

# **Request for Proposal (RFP) for Organizational Evaluation of TRIFED**

**File No.:I-19011/07/2023-DMEQ**

**October 2025  
Government  
of India**

## Contents

Invitation for Proposals .....	4
Disclaimer .....	5
Acronyms .....	6
Checklist of documents .....	10
<b>1. Introduction and Instructions to Applicants.....</b>	<b>11</b>
1.1. Background .....	11
1.2. Scope of Proposal .....	11
1.3. Key Personnel .....	11
1.4. Conditions of Minimum Eligibility of Applicants .....	12
1.5. Conflict of Interest.....	13
1.6. Number of Proposals .....	13
1.7. Cost of Proposal .....	13
1.8. Verification of information .....	13
1.9. Right to reject any or all Proposals.....	14
1.10. Clarifications .....	14
1.11. Amendment of RFP.....	14
1.12. Format and signing of Proposal.....	14
1.13. Technical Proposal.....	16
1.14. Financial Proposal.....	17
1.15. Submission of Proposal/e-Bid .....	17
1.16 Bid Security .....	18
1.17 Performance Security .....	19
<b>2. Evaluation Process .....</b>	<b>19</b>
2.1. Evaluation of Proposals .....	19
2.2. Confidentiality .....	20
2.3. Clarification.....	20
<b>3. Appointment of Consultant.....</b>	<b>21</b>
3.1. Negotiations.....	21
3.2. Substitution of Key Personnel (During the Subsistence of the Agreement) .....	21
3.3. Indemnity .....	22
3.4. Award of Consultancy/draft contract and cancellation .....	22
3.5. Commencement of assignment .....	22
3.6. Proprietary Data.....	22
<b>4. Criteria for Evaluation .....</b>	<b>23</b>
4.1. Evaluation of Technical Proposals .....	23
4.2 Eligible Assignments .....	24
4.3 Shortlisting of Applicants .....	25
4.4 Evaluation of Financial Proposals .....	25
4.5 Combined and Final Evaluation .....	25

<b>5. Fraud and Corrupt Practices.....</b>	<b>25</b>
Annexure A .....	27
Annexure B .....	28
Schedule 1 .....	1

File No.:I-19011/07/2023-DMEO  
Government of India  
NITI Aayog  
Development Monitoring and Evaluation Office  
Sansad Marg, New Delhi -110001

### Invitation for Proposals

Date: 31/10/2025

**Subject:** Request for Proposal (RFP) for the Evaluation of TRIFED 2025-26.

The Development Monitoring and Evaluation Office (DMEQ), National Institution for Transforming India (NITI) Aayog, Government of India, intends to engage a Technical Consultant to support the **Organizational Evaluation of TRIFED 2025-26** details of which have been provided in the RFP document.

DMEQ, 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 DMEQ website (<https://dmeo.gov.in/tenders>) and Government e-Marketplace (<https://gem.gov.in/>). Important information & tentative dates are given in section 1 of the RFP.

Interested applicants are requested to log into Government e-Marketplace (GeM) and submit their RFP response online, on or before **December 01, 2025 (Monday)**, Time: 17:00 hours. Applicants can also refer to resources available on GeM (<https://gem.gov.in/support/sellers/?lang=english>) for further queries.

Shri Ashish Diwan  
Economic Officer  
Development Monitoring & Evaluation Office  
(DMEQ) Room No-431, NITI Aayog, Sansad Marg  
New Delhi, 110001  
Email: [dmeoeval-niti@gov.in](mailto:dmeoeval-niti@gov.in)

## Disclaimer

- i. 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.
- ii. This RFP is neither an agreement nor an offer 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. 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, statements or information contained in this RFP and obtain independent advice from appropriate sources.
- iii. 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.
- iv. Applicants are advised that selection shall be based on their meeting various criteria enumerated in the different clauses of the RFP. 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.
- v. 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.
- vi. The Authority may in its absolute discretion, but without being under any obligation to do so, update, amend or supplement the information, statements, assessment or assumption contained in this RFP.
- vii. 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.
- viii. The selection Process shall be governed by the dispute settlement mechanisms (DSM) (Manual for Procurement of Consultancy and Other Services, June 2022).
- ix. 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.

## **Acronyms**

<b>B.E.</b>	Budget Estimates
<b>CAPI</b>	Computer Aided Personal Interviews
<b>CV</b>	Curriculum Vitae
<b>DMEQ</b>	Development Monitoring and Evaluation Office
<b>FGD</b>	Focus Group Discussion
<b>GeM</b>	Government e-Marketplace
<b>KII</b>	Key Informant Interview
<b>NGOs</b>	Non-Government Organization
<b>R.E.</b>	Revised Estimates
<b>RFP</b>	Request for Proposal
<b>TIS</b>	Tender Information Summary

## Glossary for RFP

<b>Applicant</b>	As defined in RFP Clause 1.2.1
<b>Authorized Representative</b>	As defined in RFP Clause 1.12.2(d)
<b>Authority</b>	As defined in RFP Clause 1.1
<b>Bid Security</b>	As defined in RFP Clause 1.16
<b>Conditions of Eligibility</b>	As defined in RFP Clause 1.4
<b>Conflict of Interest</b>	As defined in RFP Clause 1.5
<b>Consultancy Team</b>	As defined in RFP Clause 1.3
<b>Consultant</b>	As defined in RFP Clause 1.1(b)
<b>Eligible Assignments</b>	As defined in RFP Clause 4.2
<b>Financial Proposal</b>	As defined in RFP Clause 1.14
<b>Key Personnel</b>	As defined in RFP Clause 1.3
<b>Lead Member</b>	As defined in RFP Clause 1.2.1
<b>Legal entity</b>	As defined in RFP Clause 1.4.2 (A)
<b>LOA</b>	Letter of Award as specified in RFP Clause 3.4
<b>Professional Personnel</b>	As defined in RFP Clause 1.13.6
<b>Proposal</b>	As defined in RFP Clause 1.2
<b>Proposal Due Date or PDD</b>	As defined in Tender Information Summary
<b>Selected Applicant</b>	As defined in RFP Clause 4.5.2
<b>Selection Process</b>	As defined in RFP Clause 1.2.2
<b>Sole Firm</b>	As defined in RFP Clause 1.2.1
<b>Support Personnel</b>	As defined in RFP Clause 1.13.6
<b>Team Leader</b>	As defined in RFP Annexure A
<b>Technical Proposal</b>	As defined in RFP Clause 1.13

## Glossary for Schedules

<b>Form of Agreement</b>	Form of Agreement as in Schedule-2
<b>Agreement</b>	As defined in Schedule-2 Clause 1.1.1(a)
<b>Agreement Value</b>	As defined in Schedule-2 Clause 6.1.2
<b>Applicable Laws</b>	As defined in Schedule-2 Clause 1.1.1(c)
<b>Associate</b>	As defined in Schedule-3 Clause 9(f)
<b>Deliverables</b>	As defined in Schedule-1 Clause 5
<b>Effective Date</b>	As defined in Schedule-2 Clause 1.1.1(g)
<b>Final Evaluation Report</b>	As specified in Schedule-1 Clause 8
<b>Inception Report</b>	As specified in Schedule-1 Clause 5
<b>Member</b>	As defined in Schedule-2 Clause 1.1.1(j)
<b>Personnel</b>	As defined in Schedule-2 Clause 1.1.1(l)
<b>M&amp;E Specialist</b>	As defined in Schedule-2 Clause 4
<b>Services</b>	As defined in Schedule-2 Clause 1.1.1(n)
<b>TOR</b>	As defined in Schedule-1

## Tender Information Summary (TIS)

<b>1.0 Basic Tender Details</b>		
1.1.	Tender Title/ Name of Assignment	RFP for Organizational Evaluation of TRIFED of Selection of Technical Consultant <sup>1</sup>
1.2.	File Number	No.:I-19011/07/2023-DMEO
1.3.	Tender Type	RFP-Open Tendering
1.4.	Tender Category	Services
1.5.	Proposal Submission	Two Separate Proposals viz Technical & Financial be submitted on GeM Portal
1.6.	Product Category	Consultancy
1.7.	Selection Method	Quality & Cost Based Selection (QCBS) in 70:30 Ratio
1.8.	Appointing Arbitration	Head of the Procuring Organization
1.9.	Language for all types of Communication	English only
1.10	Form of Contract	Lumpsum
1.11	Organization:	NITI Aayog
1.12	The Procuring Entity:	DMEO- NITI Aayog
1.13	Mode of Procurement	Online- through GeM Portal
1.14	Tender Inviting Authority (TIA)	DG DMEO- NITI Aayog
1.15	Office Address & Communication for Correspondence	Shri Ashish Diwan Development Monitoring & Evaluation Office (DMEO) Room No-431, NITI Aayog, Sansad Marg New Delhi, 110001 Email: dmeoeval-niti@gov.in
<b>2.0. Critical Dates</b>		
2.1.	Publication on RFP on GeM Portal	31/10/2025 (Friday)
2.2.	Pre-Proposal Queries	Yes
2.3.	Last date for receiving queries /clarification	14/11/2025 (Friday)
2.4.	i. Email ID for submission of Pre-Proposal Conference ii. Link for submission of Pre-Proposal Conference	Email: dmeoeval-niti@gov.in <a href="https://forms.gle/jCfKBGVC6phPz62A">https://forms.gle/jCfKBGVC6phPz62A</a>
2.5.	Pre-Proposal Conference, Date, Time & Venue	14/11/2025 (Friday), 11.00 AM Link <a href="https://dmeo.webex.com/dmeo/j.php?MTID=m4928880ae404da9bbe344523e7db0289">https://dmeo.webex.com/dmeo/j.php?MTID=m4928880ae404da9bbe344523e7db0289</a> Venue: NITI Aayog, New Delhi
2.6.	Authority response to Queries	20/11/2025 (Thursday)
2.7.	Proposal Due Date (PDD)/Last date <sup>1</sup>	01/12/2025 (Monday), 17.00 hours
2.8.	Opening of Technical Proposals date & Time	02/12/2025 (Tuesday)
2.9.	Proposal Validity (Days from the date of Proposal Opening)	90 Days

<sup>1</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.



<b>3.0 Terms of Reference</b>		
3.1	Period of Contract	6 Months
3.2.	Service Details:	As per Terms of Reference / Scope of Work.
<b>4.0 Documents relating to Bid Security and Performance Security</b>		
4.1.	Bid Security (EMD) Amount in INR:	Rs. 3,00,000
4.2.	Is Bid Securing Declaration permitted in lieu of Bid Security?	Only for educational institutions as per RFP Clause 1.16.2
4.3.	Performance Security	Yes, 3% of the Award/Contract/Agreement value
4.4.	Bid/ Performance Security to be addressed/ in favor of:	PAO, NITI Aayog
4.5.	Form of Bid/ Performance Security	Refer Checklist of documents
4.6.	Payment Schedule	Inception report = 20% Mid-term report =30% Draft report = 30% Final report =20%
<b>5.0 Critical URL Links</b>		
[All Documents pertaining to tendering (Word and PDF format) can be accessed at: <a href="https://dmeo.gov.in/tenders">https://dmeo.gov.in/tenders</a> ]		
<b>A</b>	<b><u><a href="#">Appendix I (Technical Proposal)</a></u></b>	
5.1	Letter of Proposal	Form-1
5.2.	Particulars of Applicant	Form-2
5.3	Statement of Legal Capacity	Form-3
5.4	Power of Attorney	Form-4
5.5.	Financial Capacity of the Applicant	Form-5
5.6	Particulars of Key Personnel	Form-6
5.7	Proposed Methodology & Work Plan	Form-7
5.8	Eligible Assignments of the applicant	Form-8
5.9	Deployment of professional Personnel	Form-9
5.10	Support Personnel	Form-10
5.11	(a) Bid Security Declaration Form  (b) MSME Udyam Certificate	(a)Appendix-I Form-11 (for government owned universities/academic institutions only) (b) MSME applicants
5.12	Letter of Intent for Technical Collaboration	Form-12
<b>B</b>	<b><u><a href="#">Appendix II (Financial Proposal)</a></u></b>	
5.13	Covering Letter	Form-1
5.14	Financial Proposal	Form-2
5.15	Estimated Personnel Cost	Form-3
<b>C.</b>	<b>Documents of LOA</b>	
5.16	Form of Agreement	<u><a href="https://dmeo.gov.in/sites/default/files/2025-08/Schedule-2-Agreement-and-All-its-Annexes.docx">Schedule-2</a></u> ( <a href="https://dmeo.gov.in/sites/default/files/2025-08/Schedule-2-Agreement-and-All-its-Annexes.docx">https://dmeo.gov.in/sites/default/files/2025-08/Schedule-2-Agreement-and-All-its-Annexes.docx</a> )
5.17	Terms of Reference	Schedule 1 of the RFP
5.18	Deployment of Personnel	Appendix I Form 9
5.19	Estimated Personnel Cost	Appendix II Form 3
5.20	Financial Proposal	Appendix II Form 2
5.21	Payment Schedule	Schedule 2 Annex 5

5.23	Bank Guarantee for Performance Security	<i>Schedule 2 Annex 6</i>
5.24	Judicial Stamp Paper	<i>To be appended with Form of Agreement</i>
5.25	Guidance Note on Conflict of Interest	<a href="#"><u>Schedule-3</u></a>

## Checklist of documents

<b>01. Documents to be uploaded on GeM Portal online on or before PDD:</b>		
1.1.	Technical Proposal	As per Appendix-I, Form 1-12 (available on DMEQ website)
1.2.	Financial Proposal	As per Appendix-II, Form 1-3 (available on DMEQ website)
<b>02. Documents to be submitted offline:</b>		
2.1.	Bid Security [Insurance Surety Bonds, Account Payee Demand Draft, Fixed Deposit Receipt, Banker's Cheque (only for EMD), Bank Guarantee]	To be submitted up to 5 days after PDD.
2.2	Power of Attorney	To be submitted before the award of Contract (Appendix-I Form-4 as available on DMEQ website)
<b>03. Documents to be submitted offline on signing of Contract:</b>		
3.1.	Performance Security [Insurance Surety Bonds, Account Payee Demand Draft, Fixed Deposit Receipt, Banker's Cheque (only for EMD), Bank Guarantee]	Bank Guarantee to be submitted as per Schedule 2, Annexure-6. (available on DMEQ Website)
3.2.	Form of Agreement	Schedule-2 (as available on DMEQ website)
3.3.	Judicial Stamp Paper (To be appended with Agreement)	On Rs 200 Stamp Paper

## 1. Introduction and Instructions to Applicants

### 1.1. Background

- (a) The Development Monitoring and Evaluation Office (DMEO) (**“the Authority”**) is an attached office of NITI Aayog. Constituted in September 2015 by merging the erstwhile Program Evaluation Office (PEO) and the Independent Evaluation Office (IEO), DMEO works to fulfil the monitoring and evaluation (M&E) mandate and to build the M&E ecosystem in India. DMEO has been mandated to actively monitor and evaluate the implementation of schemes, programs and Initiatives of the Government of India (GoI) to strengthen their implementation and scope of delivery on an ongoing basis. Further, evidence-based policymaking should be integral to the overall governance structure in the country.
- (b) Request for Proposal  
The Authority invites proposals (**the “Proposals”**) for selection of a Technical Consultant (**the “Consultant”**) who shall conduct an evaluation study of the Scheme, in accordance with the TOR (**collectively the “Consultancy”**).

### 1.2. Scope of Proposal

- 1.2.1 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 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 (in case of firms) or the Lead Member of a Consortium or Universities or Academic Institutions, as the case may be. The manner in which the Proposal is required to be submitted, evaluated and accepted is explained in this RFP.
- 1.2.2. The Authority has adopted a two-stage selection process (**collectively the “Selection Process”**) for evaluating the Proposals comprising technical and financial bids. In the first stage, a technical evaluation will be carried out. Based on this technical evaluation, a list of short-listed applicants shall be prepared. In the second stage, a financial evaluation will be carried out. Proposals will finally be ranked according to their combined technical and financial scores. The first-ranked Applicant shall be selected for negotiation (**the “Selected Applicant”**).
- 1.2.3. The Applicant shall submit its proposal (Both Technical & Financial) on the GeM Portal. The Technical Proposal shall be submitted in the form as per Appendix I (as available on the DMEO website), and the Financial Proposal to be submitted in the form as per Appendix II (as available on the DMEO website). The Forms to be uploaded on GeM can be accessed on DMEO Website (<https://dmeo.gov.in/>). Upon selection, the Applicant shall be required to enter into an agreement with the Authority in the form specified as per Schedule-2 (as available on the DMEO website). The responsibility for the completion of study in terms of submission of deliverables and achievements of milestones, as prescribed in Terms of Reference, lies with the Applicant.
- 1.2.4. Sub-Contracting by the applicant is not permitted. However, for conducting field surveys, the applicant may engage field investigators or field survey firms. The responsibility to maintain the highest quality of data collected from this study lies with the applicant. The applicant shall submit the credentials of the survey firms proposed for conducting the field survey in the inception reports.

### 1.3. Key Personnel

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

#### 1.4. Conditions of Minimum Eligibility of Applicants

1.4.1 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 Minimum Conditions of Eligibility as specified in the RFP may be relaxed for a particular Applicant, if applicable, subject to the furnishing of relevant and valid documents or certificates, supporting such relaxations or exemptions under Applicable Laws.

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

- (A) **General Eligibility of the Applicant:** The Applicant must be a **legal entity** as per Applicable Laws. The '**legal entity**' denotes an organization that is recognized as a distinct entity under law. It can be an incorporated Company or LLP under Indian Laws or university, academic institution and research & development organization. The Applicant should not have been debarred or blacklisted on the date of application by the Central Government, any State Government, any Statutory Authority of the Government, or a Public-Sector Undertaking, from participating in any consulting assignment.
- (B) **Technical Capacity:** The Applicant should have, **over the past 8 (Eight) financial years** preceding the PDD, undertaken **a minimum of 2 (two) Eligible Assignments** as specified in Clause 4.2
- (C) **Financial Capacity:** The Applicant should have a minimum annual total revenue/turnover of ₹ 3 crore preceding 3 (three) financial years from the date of the application.
- (D) **Availability of Key Personnel:** The Applicant should offer and make available all Key Personnel meeting the requirements specified in Annexure A of RFP.
- (E) **Age limit of Key Personnel:** All Key Personnel must be below the age of 60 Years and fulfill the Minimum Conditions of Eligibility specified in Annexure A of RFP:

1.2.6. The Applicant should enclose with its Proposal, certificate(s) from its Statutory Auditors<sup>2</sup> stating its Annual Turnover/Total Revenue<sup>3</sup> for the preceding 3 (three) financial years from the date of application. In the event that the Applicant does not have a statutory auditor, it should provide the requisite certificate(s) from the firm of Chartered Accountants that ordinarily audits the annual accounts of the Applicant.

1.2.7. The Applicant should submit a Power of Attorney (POA) as per the format of Appendix-1, Form-4 (as provided on the DMEO website). However, such a Power of Attorney would not be required if the Application is signed by a partner in case the Applicant is a partnership firm or limited liability partnership.

In the case of government-owned academic institutions in lieu of POA, a letter of authorization

<sup>2</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 authorized signatory, a separate certification by statutory auditors would not be necessary.

<sup>3</sup> Turnover of university means Revenue from all sources + Grant in Aid

duly signed by the competent authority, such as the Head of the Department, Dean, Registrar, Director etc., should be submitted.

- 1.4.5 An Applicant should, during the last three years, neither have 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, nor have been expelled from any project or agreement nor have had any agreement terminated for breach by such Applicant.
- 1.4.6 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 Appendices is insufficient.

## **1.5. Conflict of Interest**

- 1.5.1 An Applicant shall not have a conflict of interest as per Schedule 3 (as available on the DMEQ website) that may affect the Selection Process or the Consultancy. 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 or 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.
- 1.5.2 It is expected that the Consultant shall provide professional, objective, and impartial advice and at all times, hold the Authority's interest's paramount, avoid conflicts with other assignments or its own interests, and act without any consideration for future work. The Consultant should 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.
- 1.5.3 Some guiding principles for identifying and addressing Conflicts of Interest have been illustrated in the Guidance Note on conflicts of interest at Schedule 3 (as available on DMEQ website).

## **1.6. Number of Proposals**

No Applicant or its Associate should 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. If any Applicant or its Associate is found to submit more than one application, either individually or as a member of any consortium, all of their applications shall be rejected.

## **1.7. 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.

## **1.8. 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.

## **1.9. Right to reject any or all Proposals**

- 1.9.1 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.
- 1.9.2 Without prejudice to the generality of Clause 1.9.1, the Authority reserves the right to reject any Proposal if:
- (a) at any time, a material misrepresentation on the part of the applicant 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.

## **1.10. Clarifications**

- 1.10.1 Applicants should seek clarifications, if any, on the RFP either through GeM portal (<https://gem.gov.in/>) by logging in through their registered ID or by sending an email to [dmeo.eval@gmail.com](mailto:dmeo.eval@gmail.com) before the date mentioned in the TIS (Critical Dates).

The Authority shall endeavor 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 shall post the reply to all such queries on the Official Website/GeM portal without identifying the source of queries.

- 1.10.2. The Authority reserves the right not to respond to any questions or provide any clarifications, in its sole discretion, and nothing in this Clause 1.10 shall be construed as obliging the Authority to respond to any question or to provide any clarification.

## **1.11. Amendment of RFP**

- 1.11.1. At any time prior to the Proposal Due Date, the Authority may, for any reason, modify the RFP document by the issuance of an Amendment and posting it on the Official Website at <https://dmeo.gov.in/>
- 1.11.2. All such amendments shall be posted on the GeM portal <https://gem.gov.in/> along with the revised RFP containing the amendments and will be binding on all Applicants.
- 1.11.3. 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.

## **Preparation and Submission of Proposal**

### **1.12. Format and signing of Proposal**

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

1.12.2. Bids along with all the scanned copies of the document should be submitted in the electronic form only through the GeM e-tendering system before the PDD. Before the bid documents are uploaded, all attached documents should be signed using digital signatures of any of the following:

- (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 Notarised Power of Attorney, in case of a Limited Company or a corporation; or
- (d) by the Authorized Representative of the Lead Member holding the Notarised Power of Attorney, in case of a consortium.
- (e) by the Competent Authority from the Educational Institution

A Notarised 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) (as provided on the DMEQ website) shall be uploaded along with the Proposal.

1.12.3. The documents mentioned below shall be sent separately to the Authority in original through Speed Post/Registered Post or delivered by hand to the person specified in '**Tender Information Summary (TIS)**' (page no. 8 of this RFP).

- a) Notarised Power of Attorney as required under Clause 1.4.4 prior to the award of contract, and
- b) Insurance Surety Bond/Demand Draft/Account Payee/ Fixed deposit/ Receipt/ Banker's Cheque /Bank Guarantee (including e-Bank Guarantee) towards Bid Security or Bid Security Declaration, as required under Clause 1.16. A scanned copy of the same shall be uploaded on the GeM portal. Hard copy of the same will have to be submitted directly to the Authority not later than 5 (five) working days after the bid opening (Opening of Technical Proposal date & time).

Kindly note that the proposal shall be rejected if a hard copy of the Bid security or Bid Security Declaration is not submitted not later than 5 (five) working days after the bid opening. However, the hard copy of the Power of Attorney shall be submitted prior to the award of the contract.

The envelope should be sealed and shall clearly subscript the following:

### **RFP for “Organizational Evaluation of TRIFED 2025-26”**

1.12.4. Applicants should note the Proposal Due Date, as specified in TIS, 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 the Documents uploaded on the GeM portal by the closing time of the Proposal Due Date as specified in the TIS. 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.

1.12.5. The Authority is neither a party nor a principal in the relationship between the Applicant and the organisation hosting the e-procurement portal (hereinafter called the GeM Portal). Applicants must comply with the rules, regulations, procedures, and implied conditions/ agreements of the GeM portal, including registration, a compatible Digital Signature Certificate (DSC), etc. Consultants shall settle clarifications and disputes, if any, regarding the Portal directly with them. The Consultant is advised to go through the terms and conditions of the GeM Portal carefully before applying.



### 1.13. Technical Proposal

- 1.13.1. Applicants should submit the technical proposal online on GeM Portal in the prescribed formats available at Appendix I (the “**Technical Proposal**”) (as provided on the DMEO website).
- 1.13.2. While submitting the Technical Proposal, the Applicant shall, in particular, ensure that:
  - a. The Bid Security or Bid Security Declaration is provided.
  - b. All scanned copies of the forms are submitted in the prescribed formats and signed by the authorised signatories.
  - c. Power of Attorney, if applicable, is executed as per Applicable Laws;
  - d. CVs of all Key Personnel and other professional personnel are duly signed
  - e. Key Personnel and other professional meet the Minimum Conditions of Eligibility laid down at Annexure-A of the RFP.
  - f. Only one CV for each Key Personnel position has been furnished and no alternates are given.
  - g. The latest CVs are signed and dated in blue ink or digitally signed by the respective Personnel, and digitally countersigned by the authorized signatory. Only a copy of the CV signed by respective Key Personnel, duly digitally countersigned by the authorised signatory, shall be accepted. If 50% of the submitted CVs, are not signed by the key personnel, the evaluation of the technical bid shall be carried without considering these unsigned CVs and if this Consultant is finally selected, the signed CVs shall be submitted by the Selected Consultant before signing of the LoA. The replacement of such key personnel would not be allowed during the evaluation of bids. If 75% of the submitted CVs are not signed by the respective proposed key personnel, the proposal shall be treated as non-responsive and rejected at the technical evaluation stage.
  - h. The CVs contain an undertaking from the respective Key Personnel about his/her availability for the duration specified in the RFP;
  - i. Professional Personnel proposed should have a good working knowledge of English language.
  - j. All Key Personnel will be available for the period indicated in the TOR.
  - k. The proposal is responsive in terms of Clause 2.1.3.
- 1.13.3. Failure to comply with the requirements spelt out in this Clause 1.13 shall make the Proposal liable to be rejected.
- 1.13.4. If it is found by the Authority at any stage that an applicant or individual Key Personnel has made a false averment regarding his qualification, experience or any other particulars, or his commitment regarding availability for the Project is not fulfilled, the Applicant, Individual Person or both shall be liable under breach of Code of Integrity for Public Procurement and shall be debarred for any future assignment of the Authority for a period not exceeding 2 (two) year as per GFR Rule 151. The award of this Consultancy to the Applicant may also be liable to **be cancelled** in such an event. In such an event, the Authority also reserves the right to forfeit bid security and/or debar the Applicant, without prejudice to any other right or remedy that may be available to the Authority.
- 1.13.5. The Technical Proposal should not include the financial proposal or any information relating to the Financial Proposal. In the event of the financial proposal being included in the technical proposal the bid will be treated as non-responsive and rejected at technical evaluation stage.
- 1.13.6. The proposed team should 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 Annexure-A of RFP shall be included in the proposed team of Professional Personnel. The CV of each such Professional Personnel,



if any, should also be submitted in the format at Form-6 of Appendix-I.

- 1.13.7. 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.

## 1.14. Financial Proposal

- 1.14.1. Applicants should submit online the financial proposal in the Prescribed Formats available at Appendix-II (the "Financial Proposal"), clearly indicating the total cost of the Consultancy (Form-2 of Appendix-II, as provided on DMEO website) in both figures and words, in Indian Rupees (INR or ₹), and signed by the Applicant's authorized signatories as mentioned in Clause 1.12.2. 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. In the event of a difference between the figures shown in the Financial Proposal Form-2 and the GeM Portal, the amount encrypted & submitted through GeM portal shall prevail.

- 1.14.2. While submitting the Financial Proposal, the Applicant should 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, airfare, equipment, printing of documents, surveys, geo-technical investigations, etc. The total amount indicated in the Financial Proposal should 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 should be exclusive of any tax liabilities.
- (iii) The consultant is liable to pay all the taxes as applicable for this consultancy. Also, all payments by the Authority shall be subject to the deduction of taxes at source as per Applicable Laws.
- (iv) Costs (including breakdown of costs) shall be expressed in INR exclusive of tax liabilities.

## 1.15. Submission of Proposal/e-Bid

- 1.15.1 The Applicants should submit the Proposal in the prescribed formats provided in the respective links as per TIS of this RFP on GeM Portal with all pages numbered serially and by giving an index of submissions. Each page of the submission shall be digitally signed by the Applicant's authorized signatories as mentioned in Clause 1.12.2. In case the proposal is submitted on the document downloaded from the 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/format 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.
- 1.15.2 The proposal should be submitted online on the GeM Portal only; manual/offline bids shall not be accepted under any circumstances. Also, the applicant will have to send the original hard copy of Bid Security or Bid Security Declaration and Notarized Power of Attorney separately as specified in Clause 1.12.3(b).
- 1.15.3 The Technical and Financial bids must be submitted separately on GeM Portal in their respective folders/options, one clearly marked "**Technical Proposal**" and the other clearly marked "**Financial Proposal**". If financial proposal is included in the *folder/option* of technical proposal,

the bid will be summarily rejected. 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 or Bid Security Declaration as specified in Clause 1.12.3(b).

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

- 1.15.4. The complete Proposal must be submitted online on or before 17:00 hours on the Proposal Due Date as specified in TIS. Proposals submitted by post, fax, telex, telegram, in-person or e-mail shall not be entertained.
- 1.15.6 The Proposal should be made in the Forms specified in this RFP at Appendix I and Appendix-II. All such forms are also available on DMEO <https://dmeo.gov.in>. 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, etc., will be considered.
- 1.15.7 The rates quoted in the financial proposal should be firm throughout the period of performance of the assignment up to and including acceptance of the final report by the Authority and discharge of all obligations of the Consultant under the Agreement.

## 1.16 Bid Security

- 1.16.1 The Applicant should furnish as part of its Proposal, a bid security of ₹ **3,00,000** in the form of Insurance Surety Bonds/Demand Draft/ Account Payee/ Fixed Deposit/ Receipt/ Banker's Cheque /Bank Guarantee (including e-Bank Guarantee) issued by one of the Nationalized/ Scheduled Banks in India in favor of PAO, NITI Aayog payable at New Delhi, except Micro and Small Enterprises (MSEs) who are registered on the Udyam Portal of Ministry of Micro, Small and Medium Enterprises (MSME) (subject to compulsory submission of Udyam Certification) ([Udyam Portal](#)).
- 1.16.2 Bid securities of the unsuccessful bidders during the first stage i.e. technical evaluation, would be returned within 30 days of declaration of results of the technical evaluation, except the two highest ranked applicants. In the event that the first ranked Applicant commences the assignment as required in Clause 3.5, the second ranked Applicant, who has been kept in reserve, shall be returned its Bid Security forthwith, but in no case later than 120 (one hundred and twenty) days from PDD. After the award of the contract, the Selected Applicant's Bid Security shall be returned within 30 (thirty) days on receipt of the performance security in accordance with the provisions thereof. In case of government owned universities/academic institutions, the Applicant shall furnish, as part of its Proposal, a Bid Security Declaration (instead of bid security) as per format specified in Appendix-I Form-11. Universities/academic institutions (hereunder referred to as universities/institutions)/ should be recognized by University Grant Commission or any State or the Central Government Public Sector Undertakings (PSUs).
- 1.16.3 Any Bid not accompanied by the Bid Security or Bid Security Declaration, as the case may be, shall be rejected by the Authority as non-responsive
- 1.16.4 The authority shall not be liable to pay any interest on the Bid Security and the same shall be interest free.
- 1.16.5 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 forfeit the bid security or 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 5 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 Authority 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 3.1;
- e. In the case of a Selected Applicant, if the Applicant fails to sign the Agreement or commence the assignment as specified in Clauses 3.5 and 3.6 respectively; or
- f. If the Applicant is found to have a Conflict of Interest as specified in Clause 1.5.

## **1.17 Performance Security**

- 1.17.1 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 under the circumstances specified in this Clause 1.17.4.
- 1.17.2 An amount equal to 3% (three per cent) of the Agreement Value shall be deemed to be the Performance Security. Performance Security may be furnished in the form of Insurance Surety Bond/Bank Guarantee (including e-Bank Guarantee), Account Payee Demand Draft, or Fixed Deposit receipt issued by one of the Nationalised/Scheduled Banks in India.
- 1.17.3 Bid security shall be refunded to the successful bidder on receipt of Performance Security.
- 1.17.4 The Performance Security may be forfeited and appropriated by the Authority if the work submitted by the Consultant is felt to be substandard by the Authority and non-compliant with the scope of the study.

## **2. Evaluation Process**

### **2.1. Evaluation of Proposals**

- 2.1.1. The Authority shall open the Proposals at 17:00 hours on the next working day after the Proposal Due Date via online bid opening. The folder of the Technical Proposal shall be opened first. The folder of the Financial Proposal shall be kept locked for opening at a later date.
- 2.1.2. Proposals withdrawn prior to the Proposal Due Date shall not be considered for evaluation.
- 2.1.3. Test of Responsiveness: 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 if:
  - a. The Technical Proposal is received in the forms specified at Appendix-I; (All forms to be scanned and uploaded in pdf form on GeM Portal duly signed by the authorized signatory, statutory auditor and/or key personnel, as applicable)
  - b. It is received by the Proposal Due Date including any extension thereof pursuant to Clause 1.2;

- c. It is accompanied by the Bid Security or Bid Security Declaration Form as specified in Clause 1.16 or Appendix-I Form-11 (as available on DMEO website) .
- d. It is digitally signed, numbered and submitted as stipulated in Clauses 1.15.
- e. It is accompanied by the Power of Attorney as specified in Clause 1.12.3 and Appendix-I Form 4(as available on DMEO website) ;
- f. It contains all the information (complete in all respects) as requested in the prescribed formats as per TIS of the RFP.
- g. It does not contain any condition or qualification; and
- h. It does not contain the financial proposal or any information regarding the financial proposal.
- i. It is not non-responsive in terms hereof.

2.1.4. 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.

2.1.5. The Authority shall subsequently examine and evaluate Proposals in accordance with the criteria set out in Section 4 of this RFP (Criteria for Evaluation).

2.1.6. After the technical evaluation, the Authority shall prepare a list of pre-qualified and shortlisted Applicants in terms of Clause 4.4 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 4.4 and 4.5.

## **2.2. 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.

## **2.3. Clarification**

2.3.1 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.

2.3.2 If an Applicant does not provide clarifications sought under Clause 2.3.1 above within the specified time, the Authority may proceed to evaluate the Proposal by construing the particulars requiring clarification to the best of its understanding. The Applicant shall be barred from subsequently questioning such interpretation of the Authority.

### 3. Appointment of Consultant

#### 3.1. Negotiations

- 3.1.1 The Selected Applicant may be invited for negotiations, if necessary. The negotiations shall generally be for reconfirming 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. There shall be no change in the scope of the work/services during negotiation. **Up to two Key Personnel** who is/are not eligible as required in Annexure-A of RFP be replaced by the Applicant with better candidate (s) as per Clause 3.1.2. In case the Selected Applicant fails to reconfirm its commitment, the Authority reserves the right to forfeit the bid security or initiate debarment of the firm as per the Bid security declaration of the Applicant in accordance with the provisions of Clause 1.16. Notwithstanding the above, the substitution of Key Personnel at the negotiations may be considered if due solely to circumstances outside the reasonable control of and not foreseeable by the applicant, including but not limited to resignation, death or medical incapacity. In such a case, the Selected Applicant shall offer a substitute Key Personnel within the period specified in the invitation letter to negotiate the Contract, who shall have equivalent or better qualifications and experience than the original candidate.
- 3.1.2 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.
- 3.1.3 Before issuing a Letter of Award (LoA) to the successful Applicant, the Authority may, at its discretion, ask the selected Applicant to submit self-attested copies of **relevant certificates for minimum educational qualifications and proof of relevant experiences, given in the CVs in the proposal, of the Key Personnel for verification**. If so decided, the photocopies of such self-certified documents shall be verified and signed by the authorized signatories and kept in the records as part of the contract agreement. If the consultant fails to provide such originals or in case of substantive discrepancies in such documents, the proposal will be considered as non-responsive and rejected thereon. In such cases, the Authority may forfeit the Bid Security or/and initiate suitable action as per the provision of Bid Security Declaration.
- 3.1.4 The negotiations shall be concluded with a review of the finalized draft Contract, which shall be initiated by the Authority and the Applicant's authorized representative. If the negotiations fail, the Authority shall inform the Applicant in writing of all pending issues and disagreements and provide a final opportunity for the Applicant to respond. If disagreement persists, the Authority shall declare the proposal non-responsive, informing the Applicant of the reasons for doing so. The Authority shall invite the next- ranked responsive Applicant to negotiate a Contract. Once the Authority commences negotiations with the next-ranked Applicant, the Authority shall not reopen the earlier negotiations. In case, the second ranked applicant is invited for negotiation, the lower cost, as per financial proposals, between the highest ranked applicant and the second highest ranked applicant shall be offered to the second highest ranked applicant for the award of contract.

#### 3.2. Substitution of Key Personnel (During the Subsistence of the Agreement)

- 3.2.1 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 considered only based on the Consultant's written request and due to compelling or unavoidable situations outside the reasonable control of the consultant, including but not limited to resignation, death or medical incapacity. The substitution shall be subject to the provision of equivalent or better qualified and experienced personnel being provided to the satisfaction of the Authority. 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 10% (ten per cent) of the remuneration specified for the original Key Personnel shall be deducted from the payments due to the Consultant from the date of replacement till the completion of contract. In the case of a second substitution hereunder, such deduction shall be 20% (twenty per cent) of the remuneration specified for the original Key Personnel shall be deducted from the payments due to the Consultant from the date of replacement till the completion of contract. Any further substitution may lead to disqualification of the Applicant or termination of the Agreement.

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

3.2.3 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.

### 3.3. Indemnity

The Consultant shall, subject to the provisions of the Agreement, is liable to indemnify the Authority for an amount of the contract value, for any loss or damage that is caused due to any deficiency in services.

### 3.4. Award of Consultancy/draft contract and cancellation

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 within 7 days of receipt of the LOA, the Authority, unless it consents to extension of time for submission thereof, reserves the right to cancel the LOA and the application and forfeit the bid security.

### 3.5. Commencement of assignment

The agreement shall be signed between the authority and the selected applicant within 7 days of receipt of signed LOA. The date of agreement will be the date of commencement. If the Consultant fails to sign the Agreement, the Bid Security of the Consultant shall be forfeited or action shall be initiated by the Authority as per the Bid Security Declaration in accordance with the provisions of Clause 1.16.5. The Selected Applicant shall not be entitled to seek any deviation<sup>4</sup> in the Agreement.

### 3.6. Proprietary Data

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.

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<sup>4</sup> “Deviation” refers to any departure from the term and conditions specified in the RFP document.



## 4. Criteria for Evaluation

### 4.1. Evaluation of Technical Proposals

4.1.1. In the first stage, the Technical Proposal will be evaluated based on the eligibility criteria for the Applicant as laid down in Clause 1.4.2, their experience, understanding of the TOR, proposed methodology and Work Plan, and the qualifications and experience of the Key Personnel. Only those Applicants whose Technical Proposals get a score of 70 (seventy) 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.

4.1.2. Technical score (ST) is calculated by considering the highest Technical Proposal (TMax) and will be given a technical score (ST) of 100 points. The technical scores of other proposals will be computed as follows:

$$ST = 100 \times T / T_{Max}$$

(T = absolute score of Technical Proposal)

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

S.No.	Parameter	Maximum Marks	Criteria
1.	Relevant Experience of the Applicant	30	<p><b>Maximum 10 assignments can be submitted by the applicant.<sup>5</sup></b></p> <p>(a) <b>Sample size of eligible assignments<sup>6</sup></b> of the applicant (10 marks). The marks will be allocated based on the following: Each eligible assignment with survey sample size of:</p> <ul style="list-style-type: none"> <li>500 to 800 respondents: 0.5 mark</li> <li>&gt;800 to 1100 respondents: 0.7 mark</li> <li>&gt;1100 respondents: 1 mark<sup>7</sup></li> </ul> <p>(b) <b>Average annual total revenue/turnover</b> of the applicant (10 marks)</p> <ul style="list-style-type: none"> <li>₹3 crore to ₹ 5 crores: 8 marks</li> <li>&gt; ₹5 crore to ₹ 7 crores: 9 marks</li> <li>&gt; ₹ 7 crores: 10 marks</li> </ul> <p>(c) <b>Value of Eligible Assignments</b> (10 marks). The marks will be allocated based on the following: Each eligible assignment with value:</p> <ul style="list-style-type: none"> <li>₹20 Lakhs to ₹50 Lakhs: 0.8 mark</li> <li>&gt;₹50 Lakhs to ₹1 Crore: 0.9 mark</li> <li>&gt;₹1 Crore: 1 mark</li> </ul>

<sup>5</sup> Only the 1st ten assignment submitted by the applicant will be considered for scoring

<sup>6</sup> A minimum sample of 500 including the sample size of beneficiary survey, KIIs and FGDs done in respect of Organizational Evaluation.

<sup>7</sup> With respect to the Scoring Criteria mentioned in Clause 3.1.4 (1 (a) and 1 (c)), it is clarified that while considering the 10 eligible assignments the relevant experience of all the members of the consortium including the Lead Member would be considered for scoring. However, the Lead Member must fulfill a minimum of 40 percent of the total number of eligible assignments submitted by the Consortium (details to be filled at Appendix I Form 8 of the RFP), and the remaining can come from one or more of the other consortium members.

Also, with regard to the Scoring Criteria mentioned in Clause 3.1.4 (1 (b)), in case of a consortium, will consider the annual revenue of the Lead Member only (details to be filled at Appendix I Form 5 of the RFP) for scoring.

S.No.	Parameter	Maximum Marks	Criteria
2.	<b>Proposed Methodology and Work Plan</b>	<b>40</b>	<p>Evaluation will be based on the quality of submissions, as per Appendix-I Form-7, &amp; Form-12 and the presentation made by the Applicant<sup>8</sup>.</p> <p><b>Proposed Methodology and Work Plan (40 Marks)</b></p> <ul style="list-style-type: none"> <li>• Understanding of ToR</li> <li>• Methodology and Work Plan</li> <li>• Quality of PPT</li> <li>• Response to Queries</li> </ul>
3.	<b>Experience of Proposed Key Personnel of the Applicant</b>	<b>30</b>	<p>Marks shall be awarded for the relevant experience based on the years of relevant experience</p> <ol style="list-style-type: none"> <li>1. Team leader (Maximum Marks 10) <ul style="list-style-type: none"> <li>5 to 8 years: 8 marks</li> <li>&gt;8 to 11 years: 9 marks</li> <li>More than 11 years: 10 marks</li> </ul> </li> <li>2. Senior Researcher &amp; Data Analyst (Maximum Marks 5) <ul style="list-style-type: none"> <li>4 years to 7 years: 3 marks</li> <li>&gt;7 years to 9 years: 4 marks</li> <li>More than 9 years: 5 marks</li> </ul> </li> <li>3. Financial Management and Audit Expert (Maximum Marks 5) <ul style="list-style-type: none"> <li>4 years to 6 years: 3 marks</li> <li>&gt;6 years to 8 years: 4 marks</li> <li>More than 8 years: 5 marks</li> </ul> </li> <li>4. Organizational Development Specialist (Maximum Marks 5) <ul style="list-style-type: none"> <li>4 years to 6 years: 3 marks</li> <li>&gt;6 years to 8 years: 4 marks</li> <li>More than 8 years: 5 marks</li> </ul> </li> <li>5. Value Chain/Livelihood Specialist (Maximum Marks 5) <ul style="list-style-type: none"> <li>4 years to 6 years: 3 marks</li> <li>&gt;6 years to 8 years: 4 marks</li> <li>More than 8 years: 5 marks</li> </ul> </li> </ol>
<b>Total</b>		<b>100</b>	

## 4.2 Eligible Assignments<sup>9</sup>

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**”):

- In case the applicant submits more than ten assignments, only 1st ten assignments will be considered for evaluation
- Assessment/research/evaluation study in organizational assessment/organizational

<sup>8</sup> The presentation shall be made by all the proposed team members (key personnel) only for their respective part of the proposal (in-person or virtually). The Team Leader must present the majority of the proposal (approximately 50%) of the proposal. In case of absence of Team leader and M&E Specialist during presentation, the proposal may be rejected by the Authority.

<sup>9</sup> A minimum sample of 500 including the sample size of beneficiary survey, KIIs and FGDs done in respect of Organizational Evaluation.



development/social audits conducted for Union/State Government/ regulatory commission/ tribunal/ bilateral agencies/ multilateral agencies/ statutory authorities/ public sector entities in India covering a minimum sample size of **500**.

- c. Provided that the Eligible Assignments have been completed in the 8 (eight) financial years preceding the PDD.
- d. Provided that the value of each eligible assignment submitted by the Applicant is at least ₹ 20 Lakhs.
- e. For the Eligible Assignments, the Applicant shall provide requisite supporting documents such as copies of contracts, agreements etc. The value for the assignment should be clearly mentioned in the supporting documents provided. In the absence of supporting documents with requisite details, the assignment will not be considered as an Eligible Assignment.

### 4.3 Shortlisting of Applicants

The technically qualified applicants shall be short-listed for financial evaluation in the second stage.

### 4.4 Evaluation of Financial Proposals

- 4.4.1 In the second stage, the financial evaluation will be carried out as per this Clause. The financial score (SF) for the applicant will be arrived at based on the formula given in Clause 4.4.3.
- 4.4.2 For financial evaluation, the total cost indicated in the Financial Proposal will be considered
- 4.4.3 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 (FMin) will be given a financial score (SF) of 100 points. The financial scores of other proposals will be computed as follows:

$$SF = 100 \times FMin/F$$

(F = amount of Financial Proposal)

### 4.5 Combined and Final Evaluation

- 4.5.1 Proposals will finally be ranked according to their combined technical (ST) and financial (SF) scores as follows:

$$S = ST \times Tw + SF \times Fw$$

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

- 4.5.2 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 1.16.5, in case the first-ranked Applicant withdraws, or fails to comply with the requirements specified in Clause 3 as the case may be.

## 5. Fraud and Corrupt Practices

- 5.1 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, anti- competitive practice, coercive

practice, conflict of interest, obstructive practice in the Selection Process or after the issue of the LOA or the execution of the Agreement. In such an event, the Authority shall, without prejudice to its any other rights or remedies, take action as per the Bid Security or Bid Security Declaration, or forfeit and appropriate the Bid Security or Performance Security, as the case may be. Further, such an 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 of such an order.

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

- (a) **“Corrupt practice”** means making an offer, solicitation or acceptance of a bribe, reward, gift or any material benefit in exchange for an unfair advantage in the Procurement Process or to otherwise influence the Procurement Process
- (b) **“Fraudulent practice”** means any omission or misrepresentation that may mislead or attempt to mislead so that financial or other benefits may be obtained or an obligation avoided. Such practices include a false declaration or false information for participation in a Procurement Process or to secure a Contract, or in the execution of the agreement
- (c) **“Coercive practice”** means harming or threatening to harm persons or their property to influence their participation in the Procurement Process or affect the execution of the agreement
- (d) **“Anti-competitive practice”** means any collusion, Proposal-rigging or anti- competitive arrangement, or any other practice including cartels coming under the purview of the Competition Act, 2002, between two or more Applicants, with or without the knowledge of the Authority, that may impair the transparency, fairness, and the progress of the Procurement Process or to establish Proposal prices at artificial, non-competitive levels
- (e) **“Conflict of interest”** means participation by a bidding firm or any of its affiliates who are either involved in the Consultancy Contract to which this procurement is linked; if they are part of more than one Proposal in the procurement; or if their personnel have a relationship or financial or business transactions with any official of Authority who are directly or indirectly related to tender or execution process of contract; or improper use of information obtained by the (prospective) Applicant from the Authority with an intent to gain unfair advantage in the Procurement Process or for personal gain or in any other manner specified in Clause 3 Guidance Note on Conflict of Interest .
- (f) **“Obstructive practice”** means materially impeding Authority’s investigation into allegations of one or more of the above-mentioned prohibited practices either by deliberately destroying, falsifying, altering; or by concealing evidence material to the investigation; or by making false statements to investigators and/ or by threatening, harassing or intimidating any party threatening, harassing or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation, or by impeding the Authority’s rights of an audit or access to information.

Annexure A

**Details of minimum Education qualification & Experience required from the Consultancy Team**

S. No.	Key Personnel <sup>10</sup>	Minimum Educational Qualification <sup>11</sup>	Length of Professional Experience	Minimum Length of Relevant Experience
1.	Team Leader	MBA/ PG Diploma in operations management /marketing	15 years	At least 5 years in last 10 years immediately preceding the date of submission <sup>9</sup> of application in handling evaluation/research projects in tribal sector.
2.	Senior Researcher & Data Analyst	Masters (or equivalent) in Economics/Statistics, Econometrics	8 years	At least 5 years of relevant experience in meta-analysis/ document reviews/ systematic review/ economic modeling/ analysis/ sampling methodology and use of statistical tools in projects
3.	Financial Management and Audit Expert	MBA/ PG Diploma (Finance)/ Chartered Accountant/CPA/ CFA or master's in finance, Commerce.	8 years	At least 4 years of relevant work experience in Organizational Assessment in financial audit/ efficiency or related fields.
4.	Value Chain/Livelihood Specialist	Master's degree (or equivalent) or more in social sector/ livelihood or related discipline	8 years	At least 4 years of relevant work experience in Livelihoods, Value chain, market linkages or related sectors.
5.	Organizational Development Specialist	MBA/ PG Diploma (Human Resource Management/ Organizational Behavior/, Organizational Management), or related discipline.	8 years	At least 4 years of relevant work experience in Organizational Development, Human Resource Management or related sectors.

<sup>10</sup> The upper age limit of the proposed key personnel shall not exceed the age of 60 years.

<sup>11</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 Annexure-A.

**Annexure B**

**Details of Roles and responsibilities are as follows:**

S. No.	Key Personnel	Roles and 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.</p> <ul style="list-style-type: none"> <li>• Lead overall project execution, strategy, and team coordination.</li> <li>• Ensure quality data collection, analysis, and report writing.</li> <li>• Manage project milestones, deliverables, and timelines.</li> <li>• Provide guidance on research tools, analysis plans, and training.</li> <li>• Engage with senior government officials, experts, and stakeholders for insights and validation.</li> <li>• Present findings and recommendations in high-level meetings.</li> <li>• Monitor and support field surveys, ensuring data quality and flow.</li> <li>• Submit periodic updates to DMEQ, highlighting progress, challenges, and solutions.</li> <li>• Ensure accuracy, creativity, and consistency in all deliverables.</li> <li>• Perform other duties as assigned and provide weekly briefings to DMEQ.</li> </ul>
2	Senior Researcher & Data Analyst	<p>S/he will be responsible for:</p> <ul style="list-style-type: none"> <li>• Design methodology, sampling, questionnaires, and data analysis plans.</li> <li>• Develop and finalize primary data collection tools (surveys, FGDs, IDIs).</li> <li>• Oversee and troubleshoot field surveys, ensuring quality data collection.</li> <li>• Conduct data cleaning, management, and statistical analysis using advanced tools.</li> <li>• Carry out secondary research, meta-analysis, desk reviews, and benchmarking of best practices.</li> <li>• Collate and triangulate findings from primary and secondary sources.</li> <li>• Apply systematic review techniques to synthesize evidence.</li> <li>• Draft comprehensive reports based on integrated data analysis.</li> <li>• Coordinate with DMEQ, government stakeholders, and the core team to align findings.</li> </ul>
3	Financial Management and Audit Expert	<p>S/he will be responsible for:</p> <ul style="list-style-type: none"> <li>• Assess TRIFED's budgeting systems, financial controls, and accounting practices.</li> <li>• Review fund flow efficiency, internal audits, and compliance.</li> <li>• Conducting cost-benefit analysis of the organization</li> <li>• Examine cost-effectiveness and resource utilization.</li> <li>• Designing questionnaires/survey tools for the evaluation</li> </ul>

S. No.	Key Personnel	Roles and responsibilities
		<p>study, especially leading the stakeholder meets with TRIFED/MoTA officials</p> <ul style="list-style-type: none"> <li>• Ensure validation of data</li> <li>• Preparation of research tools and conducting field surveys</li> <li>• Analysis of data and preparation of reports</li> </ul>
4	Value Chain/Livelihood Specialist	<p>S/he will be responsible for:</p> <ul style="list-style-type: none"> <li>• Evaluate livelihood promotion initiatives and enterprise development models</li> <li>• Assess value chain interventions in agriculture, forest produce, handicrafts, and MSMEs</li> <li>• Review market linkages, financial access, and sustainability of income-generation activities</li> <li>• Identify bottlenecks in scaling up livelihood interventions.</li> <li>• Recommend strategies for enhancing entrepreneurship, market integration, and income stability</li> <li>• Designing questionnaires/survey tools for the evaluation study, especially leading the stakeholder meets with TRIFED/MoTA officials</li> <li>• Ensure validation of data</li> <li>• Preparation of research tools and conducting field surveys</li> <li>• Analysis of data and preparation of reports</li> </ul>
5	Organizational Development Specialist	<p>S/He will be responsible for:</p> <ul style="list-style-type: none"> <li>• Assess vision, mission, governance, leadership, HR policies, and organizational culture.</li> <li>• Review decision-making, communication flows, accountability, and change management processes.</li> <li>• Recommend reforms for HR, capacity building, and institutional strengthening.</li> <li>• Align organizational systems with policy priorities and efficiency goals.</li> <li>• Design and validate research tools, lead stakeholder consultations, and oversee field surveys.</li> <li>• Analyze data and prepare reports.</li> </ul>

**Terms of Reference  
(ToR) for  
TECHNICAL CONSULTANT**

## Table of Contents

1. Background.....	2
2. Objectives of the Evaluation Study.....	3
3. Scope of Services.....	5
4. Methodology & Framework.....	6
5. Deliverables details and Timelines .....	9
6. Payment Schedule.....	10
7. Indicative Report Structure .....	10
8. Reporting .....	11
9. Meetings .....	11
10. Quality Assurance of the Evaluation Report.....	11
11. Miscellaneous .....	12
Annexure – I .....	13
Annexure-II .....	18
References .....	19

## 1. Background

### 1.1. About TRIFED

Tribal Cooperative Marketing Development Federation of India (TRIFED) was established on 6<sup>th</sup> August 1987 under Multi State Cooperative Societies Act (1984)<sup>12</sup> as a cooperative<sup>13</sup>. TRIFED started its operations in 1988 with its headquarters in New Delhi. It operates as the national nodal agency under the Ministry of Tribal Affairs dedicated to the objective of bringing about socio-economic development of tribal communities by way of promoting the marketing of the tribal products on which their livelihoods are based (Press Information Bureau, 2020). TRIFED has over 500 employees across the Head office and 15 regional offices (Press Information Bureau, 2020). In 1999, TRIFED initiated the procurement and marketing of tribal art and craft. TRIFED has empaneled 3069 suppliers/producers for procurement of various tribal products and realized significant sales through 'Tribes India' outlets and ecommerce platforms like Amazon, Flipkart etc. TRIFED procures and sells products of various categories like metal craft, textile, jewelry, painting, cane & bamboo, terracotta & pottery, organic & natural food products etc. (Lok sabha questions, 2023) through schemes and programs listed in section 1.3.

### 1.2. Major objectives of TRIFED

- (a) **Promote Sustainable Livelihoods:** Market development to ensure sustainable livelihoods for tribal people with a focus on securing remunerative prices for tribal products.
- (b) **Enhance Non-Timber Forest Produce (NTFP):** Provide minimum support price and add value to Non-Timber Forest Produce (Minor Forest Produce).
- (c) **Empowerment and Capacity Building:** Meticulous capacity building to empower tribal communities and augment resources significantly through strategic partnerships with government agencies and development partners, fostering convergence and coherence in activities (TRIFED, 2023).

### 1.3. Programs/Schemes/Initiatives of M/o Tribal Affairs implemented by TRIFED

- (a) **Retail Marketing:** Marketing of tribal products through a chain of 35 own showrooms and 8 consignment showrooms and 130 retail outlets in association with State Level Organizations.
- (b) **Minor Forest Produces:** Through the scheme "*Mechanism for marketing of Minor Forest Produce through Minimum Support Price (MSP) and Development of value chain for MFP*", started in 2013, fair prices are ensured to tribal gatherers. The scheme also supports primary processing, storage and transportation of MFP (Guidelines for MFP MSP, 2019).
- (c) **Van Dhan Yojna:** Launched on April 14, 2018, the Van Dhan Yojana is a part of the "Mechanism for Marketing of Minor Forest Produce through Minimum Support Price (MSP) & Development of Value Chain for MFP". It is administered by TRIFED in 28 States and 381 Districts<sup>14</sup>. The program addresses the problems that the Tribals face regarding possession of land/house with no rights; restrictions in the collection of minor forest produce; exploitation by middlemen; displacement from national parks and wild sanctuaries, lack of development in forest villages etc. (Guidelines Van Dhan Yojana).
- (d) **Corporate affairs Division:** This division provides mentoring and handholding to Van Dhan Vikas Kendras. Through this division, TRIFED aims to strengthen the tribal SHGs by forming clusters of Van

<sup>12</sup> TRIFED was set up as a national level apex body under the Multi State Cooperative Societies Act, 1984 (MSCS Act, 1984). TRIFED has started shifting the focus of its activities from mere trading of tribal products to actual market development activities after July 2002. The Byelaws of TRIFED were also amended accordingly and more particularly in line with the provisions of the Multi State Cooperative Societies Act, 2002. The new Byelaws ([https://trifed.tribal.gov.in/sites/default/files/2020-05/bylaws\\_1\\_0.pdf](https://trifed.tribal.gov.in/sites/default/files/2020-05/bylaws_1_0.pdf)) which came into force w.e.f. 2.4.2003, clearly define its objectives and role as a service provider to its member societies.

<sup>13</sup> Cooperatives are collective enterprises, owned and governed by their members, fostering economic, social, and cultural needs. Emphasizing fairness, equality, and social justice, cooperatives operate under democratic principles with each member having an equal vote.

<sup>14</sup> <https://www.pib.gov.in/PressReleaseDetailm.aspx?PRID=2108385#:~:text=Building%20a%20Self%2DReliant%20Tribal%20Economy%20TRIFED%27s%20initiatives%2C,mainstream%20economy%20while%20celebrating%20their%20rich%20heritage.>



Dhan Vikas Kendras and establish Tribal Producer Companies (TRIFED, 2023).

- (e) **Research & Development:** The main objectives for undertaking Research project on Non-Timber Forest Produces (NTFPs) by TRIFED is to develop innovative and low-cost processes/ technology for optimum utilization of available MFPs. And enhance income through value addition of the MFPs (TRIFED Research & Development).
- (f) **TRIFOOD:** TRIFOOD scheme is a joint initiative of the Ministry of Food Processing Industry, Ministry of Tribal Affairs and TRIFED. It is implemented in the backdrop of Van Dhan Yojana will promote value addition to Minor Forest Produce (MFP) (TRIFOOD, 2021).
- (g) **SFURTI- Scheme for Fund for Regeneration of Traditional Industries:** SFURTI is implemented by Ministry of Micro, Small & Medium Enterprises (M/o MSME). It is an innovative cluster development scheme to increase the scale of operations and economical sustainability of artisans and rural enterprises. TRIFED is the nodal agency for developing such clusters (Ministry of MSME, 2022).
- (h) **Promotion of Tribal Products from Northeastern Region (PTP-NER):** The scheme has been envisioned to boost economic growth of scheduled tribal communities of North- Eastern Region by strengthening the support on procurement, logistics and marketing of indigenous knowledge, skills, life-style practices, and products.

#### 1.4. Grants-in-Aid to TRIFED from Ministry of Tribal Affairs

Particular/ Year	2019-20	2020-21	2021-22
Grants-in-aid from Ministry of Tribal Affairs <sup>15</sup>	184.7	36.62	471.49
Grants-in-aid for Projects	0.024	0.015	0.006
Grants-in-aid from Other Departments (CSR & MSME)	20.76	31.37	32.89

Source: Annual Reports TRIFED from 2019-20 to 2021-22 in Rs. Crores

## 2. Objectives of the Evaluation Study

The TRIFED organizational evaluation should assess its overall relevance, performance, effectiveness, efficiency, impact, and sustainability. Key focus areas include governance, leadership, operational efficiency, financial health, program impact, stakeholder engagement, and regulatory compliance. The findings should guide future strategies, organizational reforms, and policy directions to enhance tribal development outcomes. The main objectives of this evaluation are:

### I. Strategic Mandate and Policy Alignment

- a. To assess the *relevance* of TRIFED in meeting its vision, mission and alignment with national priorities and SDGs for which it was created.
- b. To evaluate the *alignment* of TRIFED administered schemes/programmes or working in coordination with other Ministry/Department (such as Van Dhan Yojana, TRIBES India, TRIFOOD, etc.) with its vision, mission, and evolving national priorities and if it is meeting the goals that it was created for.
- c. To assess the *alignment* of TRIFED in terms of adhering to and fulfilling the mandate under "The Scheduled Tribes and Other Traditional Forest Dwellers ( Forest Rights Act, 2006 )".

### II. Governance, Organizational Structure, and Human Resources

- a. To assess the adequacy of organizational design, governance structures, clarity of roles and

<sup>15</sup> Under the "Mechanism for marketing of Minor Forest Produce (MFP) through Minimum Support Price (MSP) and development of value chain

responsibilities, and coordination mechanisms across divisions (Marketing, R&D, MSP, Finance, HR, Legal etc.), regional offices and field entities (VDVKs, TRIFOOD units, retail outlets etc.) and to recommend restructuring or change management initiatives where necessary.

- b. To evaluate the *Standard Operating Procedures (SOP)* for maintaining accountability, transparency, ethical conduct, and participatory decision-making in TRIFED.
- c. To evaluate the *HR structure* for adequacy of staffing levels, skills, recruitment, training, performance management systems and pathways for career growth within TRIFED.
- d. To evaluate the *effectiveness of partnerships and convergence* with other ministries, regional offices, state agencies, private sector, academia, and NGOs in enhancing program outcomes.

### **III. Organizational Efficiency and Effectiveness**

- a. To evaluate TRIFED's *economic efficiency* by undertaking a cost-benefit analysis, and to propose measures to improve the Benefit Cost Ratio (BCR).
- b. To evaluate TRIFED's *operational efficiency* by assessing the optimal utilization of time and resources, such as alignment of systems and processes, and turnaround time in completing projects/tasks and to recommend measures for its improvement and bringing in innovations.
- c. To evaluate TRIFED's *administrative efficiency* by examining its administrative setup, protocols and SOPs for implementation of schemes/projects and recommend measures for enhancing efficiency by imbibing best practices
- d. To assess *competitiveness* (market price, profit margins, socio-economic gains etc.) of TRIFED's products in domestic and international markets, including other cooperatives and e-commerce platforms (Amazon, Flipkart etc.)
- e. To evaluate TRIFED's value chain interventions, branding, pricing, and competitiveness against comparable national and international cooperatives or marketing boards.

### **IV. Financial Management and Sustainability**

- a. To evaluate TRIFED's financial management systems, including budgeting, fund flow, internal controls, audits, reporting, and resource allocation.
- b. To assess the adequacy, timeliness, and autonomy of financial support from MoTA and other sources (CSR, MoFPI, MSME, etc.).
- c. To evaluate TRIFED's ability to balance financial sustainability with its social welfare mandate of empowering tribal communities.
- d. To assess medium- to long-term financial sustainability, including revenue generation, resource mobilization, and strategies to reduce reliance on government funding.
- e. To identify reforms required in TRIFED's financial systems for improved accountability and efficiency.

### **V. Impact & Inclusiveness**

- a. To assess TRIFED's role in socio-economic development of tribal people in the country through income generation, employment, livelihood security, marketing development of the tribal products on a sustainable basis and brand creation.
- b. To evaluate the inclusiveness of TRIFED's programmes in empowering women, youth, marginalized tribal groups, and Particularly Vulnerable Tribal Groups (PVTGs).

- c. To assess TRIFED's role in preserving tribal culture, crafts, and traditional knowledge while ensuring sustainable harvesting and production practices.
- d. To evaluate the *efficacy* of TRIFED's projects undertaken for *innovation and research and development (R&D)*, to ensure their alignment with TRIFED's long-term objectives.

## **VI. Monitoring, Evaluation, and Learning**

- a. To assess the *robustness of operational and HR monitoring systems* (MIS, dashboards, Grievance Redressal Mechanisms) for tracking progress against objectives and KPIs.
- b. To assess TRIFED's *digital/ technological maturity & readiness* in the processes and systems to enhance workflow and service delivery.
- c. To evaluate the *frequency, quality, and utilization of independent evaluations* in informing strategies, improving program design, and enhancing performance.

## **3. Scope of Services**

### **3.1. Reference period of the study:**

- i. For the organizational evaluation the period for secondary research including meta- analysis, desk research and document review etc. will be from 1987-88 to 2024-25.
- ii. For the primary survey on programmes/schemes of TRIFED the period will be from 2020-21 to 2025-26.

### **3.2. Secondary Research:**

The data and methods will meta-analysis, desk research and documents review which should involve but not limited to:

1. National and International best practices document for organizations similar to TRIFED.
2. Financial data on allocation and expenditures of the schemes/ programs and initiatives of TRIFED.
3. Annual reports of TRIFED for output and outcome assessment.
4. Available evaluation reports for outcomes and impact assessment.
5. Annual progress reports and implementation documents to assess the institutional arrangements.
6. Available evaluation reports done at the district and state level, for the states/districts covered under field study, if applicable.
7. Standing Committee reports, Parliament Questions and PIB press releases.
8. White papers, policy briefs, research papers and journal articles.
9. Evaluations done by non-government agencies.

### **3.3. The field study** would also include the following:

- a. Designing of the discussions guides for focus group discussions, interview guides for key informant interviews and structured questionnaires/schedules for beneficiary surveys.
- b. Preparation of the analysis plan
- c. Pre-testing and finalizing the required tools in partnership with DMEQ team.
- d. Establishment of a managerial structure for field operations
- e. Recruitment of investigators and training/capacity building of the field investigators
- f. Putting in place appropriate IT hardware and application software for data collection and management
- g. Collecting and compiling the quality data from selected areas

- h. High-quality data management and adherence to quality assurance mechanisms as per agreed protocols, plans, and schedules
- i. Collation and data cleaning
- j. Running data analysis and submitting cross-tabulations/summarizations
- k. Preparation of draft evaluation report and conducting stakeholder consultations
- l. Submission of final evaluation report and dissemination of the key findings
- m. Incorporating concurrent feedback into the workflow

During secondary research and field study, inputs from the concerned ministry/department may be incorporated for fine-tuning the methodology, preparation of the analysis plan, listing of secondary data sources, investigator training, and tool/questionnaire design.

### **3.4. Preparation of evaluation matrix for organizational evaluation**

The consultant will prepare the evaluation matrix addressing the evaluation objectives in consultation with DMEQ. The matrix would map evaluation objectives with indicators, their data sources, collection methods/instruments and analysis approach to ensure credible and reliable findings for each objective. The matrix should assign appropriate weightage to the evaluation objectives to reflect their relative importance in the overall evaluation. The detailed indicative evaluation framework has been placed at **Annexure – I**. The consultant is required to develop one as per the evaluation objectives detailed above.

## **4. Methodology & Framework**

- 4.1. A mixed approach to Quantitative and Qualitative Analysis may be adopted. Since this is an organization evaluation, focus should be on conducting qualitative interviews and discussions with the relevant stakeholder. Quantitative analysis should also include feedback of the beneficiaries of TRIFED's scheme in relation to the organizational evaluation. Quantitative Analysis may include secondary data analysis. Also, the analysis and findings from secondary data should be triangulated with beneficiary-level data. A qualitative and quantitative study backed with extensive secondary research will be conducted to provide an organizational assessment.
- 4.2. The consultant may adopt the REESI+C+E evaluation framework for the purpose of this evaluation.
- 4.3. The consultant may adopt the mixed-methods design, using the following quantitative, and qualitative techniques:
  - a. Stakeholder Consultations– Herein, it is proposed that in-depth interviews will be held with officials from central ministries/departments, regional offices, state-level implementing bodies and cluster level stakeholders. Other stakeholders (Tribes outlet employees, Trainers, Producer companies etc.) supporting implementation or indirectly involved in enabling the programme/scheme's success, as well as opinion makers in the field should also be interviewed. National level key informants should also include experts from recognized national level think tanks, private institutions, and prominent non-profit organizations.
  - b. Beneficiary Feedback – A selected sample of beneficiaries (SHG members, empaneled artisans, members of Producers Companies) will be sampled, and feedback will be taken to assess the beneficiary-level perspective of the VDKV, PTP-NER and beneficiaries of producer companies of TRIFED.
  - c. Focus Group Discussions (FGD) – It is proposed that FGDs will be conducted, with the beneficiaries

of TRIFED initiatives that are members of VDVK SHGs, Empaneled Artisans and members of Producer Companies by ensuring homogenous groups of each initiative have a minimum number of FGDs.

- d. Facility Survey/Site Visits – For on-ground verification of TRIFED's functioning, institutional survey and site visits will be undertaken using observation checklists to VDVK centers, Tribes Outlet and Trifood Facilities.

#### 4.4. Sampling

For sampling, a multistage stratified random sampling approach may be used for each of the beneficiary-oriented schemes of TRIFED. The design should ensure geographic and demographic representation across states, VDVKs and beneficiary coverage. The sample plan can make use of clusters of states/ VDVKs however, forced clustering should be avoided. For Van Dhan Yojana and PTP-NER a minimum of 6 states shall be selected based on performance indicators, such as number of VDVK centers, no. of VDVK SHGs, no. of producer companies, number of trainings, number of Tribes outlet etc. To ensure the necessary representation of all the beneficiaries of the schemes 2 states among the 6 states must be from Northeastern Region (NER). Among the 6 States, in each state, a minimum of 20 VDVK clusters should be chosen and, in the NER, an additional survey of 50 empaneled artisan per state must be conducted. At each cluster of VDVK a total of 10 SHG beneficiary survey will be conducted where 8 will belong to VDVK SHG and 2 will belong to producer companies. The total number of surveys per cluster must ensure the minimum number prescribed on both the beneficiary category. It must be ensured that 1 cluster per state must fall under **PVTG region and Aspirational District** each.

**The minimum sample of the beneficiary survey is expected to be 1200 which will include beneficiaries of VDVK and Producer Companies. A minimum of 100 beneficiary survey in the states of NER. The minimum sample for the Institutional Survey/Site Visits is expected to be 35 which will include VDVK centers, Tribes Store, TRIFOOD processing units. Additionally, the study expects a minimum of 214 Key Informant Interviews (KIIs) with implementing stakeholders, 110 FGDs with the beneficiaries of VDVK, Empaneled Artisans and Producer Companies.**

Qualitative consultations with the stakeholders: The following is an indicative list of the stakeholders that would need to be consulted throughout the evaluation study to gain a better insight into the organization and the implementation of its programmes/schemes based on *Indicative List of Stakeholders to be covered*. Furthermore, the consultants are not restricted to them and are free to consult with additional relevant stakeholders.

Table 1: Indicative List of Stakeholders to be covered

Level	Essential Stakeholders	Sample Size
National	Representatives nominated by TRIFED Chairperson, JS MoTA, JS MoRD, JS level of other M/D having joint ventures with TRIFED (MoFPI, MSME)	5
	Representatives including Directors. Joint Directors/ Assistant Director TRIFED Departments (Retail Marketing, Research & Development, Minor Forest Produce (MFP), Van Dhan Yojana, E-com & Publicity, Human Resources and Administration, Finance, Legal and Vigilance, Corporate Affairs Division etc.)	20 (2 per department)
	i. Chairperson/ or representatives of The National Scheduled Tribes Finance and Development Corporation (NSTDFC) ii. Chairperson/ or representatives of Agricultural and Processed Food Products Export Development Authority (APEDA) iii. Chairperson/ or representatives of National Agricultural Cooperative	5

	Marketing Federation of India (NAFED) iv. Chairperson/ or representatives of National Small Industries Corporation (NSIC) etc.	
	i. Project In charges from FICCI, DICCI, CII & ASSOCHAM (2) ii. Liason for TRIFED from Walmart and Apollo pharmacy (1) iii. CSR in charge of IOCL and BPCL. (2)	5
	R&D Institutes and Training Partners (IIT Kanpur, TISS, KISS, IICT, Hyderabad and CFTRI, Mysore)	5
Regional	Representative from TRIFED Regional Offices (Director or other senior officer)	15
	In charges of TRIBES store	15
	Tribal Research Institutes	6
State	Representatives from State implementation Department/ State Nodal Department	6
	Secretary/ or representatives of State Department for Tribal Welfare	6
	Secretary/ or representatives of State Department for Social Welfare and Justice	6
Cluster	VDVK cluster heads	120
<b>Total</b>		<b>214</b>

***The detailed list of stakeholders to be interacted with during the key informant interviews, FGDs, and facility and beneficiary surveys to be formulated by the consultant in consultation with DMEQ.***

**Table 2: Target Group & Sample Size**

<b>Stakeholder</b>	<b>Type of Survey</b>	<b>Number</b>
Beneficiaries of VDVK, PTP-NER, Producers Company	Beneficiary survey	1200
VDVK beneficiaries (1 per 2 VDVK Cluster = 60), Empanelled Artisans (10+10 = 20), Producer Companies (5 per states = 30) etc.	FGDs	110
VDVK Centers (3 per state = 18) /TRIFOOD (2) Factory/Tribal Outlet (15)	Institutional Survey	35
Key Implementing Stakeholders/TRIFED Officials/Partner Organizations	Stakeholder Consultation	214

The consultant may suggest an alternative approach best suited to meet the objectives of the evaluation, which is subject to approval from the DMEQ.



## 5. Deliverables details and Timelines

The timeline for the evaluation study is **6 months** from the acceptance of terms and conditions of LoA. The deliverables of the study are tabulated as:

S. No.	Deliverables	Description
1.	Inception Report (maximum 20-30 pages excluding annexures) and presentation	<ul style="list-style-type: none"> <li>• Introduction and background of the study</li> <li>• Objectives of the study</li> <li>• Approach and methodology</li> <li>• Literature review and preliminary findings</li> <li>• List of stakeholders and insights from preliminary stakeholder consultations</li> <li>• Sampling plan including sample coverage</li> <li>• Pilot plan</li> <li>• Evaluation Framework as discussed above</li> <li>• Analysis framework and plan (Mapping of objectives with data points and potential data sources, etc.)</li> <li>• Deliverables and timeline of the study (Weekly Gantt Chart)</li> <li>• Survey Team structure</li> <li>• Training plan for the survey team</li> <li>• Field movement plan (Indicative)</li> <li>• Quality control mechanism</li> <li>• Perceived risks/ limitations and mitigation plan</li> <li>• Research tools/instruments/ software- Qualitative and Quantitative <ul style="list-style-type: none"> <li>○ Questionnaires, discussion guides, etc.</li> <li>○ Details of CAPI questionnaire development</li> <li>○ Data/ information analysis software for both quantitative and qualitative research</li> </ul> </li> <li>• Detailed report structure</li> </ul>
2.	Mid-term report (maximum 30-40 pages excluding annexures) and presentation (to be submitted as per the timeline and covering a minimum of 40% of the sample)	<ul style="list-style-type: none"> <li>• Study progress details including training and pilot summaries</li> <li>• Summary on data collected so far including methods used</li> <li>• Challenges faced and mitigation measures</li> <li>• Preliminary findings and key observations</li> <li>• Revised work plan, if applicable</li> <li>• Measures adopted for ensuring data quality including data verification, data validation, back checks, surprise inspections, use of CAPI and tracking systems.</li> </ul>
3.	Draft evaluation report (maximum 120 pages excluding annexures and references) and presentation for stakeholder consultation	<ul style="list-style-type: none"> <li>• Executive Summary (It should be crisp, direct, lucidly written with emphasis on appropriate sections such as Findings and Recommendations. Findings should be elaborated with key statistics, and the recommendations should follow the findings. Length of the Executive Summary should be between 5 to 10 pages.)</li> <li>• Organization and scheme/programme Overview</li> <li>• Study Objectives, Approach &amp; Methodology (Brief discussion in the main report. The details could go in the Annexure)</li> <li>• Analysis of the organization based on the evaluation framework provided and analysis of the scheme/programmes based on the</li> </ul>

S. No.	Deliverables	Description
4.	Final evaluation report (maximum 120 pages excluding annexures and references) and presentation after incorporation of inputs from all concerned stakeholders	<p>evaluation framework and using the primary survey data.</p> <ul style="list-style-type: none"> <li>• Secondary and administrative data and literature to be used to triangulate findings from the primary survey.</li> <li>• Identify gaps and challenges for each component separately under the evaluation matrix</li> <li>• Key Takeaways &amp; Recommendations for organizational performance and each component of the scheme/programmes.</li> <li>• Actionable points under each recommendation for the organization to implement.</li> <li>• To record best practices and case studies.</li> <li>• References &amp; Appendices</li> </ul>
5.	Presentations and sub-reports on primary data collection, data quality check, secondary research, best practices compendia, etc. as and when requested by DMEQ.	

## 6. Payment Schedule

The sanction orders will be issued for all the instalments, and the sanctioned amount shall be released as per the table below:

Key Deliverable	Description of Deliverable	Payment
<b>KD1</b>	Inception report approved by the Authority	<b>20%</b>
<b>KD2</b>	Mid-Term Report approved by the Authority	<b>30%</b>
<b>KD3</b>	Draft Evaluation Report approved by the Authority	<b>30%</b>
<b>KD4</b>	Final evaluation report approved by the Authority	<b>20%</b>
<b>Total</b>		<b>100%</b>

## 7. Indicative Report Structure

### *Executive Summary*

1. Introduction
  - a. Background and context
    - i. Objective of the study
    - ii. Scope of the study
    - iii. Structure of the report
  - b. Sector overview
2. Approach & Methodology
  - a. Qualitative
    - i. Stakeholder and geographical coverage
    - ii. Evaluation Instruments/Tools
  - b. Quantitative
    - i. Sampling - Geographical coverage & respondent profile



- ii. Sample size
- iii. Sample selection
- iv. Evaluation Instruments/Tools
- 3. Organizational Analysis
  - i. Background and Departments
  - ii. Fund flow process
  - iii. Key stakeholders of the organization
  - iv. Physical and financial Progress
  - v. Performance Analysis using the evaluation matrix
- 4. Key takeaways and recommendations
- 5. Actionable Points
- 6. Organizational rationalization
- 7. References

## **8. Reporting**

- a. The Consultant will work closely with the Authority. The Authority has established a Working Group (the “WG”) to enable the conduct of this assignment. A designated Project Director of the Authority will be responsible for the overall coordination and project development. The designated Project Director will play a coordinating role in the 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.

## **9. 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 held at the Authority’s office. No travel time allowance shall be payable for attending meetings at the Authority’s office. The consultant is required to work at the Authority’s office, if required.

## **10. Quality Assurance of the Evaluation Report**

The evaluation report submitted by the Consultant must comply with DMEQ’s quality standards in order to be accepted. In case of any compromise in the quality of the deliverables, a suitable penalty would be imposed on the Consultant as per the provisions given in the RFP.

An indicative DMEQ’s quality standard, followed by DMEQ is given below. The consultant may include more such standards to further enhance the report quality.

### **11.1. Executive Summary (ES):**

The executive summary (ES) is meant to be read by a wider audience; thus, it must be written with extreme neatness and attention to detail. It should be written with clarity, coherence, and crispness. The findings of the report should be elaborated with key statistics and recommendations following from findings. The ES should present the triangulated findings succinctly and suggest feasible policy options. The ES should be forthright in its observations, precise in its deductions, and proactive in its suggestions. ES should ideally be written in short, separate paragraphs that do not exceed five pages. All data/findings/recommendations cited from the main report need to be properly referenced using page numbers. The evaluation questions, issues, and problems should not be overemphasized in the ES. It should be briefly presented without detailed elaborations. The ES needs to be sharp and centered on the conclusions and suggestions emerging from the evaluation study.

### **11.2 Professional Language and Referencing:**

The report should be written in a professional manner and in accordance with the standards of a typical double-blind, peer-reviewed publication. The report should be free from grammatical error, plagiarism and spelling mistakes. Reports that have plagiarism content of more than 20 percent will not be accepted. It must adhere to the suggested report structure and appropriately reference it with necessary citations. Any data, diagrams, and graphs must be appropriately labeled and referenced.

### **11.3 Objective Findings and Recommendations:**

The report should be a succinct, stand-alone document with objective language that may be used to inform decision-making. The findings should be presented clearly, providing sufficient evidence and systematically addressing all the evaluation objectives. The recommendations should be clearly formulated and logically derived from the findings of the report. It should be clearly articulated and prioritized based on its importance and potential impact on the improvement of the scheme. The conclusions drawn from primary and secondary research must be given equal weight. Recommendations that lead to an increased financial burden on the government (such as those on increasing budgetary allocation) should be avoided, unless there is sound evidence emerging from the analysis that an increase may be expedient. Focus should be on resource optimization/ judicious usage of resources.

### **11.4 Ethical Considerations and Data Protection:**

Ethical considerations, such as confidentiality and data protection, and data quality, must be upheld throughout the process.

## **12. Miscellaneous**

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 (Section 5 of TOR). 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. The Consultancy shall, in any case, be deemed to be completed with the mutual consent of the Authority and the Consultant.

TRIFED's Organizational Evaluation Framework

Parameters	Assessment Criteria		Key-Questions
<b>I. Strategic Mandate &amp; Alignment</b>	1.1	Alignment with Mandate	<p>A. What socio-economic or policy factors drove the need for TRIFED? What gaps in tribal livelihoods or markets existed at the time? Have the original challenges been addressed? Were tribal communities effectively engaged in understanding the need, planning and delivery?</p> <p>B. How clearly do TRIFED's strategic objectives reflect its core mandate of socio-economic development of tribal communities?</p> <p>C. Are TRIFED's programs and initiatives directly addressing the challenges and opportunities related to Minor Forest Produce (MFP) and Surplus Agriculture Produce (SAP) trade for tribal populations?</p> <p>D. Are there mechanisms to regularly review and adjust strategies to ensure continued alignment with the mandate?</p>
	1.2	Relevance to National Priorities	<p>A. How well do TRIFED's strategies and programs align with national policies and schemes for tribal development, rural livelihoods, and entrepreneurship (e.g., Van Dhan Yojana, NRLM, Aatmanirbhar Bharat, and Forest Rights Act)?</p> <p>B. Is TRIFED adapting its approach to leverage new national initiatives and priorities?</p> <p>C. How effectively does TRIFED collaborate with relevant government ministries (MOTA, MSME, MOFPI, NAFED, State TRIFEDs) and other initiatives (PM JANMAN, MSP for MFP) to achieve shared national goals?</p>
	1.3	Stakeholder Engagement	<p>A. How effective are TRIFED's mechanisms for identifying and engaging with key stakeholders (tribal communities, government, NGOs, market players)?</p> <p>B. How effectively does TRIFED incorporate feedback from stakeholders into its planning and implementation processes?</p> <p>C. How are partnerships being leveraged to contribute towards TRIFED's mandate and objective?</p>
<b>II. Operational Efficiency and Effectiveness</b>	2.1	Market Development	<p>A. What is the reach and effectiveness (sales volume and revenue generate) of TRIFED's market linkages for tribal products (domestic and international)?</p>

			<p>B. How cost-effective and profitable are Minimum Support Price (MSP) provided for the notified MFPs by TRIFED?</p> <p>C. How successful are initiatives like TRIBES India stores (physical and online) in providing access to markets and fair prices?</p> <p>D. How effective are TRIFED's strategies to reduce the dependence of tribal gatherers on intermediaries?</p> <p>E. What is undertaken to promote branding and quality standards for tribal products?</p>
	2.2	Supply & Value Chain Management	<p>A. How efficient and transparent are TRIFED's procurement processes for MFP and other tribal products? Ex. Procurement costs and timelines</p> <p>B. What is the adequacy and effectiveness of infrastructure for storage, processing, and transportation (e.g., Haat Bazaars, warehouses, TRIFOOD Parks)? Ex. Capacity utilization of storage and processing facilities.</p> <p>C. Are there sustainable and ethical sourcing practices in place? Ex. products sourced directly from tribal communities.</p> <p>D. How effectively does TRIFED manage logistics and inventory? Ex. Inventory turnover rates and implementation of traceability mechanism</p>
	2.3	Value addition and product development	<p>A. How successful is TRIFED in promoting value addition to raw materials through initiatives like Van Dhan Vikas Kendras (VDVKs) and TRIFOOD? Ex. Number of VDVKs operational and their productivity and value of products processed vis-à-vis raw material gathered by tribals. Types of value additions taken place to improve the value chain of the tribal products</p> <p>B. Are there adequate training and support provided to tribal communities for processing and value addition through VDVKs and other sources?</p> <p>C. How effective are TRIFED's efforts in R&amp;D to identify new products and improve existing ones? Ex. Number of new products developed, piloted, licensed and tested</p> <p>D. Are there strategies to ensure quality control and compliance with market standards? Ex. Standards developed and quality certification obtained for the tribal products</p>
	2.4	Capacity Building and Skill Development	<p>A. What is the reach and effectiveness of TRIFED's training and skill development programs for tribal gatherers, artisans, and VDVK members?</p>

			<p>B. Are training programs aligned with market demands and the localized needs of tribal communities?</p> <p>C. How effective are these programs in leading to sustainable income generation and improved livelihoods?</p> <p>D. Are there mechanisms for monitoring the effectiveness and impact of training programs?</p>
	2.5	Financial Management and Sustainability	<p>A. What is the current financial health and stability of TRIFED and its institutes like TRIFED and VDKs)?</p> <p>B. Are financial resources being allocated and utilized efficiently and effectively to achieve program objectives?</p> <p>C. Are there robust financial management systems and internal controls in place?</p> <p>D. What strategies are in place to ensure long-term financial sustainability and reduce reliance on government funding?</p>
<b>III. Organizational Capacity and Structure</b>	3.1	Organizational Structure and Governance	<p>A. Is the current organizational structure of TRIFED (Board, Executive Committee, departments) aligned with its strategic objectives and operational needs? Ex. Clarity of organizational charts and job descriptions</p> <p>B. Are roles, responsibilities, and reporting lines clearly defined and understood? Ex. Effectiveness of Board meetings and decision-making processes</p> <p>C. How effective are the governance mechanisms in ensuring accountability, transparency, and ethical conduct? Ex- Existence and adherence to ethical guidelines and conflict-of-interest policies</p> <p>D. Is there effective coordination and communication across different departments and levels? Ex. Feedback from staff on internal communication and coordination.</p>
	3.2	Human Resources	<p>A. Does TRIFED have the necessary human resources with the right skills, knowledge, and experience to achieve its objectives? Ex. Assessment of the requirement of personnels vis-à-vis number of vacancies vis-à-vis number of vacancies filled</p> <p>B. Are there effective systems for recruitment, onboarding, training, and employee development?</p> <p>C. Initiatives taken by TRIFED to improve employee performance and increase retention of employees</p>

	3.3	Technology & Innovation	<p>A. How effectively is TRIFED leveraging technology (e.g., e-commerce, analytics platforms and digital marketing) to increase the market of tribal products and improve its operations?</p> <p>B. Is there a strategy for adopting new technologies and fostering innovation?</p> <p>C. How effectively is TRIFED using technology to connect with tribal communities and markets?</p>
	3.4	Partnerships, Collaboration and Convergence	<p>A. How effectively is TRIFED's leveraging its partnerships with state TRIFEDs, state departments to implement its schemes and initiatives like VDVK, TRIFOOD, TRIBES India etc.</p> <p>B. How effective is the process to identify and onboard academic partners, research partners to implement its mandate? Ex. Research &amp; Innovations</p> <p>C. How is the convergence of TRIFED with other M/Ds and agencies like MOTA, MOFPI, MSME, NAFED, NABARD helping in resource-optimization and improving reach of its programs.</p>
<b>IV. Impact</b>	4.1	Socio-economic development of Tribal Communities	<p>A. Has TRIFED initiatives led to improvement in income levels, employment opportunities and socio-economic well-being of the tribal communities.</p> <p>B. Are the VDVKs established, entrepreneurship initiatives, employment opportunities offering sustainable livelihoods to tribal communities</p> <p>C. Has the formalization of tribal market helped the tribal communities to realise fair prices for MFPs, reduction in dependence on intermediaries and increase in market value of MFPs</p> <p>D. Are models like VDVKs operate independently without government support and scaled overtime?</p>
	4.2	Social Equity and Inclusion	<p>A. How effectively does TRIFED empower tribal communities, including women, youth, and marginalized groups, through its programs and initiatives?</p> <p>B. Does TRIFED's approach promote the participation and ownership of tribal communities in decision-making processes?</p> <p>C. Are there specific programs targeted towards the empowerment of vulnerable tribal groups? Ex. Impact on the most vulnerable tribal groups, including Particularly Vulnerable Tribal Groups (PVTGs).</p> <p>D. Is the distribution of benefits of TRIFED's initiatives across different tribal groups and regions. Ex. Reduction in social disparities within tribal communities.</p>

	4.3	Preservation of Culture and Traditional Knowledge	<p>A. How does TRIFED's work contribute to the preservation and promotion of tribal art, crafts, and traditional knowledge? Ex. Tribal craft and forms promoted.</p> <p>B. Are there safeguards in place to ensure that commercial activities do not negatively impact cultural heritage and sustainable practices? Ex. Implementation of sustainable harvesting and production practices.</p> <p>C. Does TRIFED support the transmission of traditional skills and knowledge to younger generations? Ex. Initiatives focused on documenting and preserving traditional knowledge</p>
<b>V. Monitoring, Evaluation and Learning</b>	5.1	Monitoring Systems	<p>A. Are there robust monitoring systems in place to track the progress of TRIFED's programs against defined objectives and indicators? Ex. OOMF, DGQI, MIS, live dashboard.</p> <p>B. Are key performance indicators (KPIs) clearly defined, measurable, and regularly monitored?</p> <p>C. Is data collected in a timely and reliable manner?</p> <p>D. Are monitoring reports used effectively for decision-making and course-correction?</p>
	5.2	Evaluation Mechanisms	<p>A. Are there periodic independent evaluations conducted to assess the effectiveness, efficiency, and impact of TRIFED's initiatives?</p> <p>B. Are evaluation findings used to inform future strategies, improve program design, and enhance performance?</p> <p>C. Are evaluation reports publicly available and disseminated?</p>
	5.3	Transparency and Accountability	<p>A. Is TRIFED transparent in its operations, financial management, and decision-making processes?</p> <p>B. Are there clear mechanisms for accountability to stakeholders, including tribal communities, government, and the public?</p> <p>C. Are there effective grievance redressal mechanisms in place for tribal communities and other stakeholders?</p> <p>D. Are audit reports and other relevant information readily accessible?</p>



**Table 5: State wise status of establishment of VDVK Clusters under Van Dhan Yojana (28.02.2025)**

Sl. No.	State	No. of VDVKS Sanctioned	Amount Sanctioned (In Rs. Lakhs)	No. of Van Dhan beneficiaries
1	Andhra Pradesh	415	6,162.90	123578
2	Arunachal Pradesh	106	7,065.00	32897
3	Assam	471	1,590.00	143309
4	Chhattisgarh	139	2,085.00	41700
5	Dadra & Nagar Haveli and Daman & Diu	1	15.00	302
6	Goa	10	150.00	3000
7	Gujarat	200	2,895.65	57968
8	Himachal Pradesh	4	55.50	1110
9	Jammu & Kashmir	100	1,457.00	29791
10	Ladakh	10	150.00	3000
11	Jharkhand	146	2,174.70	43701
12	Karnataka	140	2,087.40	41748
13	Kerala	44	597.25	12038
14	Madhya Pradesh	126	1,890.00	37860
15	Maharashtra	265	2,996.80	79650
16	Manipur	200	3,975.00	60403
17	Meghalaya	169	2,534.10	50835
18	Mizoram	259	3,806.55	76168
19	Nagaland	284	4,259.90	85198
20	Odisha	170	2,479.25	50094
21	Rajasthan	479	7,135.60	144803
22	Sikkim	80	1,169.05	23381
23	Tamil Nadu	8	120.00	2400
24	Telangana	17	255.00	5100
25	Tripura	57	776.00	16116
26	Uttar Pradesh	25	359.55	7238
27	Uttarakhand	12	179.95	3605
28	West Bengal	22	329.35	6719
<b>TOTAL</b>		<b>3959</b>	<b>58,751.50</b>	<b>1,183,412</b>

Source: TRIFED Website <sup>16</sup>

<sup>16</sup> <https://trifed.tribal.gov.in/sites/default/files/2025-03/Status%20of%20VDVKs%20as%20on%2028.02.2025.pdf>



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