As defined in Clause 1.1.3
<b>US\$</b>	United States Dollar

**WG**

As defined in Paragraph 9 of Schedule-1

The words and expressions beginning with capital letters and defined in this document shall unless repugnant to the context, have the meaning ascribed thereto herein.



## Invitation for Proposal

## 1. Introduction<sup>1</sup>\$

### 1.1 Background

1.1.1. The Development Monitoring and Evaluation Office (DMEO) (the “**Authority**”) was constituted in September 2015 by merging of the erstwhile Programme Evaluation Office (PEO) and the Independent Evaluation Office (IEO). DMEO is an attached Office of NITI Aayog to fulfil the mandates of monitoring and evaluation assigned to NITI Aayog.

1.1.2. In pursuance of the above, the Authority has decided to carry out the process for selection of a Technical Consultant for the Evaluation of Schemes under National Solar Mission of Ministry of New and Renewable Energy (the “**Project**”) in accordance with the Terms of Reference specified at Schedule-1 (the “**TOR**”).

### 1.2 Request for Proposals

1.2.1. The Authority invites proposals (the “**Proposals**”) for selection of a Technical Consultant (the “**Consultant**”) who shall conduct an evaluation study of the concerned sector, including an assessment of the performance of the sector alongwith the coverage and performance of the identified schemes in the sector, in accordance with the TOR (collectively the “**Consultancy**”).

The Authority intends to select the Consultant through an open competitive bidding process in accordance with the procedure set out herein.

### 1.3 Due diligence by Applicants

Applicants are encouraged to inform themselves fully about the assignment and the local conditions before submitting the Proposal by paying a visit to the Authority, sending written queries to the Authority, and attending a Pre-Proposal Conference on the date and time specified in Clause 1.10.

### 1.4 Availability of RFP Document

The document can be downloaded from the Official Website of the Authority (<https://dmeo.gov.in/tenders>) and CPPP - Central Public Procurement Portal (<https://eprocure.gov.in/eprocure/app>).

### 1.5 Validity of the Proposal

The Proposal shall be valid for a period of not less than 90 days from the Proposal Due Date (the “**PDD**”).

### 1.6 Brief description of the Selection Process

The Authority has adopted a two-stage selection process (collectively the “**Selection Process**”) for evaluating the Proposals comprising technical and financial bids to be submitted in two separate sealed envelopes.

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<sup>1</sup>\$ Instructions for Applicants

Note 1: Blank spaces contain formats that are to be used by the Applicant after the RFP is issued. (See Appendix-III)

Note 2: Footnotes marked - “\$” in the relevant Clauses of the RFP and Schedules are for guidance of the Applicants. In case of Appendices, the footnotes marked - “\$” or in other non-numerical characters shall be omitted by the Applicants while submitting their respective Proposals. (See Appendix-III)

In the first stage, a technical evaluation will be carried out as specified in Clause 3.1 Based on this technical evaluation, a list of short-listed applicants shall be prepared as specified in Clause 3.2. In the second stage, a financial evaluation will be carried out as specified in Clause 3.3. Proposals will finally be ranked according to their combined technical and financial scores as specified in Clause 3.4. The first ranked Applicant shall be selected for negotiation (the “**Selected Applicant**”).

## 1.7 Currency conversion rate and payment

1.7.1 For the purposes of technical evaluation of Applicants, Rs. 75 (Rupees seventy-five) per US\$ shall be considered as the applicable currency conversion rate. In case of any other currency, the same shall first be converted to US\$ as on the date 60 (sixty) days prior to the Proposal Due Date, and the amount so derived in US\$ shall be converted into INR at the aforesaid rate. The conversion rate of such currencies shall be the daily representative exchange rates published by the International Monetary Fund for the relevant date.

1.7.2 All payments to the Consultant shall be made in INR in accordance with the provisions of this RFP. The Consultant may convert INR into any foreign currency as per Applicable Laws and the exchange risk, if any, shall be borne by the Consultant.

## 1.8 Schedule of Selection Process

The Authority would endeavour to adhere to the following schedule:

#	Event Description	Date
1	Last date for receiving queries/clarifications	Friday, 28 January, 2022
2	Pre-Proposal Conference	Tuesday, 01 February, 2022
3	Authority response to queries	Friday, 04 February, 2022
<b>4</b>	<b>Proposal Due Date or PDD</b>	<b>Monday, 21 February 2022</b>
5	Opening of Proposals	Tuesday, 22 February, 2022
6	Letter of Award (LOA)	Tuesday, 08 March, 2022
7	Signing of Agreement	Friday, 18 March, 2022
8	Validity of Applications	90 days of Proposal Due Date

## 1.9 Pre-Proposal Queries

Prospective Applicants may address their queries to the nodal officer specified below:

Ms. Ruhani  
Research Officer  
Development Monitoring & Evaluation Office (DMEO)  
431, 4th floor, NITI Aayog, Sansad Marg  
New Delhi, 110001  
23096799 | 23096808  
Email: [dmeoeval-niti@gov.in](mailto:dmeoeval-niti@gov.in)

## 1.10 Pre-Proposal Conference

The date, time and venue of Pre-Proposal Conference shall be:

**Date:** Tuesday, February 01, 2022

**Time:** 2.00 – 4.00 PM

**Venue:** Virtual Cisco WebEx Meeting

**Meeting Link:** <https://tinyurl.com/DMEOPreProposalConf>

Applicants may register for the same until a day prior to the Pre-proposal Conference by submitting the details of their representatives attending the pre-proposal conference at the below link:

- <https://tinyurl.com/DMEOEvalRegistration>

## 1.11 Communications

1.11.1 All communications including the submission of Proposal should be addressed to:

Ms. Ruhani  
Research Officer  
Development Monitoring & Evaluation Office (DMEO)  
431, 4th floor, NITI Aayog, Sansad Marg  
New Delhi, 110001  
23096799 | 23096808  
Email: [dmeoeval-niti@gov.in](mailto:dmeoeval-niti@gov.in)

1.11.2 The Official Website of the Authority is: <https://dmeo.gov.in/>

**Note:** Please open <https://dmeo.gov.in/tenders> or CPPP - Central Public Procurement Portal (<https://eprocure.gov.in/eprocure/app>) to access all the posted and uploaded documents related to this RFP.

1.11.3 All communications should have the following information, marked at the top in bold letters:

**RFP for “Evaluation of Schemes under National Solar Mission of Ministry of New and Renewable Energy**

## 2. Instructions to Applicants

### A. General

#### 2.1 Scope of Proposal

2.1.1 Detailed description of the objectives, scope of services, Deliverables and other requirements relating to this Consultancy are specified in this RFP. In case an applicant firm possesses the requisite experience and capabilities required for undertaking the Consultancy, it may participate in the Selection Process either individually (the “Sole Firm”) or as lead member of a consortium of firms (the “**Lead Member**”) in response to this invitation. The term applicant (the “**Applicant**”) means the Sole Firm or the Lead Member, as the case may be. The manner in which the Proposal is required to be submitted, evaluated and accepted is explained in this RFP.

2.1.2 Applicants are advised that the selection of Consultant shall be on the basis of an evaluation by the Authority through the Selection Process specified in this RFP. Applicants shall be deemed to have understood and agreed that no explanation or justification for any aspect of the Selection Process will be given and that the Authority’s decisions are without any right of appeal whatsoever.

2.1.3 The Applicant shall submit its Proposal in the form and manner specified in this Section 2 (Instruction to Applicants) of the RFP. The Technical Proposal shall be submitted in the form at Appendix-I and the Financial Proposal shall be submitted in the form at Appendix-II. Upon selection, the Applicant shall be required to enter into an agreement with the Authority in the form specified at Schedule-2.

#### 2.1.4 Key Personnel

The Consultant shall form a multi-disciplinary team (the “**Consultancy Team**”) for undertaking this assignment. The Consultancy Team shall consist of the following key personnel (the “**Key Personnel**”) who shall discharge their respective responsibilities as specified below:

S. No.	Key Personnel	Responsibilities
1.	Team Leader	<p>S/He will lead, co-ordinate and supervise the multidisciplinary team for preparation of the Evaluation Study, and act as a focal point to the Authority throughout the duration of the Consultancy. S/He will be responsible for:</p> <ul style="list-style-type: none"> <li>• Overall execution of the consultancy assignment.</li> <li>• Accountable leadership providing guidance, problem solving support and leading discussions with senior stakeholders</li> <li>• Ensure all deliverables and milestones are satisfactorily delivered</li> <li>• Ensure high quality of data, analysis and report writing</li> <li>• Drive discussions with senior officials in the Government at Centre and State levels</li> <li>• Provide insights from experience in sector projects</li> </ul>

S. No.	Key Personnel	Responsibilities
2.	Deputy Team Leader	<p>S/He will assist the Team lead in leading, co-ordinating and supervising the multidisciplinary team for the evaluation Study. S/He will be responsible for:</p> <ul style="list-style-type: none"> <li>• Leading day-to-day management of the team</li> <li>• Project management as per agreed activities, timelines and deliverables</li> <li>• Communication related activities</li> <li>• Defining the detailed work plan, and managing the team of consultants against the work plan</li> <li>• Drive discussions with senior officials in the Government at Centre and State levels</li> <li>• Coordinating with the team and other stakeholders</li> <li>• Sending periodic updates, highlighting challenges and potential solutions in project execution</li> </ul>
3.	Solar Energy Specialist	<p>S/he will be responsible for:</p> <ul style="list-style-type: none"> <li>• Providing analysis plan, meta-analysis, questionnaire and discussion guide design, analysis of secondary and primary data, mid-term and final evaluation report review, sector-specific synthesis and recommendations, etc. among others.</li> <li>• Providing solar energy sector inputs in terms of technology, generation, distribution, solar energy potentials, costing, challenges/ gaps, best practices, etc. related to the study</li> </ul>
4.	Economist	<p>S/He will be responsible for:</p> <ul style="list-style-type: none"> <li>• Providing economic perspectives on all aspects of the project</li> <li>• Designing a meta-analysis plan based on the secondary data</li> <li>• Finalizing primary data collection tools like discussion guides for focus group discussions, agenda for in depth interviews and survey questionnaires and prepare a data analysis plan.</li> <li>• Ensuring data quality of the primary data collected and the use of latest analytical tools for qualitative and quantitative data analysis</li> <li>• Conduct econometric/ statistical analysis of data</li> </ul>
5.	Junior Researcher	<p>S/He will be responsible for:</p> <ul style="list-style-type: none"> <li>• Conducting meta-analysis and secondary research from different sources for the study</li> <li>• Assisting in data cleaning, storage, analysis and management</li> <li>• Assisting other team members in research and analysis</li> </ul>

## 2.2 Conditions of Minimum Eligibility of Applicants

2.2.1 Applicants must read carefully the minimum conditions of eligibility (the “**Conditions of Eligibility**”) provided herein. Proposals of only those Applicants who satisfy the Conditions of Eligibility will be considered for evaluation. The Conditions of Eligibility as specified in the RFP may be relaxed for a particular Applicant, if applicable, subject to furnishing of relevant and valid documents or certificates, supporting such relaxations or exemptions under Applicable Laws.

2.2.2 To be eligible for evaluation of its Proposal, the Applicant shall fulfil the following

- (A) **Technical Capacity:** 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 3 (three) Eligible Assignments as specified in Clause 3.1.4. 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 consulting assignment.
- (B) **Financial Capacity:** 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 FY 2018-19, FY 2019-20 and FY 2020-21. In case audited Annual Financial Statements for FY 2020-21 are not available, the revenue from professional fees from FY 2017-18 to be considered instead of FY 2020-21. For the purpose of evaluation, Applicants having comparatively larger revenues from professional fees shall be given added weightage. For the avoidance of doubt, professional fees hereunder refer to fees received by the Applicant for providing advisory or consultancy services to its clients. In case of Academic/Research/Not-for-Profit Institutions, grant-in-aid for professional services will be considered as revenue.
- (C) **Availability of Key Personnel:** The Applicant shall offer and make available all Key Personnel meeting the requirements specified in sub-clause (D) below.
- (D) **Conditions of Eligibility for Key Personnel:** Each of the Key Personnel must fulfil the Conditions of Eligibility specified below:

S. No.	Key Personnel	Minimum Educational Qualifications <sup>2</sup>	Length of Professional Experience	Experience on Eligible Assignment
1.	Team Leader	Master’s Degree (or equivalent) in Economics/ Statistics/ Management/ Energy/ Environment related subject (s)	15 years	Should have undertaken at least 2 Eligible Assignments
2.	Deputy Team Leader	Master’s Degree (or equivalent) in Economics/Statistics/Management/ Energy/ Environment/ related subject (s)	10 years	Should have undertaken at least 2 Eligible Assignments

<sup>2</sup> For degrees obtained from the accredited foreign Boards/universities, the applicant shall furnish a self-declaration on the academic equivalence to the ‘Minimum Educational Qualifications’ as defined in Clause 2.2.2 (D).

S. No.	Key Personnel	Minimum Educational Qualifications <sup>2</sup>	Length of Professional Experience	Experience on Eligible Assignment
3.	Solar Energy Specialist	Master's Degree (or equivalent) in Energy/ Environment or related subject (s)	8 years	Should have undertaken at least 1 Eligible Assignment
4.	Economist	Master's Degree (or equivalent) in Economics/ Energy Economics	8 years	Should have undertaken at least 1 Eligible Assignment
5.	Junior Researcher	Master's Degree (or equivalent) in Economics/Statistics/ Management/ related subject (s)	1 year	Minimum of 1 year of relevant experience <sup>3</sup>

2.2.3 The Applicant shall enclose with its Proposal, certificate(s) from its Statutory Auditors<sup>4</sup> stating its total revenue from professional fees during each of the 3 (three) financial years i.e. FY 2018-19, FY 2019-20 and FY 2020-21, and the fee received in respect of each of the Eligible Assignments specified in the Proposal. In the event that the Applicant does not have a statutory auditor, it shall provide the requisite certificate(s) from the firm of Chartered Accountants that ordinarily audits the annual accounts of the Applicant. In case audited Annual Financial Statements for FY 2020-21 are not available, the revenue from professional fees from FY 2017-18 to be considered instead of FY 2020-21.

However, for the Eligible Assignments, the Applicant can also provide requisite certificate(s) from its chartered accountant that ordinarily audits the annual accounts of the Applicant.

2.2.4 The Applicant should submit a Power of Attorney as per the format at Form-4 of Appendix-I; provided, however, that such Power of Attorney would not be required if the Application is signed by a partner of the Applicant, in case the Applicant is a partnership firm or limited liability partnership.

2.2.5 Any entity which has been barred by the Central Government, any State Government, a statutory authority or a public sector undertaking, as the case may be, from participating in any project, and the bar subsists as on the date of Proposal, would not be eligible to submit a Proposal either by itself or through its Associate.

2.2.6 An Applicant or its Associate should have, during the last three years, neither failed to perform on any agreement, as evidenced by imposition of a penalty by an arbitral or judicial authority or a judicial pronouncement or arbitration award against the Applicant or its Associate, nor been expelled from any project or agreement nor have had any agreement terminated for breach by such Applicant or its Associate.

2.2.7 While submitting a Proposal, the Applicant should attach clearly marked and referenced continuation sheets in the event that the space provided in the specified forms in the

<sup>3</sup> \*Relevant to the Responsibilities as defined in Clause 2.1.4 for Junior Researcher

<sup>4</sup> Please do not attach complete printed annual financial statements. In case relevant extracts of duly audited annual financial statements containing the requisite details are provided, duly countersigned by the authorised signatory, a separate certification by statutory auditors would not be necessary in respect of clause 2.2.3.



Appendices is insufficient. Alternatively, Applicants may format the specified forms making due provision for incorporation of the requested information.

## 2.3 Conflict of Interest

2.3.1 An Applicant shall not have a conflict of interest that may affect the Selection Process or the Consultancy (the “**Conflict of Interest**”). Any Applicant found to have a Conflict of Interest shall be disqualified. In the event of disqualification, the Authority reserves the right to take action as per the Bid Security Declaration for, inter alia, the time, cost and effort of the Authority including consideration of such Applicant’s Proposal, without prejudice to any other right or remedy that may be available to the Authority hereunder or otherwise.

2.3.2 The Authority requires that the Consultant provides professional, objective, and impartial advice and at all times hold the Authority’s interests’ paramount, avoid conflicts with other assignments or its own interests, and act without any consideration for future work. The Consultant shall not accept or engage in any assignment that would be in conflict with its prior or current obligations to other clients, or that may place it in a position of not being able to carry out the assignment in the best interests of the Authority.

2.3.3 Some guiding principles for identifying and addressing Conflicts of Interest have been illustrated, - in the Guidance Note at Schedule-3. Without limiting the generality of the above, an Applicant shall be deemed to have a Conflict of Interest affecting the Selection Process, if:

- (a) the Applicant, its consortium member (the “**Member**”) or Associate (or any constituent thereof) and any other Applicant, its consortium member or Associate (or any constituent thereof) have common controlling shareholders or other ownership interest; provided that this disqualification shall not apply in cases where the direct or indirect shareholding or ownership interest of an Applicant, its Member or Associate (or any shareholder thereof having a shareholding of more than 5% (five per cent) of the paid up and subscribed share capital of such Applicant, Member or Associate, as the case may be) in the other Applicant, its consortium member or Associate is less than 5 per cent of the subscribed and paid up equity share capital thereof; provided further that this disqualification shall not apply to any ownership by a bank, insurance company, pension fund or a public financial institution referred to in subsection (72) of section 2 of the Companies Act, 2013. For the purposes of this Clause 2.3.3(a), indirect shareholding held through one or more intermediate persons shall be computed as follows: (aa) where any intermediary is controlled by a person through management control or otherwise, the entire shareholding held by such controlled intermediary in any other person (the “Subject Person”) shall be taken into account for computing the shareholding of such controlling person in the Subject Person; and (bb) subject always to sub-clause (aa) above, where a person does not exercise control over an intermediary, which has shareholding in the Subject Person, the computation of indirect shareholding of such person in the Subject Person shall be undertaken on a proportionate basis; provided, however, that no such shareholding shall be reckoned under this sub-clause (bb) if the shareholding of such person in the intermediary is less than 26% (twenty six per cent) of the subscribed and paid up equity shareholding of such intermediary; or
- (b) a constituent of such Applicant is also a constituent of another Applicant; or
- (c) such Applicant or its Associate receives or has received any direct or indirect subsidy or grant from any other Applicant or its Associate; or

- (d) such Applicant has the same legal representative for purposes of this Application as any other Applicant; or
- (e) such Applicant has a relationship with another Applicant, directly or through common third parties, that puts them in a position to have access to each other's information about, or to influence the Application of either or each of the other Applicant; or
- (f) there is a conflict among this and other consulting assignments of the Applicant (including its personnel and Sub-Consultant) and any subsidiaries or entities controlled by such Applicant or having common controlling shareholders. The duties of the Consultant will depend on the circumstances of each case. While providing consultancy services to the Authority for this particular assignment, the Consultant shall not take up any assignment that by its nature will result in conflict with the present assignment; or
- (g) a firm which has been engaged by the Authority to provide goods or works or services for a project, and its Associates, will be disqualified from providing consulting services for the same project save and except as provided in Clause 2.3.4; conversely, a firm hired to provide consulting services for the preparation or implementation of a project, and its Members or Associates, will be disqualified from subsequently providing goods or works or services related to the same project; or
- (h) the Applicant, its Member or Associate (or any constituent thereof), and the bidder or Concessionaire, if any, for the Project, its contractor(s) or sub-contractor(s) (or any constituent thereof) have common controlling shareholders or other ownership interest; provided that this disqualification shall not apply in cases where the direct or indirect shareholding or ownership interest of an Applicant, its Member or Associate (or any shareholder thereof having a shareholding of more than 5% (five per cent) of the paid up and subscribed share capital of such Applicant, Member or Associate, as the case may be,) in the bidder or Concessionaire, if any, or its contractor(s) or sub-contractor(s) is less than 5% (five per cent) of the paid up and subscribed share capital of such Concessionaire or its contractor(s) or sub-contractor(s); provided further that this disqualification shall not apply to ownership by a bank, insurance company, pension fund or a Public Financial Institution referred to in sub-section (72) of section 2 of the Companies Act, 2013. For the purposes of this sub-clause (h), indirect shareholding shall be computed in accordance with the provisions of sub-clause (a) above.

For purposes of this RFP, Associate means, in relation to the Applicant, a person who controls, is controlled by, or is under the common control with such Applicant (the "**Associate**"). As used in this definition, the expression "control" means, with respect to a person which is a company or corporation, the ownership, directly or indirectly, of more than 50% (fifty per cent) of the voting shares of such person, and with respect to a person which is not a company or corporation, the power to direct the management and policies of such person by operation of law or by contract.

2.3.4 An Applicant eventually appointed to provide Consultancy for this Project, and its Associates, shall be disqualified from subsequently providing goods or works or services related to the construction and operation of the same Project and any breach of this obligation shall be construed as Conflict of Interest; provided that the restriction herein shall not apply after a period of 5 (five) years from the completion of this assignment or to consulting assignments granted by banks/ lenders at any time; provided further that this restriction shall not apply to consultancy/ advisory services performed for the Authority in continuation of this Consultancy or to any subsequent consultancy/ advisory services performed for the Authority in

accordance with the rules of the Authority. For the avoidance of doubt, an entity affiliated with the Consultant shall include a partner in the Consultant's firm or a person who holds more than 5% (five per cent) of the subscribed and paid up share capital of the Consultant, as the case may be, and any Associate thereof.

## 2.4 Number of Proposals

No Applicant or its Associate shall submit more than one Application for the Consultancy. An Applicant applying individually or as an Associate shall not be entitled to submit another application either individually or as a member of any consortium, as the case may be.

## 2.5 Cost of Proposal

The Applicants shall be responsible for all of the costs associated with the preparation of their Proposals and their participation in the Selection Process including subsequent negotiation, visits to the Authority etc. The Authority will not be responsible or in any way liable for such costs, regardless of the conduct or outcome of the Selection Process.

## 2.6 Verification of information

Applicants are encouraged to submit their respective Proposals after verification of the documents, reference materials, etc. within the purview of this RFP and the Applicable Laws and regulations or any other matter considered relevant by them.

## 2.7 Acknowledgement by Applicant

2.7.1 It shall be deemed **that by submitting the Proposal, the Applicant has:**

- (a) made a complete and careful examination of the RFP;
- (b) received all relevant information requested from the Authority;
- (c) acknowledged and accepted the risk of inadequacy, error or mistake in the information provided in the RFP or furnished by or on behalf of the Authority; or relating to any of the matters referred to in Clause 2.6 above;
- (d) satisfied itself about all matters, things and information, including matters referred to in Clause 2.6 herein above, necessary and required for submitting an informed Application and performance of all of its obligations thereunder;
- (e) acknowledged that it does not have a Conflict of Interest; and
- (f) agreed to be bound by the undertaking provided by it under and in terms hereof.

2.7.2 The Authority shall not be liable for any omission, mistake or error on the part of the Applicant in respect of any of the above or on account of any matter or thing arising out of or concerning or relating to RFP or the Selection Process, including any error or mistake therein or in any information or data given by the Authority.

## 2.8 Right to reject any or all Proposals

2.8.1 Notwithstanding anything contained in this RFP, the Authority reserves the right to accept or reject any Proposal and to annul the Selection Process and reject all Proposals, at any time without any liability or any obligation for such acceptance, rejection or annulment, and without assigning any reasons thereof.

2.8.2 Without prejudice to the generality of Clause 2.8.1, the Authority reserves the right to reject any Proposal if:

- (a) at any time, a material misrepresentation is made or discovered, or
- (b) the Applicant does not provide, within the time specified by the Authority, the supplemental information sought by the Authority for evaluation of the Proposal.

Misrepresentation/ improper response by the Applicant may lead to the disqualification of the Applicant. If the Applicant is the Lead Member of a consortium, then the entire consortium may be disqualified / rejected. If such disqualification / rejection occurs after the Proposals have been opened and the highest ranking Applicant gets disqualified / rejected, the Authority reserves the right to annul the Selection Process..

## **B. Documents**

### **2.9 Contents of the RFP**

This RFP comprises the Disclaimer set forth hereinabove, the contents as listed below and will additionally include any Addendum / Amendment issued in accordance with Clause 2.11:

#### **Request for Proposal**

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. Form of Agreement**

Annex-1: Terms of Reference

Annex-2: Deployment of Personnel

Annex-3: Estimate of Personnel Costs

Annex-4: Approved Sub-Consultant(s)

Annex-5: Cost of Services

Annex-6: Payment Schedule

Annex-7: Bank Guarantee for Performance Security

### **3. Guidance Note on Conflict of Interest**

#### **Appendices**

##### **Appendix-I: Technical Proposal**

Form-1: Letter of Proposal

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: Proposed Methodology and Work Plan

Form-8: Eligible Assignments of the Applicant

Form-9: Deployment of Personnel

Form-10: Other Implementation Support Team Members

Form-11: Proposal for Sub-Consultant(s)

Form-12: Bid Security Declaration Form

##### **Appendix-II: Financial Proposal**

Form-1: Covering Letter

Form-2: Financial Proposal

Form-3: Estimate of Personnel Costs

##### **Appendix-III: List of Bid-Specific Provisions**

##### **Appendix-IV: References**

##### **Appendix-V: Instructions for Online Bid Submission**

#### **2.10 Clarifications**

2.10.1 Applicants requiring any clarification on the RFP may submit their queries online to the Authority through CPP portal <https://eprocure.gov.in/eprocure/app> by logging in through their

registered email id before the date mentioned in the Schedule of Selection Process at Clause 1.8.

The Authority shall endeavour to respond to the queries within the period specified therein but not later than 7 (seven) days prior to the Proposal Due Date. The Authority will post the reply to all such queries on the Official Website / CPP portal without identifying the source of queries.

2.10.2 The Authority reserves the right not to respond to any questions or provide any clarifications, in its sole discretion, and nothing in this Clause 2.10 shall be construed as obliging the Authority to respond to any question or to provide any clarification.

## 2.11 Amendment of RFP

2.11.1 At any time prior to the deadline for submission of Proposal, the Authority may, for any reason, whether at its own initiative or in response to clarifications requested by an Applicant, modify the RFP document by the issuance of Addendum/ Amendment and posting it on the Official Website.

2.11.2 All such amendments shall be posted on the CPP portal <https://eprocure.gov.in/eprocure/app> along with the revised RFP containing the amendments and will be binding on all Applicants.

2.11.3 In order to afford the Applicants a reasonable time for taking an amendment into account, or for any other reason, the Authority may, in its sole discretion, extend the Proposal Due Date<sup>5</sup>§.

## C. Preparation and Submission of Proposal

### 2.12 Language

The Proposal with all accompanying documents (the “**Documents**”) and all communications in relation to or concerning the Selection Process shall be in English language and strictly on the forms provided in this RFP. No supporting document or printed literature shall be submitted with the Proposal unless specifically asked for and in case any of these Documents is in another language, it must be accompanied by an accurate translation of the relevant passages in English, in which case, for all purposes of interpretation of the Proposal, the translation in English shall prevail.

### 2.13 Format and signing of Proposal

2.13.1 The Applicant shall provide all the information sought under this RFP. The Authority would evaluate only those Proposals that are received in the specified forms and complete in all respects.

2.13.2 The Applicant shall submit its bid in the electronic form on or before the date and time as mentioned in the Schedule of Selection Process at Clause 1.8.

2.13.3 Bids along with all the scanned copies of the document should be submitted in the electronic form only through CPPP e-tendering system as mentioned above. Before the bid documents

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<sup>5</sup>§ While extending the Proposal Due Date on account of an addendum, the Authority shall have due regard for the time required by Applicants to address the amendments specified therein. In the case of significant amendments, at least 15 (fifteen) days shall be provided between the date of amendment and the Proposal Due Date, and in the case of minor amendments, at least 7 (seven) days shall be provided.

are uploaded, all attached documents should be signed using digital signatures of the authorised representative (the “**Authorised Representative**”) as detailed below:

- (a) by the proprietor, in case of a proprietary firm; or
- (b) by a partner, in case of a partnership firm and/or a limited liability partnership; or
- (c) by a duly authorised person holding the Power of Attorney, in case of a Limited Company or a corporation; or
- (d) by the Authorised Representative of the Lead Member, in case of consortium.

A copy of the Power of Attorney certified under the hands of a partner or director of the Applicant and notarised by a notary public in the form specified in Appendix-I (Form-4) shall be uploaded alongwith the Proposal.

2.13.4 The following documents shall need to be submitted in original (hard copy) form by the Selected Applicant to the Authority, at the time of award of Consultancy:

- (a) Power of Attorney as required under Clause 2.13.3 and
- (b) Bid Security Declaration Form as required under Clause 2.20

Please note that, if the above documents are not submitted in original (hard copy) form as above, or if there is any discrepancy found between the above documents submitted in original (hard copy) form and that submitted on the CPP Portal, the award of this Consultancy may be liable to cancellation.

2.13.5 Applicants should note the Proposal Due Date, as specified in Clause 1.8, for submission of Proposals. Except as specifically provided in this RFP, no supplementary material will be entertained by the Authority, and that evaluation will be carried out only on the basis of Documents uploaded on the CPP portal by the closing time of Proposal Due Date as specified in Clause 2.17.1. Applicants will ordinarily not be asked to provide additional material information or documents subsequent to the date of submission, and unsolicited material if submitted will be summarily rejected. For the avoidance of doubt, the Authority reserves the right to seek clarifications under and in accordance with the provisions of Clause 2.24.

## 2.14 Technical Proposal

2.14.1 Applicants shall submit the technical proposal online in the formats at Appendix-I (the “**Technical Proposal**”).

2.14.2 While submitting the Technical Proposal, the Applicant shall, in particular, ensure that:

- (a) The Bid Security Declaration is provided;
- (b) all scanned copies of the forms are submitted in the prescribed formats and signed by the prescribed signatories;
- (c) Power of Attorney, if applicable, is executed as per Applicable Laws;
- (d) CVs of all Professional Personnel have been included;
- (e) Key Personnel have been proposed only if they meet the Conditions of Eligibility laid down at Clause 2.2.2 (D) of the RFP;

- (f) no alternative proposal for any Key Personnel is being made and only one CV for each position has been furnished;
- (g) the CVs have been recently signed and dated in blue ink or digitally signed by the respective Personnel, and digitally countersigned by the Applicant. A copy of the CV signed by respective Key Personnel, duly digitally countersigned by the authorised signatory, shall be accepted. Unsigned CVs shall be rejected;
- (h) the CVs shall contain an undertaking from the respective Key Personnel about his/her availability for the duration specified in the RFP;
- (i) Professional Personnel proposed have good working knowledge of English language;
- (j) Key Personnel would be available for the period indicated in the TOR;
- (k) no Key Personnel should have attained the age of 75 (seventy-five) years at the time of submitting the proposal; and
- (l) the proposal is responsive in terms of Clause 2.22.3.

2.14.3 Failure to comply with the requirements spelt out in this Clause 2.14 shall make the Proposal liable to be rejected.

2.14.4 If an individual Key Personnel makes a false averment regarding his qualification, experience or other particulars, or his commitment regarding availability for the Project is not fulfilled at any stage after signing of the Agreement, he shall be liable to be debarred for any future assignment of the Authority for a period of 5 (five) years. The award of this Consultancy to the Applicant may also be liable to cancellation in such an event.

2.14.5 The Technical Proposal shall not include any financial information relating to the Financial Proposal.

2.14.6 The proposed team shall be composed of experts and specialists (the “**Professional Personnel**”) in their respective areas of expertise and managerial/support staff (the “**Support Personnel**”) such that the Consultant should be able to complete the Consultancy within the specified time schedule. The Key Personnel specified in Clause 2.1.4 shall be included in the proposed team of Professional Personnel. Other competent and experienced Professional Personnel in the relevant areas of expertise must be added as required for successful completion of this Consultancy. The CV of each such Professional Personnel, if any, should also be submitted in the format at Form-6 of Appendix-I.

2.14.7 An Applicant may, if it considers necessary, propose suitable Sub-Consultants in specific areas of expertise. Credentials of such Sub-Consultants should be submitted in Form-11 of Appendix-I. A Sub-Consultant, however, shall not be a substitute for any Key Personnel.

2.14.8 The Authority reserves the right to verify all statements, information and documents, submitted by the Applicant in response to the RFP. Any such verification or the lack of such verification by the Authority to undertake such verification shall not relieve the Applicant of its obligations or liabilities hereunder nor will it affect any rights of the Authority thereunder.

2.14.9 In case it is found during the evaluation or at any time before signing of the Agreement or after its execution and during the period of subsistence thereof, that one or more of the eligibility conditions have not been met by the Applicant or the Applicant has made material



misrepresentation or has given any materially incorrect or false information, the Applicant shall be disqualified forthwith if not yet appointed as the Consultant either by issue of the LOA or entering into of the Agreement, and if the Selected Applicant has already been issued the LOA or has entered into the Agreement, as the case may be, the same shall, notwithstanding anything to the contrary contained therein or in this RFP, be liable to be terminated, by a communication in writing by the Authority without the Authority being liable in any manner whatsoever to the Applicant or Consultant, as the case may be.

In such an event, the Authority reserves the right to take action as per the Bid Security Declaration for, inter alia, time, cost and effort of the Authority, without prejudice to any other right or remedy that may be available to the Authority.

## 2.15 Financial Proposal / Bill-of-Quantity (BoQ)

2.15.1 Applicants shall submit online the financial proposal in the formats at Appendix-II (the “**Financial Proposal**”, also referred to as the “**Bill-of-Quantity**”) clearly indicating the total cost of the Consultancy (Item [G] of Form-2 of Appendix-II) in both figures and words, in Indian Rupees (INR or Rs.), and signed by the Applicant’s Authorised Representative. In the event of any difference between figures and words, the amount indicated in words shall prevail. In the event of a difference between the arithmetic total and the total shown in the Financial Proposal, the lower of the two shall prevail.

2.15.2 While submitting the Financial Proposal, the Applicant shall ensure the following:

- (i) All the costs associated with the assignment shall be included in the Financial Proposal. These shall cover remuneration for all the Personnel (Resident, in the field, office etc.), accommodation, air fare, equipment, printing of documents, surveys, geo-technical investigations etc. The total amount indicated in the Financial Proposal shall be without any condition attached or subject to any assumption, and shall be final and binding. In case any assumption or condition is indicated in the Financial Proposal, it shall be considered non-responsive and liable to be rejected.
- (ii) The Financial Proposal shall take into account all expenses and tax liabilities. For the avoidance of doubt, it is clarified that all taxes shall be deemed to be included in the costs shown under different items of the Financial Proposal. Further, all payments shall be subject to deduction of taxes at source as per Applicable Laws.
- (iii) Costs (including break down of costs) shall be expressed in INR.

## 2.16 Submission of Proposal

2.16.1 The Applicants shall submit electronically the Proposal with all pages numbered serially and by giving an index of submissions. Each page of the submission shall be digitally signed by the Authorised Representative of the Applicant as per the terms of the RFP. In case the proposal is submitted on the document downloaded from Official Website, the Applicant shall be responsible for its accuracy and correctness as per the version uploaded by the Authority and shall ensure that there are no changes caused in the content of the downloaded document. In case of any discrepancy between the downloaded or photocopied version of the RFP and the original RFP issued by the Authority, the latter shall prevail.

2.16.2 The proposal shall need to be submitted online on the CPP Portal itself; manual/offline bids shall not be accepted under any circumstances.

2.16.3 The Technical and Financial bids must be submitted online in their respective folders, one clearly marked “**Technical Proposal**” and the other clearly marked “**Financial Proposal**”. The folder marked —Technical Proposal shall contain:

- (i) Application in the prescribed format (Form-1 of Appendix-I) along with Forms 2 to 12 of Appendix-I and supporting documents; and
- (ii) Scanned copy of Bid security Declaration as specified in Clause 2.20.1

The folder marked —Financial Proposal shall contain the Financial Proposal in the prescribed format (Forms 1, 2 & 3 of Appendix-II).

2.16.4 All pages of the Technical Proposal and Financial Proposal must be numbered and digitally signed by the Authorised Representative of the Applicant.

2.16.5 The complete Proposal must be submitted online on or before 1100 hours on the Proposal Due Date specified in Clause 1.8. Proposals submitted by post, fax, telex, telegram, in-person or e-mail shall not be entertained.

2.16.6 The Proposal shall be made in the Forms specified in this RFP. Any attachment to such Forms must be provided on separate pages and only information that is directly relevant should be uploaded. This may include scanned photocopies of the relevant pages of printed documents. No separate documents like printed annual statements, company brochures, copy of contracts etc. will be entertained.

2.16.7 The rates quoted shall be firm throughout the period of performance of the assignment up to and including acceptance of the Consultancy by the Authority and discharge of all obligations of the Consultant under the Agreement.

## **2.17 Proposal Due Date**

2.17.1 Proposal should be submitted online on the CPP portal, on or before 1100 hours on the Proposal Due Date specified in Clause 1.8 in the manner and form as detailed in this RFP. The Applicant is advised to retain the acknowledgement of the online submission of the bid for future reference.

2.17.2 The Authority may, in its sole discretion, extend the Proposal Due Date by issuing an Addendum in accordance with Clause 2.11 uniformly for all Applicants.

## **2.18 Late Proposals**

Proposals submitted after the due date will not be accepted by the CPP portal and hence will automatically be rejected. DMEO will in no case be responsible if the bid is not submitted online with in the specified timelines.

## **2.19 Modification/ substitution/ withdrawal of Proposals**

2.19.1 The Applicant may modify, substitute, or withdraw its proposal by logging into the CPP portal prior to the proposal due date and time.

2.19.2 No Proposal shall be modified, substituted, or withdrawn by the Applicant on or after the Proposal Due Date.

2.19.3 Any request for alteration / modification in the Proposal or additional information or material supplied subsequent to the Proposal Due Date shall be disregarded.

## 2.20 Bid Security

2.20.1 The Applicant shall furnish, as part of its Proposal, a Bid Security Declaration as per format specified in Appendix-I Form-12.

2.20.2 Any Bid not accompanied by the Bid Security Declaration shall be rejected by the Authority as non-responsive.

2.20.3 The Applicant, by submitting its Application pursuant to this RFP, shall be deemed to have acknowledged that without prejudice to the Authority's any other right or remedy hereunder or in law or otherwise, the Authority reserves the right to take action as per the Bid Security Declaration for, *inter alia*, the time, cost and effort of the Authority in regard to the RFP including the consideration and evaluation of the Proposal under the following conditions:

- (a) If an Applicant submits a non-responsive Proposal;
- (b) If an Applicant engages in any of the Prohibited Practices specified in Section 4 of this RFP;
- (c) If an Applicant withdraws its Proposal during the period of its validity as specified in this RFP and as extended by the Applicant from time to time;
- (d) In the case of the Selected Applicant, if the Applicant fails to reconfirm its commitments during negotiations as required vide Clause 2.25.1;
- (e) In the case of a Selected Applicant, if the Applicant fails to sign the Agreement or commence the assignment as specified in Clauses 2.29 and 2.30 respectively; or
- (f) If the Applicant is found to have a Conflict of Interest as specified in Clause 2.3.

## 2.21 Performance Security

2.21.1 The Applicant, by submitting its Application pursuant to this RFP, shall be deemed to have acknowledged that without prejudice to the Authority's any other right or remedy hereunder or in law or otherwise, its Performance Security shall be forfeited and appropriated by the Authority as the mutually agreed pre-estimated compensation and damages payable to the Authority for, *inter alia*, the time, cost and effort of the Authority in regard to the RFP, including the consideration and evaluation of the Proposal, under the following conditions:

- (a) If an Applicant engages in any of the Prohibited Practices specified in Clause 4.1 of this RFP;
- (b) if the Applicant is found to have a Conflict of Interest as specified in Clause 2.3; and
- (c) if the Selected Applicant commits a breach of the Agreement.

2.21.2 An amount equal to 3% (three per cent) of the Agreement Value shall be deemed to be the Performance Security for the purposes of this Clause 2.21, which may be forfeited and appropriated in accordance with the provisions hereof.

## D. Evaluation Process

### 2.22 Evaluation of Proposals

2.22.1 The Authority shall open the Proposals at 14:00 hours on the next working day after the Proposal Due Date via online bid opening. The folder of Technical Proposal shall be opened first. The folder of Financial Proposal shall be kept locked for opening at a later date.

2.22.2 Proposals withdrawn prior to proposal due date shall not be considered for evaluation in accordance with Clause 2.19.

2.22.3 Prior to evaluation of Proposals, the Authority will determine whether each Proposal is responsive to the requirements of the RFP. The Authority may, in its sole discretion, reject any Proposal that is not responsive hereunder. A Proposal shall be considered responsive only if:

- (a) the Technical Proposal is received in the form specified at Appendix-I; (All forms to be scanned and uploaded in pdf form on CPP Portal duly signed by the authorized signatory, statutory auditor and/or key personnel, as applicable; Additionally, Forms 2, 5, 6, 8, 9, 10 and 11 to be uploaded on CPP Portal in attached excel format as well.)
- (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.

2.22.4 The Authority reserves the right to reject any Proposal which is non-responsive and no request for alteration, modification, substitution or withdrawal shall be entertained by the Authority in respect of such Proposals.

2.22.5 The Authority shall subsequently examine and evaluate Proposals in accordance with the Selection Process specified at Clause 1.6 and the criteria set out in Section 3 of this RFP.

2.22.6 After the technical evaluation, the Authority shall prepare a list of pre-qualified and shortlisted Applicants in terms of Clause 3.2 for opening of their Financial Proposals. A date, time and venue will be notified to all Applicants for announcing the result of evaluation and opening of Financial Proposals. Before opening of the Financial Proposals, the list of pre-qualified and shortlisted Applicants along with their Technical Score will be read out. The opening of Financial Proposals shall be done in presence of respective representatives of Applicants who choose to be present. The Authority will not entertain any query or clarification from Applicants who fail to qualify at any stage of the Selection Process. The financial evaluation and final ranking of the Proposals shall be carried out in terms of Clauses 3.3 and 3.4.

2.22.7 Applicants are advised that Selection shall be entirely at the discretion of the Authority. Applicants shall be deemed to have understood and agreed that the Authority shall not be required to provide any explanation or justification in respect of any aspect of the Selection Process or Selection.

2.22.8 Any information contained in the Proposal shall not in any way be construed as binding on the Authority, its agents, successors or assigns, but shall be binding against the Applicant if the Consultancy is subsequently awarded to it.

## **2.23 Confidentiality**

Information relating to the examination, clarification, evaluation, and recommendation for the selection of Applicants shall not be disclosed to any person who is not officially concerned with the process or is not a retained professional adviser advising the Authority in relation to matters arising out of, or concerning the Selection Process. The Authority shall treat all information, submitted as part of the Proposal, in confidence and shall require all those who have access to such material to treat the same in confidence. The Authority may not divulge any such information unless it is directed to do so by any statutory entity that has the power under law to require its disclosure or is to enforce or assert any right or privilege of the statutory entity and/or the Authority or as may be required by law or in connection with any legal process.

## **2.24 Clarification**

2.24.1 To facilitate evaluation of Proposals, the Authority may, at its sole discretion, seek clarifications from any Applicant regarding its Proposal. Such clarification(s) shall be provided within the time specified by the Authority for this purpose. Any request for clarification(s) and all clarification(s) in response thereto shall be in writing.

2.24.2 If an Applicant does not provide clarifications sought under Clause 2.24.1 above within the specified time, its Proposal shall be liable to be rejected. In case the Proposal is not rejected, the Authority may proceed to evaluate the Proposal by construing the particulars requiring clarification to the best of its understanding, and the Applicant shall be barred from subsequently questioning such interpretation of the Authority.

## **E. Appointment of Consultant**

### **2.25 Negotiations**

2.25.1 The Selected Applicant may, if necessary, be invited for negotiations. The negotiations shall generally not be for reducing the price of the Proposal, but will be for re-confirming the obligations of the Consultant under this RFP. Issues such as deployment of Key Personnel, understanding of the RFP, methodology and quality of the work plan shall be discussed during negotiations. A Key Personnel who did not score 65% (sixty-five per cent) marks as required under Clause 3.1.2 shall be replaced by the Applicant with a better candidate to the satisfaction of the Authority. In case the Selected Applicant fails to reconfirm its commitment, the Authority reserves the right to take action as per the Bid Security Declaration in accordance with the provisions of Clause 2.20.3.

2.25.2 The Authority will examine the CVs of all other Professional Personnel and those not found suitable shall be replaced by the Applicant to the satisfaction of the Authority.

2.25.3 The Authority will examine the credentials of all Sub-Consultants proposed for this Consultancy and those not found suitable shall be replaced by the Applicant to the satisfaction of the Authority.

## 2.26 Substitution of Key Personnel

2.26.1 The Authority will not normally consider any request of the Selected Applicant for substitution of Key Personnel as the ranking of the Applicant is based on the evaluation of Key Personnel and any change therein may upset the ranking. Substitution will, however, be permitted if the Key Personnel is not available for reasons of any incapacity or due to health, subject to equally or better qualified and experienced personnel being provided to the satisfaction of the Authority.

2.26.2 The Authority expects all the Key Personnel to be available during implementation of the Agreement. The Authority will not consider substitution of Key Personnel except for reasons of any incapacity or due to health. Such substitution shall ordinarily be limited to one Key Personnel subject to equally or better qualified and experienced personnel being provided to the satisfaction of the Authority. As a condition to such substitution, a sum equal to 20% (twenty per cent) of the remuneration specified for the original Key Personnel shall be deducted from the payments due to the Consultant. In the case of a second substitution hereunder, such deduction shall be 50% (fifty per cent) of the remuneration specified for the original Key Personnel. Any further substitution may lead to disqualification of the Applicant or termination of the Agreement.

2.26.3 Substitution of the Team Leader will not normally be considered and may lead to disqualification of the Applicant or termination of the Agreement.

2.26.4 In case the Authority is not satisfied with the performance of any Key Personnel, the Authority may initiate a request for substitution of such Key Personnel. This substitution will also be subject to payment deductions as described in Clause 2.26.2.

## 2.27 Indemnity

The Consultant shall, subject to the provisions of the Agreement, indemnify the Authority for an amount not exceeding 3 (three) times the value of the Agreement for any direct loss or damage that is caused due to any deficiency in services.

## 2.28 Award of Consultancy

After selection, a Letter of Award (the "LOA") shall be issued, in duplicate, by the Authority to the Selected Applicant and the Selected Applicant shall, within 7 (seven) days of the receipt of the LOA, sign and return the duplicate copy of the LOA in acknowledgement thereof. In the event the duplicate copy of the LOA duly signed by the Selected Applicant is not received by the stipulated date, the Authority may, unless it consents to extension of time for submission thereof, reserves the right to take action as per the Bid Security Declaration of such Applicant as mutually agreed genuine pre-estimated loss and damage suffered by the Authority on account of failure of the Selected Applicant to acknowledge the LOA.

## 2.29 Execution of Agreement

After acknowledgement of the LOA as aforesaid by the Selected Applicant, it shall execute Agreement within the period prescribed in Clause 1.8. The Selected Applicant shall not be entitled to seek any deviation in the Agreement.

### **2.30 Commencement of assignment**

The Consultant shall commence the Services within 7 (seven) days of the date of the Agreement, or such other date as may be mutually agreed. If the Consultant fails to either sign the Agreement as specified in Clause 2.29 or commence the assignment as specified herein, the Authority reserves the right to take action as per the Bid Security Declaration in accordance with the provisions of Clause 2.20.3.

### **2.31 Proprietary Data**

Subject to the provisions of Clause 2.23, all documents and other information provided by the Authority or submitted by an Applicant to the Authority shall remain or become the property of the Authority. Applicants and the Consultant, as the case may be, are to treat all information as strictly confidential. The Authority will not return any Proposal or any information related thereto. All information collected, analyzed, processed or in whatever manner provided by the Consultant to the Authority in relation to the Consultancy shall be the property of the Authority. The Consultant shall make suitable arrangements for the preservation of data collected during the study, such as filled in schedules, tabulation or working sheets, reports, photographs etc., relating to the Project in electronic form and this shall be shared with the Authority at the time of submission of Final report. The ownership of all such data shall remain with the Authority. All raw data compiled during the consultancy assignment shall be transferred to the authority. No data collected in context of the study may be destroyed or otherwise disposed of or given to any other organization/individual, unless so approved by the Authority.

### 3. Criteria for Evaluation

#### 3.1 Evaluation of Technical Proposals

3.1.1 In the first stage, the Technical Proposal will be evaluated based on Applicant's experience, its understanding of TOR, proposed methodology and Work Plan, and the experience and qualifications of the proposed Key Personnel. Only those Applicants whose Technical Proposals get a score of 65 (sixty-five) marks or more out of 100 (one hundred) shall qualify for further consideration and shall be ranked from highest to the lowest based on their technical score ( $S_T$ ).

3.1.2 Each Key Personnel must score a minimum of 65% (sixty-five per cent) marks except as provided herein. A Proposal shall be rejected if the Team Leader scores less than 65% (sixty-five per cent) marks or any two of the remaining Key Personnel score less than 65% (sixty-five per cent) marks. In case the Selected Applicant has one Key Personnel, other than the Team Leader, who scores less than 65% marks, he would have to be replaced during negotiations, with a better candidate who, in the opinion of the Authority, would score 65% (sixty-five per cent) or above.

3.1.3 The scoring criteria to be used for evaluation shall be as follows.

S. No.	Parameter	Maximum Marks	Criteria
1.	<b>Relevant Experience of the Applicant</b>	<b>25</b>	30% of the maximum marks shall be awarded for the number of Eligible Assignments undertaken by the Applicant firm. The remaining 70% shall be awarded for: (i) the comparative size and quality of Eligible Assignments; (ii) other relevant assignments or similar work and (iii) overall turnover, experience and capacity of the firm.
2.	<b>Proposed Methodology and Work Plan</b>	<b>20</b>	Evaluation will be based on the quality of submissions, as per Appendix-I Form-7 (10 marks), and the presentation made by the Applicant (10 marks) <i>*Higher marks to be awarded for collaboration / consortium / partnership with academic institutions.</i>
3.	<b>Experience of Proposed Key Personnel of the Applicant</b>	<b>55</b>	30% of the maximum marks for each Key Personnel shall be awarded for the number of Eligible Assignments the respective Key Personnel has worked on. The remaining 70% shall be awarded for: (i) the comparative size and quality of Eligible Assignments; and (ii) other relevant assignments or similar work
3.1	Team Leader	20	
3.2	Deputy Team Leader	15	
3.3	Solar Energy Specialist	10	
3.4	Economist	10	
<b>TOTAL</b>		<b>100</b>	

While awarding marks for the number of Eligible Projects, the Applicant or Key Personnel, as the case may be, that has undertaken the highest number of Eligible Assignments shall be entitled to the maximum score for the respective category and all other competing Applicants or respective Key Personnel, as the case may be, shall be entitled to a proportionate score. No score will be awarded to an Applicant/ Key Personnel for fulfilling the eligibility criteria of a minimum number of Eligible Assignments and only projects exceeding the eligibility criteria



shall qualify for scoring. For the avoidance of doubt and by way of illustration, if the minimum number of Eligible Projects for meeting the eligibility criteria is say, 3 (three), then an equivalent number will be ignored for each Applicant/ Key Personnel and only the balance remaining will be considered for awarding scores relating to the number of Eligible Assignments on a proportionate basis. However, for assigning scores in respect of the size and quality of Eligible Assignments, all Eligible Assignments of the Applicant / Key Personnel shall be considered.

#### 3.1.4 Eligible Assignments

For the purposes of determining Conditions of Eligibility and for evaluating the Proposals under this RFP, advisory/ consultancy assignments, for the following projects shall be deemed as eligible assignments (the “**Eligible Assignments**”):

(i) Solar energy related study in India covering a minimum sample size of 250 respondents

**OR**

(ii) Evaluation studies in energy sector in India covering a minimum sample size of 250 respondents

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.

Provided that the Applicant firm claiming credit for an Eligible Assignment shall have, prior to PDD, received professional fees of at least Rs 25 lakhs for such assignment, and where credit is being claimed by a Key Personnel, she/he should have completed the relevant assignment prior to PDD.

### 3.2 Short-listing of Applicants

Of the Applicants ranked as aforesaid, not fewer than three (3) and not more than eight (8) shall be pre-qualified and short-listed for financial evaluation in the second stage.

### 3.3 Evaluation of Financial Proposals

3.3.1 In the second stage, the financial evaluation will be carried out as per this Clause 3.3. Each Financial Proposal will be assigned a financial score ( $S_F$ ).

3.3.2 For financial evaluation, the total cost indicated in the Financial Proposal, excluding Additional Costs, will be considered. Additional Costs shall include items specified as such in Form-2 of Appendix-II.

3.3.3 The Authority will determine whether the Financial Proposals are complete, unqualified and unconditional. The cost indicated in the Financial Proposal shall be deemed as final and reflecting the total cost of services. Omissions, if any, in costing any item shall not entitle the firm to be compensated and the liability to fulfil its obligations as per the TOR within the total quoted price shall be that of the Consultant. The lowest Financial Proposal ( $F_M$ ) will be given a financial score ( $S_F$ ) of 100 points. The financial scores of other proposals will be computed as follows:

$$S_F = 100 \times F_M/F$$

(F = amount of Financial Proposal)

### 3.4 Combined and Final Evaluation

3.4.1 Proposals will finally be ranked according to their combined technical ( $S_T$ ) and financial ( $S_F$ ) scores as follows:

$$S = S_T \times T_w + S_F \times F_w$$

Where, S is the combined score, and  $T_w$  and  $F_w$  are weights assigned to Technical Proposal and Financial Proposal, which shall be 0.70 and 0.30 respectively.

3.4.2 The Selected Applicant shall be the first ranked Applicant (having the highest combined score). The Authority reserves the right to take action as per the Bid Security Declaration in accordance with the provisions of Clause 2.20.3, in case the first-ranked Applicant withdraws, or fails to comply with the requirements specified in Clauses 2.25, 2.29 and 2.30, as the case may be.

## 4. Fraud and Corrupt Practices

4.1 The Applicants and their respective officers, employees, agents and advisers shall observe the highest standard of ethics during the Selection Process. Notwithstanding anything to the contrary contained in this RFP, the Authority shall reject a Proposal without being liable in any manner whatsoever to the Applicant, if it determines that the Applicant has, directly or indirectly or through an agent, engaged in corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice (collectively the “**Prohibited Practices**”) in the Selection Process. In such an event, the Authority shall, without prejudice to its any other rights or remedies, take action as per the Bid Security Declaration, or forfeit and appropriate the Performance Security, as the case may be, as mutually agreed genuine pre-estimated compensation and damages payable to the Authority for, *inter alia*, time, cost and effort of the Authority, in regard to the RFP, including consideration and evaluation of such Applicant’s Proposal.

4.2 Without prejudice to the rights of the Authority under Clause 4.1 hereinabove and the rights and remedies which the Authority may have under the LOA or the Agreement, if an Applicant or Consultant, as the case may be, is found by the Authority to have directly or indirectly or through an agent, engaged or indulged in any corrupt practice, fraudulent practice, coercive practice,

undesirable practice or restrictive practice during the Selection Process, or after the issue of the LOA or the execution of the Agreement, such Applicant or Consultant shall not be eligible to participate in any tender or RFP issued by the Authority during a period of 2 (two) years from the date such Applicant or Consultant, as the case may be, is found by the Authority to have directly or through an agent, engaged or indulged in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice, as the case may be.

**4.3** For the purposes of this Section, the following terms shall have the meaning hereinafter respectively assigned to them:

- (a) **“corrupt practice”** means (i) the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence the action of any person connected with the Selection Process (for avoidance of doubt, offering of employment to or employing or engaging in any manner whatsoever, directly or indirectly, any official of the Authority who is or has been associated in any manner, directly or indirectly with the Selection Process or the LOA or has dealt with matters concerning the Agreement or arising therefrom, before or after the execution thereof, at any time prior to the expiry of one year from the date such official resigns or retires from or otherwise ceases to be in the service of the Authority, shall be deemed to constitute influencing the actions of a person connected with the Selection Process); or (ii) save as provided herein, engaging in any manner whatsoever, whether during the Selection Process or after the issue of the LOA or after the execution of the Agreement, as the case may be, any person in respect of any matter relating to the Project or the LOA or the Agreement, who at any time has been or is a legal, financial or technical consultant/ adviser of the Authority in relation to any matter concerning the Project;
- (b) **“fraudulent practice”** means a misrepresentation or omission of facts or disclosure of incomplete facts, in order to influence the Selection Process;
- (c) **“coercive practice”** means impairing or harming or threatening to impair or harm, directly or indirectly, any persons or property to influence any person’s participation or action in the Selection Process;
- (d) **“undesirable practice”** means (i) establishing contact with any person connected with or employed or engaged by the Authority with the objective of canvassing,

lobbying or in any manner influencing or attempting to influence the Selection Process; or (ii) having a Conflict of Interest; and

- (e) “**restrictive practice**” means forming a cartel or arriving at any understanding or arrangement among Applicants with the objective of restricting or manipulating a full and fair competition in the Selection Process.

## 5. Pre-Proposal Conference

**5.1** Pre-Proposal Conference of the Applicants shall be convened at the designated date, time and place. Only those Applicants, who have downloaded the RFP document from the Official Website of the Authority, shall be allowed to participate in the Pre-Proposal Conference. A maximum of two representatives of each Applicant shall be allowed to participate on production of an authority letter from the Applicant.

**5.2** During the course of Pre-Proposal Conference, the Applicants will be free to seek clarifications and make suggestions for consideration of the Authority. The Authority shall endeavour to provide clarifications and such further information as it may, in its sole discretion, consider appropriate for facilitating a fair, transparent and competitive Selection Process.

## 6. Miscellaneous

- 6.1** The Selection Process shall be governed by, and construed in accordance with, the laws of India and the Courts in the State in which the Authority has its headquarters shall have exclusive jurisdiction over all disputes arising under, pursuant to and/or in connection with the Selection Process.
- 6.2** The Authority, in its sole discretion and without incurring any obligation or liability, reserves the right, at any time, to:
- (a) suspend and/or cancel the Selection Process and/or amend and/or supplement the Selection Process or modify the dates or other terms and conditions relating thereto;
  - (b) consult with any Applicant in order to receive clarification or further information;
  - (c) retain any information and/or evidence submitted to the Authority by, on behalf of and/or in relation to any Applicant; and/or
  - (d) independently verify, disqualify, reject and/or accept any and all submissions or other information and/or evidence submitted by or on behalf of any Applicant.
- 6.3** It shall be deemed that by submitting the Proposal, the Applicant agrees and releases the Authority, its employees, agents and advisers, irrevocably, unconditionally, fully and finally from any and all liability for claims, losses, damages, costs, expenses or liabilities in any way related to or arising from the exercise of any rights and/or performance of any obligations hereunder, pursuant hereto and/or in connection herewith and waives any and all rights and/or claims it may have in this respect, whether actual or contingent, whether present or future.

- 6.4** All documents and other information supplied by the Authority or submitted by an Applicant shall remain or become, as the case may be, the property of the Authority. The Authority will not return any submissions made hereunder. Applicants are required to treat all such documents and information as strictly confidential.
- 6.5** The Authority reserves the right to make inquiries with any of the clients listed by the Applicants in their previous experience record.



## Schedules

## **Schedule-1: Terms of Reference**

(See Clause 1.1.3)

### **TERMS OF REFERENCE**

**FOR**

# **Evaluation of Schemes under National Solar Mission of Ministry of New and Renewable Energy**

## **Contents:**

1. Background of the Sector
2. Objectives of the Evaluation Study
3. Scope of Services
4. Primary Data Collection Methodology
5. Indicative list of stakeholders to be consulted
6. Deliverables and Timelines
7. Payment Schedule
8. Indicative Report Structure
9. Reporting
10. Meetings
11. Miscellaneous

## Terms of Reference

### **Terms Of Reference (TOR) For Consultancy for Evaluation of Schemes under National Solar Mission of Ministry of New and Renewable Energy**

#### **1. Background of the Sector**

India has set ambitious targets for promoting the use of renewable energy. Renewable energy sources have already started playing an increasingly important role in the augmentation of grid power, providing energy access, reducing the consumption of fossil fuels and helping India pursue its path for low carbon development.

Ahead of Conference of the Parties (COP) 21, India submitted its Intended Nationally Determined Contribution (INDC) to the United Nations Framework Convention on Climate Change (UNFCCC), outlining the country's post-2020 climate actions. India's INDC builds on its goal of installing 175 gigawatts (GW) of renewable power capacity by 2022 by setting a new target to increase the country's share of non-fossil-based installed electric capacity to 40 percent by 2030. The INDC also mandates India's commitment to reduce its Green House Gas (GHG) emissions intensity per unit GDP by 33 to 35 percent below 2005 levels by 2030 and to create an additional carbon sink of 2.5 to 3 billion tonnes of carbon dioxide through additional tree cover.<sup>6</sup>

India is endowed with vast solar energy potential. About 5,000 trillion kWh per year energy is incident over India's land area with most parts receiving 4-7 kWh per sq. m per day.<sup>7</sup> Solar photovoltaics power can effectively be harnessed providing huge scalability in India. Solar also provides the ability to generate power on a distributed basis and enables rapid capacity addition with short lead times. Off-grid decentralized and low-temperature applications can be advantageous for rural electrification perspective and meeting other energy needs for power and heating and cooling in both rural and urban areas.

Over the years, solar energy based decentralized and distributed applications have benefited millions of people in Indian villages by meeting their cooking, lighting and other energy needs in an environment friendly manner. The social and economic benefits include reduction in drudgery among rural women and girls engaged in the collection of wood for fuel from long distances, minimizing the risk of inhaling smoke during cooking and improvement in the standard of living and creation of opportunity for economic activities at village level. Further, solar energy sector in India has emerged as a significant player in the grid connected power generation capacity over the years. It supports the government agenda of sustainable growth, while, emerging as an integral part of the solution to meet the nation's energy needs and an essential player for energy security.

The National Institute of Solar Energy (NISE) has assessed that the Country's solar potential is about 748 GW<sup>8</sup> and understandably, solar energy has taken a central place in India's National Action Plan on Climate Change (NAPCC) with National Solar Mission (NSM) as one of the key Missions. NSM is a major initiative of the Government of India with active participation from States to promote ecological sustainable growth while addressing India's energy security challenges. It will also constitute a major contribution by India to the global effort to meet the challenges of climate change. The Mission's objective is to establish India as a global leader in solar energy by creating the policy conditions for solar technology diffusion across the country as quickly as possible. The Mission targets installing 100 GW grid-connected solar power plants by the year 2022.

<sup>6</sup> Ministry of New and Renewable Energy (MNRE), (2020). *Annual Report 2019-20*, Government of India

<sup>7</sup> Ministry of New and Renewable Energy (MNRE), (2021). *Solar Energy*. Retrieved from <https://mnre.gov.in/solar/current-status/>

<sup>8</sup> Ministry of New and Renewable Energy (MNRE), (2021). *Annual Report 2020-21*, Government of India

Presently, solar tariff in India is very competitive and has achieved grid parity while demand for electricity in India is growing, as 8 times more electricity is needed compared to the 1970s. Recently, India also achieved 5th position in solar power deployment in the world by surpassing Italy with the cumulative solar power capacity increasing more than 11 times in the last five years from 2.6 GW in March, 2014 to 30 GW in July, 2019.

#### *Objectives of the National Solar Mission*

The objective of the National Solar Mission, as expounded in the Scheme documents of 2010, is to establish India as a global leader in solar energy, by creating the policy conditions for its diffusion across the country as quickly as possible with the following targets:

- i) Deployment of 20,000 MW of grid connected solar power by 2022,
- ii) Deployment of 2,000 MW of off-grid solar applications including 20 million solar lights by 2022,
- iii) Create 20 million sq. m. solar thermal collector area,
- iv) Create favourable conditions for developing solar manufacturing capability in the country; and
- v) Support R&D and capacity building activities to achieve grid parity by 2022.

The Cabinet in its meeting held on 17.06.2015 approved revision of cumulative targets under NSM from 20,000 MW to 1,00,000 MW by 2021-22 for grid connected solar power projects. The year wise solar energy capacity installed as on 30.06.2020 is given in Appendix-IV.

#### **Expenditure**

The year wise financial allocation vis-à-vis achievement<sup>9</sup> with respect to solar energy by the Ministry of New and Renewable Energy is as follows:

Table 1.1: Budgetary allocation

Year	BE (Rs. Crore)	RE (Rs. Crore)	Actual Expenditure (Rs. Crore)
2010-11	349.4	349.40	349.4
2011-12	492	652.30	652.1
2012-13	572.88	638.64	598.8
2013-14	566.77	779.97	692.3
2014-15	1587.50	1158.50	1158.2
2015-16	1947.00	3147.00	3146.2
2016-17	3140.00	2866.70	2590.6
2017-18	3361.00	2102.10	1889.9
2018-19	2893.75	2970.25	2524.6
2019-20	3004.9	2280.51	1985.1

The following sections provide a brief overview of the ongoing schemes in the sector.

#### **Off- Grid Solar Photovoltaic (PV) Applications Programme**

Off-grid Solar PV Applications Programme is one of the oldest programmes of the Ministry of New and Renewable Energy aimed at providing solar PV based applications in areas where grid power is either not available or is unreliable. Applications such as solar home lighting systems, solar street lighting systems, solar power plants, solar pumps, solar lanterns and solar study lamps are covered under the

<sup>9</sup> Standing Committee of Energy, Seventeenth Lok Sabha (2021). *Action Plan for Achievement of 175 Gigawatt (GW) Renewable energy target (Seventeenth Report)*, New Delhi, Lok Sabha Secretariat

programme. Under the National Solar Mission, a target of 2000 MWp was kept for off-grid solar PV applications.

Table 1.2: Application-wise status of the installations under Off-grid and Decentralised Solar PV Applications Programme as on 31.12.2020

System	No. of units/capacity installed
Solar Lamps/Lanterns (No.)	78,30,685
Solar Pumps (No.)	2,72,700
Solar Street Lights (No.)	8,13,132
Solar Home Lighting Systems (No.)	17,23,479
Stand Alone Power Plants (kW)	2,16,398.7

Solar Study lamps are provided to school going children, which are specially designed to suit the needs of student. A single Solar Study lamp is designed to provide 4-5 hours of study light every day, which would be crucial for a child living in a remote village where grid connected power is poor and intermittent.

Solar pumps are an important component of the solar off-grid programme as it provides reliable irrigation facility in remote areas of the country. Solar photovoltaic water pumping systems can easily meet the irrigation requirements of land holdings for small and marginal farmers. Therefore, solar pumps are being installed to replace the existing diesel pump used for irrigation.

Solar LED Street Lights in rural, semi-urban and urban areas are being installed in various States across the country. The installation of Solar LED Street Lights ensures ample light in major roads, markets, public conveniences etc. in remote areas and would help the citizens of our country lead a safe and secure life.

Individual Solar power plants are included in the Solar off- grid PV Applications Programme as it is aimed at providing electricity to schools, hostels, panchayats, police stations and other public service institutions in remote areas where grid connectivity is poor and unreliable.

### Grid Connected Solar Projects

The MNRE has set a target of installing 100 GW of grid connected solar power by 2022. In order to achieve the above target, various schemes to encourage generation of solar power in the country like Solar Park Scheme, VGF Schemes, CPSU Scheme, Defence Scheme, Canal bank & Canal top Scheme, Bundling Scheme, Grid Connected Solar Rooftop Scheme among others have been launched. Additionally, policy measures have been undertaken to ease the setting up of power plants and promote grid connected solar power plants across the country.

Table 1.3: Commissioning Status of Grid Connected Solar Projects (MW)

Cumulative Capacity till 31.03-2020	Cumulative capacity added in 2020-21	Cumulative capacity as on 31.12.2020
34627.79	2836.81	37464.60

### Development of Solar parks and Ultra Mega Solar Power Projects

The scheme for “Development of Solar Parks and Ultra Mega Solar Power Projects” was rolled out by Ministry of New & Renewable Energy on 12-12-2014. Under this scheme, it was proposed to set up at least 25 Solar Parks and Ultra Mega Solar Power Projects targeting over 20,000 MW of solar power

installed capacity within a span of 5 years starting from 2014-15. The capacity of the scheme was enhanced from 20,000 MW to 40,000 MW on 21.3.2017 with a target of 50 parks to be set up by 2021-22.

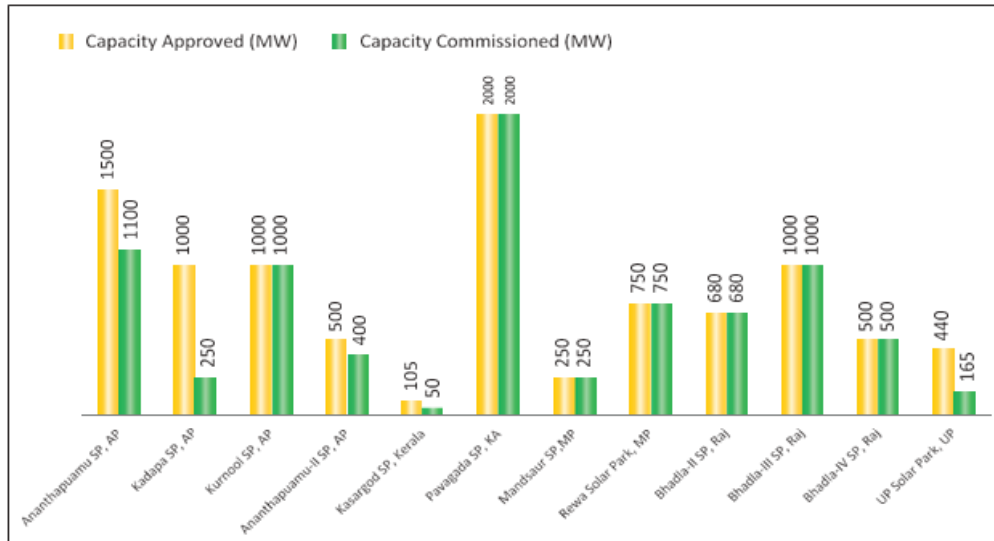


Figure 1.1- Solar Parks: Capacity Approved and Capacity Commissioned as on 31.12.2020

The solar parks are developed in collaboration with the State Governments and their agencies, CPSUs, and private entrepreneurs with each of the parks having a capacity of 500 MW or above. The scheme envisages supporting the States/UTs in setting up solar parks at various locations in the country with a view to create required infrastructure for setting up of solar power projects. The solar parks provide suitable developed land with all clearances, transmission system, water access, road connectivity, communication network, etc. The scheme facilitates and speed up installation of grid connected solar power projects for electricity generation on a large scale.

### **Grid Connected Solar Rooftop and Small Power Plants Programme**

The Grid Connected Rooftop and Small Power Plants Programme was launched with the aim to generate competitively priced Solar Thermal and Solar Photovoltaic power. This programme has the objective of achieving cumulative capacity of 40,000 MW from Rooftop Solar (RTS) projects by the year 2022. The scheme is being implemented through Power Distributing companies (DISCOMs), and the residential consumer who wishes to seek Central Financial Assistance (CFA) has to approach the DISCOMs operating in the areas for installation of domestically manufactured modules and solar cells. Progressive incentives are also offered to DISCOMS for achievements above the baseline set every year for capacity addition.

### **Pradhan Mantri- Kisan Urja Suraksha Evam Utthaan Mahabhiyan (PM- KUSUM)**

The PM-KUSUM scheme, launched in 2019, is one of the largest initiatives in the world to provide clean energy to more than 3.5 million farmers by solarising their agriculture pumps.

The Scheme consists of three components:

- Component A: 10,000 MW of Decentralized Ground Mounted Grid Connected Renewable Power Plants of individual plant size up to 2 MW.

- Component B: Installation of 20 lakh standalone Solar Powered Agriculture Pumps of individual pump capacity up to 7.5 HP (Off-grid)
- Component C: Solarisation of 15 lakh Grid-connected Agriculture Pumps of individual pump capacity up to 7.5 HP. States can also opt for Feeder level solarisation, where single solar plant can be installed through RESCO/CAPEX mode for feeding power to single or multiple agriculture feeders.

The scheme aims to add solar and other renewable capacity of 25,750 MW by 2022 with total central financial support of Rs. 34,035 Crore including service charges to the implementing agencies.<sup>10</sup> All components combined would support installation of additional solar capacity of 30.80 GW. All three components of the Scheme combined together are likely to result in saving of about 32 million tonnes of CO<sub>2</sub> emission per annum. Further, Component-B of the Scheme on standalone solar pumps may result in saving of 1.4 billion litres of diesel per annum and associated savings in the foreign exchange due to reduction of import of crude oil. As under Component B and C, it is mandatory to use indigenously manufactured solar modules with indigenously manufactured solar cell, therefore, the scheme will open-up opportunities for local manufacturing of solar cells and modules to the tune of 20.8 GW.

Additionally, India has also undertaken various steps to promote the uptake of solar power nationally and promote investment in the sector. A treaty based international intergovernmental organization, International Solar Alliance (ISA), aims at mobilizing more than USD 1000 billion of investment needed by 2030 for the massive deployment of solar energy. It was established by Prime Minister Narendra Modi and President of France Francois Hollande on November 30, 2015 with the objective to scale up solar energy, reduce the cost of solar power generation through aggregation of demand for solar finance, technologies, innovation, research and development and capacity building. The ISA aims to provide a dedicated platform for cooperation among solar resource rich countries through which the global community, including governments, bilateral and multilateral organizations, corporates, industry and stakeholders can contribute to help achieve the common goal of increasing the use of solar energy in meeting the energy needs of member countries in a safe, equitable and sustainable manner.<sup>11</sup>

## 2. Objectives of the Evaluation Study

The programme/ schemes of Ministry of New and Renewable Energy which are to be evaluated are as follows:

- 1) **Off – Grid- Off- Grid Solar Photovoltaic (PV) Applications Programme**
- 2) **Grid Connected Schemes/Programmes**
  - Scheme for Development of Solar parks and Ultra Mega Solar Power Projects
  - Grid Connected Solar Rooftop and Small Power Plants Programme
- 3) **PM- KUSUM (Off-grid and grid connected)**

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<sup>10</sup> Standing Committee of Energy, Seventeenth Lok Sabha (2021). *Action Plan for Achievement of 175 Gigawatt (GW) Renewable energy target (Seventeenth Report)*, New Delhi, Lok Sabha Secretariat

<sup>11</sup> International Solar Alliance, *Background*. Retrieved from [International Solar Alliance \(isolaralliance.org\)](https://www.isolaralliance.org)



The objectives of the study are as follows:

a) Assess Relevance, Coherence, Effectiveness, Efficiency, Sustainability, Impact and Equity of the Scheme

Based on the Evaluation Cooperation Group's (ECG's) Good Practice Standards for evaluation of public sector operations and OECD's Better Criteria for Better Evaluation,<sup>12</sup> the assessment of the scheme should be conducted along the principles of Relevance, Coherence, Efficiency, Effectiveness and Sustainability, Impact and Equity. Herein, relevance would assess the extent to which the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.

The coherence would assess the compatibility/ synergies of the scheme/s with other related programmes/ schemes of Central and State Governments and other agencies. The effectiveness assessment looks at the extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups. The efficiency of a scheme is a measure of how the intervention delivers, or is likely to deliver, results in an economic and timely way. The sustainability assessment focuses on the extent to which the net benefits of the intervention continue, or are likely to continue. This should cover all the three dimensions of sustainability i.e., economic, environmental and social. And, impact assesses the extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects. Additionally, given the largely beneficiary oriented nature of scheme, it is important to add the principle of Equity, to assess if inclusion across dimensions is being ensured as a part of scheme coverage.

The indicative objectives of the evaluation study based on the RCEESI+E framework is given below.

RCEESI+E	Indicative Sub-objectives of the Evaluation Study
Relevance	<ol style="list-style-type: none"> <li>1. To assess the relevance of schemes to the national development agenda and sustainable development goals.</li> <li>2. To study the appropriateness of the schemes and their components to achieve its stated objectives</li> <li>3. To assess the relevance of the implementation mechanisms/ modalities in place to identify leakages and promote best practices</li> <li>4. To assess the appropriateness of present targets</li> </ol>
Coherence	<ol style="list-style-type: none"> <li>5. To assess the compatibility/ synergies of the schemes with other related programmes/ schemes of Central and State Governments and other agencies (including private sector, CSR, Civil society efforts, multilaterals, etc.). This includes complementarity, harmonisation and co-ordination with others, and the extent to which the schemes are adding value while avoiding duplication of effort.</li> <li>6. To assess if there are any conflict/ trade-offs with other programmes/ schemes</li> </ol>

<sup>12</sup> Evaluation Cooperation Group: *Big Book on Evaluation Good Practice Standards*, 2012 (<https://www.ecgnet.org/document/ecg-big-book-good-practice-standards>)  
 Better Criteria for Better Evaluation, Revised Evaluation Criteria Definitions and Principles for Use OECD/DAC Network on Development Evaluation, 2019  
<https://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>

RCEESI+E	Indicative Sub-objectives of the Evaluation Study
Effectiveness	<ul style="list-style-type: none"> <li>7. To assess the outputs achieved against the baseline (if any) and targets.</li> <li>8. To identify the gaps and challenges in achieving the targets and implementation of the schemes</li> <li>9. To examine the use of technology, monitoring and evaluation, and transparency and accountability measures to avoid leakages in the implementation of schemes.</li> <li>10. To assess the schemes' conformity with good practices in vogue to address the issues such as initial high cost, leakages, low off-take, etc.</li> <li>11. To document scalable/ replicable practices and innovative and effective processes developed to promote the generation and uptake of solar energy under the schemes</li> </ul>
Efficiency	<ul style="list-style-type: none"> <li>12. To evaluate the efficiency of the different entities and processes involved in the schemes, (including institutional and human resource capacity, monitoring mechanism, degree of adoption of outcome-output framework, political economy constraints and program design constraints/provisions, adoption of technology, etc.) including the gaps and failures</li> <li>13. To assess whether the use of technology has enhanced efficiency of delivery including reduction in leakages.</li> <li>14. To assess the funding efficiency and fund utilisation of the schemes</li> <li>15. To conduct a cost-benefit study of the interventions under the schemes including consideration of potential benefits such as increase in income of beneficiaries, etc.</li> </ul>
Sustainability	<ul style="list-style-type: none"> <li>16. To assess the sustainability of the subsidy given under schemes</li> <li>17. To examine the viability of the delivery mechanism (governance, transfer of subsidy, IEC activities, etc.) built under the scheme.</li> <li>18. To review the adequacy of measures undertaken in the schemes to mitigate various potential institutional, technical, social, political, environmental and economic risks.</li> <li>19. To study the sustainability of the monitoring and accountability mechanisms created at the grassroots level.</li> </ul>
Impact	<ul style="list-style-type: none"> <li>20. To study the impact of the schemes against their objectives</li> <li>21. To assess the outcome achieved against the baseline (if any) and targets</li> <li>22. To study if any of the schemes have resulted in unintended adverse consequences.</li> </ul>
Equity	<ul style="list-style-type: none"> <li>23. To examine whether the scheme designs and implementation is covering the poorest households appropriately (as applicable)</li> <li>24. To assess the coverage of beneficiaries belonging to vulnerable and disadvantaged sections including women and school going children (as applicable)</li> <li>25. To identify the regional variation in the implementation of the scheme and reasons for the same.</li> <li>26. To examine whether the Off- Grid Solar PV Application scheme is targeting the beneficiaries/households in the remote regions of the country.</li> </ul>

b) Cross-sectional Thematic Assessment

To assess the scheme on various cross-sectional themes such as

- a. Accountability & Transparency
- b. Climate Change & Sustainability
- c. Use of IT/Technology in driving efficiency
- d. Development, Dissemination & Adoption of Innovative Practices
- e. Stakeholder & Beneficiary behavioural change
- f. Role of Private Sector, Community & Civil Society/NGOs
- g. Social Inclusion
- h. Gender Mainstreaming

c) Programme Harmonization/ Rationalization

Based on the above, analyse the need to continue the schemes in their existing form, modify, scale-up or scale-down the schemes. In case if they need to be modified, suggest revisions in the scheme designs for the effective implementation in future.

### 3. Scope of Services

- a. Reference period of the study: The sectoral will be for the period from 2014-15 to 2020-21.
- b. **Secondary Research:** The data and methods will involve review of
  - i. National and International development goals and sector documents;
  - ii. Financial data on allocation and expenditures of the schemes;
  - iii. Annual reports of the ministries for output and outcome assessment;
  - iv. Available evaluation reports for output and outcomes assessment;
  - v. Annual progress reports and implementation documents to assess the institutional arrangements;
  - vi. Available evaluation reports done at the district and state level, for the states/districts covered under field study, if applicable;
  - vii. Joint Review Mission reports, Standing Committee reports, Project Approval Board minutes;
  - viii. Evaluations done by non-government agencies.
  - ix. Judgements and any other relevant documents
- c. **The field study** would also include the following:
  - i. Finalization of the questionnaires/ discussions guides for focus group discussions and interview guides for in-depth interviews in consultation with DMEO. The drafts of the survey instruments (Questionnaires and discussion guides) would be provided by DMEO.
  - ii. Preparation of the analysis plan
  - iii. Pre-testing and finalising the required tools in partnership with DMEO team
  - iv. Establishment of a managerial structure for field operations
  - v. Recruitment of investigators and training/capacity building of the field investigators
  - vi. Putting in place appropriate IT hardware and application software for data collection and management.
  - vii. Collecting and compiling the quality data from selected areas.
  - viii. High quality data management and adherence to quality assurance mechanisms as per agreed protocols, plans and schedules.
  - ix. Data verification
  - x. Collation and data cleaning

- xii. Running data analysis and submitting cross-tabulations/summarizations
- xiii. Preparation of draft report and conducting stakeholder consultations
- xiv. Submission of final report and dissemination of the key findings
- xv. Incorporating concurrent feedback into the workflow

#### 4. Primary Data Collection Methodology

- a. A quantitative and qualitative study backed with extensive meta-analysis will be conducted to provide a sectoral assessment. The study will consist of following components:
  - i. Key Informant Interviews & Focus Group Discussions - Herein, it is proposed that key informant interviews with ministry/department personnel at national level, state-level implementing bodies, district and block level officials, other stakeholders supporting implementation or indirectly involved in enabling scheme's success and opinion makers at village level. Additionally, focus group discussions will be conducted, mostly at block and village level with diverse groups involving implementing stakeholders, opinion makers as well as selected beneficiaries. National level key informants should also include national level think tanks, institutions, prominent non-profit organizations, government officials.
  - ii. Facility Visits: Facility visits (such as Solar Parks, Solar Power Plants, etc.), as required, would also be conducted to assess the status and interviews with the owners/management and operational staff of the facilities would be conducted.
  - iii. Additionally, the key information areas to be covered in the discussion guides/questionnaires for key informant interviews and FGDs should include data points included but not limited to NITI Aayog's Output-Outcome Monitoring Framework for corresponding scheme as given in Appendix-IV.
- b. **Sampling-** The sample for the Key Informant Interviews (KIIs) and Focused Group Discussions (FDGs) must be designed in such a way that the sample is spread over geographic sub-areas and population sub-groups properly. The size of the sample must take account of competing needs so that costs and precision are optimally balanced. Considering the limited time, survey in different identified states should be conducted simultaneously.

A minimum of **507 KIIs** (including 248 interviews at different facility levels) and **130 FDGs** are proposed to be conducted with the relevant stakeholders for the evaluation of the Schemes. The indicative sampling frame for the KIIs and FDGs is given below. However, it is important to note that these numbers are indicative and that the Consultant may suggest their methodology best suited to meet the objectives of the evaluation. Final methodology will be based on the approval of DMEO.

#### ***Scheme for Development of Solar parks and Ultra Mega Solar Power Projects***

##### *Facility Visits*

In this Scheme, a minimum of 8 Solar Parks (out of 12) are to be surveyed as given in the table below. Of these, the top 7 Solar Parks have the highest commissioned capacities and together they constitute more than 85% of the commissioned capacity of Solar Parks developed under the Scheme as on 31.12.2020. The 8<sup>th</sup> Solar Park included as a part of the evaluation is in Uttar Pradesh to ensure regional representativeness of the sample and also to assess the possible causes for the low levels of approved and commissioned capacities.

Table 4.1 Solar Parks Capacity Approved and Commissioned as on 31.12.2020

S. No.	Solar Park	Capacity Approved (MW)	Capacity Commissioned (MW)
1	Pavagada SP, Karnataka	2000	2000
2	Kurnool SP, Andhra Pradesh	1000	1000
3	Bhadla-III SP, Rajasthan	1000	1000
4	Ananthapuamu SP, Aandhra Pradesh	1500	1100
5	Rewa Solar Park, Madhya Pradesh	750	750
6	Bhadla-II SP, Rajasthan	680	680
7	Bhadla-IV SP, Rajasthan	500	500
8	Uttar Pradesh SP, UP	440	165

The broad objectives of the visits would be to assess the status of the Solar Parks, to understand the challenges and gaps in the implementation and operations of the Solar Parks, to assess the impacts of the Solar Parks in the surrounding areas, etc.

*Key Informant Interviews during Facility Visits*

A minimum of 20 KIIs should be conducted for the evaluation of the Solar Parks with key informants such as management and operational staff of the Solar Parks and any other relevant informant. The questionnaire (including the discussion guide) for the KIIs will be provided by DMEO which needs to be finalized by the Consultant with approval from DMEO. The questionnaire will have two components: (a) Quantitative information on the performance and operations of the plant (b) Discussions on the findings of the quantitative data. The questionnaire will be administered during the visit to the facilities.

*Focus Group Discussions (FGDs)*

A minimum of 20 FGDs are to be conducted with villagers, gram panchayat members in the surrounding villages/ gram panchayats etc. in the surrounding areas of the Solar Parks. Selection of villages for each of the identified Solar Parks would be done randomly from the list of villages which are located within a radius of 3 kms from the identified Solar Parks. In case no villages are present within 3 km radius, the radius may be increased with proper justification.

In each of the identified villages, no more than one FGD should be conducted. The respondents should include women, SC, ST, other disadvantaged groups, Self Help Group members, wherever applicable. The indicative size of a focus group will be around 10-15 participants/beneficiaries. The drafts of the discussion guides for the FGDs would be provided by DMEO which the Consultant has to finalise. Additionally, during the FGDs, the Consultant may have to administer a short data-oriented questionnaire (provided by DMEO) to the participants of the FGDs.

***Grid Connected Solar Rooftop and Small Power Plants Programme***

Data collection for the evaluation of Grid Connected Solar Rooftop and Small Power Plants Programme will be conducted with the beneficiaries and key informants in the states of Rajasthan, Gujarat, Maharashtra and Tripura. These states covered more than 50% of the

installed capacity under the Programme as in December 2020. Moreover, based on the scheme implementation progress and estimated solar potential<sup>13</sup>, Jammu and Kashmir have been included in the evaluation study to ensure regional representativeness of the sample and to understand the low progress of the scheme in the UT.

A minimum of 135 KIIs should be conducted for the Programme, including those to be conducted during the visits to the facilities (a minimum of 70 such facility visits are to be done in four States) where the rooftop plants have been installed. Around 20 KIIs will be conducted with the respondents at the national level while the rest of the KIIs will be distributed across the identified states in proportion to their installed capacities. An indicative state-wise distribution of KIIs has been provided in the table below. Additionally, an indicative list of Key Informants is given in Appendix-IV. The list is not exhaustive and the consultant may add more stakeholders to the list based on findings from secondary research and meta-analysis. For the assessment of the schemes in the North Eastern region, KIIs (virtual/ telephonic) will also be conducted in Tripura along with secondary research.<sup>14</sup>

Table 4.2 State-wise indicative KIIs

State	Indicative no. of KIIs
Gujarat	28+14=42 (\$)
Maharashtra	20+10=30 (\$)
Rajasthan	12+6=18 (\$)
Jammu and Kashmir	10+5=15 (\$)
Tripura	0+10=10*
<b>National Level</b>	20
<b>Total</b>	<b>70+65=135</b>

\*Virtual/ telephonic interviews only

(\$)

The total number of KIIs to be conducted in each of the four States where field work is done is sum of KIIs to be done at the facilities at which the rooftop plants have been installed, and, KIIs to be done with other stakeholders as per the list attached in the Appendix IV. For instance, for Gujarat, 28 facility level KIIs and 14 KIIs with other stakeholders will be done.

In each state, selection of projects in general will be based on higher installed capacities. In case of constraints in obtaining quantitative information on the project wise installed capacities, the selection may be based on discussions with relevant central and state authorities to this effect and in consultation with DMEO. The drafts of the discussion guides for the KIIs would be provided by DMEO which the Consultant has to finalise.

### **Off- Grid Solar Photovoltaic (PV) Applications Programme**

Data collection for the evaluation of Off- Grid Solar Photovoltaic (PV) Applications Programme will be conducted with the beneficiaries and key informants in the states of Rajasthan, Tamil Nadu, Uttar Pradesh and Tripura. These states have made good progress in one or more components of the Programme as in December 2020.

<sup>13</sup> Annual Report 2020-21, Ministry of New and Renewable Energy, Government of India

<sup>14</sup> Tripura has been included as a representative state from the North Eastern Region as it has shown good progress in most components of the relevant schemes to be evaluated in the study.

A minimum of 185 KIIs should be conducted for the Programme, including those to be conducted during the visits to the facilities (a minimum of 100 such facility visits are to be done in three States) where off-grid solar plants have been installed. Around 15 KIIs will be conducted with the respondents at the national level while the rest of the KIIs will be distributed across the identified states based on their installed capacities/ numbers. An indicative state-wise distribution of KIIs has been provided in the table below. Additionally, an indicative list of Key Informants is given in Appendix-IV. The list is not exhaustive and the consultant may add more stakeholders to the list based on findings from secondary research and meta-analysis.

For the assessment of the schemes in the North Eastern region, KIIs (virtual/ telephonic) will also be conducted in Tripura along with secondary research.<sup>15</sup>

A minimum of 50 FGDs are to be conducted with villagers, beneficiaries etc. in the identified locations. The identification of the locations for the FGDs has been done based on the installed capacities/ numbers in these states. The following table provides an indicative distribution of the FGDs and the KIIs, along with the minimum no. of districts to be covered in each state for FGDs:

Table 4.3: State-wise indicative KIIs and FGDs

State	KIIs	FGDs	
	Indicative no. of KIIs	Minimum no. of FGDs	Minimum no. of Districts
Rajasthan	56+18=74(\$)	15	3
Tamil Nadu	24+18=42 (\$)	15	3
Uttar Pradesh	20+24=44 (\$)	20	3
Tripura	0+10*	--	--
<b>National Level</b>	15	NA	NA
<b>Total</b>	<b>100+85=185</b>	<b>50</b>	<b>9</b>

\* Virtual/ telephonic interviews only

(\$)

The total number of KIIs to be conducted in each of the three States where field work is done is sum of KIIs to be done at the facilities at which off-grid solar plants have been installed, and, KIIs to be done with other stakeholders as per the list attached in the Appendix IV. For instance, for Rajasthan, 56 facility level KIIs and 18 KIIs with other stakeholders will be done.

In each state, selection of districts and villages in general will be based on higher number of beneficiaries. In case of constraints in obtaining quantitative information on the sub-state level beneficiary numbers, the selection may be based on discussions with relevant state and district authorities to this effect and in consultation with DMEQ.

In any selected district, effort will be made to select about 6 villages for FGDs. In each of the identified villages, no more than one FGD should be conducted. The respondents should include women, SC, ST, other disadvantaged groups, Self Help Group members, wherever applicable. The indicative size of a focus group will be around 10-15 participants/beneficiaries. The drafts of the discussion guides for the FGDs would be

<sup>15</sup> Tripura has been included as a representative state from the North Eastern Region as it has shown good progress in most components of the relevant schemes to be evaluated in the study.

provided by DMEO which the Consultant has to finalise. Additionally, during the FGDs, the Consultant may have to administer a short data-oriented questionnaire (provided by DMEO) to the participants of the FGD.

### **PM- KUSUM**

Data collection for the evaluation of PM- KUSUM will be conducted with the beneficiaries and key informants in the states of Karnataka, Madhya Pradesh, Maharashtra, Rajasthan, Tamil Nadu and Tripura. These states have made good progress in one or more components of the Scheme as in December 2020. Moreover, based on the scheme implementation progress and estimated solar potential<sup>16</sup>, Jammu and Kashmir have been included in the evaluation study to ensure regional representativeness of the sample and to understand the low progress of the scheme in the UT.

A minimum of 167 KIIs should be conducted for the Scheme, including those to be conducted during the visits to the facilities (a minimum of 70 such facility visits are to be done in six States) where small grid-connected power plants have been installed. Around 15 of the KIIs will be conducted with the respondents at the national level while the rest of the KIIs will be distributed across the identified states. An indicative state-wise distribution of KIIs has been provided in the table below. Additionally, an indicative list of Key Informants is given in Appendix-IV. The list is not exhaustive and the consultant may add more stakeholders to the list based on findings from secondary research and meta-analysis.

For the assessment of the schemes in the North Eastern region, KIIs (virtual/ telephonic) will also be conducted in Tripura along with secondary research.<sup>17</sup>

A minimum of 60 FGDs are to be conducted with villagers, beneficiaries etc. in the identified states with a minimum of 10 FGDs to be conducted in each state. The following table provides an indicative distribution of the FGDs and the KIIs, along with the minimum no. of districts to be covered in each state for FGDs:

Table 4.4: State-wise indicative KIIs and FGDs

State	KIIs	FGDs	
	Indicative no. of KIIs	Minimum no. of FGDs	Minimum no. of Districts
Karnataka	13+12=26 (\$)	10	3
Madhya Pradesh	8+12=20 (\$)	10	3
Maharashtra	13+12=26 (\$)	10	3
Rajasthan	32+12=45 (\$)	10	3
Tamil Nadu	2+12=14 (\$)	10	3
Jammu & Kashmir	2+12=14 (\$)	10	3

<sup>16</sup> Annual Report 2020-21, Ministry of New and Renewable Energy, Government of India

<sup>17</sup> Tripura has been included as a representative state from the North Eastern Region as it has shown good progress in most components of the relevant schemes to be evaluated in the study.



Tripura	10*	--	--
<b>National Level</b>	15	NA	NA
<b>Total</b>	<b>70+97=167</b>	<b>60</b>	<b>18</b>

\* Virtual/ telephonic interviews only

(§) The total number of KIIs to be conducted in each of the six States where field work is done is sum of KIIs to be done at the facilities at which the solar plants have been installed, and, KIIs to be done with other stakeholders as per the list attached in the Appendix IV. For instance, for Karnataka, 13 facility level KIIs and 12 KIIs with other stakeholders will be done.

In each state, selection of districts and villages in general will be based on higher number of beneficiaries. In case of constraints in obtaining quantitative information on the sub-state level beneficiary numbers, the selection may be based on discussions with relevant state and district authorities to this effect and in consultation with DMEO.

In any selected district, effort will be made to select about 3-4 villages for FGDs. In each of the identified villages, no more than one FGD should be conducted. The respondents should include women, SC, ST, other disadvantaged groups, Self Help Group members, wherever applicable. The indicative size of a focus group will be around 10-15 participants/beneficiaries. The drafts of the discussion guides for the FGDs would be provided by DMEO which the Consultant has to finalise. Additionally, during the FGDs, the Consultant may have to administer a short data-oriented questionnaire (provided by DMEO) to the participants of the FGD.

c. Details of the Evaluation Framework & Guidelines are included in **Appendix IV** of the RFP.

**d. Mechanisms to ensure Data Quality**

A multi-pronged robust process for quality control needs to be followed during data collection. The following aspects need to be considered:

- i. The field investigators to be engaged for conducting the key informant interviews and FGDs should have at least 3 years of experience in conducting similar surveys/interviews. 2-step training (classroom and then on-the-field training) should be conducted for all field investigators.
- ii. It is recommended that pilots should be conducted on at least 2% of the sample size for both Key Informant Interviews and FGDs to fine tune the inquiry tools. A brief on the learnings from such a pilot exercise and subsequent improvements in the tools/questionnaires should also be shared with DMEO.
- iii. 100% data collected should be validated using a validation checklist. Missing data points should be recollected.
- iv. In case of FGDs, at least 50% data should also be telephonically verified and if not verified via phone, back checks should be undertaken to ensure at least 50% data verification.
- v. Use of mobile-based, near real-time and geo-tagged data collection and validation tools should be done to ensure efficiency and accuracy in data collection. Access to tools and data should be provided to the Authority.

## 5. Indicative list of stakeholders to be consulted

An indicative list of stakeholders to be interacted with during the key informant interviews and FGDs surveys is given in Appendix-IV. The list is not exhaustive and the consultant may add more stakeholders to the list based on findings from secondary research and meta-analysis.

## 6. Deliverables & Timelines

- a. Inception Report and presentation with final scope, methodology and approach. This should also include findings from the secondary research/ meta-analysis and therefore the areas which will be further explored during field visits.
- b. Mid-term Report and presentation with initial findings of the study.
- c. Draft Evaluation Report and presentation for stakeholder consultations.
- d. Final Evaluation Report and presentation after incorporation of inputs from all the concerned stakeholders.
- e. Presentations/ sub-reports on primary data collection, data quality check, secondary research, best practices compendia, etc. as and when requested by DMEO

All the reports are required to be submitted in hard copy (10 No.s) and in soft copy. A Hindi translation of the Final Evaluation Report in hard and soft copy also needs to be submitted. A synopsis of the Final Evaluation Report is also required to be submitted separately. In addition to the reports, for further analysis in future, verifiable raw data in soft copy should also be shared with NITI Aayog. This will include detailed transcriptions of key informant interviews and focus group discussions as well as raw data in MS Excel/CSV format. Timelines for the above deliverables are given in Table 6.1.

Table 6.1: Timeline for Deliverables

S. No	Activity	Deadline
1	Signing of Contract	T
2	Inception Report	T+14 days
3	Finalization of Inception Report based on comments by NITI Aayog	T+20 days
4	Mid-term Report	T+40 days
5	Sign-off on the Mid-term Report based on comments by NITI Aayog	T+47 days
6	Completion of Field Survey	T+60 days
7	Draft Evaluation Report	T+75 days
8	Comments on Draft Evaluation Report by NITI Aayog	T+82 days
9	Sign-off on the Final Evaluation Report	T+90 days

## 7. Payment Schedule

The payment schedule linked to the specified deliverables above is given below:

Table 7.1: Payment schedule

Key Date No.	Description of Deliverables	Payment
KD1	Inception Report approved by Authority	20%
KD2	Mid-term Report approved by Authority	30%
KD3	Draft Evaluation Report	30%
KD4	Final Evaluation Report approved by Authority	20%
	<b>Total</b>	<b>100%</b>

## 8. Indicative Report Structure<sup>18</sup>

The Final Evaluation Report should cover the following aspect

- 1) Preface
- 2) Executive Summary
- 3) Sector and Schemes Overview
  - 3.1. Brief background
  - 3.2. Key Trends/ drivers in the Sector
  - 3.3. About the Schemes
  - 3.4. Scheme Objectives
  - 3.5. Implementation mechanisms
  - 3.6. Intended contribution to sectoral outcomes
  - 3.7. Nature of evaluation studies and their key findings - Gaps therein
- 4) Study Objectives
- 5) Study Approach & Methodology (Brief discussion in the main report. The details would go in the appendix)
  - 5.1. Overall approach
  - 5.2. Field Study methodology
    - i. Qualitative
      1. Stakeholder & geographical coverage
      2. Tools
    - ii. Quantitative
      1. Sampling - Geographical coverage & respondent profile
      2. Sample size
      3. Sample selection
      4. Tools
- 6) Observations & Recommendations
  - 6.1. Sector level
    - i. Overview of sectoral performance
    - ii. Issues & Challenges and their root causes
    - iii. Recommendations
  - 6.2. Scheme level (to be repeated for each scheme)

<sup>18</sup> This is an indicative report structure. This may change based on requirement and with prior approval of DMEQ.

- i. Scheme level performance - Outputs & Outcomes
  - ii. Actual contribution of specific scheme to sectoral performance (contrast, if any, with intended contribution)
  - iii. Key issues/challenges & their root causes
  - iv. Key recommendations/Way Forward - These should be based on the 7 pillars of Relevance, Coherence, Effectiveness, Efficiency, Impact, Equity and Sustainability at Scheme level covering following aspects:
    - 1. Governance
    - 2. Institutional mechanisms
    - 3. Convergence
    - 4. Fund Flow efficiency & Utilization
    - 5. Capacity Building
    - 6. M&E systems
    - 7. Any other relevant aspect
  - v. Interventions in Cross-sectional areas –
    - a. Accountability & Transparency
    - b. Accountability & Transparency
    - c. Climate Change & Sustainability
    - d. Use of IT/Technology in driving efficiency
    - e. Development, Dissemination & Adoption of Innovative Practices
    - f. Stakeholder & Beneficiary behavioural change
    - g. Role of Private Sector, Community & Civil Society/NGOs
    - h. Social Inclusion
    - i. Gender Mainstreaming
  - vi. Need for modifications/deletions/additions to fill-in Sectoral gaps
- 7) Conclusions
- 7.1. Summary of the findings
  - 7.2. Way Forward
- 8) References & Appendices
- 8.1. Appendix 1 - Details of Key Informant Interviews and FGDs
    - i. Appendix 1a - Scheme wise list of stakeholders interviewed

Sr. No.	Concerned Scheme	Date of Interaction	Name & Designation of the key informant interviewed

- ii. Appendix 1b - Geography-wise sample Size covered under FGDs
- 8.2. Appendix 2 - Case Studies
- The case studies should be identified using the criteria of effectiveness, efficiency, relevance, ethical soundness, scalability, sustainability and partner & community engagement and political commitment. Kindly refer to the Chapter 1, 2 and 3 of the WHO Guidelines mentioned in the footnote for identifying and documenting best practices.<sup>19</sup>

<sup>19</sup> WHO: A Guide to Identifying and Documenting Best Practices in Family Planning Programmes ([https://www.who.int/reproductivehealth/publications/family\\_planning/best-practices-fp-programs/en/](https://www.who.int/reproductivehealth/publications/family_planning/best-practices-fp-programs/en/))

## 9. Reporting

- a. The Consultant will work closely with the Authority. The Authority has established a Working Group (the “WG”) to enable conduct of this assignment. A designated Project Director of the Authority will be responsible for the overall coordination and project development. He will play a coordinating role in dissemination of the Consultant’s outputs, facilitating discussions, and ensuring required reactions and responses to the Consultant.
- b. The Consultant may prepare Issue Papers highlighting issues that could become critical for the timely completion of the Project and that require attention from the Authority.
- c. The Consultant will make a presentation on the Inception Report, Mid-term Report and Draft Evaluation Report for discussion with the WG at a meeting. This will be a working document. The Consultant is required to prepare and submit a weekly update that includes and describes, inter alia, general progress to date; data and reports obtained and reviewed, conclusions to date, if any; concerns about availability of, or access to, data, analyses, reports; questions regarding the TOR or any other matters regarding work scope and related issues; and so on. The Consultants’ work on the TOR tasks should continue while the report is under consideration and is being discussed.
- d. Regular communication with the WG and the Project Director is required in addition to all key communications. This may take the form of telephone/ teleconferencing, emails, faxes, and occasional meetings.

## 10. Meetings

The Authority may review with the Consultant, any or all of the documents and advice forming part of the Consultancy, in meetings and conferences which will be held at the Authority’s office. The expenses towards attending such meetings during the period of Consultancy, including travel costs and per diem, shall be reimbursed in accordance with the Financial Proposal contained in Form–2 of Appendix-II of the RFP. The days required to be spent at the office of the Authority shall be computed at the rate of 8 (eight) man hours a day in case of an outstation Consultant. For a Consultant having its office within or near the city where the Authority’s office is situated, the time spent during meetings at the Authority’s office shall be calculated as per actuals. No travel time shall be payable.

## 11. Miscellaneous

- a. The Consultant shall have/establish an office in Delhi/NCR, for efficient and coordinated performance of its Services. All the Key Personnel shall be deployed at this office during the duration of the project as specified in the Manning Schedule forming part of the Agreement. The authorised officials of the Authority may visit the Consultant’s Project Office or field locations any time during office hours for inspection and interaction with the Consultant’s Personnel.
- b. The Consultant shall mobilise and demobilise its Professional Personnel and Support Personnel with the concurrence of the Authority and shall maintain the time sheet/ attendance sheet of the working of all Personnel in the Project Office. These time sheets/ attendance sheets shall be made available to the Authority as and when asked for and a copy of such record shall be submitted to the Authority at the end of each calendar month.
- c. All the study outputs including primary data shall be compiled, classified and submitted by the Consultant to the Authority in soft form apart from the reports indicated in the Deliverables (Paragraph 6). The study outputs shall remain the property of the Authority and shall not be used for any purpose other than that intended under these Terms of Reference without the permission of the Authority. The Consultancy shall stand completed on acceptance by the Authority of all the Deliverables of the Consultant and execution of the Agreement or 52 (fifty

two) weeks from the Effective Date, whichever is earlier. The Authority shall issue a certificate to that effect. The Consultancy shall in any case be deemed to be completed upon expiry of 1 (one) year from the Effective Date, unless extended by mutual consent of the Authority and the Consultant.

## **Schedule 2: Form of Agreement**

*(See Clause 2.1.3)*

### **AGREEMENT**

**FOR**

## **Evaluation of Schemes under National Solar Mission of Ministry of New and Renewable Energy**

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## AGREEMENT

### Consultancy for Evaluation of Schemes under National Solar Mission of Ministry of New and Renewable Energy

This AGREEMENT (hereinafter called the “**Agreement**”) is made on the ..... day of the month of ..... 20...., between, on the one hand, the President of India acting through Development Monitoring & Evaluation Office (hereinafter called the “**Authority**” which expression shall include their respective successors and permitted assigns, unless the context otherwise requires) and, on the other hand, ..... (hereinafter called the “**Consultant**” which expression shall include their respective successors and permitted assigns).

#### WHEREAS

- (A) The Authority vide its Request for Proposal for conducting an Evaluation Study (hereinafter called the “**Consultancy**”) for the **Evaluation of Schemes under National Solar Mission of Ministry of New and Renewable Energy**(hereinafter called the “**Project**”);
- (B) the Consultant submitted its proposals for the aforesaid work, whereby the Consultant represented to the Authority that it had the required professional skills, and in the said proposals the Consultant also agreed to provide the Services to the Authority on the terms and conditions as set forth in the RFP and this Agreement; and
- (C) the Authority, on acceptance of the aforesaid proposals of the Consultant, awarded the Consultancy to the Consultant vide its Letter of Award dated ..... (the “**LOA**”); and
- (D) in pursuance of the LOA, the parties have agreed to enter into this Agreement.

NOW, THEREFORE, the parties hereto hereby agree as follows:

### 1. General

#### 1.1 Definitions and Interpretation

- 1.1.1 The words and expressions beginning with capital letters and defined in this Agreement shall, unless the context otherwise requires, have the meaning hereinafter respectively assigned to them:
  - (a) “**Additional Costs**” shall have the meaning set forth in Clause 6.1.2;
  - (b) “**Agreement**” means this Agreement, together with all the Annexes;
  - (c) “**Agreement Value**” shall have the meaning set forth in Clause 6.1.2;
  - (d) “**Applicable Laws**” means the laws and any other instruments having the force of law in India as they may be issued and in force from time to time;
  - (e) “**Confidential Information**” shall have the meaning set forth in Clause 3.3;
  - (f) “**Conflict of Interest**” shall have the meaning set forth in Clause 3.2 read with the provisions of RFP;
  - (g) “**Dispute**” shall have the meaning set forth in Clause 9.2.1;

- (h) “**Effective Date**” means the date on which this Agreement comes into force and effect pursuant to Clause 2.1;
- (i) “**Government**” means the Government of .....
- (j) “**INR, Re. or Rs.**” means Indian Rupees;
- (k) “**Member**”, in case the Consultant consists of a joint venture or consortium of more than one entity, means any of these entities, and “**Members**” means all of these entities;
- (l) “**Party**” means the Authority or the Consultant, as the case may be, and **Parties** means both of them;
- (m) “**Personnel**” means persons hired by the Consultant or by any Sub-Consultant as employees and assigned to the performance of the Services or any part thereof;
- (n) “**Resident Personnel**” means such persons who at the time of being so hired had their domicile inside India;
- (o) “**RFP**” means the Request for Proposal document in response to which the Consultant’s proposal for providing Services was accepted;
- (p) “**Services**” means the work to be performed by the Consultant pursuant to this Agreement, as described in the Terms of Reference hereto;
- (q) “**Sub-Consultant**” means any entity to which the Consultant subcontracts any part of the Services in accordance with the provisions of Clause 4.7; and
- (r) “**Third Party**” means any person or entity other than the Government, the Authority, the Consultant or a Sub-Consultant.

All terms and words not defined herein shall, unless the context otherwise requires, have the meaning assigned to them in the RFP.

1.1.2 The following documents along with all addenda issued thereto shall be deemed to form and be read and construed as integral parts of this Agreement and in case of any contradiction between or among them the priority in which a document would prevail over another would be as laid down below beginning from the highest priority to the lowest priority:

- (a) Agreement;
- (b) Annexes of Agreement;
- (c) RFP; and
- (d) Letter of Award.

## 1.2 Relation between the Parties

Nothing contained herein shall be construed as establishing a relation of master and servant or of agent and principal as between the Authority and the Consultant. The Consultant shall, subject to this Agreement, have complete charge of Personnel performing the Services and shall be fully responsible for the Services performed by them or on their behalf hereunder.

### **1.3 Rights and obligations**

The mutual rights and obligations of the Authority and the Consultant shall be as set forth in the Agreement, in particular:

- (a) the Consultant shall carry out the Services in accordance with the provisions of the Agreement; and
- (b) the Authority shall make payments to the Consultant in accordance with the provisions of the Agreement.

### **1.4 Governing law and jurisdiction**

This Agreement shall be construed and interpreted in accordance with and governed by the laws of India, and the courts in the State in which the Authority has its headquarters shall have exclusive jurisdiction over matters arising out of or relating to this Agreement.

### **1.5 Language**

All notices required to be given by one Party to the other Party and all other communications, documentation and proceedings which are in any way relevant to this Agreement shall be in writing and in English language.

### **1.6 Table of contents and headings**

The table of contents, headings or sub-headings in this Agreement are for convenience of reference only and shall not be used in, and shall not affect, the construction or interpretation of this Agreement.

### **1.7 Notices**

Any notice or other communication to be given by any Party to the other Party under or in connection with the matters contemplated by this Agreement shall be in writing and shall:

- (a) in the case of the Consultant, be given by e-mail and by letter delivered by hand to the address given and marked for attention of the Consultant's Representative set out below in Clause 1.10 or to such other person as the Consultant may from time to time designate by notice to the Authority; provided that notices or other communications to be given to an address outside the city specified in Sub-clause (b) below may, if they are subsequently confirmed by sending a copy thereof by registered acknowledgement due, air mail or by courier, be sent by e-mail to the number as the Consultant may from time to time specify by notice to the Authority;
- (b) in the case of the Authority, be given by e-mail and by letter delivered by hand and be addressed to the Authority with a copy delivered to the Authority Representative set out below in Clause 1.10 or to such other person as the Authority may from time to time designate by notice to the Consultant; provided that if the Consultant does not have an office in the same city as the Authority's office, it may send such notice by e-mail and by registered acknowledgement due, air mail or by courier; and
- (c) any notice or communication by a Party to the other Party, given in accordance herewith, shall be deemed to have been delivered when in the normal course of post it ought to have been delivered and in all other cases, it shall be deemed to have

been delivered on the actual date and time of delivery; provided that in the case of e-mail, it shall be deemed to have been delivered on the working days following the date of its delivery.

## 1.8 Location

The Services shall be performed at the site of the Project in accordance with the provisions of RFP and at such locations as are incidental thereto, including the offices of the Consultant.

## 1.9 Authority of Member-in-charge

In case the Consultant consists of a consortium of more than one entity, the Parties agree that the Lead Member shall act on behalf of the Members in exercising all the Consultant's rights and obligations towards the Authority under this Agreement, including without limitation the receiving of instructions and payments from the Authority.

## 1.10 Authorised Representatives

1.10.1 Any action required or permitted to be taken, and any document required or permitted to be executed, under this Agreement by the Authority or the Consultant, as the case may be, may be taken or executed by the officials specified in this Clause 1.10.

1.10.2 The Authority may, from time to time, designate one of its officials as the Authority Representative. Unless otherwise notified, the Authority Representative shall be:

.....  
.....  
Tel: .....  
Mobile: .....  
Email: .....

1.10.3 The Consultant may designate one of its employees as Consultant's Representative. Unless otherwise notified, the Consultant's Representative shall be:

.....  
.....  
Tel: .....  
Mobile: .....  
Email: .....

## 1.11 Taxes and duties

Unless otherwise specified in the Agreement, the Consultant shall pay all such taxes, duties, fees and other impositions as may be levied under the Applicable Laws and the Authority shall perform such duties in regard to the deduction of such taxes as may be lawfully imposed on it.

## 2. Commencement, Completion and Termination of Agreement

### 2.1 Effectiveness of Agreement

This Agreement shall come into force and effect on the date of this Agreement (the "**Effective Date**").

### 2.2 Commencement of Services

The Consultant shall commence the Services within a period of 7 (seven) days from the Effective Date, unless otherwise agreed by the Parties.

### 2.3 Termination of Agreement for failure to commence Services

If the Consultant does not commence the Services within the period specified in Clause 2.2 above, the Authority may, by not less than 2 (two) weeks' notice to the Consultant, declare this Agreement to be null and void, and in the event of such a declaration, the Authority reserves the right to take action as per the Bid Security Declaration Form.

### 2.4 Expiry of Agreement

Unless terminated earlier pursuant to Clauses 2.3 or 2.9 hereof, this Agreement shall, unless extended by the Parties by mutual consent, expire upon the earlier of (i) expiry of a period of 90 (ninety) days after the delivery of the final deliverable to the Authority; and (ii) the expiry of 3 (three) years from the Effective Date. Upon Termination, the Authority shall make payments of all amounts due to the Consultant hereunder.

### 2.5 Entire Agreement

- 2.5.1 This Agreement and the Annexes together constitute a complete and exclusive statement of the terms of the agreement between the Parties on the subject hereof, and no amendment or modification hereto shall be valid and effective unless such modification or amendment is agreed to in writing by the Parties and duly executed by persons especially empowered in this behalf by the respective Parties. All prior written or oral understandings, offers or other communications of every kind pertaining to this Agreement are abrogated and withdrawn; provided, however, that the obligations of the Consultant arising out of the provisions of the RFP shall continue to subsist and shall be deemed to form part of this Agreement.
- 2.5.2 Without prejudice to the generality of the provisions of Clause 2.5.1, on matters not covered by this Agreement, the provisions of RFP shall apply.

### 2.6 Modification of Agreement

Modification of the terms and conditions of this Agreement, including any modification of the scope of the Services, may only be made by written agreement between the Parties. Pursuant to Clauses 4.2.3 and 6.1.3 hereof, however, each Party shall give due consideration to any proposals for modification made by the other Party.

### 2.7 Force Majeure

- 2.7.1 Definition
- (a) For the purposes of this Agreement, "**Force Majeure**" means an event which is beyond the reasonable control of a Party, and which makes a Party's performance of its obligations hereunder impossible or so impractical as reasonably to be considered impossible in the circumstances, and includes, but is not limited to, war, riots, civil disorder, earthquake, fire, explosion, storm, flood or other adverse weather conditions, strikes, lockouts or other industrial action (except where such strikes, lockouts or other industrial action are within the power of the Party invoking Force Majeure to prevent), confiscation or any other action by government agencies.

- (b) Force Majeure shall not include (i) any event which is caused by the negligence or intentional action of a Party or such Party's Sub-Consultant or agents or employees, nor (ii) any event which a diligent Party could reasonably have been expected to both (A) take into account at the time of the conclusion of this Agreement, and (B) avoid or overcome in the carrying out of its obligations hereunder.
- (c) Force Majeure shall not include insufficiency of funds or failure to make any payment required hereunder.

#### 2.7.2 No breach of Agreement

The failure of a Party to fulfil any of its obligations hereunder shall not be considered to be a breach of, or default under, this Agreement insofar as such inability arises from an event of Force Majeure, provided that the Party affected by such an event has taken all reasonable precautions, due care and reasonable alternative measures, all with the objective of carrying out the terms and conditions of this Agreement.

#### 2.7.3 Measures to be taken

- (a) A Party affected by an event of Force Majeure shall take all reasonable measures to remove such Party's inability to fulfil its obligations hereunder with a minimum of delay.
- (b) A Party affected by an event of Force Majeure shall notify the other Party of such event as soon as possible, and in any event not later than 14 (fourteen) days following the occurrence of such event, providing evidence of the nature and cause of such event, and shall similarly give notice of the restoration of normal conditions as soon as possible.
- (c) The Parties shall take all reasonable measures to minimise the consequences of any event of Force Majeure.

#### 2.7.4 Extension of time

Any period within which a Party shall, pursuant to this Agreement, complete any action or task, shall be extended for a period equal to the time during which such Party was unable to perform such action as a result of Force Majeure.

#### 2.7.5 Payments

During the period of its inability to perform the Services as a result of an event of Force Majeure, the Consultant shall be entitled to be reimbursed for Additional Costs reasonably and necessarily incurred by it during such period for the purposes of the Services and in reactivating the Services after the end of such period.

#### 2.7.6 Consultation

Not later than 30 (thirty) days after the Consultant has, as the result of an event of Force Majeure, become unable to perform a material portion of the Services, the Parties shall consult with each other with a view to agreeing on appropriate measures to be taken in the circumstances.

## 2.8 Suspension of Agreement

The Authority may, by written notice of suspension to the Consultant, suspend all payments to the Consultant hereunder if the Consultant shall be in breach of this Agreement or shall fail to perform any of its obligations under this Agreement, including the carrying out of the Services; provided that such notice of suspension (i) shall specify the nature of the breach or failure, and (ii) shall provide an opportunity to the Consultant to remedy such breach or failure within a period not exceeding 30 (thirty) days after receipt by the Consultant of such notice of suspension.

## 2.9 Termination of Agreement

### 2.9.1 By the Authority

The Authority may, by not less than 30 (thirty) days' written notice of termination to the Consultant, such notice to be given after the occurrence of any of the events specified in this Clause 2.9.1, terminate this Agreement if:

- (a) the Consultant fails to remedy any breach hereof or any failure in the performance of its obligations hereunder, as specified in a notice of suspension pursuant to Clause 2.8 hereinabove, within 30 (thirty) days of receipt of such notice of suspension or within such further period as the Authority may have subsequently granted in writing;
- (b) the Consultant becomes insolvent or bankrupt or enters into any agreement with its creditors for relief of debt or take advantage of any law for the benefit of debtors or goes into liquidation or receivership whether compulsory or voluntary;
- (c) the Consultant fails to comply with any final decision reached as a result of arbitration proceedings pursuant to Clause 9 hereof;
- (d) the Consultant submits to the Authority a statement which has a material effect on the rights, obligations or interests of the Authority and which the Consultant knows to be false;
- (e) any document, information, data or statement submitted by the Consultant in its Proposals, based on which the Consultant was considered eligible or successful, is found to be false, incorrect or misleading;
- (f) as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than 60 (sixty) days; or
- (g) the Authority, in its sole discretion and for any reason whatsoever, decides to terminate this Agreement.

### 2.9.2 By the Consultant

The Consultant may, by not less than 30 (thirty) days' written notice to the Authority, such notice to be given after the occurrence of any of the events specified in this Clause 2.9.2, terminate this Agreement if:

- (a) the Authority fails to pay any money due to the Consultant pursuant to this Agreement and not subject to dispute pursuant to Clause 9 hereof within 45 (forty-five) days after receiving written notice from the Consultant that such payment is overdue;



- (b) the Authority is in material breach of its obligations pursuant to this Agreement and has not remedied the same within 45 (forty-five) days (or such longer period as the Consultant may have subsequently granted in writing) following the receipt by the Authority of the Consultant's notice specifying such breach;
- (c) as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than 60 (sixty) days; or
- (d) the Authority fails to comply with any final decision reached as a result of arbitration pursuant to Clause 9 hereof.

#### 2.9.3 Cessation of rights and obligations

Upon termination of this Agreement pursuant to Clauses 2.3 or 2.9 hereof, or upon expiration of this Agreement pursuant to Clause 2.4 hereof, all rights and obligations of the Parties hereunder shall cease, except (i) such rights and obligations as may have accrued on the date of termination or expiration, or which expressly survive such Termination; (ii) the obligation of confidentiality set forth in Clause 3.3 hereof; (iii) the Consultant's obligation to permit inspection, copying and auditing of such of its accounts and records set forth in Clause 3.6, as relate to the Consultant's Services provided under this Agreement; and (iv) any right or remedy which a Party may have under this Agreement or the Applicable Law.

#### 2.9.4 Cessation of Services

Upon termination of this Agreement by notice of either Party to the other pursuant to Clauses 2.9.1 or 2.9.2 hereof, the Consultant shall, immediately upon dispatch or receipt of such notice, take all necessary steps to bring the Services to a close in a prompt and orderly manner and shall make every reasonable effort to keep expenditures for this purpose to a minimum. With respect to documents prepared by the Consultant and equipment and materials furnished by the Authority, the Consultant shall proceed as provided respectively by Clauses 3.9 or 3.10 hereof.

#### 2.9.5 Payment upon Termination

Upon termination of this Agreement pursuant to Clauses 2.9.1 or 2.9.2 hereof, the Authority shall make the following payments to the Consultant (after offsetting against these payments any amount that may be due from the Consultant to the Authority):

- (i) remuneration pursuant to Clause 6 hereof for Services satisfactorily performed prior to the date of termination;
- (ii) reimbursable expenditures pursuant to Clause 6 hereof for expenditures actually incurred prior to the date of termination; and
- (iii) except in the case of termination pursuant to sub-clauses (a) through (e) of Clause 2.9.1 hereof, reimbursement of any reasonable cost incidental to the prompt and orderly termination of the Agreement including the cost of the return travel of the Consultant's personnel.

#### 2.9.6 Disputes about Events of Termination

If either Party disputes whether an event specified in Clause 2.9.1 or in Clause 2.9.2 hereof has occurred, such Party may, within 30 (thirty) days after receipt of notice of termination from

the other Party, refer the matter to arbitration pursuant to Clause 9 hereof, and this Agreement shall not be terminated on account of such event except in accordance with the terms of any resulting arbitral award.

### **3. Obligations of the Consultant**

#### **3.1 General**

##### **3.1.1 Standards of Performance**

The Consultant shall perform the Services and carry out its obligations hereunder with all due diligence, efficiency and economy, in accordance with generally accepted professional techniques and practices, and shall observe sound management practices, and employ appropriate advanced technology and safe and effective equipment, machinery, materials and methods. The Consultant shall always act, in respect of any matter relating to this Agreement or to the Services, as a faithful adviser to the Authority, and shall at all times support and safeguard the Authority's legitimate interests in any dealings with Sub-Consultants or Third Parties.

##### **3.1.2 Terms of Reference**

The scope of services to be performed by the Consultant is specified in the Terms of Reference (the "TOR") at Annex-1 of this Agreement. The Consultant shall provide the Deliverables specified therein in conformity with the time schedule stated therein.

##### **3.1.3 Applicable Laws**

The Consultant shall perform the Services in accordance with the Applicable Laws and shall take all practicable steps to ensure that any Sub-Consultant, as well as the Personnel and agents of the Consultant and any Sub-Consultant, comply with the Applicable Laws.

#### **3.2 Conflict of Interest**

3.2.1 The Consultant shall not have a Conflict of Interest and any breach hereof shall constitute a breach of the Agreement.

3.2.2 Consultant and Affiliates not to be otherwise interested in the Project

The Consultant agrees that, during the term of this Agreement and after its termination, the Consultant or any Associate thereof and any entity affiliated with the Consultant, as well as any Sub-Consultant and any entity affiliated with such Sub-Consultant, shall be disqualified from providing goods, works, services, loans or equity for any project resulting from or closely related to the Services and any breach of this obligation shall amount to a Conflict of Interest;; provided that the restriction herein shall not apply after a period of five years from the completion of this assignment or to consulting assignments granted by banks/ lenders at any time; provided further that this restriction shall not apply to consultancy/ advisory services provided to the Authority in continuation of this Consultancy or to any subsequent consultancy/ advisory services provided to the Authority in accordance with the rules of the Authority. For the avoidance of doubt, an entity affiliated with the Consultant shall include a partner in the Consultant's firm or a person who holds more than 5% (five per cent) of the subscribed and paid up share capital of the Consultant, as the case may be, and any Associate thereof.

### 3.2.3 Prohibition of conflicting activities

Neither the Consultant nor its Sub-Consultant, nor the Personnel of either of them shall engage, either directly or indirectly, in any of the following activities:

- (a) during the term of this Agreement, any business or professional activities which would conflict with the activities assigned to them under this Agreement;
- (b) after the termination of this Agreement, such other activities as may be specified in the Agreement; or
- (c) at any time, such other activities as have been specified in the RFP as Conflict of Interest.

### 3.2.4 Consultant not to benefit from commissions, discounts, etc.

The remuneration of the Consultant pursuant to Clause 6 hereof shall constitute the Consultant's sole remuneration in connection with this Agreement or the Services and the Consultant shall not accept for its own benefit any trade commission, discount or similar payment in connection with activities pursuant to this Agreement or to the Services or in the discharge of its obligations hereunder, and the Consultant shall use its best efforts to ensure that any Sub-Consultant, as well as the Personnel and agents of either of them, similarly shall not receive any such additional remuneration.

3.2.5 The Consultant and its Personnel shall observe the highest standards of ethics and shall not have engaged in and shall not hereafter engage in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice (collectively the "**Prohibited Practices**"). Notwithstanding anything to the contrary contained in this Agreement, the Authority shall be entitled to terminate this Agreement forthwith by a communication in writing to the Consultant, without being liable in any manner whatsoever to the Consultant, if it determines that the Consultant has, directly or indirectly or through an agent, engaged in any Prohibited Practices in the Selection Process or before or after entering into of this Agreement. In such an event, the Authority shall forfeit and appropriate the performance security, if any, as mutually agreed genuine pre-estimated compensation and damages payable to the Authority towards, *inter alia*, the time, cost and effort of the Authority, without prejudice to the Authority's any other rights or remedy hereunder or in law.

3.2.6 Without prejudice to the rights of the Authority under Clause 3.2.5 above and the other rights and remedies which the Authority may have under this Agreement, if the Consultant is found by the Authority to have directly or indirectly or through an agent, engaged or indulged in any Prohibited Practices, during the Selection Process or before or after the execution of this Agreement, the Consultant shall not be eligible to participate in any tender or RFP issued during a period of 2 (two) years from the date the Consultant is found by the Authority to have directly or indirectly or through an agent, engaged or indulged in any Prohibited Practices.

3.2.7 For the purposes of Clauses 3.2.5 and 3.2.6, the following terms shall have the meaning hereinafter respectively assigned to them:

- (a) "**corrupt practice**" means (i) the offering, giving, receiving or soliciting, directly or indirectly, of anything of value to influence the actions of any person connected with the Selection Process (for removal of doubt, offering of employment or

employing or engaging in any manner whatsoever, directly or indirectly, any official of the Authority who is or has been associated in any manner, directly or indirectly with Selection Process or LOA or dealing with matters concerning the Agreement before or after the execution thereof, at any time prior to the expiry of one year from the date such official resigns or retires from or otherwise ceases to be in the service of the Authority, shall be deemed to constitute influencing the actions of a person connected with the Selection Process); or (ii) engaging in any manner whatsoever, whether during the Selection Process or after the issue of LOA or after the execution of the Agreement, as the case may be, any person in respect of any matter relating to the Project or the LOA or the Agreement, who at any time has been or is a legal, financial or technical adviser the Authority in relation to any matter concerning the Project;

- (b) “**fraudulent practice**” means a misrepresentation or omission of facts or suppression of facts or disclosure of incomplete facts, in order to influence the Selection Process;
- (c) “**coercive practice**” means impairing or harming, or threatening to impair or harm, directly or indirectly, any person or property to influence any person’s participation or action in the Selection Process or the exercise of its rights or performance of its obligations by the Authority under this Agreement;
- (d) “**undesirable practice**” means (i) establishing contact with any person connected with or employed or engaged by the Authority with the objective of canvassing, lobbying or in any manner influencing or attempting to influence the Selection Process; or (ii) having a Conflict of Interest; and
- (e) “**restrictive practice**” means forming a cartel or arriving at any understanding or arrangement among Applicants with the objective of restricting or manipulating a full and fair competition in the Selection Process.

### 3.3 Confidentiality

The Consultant, its Sub-Consultants and the Personnel of either of them shall not, either during the term or within two years after the expiration or termination of this Agreement disclose any proprietary information, including information relating to reports, data, drawings, design software or other material, whether written or oral, in electronic or magnetic format, and the contents thereof; and any reports, digests or summaries created or derived from any of the foregoing that is provided by the Authority to the Consultant, its Sub-Consultants and the Personnel; any information provided by or relating to the Authority, its technology, technical processes, business affairs or finances or any information relating to the Authority’s employees, officers or other professionals or suppliers, customers, or contractors of the Authority; and any other information which the Consultant is under an obligation to keep confidential in relation to the Project, the Services or this Agreement (“**Confidential Information**”), without the prior written consent of the Authority.

Notwithstanding the aforesaid, the Consultant, its Sub-Consultants and the Personnel of either of them may disclose Confidential Information to the extent that such Confidential Information:

- (i) was in the public domain prior to its delivery to the Consultant, its Sub-Consultants and the Personnel of either of them or becomes a part of the public

knowledge from a source other than the Consultant, its Sub-Consultants and the Personnel of either of them;

- (ii) was obtained from a third party with no known duty to maintain its confidentiality;
- (iii) is required to be disclosed by Applicable Laws or judicial or administrative or arbitral process or by any governmental instrumentalities, provided that for any such disclosure, the Consultant, its Sub-Consultants and the Personnel of either of them shall give the Authority, prompt written notice, and use reasonable efforts to ensure that such disclosure is accorded confidential treatment; and
- (iv) is provided to the professional advisers, agents, auditors or representatives of the Consultant or its Sub-Consultants or Personnel of either of them, as is reasonable under the circumstances; provided, however, that the Consultant or its Sub-Consultants or Personnel of either of them, as the case may be, shall require their professional advisers, agents, auditors or its representatives, to undertake in writing to keep such Confidential Information, confidential and shall use its best efforts to ensure compliance with such undertaking.

### **3.4 Liability of the Consultant**

- 3.4.1 The Consultant's liability under this Agreement shall be determined by the Applicable Laws and the provisions hereof.
- 3.4.2 The Consultant shall, subject to the limitation specified in Clause 3.4.3, be liable to the Authority for any direct loss or damage accrued or likely to accrue due to deficiency in Services rendered by it.
- 3.4.3 The Parties hereto agree that in case of negligence or wilful misconduct on the part of the Consultant or on the part of any person or firm acting on behalf of the Consultant in carrying out the Services, the Consultant, with respect to damage caused to the Authority's property, shall not be liable to the Authority:
  - (i) for any indirect or consequential loss or damage; and
  - (ii) for any direct loss or damage that exceeds (a) the Agreement Value set forth in Clause 6.1.2 of this Agreement, or (b) the proceeds the Consultant may be entitled to receive from any insurance maintained by the Consultant to cover such a liability in accordance with Clause 3.5.2, whichever of (a) or (b) is higher.
- 3.4.4 This limitation of liability specified in Clause 3.4.3 shall not affect the Consultant's liability, if any, for damage to Third Parties caused by the Consultant or any person or firm acting on behalf of the Consultant in carrying out the Services subject, however, to a limit equal to 3 (three) times the Agreement Value.

### **3.5 Insurance to be taken out by the Consultant**

- 3.5.1 (a) The Consultant shall, for the duration of this Agreement, take out and maintain, and shall cause any Sub-Consultant to take out and maintain, at its (or the Sub-Consultant's, as the case may be) own cost, but on terms and conditions approved by the Authority, insurance

against the risks, and for the coverages, as specified in the Agreement and in accordance with good industry practice.

- (b) Within 15 (fifteen) days of receiving any insurance policy certificate in respect of insurances required to be obtained and maintained under this clause, the Consultant shall furnish to the Authority, copies of such policy certificates, copies of the insurance policies and evidence that the insurance premia have been paid in respect of such insurance. No insurance shall be cancelled, modified or allowed to expire or lapse during the term of this Agreement.
- (c) If the Consultant fails to effect and keep in force the aforesaid insurances for which it is responsible pursuant hereto, the Authority shall, apart from having other recourse available under this Agreement, have the option, without prejudice to the obligations of the Consultant, to take out the aforesaid insurance, to keep in force any such insurances, and pay such premia and recover the costs thereof from the Consultant, and the Consultant shall be liable to pay such amounts on demand by the Authority.
- (d) Except in case of Third Party liabilities, the insurance policies so procured shall mention the Authority as the beneficiary of the Consultant and the Consultant shall procure an undertaking from the insurance company to this effect; provided that in the event the Consultant has a general insurance policy that covers the risks specified in this Agreement and the amount of insurance cover is equivalent to 3 (three) times the cover required hereunder, such insurance policy may not mention the Authority as the sole beneficiary of the Consultant or require an undertaking to that effect.

3.5.2 The Parties agree that the risks and coverages shall include but not be limited to the following:

- (a) Third Party liability insurance as required under Applicable Laws, with a minimum coverage of Rs. 1 (one) crore;
- (b) employer's liability and workers' compensation insurance in respect of the Personnel of the Consultant and of any Sub-Consultant, in accordance with Applicable Laws; and
- (c) professional liability insurance for an amount no less than the Agreement Value.

The indemnity limit in terms of "Any One Accident" (AOA) and "Aggregate limit on the policy period" (AOP) should not be less than the amount stated in Clause 6.1.2 of the Agreement. In case of consortium, the policy should be in the name of Lead Member and not in the name of individual Members of the consortium.

### **3.6 Accounting, inspection and auditing**

The Consultant shall:

- (a) keep accurate and systematic accounts and records in respect of the Services provided under this Agreement, in accordance with internationally accepted accounting principles and in such form and detail as will clearly identify all relevant time charges and cost, and the basis thereof (including the basis of the Consultant's costs and charges); and

- (b) permit the Authority or its designated representative periodically, and up to one year from the expiration or termination of this Agreement, to inspect the same and make copies thereof as well as to have them audited by auditors appointed by the Authority.

### **3.7 Consultant's actions requiring the Authority's prior approval**

The Consultant shall obtain the Authority's prior approval in writing before taking any of the following actions:

- (a) appointing such members of the Professional Personnel as are not listed in Annex-2.
- (b) entering into a subcontract for the performance of any part of the Services, it being understood (i) that the selection of the Sub-Consultant and the terms and conditions of the subcontract shall have been approved in writing by the Authority prior to the execution of the subcontract, and (ii) that the Consultant shall remain fully liable for the performance of the Services by the Sub-Consultant and its Personnel pursuant to this Agreement; or
- (c) any other action that is specified in this Agreement.

### **3.8 Reporting obligations**

The Consultant shall submit to the Authority the reports and documents specified in the Agreement, in the form, in the numbers and within the time periods set forth therein.

### **3.9 Documents prepared by the Consultant to be property of the Authority**

- 3.9.1 All plans, drawings, specifications, designs, reports and other documents (collectively referred to as "**Consultancy Documents**") prepared by the Consultant (or by the Sub-Consultants or any Third Party) in performing the Services shall become and remain the property of the Authority, and all intellectual property rights in such Consultancy Documents shall vest with the Authority. Any Consultancy Document, of which the ownership or the intellectual property rights do not vest with the Authority under law, shall automatically stand assigned to the Authority as and when such Consultancy Document is created and the Consultant agrees to execute all papers and to perform such other acts as the Authority may deem necessary to secure its rights herein assigned by the Consultant.
- 3.9.2 The Consultant shall, not later than termination or expiration of this Agreement, deliver all Consultancy Documents to the Authority, together with a detailed inventory thereof. The Consultant may retain a copy of such Consultancy Documents. The Consultant, its Sub-Consultants or a Third Party shall not use these Consultancy Documents for purposes unrelated to this Agreement without the prior written approval of the Authority.
- 3.9.3 The Consultant shall hold the Authority harmless and indemnified for any losses, claims, damages, expenses (including all legal expenses), awards, penalties or injuries (collectively referred to as 'Claims') which may arise from or due to any unauthorised use of such Consultancy Documents, or due to any breach or failure on part of the Consultant or its Sub-Consultants or a Third Party to perform any of its duties or obligations in relation to securing the aforementioned rights of the Authority.

### **3.10 Equipment and materials furnished by the Authority**

Equipment and materials made available to the Consultant by the Authority shall be the property of the Authority and shall be marked accordingly. Upon termination or expiration of

this Agreement, the Consultant shall furnish forthwith to the Authority, an inventory of such equipment and materials and shall dispose of such equipment and materials in accordance with the instructions of the Authority. While in possession of such equipment and materials, the Consultant shall, unless otherwise instructed by the Authority in writing, insure them in an amount equal to their full replacement value.

### **3.11 Providing access to Project Office and Personnel**

The Consultant shall ensure that the Authority, and officials of the Authority having authority from the Authority, are provided unrestricted access to the Project Office and to all Personnel during office hours. The Authority's official, who has been authorised by the Authority in this behalf, shall have the right to inspect the Services in progress, interact with Personnel of the Consultant and verify the records relating to the Services for his satisfaction.

### **3.12 Accuracy of Documents**

The Consultant shall be responsible for accuracy of the data collected by it directly or procured from other agencies/authorities, the designs, drawings, estimates and all other details prepared by it as part of these services. Subject to the provisions of Clause 3.4, it shall indemnify the Authority against any inaccuracy in its work which might surface during implementation of the Project, if such inaccuracy is the result of any negligence or inadequate due diligence on part of the Consultant or arises out of its failure to conform to good industry practice. The Consultant shall also be responsible for promptly correcting, at its own cost and risk, the drawings including any re-survey / investigations.

## **4. Consultant's Personnel and Sub-Consultants**

### **4.1 General**

The Consultant shall employ and provide such qualified and experienced Personnel as may be required to carry out the Services.

### **4.2 Deployment of Personnel**

- 4.2.1 The designations, names and the estimated periods of engagement in carrying out the Services by each of the Consultant's Personnel are described in Annex-2 of this Agreement. The estimate of Personnel costs and person day rates are specified in Annex-3 of this Agreement.
- 4.2.2 Adjustments with respect to the estimated periods of engagement of Personnel set forth in the aforementioned Annex-3 may be made by the Consultant by written notice to the Authority, provided that: (i) such adjustments shall not alter the originally estimated period of engagement of any individual by more than 20% (twenty per cent) or one week, whichever is greater, and (ii) the aggregate of such adjustments shall not cause payments under the Agreement to exceed the Agreement Value set forth in Clause 6.1.2 of this Agreement. Any other adjustments shall only be made with the written approval of the Authority.
- 4.2.3 If additional work is required beyond the scope of the Services specified in the Terms of Reference, the estimated periods of engagement of Personnel, set forth in the Annexes of the Agreement may be increased by agreement in writing between the Authority and the Consultant, provided that any such increase shall not, except as otherwise agreed, cause payments under this Agreement to exceed the Agreement Value set forth in Clause 6.1.2.



#### 4.3 Approval of Personnel

- 4.3.1 The Professional Personnel listed in Annex-2 of the Agreement are hereby approved by the Authority. No other Professional Personnel shall be engaged without prior approval of the Authority.
- 4.3.2 If the Consultant hereafter proposes to engage any person as Professional Personnel, it shall submit to the Authority its proposal along with a CV of such person in the form provided at Appendix-I (Form-6) of the RFP. The Authority may approve or reject such proposal within 14 (fourteen) days of receipt thereof. In case the proposal is rejected, the Consultant may propose an alternative person for the Authority's consideration. In the event the Authority does not reject a proposal within 14 (fourteen) days of the date of receipt thereof under this Clause 4.3, it shall be deemed to have been approved by the Authority.

#### 4.4 Substitution of Key Personnel

The Authority expects all the Key Personnel specified in the Proposal to be available during implementation of the Agreement. The Authority will not consider any substitution of Key Personnel except under compelling circumstances beyond the control of the Consultant and the concerned Key Personnel. Such substitution shall be limited to not more than two Key Personnel subject to equally or better qualified and experienced personnel being provided to the satisfaction of the Authority. Without prejudice to the foregoing, substitution of one Key Personnel shall be permitted subject to reduction of remuneration equal to 20% (twenty per cent) of the total remuneration specified for the Key Personnel who is proposed to be substituted. In case of a second substitution, such reduction shall be equal to 50% (fifty per cent) of the total remuneration specified for the Key Personnel who is proposed to be substituted.

#### 4.5 Working hours, overtime, leave, etc.

The Personnel shall not be entitled to be paid for overtime nor to take paid sick leave or vacation leave except as specified in the Agreement, and the Consultant's remuneration shall be deemed to cover these items. All leave to be allowed to the Personnel is excluded from the person days of service set forth in Annex-2. Any taking of leave by any Personnel for a period exceeding 7 (seven) days shall be subject to the prior approval of the Authority, and the Consultant shall ensure that any absence on leave will not delay the progress and quality of the Services.

#### 4.6 Resident Team Leader and Project Manager

The person designated as the Team Leader of the Consultant's Personnel shall be responsible for the coordinated, timely and efficient functioning of the Personnel. In addition, the Consultant shall designate a suitable person as Project Manager (the "**Project Manager**") who shall be responsible for day to day performance of the Services.

#### 4.7 Sub-Consultants

Sub-Consultants listed in Annex-4 of this Agreement are hereby approved by the Authority. The Consultant may, with prior written approval of the Authority, engage additional Sub-Consultants or substitute an existing Sub-Consultant. The hiring of Personnel by the Sub-Consultants shall be subject to the same conditions as applicable to Personnel of the Consultant under this Clause 4.

## 5. Obligations of the Authority

### 5.1 Assistance in clearances etc.

Unless otherwise specified in the Agreement, the Authority shall make best efforts to ensure that the Government shall:

- (a) provide the Consultant, its Sub-Consultants and the Personnel with work permits and such other documents as may be necessary to enable the Consultant, its Sub-Consultants or the Personnel to perform the Services;
- (b) facilitate prompt clearance through customs of any property required for the Services; and
- (c) issue to officials, agents and representatives of the Government all such instructions as may be necessary or appropriate for the prompt and effective implementation of the Services.

### 5.2 Access to land and property

The Authority warrants that the Consultant shall have, free of charge, unimpeded access to the site of the project in respect of which access is required for the performance of Services; provided that if such access shall not be made available to the Consultant as and when so required, the Parties shall agree on (i) the time extension, as may be appropriate, for the performance of Services, and (ii) the additional payments, if any, to be made to the Consultant as a result thereof pursuant to Clause 6.1.3.

### 5.3 Change in Applicable Law

If, after the date of this Agreement, there is any change in the Applicable Laws with respect to taxes and duties which increases or decreases the cost or reimbursable expenses incurred by the Consultant in performing the Services, by an amount exceeding 2% (two per cent) of the Agreement Value specified in Clause 6.1.2, then the remuneration and reimbursable expenses otherwise payable to the Consultant under this Agreement shall be increased or decreased accordingly by agreement between the Parties hereto, and corresponding adjustments shall be made to the aforesaid Agreement Value.

### 5.4 Payment

In consideration of the Services performed by the Consultant under this Agreement, the Authority shall make to the Consultant such payments and in such manner as is provided in Clause 6 of this Agreement.

## 6. Payment to the Consultant

### 6.1 Cost estimates and Agreement Value

- 6.1.1 An abstract of the cost of the Services payable to the Consultant is set forth in Annex-5 of the Agreement.
- 6.1.2 Except as may be otherwise agreed under Clause 2.6 and subject to Clause 6.1.3, the payments under this Agreement shall not exceed the agreement value specified herein (the "Agreement Value"). The Parties agree that the Agreement Value is Rs. .... (Rupees).

.....), which does not include the Additional Costs specified in Annex-5 (the “Additional Costs”).

- 6.1.3 Notwithstanding anything to the contrary contained in Clause 6.1.2, if pursuant to the provisions of Clauses 2.6 and 2.7, the Parties agree that additional payments shall be made to the Consultant in order to cover any additional expenditures not envisaged in the cost estimates referred to in Clause 6.1.1 above, the Agreement Value set forth in Clause 6.1.2 above shall be increased by the amount or amounts, as the case may be, of any such additional payments.

## 6.2 Currency of payment

All payments shall be made in Indian Rupees. The Consultant shall be free to convert Rupees into any foreign currency as per Applicable Laws.

## 6.3 Mode of billing and payment

Billing and payments in respect of the Services shall be made as follows:

- (a) A Mobilisation Advance for an amount upto 10% (ten per cent) of the Agreement Value shall be paid to the Consultant on request and against a Bank Guarantee from a Scheduled Bank in India in an amount equal to such advance, such Bank Guarantee to remain effective until the advance payment has been fully set off as provided herein. The advance outstanding shall attract simple interest @ 10% (ten per cent) per annum and shall be adjusted in four equal instalments from the first four stage payments due and payable to the Consultant, and the accrued interest shall be recovered from the fifth instalment due and payable thereafter.
- (b) The Consultant shall be paid for its services as per the Payment Schedule at Annex-6 of this Agreement, subject to the Consultant fulfilling the following conditions:
  - (i) No payment shall be due for the next stage till the Consultant completes, to the satisfaction of the Authority, the work pertaining to the preceding stage.
  - (ii) The Authority shall pay to the Consultant, only the undisputed amount.
- (c) The Authority shall cause the payment due to the Consultant to be made within 30 (thirty) days after the receipt by the Authority of duly completed bills with necessary particulars (the “Due Date”). Interest at the rate of 10% (ten per cent) per annum shall become payable as from the Due Date on any amount due by, but not paid on or before, such Due Date.
- (d) The final payment under this Clause shall be made only after the final report and a final statement, identified as such, shall have been submitted by the Consultant and approved as satisfactory by the Authority. The Services shall be deemed completed and finally accepted by the Authority and the final deliverable shall be deemed approved by the Authority as satisfactory upon expiry of 90 (ninety) days after receipt of the final deliverable by the Authority unless the Authority, within such 90 (ninety) day period, gives written notice to the Consultant specifying in detail, the deficiencies in the Services. The Consultant shall thereupon promptly make any necessary corrections and/or additions, and upon completion of such corrections or additions, the foregoing process shall be repeated. The Authority shall make the final payment upon acceptance or deemed acceptance of the final deliverable by the Authority.

- (e) Any amount which the Authority has paid or caused to be paid in excess of the amounts actually payable in accordance with the provisions of this Agreement shall be reimbursed by the Consultant to the Authority within 30 (thirty) days after receipt by the Consultant of notice thereof. Any such claim by the Authority for reimbursement must be made within 1 (one) year after receipt by the Authority of a final report in accordance with Clause 6.3 (d). Any delay by the Consultant in reimbursement by the due date shall attract simple interest @ 10% (ten per cent) per annum.
- (f) 10% (ten per cent) of the Agreement Value has been earmarked as Final Payment to be made to the Consultant upon completion of Services. In the event of non-completion of Services within 2 (two) years of the Effective Date, the Final Payment shall not become due to the Consultant, save and except the costs incurred for meeting its reimbursable expenses during the period after expiry of 24 (twenty-four) months from the Effective Date, including travel costs and personnel costs, at the agreed rates.
- (g) All payments under this Agreement shall be made to the account of the Consultant as may be notified to the Authority by the Consultant.

## 7. Liquidated Damages and Penalties

### 7.1 Performance Security

- 7.1.1 The Authority shall retain by way of performance security (the “**Performance Security**”), 3% (three per cent) of all the amounts due and payable to the Consultant, to be appropriated against breach of this Agreement or for recovery of liquidated damages as specified in Clause 7.2. The balance remaining out of the Performance Security shall be returned to the Consultant at the end of 3 (three) months after the expiry of this Agreement pursuant to Clause 2.4 hereof. For the avoidance of doubt, the parties hereto expressly agree that in addition to appropriation of the amounts withheld hereunder, in the event of any default requiring the appropriation of further amounts comprising the Performance Security, the Authority may make deductions from any subsequent payments due and payable to the Consultant hereunder, as if it is appropriating the Performance Security in accordance with the provisions of this Agreement.
- 7.1.2 The Consultant may, in lieu of retention of the amounts as referred to in Clause 7.1.1 above, furnish a Bank Guarantee substantially in the form specified at Annex-7 of this Agreement.

### 7.2 Liquidated Damages

#### 7.2.1 Liquidated Damages for error/variation

In case any error or variation or plagiarism is detected in the data, data analysis or reports, submitted by the Consultant and such error or variation is the result of negligence or lack of due diligence on the part of the Consultant, the consequential damages thereof shall be quantified by the Authority in a reasonable manner and recovered from the Consultant by way of deemed liquidated damages, subject to a maximum of 10% (10 per cent) of the Agreement Value.

#### 7.2.2 Liquidated Damages for delay

In case of delay in completion of Services, liquidated damages not exceeding an amount equal to 1% (one per cent) of the Agreement Value per week, subject to a maximum of 10%

(ten per cent) of the Agreement Value will be imposed and shall be recovered by appropriation from the Performance Security or otherwise. However, in case of delay due to reasons beyond the control of the Consultant, suitable extension of time shall be granted.

#### 7.2.3 Encashment and appropriation of Performance Security

The Authority shall have the right to invoke and appropriate the proceeds of the Performance Security, in whole or in part, without notice to the Consultant in the event of breach of this Agreement or for recovery of liquidated damages specified in this Clause 7.2.

### 7.3 Penalty for deficiency in Services

In addition to the liquidated damages not amounting to penalty, as specified in Clause 7.2, warning may be issued to the Consultant for minor deficiencies on its part. In the case of significant deficiencies in Services causing adverse effect on the Project or on the reputation of the Authority, other penal action including debarment for a specified period may also be initiated as per policy of the Authority.

## 8. Fairness and Good Faith

### 8.1 Good Faith

The Parties undertake to act in good faith with respect to each other's rights under this Agreement and to adopt all reasonable measures to ensure the realisation of the objectives of this Agreement.

### 8.2 Operation of the Agreement

The Parties recognise that it is impractical in this Agreement to provide for every contingency which may arise during the life of the Agreement, and the Parties hereby agree that it is their intention that this Agreement shall operate fairly as between them, and without detriment to the interest of either of them, and that, if during the term of this Agreement either Party believes that this Agreement is operating unfairly, the Parties will use their best efforts to agree on such action as may be necessary to remove the cause or causes of such unfairness, but failure to agree on any action pursuant to this Clause shall not give rise to a dispute subject to arbitration in accordance with Clause 9 hereof.

## 9. Settlement of Disputes

### 9.1 Amicable settlement

The Parties shall use their best efforts to settle amicably all disputes arising out of or in connection with this Agreement or the interpretation thereof.

### 9.2 Dispute resolution

9.2.1 Any dispute, difference or controversy of whatever nature howsoever arising under or out of or in relation to this Agreement (including its interpretation) between the Parties, and so notified in writing by either Party to the other Party (the "Dispute") shall, in the first instance, be attempted to be resolved amicably in accordance with the conciliation procedure set forth in Clause 9.3.

9.2.2 The Parties agree to use their best efforts for resolving all Disputes arising under or in respect of this Agreement promptly, equitably and in good faith, and further agree to provide each

other with reasonable access during normal business hours to all non-privileged records, information and data pertaining to any Dispute.

### 9.3 Conciliation

In the event of any Dispute between the Parties, either Party may call upon CEO, NITI Aayog and the Chairman of the Board of Directors of the Consultant or a substitute thereof for amicable settlement, and upon such reference, the said persons shall meet no later than 10 (ten) days from the date of reference to discuss and attempt to amicably resolve the Dispute. If such meeting does not take place within the 10 (ten) day period or the Dispute is not amicably settled within 15 (fifteen) days of the meeting or the Dispute is not resolved as evidenced by the signing of written terms of settlement within 30 (thirty) days of the notice in writing referred to in Clause 9.2.1 or such longer period as may be mutually agreed by the Parties, either Party may refer the Dispute to arbitration in accordance with the provisions of Clause 9.4.

### 9.4 Arbitration

- 9.4.1 Any Dispute which is not resolved amicably by conciliation, as provided in Clause 9.3, shall be finally decided by reference to arbitration by an Arbitral Tribunal appointed in accordance with Clause 9.4.2. Such arbitration shall be held in accordance with the Rules of Arbitration of the International Centre for Alternative Dispute Resolution, New Delhi (the “**Rules**”), or such other rules as may be mutually agreed by the Parties, and shall be subject to the provisions of the Arbitration and Conciliation Act, 1996. The place of such arbitration shall be the capital of the State where the Authority has its headquarters and the language of arbitration proceedings shall be English.
- 9.4.2 There shall be a sole arbitrator whose appointment or an Arbitral Tribunal of three arbitrators, of whom each Party shall select one, and the third arbitrator shall be appointed by the two arbitrators so selected, and in the event of disagreement between the two arbitrators, the appointment<sup>20</sup> shall be made in accordance with the Rules.
- 9.4.3 The arbitrators shall make a reasoned award (the “**Award**”). Any Award made in any arbitration held pursuant to this Clause 9 shall be final and binding on the Parties as from the date it is made, and the Consultant and the Authority agree and undertake to carry out such Award without delay.
- 9.4.4 The Consultant and the Authority agree that an Award may be enforced against the Consultant and/or the Authority, as the case may be, and their respective assets wherever situated.
- 9.4.5 This Agreement and the rights and obligations of the Parties shall remain in full force and effect, pending the Award in any arbitration proceedings hereunder.

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<sup>20</sup> Where the Agreement Value specified in Clause 6.1.2 of this Agreement is expected to be less than Rs. 2 crores, the provision for a sole arbitrator shall be retained and where the Agreement Value is likely to be more than Rs. 2 crores, the provision for a Board shall be retained.

**IN WITNESS WHEREOF, the Parties hereto have caused this Agreement to be signed in their respective names as of the day and year first above written.**

SIGNED, SEALED AND DELIVERED

For and on behalf of  
Consultant:

(Signature)  
(Name)  
(Designation)  
(Address)

In the presence of:

1.

SIGNED, SEALED AND DELIVERED

For and on behalf of  
Authority

(Signature)  
(Name)  
(Designation)  
(Address)

2.

## **Annex-1: Terms of Reference**

*(Refer Clause 3.1.2)*

(Reproduce Schedule-1 of RFP)



## **Annex-2: Deployment of Personnel**

*(Refer Clause 4.2)*

(Reproduce as per Form-9 of Appendix-I)

### **Annex-3: Estimate of Personnel Costs**

*(Refer Clause 4.2)*

(Reproduce as per Form-3 of Appendix-II)

## **Annex-4: Approved Sub-Consultant(s)**

*(Refer Clause 4.7)*

(Reproduce as per Form-11 of Appendix-I)

## **Annex-5: Cost of Services**

*(Refer Clause 6.1)*

(Reproduce as per Form-2 of Appendix-II)

## Annex-6: Payment Schedule

(Refer Clause 6.3)

Key Date No.	Description of Deliverables	Payment
KD1	Inception Report approved by Authority	20%
KD2	Mid Term Report approved by Authority	30%
KD3	Draft Evaluation Report approved by Authority	30%
KD4	Final Evaluation Report approved by Authority (Including a copy of the report in Hindi language)	20%
	<b>Total</b>	<b>100%</b>

Notes:

1. *The above payments shall be made to the Consultant provided that the payments to be made at any time shall not exceed the amount certified by the Consultant in its Statement of Expenses.*
2. *All Reports shall first be submitted as draft reports for comments of the Authority. The Authority shall provide its comments no later than 3 (three) weeks from the date of receiving a draft report and in case no comments are provided within such 3 (three) weeks, the Consultant shall finalize its report. Provided, however, that the Authority may take upto 4 (four) weeks in providing its comments on the Draft evaluation report.*
3. *Draft evaluation report shall be completed in 11 (eleven) weeks excluding the time taken by the Authority in providing its comments on the Draft evaluation report. The Consultant may take 1 (one) week for submitting its Final Evaluation Report after receipt of comments from the Authority.*

## Annex-7: Bank Guarantee for Performance Security

(Refer Clause 7.1.2)

To

[The President of India /Governor of .....]  
acting through

.....  
.....  
.....

In consideration of ..... acting on behalf of the [President of India/Governor of .....] (hereinafter referred as the “**Authority**”, which expression shall, unless repugnant to the context or meaning thereof, include its successors, administrators and assigns) awarding to ....., having its office at ..... (hereinafter referred as the “**Consultant**” which expression shall, unless repugnant to the context or meaning thereof, include its successors, administrators, executors and assigns), vide the Authority’s Agreement no. .... dated ..... valued at Rs. .... (Rupees .....), (hereinafter referred to as the “**Agreement**”) the assignment for consultancy services in respect of the ..... Project, and the Consultant having agreed to furnish a Bank Guarantee amounting to Rs. .... (Rupees ..... ) to the Authority for performance of the said Agreement.

We, ..... (hereinafter referred to as the “**Bank**”) at the request of the Consultant do hereby undertake to pay to the Authority an amount not exceeding Rs. .... (Rupees ..... ) against any loss or damage caused to or suffered or would be caused to or suffered by the Authority by reason of any breach by the said Consultant of any of the terms or conditions contained in the said Agreement.

2. We, ..... (indicate the name of the Bank) do hereby undertake to pay the amounts due and payable under this Guarantee without any demur, merely on a demand from the Authority stating that the amount/claimed is due by way of loss or damage caused to or would be caused to or suffered by the Authority by reason of breach by the said Consultant of any of the terms or conditions contained in the said Agreement or by reason of the Consultant’s failure to perform the said Agreement. Any such demand made on the bank shall be conclusive as regards the amount due and payable by the Bank under this Guarantee. However, our liability under this Guarantee shall be restricted to an amount not exceeding Rs. .... (Rupees .....).

3. We, ..... (indicate the name of the Bank) do hereby undertake to pay to the Authority any money so demanded notwithstanding any dispute or disputes raised by the Consultant in any suit or proceeding pending before any court or tribunal relating thereto, our liability under this present being absolute and unequivocal. The payment so made by us under this bond shall be a valid discharge of our liability for payment thereunder and the Consultant shall have no claim against us for making such payment.

4. We, ..... (indicate the name of Bank) further agree that the Guarantee herein contained shall remain in full force and effect during the period that would be required for the performance of the said Agreement and that it shall continue to be enforceable till all the dues of the Authority under or by virtue of the said Agreement have been fully paid and its claims satisfied or discharged or till the Authority certifies that the terms and conditions of the said Agreement have been fully and properly carried out by the said Consultant and accordingly discharges this Guarantee. Unless a demand or claim under this Guarantee is made on us in writing on or before a period of one year from the date of this Guarantee, we shall be discharged from all liability under this Guarantee thereafter.

5. We, ..... (indicate the name of Bank) further agree with the Authority that the Authority shall have the fullest liberty without our consent and without affecting in any manner our obligations hereunder to vary any of the terms and conditions of the said Agreement or to extend time of performance by the said Consultant from time to time or to postpone for any time or from time to time any of the powers exercisable by the Authority against the said Consultant and to forbear or enforce any of the terms and conditions relating to the said Agreement and we shall not be relieved from our liability by reason of any such variation, or extension being granted to the said Consultant or for any forbearance, act or omission on the part of the Authority or any indulgence by the Authority to the said Consultant or any such matter or thing whatsoever which under the law relating to sureties would, but for this provision, have the effect of so relieving us.

6. This Guarantee will not be discharged due to the change in the constitution of the Bank or the Consultant(s).

7. We, ..... (indicate the name of Bank) lastly undertake not to revoke this Guarantee during its currency except with the previous consent of the Authority in writing.

8. For the avoidance of doubt, the Bank's liability under this Guarantee shall be restricted to Rs. .... crore (Rupees ..... crore) only. The Bank shall be liable to pay the said amount or any part thereof only if the Authority serves a written claim on the Bank in accordance with Paragraph 2 hereof, on or before [..... (indicate the date falling 365 days after the date of this Guarantee)].

For .....

Name of Bank:

Seal of the Bank:

Dated, the .....day of ....., 20.....

(Signature, name and designation of the authorised signatory)

NOTES:

- (i) The Bank Guarantee should contain the name, designation and code number of the officer(s) signing the Guarantee.
- (ii) The address, telephone no. and other details of the Head Office of the Bank as well as of issuing Branch should be mentioned on the covering letter of issuing Branch.

### Schedule 3: Guidance Note on Conflict of Interest

(See Clause 2.3.3)

1. This Note further explains and illustrates the provisions of Clause 2.3 of the RFP and shall be read together therewith in dealing with specific cases.
2. Consultants should be deemed to be in a conflict of interest situation if it can be reasonably concluded that their position in a business or their personal interest could improperly influence their judgment in the exercise of their duties. The process for selection of consultants should avoid both actual and perceived conflict of interest.
3. Conflict of interest may arise between the Authority and a consultant or between consultants and present or future contractors. Some of the situations that would involve conflict of interest are identified below:
  - (a) Authority and consultants:
    - (i) Potential consultant should not be privy to information from the Authority which is not available to others;
    - (ii) potential consultant should not have defined the project when earlier working for the Authority;
    - (iii) potential consultant should not have recently worked for the Authority overseeing the project.
  - (b) Consultants and contractors:
    - (i) No consultant should have an ownership interest or a continuing business interest or an on-going relationship with a potential contractor save and except relationships restricted to project-specific and short-term assignments; or
    - (ii) no consultant should be involved in owning or operating entities resulting from the project; or
    - (iii) no consultant should bid for works arising from the project.

The participation of companies that may be involved as investors or consumers and officials of the Authority who have current or recent connections to the companies involved, therefore, needs to be avoided.

4. The normal way to identify conflicts of interest is through self-declaration by consultants. Where a conflict exists, which has not been declared, competing companies are likely to bring this to the notice of the Authority. All conflicts must be declared as and when the consultants become aware of them.
5. Another approach towards avoiding a conflict of interest is through the use of “Chinese walls” to avoid the flow of commercially sensitive information from one part of the consultant’s



company to another. This could help overcome the problem of availability of limited numbers of experts for the project. However, in reality effective operation of “Chinese walls” may be a difficult proposition. As a general rule, larger companies will be more capable of adopting Chinese walls approach than smaller companies. Although, “Chinese walls” have been relatively common for many years, they are an increasingly discredited means of avoiding conflicts of interest and should be considered with caution. As a rule, “Chinese walls” should be considered as unacceptable and may be accepted only in exceptional cases upon full disclosure by a consultant coupled with provision of safeguards to the satisfaction of the Authority.

6. Another way to avoid conflicts of interest is through the appropriate grouping of tasks. For example, conflicts may arise if consultants drawing up the terms of reference or the proposed documentation are also eligible for the consequent assignment or project.
7. Another form of conflict of interest called “scope–creep” arises when consultants advocate either an unnecessary broadening of the terms of reference or make recommendations which are not in the best interests of the Authority but which will generate further work for the consultants. Some forms of contractual arrangements are more likely to lead to scope-creep. For example, lump-sum contracts provide fewer incentives for this, while time and material contracts provide built in incentives for consultants to extend the length of their assignment.
8. Every project contains potential conflicts of interest. Consultants should not only avoid any conflict of interest but should also report any present/ potential conflict of interest to the Authority at the earliest. Officials of the Authority involved in development of a project shall be responsible for identifying and resolving any conflicts of interest. It should be ensured that safeguards are in place to preserve fair and open competition and measures should be taken to eliminate any conflict of interest arising at any stage in the process.

## Appendices

## Appendix-I: Technical Proposal

(See Clause 2.1.3)

### Form-1: Letter of Proposal

(On Applicant's letter head)

(Date and Reference)

To,

.....

.....

.....

**Subject: Consultancy Services for Evaluation of Schemes under National Solar Mission of Ministry of New and Renewable Energy**

Dear Sir,

With reference to your RFP Document dated....., I/ we, having examined all relevant documents and understood their contents, hereby submit our Proposal for selection as Consultant for the ..... Project. The proposal is unconditional and unqualified.

2. All information provided in the Proposal and in the Appendices is true and correct and all documents accompanying such Proposal are true copies of their respective originals.
3. This statement is made for the express purpose of appointment as the Consultant for the aforesaid Project.
4. I/We shall make available to the Authority any additional information it may deem necessary or require for supplementing or authenticating the Proposal.
5. I/We acknowledge the right of the Authority to reject our application without assigning any reason or otherwise and hereby waive our right to challenge the same on any account whatsoever.
6. I/We certify that in the last three years, we or any of our Associates have neither failed to perform on any contract, as evidenced by imposition of a penalty by an arbitral or judicial authority or a judicial pronouncement or arbitration award against the Applicant, nor been expelled from any project or contract by any public authority nor have had any contract terminated by any public authority for breach on our part.
7. I/We declare that:
  - (a) I/We have examined and have no reservations to the RFP Documents, including any Addendum issued by the Authority;
  - (b) I/We do not have any Conflict of Interest in accordance with Clause 2.3 of the RFP

Document;

- (c) I/We have not directly or indirectly or through an agent engaged or indulged in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice, as defined in Clause 4.3 of the RFP document, in respect of any tender or request for proposal issued by or any agreement entered into with the Authority or any other public sector enterprise or any government, Central or State; and
  - (d) I/ We hereby certify that we have taken steps to ensure that in conformity with the provisions of Section 4 of the RFP, no person acting for us or on our behalf will engage in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice.
8. I/We understand that you may cancel the Selection Process at any time and that you are neither bound to accept any Proposal that you may receive nor to select the Consultant, without incurring any liability to the Applicants in accordance with Clause 2.8 of the RFP document.
  9. I/We declare that we/any member of the consortium, are/is not a Member of a/any other Consortium applying for Selection as a Consultant.
  10. I/We certify that in regard to matters other than security and integrity of the country, we or any of our Associates have not been convicted by a Court of Law or indicted or adverse orders passed by a regulatory authority which would cast a doubt on our ability to undertake the Consultancy for the Project or which relates to a grave offence that outrages the moral sense of the community.
  11. I/We further certify that in regard to matters relating to security and integrity of the country, we have not been charge-sheeted by any agency of the Government or convicted by a Court of Law for any offence committed by us or by any of our Associates.
  12. I/We further certify that no investigation by a regulatory authority is pending either against us or against our Associates or against our CEO or any of our Directors / Managers / employees.<sup>21</sup>\$
  13. I/We hereby irrevocably waive any right or remedy which we may have at any stage at law or howsoever otherwise arising to challenge or question any decision taken by the Authority [and/ or the Government of India] in connection with the selection of Consultant or in connection with the Selection Process itself in respect of the above mentioned Project.
  14. The Bid Security Declaration Form is attached, in accordance with the RFP document.
  15. I/We agree and understand that the proposal is subject to the provisions of the RFP document. In no case, shall I/we have any claim or right of whatsoever nature if the

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<sup>21</sup>\$ In case the Applicant is unable to provide the certification specified in Paragraph 12, it may precede the Paragraph by the words viz. —Except as specified in Schedule ..... hereto. The exceptions to the certification or any disclosures relating thereto may be clearly stated in a Schedule to be attached to the Application. The Authority will consider the contents of such Schedule and determine whether or not the exceptions/disclosures are material to the suitability of the Applicant for pre-qualification hereunder.

Consultancy for the Project is not awarded to me/us or our proposal is not opened or rejected.

16. I/We agree to keep this offer valid for 90 (ninety) days from the Proposal Due Date specified in the RFP.
17. A Power of Attorney in favour of the authorised signatory to sign and submit this Proposal and documents is attached herewith in Form-4.
18. In the event of my/our firm/ consortium being selected as the Consultant, I/we agree to enter into an agreement in accordance with the form at Schedule–2 of the RFP. We agree not to seek any changes in the aforesaid form and agree to abide by the same.
19. I/We have studied RFP and all other documents carefully. We understand that except to the extent as expressly set forth in the Agreement, we shall have no claim, right or title arising out of any documents or information provided to us by the Authority or in respect of any matter arising out of or concerning or relating to the Selection Process including the award of Consultancy.
20. The Financial Proposal is being submitted in a separate cover. This Technical Proposal read with the Financial Proposal shall constitute the Application which shall be binding on us.
21. I/We agree and undertake to abide by all the terms and conditions of the RFP Document. In witness thereof, I/we submit this Proposal under and in accordance with the terms of the RFP Document.

Yours faithfully,

(Signature, name and designation of the authorised signatory)  
(Name and seal of the Applicant / Lead Member)

APPENDIX-I

Form-2:

**Particulars of the Applicant**

*(To be uploaded in attached excel format on CPP Portal; Signed and scanned copy to be separately uploaded in pdf form on CPP portal as per Clause 2.22.3 [a])*

1.1	<p><b>Title of Consultancy:</b> Evaluation Study for Government Scheme/Program</p>
1.2	<p><b>Title of Project:</b> Evaluation of Schemes under National Solar Mission of Ministry of New and Renewable Energy</p>
1.3	<p>State whether applying as Sole Firm or Lead Member of a consortium:</p>
1.4	<p>State the following:</p> <p>(i) Details of the Applicant Name of Company or Firm: Legal status (e.g. incorporated private company, unincorporated business, partnership etc.): Country of incorporation: Registered address:</p> <p>Year of Incorporation: Year of commencement of business: Principal place of business: Brief description of the Company including details of its main lines of business</p> <p>(ii) Details of the Authorized Representative of the Applicant Name: Designation: Company: Address: Phone No.: E-mail address:</p>
1.5	<p>If the Applicant is Lead Member of a consortium, state the following for each of the other Member Firms:</p> <p>(i) Name of Firm: (ii) Legal Status and country of incorporation (iii) Registered address and principal place of business.</p>

<p>1.6</p>	<p>For the Applicant, (in case of a consortium, for each Member), state the following information:</p> <p>(i) In case of non-Indian Firm, does the Firm have business presence in India? Yes/No</p> <p>If so, provide the office address(es) in India.</p> <p>(ii) Has the Applicant or any of the Members in case of a consortium been penalized by any organization for poor quality of work or breach of contract in the last five years? Yes/No</p> <p>(iii) Has the Applicant/ Member ever failed to complete any work awarded to it by any public authority/ entity in last five years? Yes/No</p> <p>(iv) Has the Applicant or any member of the consortium been blacklisted by any Government department/Public Sector Undertaking in the last five years? Yes/No</p> <p>(v) Has the Applicant or any of the Members, in case of a consortium, suffered bankruptcy/insolvency in the last five years? Yes/No</p> <p><b>Note: If answer to any of the questions at (ii) to (v) is yes, the Applicant is not eligible for this consultancy assignment.</b></p>
<p>1.7</p>	<p>(i) Does the Applicant's firm/company (or any member of the consortium) combine functions as a consultant or adviser along with the functions as a contractor and/or a manufacturer? Yes/No</p> <p>(ii) If yes, does the Applicant (and other Member of the Applicant's consortium) agree to limit the Applicant's role only to that of a consultant/ adviser to the Authority and to disqualify themselves, their Associates/ affiliates, subsidiaries and/or parent organization subsequently from work on this Project in any other capacity? Yes/No/Not Applicable</p>
<p>1.8</p>	<p>(i) Does the Applicant intend to borrow or hire temporarily, personnel from contractors, manufacturers or suppliers for performance of the Consulting Services? Yes/No</p>

(ii) If yes, does the Applicant agree that it will only be acceptable as Consultant, if those contractors, manufacturers and suppliers disqualify themselves from subsequent execution of work on this Project (including tendering relating to any goods or services for any other part of the Project) other than that of the Consultant?

Yes/No/Not Applicable

(iii) If yes, have any undertakings been obtained (and annexed) from such contractors, manufacturers, etc. that they agree to disqualify themselves from subsequent execution of work on this Project and they agree to limit their role to that of consultant/ adviser for the Authority only?

Yes/No/Not Applicable

It is certified that the aforesaid information is true and correct to the best of my knowledge and belief.

(Signature, name and designation of the authorised signatory)

For and on behalf of .....



APPENDIX-I

Form-3:  
**Statement of Legal Capacity**

*(To be forwarded on the letter head of the Applicant)*

Ref. Date:

To,

.....

.....

.....

Dear Sir,

**Sub: RFP for Evaluation of Schemes under National Solar Mission of Ministry of New and Renewable Energy**

I/We hereby confirm that we, the Applicant (along with other members in case of consortium, the constitution of which has been described in the Proposal<sup>22§</sup>), satisfy the terms and conditions laid down in the RFP document.

I/We have agreed that ..... (insert Applicant's name) will act as the Lead Member of our consortium.

I/We have agreed that.....(insert individual's name) will act as our Authorised

Representative/ will act as the Authorised Representative of the consortium on our behalf and has been duly authorized to submit our Proposal. Further, the authorised signatory is vested with requisite powers to furnish such proposal and all other documents, information or communication and authenticate the same.

Yours faithfully,

(Signature, name and designation of the authorised signatory) For and on behalf of

.....

---

<sup>22§</sup> Please strike out whichever is not applicable

APPENDIX-I

Form-4:  
**Power of Attorney**

Know all men by these presents, we, ..... (name of Firm and address of the registered office) do hereby constitute, nominate, appoint and authorise Mr / Ms..... son/daughter/wife and presently residing at ....., who is presently employed with us and holding the position of ..... as our true and lawful attorney (hereinafter referred to as the “**Authorised Representative**”) to do in our name and on our behalf, all such acts, deeds and things as are necessary or required in connection with or incidental to submission of our Proposal for and selection as the Consultant for **Evaluation of Schemes under National Solar Mission of Ministry of New and Renewable Energy** proposed to be developed by the ..... (the “**Authority**”) including but not limited to signing and submission of all applications, proposals and other documents and writings, participating in pre-bid and other conferences and providing information/ responses to the Authority, representing us in all matters before the Authority, signing and execution of all contracts and undertakings consequent to acceptance of our proposal and generally dealing with the Authority in all matters in connection with or relating to or arising out of our Proposal for the said Project and/or upon award thereof to us till the entering into of the Agreement with the Authority.

AND, we do hereby agree to ratify and confirm all acts, deeds and things lawfully done or caused to be done by our said Authorised Representative pursuant to and in exercise of the powers conferred by this Power of Attorney and that all acts, deeds and things done by our said Authorised Representative in exercise of the powers hereby conferred shall and shall always be deemed to have been done by us.

IN WITNESS WHEREOF WE, ..... THE ABOVE-NAMED PRINCIPAL HAVE EXECUTED THIS POWER OF ATTORNEY ON THIS ..... DAY OF ....., 20.....

For .....  
(Signature, name, designation and address)

Witnesses:

- 1.
- 2.

Notarised

Accepted  
.....  
(Signature, name, designation and address of the Attorney)

*Notes:*

- *The mode of execution of the Power of Attorney should be in accordance with the procedure, if any, laid down by the applicable law and the charter documents of the executant(s) and when it is so required the same should be under common seal affixed in accordance with the required procedure. The Power of Attorney should be executed on a non-judicial stamp paper of Rs. 100 (hundred) and duly notarised by a notary public.*
- *Wherever required, the Applicant should submit for verification the extract of the charter documents and other documents such as a resolution/power of attorney in favour of the person executing this Power of Attorney for the delegation of power hereunder on behalf of the Applicant.*
- *For a Power of Attorney executed and issued overseas, the document will also have to be legalised by the Indian Embassy and notarised in the jurisdiction where the Power of Attorney is being issued. However, Applicants from countries that have signed the Hague Legislation Convention 1961 need not get their Power of Attorney legalised by the Indian Embassy if it carries a conforming Apostille certificate.*

APPENDIX-I

Form-5:  
**Financial Capacity of the Applicant**

(Refer Clause 2.2.2 (B))

*(To be uploaded in attached excel format on CPP Portal; Signed and scanned copy to be separately uploaded in pdf form on CPP portal as per Clause 2.22.3 [a])*

S. No.	Financial Year	Annual Revenue (Rs. )
1.		
2.		
3.		

**Certificate from the Statutory Auditor<sup>§</sup>**

This is to certify that ..... (name of the Applicant) has received the payments shown above against the respective years on account of professional fees.

Name of the audit firm:

Seal of the audit firm

Date:

(Signature, name and designation of the authorised signatory)

<sup>§</sup> In case the Applicant does not have a statutory auditor, it shall provide the certificate from its chartered accountant that ordinarily audits the annual accounts of the Applicant.

Note: Please do not attach any printed Annual Financial Statement. In case relevant extracts of duly audited Annual Financial Statements containing the requisite details are provided, duly countersigned by the authorised signatory, a separate certification by statutory auditors would not be necessary in respect of clause 2.2.3.

APPENDIX-I

Form-6:

**Particulars of Key Personnel**

*(To be uploaded in attached excel format on CPP Portal; Signed and scanned copy to be separately uploaded in pdf form on CPP portal as per Clause 2.22.3 [a])*

**A) Details of Key Personnel**

1	<b>Designation of the Key Personnel</b>	
2	<b>Name of the Key Personnel</b>	
3	<b>Date of Birth</b>	
4	<b>Nationality</b>	
5	<b>Educational Qualification<sup>23</sup></b>	
6	<b>Length of Professional Experience</b>	
7	<b>Length of Relevant Experience<sup>24</sup></b>	

8	<b>Employment Record</b> <i>(Starting with present position, list in reverse order every employment held)</i>			
<b>S No</b>	<b>Name of Firm</b>	<b>Designation</b>	<b>Start Date</b>	<b>End Date</b>
1				
2				
3				
..				
..				

(Contd)

<sup>23</sup> \*For degrees obtained from the accredited foreign Boards/universities, the applicant shall furnish a self-declaration on the academic equivalence to the 'Minimum Educational Qualifications' as defined in Clause 2.2.2 (D).

<sup>24</sup> \*Relevant to the Responsibilities as defined in Clause 2.1.4 for respective Key Personnel

**B) Eligible Assignments of Key Personnel**

No. of Eligible Assignments

S No	Name of the Assignment	Brief Description of the Assignment (in not more than 1000 characters)	Is the assignment related to Solar Energy Study?	Is the assignment related to evaluation studies in energy sector?	Was the assignment conducted in India?	Sample size of the assignment (No. of respondents)	Name of the Client & Address	Client Category (as defined in Clause 3.1.4)	Name & Telephone no. of Client's representative	Name of the firm for which the Key Personnel worked	Designation of the Key Personnel on the assignment	Estimated Cost of the Assignment (in Rs.)	Start Date of the Assignment	End Date of the Assignment	Person days spent (in days)	Description of Services performed by the Key Personnel (in not more than 1000 characters)
(1)	(2)	(3.1)	(3.2)	(3.3)	(3.4)	(3.5)	(4.1)	(4.2)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
1																
2																
...																

**C) Other Relevant Assignments of Key Personnel**

No. of Other Relevant Assignments

\*Relevant to the Responsibilities as defined in Clause 2.1.4 for respective Key Personnel

S No	Name of the Assignment	Brief Description of the Assignment (in not more than 1000 characters)	Sector of the Assignment (example; health care, agriculture, education, etc)	Region where assignment was conducted	Whether the assignment involved primary data collection	Sample size of the assignment (No. of respondents)	Name of the Client & Address	Client Category (as defined in Clause 3.1.4)	Name & Telephone no. of Client's representative	Name of the firm for which the Key Personnel worked	Designation of the Key Personnel on the assignment	Estimated Cost of the Assignment (in Rs)	Start Date of the Assignment	End Date of the Assignment	Person days spent (in days)	Description of Services performed by the Key Personnel (in not more than 1000 characters)
(1)	(2)	(3.1)	(3.2)	(3.3)	(3.4)	(3.5)	(4.1)	(4.2)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
1																
2																
...																

\$ Use separate Form for each Key Personnel.

\$\$ Exchange rate for conversion of US \$ shall be as per Clause 1.7.1.

**Certification:**

- a. I am willing to work on the Project and I will be available for entire duration of the Project assignment as required.
  
- b. I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes me, my qualifications and my experience.

Place.....

(Signature and name of the Key Personnel)

(Signature and name of the authorised signatory of the Applicant)

## APPENDIX-I

### Form-7:

### **Proposed Methodology and Work Plan**

The proposed methodology and work plan shall be described as follows:

1. Understanding of TOR (not more than two pages):

The Applicant shall clearly state its understanding of the TOR and also highlight its important aspects. The Applicant may supplement various requirements of the TOR and also make precise suggestions if it considers this would bring more clarity and assist in achieving the Objectives laid down in the TOR.

2. Methodology and Work Plan (not more than four pages):

The Applicant will submit its methodology for carrying out this assignment, outlining its approach toward achieving the Objectives laid down in the TOR, including approach, methodology, sampling, criteria for State/UT selection etc. The Applicant will submit a brief write up on its proposed team and organization of personnel explaining how different areas of expertise needed for this assignment have been fully covered by its proposal. In case the Applicant is a consortium, it should specify how the expertise of each firm is proposed to be utilised for this assignment. The Applicant should specify the sequence, locations and timelines of important activities in the form of a Gantt chart, and provide a quality assurance plan for carrying out the Consultancy Services.

3. Collaboration with Local Universities and Academic Organizations (not more than 2 pages):

The Applicant will submit on how it plans to involve and collaborate with local universities, academic and research organizations while designing and delivering on the Project. The idea is to strengthen industry-academia-government linkages and foster a collective culture of research, innovation and advancement knowledge.

Note: Marks will be deducted for writing lengthy and out of context responses.



APPENDIX-I

Form-8:

**Eligible Assignments of the Applicant<sup>§</sup>**

(Refer Clause 3.1.4)

(To be uploaded in attached excel format on CPP Portal; Signed and scanned copy to be separately uploaded in pdf form on CPP portal as per Clause 2.22.3 [a])

**A) Eligible Assignments of the Applicant**

**No. of Eligible Assignments**

S No	Name of the Assignment	Brief Description of the Assignment (in not more than 1000 characters)	Is the assignment related to Solar Energy Study?	Is the assignment related to evaluation studies in energy sector?	Was the assignment conducted in India?	Sample size of the assignment (No. of respondents)	Name of the Client & Address	Client Category (as defined in Clause 3.1.4)	Name & Telephone no. of Client's representative	Estimated Cost of the Assignment (in Rs)	Payment <sup>\$\$</sup> of Professional Fees received by the Applicant (in Rs)	Start Date of the Assignment	End Date of the Assignment	Description of Services performed by the Key Personnel (in not more than 1000 characters)
(1)	(2)	(3.1)	(3.2)	(3.3)	(3.4)	(3.5)	(4.1)	(4.2)	(5)	(6)	(7)	(8)	(9)	(10)
1														
...														

**B) Other Relevant Assignments of the Applicant**

**No. of other Relevant<sup>25</sup> Assignments**

S No	Name of the Assignment	Brief Description of the Assignment (in not more than 1000 characters)	Sector of the Assignment (example; health care, agriculture, education, etc)	Region where assignment was conducted	Whether the assignment involved primary data collection	Sample size of the assignment (No. of respondents)	Name of the Client & Address	Client Category (as defined in Clause 3.1.4)	Name & Telephone no. of Client's representative	Estimated Cost of the Assignment (in Rs.)	Payment <sup>\$\$</sup> of Professional Fees received by the Applicant (in Rs.)	Start Date of the Assignment	End Date of the Assignment	Description of Services performed by the Key Personnel (in not more than 1000 characters)
(1)	(2)	(3.1)	(3.2)	(3.3)	(3.4)	(3.5)	(4.1)	(4.2)	(5)	(6)	(7)	(8)	(9)	(10)
1														
...														

<sup>§</sup> The Applicant should provide details of only those projects that have been undertaken by it under its own name.

<sup>\$\$</sup> Exchange rate for conversion of US \$ shall be as per Clause 1.7.1.

<sup>25</sup> \*Relevant to the Terms of Reference of the RFP

**Certificate from the Statutory Auditor<sup>§</sup>**

This is to certify that the information contained in Column 5 above is correct as per the accounts of the Applicant and/ or the clients.

Name of the audit firm:

Seal of the audit firm:

Date:

(Signature, name and designation of the authorised signatory)

<sup>§</sup> The Applicant can also provide the certificate from its chartered accountant that ordinarily audits the annual accounts of the Applicant.

**Note:** The Applicant may attach separate sheets to provide brief particulars of other relevant experience of the Applicant.

APPENDIX-I

Form-9:  
**Deployment of Personnel**

*(To be uploaded in attached excel format on CPP Portal; Signed and scanned copy to be separately uploaded in pdf form on CPP portal as per Clause 2.22.3 [a])*

S.No.	Designation	Name	Person Days (PD)		Person-Days by Week Numbers																					
			On-field	In Office	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	....	
1.																										
2.																										
3.																										
4.																										
5.																										
6.																										
7.																										
8.																										
9.																										
			<b>Total Person days</b>																							

APPENDIX-I

Form-10:

**Other Implementation Support Team Members**

*(To be uploaded in attached excel format on CPP Portal; Signed and scanned copy to be separately uploaded in pdf form on CPP portal as per Clause 2.22.3 [a])*

S.No.	Item of Work/ Activity	To be carried out by		Person-Days by Week Numbers																				
		Name	Designation	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
1.																								
2.																								
3.																								
4.																								
5.																								
6.																								
7.																								
8.																								
9.																								

APPENDIX-I

Form-11:

**Proposal for Sub-Consultant(s)**

*(To be uploaded in attached excel format on CPP Portal; Signed and scanned copy to be separately uploaded in pdf form on CPP portal as per Clause 2.22.3 [a])*

1. Details of the Firm				
Firm's Name, Address and Telephone				
Name and Telephone No. of the Contact Person				
Fields of Expertise				
No. of Years in business in the above Fields				
2. Services that are proposed to be sub contracted:				
3. Person who will lead the Sub-Consultant Name: Designation: Telephone No: Email:				
4. Details of Firm's previous experience				
Name of Work	Name, address and telephone no. of Client	Total Value of Services Performed (in Rs.)	Duration of Services (in Person-days)	Date of Completion of Services
1.				
2.				
3.				

(Signature and name of the authorised signatory)

**Note:**

1. The Proposal for Sub-Consultant(s) shall be accompanied by the details specified in Forms 12 and 13 of Appendix-I.
2. Use separate form for each Sub-Consultant

APPENDIX-I

**Form-12:**  
**Bid Security Declaration Form**

(On Applicant's letter head)

(Date and Reference)

To,

.....

.....

.....

**Subject: Bid Security Declaration for Evaluation of Schemes under National Solar Mission  
of Ministry of New and Renewable Energy**

Dear Sir,

I/We, the undersigned, declare that:

I/We understand that, according to your conditions, proposals must be supported by a Bid Security Declaration.

I/We accept that I/We may be disqualified from bidding for any contract with you for a period of one year from the date of notification if I am /We are in a breach of any obligation under the bid conditions, because I/We

- (a) have withdrawn/modified/amended, impairs or derogates from the tender, my/our proposal during the period of proposal validity specified in the RFP; or
- (b) having been notified of the acceptance of our proposal by the Authority during the period of proposal validity (i) fail or refuse to execute the Agreement, if required, or (ii) fail or refuse to furnish the Performance Security, in accordance with the Instructions to the Applicants.

I/We understand this Bid Security Declaration shall cease to be valid if I am/we are not the successful Bidder, upon the earlier of (i) the receipt of your notification of the name of the successful Bidder; or (ii) thirty days after the expiration of the validity of my/our Proposal.

Yours faithfully,

(Signature, name and designation of the authorised signatory)  
(Name and seal of the Applicant/Lead Member)

**Appendix-II:  
Financial Proposal**

Form 1:  
**Covering Letter**

(On Applicant's letter head)

(Date and Reference)

To,

.....  
.....  
.....

Dear Sir,

**Subject: Consultancy Services for Evaluation of Schemes under National Solar Mission of  
Ministry of New and Renewable Energy**

I/We, ..... (Applicant's name) herewith enclose the Financial Proposal for  
selection of my/our firm as Consultant for above.

I/We agree that this offer shall remain valid for a period of 90 (ninety) days from the Proposal  
Due Date or such further period as may be mutually agreed upon.

Yours faithfully,

(Signature, name and designation of the authorised signatory)

Note: The Financial Proposal is to be submitted strictly as per forms given in the RFP.

APPENDIX-II

(See Clause 2.1.3)

Form-2:  
**Financial Proposal**

*In addition to the format provided below, the financial proposal also needs to be submitted in the Bill-of-Quantity excel format as provided separately in the tender documents.*

Item No.	Description	Amount (Rs.)
<b>A.</b>	<b>RESIDENT PERSONNEL</b>	
I.	Remuneration for Resident Professional Personnel (inclusive of all personal allowances)	
II.	Remuneration for Resident Support Personnel (inclusive of all personal allowances)	
	<b>Sub-total Resident Personnel (A):</b>	
<b>B.</b>	<b>LOCAL COSTS</b>	
I.	Office Rent	
II.	Office Consumables like stationery, communication etc.	
III.	Office Furniture and Equipment (Rental)	
IV.	Reports and Document Printing	
V.	Surveys & Investigations	
VI.	Miscellaneous Expenses	
	<b>Subtotal Local Costs (B):</b>	
<b>C.</b>	<b>POST SERVICES CONSULTATIONS</b>	
	7 person days each of	
I.	Team Leader	
II.	Deputy Team Leader	
III.	Solar Energy Specialist	
IV.	Economist	
V.	Junior Researcher	
	<b>Subtotal Post Report Consultations (C):</b>	
<b>D.</b>	<b>SUBTOTAL OF A+B+C</b>	
<b>E.</b>	<b>OVERHEAD EXPENSES @. % of (D)</b>	
<b>F.</b>	<b>GOODS AND SERVICES TAX (F)</b>	



Item No.	Description	Amount (Rs.)
<b>G.</b>	<b>TOTAL (including taxes) (D+E+F) (in Rs.)</b> In Indian Rupees .....(in figures) .....(in words)	
<b>H.</b>	<b>ADDITIONAL COSTS (not included in consultancy assignment)<sup>26</sup></b>	
I.	Domestic travel from firm's office to the Project Office (restricted to five return economy class air fares for each Key Personnel)	
II.	Return journeys from Project Office to Authority's office to attend meetings held by the Authority (provide indicative amount for five return fares)	
	<b>Total of Additional Costs (H)</b>	
<b>I.</b>	<b>TOTAL COST OF THE CONSULTANCY (G+H)</b> <b>In Indian Rupees ..... (in figures)</b> ..... (in words)	

**Note:**

1. The financial evaluation shall be based on the above Financial Proposal, excluding Additional Costs. The total in Item G shall, therefore, be the amount for purposes of evaluation. Additional Costs in Item H shall not be reckoned for purposes of financial evaluation.
2. Estimate of Costs for Item A-I and A-II shall be as per Form-3.
3. Miscellaneous Expenses in Item B(VI) shall not exceed 15% (fifteen per cent) of the total amount in Item D.
4. Domestic Air Fare in Item H I shall not be payable to the Consultant's Personnel who are normally stationed in Delhi NCR.
5. All costs shall be reimbursed on production of a Statement of Expenses, duly certified by the Authorised Representative. However, no details of expenditures would be sought for overhead expenses, which will be reimbursed in proportion to the total expenses under Item D.
6. The reimbursement of expenses shall be limited to the amounts indicated above.

<sup>26</sup> Not included in the Excel Template considering the Additional Costs in Item H shall not be reckoned for purposes of financial evaluation

7. Savings of upto 20% (twenty per cent) under any head of expenditure specified in the summary of Financial Proposal may be reappropriated by the Consultant and added to any other head of expenditure, subject to a ceiling of 10% (ten per cent) in respect of the recipient head of expenditure. Upon Notification of such reappropriation to the Authority, the Financial Proposal shall be deemed to be amended, and payment shall be made accordingly.
8. No escalation on any account will be payable on the above amounts.
9. All other charges not shown here and all insurance premia are considered included in the person day rate/ overhead/ miscellaneous expenses.
10. The Authority may require the Key Personnel to visit the Project/ the Authority's offices for further consultations after their Final Evaluation Report has been accepted. The cost (remuneration including personal allowances) of 7 (seven) person days of each Key Personnel is included in the Financial Proposal. The Authority may require upto 15 (fifteen) extra days of consultation with any or all Key Personnel on payment of additional charges. For any increase as compared to the aforesaid 7 (seven) days, payment shall be computed solely on the basis of relevant person day rates specified in the Financial Proposal. In all cases, return full fare economy class airfare shall be reimbursed in addition, as per actuals.
11. The Authority may require Professional Personnel to visit the Project/the Authority's offices for further consultations or undertake desk work after the report has been accepted. The Additional Costs on this account shall be paid to the Consultant as per agreed person day rates and economy return airfare as per actuals shall also be reimbursed. However, the total number of additional person days requisitioned hereunder shall not exceed 120 (one hundred and twenty)
12. All payments shall be made in Indian Rupees and shall be subject to applicable Indian laws withholding taxes if any.
13. For the purposes hereof **Statement of Expenses** means a statement of the expenses incurred on each of the heads indicated in the Financial Proposal; provided that in relation to expenses on Personnel, the Statement of Expenses shall be accompanied by the particulars of Personnel and the person days spent on the Consultancy.

APPENDIX-II

Form-3:  
**Estimate of Personnel Costs**

ID No.	Position	Name	Person-Days (Rs.)	Total Person-Days	Amount (Rs.)
<b>A1 (I). Remuneration for Resident Professional Personnel (including all personal allowances)</b>					
Total					
<b>A2 (II). Remuneration for Resident Support Personnel (including all personal allowances)</b>					
Total					
<b>Total:</b>					

## APPENDIX-III

### Appendix-III: List of Bid-Specific Provisions<sup>27</sup>\$

#### A. Clauses with currency-based footnotes

1. Introduction.
2. Clause 2.2.3: Conditions of Eligibility of Applicants.
3. Clause 2.11.3: Amendment of RFP.

**Note:** The above footnotes marked – “\$” shall be retained in the RFP for guidance of the Applicants while submitting their respective Proposals.

#### B. Schedules with non-numeric footnotes

All non-numeric footnotes marked –“\$” in the Schedules shall be retained in the respective Schedules for guidance of the Applicants while submitting their respective Proposals.

#### C. Appendices with non-numeric footnotes

All non-numeric footnotes in the Appendices shall be retained in the respective Appendices for guidance of the Applicants. These shall be omitted by the Applicants while submitting their respective Proposals.

#### D. Schedules and Appendices with blank spaces

All blank spaces in the Schedules and Appendices shall be retained in the RFP. These shall be filled up when the format of the respective Schedule or Appendix is used.

---

<sup>27</sup>\$ This Appendix-III contains a list of Clauses, Schedules and Appendices that would need to be suitably modified for reflecting bid-specific provisions. This Appendix-III may, therefore, be included in the RFP document to be issued to prospective Applicants

APPENDIX-IV

**Appendix-IV: References**

**A. Table 1: Year wise Solar Energy capacity installed as on 30.06.2020**

S. No	Year	Capacity added during year (MW)	Cumulative Capacity (MW)
1.	Upto 2010	--	11
2.	2010- 11	25	36
3.	2011-12	994	1030
4.	2012-13	656	1686
5.	2013-14	945.9	2631.9
6.	2014-15	1112.07	3743.97
7.	2015-16	3018.883	6762.853
8.	2016-17	5525.98	12288.83
9.	2017-18	9362.67	21651.46
10.	2018-19	6529.20	28180.66
11.	2019-20	6447.13	34627.79
12.	2020-21	494.51	35122.31

Source: Standing Committee of Energy, Seventeenth Lok Sabha (2021), Action Plan for Achievement of 175 Gigawatt (GW) Renewable energy target (Seventeenth Report), New Delhi, Lok Sabha Secretariat

**Table 2: State wise Cumulative Capacity installed under Off- Grid SPV Programme up to 31.12.2020**

Sl. No.	State/UT/ Agencies	Solar Home Light (Nos)	Solar lamp (Nos)	Solar Street Light (Nos)	Solar Pump (Nos)	Solar Power Plant (kW)
1	Andhra Pradesh	22972	77803	15468	34045	3815.595
2	Arunachal Pradesh	35065	76401	13741	22	963.2
3	Assam	46879	647761	16338	45	1605
4	Bihar	12303	1735227	46032	2813	6800
5	Chhattisgarh	42232	3311	2792	61970	31372.9
6	Delhi	0	4807	301	90	1269
7	Goa	393	1093	707	15	32.72
8	Gujarat	9253	31603	5004	11522	13576.6
9	Haryana	56727	93853	34625	5014	2321.25
10	Himachal Pradesh	22592	33909	92500	15	1905.5
11	Jammu & Kashmir	144316	51224	22900	39	8129.85
12	Jharkhand	9450	790515	13572	4800	3769.9
13	Karnataka	52638	7781	5069	7435	7854.01
14	Kerala	41912	54367	1735	818	16048.39
15	Madhya Pradesh	7920	529101	13611	23156	3654
16	Maharashtra	3497	239297	10420	11315	3857.7
17	Manipur	24583	9058	22217	40	1580.5
18	Meghalaya	14874	40750	5800	19	2004
19	Mizoram	12060	91201	10117	37	3885.6
20	Nagaland	1045	6766	11107	3	1506
21	Odisha	5274	99843	17815	9599	2191.515
22	Punjab	8626	17495	43448	4663	2066
23	Rajasthan	187968	225851	7114	53423	30449
24	Sikkim	15059	23300	504	0	850
25	Tamil Nadu	298641	16818	39908	6289	13052.6

Sl. No.	State/UT/ Agencies	Solar Home Light (Nos)	Solar lamp (Nos)	Solar Street Light (Nos)	Solar Pump (Nos)	Solar Power Plant (kW)
26	Telangana	0	0	1958	424	7450
27	Tripura	32723	253443	6284	151	867
28	Uttar Pradesh	235909	2346365	289355	29600	10638.31
29	Uttarakhand	91595	163386	31535	26	4059.53
30	West Bengal	145332	17662	15302	653	1730
31	Andaman & Nicobar	468	6296	920	5	167
32	Chandigarh	275	1675	901	12	730
33	Lakshadweep	600	5289	4465	0	2190
34	Puducherry	25	1637	417	21	121
35	Others	24047	125797	9150	609	23885
36	NABARD (2015 onwards)	116226	0	0	4012	0
<b>Total</b>		<b>1723479</b>	<b>7830685</b>	<b>813132</b>	<b>272700</b>	<b>216398.67</b>

Source: Annual Report 2020-21, Ministry of New and Renewable Energy, Government of India

**Table 3: Solar Parks Capacity Approved and Commissioned as on 31.12.2020**

Sl. No.	Solar Park	Capacity Approved (MW)	Capacity Commissioned (MW)
1	Pavagada SP, KA	2000	2000
2	Kurnool SP, AP	1000	1000
3	Bhadla-III SP, Raj	1000	1000
4	Ananthapuamu SP, AP	1500	1100
5	Rewa Solar Park, MP	750	750
6	Bhadla-II SP, Raj	680	680
7	Bhadla-IV SP, Raj	500	500
8	Ananthapuamu-II SP, AP	500	400
9	Neemuch-Mandsor SP, MP	250	250
10	Kadapa SP, AP	1000	250
11	UP Solar Park, UP	440	165
12	Kasargod SP, Kerala	105	50
<b>Total</b>		<b>9725</b>	<b>8145</b>

Source: Annual Report 2020-21, Ministry of New and Renewable Energy, Government of India

**Table 4: Overall Installed Capacity of Grid Connected Rooftop Solar Plant installed as on 31.12.2020**

Sr. No	State and UTs	Capacity Installed (MW)
1	Andaman & Nicobar Island	4
2	Andhra Pradesh	138
3	Arunachal Pradesh	0
4	Assam	8
5	Bihar	39
6	Chandigarh	39
7	Chhattisgarh	27
8	Goa	6
9	Gujarat	894

Sr. No	State and UTs	Capacity Installed (MW)
10	Haryana	277
11	Himachal Pradesh	14
12	Jammu and Kashmir	12
13	Jharkhand	30
14	Karnataka	226
15	Kerala	90
16	Ladakh	0
17	Lakshadweep	0
18	Madhya Pradesh	77
19	Maharashtra	648
20	Manipur	5
21	Meghalaya	0
22	Mizoram	1
23	Nagaland	0
24	NCT of Delhi	139
25	Odisha	18
26	Puducherry	9
27	Punjab	63
28	Rajasthan	374
29	Sikkim	0
30	Tamil Nadu	84
31	Telangana	150
32	The Dadra and Nagar Haveli and Daman and Diu	0
33	Tripura	3
34	Uttarakhand	257
35	Uttar Pradesh	114
36	West Bengal	8
	<b>TOTAL</b>	<b>3738</b>

Source: Annual Report 2020-21, Ministry of New and Renewable Energy, Government of India

**Table 5: State wise and Component wise Implementation of PM- KUSUM Scheme**

S. No	State	Component A (MW)	Component B (Nos)	Component - C (Nos)	
				Individual Pumps Solarization	Feeder Level Solarization
1	Andaman & Nicobar	0	0	0	0
2	Andhra Pradesh	0	0	0	0
3	Arunachal Pradesh	0	50	0	0
4	Assam	0	0	0	0
5	Bihar	0	0	0	0
6	Chandigarh	0	0	0	0
7	Chhattisgarh	0	20,000	0	0
8	Dadra & Nagar Haveli	0	0	0	0

S. No	State	Component A (MW)	Component B (Nos)	Component - C (Nos)	
				Individual Pumps Solarization	Feeder Level Solarization
9	Daman & Diu	0	0	0	0
10	Delhi	62	0	0	0
11	Gujarat	500	2,199	7,000	0
12	Goa	10	200	7,000	0
13	Haryana	65	37,000	468	0
14	Himachal Pradesh	20	1,550	0	0
15	Jammu & Kashmir	5	5,000	0	0
16	Jharkhand	50	11,000	500	0
17	Karnataka	500	10,500	1,000	50000
18	Kerala	40	100	100	0
19	Ladakh	0	600	0	0
20	Lakshwadeep	0	0	0	0
21	Madhya Pradesh	300	60,000	0	25,000
22	Maharashtra	500	1,00,000	0	50,000
23	Manipur	0	150	0	0
24	Meghalaya	5	700	0	0
25	Mizoram	0	0	0	0
26	Nagaland	0	50	0	0
27	Odisha	500	6,000	0	0
28	Puducherry	7	0	0	0
29	Punjab	220	9,500	0	12,500
30	Rajasthan	1200	75,000	37,500	0
31	Sikkim	0	0	0	0
32	Tamil Nadu	75	6,500	20,000	0
33	Telangana	500	0	0	30,000
34	Tripura	5	3,900	2,600	0
35	Uttar Pradesh	225	23,000	0	0
36	Uttarakhand	0	0	200	0
37	West Bengal	0	0	700	0
	<b>Total</b>	<b>4,789</b>	<b>372999</b>	<b>77,068</b>	<b>167500</b>

Source: Annual Report 2020-21, Ministry of New and Renewable Energy, Government of India



**B. Table 6: Indicative List of Stakeholders to be covered**

The list is not exhaustive and the consultant may add more stakeholders to the list based on findings from secondary research and meta-analysis.

	<b>Key Informant Interviews</b>	<b>Focus Group Discussions</b>
National	Ministry of New and Renewable Energy, Ministry of Power, Solar Energy Corporation of India (SECI), National Institute of Solar Energy (NISE), International Solar Alliance (ISA), Indian Renewable Energy Development Agency Limited (IREDA), Central Power Research Institute (CPRI), NITI Aayog (Energy), NABARD, Climate Change Cell, Environmental Experts and Civil Society representatives, etc.	
State	Association of renewable energy Agencies of States (AREA), State Nodal Agencies for Promotion of New and Renewable Energy, State Level Power Distributing companies (DISCOMS), Departments of Power and Energy and other relevant Departments, Department of Panchayati Raj/ Rural Development, Chief Electrical Inspector, State Project Monitoring Unit (PMU), State Designated Agencies (SDA), Solar Parks, Solar Power Plants, etc.	
District	District Collector/Deputy Commissioner and district officials from Renewable Energy/Agriculture, Panchayati Raj/ Rural Development, Leading Banks/NABARD, NGOs, Cooperative Societies, Private Entrepreneurs/Manufacturers, Divisional Power Companies, Solar Parks, Solar Power Plants, etc.	
Block	Sub Divisional Magistrate/Sub Divisional Officer/Block Development Officer; Cooperatives, etc.	
Village/Town	Registered Institutions/Establishments of common public use, Self Help Groups (SHGs), NGO's, FPOs/FPCs, Cooperative Societies, Panchayati Raj Institutions, etc.	Group of farmers, Beneficiaries, Self Help Groups, Panchayati Raj Institutions, Farmer Cooperative Organisations, Student, Women, etc.

**C. Table 7: Scheme level Output-Outcome framework**

**1. Scheme: Solar Power- Off- Grid/Distributed and Decentralized Renewable Power**

Output	Indicator(s)	Outcome	Indicator(s)
1. Installation of Off-grid and decentralized solar power generation capacity	1.1 Number of Solar Street Lights Installed	Electricity Generation from Off-Grid/ Distributed and Decentralized Solar Power Systems/ Devices	Energy generated from Off-Grid/ Distributed and Decentralized Solar Energy Systems/Devices (MWeq)*
	1.2 Number of Solar Study Lamps Distributed		
	1.3 Capacity of Off- Grid Solar Power Packs installed (MW)		

\* Includes normative figure and not actual figure.

**2. Scheme: Solar Power- Grid Interactive Renewable Power**

Output	Indicator(s)	Outcome	Indicator(s)
1.Commissioning of Grid Connected Solar power (Ground mounted/rooftop) in the country (Excluding KUSUM)	1.1 Capacity commissioned in Solar Parks (MW)	Electricity Generation from Off-Grid/ Distributed and Decentralized Solar Power Systems/ Devices	Energy generated from Off-Grid/ Distributed and Decentralized Solar Energy Systems/Devices (MW)
	1.2 Capacity Commissioned in Rooftop Solar (MW)		
	1.3 Capacity Commissioned in Projects under CPSU scheme (MW)		
	1.4 Capacity commissioned in projects under VGF scheme (MW)		
2.Increased domestic manufacturing of solar panels and cells	2.1 Capacity of Solar panels and cell manufactured domestically (GW) due to MNRE's DCR Schemes	2.Reduced Import dependency	2.1 Reduction in value of imports due to domestic manufacturing of solar panels and cells. *

\*Reduction in value of imports = Expected Quantity of domestic Solar Modules deployed xAverage International Prices (Presently taken as Rs 1.5 crore/MW).

**3. Scheme: PM- KUSUM**

Output	Indicator(s)	Outcome	Indicator(s)
1. Solarization of Grid-connected Agriculture Pumps of Individual Pump Capacity up to 7.5 HP.	1. Number of Grid-connected Agriculture Pumps of Individual Pump Capacity up to 7.5 HP solarized.	Total Generation	Generation (in BU*)

2.Setting up of Decentralized Ground Mounted Grid Connected Renewable Power Plants of individual plant size up to 2 MW	2. Capacity of Decentralized Ground Mounted Grid Connected Renewable Power Plants of individual plant size up to 2 MW installed.		
--	--	--	--

**a) Grid Interactive Renewable Power**

\*BU- Billion Units

**b) Off- Grid/Distributed and Decentralized Renewable Power**

Output	Indicator(s)	Outcome	Indicator(s)
1. Installation of standalone Solar Powered Agriculture Pumps of individual pump capacity up to 7.5HP.	1. Number of Standalone Solar Powered Agriculture pumps of Individual Pump capacity up to 7.5 HP installed	Total Generation	Generation (in BU*)

\*BU- Billion Units

**D. Guidelines for Evaluation Methodology**

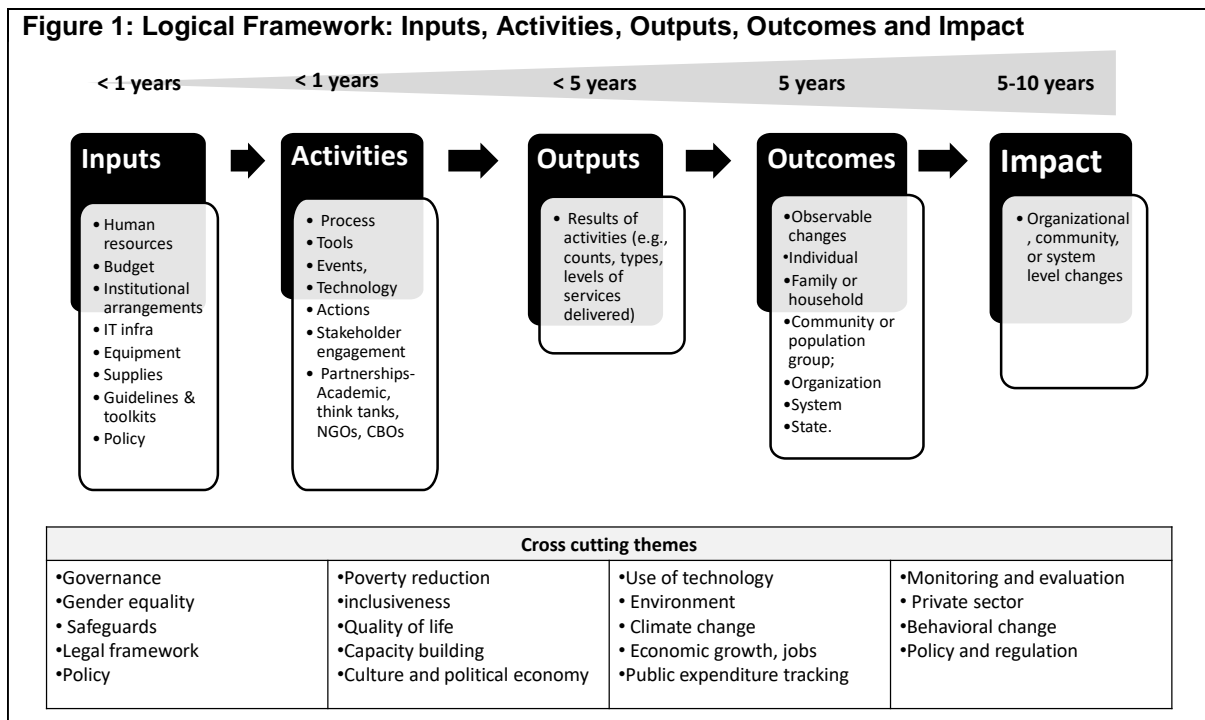
**Logical Framework: Inputs, Activities, Outputs, Outcomes, and Impact**

The logical framework or *logframe* is an analytical tool used to plan, monitor and evaluate projects. It derives its name from the logical linkages to connect a project's means with its ends. The main components of logical framework are inputs, activities, outputs, outcome and impact, which are described below:

- a) **Inputs:** The financial, human, material, technological and information resources used for the development intervention.
- b) **Activity:** Actions taken or work performed through which inputs, such as funds, human resources, and other types of resources are mobilised to produce specific outputs.
- c) **Outputs:** The products and services which result from the completion of activities within a development intervention.
- d) **Outcome:** The intended or achieved short-term and medium-term effects of an intervention's outputs. Outcomes represent changes in development conditions which occur between the completion of outputs and the achievement of impact.
- e) **Impact:** Positive and negative long-term effects on identifiable population groups produced by a development intervention, directly or indirectly, intended or unintended. These effects can be economic, socio-cultural, institutional, environmental, technological or of other types.

The evaluation team will assess all the dimensions of the logical framework. In mature programs whose implementation period is more than 5 years, greater emphasis will be on outcomes and impact, while in more recently launched programs with less than 5 years of implementation period, the evaluation will focus more on activities, outputs and outcomes.

**Figure 1: Logical Framework: Inputs, Activities, Outputs, Outcomes and Impact**



### Cross Sectional Themes

It is important for the evaluation to assess the relevant cross sectional themes, where such a theme is not the main component of the scheme but can indirectly influence scheme performance in terms its relevance, effectiveness, efficiency, equity and sustainability. The specific cross-sectional themes relevant to a sector have been covered in the evaluation study objectives.

### Mixed Methods and Triangulation

Given various constraints and complexity of the evaluations, a flexible mixed methodology, relying on triangulation of existing evidence and primary data to be collected by the evaluation study would be required. Mixed methods approaches are used to increase validity of evaluation findings by using a variety of data collection techniques. Using both qualitative and quantitative data collection, along with meta-analysis of previous evaluation studies and monitoring reports produced by the government (central, state, government agencies, etc.) and by non-government agencies (think tanks, academia, international development agencies), the evaluation study will triangulate the findings to evaluate the scheme using the Relevance, Effectiveness, Efficiency, Equity, Sustainability and Impact framework. During the designing of the evaluation tools—qualitative and quantitative--the evaluation consultant will keep in view the relevance, effectiveness, efficiency, sustainability, equity and impact framework, which is described below:

### Assessments using the core criteria of relevance, coherence, effectiveness, efficiency, sustainability, impact (RCEESI)<sup>28, 29</sup> and equity

**Relevance.** The relevance assessment addresses the extent to which: (i) the intended outcomes of the scheme were strategically aligned with India’s national priorities (considering both what is included in the scheme and what ought to be included) and did not duplicate other government initiatives; and (ii) the scheme design was appropriate for achieving the intended outcomes, i.e., competent analysis was carried out, lessons were applied, the right financing instrument or modality was chosen, innovation and

<sup>28</sup> ECG. 2011. Good Practice Standards for Public Sector Operations. Washington, DC: <https://www.ecgnet.org/documents/4794/download>

<sup>29</sup> Better Criteria for Better Evaluation, Revised Evaluation Criteria Definitions and Principles for Use OECD/DAC Network on Development Evaluation, 2019 (<https://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>)

transformative effects were given attention, and the indicators and targets at various levels were laid down well and lent themselves to measurement.

In assessing for relevance, credit should be given to scheme design elements that are innovative and/or that contribute to transformative effects, in terms of significantly improving the beneficiaries' well-being, or promoting positive reforms. A scheme's approach to addressing an identified development constraint should be assessed relative to existing good practice standards.

**Coherence.** This criterion has been added by OECD DAC Network on Development Evaluation in 2018-19.<sup>30</sup> The coherence assessment will focus on the synergy of the scheme with other schemes/programmes in the country, sector or institution. It will cover aspects such as how other interventions (particularly policies) complement or conflicts with the scheme interventions, and vice versa. Coherence includes internal coherence and external coherence- Internal coherence focuses on the compatibilities and linkages between the scheme and other interventions carried out by the same Ministry/ Department/ Institution. External coherence looks at the synergies of the scheme with other stakeholders' interventions in the same sector/ context.

**Effectiveness.** The effectiveness assessment looks at whether the scheme's intended outcomes were achieved or were expected to be achieved at the time of observation, and whether any unintended outcomes had inadvertently reduced the value of the scheme. The outcomes are evaluated against the baselines and targets listed in the scheme documents at the outcome level. Outcomes must be available to the intended scheme beneficiaries. For a scheme to be assessed as effective, outcomes should have been achieved or be likely to be achieved and output targets should normally also have been substantially achieved. Scheme-level output-outcome monitoring framework indicators provided as part of the terms of reference will be used for assessment of effectiveness.

Data on outputs and outcomes need to be derived from credible and documented sources. When no data on outcomes are available, it may be possible to review available data on the quality of outputs and capacity of the facilities developed by the scheme, as well as available data on demand conditions, to infer the likely level of usage of the outputs and the attainment of outcomes. Some outputs can serve as leading indicators of outcomes. Lack of any credible evidence can be reason to assume the outcomes were not fully achieved.

Schemes can have unintended adverse effects on people if social and environmental risks are not dealt with. If scheme interventions resulted in environmental degradation or in scheme communities or women being negatively affected (in spite of safeguard measures or gender action plans), the effectiveness assessment will be reduced. If well executed safeguard plans have led to net benefits, for instance if they have improved the livelihoods of affected people or improved the environment, this will improve the effectiveness assessment.

**Efficiency:** The efficiency of a scheme is a measure of how well it used resources to achieve its outcomes. It indicates whether the scheme used resources efficiently for the country and/or on a whole-of-life basis. A quantitative assessment that weighs the scheme's economic benefits against economic costs is generally needed to assess efficiency. Scheme economic performance indicators, such as the EIRR, net present value, and the benefit-cost ratio, are often used to determine whether the net gains from investing in a particular scheme will be enjoyed by society following scheme completion. Applying the traditional EIRR approach may not always be feasible, for instance for some social sector schemes, or for other schemes where benefits are not easy to quantify comprehensively. In such cases, alternative analytical methods may have to be used: least cost analysis, among others.

Unit cost analysis case be used as a proxy for economic efficiency where benefits cannot be quantified with a high degree of confidence, or where data on benefits are not available. Efficiency can sometimes be analyzed for an assumed level of economic benefits, based on an average unit cost analysis based on industry benchmarks, at the time of appraisal and completion. Analysis can be based on unit costs

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<sup>30</sup> Better Criteria for Better Evaluation, Revised Evaluation Criteria Definitions and Principles for Use OECD/DAC Network on Development Evaluation, 2019  
(<https://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>)

for comparable activities that could achieve the same or similar benefits in order to assess efficiency on a least unit cost basis. If financial data are lacking, estimates can be prepared for indicators such as average financial unit costs for achieving a defined development outcome. Cost per beneficiary estimations can also be used in sectors such as education and health.

A process efficiency assessment should examine aspects such as the scale of delays and cost overruns and their effects on scheme performance, including the factors that resulted or contributed to these overruns.

**Sustainability:** The sustainability assessment will focus on the likelihood that scheme outcomes and outputs will be maintained over the economic life of the scheme or over a meaningful timeframe. Since evaluation in some schemes is carried out during the first few years of the scheme's operational life, evaluators must make assumptions about the likely sustainability of operational arrangements, many of which are new, and about probable future operations and maintenance arrangements. They must also look into the wider environmental effects of schemes. The major factors to be considered when assessing sustainability are as follows:

- a) *Sustainability and managing risks.* Assessments of sustainability should consider risks such as political, economic, institutional, technical, social, environmental, and financial events that might limit the extent to which the scheme's achievements continue to be felt. The assessment should also consider the adequacy of risk mitigation measures.
- b) *Financial sustainability.* This can be assessed on a qualitative or a quantitative basis depending on the feasibility of assessing the scheme's income (revenue) and expenditure flows. Financial viability for revenue-generating schemes is based on the estimated financial internal rate of return (FIRR) of these incremental cash flows. Key aspects of the financial sustainability of both revenue and non-revenue generating schemes are: the financial capacity of the agency involved, prospects for the demand for services or products, cost recovery mechanisms, and the availability of resources for O&M of the scheme outputs.
- c) *Institutional sustainability.* The assessment of institutional sustainability needs to consider factors such as the ability to ensure adequate levels of qualified human resources, finance, equipment and other inputs, and the suitability of organizational arrangements and processes, governance structures, and institutional incentives. An institutional assessment may include an analysis of how the ownership, functions, structures, and capacity of scheme-related agencies affected scheme-related inputs and service delivery, including the institution's capacity to assume its identified role or mandate.
- d) *Environmental and social sustainability.* The scheme's likely medium- to long- term effects on natural resource management, pollution, biodiversity, and greenhouse gas emissions should form part of the sustainability assessment, if applicable. Close attention also needs to be paid to the effects of the scheme on social sustainability, for instance how the scheme is accepted by the local communities and stakeholders.

**Impacts:** The development impacts assessment is focused on long-term, far-reaching changes to which the scheme has plausibly contributed. It should answer questions such as: Does the scheme contribute to reaching higher-level development objectives (preferably, overall objective/national priorities)? What is the impact or effect of the intervention in proportion to the overall situation of the target group or those affected? Further, the assessment should also consider possible unintended positive and negative development impacts.

*Special development impacts:* If the scheme aimed to have demonstration effects and/or had innovative features, their impact may be considered. The assessment can also include a discussion of any efforts to scale up and replicate successful features of the scheme that were not previously evident in other schemes in the country or in communities, that have been made during or after scheme implementation.

Other elements that would receive positive consideration include successful capacity building activities, and potential for positive institutional or governance impacts.

*Attribution to the scheme:* Development impacts to which the scheme contributes tend to be outside the scheme's direct control and their achievement is often not solely attributable to the scheme outcomes. Typically, they are dependent on other development efforts. The focus of analysis should be on the contribution of scheme outcomes to the achievement of the impacts.

**Equity:** In addition to the globally accepted REESI framework, it is important to conduct the evaluation through the lens of equity. It assesses the extent to which government services are being made available to and accessed by different social groups. Particularly in schemes designed for universal coverage, the fair inclusion or intended or unintended exclusion of beneficiaries belonging to vulnerable, marginalized, disadvantaged groups and weaker sections of society must be considered. The existence and effectiveness of targeted action for these groups should also be assessed. Further, the schemes should be assessed based on their contribution to the reduction of inequality of opportunity and income.

It should be assessed whether this principle has been integrated into the scheme at the design stage, as well as whether it is playing out in implementation, i.e. whether all sub-groups within the target beneficiary group are getting equitable benefits. This will involve identifying barriers to participation among different groups, and whether these barriers have been sufficiently addressed by the scheme design and implementation. Equity should thus be factored in during data collection, preparation of findings and conclusions and in the recommendations arising from the evaluation.

## Tools for evaluation

Both qualitative and quantitative tools will be utilized by the consultant to assess the relevance, effectiveness, efficiency, sustainability and impact framework. While framing the questionnaires for qualitative and quantitative tools, the audience, questions and information use given at Figure 2 may be considered.

**Qualitative tools:** The consultant will utilize in-depth interviews and focus group discussion.

**In-depth Interview:** It is a personal interview that is carried out with one respondent at a time. This is purely a conversational method and invites opportunities to get details in depth from the respondent. One of the advantages of this method provides a great opportunity to gather precise data about what people believe and what their motivations are. These interviews can be performed face-to-face or on phone and usually can last between half an hour to two hours or even more.

- *Guide for Review of Documentation and Interviews with Policymakers, Managers, and Other Key Stakeholders:* From your perspective, what is the program trying to accomplish, and what resources does it have? What results have been produced to date? What results are likely in the next year or two? Why would the program produce those results? What are the program's main problems? How long will it take to solve those problems? What kinds of information do you get on the program's performance and results? What kinds of information do you need? How do you (how would you) use this information? What kinds of program performance information are requested by key stakeholders?
- *Guide for Review of Documentation and Interviews with Operating-Level Managers and Staff:* What are your goals for the project or program? What are the major project activities? Why will those activities achieve those goals? What resources are available to the project? Number of staff? Total budget? Sources of funds? What outputs are being delivered by the project? To whom? What evidence is necessary to determine whether goals are met? What happens if goals are met? What happens if they are not met? How is the project related to local priorities? What data or records are maintained? Costs? Services delivered? Service quality? Outcomes? Something else? How often are these data collected? How is this information used? Does

anything change based on these data or records? What major problems are you experiencing? How long will it take to solve those problems? What results have been produced to date? What results are likely in the next two to three years?

**Focus Group:** A focus group is a group interview of approximately six to twelve people who share similar characteristics or common interests. A facilitator guides the group based on a predetermined set of topics. The facilitator creates an environment that encourages participants to share their perceptions and points of view. Focus groups are a qualitative data collection method, meaning that the data is descriptive and cannot be measured numerically. Focus groups are useful for: gathering feedback on activities, projects and services; generating and evaluating data from different groups that use a service or facility, or that an agency wants to target; generating and evaluating data from different groups within a local community or population; and developing topics, themes and questions for further research activities like questionnaires and more detailed interviews. They are good in use in conjunction with other forms of evaluation as they can help ‘triangulate’ findings.

**Figure 2: Audience, questions, and information use**

Audience	Question	Information Use	Audience	Typical Questions
<ul style="list-style-type: none"> <li>For each focus area identified, list the audiences that are most likely to be the most interested in that area</li> </ul>	<ul style="list-style-type: none"> <li>For each focus area and audience identified, list the questions they might have about your program</li> </ul>	<ul style="list-style-type: none"> <li>For each audience and questions identified, list the ways and extent to which you plan to use the evaluation information</li> </ul>	<p>Program Management and Staff</p> <hr/> <p>Beneficiaries</p> <hr/> <p>Community Members</p> <hr/> <p>Public representatives, NGOs, CBOs</p> <hr/> <p>Cross cutting: experts, researchers</p>	<ul style="list-style-type: none"> <li>Are we reaching our target population?</li> <li>Are our participants satisfied with our program?</li> <li>Is the program being run efficiently?</li> <li>How can we improve our program?</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Did the program help me and people like me?</li> <li>What would improve the program next time?</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Is the program suited to our community needs?</li> <li>What is the program really accomplishing?</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Who is the program serving?</li> <li>What difference has the program made?</li> <li>Is the program reaching its target population?</li> <li>What do participants think about the program?</li> <li>Is the program worth the cost?</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Is what was promised being achieved?</li> <li>Is the program working?</li> <li>Is the program worth the cost?</li> </ul>

### Quantitative Tools

It is envisaged that there will be limited set of quantitative categorical questions preceding full-fledged discussions during focused group discussions. These responses will help in augmenting, verifying and cementing the indications from the rich qualitative information that the survey will generate.

### Generalizability of the findings

The key to quantitative surveys is to find a means to strengthen the generalizability of findings once desired outcome are measured. The key questions to ask to strengthen the generalizability of findings include:

- To what groups or sites will generalization be desired?
- What are the key demographic (or other) groups to be represented in the sample?
- What sample size, with adequate sampling of important subgroups, is needed to make generalizations about the outcomes of the intervention?
- What aspects of the intervention and context in which it was implemented merit careful measurement to enable generalizability or transferability of findings?



## APPENDIX-V

### Appendix-V: Instructions for Online Bid Submission

The Applicants are required to submit soft copies of their bids electronically on the CPP Portal, using valid Digital Signature Certificates. The instructions given below are meant to assist the Applicants in registering on the CPP Portal, prepare their bids in accordance with the requirements and submitting their bids online on the CPP Portal: <https://eprocure.gov.in/eprocure/app>

#### REGISTRATION:

- 1) Applicants are required to enrol on the e-Procurement module of the Central Public Procurement Portal (URL: <https://eprocure.gov.in/eprocure/app>) by clicking on the link "Online bidder Enrolment" on the CPP Portal which is free of charge.
- 2) As part of the enrolment process, the Applicants will be required to choose a unique username and assign a password for their accounts.
- 3) Applicants are advised to register their valid email address and mobile numbers as part of the registration process. These would be used for any further communication from the CPP Portal.
- 4) Upon enrolment, the Applicants will be required to register their valid Digital Signature Certificate (Class II or Class III Certificates with signing key usage) issued by any Certifying Authority recognized by CCA India (e.g. Sify / TCS / nCode / eMudra etc.), with their profile
- 5) Only one valid DSC should be registered by an Applicant. Please note that the Applicants are responsible to ensure that they do not lend their DSCs to others which may lead to misuse.
- 6) Applicant can then log in to the site through the secured log-in by entering their user ID / password and the password of the DSC / e-Token.

#### LANGUAGE:

The bids are to be submitted with all accompanying documents (the “**Documents**”) and all communications in relation to or concerning the Selection Process shall be in English language and strictly on the forms provided in this RFP. in English only.

#### SEARCHING FOR TENDER DOCUMENTS:

- 1) There are various search options built in the CPP Portal, to facilitate Applicants to search active tenders by several parameters. These parameters could include Tender ID, organization name, location, date, value, etc. There is also an option of advanced search for tenders, wherein the Applicants may combine a number of search parameters such as organization name, form of contract, location, date, other keywords etc. to search for a tender published on the CPP Portal.
- 2) Once the Applicants have selected the tenders they are interested in, they may download the required documents / tender schedules. These tenders can be moved

to the respective 'My Tenders' folder. This would enable the CPP Portal to intimate the Applicants through SMS / e-mail in case there is any corrigendum issued to the tender document.

- 3) The Applicant should make a note of the unique Tender ID assigned to each tender in case they want to obtain any clarification / help from the Helpdesk.

#### **PREPARATION OF BIDS:**

- 1) Applicant should take into account any corrigendum published on the tender document before submitting their bids.
- 2) Please go through the tender advertisement and the tender document carefully to understand the documents required to be submitted as part of the bid. Any deviations lead to rejection of the bid.
- 3) Applicant, in advance, should get ready the bid documents to be submitted as indicated in the tender document / schedule and generally, they can be in PDF / XLS / RAR / DWF formats. Bid documents may be scanned with 100 dpi with black and white option.
- 4) To avoid the time and effort required in uploading the same set of standard documents which are required to be submitted as a part of every bid, a provision of uploading such standard documents (e.g. PAN card copy, annual reports, auditor certificates etc.) has been provided to the Applicants. Applicants can use "My Space" area available to them to upload such documents. These documents may be directly submitted from the "My Space" area while submitting a bid, and need not be uploaded again and again. This will lead to a reduction in the time required for bid submission process.

#### **SUBMISSION OF BIDS:**

- 1) Applicant should log-in the site well in advance for bid submission so that Applicant upload the bid in time i.e. on or before the bid submission time. Applicant will be responsible for any delay due to other issues.
- 2) The Applicant has to digitally sign and upload the required bid documents one by one as indicated in the tender document.
- 3) Applicant has to select the payment option as "offline" to pay the bid security as applicable and enter details of the instrument.
- 4) Applicant should prepare the bid security as per the instructions specified in the tender document. The original should be posted/given in person to the Tender Processing Section, latest by the last date of bid submission or as specified in the tender document. The details of the DD/any other accepted instrument, physically sent, should tally with the details available in the scanned copy and the data entered during bid submission time. Otherwise the uploaded bid will be rejected.
- 5) Applicants are requested to note that they should necessarily submit their financial bids in the format provided and no other format is acceptable.

- 6) The serve time (which is displayed on the Applicants' dashboard) will be considered as the standard time for referencing the deadlines for submission of the bids by the Applicants, opening of bids etc. The Applicants should follow this time during bid submission.
- 7) All the documents being submitted by the Applicants would be encrypted using PKI encryption techniques to ensure the secrecy of the data. The data entered cannot be viewed by unauthorized persons until the time of bid opening. The confidentiality of the bids is maintained using the secured Socket Layer 128-bit encryption technology. Data storage encryption of sensitive fields is done. Any bid document that is uploaded to the server is subjected to symmetric encryption using a system generated symmetric key. Further this key is subjected to asymmetric encryption using buyers/bid openers public keys. Overall, the uploaded tender documents become readable only after the tender opening by the authorized bid openers.
- 8) The uploaded tender documents become readable only after the tender opening by the authorized bid openers.
- 9) Upon the successful and timely submission of bids, the portal will give a successful bid submission message & a bid summary will be displayed with the bid no. and the date & time of submission of the bid with all other relevant details.
- 10) The bid summary has to be printed and kept as an acknowledgement of the submission of the bid. This acknowledgement may be used as an entry pass for any bid opening meetings.

**SYSTEM REQUIREMENTS:**

1. Windows XP with latest service pack
2. Loaded IE 7.0 or above
3. Loaded JRE 1.6 or above
4. Antivirus Software with latest definition.
5. Internet connectivity
6. Scanner to scan the documents if required
7. Printer and PDF Creator.

**ASSISTANCE TO APPLICANTS:**

1. Any queries relating to the tender document and the terms and conditions contained therein should be addressed to the Tender Inviting Authority for a tender or the relevant contact person indicated in the tender.
2. Any queries relating to the process of online bid submission or queries relating to CPP Portal in general may be directed to the 24x7 CPP Portal Helpdesk. The contact number for the helpdesk is 1800 233 7315.
3. Detailed information useful for submitting online bids on the CPP Portal may be obtained at: <https://eprocure.gov.in/eprocure/app>

## ABOUT THIS DOCUMENT

The Development Monitoring and Evaluation Office (DMEO) intends to engage a Consultancy Firm to support in the Evaluation of Schemes under National Solar Mission of Ministry of New and Renewable Energy. In regards to the same, DMEO is inviting proposals from national / international firms / organisations / institutions, which have requisite experience in this field.

## ABOUT DMEO, NITI AAYOG

The Development Monitoring and Evaluation Office (DMEO), attached to NITI Aayog, is the apex monitoring & evaluation (M&E) office in the country, with a mandate to drive evidence-based policy making through M&E of government policies and programmes. Since its inception in 2015, the Office aims to shift the discourse of public policy towards rigorous, data-driven, citizen-centric, and decentralized policymaking, to improve governance and facilitate the formation of a New India. Visit us at [www.dmeo.gov.in](http://www.dmeo.gov.in)



NITI Aayog



## EXPLORE MORE

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