

**Government of India**  
**Ministry of Panchayati Raj**

**Request for Proposal (RFP) cum Terms of Reference (ToRs)**

**FOR**

**“Documentation of Best Practices of 15 Award Winning Panchayats”**

**1. Introduction**

**1.1** There are about 2,54,044 Panchayats-2,47,188 Gram Panchayats (GP,s), 6283 Intermediate Panchayats (IPs) and 595 District Panchayats (DPs) across the country. These Panchayati Raj Institutions (PRIs) have differential performance based on size, staff available, functions exercised, resource available, capacity built, leadership. In spite of constraints and limitations, there are many outstanding performances all over the country. To build models and to nurture schools of learning, such panchayats need to be identified and encouraged. This is achieved through awareness and incentivisation. Similarly elected district/village councils in North-East states need to be incentivized, to give due recognition to grassroots democratization.

**1.2** Ministry of Panchayati Raj (MOPR) has been incentivizing best performing Panchayats and Gram Sabhas and also documenting good practices since 2011-12. The awards are given on the National Panchayati Raj Day celebrated on 24<sup>th</sup> of April every year. This incentivization encourages Panchayat representatives who make special efforts, creates models for Panchayats and Gram Sabhas to follow and focuses public attention on good performer, which encourages all Panchayats to improve their performance. The following are the two categories of awards:

**(a) Panchayat Sashaktikaran Puraskar- (PSP)**

PSP are given to best performing Panchayats (District, Immediate and Gram) across the state/UTs in recognition of the good work that is done by PRIs at each level for improving delivery of services and public goods. PSPs for 2016-2017 are being given for general and nine thematic categories of-

- Sanitation
- Civic services (drinking water, street light, and infrastructure).
- Natural Resource management.
- Serving marginalized section (women, SC/ST, disabled, senior citizen).

- Social Sector Performance,
- Disaster management,
- CBOs/Individuals taking voluntary actions to support Gram Panchayats
- Innovation in revenue generation
- e – Governance

## **(b) Rashtriya Gaurav Gram Sabha Puraskar (RGGSP)**

It was instituted in the year 2010 in order to incentivize, appreciate and encourage the Gram Panchayats of the country for outstanding performance in respect of creating improvements in the social and economic structure of the village. The main objective of giving this award is to strengthen the institution of Gram Sabha and to highlight it as the institution for people’s participation, collective decision and social audit.

### **1.3 Status of e-Governance**

- Websites/Mobile applications being used by Panchayats for information dissemination.
- Panchayats providing services electronically or service delivery.
- Innovative activities undertaken such as Wi-fi services, Telephone Booths, Banking services etc by panchayats.
- Usage of PES applications by panchayats besides their own application.

### **1.4 Devolution Index**

- Status of devolution of subjects as listed in 11<sup>th</sup> Schedule of Constitution.

## **2. Objectives**

Due recognition of PRIs that perform their role well and correct feedback to the non-performing, can (a) be an incentive for PRI representatives to improve PRI performance, (b) bring the issue of PRI performance, (b) bring the issue of PRI performance into prominence and focus the attention of policy makers, (c) encourage State Governments to develop their systems of assessment and encouragement.

Better performance of Panchayats will provide an opportunity for learning to other PRIs. Following objectives are set for the Study:

- (i) To document the Best Practices of 15 Award Winning Panchayats by considering the process of identification of problem and its solution, implementation, outcome & replicability of the solution.
- (ii) To assess whether these Panchayats are able to sustain after receiving the Award.

### 3. Proposed Assignment

Agency is required to identify and prepare documentation for 15 Panchayats (two each District and Intermediate Panchayats and 11 Gram Panchayats) from the best practices write up of last 3 years made available by MoPR and further field visits. Detailed Methodology will be developed keeping following in mind -

- Specify the criteria for selection of District/Intermediate/Village panchayats for documentation.
- The places, (GP office, Anganwadi, Primary School, PHCs, households etc.) of panchayats visited for field verification and the outcome.
- Methods and sources (elected representatives, officials, community groups and records, etc) used for field verification.
- Based on field study, Best Practice Documentation will include write up and about 10 photographs of good quality for each Panchayat in a printable (open coral draw file) format.
- CD/Pen Drive of material mentioned above (Raw data and documentation of best practices).
- **Format for documentation (write up) of Best Practices is given in Annexe- I**

### 4. Timeline

S.No.	Item	Timeline
i.	Preliminary work including Methodology	Within one Month of award of study
ii.	Draft Report	Within five Month of award of study
iii.	Final Report	Within six Month of award of study

## **5. Eligibility Norms**

*The agency must have the following qualifications and experience to be eligible to apply:*

- i. The organization must be a legal entity eligible to enter into an agreement/ contract with the Ministry to undertake work contract in India.
- ii. Specialized agencies having expertise in rural domain. It should have experience of carrying out at least three similar studies of rural programmes/schemes of the Government of India in the last five years (*as on January 01, 2015*).
- iii. It should have professionals with expertise in conducting studies related to rural social sector schemes, project management, capacity building, evaluation & review of projects & institutional development, etc.
- iv. The agency should cover all the States as stated in para 1.6 above.
- v. The agency should not be blacklisted by any Central / State Departments.
- vi. The organization must be registered on or before 1<sup>st</sup> May 2010.
- vii. The organization must provide audited accounts of 2015-16, 2014-15 and 2013-14.
- viii. The organization must demonstrate the availability of at least five experts capable of undertaking research.
- ix. Organization must submit EMD.
- x. The technical and financial bids are submitted separately.

## **6. Selection Process**

After the preliminary scrutiny by the Tender Opening Committee (TOC), the proposals (bids) would be placed before a Consultancy Evaluation Committee (CEC) for further evaluation. The selection of agency will be made

by a duly constituted selection committee as mentioned above. The selection committee shall follow the below mentioned evaluation criteria:

<b>S. No.</b>	<b>Evaluation Parameters</b>	<b>Marks</b>	<b>Weightage</b>
A	<b>Technical Evaluation</b>	<b>100</b>	<b>70%</b>
(i)	<b><i>Team composition and expertise</i></b>	<b>50</b>	
	1. Qualifications and experience of team leader including previous studies conducted and reports published. <i>(Minimum Post Graduate &amp; Doctorate with 10 years of experience in rural domain)</i>	20	
	2. Qualification and experience of two senior members <i>(other than leader)</i> of the research team Post Graduate with 7 years of experience in rural domain = 10 marks Post Graduate & Doctorate with 7 years of experience in rural domain = 20 marks	20	
	3. No. of experts in Panchayat domain. Less than two experts = 5marks Two to Five Experts = 8 marks More than Five Experts = 10 Marks	10	
(ii)	<b>Manpower and Infrastructure Available with the Agency</b>	<b>10</b>	
	Number of full time research staff in the agency	5	
	Number of Offices / Regional Offices in other States	5	
(iii)	<b>Past Experience of the Organization (Research /</b>	<b>15</b>	

	<b>Study / Published Reports)</b>		
	1. Organization experience in similar assignments (15 marks if at least 5 similar assignments undertaken & completed successfully in the past 5 years for Govt. of India/PSUs. 8 marks if 3 similar assignments undertaken & completed in the last 5 years. Else Nil.)	10	
	2. Number of research / study reports published related to Rural Areas ( <i>Panchayat Level</i> ) (5 marks if at least 5 reports published in last 3 years. 3 marks if at 3 reports published. Else Nil)	5	
(v)	<b>Approach and Methodology:</b>	<b>15</b>	
	a. Whether in consonance with the objectives of the TOR & includes all aspects mentioned in TOR.	10	
	b. Quality of research design / strategy	5	
(vi)	<b>Plan to organize the study:</b>	<b>10</b>	
	1. Whether appropriate manpower & appropriate time lines for various steps of the study have been indicated?	10	
B.	<b>Financial Evaluation:</b>	<b>100</b>	<b>30%</b>
	Total project cost with financial breakup		
	(Professional fees ( <i>with categories</i> ), operational expenses and applicable taxes are to be shown separately)		

**Note:**

- a) Minimum qualifying score in technical evaluation will be 75 out of 100.
- b) The financial bids will be opened only of those agencies, which meet minimum requirements as mentioned in eligibility norms & fulfils the minimum technical evaluation parameters mentioned above.

- c) Financial evaluation marks will be calculated in proportionate to lowest bid (*for instance lowest financial bid will get 30 marks*).
- d) The agency that gets highest mark based on above evaluation criteria and as recommended by the Consultancy Evaluation Committee will be awarded with the work of evaluation.

## **7. Payment to the Agency**

The payment of the sanctioned amount will be made in three instalments of 30:30:40. The first instalment of 30% will be released after the agency submits the requisite bond, a Performance Security in the form of fixed deposit receipt, bank guarantee, detailed study design, including methodology and size etc., details of project team, time-lines of various stages of preparation of the report. The study design and methodology to be adopted should be presented and got approved from MoPR before starting the process. The second instalment of 30% will be released after (i) A presentation is made on the Draft Report; (ii) Assessment and acceptance of Draft report by MoPR and (iii) Furnishing of Utilization Certificate (refer the sanction order for the release of first installment).

The third (final) installment of 40% will be released subject to Final report (*10 hard copies along with soft copy on a CD and a pen drive*) incorporating the suggestions of MoPR after making final presentation is submitted by the institution/organization along with Utilization Certificate. Final payment will be released within 30 days of the assessment and acceptance of the final report.

## **8. Other Term & Conditions:**

Interested agencies may submit their detailed information & bids (*As per Annexure-II*) latest by 25<sup>th</sup> January, 2017 in separate cover to be super-scribed as **Bids for engagement of agency “Documentation of Best Practices of 15 Award Winning Panchayats”** to:-

- a) **Shri K. S. Panchpal,**  
**Deputy Secretary (AR&RS),**  
**Ministry of Panchayati Raj,**

Room No. 128, 1st Floor, Sardar Patel Bhawan,  
Parliament Street, New Delhi – 110001  
Ph.: (011) – 23746560

Please note that two copies of the bids mentioning “original” and “a copy” should be furnished in a sealed cover. In case of any discrepancy “original” version will prevail. Documents in electronic form will not be accepted at the time of bid submission, however clarification related to bid may be submitted in electronic form. The technical and financial bids are to be submitted separately in sealed envelopes in “original” and “a copy”.

- b) The Technical bids will be opened by the Tender Opening Committee (TOC) at 3:30 PM on 31<sup>st</sup> January, 2017 in the presence of the bidders who wish to be present on the given time & date.
- c) Ministry reserves the right to reject any bid proposal without assigning any reasons if bid does not fulfil the criteria mentioned in this document.
- d) Along with the proposal (Technical bids), Earnest Money Deposit (EMD) of Rs. 5.00 lakh may be furnished by way of a Fixed Deposit Receipt, Bank Guarantee (*valid for 180 days*) drawn in favor of “Section Officer” (Cash), Ministry of Panchayati Raj, payable at New Delhi. Proposals not accompanied by EMD will not be entertained. The EMD will be returned to the unsuccessful bidders as soon as possible. The refund of EMD shall not carry any interest. The EMD of the successful bidder will be refunded on receipt of Performance Security before signing the contract. The Performance Security shall be @ 10% of the value of the contract which would be valid for a period of 60 days beyond completion of all contractual obligations.
- e) As the duration of the study is short, the agency must have skill base of large, expert manpower (*permanent as well as temporarily hired*) for conducting and coordinating data collection, data scrutiny, data filtering and data analysis simultaneously from the different States concerned. No requirement of manpower will be met by the Ministry of Panchayati Raj.
- f) The data generated from the study would be the sole property of the Ministry of Panchayati Raj. However, the evaluator may be allowed to use



the data specifically for research/analysis with the prior permission of the Ministry of Panchayati Raj.

- g) Neither any capital cost would be incurred under the fee money for the evaluation nor would any liability be created for the Ministry of Panchayati Raj, beyond the original fee sanctioned to conduct the evaluation for the Agency.
- h) Ministry of Panchayati Raj reserves the right to terminate the Agency contract at any point of time without assigning any reasons. In such eventuality, the agency shall have to refund the amount released by the Government together with the penal interest of 10 % per annum. Any dispute in this regard would be subject to jurisdiction of courts in Delhi.

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## **Format for Documentation of Best Practices**

A “Best Practice” is a technique or methodology developed through experience and research to learn desired outcome in order to improve performance. Documenting “Best practices” affords one the opportunity to acquire knowledge and to continue learning through feedback and analysis in order to implement sustained interventions. It provides insight into operationalisation of programme by understanding nature of resources that were mobilized, challenges that were faced responses that were made and the course corrections that were effected. These learnings from best practices can be adopted by individuals as well as organizations like Panchayati Raj Institutions.

The documentation of “Best Practices” should therefore cover following aspects:

### **1. Introduction:**

**1.1** Title of Best practice, context, objectives and justification for the practices.

**1.2** Background of Panchayat (Demography (SC/ST/Women), Availability of Panchayat,

Building, computers, elected representatives, funds and functionaries etc.)

**1.3** Mobiliser/facilitator, if any

### **2. Implementation of Practices:**

**2.1** The Problem being addressed, its impact on population in the Panchayat.

**2.2** Analysis of Problem and possible solutions

**2.3** Activities carried out

**2.4** Key implementers and collaborators

**2.5** Resources mobilized and its use by Panchayats.

### **3. Outputs and outcomes of Practice:**

**3.1** Concrete results/outcome/Impacts

**3.2** Assessment of best practice based on effectiveness, efficiency, relevance, ethical soundness, replicability, community involvement, sustainability etc.

#### **4 Lessons Learnt**

**4.1** What worked and what did not work ?

**4.2** What facilitated it ?

**4.3** How this practice can be adopted in other Panchayats

#### **5 Conclusion:**

**5.1** How the practice affected panchayat functioning ?

**5.2** Why it can be considered a best practice ?

**5.3** Awards/Recognition received, if any

**5.4** Way forward.

**5.5** Are they able to sustain after receiving the awards.

#### **Dos & Don'ts of Best Practices**

- The language should be simple and clear (About 8-10 pages)
- Pictures should reflect the theme of best practice like common facility centre, community mobilisation, works under progress etc. (About 8-10 pictures of good quality )
- Avoid pictures of formal functions/office building etc.
- The above format is only indicative, the Agency should articulate "Best Practices" in a concise manner and lucid style.

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