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Government of India
Ministry of Skill Development Entrepreneurship
(Economy & Policy Wing)
PTI Building, New Delhi-110001

Request for Proposal (RFP)

Dated: 16 October, 2019

Notice: Request for Proposal (RFP) for Consultancy for Evaluation of 6 Centrally Sponsored Schemes under Ministry of Skill Development & Entrepreneurship.

Dear Sir/Madam,

Ministry of Skill Development & Entrepreneurship, Government of India, intends to engage Consultants to conduct evaluation of 6 Centrally Sponsored Schemes (CSS) viz "Jan Shikshan Sansthan (JSS), National Apprenticeship Promotion Scheme (NAPS), Enhancing Skill Development Infrastructure in NE States (ESDI), Skill Development in 47 Districts Affected by Left Wing Extremist (LWE), Up-gradation of existing Govt. ITIs into Model ITIs and Up-gradation of 1396 Govt. ITI's through PPP.

2. The Technical and Financial bids for specific Scheme, in prescribed formats and other required documents as per the RFP should be submitted on Central Public Procurement portal website i.e. <http://eprocure.gov.in/eprocure/app>. Applicants should furnish/upload scanned copies of all documents preferably in "pdf" Format. The financial bids are to be uploaded only in the prescribed formats and bid of any firm which discloses any pricing information in technical bid stage will be summarily rejected without assigning any reasons whatsoever.

3. It may be mentioned that the technical and financial bids shall be submitted afresh as per the requirement of RFP, even if these were submitted at EOI stage.

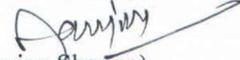
4. It is intimated that the agency for evaluation will be selected as per procedures described in the RFP document.

5. The bidders may also visit contact us at <http://eprocure.gov.in/eprocure/app> for obtaining guidance related to submission of online bids.

6. Bidders are advised to submit/upload bids well in time in order to avoid any last minute rush. Manual bids shall not be accepted .

7. Please note that Ministry of Skill Development & Entrepreneurship (MSDE) reserves the right to accept or reject all or any of the bids without assigning any reason whatsoever.

Yours sincerely,



(Sanjay Sharma)

Under Secretary,

Economy & Policy Wing,

MSDE

PTI Building, New Delhi

Ph No.011-23465921

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RFP for Consultancy for Evaluation of Centrally Sponsored Schemes

Disclaimer

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

This RFP is not an agreement and is neither an offer nor invitation by the Ministry 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 Ministry in relation to the Consultancy. Such assumptions, assessments and statements do not purport to contain all the information that each Applicant may require. This RFP may not be appropriate for all persons, and it is not possible for the Ministry, its employees or advisers to consider the objectives, technical expertise and particular needs of each party who reads or uses this RFP. The assumptions, assessments, statements and information contained in this RFP, may not be complete, accurate, adequate or correct. Each Applicant should, therefore, conduct its own investigations and analysis and should check the accuracy, adequacy, correctness, reliability and completeness of the assumptions, assessments and information contained in this RFP and obtaining dependent advice from appropriate resources.

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

The Ministry also accepts no liability of any nature whether resulting from negligence or otherwise, howsoever caused, arising from reliance of any Applicant upon the statements contained in this RFP. The Ministry may in its absolute discretion, but without being under any obligation to do so, update, amend or supplement the information, assessment or assumption contained in this RFP. The issue of this RFP does not imply that the Ministry is bound to select an Applicant or to appoint the Selected Applicant, as the case may be, for the Consultancy and the Ministry reserves the right to reject all or any of the Proposals without assigning any reasons whatsoever. The Applicant shall bear all its costs associated with or relating to the preparation and submission of its Proposal including but not limited to preparation, copying, postage, delivery fees, expenses associated with any demonstrations or presentations which may be required by the Ministry or any other costs incurred in connection with or relating to its Proposal. All such costs and expenses will remain with the Applicant and the Ministry shall not be liable in any manner whatsoever for the same or for any other costs or other expenses incurred by an Applicant in preparation or submission of the Proposal, regardless of the conduct or outcome of the Selection Process.

Invitation for Proposals

1. INTRODUCTION

1.1 Background

1.1.1 The Ministry of Skill Development and Entrepreneurship (MSDE) was set up in November, 2014 to fulfill the vision of Skill India and will be responsible for coordination with all concerned for evolving an appropriate skill development framework. Accordingly the National Policy on Skill Development and Entrepreneurship was notified on 15th July, 2015 superseding the policy of 2009 with the primary objective to meet the challenge of skilling at scale with speed, standard (quality) and sustainability. It aims to provide an umbrella framework to all skilling activities being carried out within the country, to align them to common standards and link skilling with demand centres.

1.1.2 The National Policy for Skill Development and Entrepreneurship has been structured as an outcome oriented policy. It is therefore desirable that there should be regular monitoring and evaluation of the initiatives to ensure that best practices can be scaled and corrective measures can be introduced. The main idea of having a robust monitoring and evaluation mechanism of the Schemes being implemented by MSDE and its attached organizations is to ensure successful implementation of the policy initiatives.

1.1.3 Ministry of Skill Development & Entrepreneurship (MSDE) intends to engage Consultants for conducting evaluation of 6 Centrally Sponsored Schemes (CSS) viz “Jan Shikshan Sansthan (JSS), National Apprenticeship Promotion Scheme (NAPS), Enhancing Skill Development Infrastructure in NE States (ESDI), Skill Development in 47 Districts Affected by Left Wing Extremist (LWE), Up-gradation of existing Govt. ITIs into Model ITIs and Up-gradation of 1396 Govt. ITI's through PPP. Each Scheme is implemented by a Nodal Agency of MSDE who shall be responsible for providing any inputs, documents related to the Scheme implementation. The designated official appointed by the Nodal Agency would be the lead point of contact for the Schemes. The details are as mentioned below:

SL No.	Name of the Scheme	Nodal Agency	Nodal Person	Contact Number
1	Jan Shikshan Sansthan (JSS)	SD&V, MSDE	Mr Sanatan, Deputy Secretary, MSDE sanatan@nic.in	011-23465903
2	National Apprenticeship Promotion Scheme (NAPS)	SD&V, MSDE	Ms Anita Srivastava, Joint Director, anitasriv@gmail.com	011-23465907
3	Enhancing Skill Development Infrastructure in NE States (ESDI)	Directorate General of Training, MSDE	Mr Sanjay Arora, Deputy Secretary sarora@nic.in	011-25847025
4	Skill Development in 47 Districts Affected by Left Wing Extremist (LWE)			
5	Up-gradation of existing Govt. ITIs into Model ITIs			

6	Up-gradation of 1396 Govt ITI's through PPP			
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1.1.4 In pursuance of the above, the Ministry has decided to carry out the process for selection of a Technical Consultant for Evaluation of Centrally Sponsored Schemes (CSS) in Skill Development Sector (the “**Project**”) in accordance with the Terms of Reference specified at Schedule-1 (the “**TOR**”).

1.2 Request for Proposals

The Ministry invites proposals for selection of Technical Consultant (the “**Consultant**”) for evaluation of six centrally sponsored schemes (“**Proposals**”). A Consultant may bid for evaluation of one or more than one Scheme. A Consultant, who intends to bid for more than one Scheme, needs to submit separate bids. However, he may submit a composite bid security in the form of a Demand Draft @ of Rs 40,000/- per Scheme x number of Schemes he or she intends to apply.

1.3 Due diligence by Applicants

Applicants are encouraged to inform themselves fully about the assignment and the local conditions before submitting the Proposal by paying a visit to the Ministry, sending written queries to the Ministry, and attending a Pre-Proposal Conference on the date and time specified in Clause 1.7.

1.4 Availability of RFP Document

The document can be downloaded from www.msde.gov.in/tenders and www.eprocure.gov.in

1.5 Brief description of the Selection Process

The Ministry has adopted a two-stage selection process (collectively the “**Selection Process**”) for evaluating the Proposals comprising technical and financial bids to be submitted online at the portal www.eprocure.gov.in only. 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. Proposals will finally be ranked according to their combined technical and financial scores as specified in clauses below. The first ranked Applicant shall be selected for negotiation (the “**Selected Applicant**”) while the second ranked Applicant will be kept in reserve.

1.6 Currency

All payments to the Consultant shall be made in INR in accordance with the provisions of this RFP.

1.7 Schedule of Selection Process

The Ministry would endeavor to adhere to the following schedule:

Event Description	Date
1. Bid Publishing Date	17.10.19
2. Pre-Bid Meeting	04.11.19 at 15:30 PM at 2 nd floor Conference Hall, PTI building
4. Last date for submission of bid	08.11.19 at 18:00 hrs
5. Opening of Technical Proposals	11.11.19 at 15:30 hrs
6. Presentation for technical proposal	13.11.19 & 14.11.19 (if required)
7. Opening of Financial Proposals	To be intimated

1.8 Pre-Bid Meeting

Prospective Bidders who intends to bid may submit their points of queries, if any, on or before 31.10.19 to the following email ID: sanjay.sharma67@nic.in. Pre Bid meeting shall be held on 04.11.2019 at 15:30 hrs to 16:30 hrs at 2nd Floor Conference Hall, PTI building, New Delhi. Not more than one person per agency shall be allowed to attend the Pre- Bid Meeting. Clarifications on the point queries received through email along with those raised on the day of pre-bid meeting shall be available in eprocurement portal as well as in the website of Ministry i.e. www.msde.gov.in on 05.11.2019. It is not mandatory to attend the pre-bid meeting.

2. INSTRUCTIONS TO APPLICANTS

A. GENERAL

2.1 Scope of Proposal

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

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

2.1.3 The Applicant shall submit its Proposal in the form and manner specified herein. The Technical Proposal shall be submitted in the format as at Appendix-I and the Financial Proposal shall be submitted in the format as at Appendix-II. All the proposals shall be submitted online only on the portal www.eprocure.gov.in upon selection, the Applicant shall be required to enter into an agreement with the Ministry in the form specified at Schedule-2

2.1.4 Key Personnel for any one of the Scheme for evaluation is being considered to be done

The Consultant shall form a multi-disciplinary team (the “**Consultancy Team**”) for undertaking this assignment. The Consultancy Team shall consist of the following key personnel (the “**Key Personnel**”). The key personnel will comprise of core team and non-core team who shall discharge their respective responsibilities as specified below. Such Key personnel are to be deployed independently for each of the scheme for which Applicant might be bidding for: -

Key Personnel	Responsibilities
Core Team (Expected to be deployed full time over the entire duration of the assignment and to be scored as a part of the bid evaluation)	
Team Leader (the “ Team Leader ”)	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 Ministry throughout the duration of the Consultancy for the specific Scheme. S/He will be responsible for: <ul style="list-style-type: none">● Overall execution of the consultancy assignment;● Accountable leadership providing guidance, problem solving support and leading discussions with senior stakeholders;● Ensure all deliverables and milestones are satisfactorily delivered; and● Provide insights from experience in Social sector projects, PSU/Govt. work, large scale projects.

Deputy Team Leader	<p>S/He will assist the Team lead in leading, co-coordinating and supervising the multidisciplinary team for preparation of the Evaluation Study.</p> <p>S/He will be responsible for:</p> <ul style="list-style-type: none"> ● Leading day-to-day management of the team; ● Project management of the project as per agreed activities, timelines and deliverables; ● Communication related activities; ● Defining the detailed work plan, and managing the team of consultants and noncore team including field investigators against the work plan; ● Drive discussions with senior officials in the Govt at Centre /State/District level; ● Working with the client project team/nodal person of the Scheme and other stakeholders; and ● Sending periodic updates, and highlighting challenges in project execution.
Monitoring and Evaluation Expert	<p>S/He will be responsible for:</p> <ul style="list-style-type: none"> ● Designing the overall study approach to synthesize sectoral analysis and the CSS scheme-wise analysis; ● Organizing and overseeing the use of qualitative and quantitative evaluation techniques; ● Designing a meta-analysis plan based on the secondary data (including MSDE's Output- Outcome Monitoring data); ● Designing primary data collection tools like discussion guides for focus group discussions, agenda for in-depth interviews and household-level survey questionnaires and prepare a data analysis plan; and ● Ensuring data quality of the primary data collected and the use of latest analytical tools for qualitative and quantitative data analysis.
Economist	<p>S/He will be responsible for:</p> <ul style="list-style-type: none"> ● Providing economic perspectives on all aspects of the project, including poverty alleviation; and ● Providing analysis, insights and inputs focusing on the cross-sectional themes of direct/indirect employment generation, impact on and role of private sector, community and civil society in the scheme.
Wage Data Specialist	<p>S/He will be responsible for providing sector specific inputs at all stages: analysis plan, meta-analysis, questionnaire and discussion guide design, analysis of secondary and primary data, mid-term and final evaluation report review, sector-specific synthesis and recommendations, etc. among others.</p>
Non-core Team (Expected to be deployed based on approach and methodology adopted for the assignment and requirements of the client, but not to be evaluated as a part of the bid)	
Finance Specialist	<p>S/He will provide:</p> <ul style="list-style-type: none"> ● Financial analysis and support throughout the project.

	<ul style="list-style-type: none"> • Analysis, insights and inputs focusing on the cross-sectional theme of Public expenditure tracking. <p>S/He will spend at least 30 (thirty) days on the Project.</p>
Statistician	<p>S/He will be responsible for:</p> <ul style="list-style-type: none"> • Providing basic statistical rigor in developing methodology including sampling, questionnaires, data analysis from primary and secondary sources. <p>S/He shall spend at least 30 (thirty) days on the Project.</p>
Public Institution Specialist	<p>S/He will be responsible for</p> <ul style="list-style-type: none"> • Providing expertise on dealing with government stakeholders across the system, from village level upwards, institutional arrangements, fund flows etc. • Providing analysis, insights and inputs focusing on the cross-sectional theme of Accountability and transparency, reforms and regulations, human resource, capacity building etc. <p>S/He shall spend at least 40 (forty) days on the Project.</p>
Gender and Social Inclusion Specialist	<p>S/He will be responsible for:</p> <ul style="list-style-type: none"> • Providing expertise on assessing the integration of gender and social inclusion concerns, i.e., gender mainstreaming, attitudes towards gender etc, in the programmes. • Providing analysis, insights and inputs focusing on the cross-sectional themes of gender mainstreaming, inclusion of SC, ST, OBC, Minorities, Person with disabilities etc. <p>S/He shall spend at least 20 (twenty) days on the Project.</p>
Information Technology Specialist	<p>S/He will be responsible for:</p> <ul style="list-style-type: none"> • Providing database support, standardization etc. <p>S/He will also review and assess application of IT for project implementation, M&E etc.</p> <ul style="list-style-type: none"> • Ensuring IT-based primary data collection, surveys etc. • Providing analysis, insights and inputs focusing on the cross-sectional themes of use of IT/Technology in driving efficiency. <p>S/He shall spend at least 20 (twenty) days on the Project.</p>
Safeguards Specialist	<p>S/He will be responsible for:</p> <ul style="list-style-type: none"> • Assessing environmental and social risks in the Schemes under the sector • Recommending minimization and mitigation measures to address adverse project impacts/negative externalities on people and the environment. <p>S/He shall spend at least 10 (ten) days on the Project.</p>
Field Investigators	<p>S/He will be responsible for:</p> <ul style="list-style-type: none"> • Collection of data, quality check capturing information, surveying as per scheduled questionnaire • Preparation of reports and coordination with relevant stakeholders. • S/He shall be placed at the project sites.

2.2 Conditions of Eligibility of Applicants

2.2.1 Applicants must read carefully the minimum conditions of eligibility (the “**Conditions of Eligibility**”) provided herein. Proposals of only those Applicants who satisfy the Conditions of Eligibility will be considered for evaluation.

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

(A) **Technical Capacity:** The Applicant should be a Private/ Public limited company or partnership firm or expert institution with operations in India. The Applicant should have, over the past 5 (five) years undertaken a minimum of 3 (three) Eligible General Assignments and 1 (one) Eligible Specific Assignments as specified in the document below. The Applicant (Bidder) should not have been blacklisted by the Central Government, any State Government, a Statutory Ministry, or a Public-Sector Undertaking, from participating in any consulting assignment.

(B) **Financial Capacity:** The Applicant shall have received a minimum income of **Rs. 50 (fifty) crores** per annum from professional fees during each of the last 3 (three) financial years.

(C) The Applicant shall enclose with its Proposal, certificate(s) from its Statutory Auditors stating its total revenues from professional fees during each of the last 3 (three) financial years and the fee received in respect of each of the Eligible Assignments specified in the Proposal. In the event if the Applicant does not have a statutory auditor, it shall provide the requisite certificate(s) from the firm of Chartered Accountants that ordinarily audits the annual accounts of the Applicant.

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

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

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

(G) The Bid Security is provided.

2.2.3 Availability of Key Personnel: The Applicant shall offer and make available all Key Personnel meeting the requirements specified below for each of the scheme independently, incase Applicant is bidding for more than one scheme.

Conditions of Eligibility for Key Personnel: Each of the Key Personnel must fulfill the Conditions of Eligibility specified below:

Key Personnel	Educational Qualification	Length of Professional Experience	Experience on Eligible Assignments
Core Team (Expected to be deployed full time over the entire duration of the assignment and to be scored as a part of the bid evaluation)			
Team Leader	Postgraduate degree in Labour economics/econometrics Sector OR in International Development, Economics, Political Science, Sociology, Statistics or related social science field. Ph.D. and Certification in Project Management preferred.	15 years	S/He should have led the team for 2 (two) Eligible General Assignments and 1 (one) Eligible Specific Assignment. S/He should have an experience of minimum 5 years in labour impact studies, skill gap assessment. Previous experience of working with Government and International Organizations.
Deputy Team Leader	MBA or Postgraduate Diploma in Management or equivalent	12 years	S/He should have participated in at least 2 (two) Eligible General Assignments and been deputy leader of 1 (one) Eligible Specific Assignment.
Monitoring and Evaluation Expert	Postgraduate degree in International Development, Economics, Econometrics, Political Science, Statistics or related field. Diploma/training courses in M&E or Evaluations research preferred.	10 years	S/He should have undertaken M&E advisory and analysis for at least 1 (one) Eligible General Assignments and 2 (two) Eligible Specific Assignment.
Economist	Postgraduate degree, preferably PhD, in Economics, Econometrics or related field(s).	10 years	S/He should have undertaken economic advisory and analysis for at least 2 (two) Eligible General Assignments and 1 (one) Eligible Specific Assignment. Experience in population studies, demographics will be preferred.
Wage Data Specialist	Postgraduate degree in Labour Economics or related field(s). Ph.D. is preferred, with previous expertise of working with wage data, trends, inequality mapping	10 years	S/He should have undertaken subject matter advisory for at least 1 (one) Eligible General Assignments and 2 (two) Eligible Specific Assignment.

Non-core Team (To be deployed based on approach and methodology adopted for the assignment and requirements of the Scheme)

Finance Specialist	Postgraduate degree in Finance, Economics, Development Economics, Public Finance, Commerce or Bachelors with CA/ICWA or related field(s)	10 years	S/He should have undertaken financial analysis for 2 (two) Eligible General Assignments
Statistician	Postgraduate degree in Statistics, Economics, Econometrics, Mathematics or related field(s)	10 years	S/He should have undertaken statistical analysis and advisory for 2 (two) Eligible General Assignments and 1 (one) Eligible Specific Assignment. S/He must have experience in designing and running household surveys.
Public Institution Specialist	Post graduate degree in public policy, public administration, governance, etc. or related fields OR post graduate degree in any discipline with at least 5 years of experience in public administration. Ph.D. is preferred.	7 years	S/He should have undertaken policy analysis /public administration advisory for 2 (two) Eligible General Assignments
Gender and Social Inclusion Specialist	Postgraduate degree in social sciences, preferably Gender Studies, Social Inclusion etc. or related fields. Ph.D. is preferred.	7 years	S/He should have undertaken gender mainstreaming/social inclusion advisory and analysis for 2 (two) Eligible General Assignments
Information Technology Specialist	B.Tech/ B.E. or equivalent in Information Technology, Computer Applications OR Masters in Computer Applications or related fields	7 years	S/He should have undertaken technological support for 2 (two) Eligible General Assignments
Safeguards Specialist (NIL for the Five schemes-	Postgraduate in Anthropology, Sociology, Applied Social Science or other related fields.	7 years	S/He should have undertaken safeguards/risk advisory and analysis for 2 (two) Eligible General Assignments. Experience in working with labour laws, occupational safety laws etc. is preferred

Field Investigators	Graduate in any of the Social Science or other related fields.	5 years	The field investigators to be engaged for conducting the household study & key informant interviews should have at least 3 years of experience in conducting similar surveys/interviews. Should have received 2-step training (class room and the field training) for conducting field investigation.
Civil Engineer	Bachelor in Civil Engineering	5 years	The Civil Engineer to be engaged for checking of quality of construction of the ITIs/SDCs building constructed with funds sanctioned under the scheme

2.3 Conflict of Interest

2.3.1 An Applicant shall not have a conflict of interest that may affect the Selection Process or the Consultancy (the “**Conflict of Interest**”). Any Applicant found to have a Conflict of Interest shall be disqualified. In the event of disqualification, the Ministry shall forfeit and appropriate the Bid Security (clause 2.14) as mutually agreed genuine pre-estimated compensation and damages payable to the Ministry for, *inter alia*, the time, cost and effort of the Ministry including consideration of such Applicant’s Proposal, without prejudice to any other right or remedy that may be available to the Ministry here under or otherwise.

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

2.4 Number of Proposals

RFPs have been invited for evaluation of 6 Centrally Sponsored Schemes- viz “Jan Shikshan Sansthan (JSS), National Apprenticeship Promotion Scheme (NAPS), Enhancing Skill Development Infrastructure in NE States (ESDI), Skill Development in 47 Districts Affected by Left Wing Extremist (LWE), Up-gradation of existing Govt. ITIs into Model ITIs and Up-gradation of 1396 Govt. ITI's through PPP.

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

consortium, as the case may be. An Applicant may submit proposal for more than one scheme, in which case, the Applicant will submit separate technical and financial bids under the respective RFP for each of such Schemes. However, the Key Personnel, including individual experts engaged for each such scheme should be a different dedicated team.

2.5 Cost of Proposal

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

2.6 Verification of Information

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

2.7 Acknowledgement by Applicant

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

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

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

2.8 Right to reject any or all Proposals

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

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

- (a) at any time, a material misrepresentation is made or discovered, or

(b) the Applicant does not provide, within the time specified by the Ministry, the supplemental information sought by the Ministry.

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, then the Ministry reserves the right to consider the next best Applicant or take any other measure as may be deemed fit in the sole discretion of the Ministry, including annulment of the Selection Process.

2.9 Bid Validity

Bidders' bids must remain valid for 90 days after the last date of submission of proposals i.e. 11.11.2019 (11:00 hrs). During this period, Bidders shall maintain the availability of Professional staff nominated in the Bid and also the financial bid will remain unchanged. The Ministry will make its best effort to complete selection process within this period. Should the need arise; however, the Ministry may request Bidders to extend the validity period of their proposals. Bidders who agree to such extension shall confirm that they maintain the availability of the Professional staff nominated in the Bid and their financial bid will remain unchanged, or in their confirmation of extension of validity of the Bid, Bidders could submit new staff in replacement, who would be considered in the final evaluation for contract award. Bidders who do not agree, have the right to refuse to extend the validity of their bids. Under such circumstances the Ministry shall not consider such bids for further evaluation.

2.10 Amendment of RFP

At any time prior to the deadline for submission of Proposal, the Ministry may, for any reason, whether at its own initiative or in response to clarifications requested by an Applicant, modify the RFP document by the issuance of Addendum/ Amendment and posting it on the MSDE Website and on the eprocure portal online. All such amendments will be binding on all Applicants and will be part of the RFP. In order to afford the Applicants a reasonable time for taking an amendment into account, or for any other reason, the Ministry may, in its sole discretion, extend the timelines as identified above.

B. PREPARATION AND SUBMISSION OF PROPOSAL

2.11 Language

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

2.12 Format and signing of Proposal

2.12.1 The Applicant shall provide all the information sought under this RFP. The Ministry would evaluate only those Proposals that are received in the specified forms and complete in all respects online on www.eprocure.gov.in. The Proposal must be properly signed by the authorized representative (the “**Authorized Representative**”) as detailed below:

- (g) by the proprietor, in case of a proprietary firm; or
- (h) by a partner, in case of a partnership firm and/or a limited liability partnership; or
- (i) by a duly authorized person holding the Power of Attorney, in case of a Limited Company or a corporation; or
- (j) by the Authorized Representative of the Lead Member, in case of consortium.

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

2.13 Technical Proposal

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

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

- (k) all forms are submitted in the prescribed formats and signed by the prescribed signatories;
- (l) Power of Attorney, if applicable, is executed as per Applicable Laws;
- (m) CVs of all Professional Personnel have been included;
- (n) Key Personnel have been proposed only if they meet the Conditions of Eligibility laid down in the RFP;
- (o) no alternative proposal for any Key Personnel is being made and only one CV for each position has been furnished;
- (p) the CVs shall contain an undertaking from the respective Key Personnel about his/her availability for the duration specified in the RFP;
- (q) no Key Personnel should have attained the age of 65 (sixty five) years at the time of submitting the proposal; and

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

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

2.13.5 In case it is found during the evaluation or at any time before signing of the Agreement or after its execution and during the period of subsistence thereof, that one or more of the

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

In such an event, the Ministry shall forfeit and appropriate the Bid Security and damages shall be payable to the Ministry for, *inter alia*, time, cost and effort of the Ministry, without prejudice to any other right or remedy that may be available to the Ministry.

2.14 Financial Proposal

2.14.1 Applicants shall submit the financial proposal clearly indicating the total cost of the Consultancy in both figures and words, in Indian Rupees, and signed by the Applicant's Authorized Representative (format at Appendix-II). In the event of any difference between figures and words, the amount indicated in words shall prevail. In the event of a difference between the arithmetic total and the total shown in the Financial Proposal, the lower of the two shall prevail.

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

(i) All the costs associated with the assignment shall be included in the Financial Proposal. These shall normally 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 shall be without any condition attached or subject to any assumption, and shall be final and binding. In case any assumption or condition is indicated in the Financial Proposal, it shall be considered non-responsive and liable to be rejected.

(ii) The Financial Proposal shall take into account all expenses and tax liabilities. For the avoidance of doubt, it is clarified that all taxes shall be deemed to be included in the costs shown under different items of the Financial Proposal. Further, all payments shall be subject to deduction of taxes at source as per Applicable Laws.

2.15 Bid Security

2.15.1 The Applicant shall furnish as part of its Proposal, a bid security @ Rs 40,000/- per Scheme. If a bidder intends to bid for more than one Scheme he can submit a composite draft @ Rs. 40,000 per Scheme. For Example if a bidder wants to bid for all the six Schemes he may submit a composite draft of Rs 2, 40, 000/- . The Bank draft should be drawn on any Scheduled Commercial Banks in India **in favour of "Pay and Accounts Office, MSDE"** payable at New Delhi. In case of submission of a composite demand draft the same draft number, value and date should be indicated in each bid. The physical bank draft should be sent by speed post before the closing date to the following address:

Shri Sanjay Sharma,
Under Secretary, E&P Wing,
2nd Floor, PTI Building,
Sansad Marg, New Delhi.

2.15.2 Any Bid not accompanied by the Bid Security shall be rejected by the Ministry.

2.15.3 The Ministry shall not be liable to pay any interest on the Bid Security and the same shall be interest free.

2.15.4 The Applicant, by submitting its Application pursuant to this RFP, shall be deemed to have acknowledged that without prejudice to the Ministry's any other right or remedy here under or in law or otherwise, the Bid Security shall be forfeited and appropriated by the Ministry and damages shall be payable to the Ministry for, *inter alia*, the time, cost and effort of the Ministry in regard to the RFP including the consideration and evaluation of the Proposal under the following conditions:

- (a) If an Applicant submits a non-responsive Proposal;
- (b) If an Applicant engages in any of the Prohibited Practices specified in Section 4 of this RFP;
- (c) If an Applicant withdraws its Proposal during the period of its validity as specified in this RFP and as extended by the Applicant from time to time;
- (d) In the case of the Selected Applicant, if the Applicant fails to reconfirm its commitments of completing the Project for which the Applicant has applied for and has been selected;
- (e) In the case of a Selected Applicant, if the Applicant fails to sign the Agreement or commence the assignment as specified in clauses below;
- (f) If the Applicant is found to have a Conflict of Interest as specified in Clause 2.3.

2.16 Performance Security

2.16.1 An amount equal to 10% (ten per cent) of the Financial Bid Value (for each of the Scheme for which Applicant has bid for) shall be provided in form of Bank Guarantee by the Selected Applicant.

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

- (a) If an Applicant engages in any of the Prohibited Practices specified in Clause 4 of this RFP;
- (b) if the Applicant is found to have a Conflict of Interest
- (c) if the Selected Applicant commits a breach of the Agreement or fails to deliver as per the agreed deliverables.

C. APPOINTMENT OF CONSULTANT

2.17 Substitution of Key Personnel

2.17.1 Ministry reserves the right of requesting the selected Applicant to substitute any of the Key Personnel, in case found to be non-performing. Such replacement should be provided by the selected Applicant within 15 days of the notice period given by the Ministry. Further, the Ministry will not normally consider any request of the Selected Applicant for substitution of Key Personnel as the ranking of the Applicant is based on the evaluation of Key Personnel and any change therein may upset the ranking. Substitution will, however, be permitted if the Key Personnel is not available for reasons of any incapacity or due to health, subject to equally or better qualified and experienced personnel being provided to the satisfaction of the Ministry.

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

2.17.3 Substitution of the Team Leader will not normally be considered and may lead to disqualification of the Applicant or termination of the Agreement and shall be considered as a breach of Agreement.

2.18 Indemnity

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

2.19 Award of Consultancy

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

2.20 Execution of Agreement

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

2.21 Commencement of assignment

The Consultant shall commence the Services within 3 (three) days of the date of the Agreement or such other date as may be mutually agreed. If the Consultant fails to either sign the Agreement or commence the assignment as specified herein, the Ministry may invite the second ranked Applicant. In such an event, the Bid Security of the first ranked Applicant shall be forfeited and appropriated.

2.22 Proprietary data

All documents and other information provided by the Ministry or submitted by an Applicant to the Ministry shall remain or become the property of the Ministry. Applicants and the Consultant, as the case may be, are to treat all information as strictly confidential. All information collected, analyzed, processed or in whatever manner provided by the Consultant to the Ministry in relation to the Consultancy shall be the property of the Ministry. 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 Ministry at the time of submission of Final report. The ownership of all such data shall remain with the Ministry. All raw data compiled during the study shall be transferred to the Ministry. No data collected in context of the study may be destroyed or otherwise disposed off or given to any other organization/individual, unless so approved by the Ministry.

3. CRITERIA FOR EVALUATION

3.1 Evaluation of Technical Proposals

3.1.1 In the first stage, the Technical Proposal will be evaluated on the basis of Applicant's experience, its understanding of TOR, proposed methodology and Work Plan, and the experience of Key Personnel. The technical Proposal of only those applicants shall be examined who have qualified the basic criteria of applying for this bid as elaborated in "Conditions of Eligibility". The Technical Scoring shall be done by a Technical Committee which shall invite all the eligible bidders for a presentation in front of the Technical Committee. Applicant will be allowed to explain their proposal submitted online at the time of presentation. The Core team that shall be involved with the project should be available at the time of presentation either physically or through web mode. Only those Applicants whose Technical Proposals get a score of 60 (sixty) marks or more out of 100 (one hundred) shall qualify for further consideration, and shall be ranked from highest to the lowest on the basis of their technical score (ST).

3.1.2 Each Key Personnel must score a minimum of 60% (sixty per cent) marks except as provided herein. A Proposal shall be rejected if the Team Leader scores less than 60% (sixty per cent) marks or any two of the remaining Key Personnel score less than 60% (sixty per cent) marks. In case the Selected Applicant has one Key Personnel, other than the Team Leader, who scores less than 60% marks, he would have to be replaced within 2 working days during negotiations, with a better candidate who, in the opinion of the Ministry, would score 60% (sixty per cent) or above.

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

Item Code	Parameter	Maximum Marks	Criteria
1.	Relevant Experience of the Applicant	25	30% of the maximum marks shall be awarded for the number of Eligible Assignments undertaken by the Applicant firm. The remaining 70% shall be awarded for: (i) the comparative size and quality of Eligible General and Specific Assignments; (ii) overall professional income, experience and capacity of the firm.
2.	Proposed Methodology and Work Plan	10	Evaluation will be based on the quality of submissions.
3.	Relevant Experience of the Key Personnel	65	30% of the maximum marks for each Key Personnel shall be awarded for the number of Eligible Assignments the respective Key Personnel has worked on. The remaining 70% shall be awarded for the comparative size and quality of Eligible Assignments
3(a)	Team Leader	15	
3(b)	Deputy Team Leader	10	
3(c)	Monitoring and Evaluation Expert	8	
3(d)	Economist	7	
3 (e)	Wage Data Specialist	5	
3(f)	Non-core team deployment as per the scheme requirement	20	
Grand Total		100	

3.1.4 Eligible Assignments

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

- (i) Advisory/consultancy assignments in India granted by the government, regulatory

commission, tribunal, multilateral agencies, statutory authorities, public sector entities etc. in respect of design, implementation, evaluation etc. of government programs shall be deemed as eligible general assignments (the “**Eligible General Assignments**”)

(ii) Evaluation studies involving quantitative and qualitative research, household surveys etc. in India granted by the government, regulatory commission, tribunal, multilateral agencies, statutory authorities, public sector entities etc. in respect of government programs shall be deemed as eligible specific assignments (the “**Eligible Specific Assignments**”)

Provided that the Applicant firm claiming credit for an Eligible General Assignment should have received professional fees of at least Rs. 50 (fifty) lakhs for such assignment, and where credit is being claimed by a Key Personnel, she/he should have completed the relevant assignment.

Provided further that if the Applicant firm is taking credit for an Eligible Specific Assignment, such assignment shall have been completed and the Applicant should have received professional fees of at least Rs. 20 (twenty) lakhs.

Note: Applicants **cannot** provide the same assignment(s) under both General and Specific assignments mentioned above

3.2 Evaluation of Financial Proposal

3.2.1 In the second stage, the financial evaluation will be carried out and each Financial Proposal will be assigned a financial score (SF).

3.2.2 For financial evaluation, the total cost indicated in the Financial Proposal should be comprehensive covering all the costs involved in carrying out the evaluation of the Scheme as per the format provided at Appendix-II.

3.2.3 The Ministry 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 fulfill its obligations as per the TOR within the total quoted price shall be that of the Consultant. The lowest Financial Proposal (FM) will be given a financial score (SF) of 100 points. The financial scores of other Proposals will be computed as follows:

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

(F = amount of Financial Proposal)

3.3 Combined and final evaluation

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

$$S = ST \times T_w + SF \times F_w$$

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

3.3.2 The Selected Applicant shall be the first ranked Applicant (having the highest combined score). These ranked Applicants shall be kept in reserve and may be invited in case the first ranked Applicant withdraws, or fails to comply with the requirements as specified in the RFP.

4. FRAUD AND CORRUPT PRACTICES

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

4.2 Without prejudice to the rights of the Ministry under Clause 4.1 herein above and the rights and remedies which the Ministry may have under the LOA or the Agreement, if an Applicant or Consultant, as the case may be, is found by the Ministry to have directly or indirectly or through an agent, engaged or indulged in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice during the Selection Process, or after the issue of the LOA or the execution of the Agreement, such Applicant or Consultant shall not be eligible to participate in any tender or RFP issued by the Ministry during a period of 2 (two) years from the date such Applicant or Consultant, as the case maybe, is found by the Ministry to have directly or through an agent, engaged or indulged in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice, as the case may be.

5. MISCELLANEOUS

5.1 The Selection Process shall be governed by, and construed in accordance with, the laws of India and the Courts in the State in which the Ministry has its headquarters shall have exclusive jurisdiction over all disputes arising under, pursuant to and/or in connection with the Selection Process.

5.2 It shall be deemed that by submitting the Proposal, the Applicant agrees and releases the Ministry, its employees, agents and advisers, irrevocably, unconditionally, fully and finally from any and all liability for claims, losses, damages, costs, expenses or liabilities in any way related to or arising from the exercise of any rights and/or performance of any obligations hereunder, pursuant hereto and/or in connection herewith and waives any and all rights and/or claims it may have in this respect, whether actual or contingent, whether present or future.

SCHEDULES

SCHEDULE-1
(See Clause 1.1.4)

Consultancy for Evaluation of Centrally Sponsored Schemes in Skill Developments
Sector

Terms of Reference (TOR)

For

TECHNICAL CONSULTANT

TERMS OF REFERENCE FOR EVALUATION OF “UPGRADATION OF EXISTING GOVERNMENT ITIS INTO MODEL ITIS”

1. Introduction/Background of the Evaluation Study (Maximum 2 pages)

Existing Govt. ITIs in a State are being upgraded as Model ITI which will be evolved as an institution showcasing best practices, efficient and high quality training delivery and sustainable and effective industry relationship by:

- Becoming a demand center for local industries for its expertise and best performance in training.
- Better engagement with local industries
- Signing flexi MoU with industry to conduct training program to meet specific skill requirement of the Industry. For such approved courses, examination / assessment and certification will be done by NCVT
- Training of unorganized sector workers.
- Industries get existing workforce trained in these Model ITIs
- Institute Management Committee (IMC) society is to be formed for each ITI with chairperson from Industry. All major trades are to be covered by the representatives of industry in IMC. IMC will be empowered for its efficient functioning.

The scheme was approved in Dec. 2014 for a total cost of Rs 300 crores. Implementation period for the Scheme was 3 years i.e., till FY 2016-17. The scheme has now been extended by the Standing Finance Committee (SFC) for a total cost of Rs. 300 crore, in its meeting held on 09.08.2018 under the chairpersonship of Secretary (MSDE) till March 2020. So far, an amount of Rs. 245.30 crore (including State Share) has been allocated to 27 States for up-gradation of 29 ITIs into Model ITIs and Rs. 117.47 crore (including State Share) has been released, so far.

(Amount in Rs. Lakhs)

Sl. No.	Name of the State	Name of ITI	Central allocation	Central share released
1	Andhra Pradesh	ITI Gajuwaka	700.00	350.00
2	Assam	ITI Jorhat	783.00	195.75
3	Arunachal Pradesh	ITI Yupia	392.00	195.75
4	Bihar	ITI Marhowrah	700.00	175.00
5	Chhattisgarh	ITI Bhilai	700.00	350.00
6	Chandigarh	ITI Chandigarh	1000.00	150.00
7	Delhi	ITI Pusa	590.00	295.00
8	Goa	ITI Panaji	350.00	175.00
9	Gujarat	ITI Dashrath	637.00	318.50
10	Haryana	ITI Gurgaon	700.00	350.00
11	Himachal Pradesh	ITI Nalagarh	639.00	319.50
12	Jharkhand	ITI Ranchi	700.00	350.00
13	Karnataka	ITI Bangalore	700.00	350.00
14		ITI Honnavar	350.00	175.00
15	Kerala	ITI Kalamassery	700.00	630.00
16	Madhya Pradesh	ITI Bhopal	700.00	350.00
17	Maharashtra	ITI Nashik	629.30	157.33
18	Orissa	ITI Barbil	497.00	447.30
19	Punjab	ITI Ludhiana	700.00	350.00
20	Puducherry	ITI Men, Mettupalayam	350.00	175.00
21	Rajasthan	ITI Udaipur	350.00	315.00

22	Sikkim	ITI Namchi	450.00	225.00
23	Tamil Nadu	ITI Coimbatore	700.00	175.00
24	Tripura	ITI Indranagar (W)	720.00	360.00
25	Telangana	ITI Mallepally	700.00	228.00
26	Uttar Pradesh	ITI Meerut	700.00	630.00
27		ITI Varanasi	630.00	315.00
28	Uttarakhand	ITI Jagjitpur, Haridwar	525.00	167.75
29	West Bengal	ITI Durgapur	700.00	350.00
Total			17992.30	8624.88

* Includes Central and State Share in the ratio of 70:30 (North-East is 90:10, 100% for UT without legislator)

B. BUDGETARY OUTLAY OF THE SCHEME

Sr No.	CS Scheme Name	Cumulative outlay for past 5 years (2015-16 to 2019-20)	Year of scheme launch
1.	Upgradation of existing Govt. ITIs into Model ITIs	7637.51 Lakhs	December 2014

C. Status of the scheme at present: - The scheme was approved in Dec. 2014 for a total cost of Rs 300 crores. Implementation period for the Scheme was 3 years i.e., till FY 2016-17. The scheme has now been extended by the Standing Finance Committee (SFC) for a total cost of Rs. 300 crore, in its meeting held on 09.08.2018 under the chairpersonship of Secretary (MSDE) till March 2020. The Scheme was evaluated in 2018 and the report of the evaluation agency may please be seen at https://dgt.gov.in/MODEL_ITI

Past studies undertaken and their observations/summary: - Evaluation study of Centrally Sponsored Scheme “Up-gradation of existing Govt. ITIs into Model ITIs” was carried out by M/s National Council of Economic Research (NCAER) in the month of August 2018 and the report submitted on 30th November 2018 (Copy of the report may please be seen at https://dgt.gov.in/MODEL_ITI). Based on the evaluation report, the scheme has been extended upto 31st March 2020.

2. Objectives of the Evaluation Study

a. Scheme Performance Analysis

- i. To understand the status of the scheme performance in the country on key intended outputs and outcomes
- ii. To qualitatively and quantitatively (based on meta-analysis, if possible) map the actual contribution against the intended contribution of scheme to National Development Priorities and SDGs

b. Assess Relevance, Efficiency, Effectiveness, Equity and Sustainability of the scheme

Based on the Evaluation Coordination Group’s (ECG’s) Good Practice Standards for

evaluation of public sector operations, the assessment of the Central Sector scheme should be conducted along the principles of *Relevance, Efficiency, Effectiveness and Sustainability*. Herein, **relevance** would assess the extent to which intended outcomes of the scheme were strategically aligned with the country's development priorities and if the design was appropriate for achieving the intended outcomes. The **effectiveness** assessment looks at whether the scheme's intended outcomes were achieved and whether any unintended outcomes had inadvertently reduced impact of the programme. The **efficiency** of the scheme is a measure of how well it used resources to achieve its outcomes. And, **sustainability** assessment focuses on the likelihood that scheme outcomes and outputs will be maintained over a meaningful timeframe, demonstrating the persistence of results from the programme implementation. This should cover all the three dimensions of sustainability i.e. economic, environmental and social. Additionally, it is important to add the principle of **Equity**, to assess if inclusion across dimensions is being ensured as a part of scheme coverage. In line with this understanding, the following aspects will have to be assessed:

- i. To analyze the input use efficiency of the scheme i.e. planned IEC activities for stakeholders and beneficiaries, institutional mechanism, fund flow (adequacy & timeliness) & utilization through public expenditure tracking, policy guidelines and human resources allocated for the implementation of the schemes at central, state, district, block, and village, mechanisms to identify and reward best practices within the scheme design as well as M&E systems
 - ii. To assess the coverage of the scheme in terms of eligible beneficiaries, geographies etc.
 - iii. To identify the key bottlenecks/issues & challenges in the implementation mechanisms (governance mechanisms, awareness generation, stakeholder engagement & their roles & responsibilities, process & resource flow, capacities) of various development schemes
 - iv. To assess the quality of assets created/services provided under the scheme and to see how far these assets/services benefitted the end beneficiaries
 - v. To assess the intended and actual convergence of the scheme to other developmental programmes of the Central and the State Governments as well as with private sector, CSR efforts, international multilateral and bilateral aid, etc.
 - vi. Also identify gaps in the scheme outcomes in light of national priorities/SDGs not being addressed due to (a) absence of interventions or (b) non-performance of existing schemes/interventions
- c. Cross-sectional Thematic Assessment
- i. Assess the scheme on various cross-sectional themes like (a) accountability and transparency, (b) direct/indirect employment generation, (c) gender mainstreaming, (d) climate change & sustainability, (e) role of Tribal Sub-Plan (TSP) and Scheduled Caste Sub-Plan component of the scheme in mainstreaming of Tribal and Scheduled Caste population (f) use of IT/Technology in driving efficiency, (g) stakeholder & beneficiary behavioural change, (h) Research and Development (i) Unlocking Synergies (j) Reforms & Regulations and (k) impact on and role of private sector, community and civil society in the scheme
- d. Best Practices & Externalities

- i. To identify and highlight any scalable best practices and homegrown innovations, if any, used and create case studies out of them to disseminate it for replication in other schemes/programmes
- ii. Also capture the unintended consequences/negative externalities of scheme implementation and how these were triggered. Also map them against the environmental and social safeguards in the scheme design
- e. Programme Harmonization
 - i. Based on the above, analyze the need to continue the scheme in their existing form, modify, scale-up, scale-down or close down the scheme. In case if they need to be modified, suggest revisions in the scheme design for the effective implementation in the future

3. Scope of Service

- a. Meta-Analysis& Field Study: The data and methods will involve review of
 - i. National and International development goals and scheme documents;
 - ii. Financial data on allocation and expenditures of the scheme;
 - iii. Annual reports of the ministry / department for output and outcome assessment;
 - iv. Available evaluation reports for output and outcomes assessment;
 - v. Annual progress reports and implementation documents to assess the institutional arrangements;
 - vi. Available evaluation reports done at the district and state level, for the states/districts covered under field study, if applicable;
 - vii. Evaluations done by non-government agencies.

Based on meta-analysis and key informant interviews, and community and household surveys, the evaluation study will provide insights into reasons for success and failure of scheme design, institutional arrangements, human resources, political economy considerations, among others. The study will also provide strategic insights into:

- a) Gaps between intended and actual outcomes both due to lack of specific interventions and failure or poor outcomes of existing schemes;
- b) Institutional and human resource failures and best practices;
- c) Institutional provisions for monitoring and evaluation;
- d) Degree of adoption of outcome-output framework;
- e) Adoption of technology for effective scheme implementation;
- f) Political economy constraints and scheme design constraints/provisions; among others.

A detailed list of key documents to be referred to by the bidder is placed at https://dgt.gov.in/MODEL_ITI

- viii. Designing of the discussions guides for focus group discussions, interview guides for in-depth interviews and structured questionnaires/schedules for household surveys
- ix. Preparation of the analysis plan
- x. Pre-testing and finalizing the required tools
- xi. Establishment of a managerial structure for field operations

- xii. Engagement of investigators and training/capacity building of the field investigators
- xiii. Putting in place appropriate IT hardware and application software for data collection and management
- xiv. Collecting and compiling the quality data from selected areas
- xv. High quality data management and adherence to quality assurance mechanisms as per agreed protocols, plans and schedules
- xvi. Collation and data cleaning
- xvii. Running data analysis and submitting cross-tabulations/summarizations
- xviii. Preparation of draft report and conducting stakeholder consultations
- xix. Submission of final report and dissemination of the key findings
- xx. Incorporating concurrent feedback into the workflow

4. Data Collection Methodology

A qualitative study backed with extensive meta-analysis will be conducted to provide the scheme assessment. The qualitative study will consist of two main components:

- a. Key Informant Interviews & Focus Group Discussions - Herein, it is proposed that key informant interviews with ministry/department personnel at national level implementing bodies, state, district and block level officials, other stakeholders supporting implementation or indirectly involved in enabling scheme's success and opinion makers at village level are contacted. Additionally, focus group discussions will be conducted, mostly at block and village level with diverse groups involving implementing stakeholders, opinion makers as well as selected beneficiaries. National level key informants should also include national level think tanks, institutions, prominent non-profit organizations, government officials
- b. Household Surveys - A selected sample of household surveys shall be conducted to assess the beneficiary-level impact of the scheme. However, this household survey design may be quasi-quantitative in nature.

Additionally, the key information areas to be covered in the discussion guides/questionnaires for key informant interviews and household surveys should cover data points included but not limited to NITI Aayog's Output-Outcome Monitoring Framework for corresponding schemes. This is further detailed in https://dgt.gov.in/MODEL_ITI.

a) Sampling

The sample design for a household survey must be stratified in such a way that the sample actually selected is spread over geographic sub-areas and population sub-groups representatively. The size of the sample must take account of competing needs so that costs and precision are optimally balanced. Given all India nature of the CS scheme implementation the sampling methodology will involve multi-stage, stratified and clustered features.

Entire country can be divided into 4 geographical zones i.e. (i) North (ii) South, (iii) East, (iv) West

Sr No.	Zone	States / UTs
1	North	Uttar Pradesh, Haryana, Punjab, Madhya Pradesh, Chhattisgarh, Delhi, Chandigarh, Sikkim, Tripura, Arunachal Pradesh, Assam
2	South	Telangana, Andhra Pradesh, Karnataka, Kerala, Tamil Nadu, Puducherry
3	East	Bihar, Orissa, Jharkhand, West Bengal, Uttarakhand, Himachal Pradesh
4	West	Rajasthan , Gujarat, Goa, Maharashtra

All the states within each zone can be classified into 2 strata based on scheme performance on key outcomes and a state from each strata can be selected. In this way, around 12 states (2 from each zone) will be selected. Subsequently, within each selected state, for a study in predominantly rural areas, all the districts will be classified into 2 to 3 strata based on scheme performance on key outcomes and a district will be selected from each strata; thereby taking the total no. of districts selected to around 30-35. In a similar way, 3-5 villages will be selected in each district using stratified sampling. Selection of a state, district or village in each strata can be based on either systematic random or probability proportional to size sample selection technique. Within each village, about 10 households will be selected which will cover eligible beneficiaries; both benefitted (e.g. 6 out of 10 households per village) as well as not yet benefitted (e.g. 4 out of 10 households per village) through the scheme to enable comparative analysis.

Alternatively, in case of a study in Urban areas, all the cities/towns can be classified into 5 strata based on scheme performance on key outcomes and a town/city be selected from each strata; thereby selecting about 60 cities/towns across 12 selected states from 6 zones. In a similar way, all the wards within the city/town can be classified into 2-3 strata and a ward can be selected from each of these strata. Furthermore, about 10 households covering eligible beneficiaries; both benefitted (e.g. 6 out of 10) and non-benefitted (e.g. 4 out of 10) can be covered from each selected ward.

Also, it should be ensured that LWE, Aspirational districts and island areas are not inadvertently left out, if relevant.

However, it is important to note that these numbers are indicative and it is proposed that the bidder may suggest their methodology best suited to meet the objectives of the evaluation.

b) Mechanisms to ensure Data Quality

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

- i) The field investigators to be engaged for conducting the household study & key informant interviews/FGDs should have at least 3 years of experience in conducting

similar surveys/interviews. 2-step training (classroom and then on-the-field training) should be conducted for all field investigators.

- ii) It is recommended that pilots should be conducted on at least 2% of the sample size for both Key Informant Interviews as well as Household surveys to fine tune the inquiry tools. A brief on the learnings from such a pilot exercise and subsequent improvements in the tools/questionnaires should also be shared with NITI Aayog.
- iii) 100% data collected should be validated using a validation checklist. Missing data points should be recollected.
- iv) In case of household survey, at least 50% data should also be telephonically verified and if not verified via phone, back checks should be undertaken to ensure 50% data verification.
- v) Use of mobile-based real-time data collection and validation tools should be done to ensure efficiency and accuracy in data collection.

5. Listing of stakeholders to be consulted

A detailed list of stakeholders to be interacted with during the key informant interviews, institutional household surveys is provided below in Appendix IV (A) of this RFP.

6. Time Schedule

Agencies will be assessed based on the background and experience of the firm/organization/consortium, background and experience of the project team, proposed approach and methodology for the project, and an in-person presentation to the Bid Evaluation Committee.

7. Deliverables & Timelines

- i. Inception report with final scope, methodology and approach. This should also include findings from the meta-analysis and therefore the areas which will be further explored during field visits.
- ii. Mid-term report with initial findings of the study.
- iii. Draft Final report for stakeholder consultations.
- iv. Final Report after incorporation of inputs from all the concerned stakeholders.

All the reports are required to be submitted in hard copy in triplicate and in soft copy. In addition to the reports, for further analysis in future, verifiable raw data in soft copy should also be shared with Ministry / Department. This will include detailed transcriptions of key informant interviews and focus group discussions as well as raw data from household surveys in MS Excel/CSV format.

Following the award of contract, the timelines expected are as follows:

Sr. No	Activity	Deadline
1	Award of contract	T

2	Inception Report	T+15 days
3	Finalization of Inception report based on comments by Ministry / Department	T+17 days
4	Mid-term Report	T+45 days
5	Sign-off on the mid-term report based on comments by Ministry / Department	T+48 days
6	Draft Report	T+85 days
7	Comments on Draft Report by Ministry / Department	T+92 days
8	Sign-off on the Final Evaluation Report	T+100 days

* The bidder is required to submit a detailed timeline with an implementation schedule as a part of the project plan.

8. Payment Schedule

The payment schedule linked to the specified deliverables above is given at Annex-2, Schedule 2 of this RFP.

9. Indicative Report Structure

The final evaluation report should cover the following aspects as mentioned at APPENDIX-III B of this RFP.

10. Support from Ministry / Department

A detailed list of scheme-specific information required for better contextual understanding of the bidder is given in https://dgt.gov.in/MODEL_ITI

11. Reporting

- a. The Consultant will work closely with the Ministry. The Ministry has established a Working Group (the “WG”) to enable conduct of this assignment. A designated Project Director of the Ministry will be responsible for the overall coordination and project development. He will play a coordinating role in dissemination of the Consultant’s outputs, facilitating discussions, and ensuring required reactions and responses to the Consultant.
- b. The Consultant may prepare Issue Papers highlighting issues that could become critical for the timely completion of the Project and that require attention from the Ministry.
- c. The Consultant will make a presentation on the Inception Report for discussion with the WG at a meeting. This will be a working document. The Consultant is required to prepare

and submit a periodic 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.

TERMS OF REFERENCE FOR EVALUATION OF UPGRADATION OF 1396 GOVT. ITIs THROUGH PUBLIC PRIVATE PARTNERSHIP SCHEME

1. Background:

Under the scheme of Up-gradation of 1396 Government ITIs through PPP, 1227 Government ITIs have been covered and an Industry Partner (IP) is associated with every ITI covered under the scheme. Institute Management Committee (IMC), registered as a society, has been constituted in each ITI and is headed by the Industry Partner. Interest free loan of Rs. 2.50 crore per ITI was released by the Central Government directly to the IMC Society of the ITI. Financial and academic autonomy has been given to the IMC society. The interest free loan is repayable by the IMC with a moratorium of 10 years and thereafter in equal annual installments over a period of 20 years. 31 States/UTs have been covered under the scheme and Rs. 3067.50 crore has been released to 1227 Government ITIs throughout the country during the XI Plan period.

The State wise ITIs covered under the scheme is given below:

Sl. No.	Name of the State	Total No. of ITI covered in the State
1	Andhra Pradesh	31
2	Arunachal Pradesh	4
3	Assam	17
4	Bihar	13
5	Chandigarh	1
6	Chhattisgarh	42
7	Dadar & Nagar Haveli	1
8	Delhi	9
9	Goa	1
10	Gujarat	91
11	Haryana	52
12	Himachal Pradesh	33
13	Jammu & Kashmir	34
14	Jharkhand	8
15	Karnataka	76
16	Kerala	26
17	Madhya Pradesh	74
18	Maharashtra	250
19	Meghalaya	1
20	Mizoram	2
21	Nagaland`	7
22	Odisha	14
23	Puducherry	4
24	Punjab	76
25	Rajasthan	105
26	Tamil Nadu	32
27	Telangana	30
28	Tripura	7
29	Uttar Pradesh	115

30	Uttarakhand	43
31	West Bengal	28
	Total	1227

b). Outlay:

Sr. No.	Name of Central Sector Scheme	Cumulative outlay for past 5 years (2015-16 to 2019-20)	Year of scheme launch
1	Up-gradation of 1396 Govt. ITIs through Public Private Partnership (PPP)	5 crore [i.e. Rs. 1 crore every year provided to meet the expenditure of State Implementation Cell (SIC) and Central Project Monitoring Unit (CPMU)]	2007-08

c). Status of the Scheme at present:

The scheme of “Up-gradation of 1396 Govt. ITIs through Public Private Partnership”, a centrally sponsored scheme was launched in 2007-08 with a total outlay of Rs. 3,550 crore. Under this scheme an interest free loan of upto Rs. 2.50 cr. was given by the Central Government directly to the Institute Management Committee Society (IMC) and financial and academic autonomy is given to the Society during the period 2007-08 to 2011-12. The interest free loan is repayable in 20 annual installments after a moratorium period of 10 years. The first installment repayable from the 11th anniversary of the day of drawl. Till date, 1227 ITIs have been funded under the scheme. The total amount disbursed under the scheme is Rs. 3067.50 crore @ Rs. 2.50 crore per ITI.

d). Mechanism of implementation:

Ministry of Skill Development and Entrepreneurship (MSDE) is the anchor Ministry to coordinate the implementation of scheme “Up-gradation of 1396 Govt. ITIs through Public Private Partnership” across the country. The scheme is being implemented through State Directorates for Skill Development in 31 States of Country.

2. Objectives of the Evaluation Study

a. Scheme Performance Analysis

- i. To understand the status of the scheme performance in the country on key intended outputs and outcomes
- ii. To qualitatively and quantitatively (based on meta-analysis, if possible) map the actual contribution against the intended contribution of scheme to National Development Priorities and SDGs

b. Assess Relevance, Efficiency, Effectiveness, Equity and Sustainability of the scheme

Based on the Evaluation Coordination Group’s (ECG’s) Good Practice Standards for evaluation of public sector operations¹, the assessment of the Central Sector scheme should be conducted along the principles of *Relevance, Efficiency, Effectiveness and*

Sustainability. Herein, *relevance* would assess the extent to which intended outcomes of the scheme were strategically aligned with the country's development priorities and if the design was appropriate for achieving the intended outcomes. The *effectiveness* assessment looks at whether the scheme's intended outcomes were achieved and whether any unintended outcomes had inadvertently reduced impact of the programme. The *efficiency* of the scheme is a measure of how well it used resources to achieve its outcomes. And, *sustainability* assessment focuses on the likelihood that scheme outcomes and outputs will be maintained over a meaningful timeframe, demonstrating the persistence of results from the programme implementation. This should cover all the three dimensions of sustainability i.e. economic, environmental and social. Additionally, it is important to add the principle of *Equity*, to assess if inclusion across dimensions is being ensured as a part of scheme coverage. In line with this understanding, the following aspects will have to be assessed:

- i. To analyze the input use efficiency of the scheme i.e. planned IEC activities for stakeholders and beneficiaries, institutional mechanism, fund flow (adequacy & timeliness) & utilization through public expenditure tracking, policy guidelines and human resources allocated for the implementation of the schemes at central, state, district, and institutes, mechanisms to identify and reward best practices within the scheme design as well as M&E systems.
 - ii. To assess the coverage of the scheme in terms of eligible beneficiaries, geographies etc.
 - iii. To identify the key bottlenecks/issues & challenges in the implementation mechanisms (governance mechanisms, awareness generation, stakeholder engagement & their roles & responsibilities, process & resource flow, capacities) of various development schemes
 - iv. To assess the quality of assets created/services provided under the scheme and to see how far these assets/services benefitted the end beneficiaries
 - v. To assess the intended and actual convergence of the scheme to other developmental programmes of the Central and the State Governments as well as with private sector, CSR efforts, etc.
 - vi. Also identify gaps in the scheme outcomes in light of national priorities/SDGs not being addressed due to (a) absence of interventions or (b) non-performance of existing schemes/interventions
- c. Cross-sectional Thematic Assessment
- i. Assess the scheme on various cross-sectional themes like (a) accountability and transparency, (b) direct/indirect employment generation, (c) gender mainstreaming, (d) environmental change & sustainability, (e) use of IT/Technology in driving efficiency, (f) stakeholder & beneficiary behavioral change, (g) Research and Development (h) Unlocking Synergies (i) Reforms & Regulations and (j) impact on and role of private sector, community and civil society in the scheme
- d. Best Practices & Externalities
- i. To identify and highlight any scalable best practices and homegrown innovations, if any, used and create case studies out of them to disseminate it for replication in other schemes/programmes

- ii. Also capture the unintended consequences/negative externalities of scheme implementation and how these were triggered. Also map them against the environmental and social safeguards in the scheme design
- e. Programme Harmonization
 - i. Based on the above, analyze the need to continue the scheme in their existing form, modify, scale-up, scale-down or close down the scheme. In case if they need to be modified, suggest revisions in the scheme design for the effective implementation in the future

3. Scope of Service

- a. **Meta-Analysis & Field Study:** The data and methods will involve review of
 - i. National development goals and scheme documents;
 - ii. Financial data on allocation and expenditures of the scheme;
 - iii. Annual reports of the ministry / department for output and outcome assessment;
 - iv. Available evaluation reports for output and outcomes assessment;
 - v. Annual progress reports and implementation documents to assess the institutional arrangements;
 - vi. Available evaluation reports done at the district and state level, for the states/districts covered under field study, if applicable;
 - vii. Evaluations done by non-government agencies.

Based on meta-analysis and key informant interviews, the evaluation study will provide insights into reasons for success and failure of scheme design, institutional arrangements, human resources, political economy considerations, among others. The study will also provide strategic insights into:

- a) Gaps between intended and actual outcomes both due to lack of specific interventions and failure or poor outcomes of existing schemes;
- b) Institutional and human resource failures and best practices;
- c) Institutional provisions for monitoring and evaluation;
- d) Degree of adoption of outcome-output framework;
- e) Adoption of technology for effective scheme implementation;
- f) Political economy constraints and scheme design constraints/provisions; among others.

A detailed list of key documents to be referred to by the bidder is placed at https://dgt.gov.in/Upgradation_ITIs.

- viii. Designing of the discussions guides for focus group discussions, interview guides for in-depth interviews and structured questionnaires/schedules for household surveys
- ix. Preparation of the analysis plan
- x. Pre-testing and finalizing the required tools
- xi. Establishment of a managerial structure for field operations

- xii. Engagement of investigators and training/capacity building of the field investigators
- xiii. Putting in place appropriate IT hardware and application software for data collection and management
- xiv. Collecting and compiling the quality data from selected areas
- xv. High quality data management and adherence to quality assurance mechanisms as per agreed protocols, plans and schedules
- xvi. Collation and data cleaning
- xvii. Running data analysis and submitting cross-tabulations/summarizations
- xviii. Preparation of draft report and conducting stakeholder consultations
- xix. Submission of final report and dissemination of the key findings
- xx. Incorporating concurrent feedback into the workflow

4. Data Collection Methodology

A qualitative study backed with extensive meta-analysis will be conducted to provide the scheme assessment. The qualitative study will consist of two main components:

- (a) Key Informant Interviews & Focus Group Discussions - Herein, it is proposed that key informant interviews with ministry/department personnel at national level implementing bodies, state, district and block level officials, other stakeholders supporting implementation or indirectly involved in enabling scheme's success and opinion makers at village level are contacted. Additionally, focus group discussions will be conducted, mostly at field level with diverse groups involving implementing stakeholders, opinion makers as well as selected beneficiaries. National level key informants should also include national level think tanks, institutions, prominent non-profit organizations, government officials
- (b) Field Surveys - A selected sample of field surveys shall be conducted to assess the beneficiary-level impact of the scheme. However, this household survey design may be quasi-quantitative in nature.

Additionally, the key information areas to be covered in the discussion guides/questionnaires for key informant interviews and field surveys should cover data points included but not limited to NITI Aayog's Output-Outcome Monitoring Framework for corresponding schemes. This is further detailed at https://dgt.gov.in/Upgradation_ITIs.

a. Sampling

The sample design for a household survey must be stratified in such a way that the sample actually selected is spread over geographic sub-areas and population sub-groups representatively. The size of the sample must take account of competing needs so that costs and precision are optimally balanced. Given all India nature of the Central Sector scheme implementation the sampling methodology will involve multi-stage, stratified and clustered features.

Entire country can be divided into 6 geographical zones i.e. (i) North & Central, (ii) South, (iii) East, (iv) West, (v) North-East and (vi) Northern Hilly States.

Sr. No.	Zone	States / UTs
1	North & Central	Uttar Pradesh, Haryana, Punjab, Madhya Pradesh, Chhattisgarh, Delhi, Chandigarh
2	South	Telangana, Andhra Pradesh, Karnataka, Kerala, Tamil Nadu, Puducherry
3	East	Bihar, Orissa, Jharkhand, West Bengal
4	West	Rajasthan , Gujarat, Goa, Maharashtra, Dadra & Nagar Haveli
5	North East	Nagaland, Tripura, Arunachal Pradesh, Mizoram, Meghalaya, Assam
6	Northern Hilly States	Uttarakhand, Jammu & Kashmir, Himachal Pradesh

Sl. No.	Name of the State	Total No. of ITI covered in the State	Proposed sample for survey
1	Andhra Pradesh	31	3
2	Arunachal Pradesh	4	1
3	Assam	17	2
4	Bihar	13	1
5	Chandigarh	1	1
6	Chhattisgarh	42	4
7	Dadar & Nagar Haveli	1	1
8	Delhi	9	1
9	Goa	1	1
10	Gujarat	91	9
11	Haryana	52	5
12	Himachal Pradesh	33	3
13	Jammu & Kashmir	34	3
14	Jharkhand	8	1
15	Karnataka	76	8
16	Kerala	26	3
17	Madhya Pradesh	74	7
18	Maharashtra	250	25
19	Meghalaya	1	1
20	Mizoram	2	1
21	Nagaland`	7	1
22	Odisha	14	1
23	Puducherry	4	1
24	Punjab	76	8
25	Rajasthan	105	10
26	Tamil Nadu	32	3

27	Telangana	30	3
28	Tripura	7	1
29	Uttar Pradesh	115	11
30	Uttarakhand	43	4
31	West Bengal	28	3
	Total	1227	127

However, it is important to note that these numbers are indicative and it is proposed that the bidder may suggest their methodology best suited to meet the objectives of the evaluation.

b. Mechanisms to ensure Data Quality

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

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

TERMS OF REFERENCE FOR EVALUATION OF SCHEME “SKILL DEVELOPMENT IN 47 DISTRICTS AFFECTED BY LEFT WING EXTREMISM”

1. Background:

The Centrally Sponsored Scheme “Skill Development in 47 Districts Affected by Left Wing Extremism (LWE)” scheme (“LWE scheme”) was formulated in 2011 to increase the infrastructure for skill training in the Left Wing Extremism affected areas so that the local youth may get enhanced opportunity to have a decent livelihood by acquiring skill. This will result in preventing the local youth from disruptive activities. Thus, this scheme enables in bringing the misguided youth back into the mainstream and also helps in national security. The scheme has following components:

- (i) Establishment of 47 Industrial Training Institutes (ITIs) and 68 Skill Development Centres (SDCs) with 75% Central and 25% State Share funding;
- (ii) Skill Training of 5340 youth with 100% Central Share funding;
- (iii) Funding Monitoring Cells at Central level with 100% Central Share funding;
- (iv) Skill Gap Survey in 34 Districts of 9 States with 100% Central Share funding and
- (v) One Time Grant of to 47 Institute Management Committee (IMC) @ Rs. 1.00 Crore per IMC.

The district wise coverage of the scheme is given below:

Sl.	State	District Covered	ITI Name	SDC Name
1.	Andhra Pradesh	Vishakhapatnam	ITI, Vishakapatnam	
2	Telangana	Khammam	ITI, Kothagudem	SDC, Bhadrachalam SDC, Wazedu
3	Bihar	Jamui	ITI, Gidhaur	SDC, Jhajha SDC, Giddaur
		Gaya	ITI, Dumaria	SDC, Barachatti SDC, Amash
		Aurangabad	ITI, Babhandi	SDC, Navinagar SDC, Madanpur
		Rohtas	ITI, Tumba	SDC, Tumba, Rohtas SDC, Nauhatta
		Jehanabad	ITI, Makhdumpur	SDC, Keur, Jehanabad SDC, Hulasganj
		Arwal	ITI, Orbigha, Sonbhadra	SDC, Karphi SDC, Kurtha
		Muzzafarpur	ITI, Muzzafarpur	NOT COVERED
		Banka	ITI, Bausi	
		Nawada	ITI, Nawada	
4	Chhattisgarh	Dantewada	ITI Konta	SDC - Dantewada SDC – Bhanupratappur
		Baster	ITI Bakawand	SDC- Kondagaon SDC- Darbha
		Kanker	ITI Narharpur	SDC - DurgKondul SDC - Narharpur
		Surguja	ITI Sitapur	SDC - Mainpat SDC - Ramanujganj
		Rajnandgaon	ITI AmbagarhChaoki	SDC- Ranjandgaon

Sl.	State	District Covered	ITI Name	SDC Name
				SDC- Dongargaon
		Bijapur	ITI Bhairamgarh	SDC- Bijapur SDC- Bhairamgarh
		Narayanpur	ITI Narayanpur	SDC - Adaka SDC – Sukma
		Kondagaon	ITI Mardapal	Not Covered
		Sukma	ITI Sukma	
5	Jharkhand	Chatra	ITI Kishanpur	SDC - Simriya SDC- Ithkori
		West Singhbhum	ITI, Khuntpani	SDC- ChaibasaSadar SDC- Khutpani
		Palamau	ITI, Vishrampur	SDC- Chainpur SDC- Hariharganj
		Garhwa	ITI, Chiniya	SDC- Bhavnathpur SDC- Ramna
		East Singhbhum	ITI, Ghatsila	SDC- Masabani SDC - Dhalbhumgarh
		Bokaro	ITI, Nawadih	SDC- Gomia SDC- Jaridih
		Lohardaga	ITI, Kairo	SDC- Senha SDC- Kisko
		Gumla	ITI, Sisai	SDC- Sadar SDC – Chainpur
		Latehar	ITI Barwadih	SDC- Bariyatu SDC- Manika
		Hazaribagh	ITI, Vishnugarh	SDC- Barkagaon SDC- Bishnugarh
		Girdih	ITI, Girdih	NOT COVERED
		Khunti	ITI, Khunti	
		Ranchi	ITI, Ranchi	
		Dumka	ITI, Dumka	
		Ramgarh	ITI, Ramgarh	
		Simdega	ITI, Simdegha	
		6	Madhya Pradesh	Balaghat
SDC- Kumungaon, Paraswada				
7	Maharashtra	Gadchiroli	ITI Jimlgatta	SDC- Kasansur, Tal Etapalli
				SDC - Godulwahi, Tal Dhanora
		Gondia	ITI, Palandur	SDC - Darekasa, Tal Salekasa
				SDC - Borgaon Bazar, Tal Deori
8	Odisha	Gajapati	ITI Rayagada, Bissam – Cuttack	SDC- Nuagarh
				SDC- Shyamgaintha, Gumma
		Malkangiri	ITI, Matheli	SDC, Chitrakond, Korkonda SDC- Moto, Luchhipeta

Sl.	State	District Covered	ITI Name	SDC Name
		Rayagada	ITI, Gajabahal	SDC- Gumma, Rayagada SDC- Jimidipeta
		Deogarh	ITI Barkote	SDC- Reamal SDC- Teleibani
		Sambalpur	ITI Rasanpur	SDC- Rengali SDC, Sahaspur
		Koraput	ITI, Koraput	NOT COVERED
9	Uttar Pradesh	Sonebhadra	ITI, Ghorawal	SDC, Chakaria, Nagwa SDC, Piparkhand, Chopan
10	West Bengal	Paschim Midnapur (Lalgarh Area)	ITI, Ranjibanpur, BInpur – I	SDC- Silda, Binpur- II SDC- Lalgarh, Binpur- I

b). Outlay:

Sr. No.	Centrally Sponsored Scheme Name	Cumulative outlay for past 5 years (2015-16 to 2019-20)	Year of scheme launch
1	Skill Development in 47 Districts Affected by LWE	Cumulative outlay is INR 91.61 crore	February, 2011

c). Status of the Scheme at present:

The duration of the scheme was upto 31stMarch, 2019. The proposal for continuation of the scheme beyond 31stMarch, 2019 to 31st March, 2020 is under consideration with IFD. Due to various reasons, the scheme could not realize its objective within the stipulated time period, and now critical decisions have to be taken regarding its progress and possible future actions by evaluating the current scenario and further prospects.

The facts mentioned below indicate the progress made as on 01.05.2019 under the scheme since its inception February 2011:

Component	Completed	Work in Progress	Yet to Start	Total
Construction of 47 Industrial Training Institutes (ITIs)	Total –22 Chhattisgarh - 7 Jharkhand -5 Orissa – 5 Uttar Pradesh – 1 Madhya Pradesh – 1 Bihar - 2 West Bengal - 1	Total – 12 Jharkhand- 5 Maharashtra – 1 Bihar – 4 Orissa – 1 Telangana -1	Total – 13 Bihar- 3 Maharashtra- 1 Andhra Pradesh – 1 Chhattisgarh – 2 Jharkhand - 6	47
Construction of 68 Skill Development Centres (SDCs)	Total – 55 Chhattisgarh- 14 Jharkhand- 14 Orissa – 10 Uttar Pradesh – 2 Madhya Pradesh- 2 Bihar – 11 Telangana - 2	Total – 6 Jharkhand- 6	Total – 7 Maharashtra – 4 West Bengal – 2 Bihar - 1	68

d). Mechanism of implementation:

Ministry of Skill Development and Entrepreneurship (MSDE) is the anchor Ministry to coordinate the implementation of scheme “Skill Development in 47 Districts Affected by LWE” across the country. The scheme is being implementing through State Directorate for Skill Development in 10 States of Country.

Issues and Challenges: The scheme is being implemented in Left Wing Extremism areas of 10 States i.e. Andhra Pradesh, Bihar, Chhattisgarh, Odisha, Jharkhand, Madhya Pradesh, Maharashtra, Telengana, Uttar Pradesh and West Bengal. Due to LWE area, the physical progress of the scheme is very slow and State Governments are unable to furnish the utilization certificate in respect of the released fund on time. Due to this, States requested multiple times for re-validation of released fund, which result in wastage of time.

Past Evaluation Study: No evaluation study has been done under the scheme in Past. The scheme needs to be evaluated before the scheme to be continued with a condition of Ministry of Finance that evaluation of the scheme will be done in light of the Department of Expenditure (DOE), Ministry of Finance Office Memorandum nos. 03/12/2016-fn dated 11-08-2016, 24(35)/PF-II/2012 dated 05.08.2016, 42(02)PF-II/2014 dated 27.03.2017 and 42(02)PF-II/2014 dated 29.12.2017.

Hence, the main purpose of evaluation is to decide on continuation of the scheme, whether any modification needed, output-outcome review, suggestions to improve the quality of implementation and its sunset time. The evaluation period will be 2011-12 to 2018-19.

Possible areas of enquiry for the study: Quality of civil works undertaken under the scheme as well as NCVT Norms whether adopted during construction of Government ITIs or not. Skill Gap survey needs to be covered under the study. Collection of data pertaining to skill training of 5340 youth.

2. Objectives of the Evaluation Study

a. Scheme Performance Analysis

- i. To understand the status of the scheme performance in the country on key intended outputs and outcomes
- ii. To qualitatively and quantitatively (based on meta-analysis, if possible) map the actual contribution against the intended contribution of scheme to National Development Priorities and SDCs

b. Assess Relevance, Efficiency, Effectiveness, Equity and Sustainability of the scheme

Based on the Evaluation Coordination Group’s (ECG’s) Good Practice Standards for evaluation of public sector operations², the assessment of the Central Sector scheme should be conducted along the principles of *Relevance, Efficiency, Effectiveness and Sustainability*. Herein, **relevance** would assess the extent to which intended outcomes of the scheme were strategically aligned with the country’s development priorities and if the design was appropriate for achieving the intended outcomes. The **effectiveness** assessment looks at whether the scheme’s intended outcomes were achieved and whether any unintended outcomes had inadvertently reduced impact of the programme. The **efficiency** of the scheme is a measure of how well it used resources to achieve its outcomes. And, **sustainability** assessment

focuses on the likelihood that scheme outcomes and outputs will be maintained over a meaningful timeframe, demonstrating the persistence of results from the programme implementation. This should cover all the three dimensions of sustainability i.e. economic, environmental and social. Additionally, it is important to add the principle of *Equity*, to assess if inclusion across dimensions is being ensured as a part of scheme coverage. In line with this understanding, the following aspects will have to be assessed:

- i. To analyze the input use efficiency of the scheme i.e. planned IEC activities for stakeholders and beneficiaries, institutional mechanism, fund flow (adequacy & timeliness) & utilization through public expenditure tracking, policy guidelines and human resources allocated for the implementation of the schemes at central, state, district, block, and village, mechanisms to identify and reward best practices within the scheme design as well as M&E systems
 - ii. To assess the coverage of the scheme in terms of eligible beneficiaries, geographies etc.
 - iii. To identify the key bottlenecks/issues & challenges in the implementation mechanisms (governance mechanisms, awareness generation, stakeholder engagement & their roles & responsibilities, process & resource flow, capacities) of various development schemes
 - iv. To assess the quality of assets created/services provided under the scheme and to see how far these assets/services benefitted the end beneficiaries
 - v. To assess the intended and actual convergence of the scheme to other developmental programmes of the Central and the State Governments as well as with private sector, CSR efforts, international multilateral and bilateral aid, etc.
 - vi. Also identify gaps in the scheme outcomes in light of national priorities/SDGs not being addressed due to (a) absence of interventions or (b) non-performance of existing schemes/interventions
- c. Cross-sectional Thematic Assessment
- i. Assess the scheme on various cross-sectional themes like (a) accountability and transparency, (b) direct/indirect employment generation, (c) gender mainstreaming, (d) climate change & sustainability, (e) role of Tribal Sub-Plan (TSP) and Scheduled Caste Sub-Plan component of the scheme in mainstreaming of Tribal and Scheduled Caste population (f) use of IT/Technology in driving efficiency, (g) stakeholder & beneficiary behavioral change, (h) Research and Development (i) Unlocking Synergies (j) Reforms & Regulations and (k) impact on and role of private sector, community and civil society in the scheme
- d. Best Practices & Externalities
- i. To identify and highlight any scalable best practices and homegrown innovations, if any, used and create case studies out of them to disseminate it for replication in other schemes/programmes
 - ii. Also capture the unintended consequences/negative externalities of scheme implementation and how these were triggered. Also map them against the environmental and social safeguards in the scheme design
- e. Programme Harmonization

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

3. Scope of Service

- a. **Meta-Analysis& Field Study:** The data and methods will involve review of
 - i. National development goals and scheme documents;
 - ii. Financial data on allocation and expenditures of the scheme;
 - iii. Annual reports of the ministry / department for output and outcome assessment;
 - iv. Available evaluation reports for output and outcomes assessment;
 - v. Annual progress reports and implementation documents to assess the institutional arrangements;
 - vi. Available evaluation reports done at the district and state level, for the states/districts covered under field study, if applicable;
 - vii. Evaluations done by non-government agencies.

Based on meta-analysis and key informant interviews, and community and household surveys, the evaluation study will provide insights into reasons for success and failure of scheme design, institutional arrangements, human resources, political economy considerations, among others. The study will also provide strategic insights into:

- a) Gaps between intended and actual outcomes both due to lack of specific interventions and failure or poor outcomes of existing schemes;
- b) Institutional and human resource failures and best practices;
- c) Institutional provisions for monitoring and evaluation;
- d) Degree of adoption of outcome-output framework;
- e) Adoption of technology for effective scheme implementation;
- f) Political economy constraints and scheme design constraints/provisions; among others.

A detailed list of key documents to be referred by the bidder relating to the scheme are available at https://dgt.gov.in/Left_Wing_Extremism

- viii. Designing of the discussions guides for focus group discussions, interview guides for in-depth interviews and structured questionnaires/schedules for household surveys
- ix. Preparation of the analysis plan
- x. Pre-testing and finalizing the required tools
- xi. Establishment of a managerial structure for field operations
- xii. Engagement of investigators and training/capacity building of the field investigators
- xiii. Putting in place appropriate IT hardware and application software for data collection and management
- xiv. Collecting and compiling the quality data from selected areas

- xv. High quality data management and adherence to quality assurance mechanisms as per agreed protocols, plans and schedules
- xvi. Collation and data cleaning
- xvii. Running data analysis and submitting cross-tabulations/summarizations
- xviii. Preparation of draft report and conducting stakeholder consultations
- xix. Submission of final report and dissemination of the key findings
- xx. Incorporating concurrent feedback into the work flow

4. Data Collection Methodology

A qualitative study backed with extensive meta-analysis will be conducted to provide the scheme assessment. The qualitative study will consist of two main components:

- (a) Key Informant Interviews & Focus Group Discussions - Herein, it is proposed that key informant interviews with ministry/department personnel at national level implementing bodies, state, district and block level officials, other stakeholders supporting implementation or indirectly involved in enabling scheme's success and opinion makers at ground level are contacted. Additionally, focus group discussions will be conducted, mostly at ground level with diverse groups involving implementing stakeholders, opinion makers as well as selected beneficiaries. National level key informants should also include national level think tanks, institutions, prominent non-profit organizations, government officials

a. Sampling

The sample design for a household survey must be stratified in such a way that the sample actually selected is spread over geographic sub-areas and population sub-groups representatively. The size of the sample must take account of competing needs so that costs and precision are optimally balanced. Given all India nature of the Centrally sponsored scheme implementation the sampling methodology will involve multi-stage, stratified and clustered features.

Entire country can be divided into 6 geographical zones i.e. (i) North & Central, (ii) South, (iii) East, (iv) West. The zone wise coverage of the scheme is given below:

Sr No.	Zone	States / UTs
1	North & Central	Uttar Pradesh, Madhya Pradesh, Chhattisgarh
2	South	Telangana, Andhra Pradesh
3	East	Bihar, Orissa, Jharkhand, West Bengal
4	West	Maharashtra

All the states within each zone can be classified into 2 strata based on scheme performance on key outcomes and a state from each strata can be selected. In this

way, around 10 states (as mentioned in above table) will be selected. Subsequently, following districts wise sample list under the scheme may be proposed to covered under evaluation study of the scheme.

Industrial Training Institutes (ITI)

Sl	ITI	Districts
1	Chhattisgarh	Sukma, Baster, Kanker
2	Jharkhand	West Singhbhum, Chatra, Palamu, Gumla
3	Orrissa	Gajapati, Malakangir, Koraput
4	Uttar Pradesh	Sonebhadra
5	Madhya Pradesh	Balaghat
6	Bihar	Jamui, Arwal, Rohtas
7	West Bengal	Paschim Midnapur
8	Telangana	Khammam
9	Maharashtra	Gondia

Skill Development centres (SDCs)

Sl	SDC	Location/Districts
1	Chhattiagarh	Dandetawada, Sukma; Kondagaon, Baster; Narharpur, Kanker; Mainpur, Surguja Sukma, Narayanpur
2	Jharkhand	ChaibasaSadar, West Singhbhum Itakori, Chatra Chainpur, Palamau Masabani, East Singhbhum, Manika, Latehar Kisko, Lohardaga Gomia, Bokaro
3	Orrisa	Korkanda, Malkangiri Teleibani, Deogarh Nuagarh, Gajapati Rengali, Sambalpur
4	Uttar Pradesh	Piparkhand, Sonebhadra
5	Madhya Pradesh	Birsa, Balaghar
6	Bihar	Karphi, Arwal; Rohtas, Rohtas Navinagar, Aurangabad Giddaur, Jamui
7	Telangana	Wazedu Khammam

However, it is important to note that these numbers are indicative and it is proposed that the bidder may suggest their methodology best suited to meet the objectives of the evaluation.

b. Mechanisms to ensure Data Quality

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

- i. The field investigators to be engaged for conducting the ground study & key informant interviews/FGDs should have at least 3 years of experience in conducting similar surveys/interviews. 2-step training (classroom and then on-the-field training) should be conducted for all field investigators.
- ii. It is recommended that pilots should be conducted on at least 2% of the sample size for both Key Informant Interviews to fine tune the inquiry tools. A brief on the learnings from such a pilot exercise and subsequent improvements in the tools/questionnaires should also be shared with NITI Aayog.
- iii. 100% data collected should be validated using a validation checklist. Missing data points should be recollected.
- iv. Use of mobile-based real-time data collection and validation tools should be done to ensure efficiency and accuracy in data collection.

TERMS OF REFERENCE FOR EVALUATION OF SCHEME “ENHANCING SKILL DEVELOPMENT INFRASTRUCTURE IN NE STATES”

1. Background:

The “Enhancing Skill Development in Northeastern States and Sikkim” scheme (“ESDI scheme”) was formulated in 2011 to enhance the existing infrastructure of skill development in the Northeastern (NE) States. Several revisions have been made thereafter. As of now, through this scheme, Central government assists states in-

- (i) Upgradation of 22 existing ITIs in 8 NE States by introducing three new trades;
- (ii) Supplementing infrastructure deficiencies in 28 existing ITIs in 8 NE States - constructing new hostel, boundary wall and supplementing old and obsolete tools and equipment;
- (iii) Funding Monitoring Cells at Central & State Level and
- (iv) Establishment of 34 New ITIs in 8 NE States.

The district wise coverage of the scheme is given below:

State	ITIs covered under Up-gradation		ITIs covered under supplementing deficient infrastructure		ITIs covered under new establishments	
	No	Location	No	Location	No	Location*
Meghalaya	4	Sohra, Resubelpara, Nongstoin, Nongpoh	4	Sohra, Resubelpara, Nongstoin, Nongpoh	3	Ampati, Mawkyrwat, East Jayantia Hills
Manipur	3	Phaknung, Senapati, Takyel(W)	8	Phaknung, Senapati, Takyel(W), Tamenglong, Ningthoukhong, Kakching, Chandel, Saikot	4	Sekmai, Kangpokpi, Pherzawl, Noney
Assam	6	Jorhat, Srikona, Majuli, Guwahati, Nagaon, Silchar(W)	1	Lakhimpur	5	Nalbari, Bongaigaon, Jorhat, Tinsukia, Sonitpur
Tripura	1	Indra Nagar	1	Belonia	3	Gandacharra, Kanchanpur, Santirbazar
Arunachal Pradesh	3	Yupia, Balinong, Dirang,	3	Dirang, Roing, Tabarijo	9	New Sagalee, Manipoliang, Mipang, Kanubari, Tawang, East Kameng, KurungKumey, West Siang, Namsai
Nagaland	2	Dimapur, Kohima	5	Zuhenboto, Tuensung, Mon, Mokokchung, Kohima	4	Dimapur, Peren, Longleng, Kiphire
Sikkim	0		3	Rangpo, Namchi, Gyashiling	3	Kewzing, Sokeythang, West Sikkim
Mizoram	3	Aizawl, Lunglei, Saiha	3	Aizawl, Lunglei, Saiha	3	Champhai, Serchhip, Kolasib
Total	22		28		34	

b). Outlay:

Sr. No.	CS Scheme Name	Cumulative outlay for past 5 years (2015-16 to 2019-20)	Year of scheme launch
1	Enhancing Skill Development Infrastructure in NE States	Indicative outlay is INR 53.47crore	February, 2011

c). Status of the Scheme at present:

The duration of the scheme is upto 31stMarch, 2020. Till 01.04.2019, an amount of Rs. 187.12 crore out of total allocation Rs. 416.18 crore has been released to the States covered under the scheme. As on 01.05.2019, States covered under the scheme has submitted utilization certificates amounting to Rs. 126.27 crore out of total released amount i.e. Rs. 187.12 crore. The proposal for continuation of the scheme beyond 31stMarch, 2019 to 31st March, 2020 is under consideration with IFD.

The facts mentioned below indicate the progress made as on 01.05.2019 under the scheme since its inception February 2011:

Sl.	Component	Completed	Under progress	Yet to start	Not Covered	Total
1	Construction of new ITIs					
1.a	Civil Works	3	15	16		34
1.b	Procurement of Tools & Equipment	0	07	27		34
2	Up-gradation of 34 ITIs					
2.a	Construction of classroom & workshop	14	6	2		22
2.b	Purchase of Tools	16	04	2		22
3	Supplementing Infrastructure Deficiencies in 28 ITIs					
3.a	Construction of Hostel	20	01	06	01	28
3.b	Construction of Boundary Wall	20	01	06	01	28
3.c	Purchase of Tools	19	04	00	05	28

d). Mechanism of implementation:

Ministry of Skill Development and Entrepreneurship (MSDE) is the anchor Ministry to coordinate the implementation of scheme “Enhancing Skill Development Infrastructure in NE States” across the country. The scheme is being implementing through State Directorate for Skill Development in 9 States of Country.

2. Objectives of the Evaluation Study**a. Scheme Performance Analysis**

- i. To understand the status of the scheme performance in the country on key intended outputs and outcomes

- ii. To qualitatively and quantitatively (based on meta-analysis, if possible) map the actual contribution against the intended contribution of scheme to National Development Priorities and SDGs

b. Assess Relevance, Efficiency, Effectiveness, Equity and Sustainability of the scheme

Based on the Evaluation Coordination Group's (ECG's) Good Practice Standards for evaluation of public sector operations, the assessment of the Central Sector scheme should be conducted along the principles of *Relevance, Efficiency, Effectiveness and Sustainability*. Herein, **relevance** would assess the extent to which intended outcomes of the scheme were strategically aligned with the country's development priorities and if the design was appropriate for achieving the intended outcomes. The **effectiveness** assessment looks at whether the scheme's intended outcomes were achieved and whether any unintended outcomes had inadvertently reduced impact of the programme. The **efficiency** of the scheme is a measure of how well it used resources to achieve its outcomes. And, **sustainability** assessment focuses on the likelihood that scheme outcomes and outputs will be maintained over a meaningful timeframe, demonstrating the persistence of results from the programme implementation. This should cover all the three dimensions of sustainability i.e. economic, environmental and social. Additionally, it is important to add the principle of **Equity**, to assess if inclusion across dimensions is being ensured as a part of scheme coverage. In line with this understanding, the following aspects will have to be assessed:

- i. To analyze the input use efficiency of the scheme i.e. planned IEC activities for stakeholders and beneficiaries, institutional mechanism, fund flow (adequacy & timeliness) & utilization through public expenditure tracking, policy guidelines and human resources allocated for the implementation of the schemes at central, state, district, block, and village, mechanisms to identify and reward best practices within the scheme design as well as M&E systems
- ii. To assess the coverage of the scheme in terms of eligible beneficiaries, geographies etc.
- iii. To identify the key bottlenecks/issues & challenges in the implementation mechanisms (governance mechanisms, awareness generation, stakeholder engagement & their roles & responsibilities, process & resource flow, capacities) of various development schemes
- iv. To assess the quality of assets created/services provided under the scheme and to see how far these assets/services benefitted the end beneficiaries
- v. To assess the intended and actual convergence of the scheme to other developmental programmes of the Central and the State Governments as well as with private sector, CSR efforts, international multilateral and bilateral aid, etc.
- vi. Also identify gaps in the scheme outcomes in light of national priorities/SDGs not being addressed due to (a) absence of interventions or (b) non-performance of existing schemes/interventions

c. Cross-sectional Thematic Assessment

- i. Assess the scheme on various cross-sectional themes like (a) accountability and transparency, (b) direct/indirect employment generation, (c) gender mainstreaming, (d) climate change & sustainability, (e) role of Tribal Sub-Plan (TSP) and Scheduled Caste Sub-Plan component of the scheme in mainstreaming of Tribal and Scheduled Caste population (f) use of IT/Technology in driving efficiency, (g) stakeholder & beneficiary behavioral change, (h) Research and Development (i) Unlocking Synergies (j) Reforms & Regulations and (k) impact on and role of private sector, community and civil society in the scheme
 - d. Best Practices & Externalities
 - i. To identify and highlight any scalable best practices and homegrown innovations, if any, used and create case studies out of them to disseminate it for replication in other schemes/programmes
 - ii. Also capture the unintended consequences/negative externalities of scheme implementation and how these were triggered. Also map them against the environmental and social safeguards in the scheme design
 - e. Programme Harmonization
 - i. Based on the above, analyze the need to continue the scheme in their existing form, modify, scale-up, scale-down or close down the scheme. In case if they need to be modified, suggest revisions in the scheme design for the effective implementation in the future

3. Scope of Service

- a. **Meta-Analysis& Field Study:** The data and methods will involve review of
 - i. National and International development goals and scheme documents;
 - ii. Financial data on allocation and expenditures of the scheme;
 - iii. Annual reports of the ministry / department for output and outcome assessment;
 - iv. Available evaluation reports for output and outcomes assessment;
 - v. Annual progress reports and implementation documents to assess the institutional arrangements;
 - vi. Available evaluation reports done at the district and state level, for the states/districts covered under field study, if applicable;
 - vii. Evaluations done by non-government agencies.

Based on meta-analysis and key informant interviews, and community and household surveys, the evaluation study will provide insights into reasons for success and failure of scheme design, institutional arrangements, human resources, political economy considerations, among others. The study will also provide strategic insights into:

- a) Gaps between intended and actual outcomes both due to lack of specific interventions and failure or poor outcomes of existing schemes;

- b) Institutional and human resource failures and best practices;
- c) Institutional provisions for monitoring and evaluation;
- d) Degree of adoption of outcome-output framework;
- e) Adoption of technology for effective scheme implementation;
- f) Political economy constraints and scheme design constraints/provisions; among others.

A detailed list of key documents to be referred to by the bidder is placed at https://dgt.gov.in/ITI_NE_States

- i. Designing of the discussions guides for focus group discussions, interview guides for in-depth interviews and structured questionnaires/schedules for household surveys
- ii. Preparation of the analysis plan
- iii. Pre-testing and finalising the required tools
- iv. Establishment of a managerial structure for field operations
- v. Engagement of investigators and training/capacity building of the field investigators
- vi. Putting in place appropriate IT hardware and application software for data collection and management
- vii. Collecting and compiling the quality data from selected areas
- viii. High quality data management and adherence to quality assurance mechanisms as per agreed protocols, plans and schedules
- ix. Collation and data cleaning
- x. Running data analysis and submitting cross-tabulations/summarizations
- xi. Preparation of draft report and conducting stakeholder consultations
- xii. Submission of final report and dissemination of the key findings
- xiii. Incorporating concurrent feedback into the workflow

4. Data Collection Methodology

A qualitative study backed with extensive meta-analysis will be conducted to provide the scheme assessment. The qualitative study will consist of two main components:

- (a) Key Informant Interviews & Focus Group Discussions - Herein, it is proposed that key informant interviews with ministry/department personnel at national level implementing bodies, state, district and block level officials, other stakeholders supporting implementation or indirectly involved in enabling scheme's success and opinion makers at village level are contacted. Additionally, focus group discussions will be conducted, mostly at block and village level with diverse groups involving implementing stakeholders, opinion makers as well as selected beneficiaries. National level key informants should also include national level think tanks, institutions, prominent non-profit organizations, government officials
- (b) Household Surveys - A selected sample of household surveys shall be conducted to assess the beneficiary-level impact of the scheme. However, this household survey design may be quasi-quantitative in nature.

Additionally, the key information areas to be covered in the discussion guides/questionnaires for key informant interviews and household surveys should

cover data points included but not limited to NITI Aayog's Output-Outcome Monitoring Framework for corresponding schemes. This is further detailed in https://dgt.gov.in/ITI_NE_States

a. Sampling

The sample design for a household survey must be stratified in such a way that the sample actually selected is spread over geographic sub-areas and population sub-groups representatively. The size of the sample must take account of competing needs so that costs and precision are optimally balanced. Given all India nature of the CS scheme implementation the sampling methodology will involve multi-stage, stratified and clustered features.

Entire country can be divided into 6 geographical zones i.e. (i) North & Central, (ii) South, (iii) East, (iv) West, (v) North-East and (vi) Northern Hilly States. The coverage of the scheme falls in 5th geographical zone i.e. (v) North East Zone:

Sr No.	Zone	States / UTs
1	North East	Sikkim, Nagaland, Tripura, Arunachal Pradesh, Mizoram, Meghalaya, Manipur, Assam

All the states within each zone can be classified into 2 strata based on scheme performance on key outcomes and a state from each strata can be selected. In this way, around 08 states (as mentioned in above table) will be selected. Subsequently, following districts wise sample list under the scheme may be proposed to cover under evaluation study of the scheme.

State	ITIs Covered under up-gradation		ITIs covered under supplementing deficient infrastructure		ITIs covered under new establishments	
	No.	Location	No.	Location	No.	Location
Meghalaya	2	Sohra, Resubelpata	2	Nongstion, Nongpoh	1	Ampati
Manipur	1	Phaknung	3	Senapati, Kakching, Saikot	2	Sekmai, Kangpokpi
Assam	2	Jorhat, Srikona	1	Lakhimpur	2	Bongaigaon, Tinsukia
Tripura	1	Indra Nagar	1	Belonia	1	Gandacharra
Arunachal Pradesh	1	Yupia	1	Roing	2	New Sagalee, Manipoliang
Nagaland	1	Dimapur	2	Zuhenbot, Tuensung	1	Dimpur
Sikkim	0		1	Rangpo	1	Kewzing
Mizoram	1	Aizawl	1	Saiha	1	Champhai
Total	9		12		11	

However, it is important to note that these numbers are indicative and it is proposed that the bidder may suggest their methodology best suited to meet the objectives of the evaluation.

b. Mechanisms to ensure Data Quality

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

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

TERMS OF REFERENCE FOR EVALUATION OF JAN SHIKSHAN SANSTHAN

(Jan Shikshan Sansthan component of scheme of support to voluntary agencies for adult education and skill development)

1. Introduction/Background of the Evaluation Study

Jan Shikshan Sansthan (JSS) is designed to cater the skill development/up-gradation needs of disadvantaged groups. Since its inception, JSS has been making efforts to implement initiatives which have been instrumental in promoting skills and enhancing livelihoods opportunities targeted to the non-literates, neo literates and the person having rudimentary level of education upto 12th, drop outs in the age group of 15-35 years, with the priority to SC and ST, women/girls, oppressed, migrants, slum/pavement dwellers and adolescent. The objectives and functions of the scheme are deeply aligned with national development priorities and international commitments. It majorly covers the three Sustainable Development Goals (SDGs) i.e. Gender Equality, Decent Work and Economic Growth and Reduced Inequality through its approach. Over the journey, JSS has enhanced the rural and urban lives in India through its polyvalent (multifaceted) approach to provide Life Enrichment Education (LEE) and imparting skills simultaneously and in an integrated manner. During this passage, it has covered 28 States and two UTs and many untouched segments.

B. History, budgetary outlay of the scheme

Jan Shikshan Sansthan (JSS) was formerly known as Shramik Vidyapeeth (SVP). The first Shramik Vidyapeeth was established in Mumbai (Worli) in March 1967 and was commissioned by the Bombay City Social Education Committee, a voluntary organization engaged in the field of Adult Education for several years. After the success of the project, the Govt. of India developed a scheme for setting up a network of Shramik Vidyapeeths (SVPs) in the country in a phased manner. The SVPs were renamed as Jan Shikshan Sansthan (JSS) w.e.f. the year 2000. The number of SVPs/JSS gradually increased to 17 up to 1983, to 271 by 2008-09 during the 11th Plan Period and covering 28 States and 02 UTs. On 2July,2018, Jan Shikshan Sansthan component of scheme of support to voluntary agencies for adult education and skill development has been transferred from Ministry of Human Resource Development (MoHRD) to Ministry of Skill Development & Entrepreneurship (MSDE).

The JSSs are functioning with the NGOs registered under the Societies Registration Act, 1860 having annual lump-sum grant from the Govt. of India. The administrative and financial affairs of the Jan Shikshan Sansthans are managed by the respective Boards of Management. Financial assistance for recurring and non-recurring expenditure is provided in the three categories to JSS as Emoluments, Programme Expenses and Office Expenses i.e. total 40 Lakh. Non-recurring expenditure i.e. onetime grant of Rs.20 Lakh for infrastructure and equipment's.

Cumulative outlay for past 5 years is as follows:

CS Scheme Name	Cumulative outlay for past 5 years (2015-16 to 2019-20)	Year of Scheme launch
Jan Shikshan Sansthan	281.75 cr.	1967
15-16 = 51.87 cr. AE 2016-17 = 61.96 cr. AE 2017 – 18 = 31.33 cr. RE 2018-19 = 56.59 cr. BE 2019-20 = 80.00 cr.		

C. Status of the scheme at present

Total 271 JSSs have been established in 27 States and 2 UTs across the country. At present, 247 JSSs are functional (list of functional JSS is attached at Appendix-1).

Year wise achievement for last 3 years under the scheme

Year	No. of functional JSS	Total beneficiaries Trained
2016-17	247	289225
2017-18	247	173476
2018-19	228	164156

D. Mechanism of implementation/Issues & Challenges

JSSs function as registered voluntary organizations. Each Jan Shikshan Sansthan is registered independently under the Societies Registration Act of 1860 as per the Memorandum of Association and Bye-laws provided by the Government of India and work under leadership of mother NGO. The affairs of each Jan Shikshan Sansthan are managed by a Board of Management representing interest of the target group. An Executive Committee (EC) and a Staff Selection Committee (SSC) assist the Board of Management. Each JSS have core staff which will include one Director/CEO who will be the administrative head of the organization and other professional to assist him. Proposals for setting up of new Jan Shikshan Sansthans are invited through open advertisement.

A holistic evaluation and assessment is needed to understand the scope of development and up-gradation in methodology and processes, presently running the scheme and to evaluate its impact on the society particularly on the key stakeholders i.e the beneficiaries and society - as a whole. An evaluation is needed to understand the existing scenario and its impact on the beneficiaries and society and provide suggestive measures for improvement. Key questions of evaluation are:

1. What is the role of JSS in current skilling ecosystem and emerging entrepreneurial environment
2. How JSS supported in overall development (Personal-Social-Economic) of a beneficiary
3. How ongoing course are relevant with current and local market needs
4. How convergence is effectively followed among all JSS
5. What are monitoring and tracking mechanism followed
6. Identification of gaps and suggest improvements in physical and financial functions of JSS

Evaluation will provide the outlook for the scheme and feedback for further improvement and insights on future course of action, develop a comprehensive monitoring and evaluation framework to standardize and operationalize the scheme towards the Skill India Mission.

Past studies undertaken and their observations/summary

Periodical review and evolution are integral part of the scheme to access the programmes implemented by and through the JSS with a view to effect modifications and improvement. In the same context following studies has been conducted-

S.No.	Year of Review	Done by	Recommendations
1	1969	Tata Institute of Social Sciences (TISS)	need for systematic preparation of syllabi and training materials as well as proper selection of participants in each programme
2	1976	TISS	Programmes were not based on identified needs; pedagogical methods were not satisfactory and lack of resource support to SVPs
3	1986	GOI	Functions such as identification of needs, programme planning, course development, integrated educational

S.No.	Year of Review	Done by	Recommendations
			approach, training preparation of materials and promotion of linkages got largely side tracked. The quality was the inevitable casualty in the process.
4	1993	TISS & IIM-B	Recommended that the Scheme must be continued as its overall success has generated a great demand for it.
5	2014	IIM-L	Based on their findings and growing demand for vocational education in the country, they recommended continuation of the programme.
6	2017	Center for Market Research and Social Development	JSSs need to be upgraded in terms of infrastructure, course curriculum need to be upgrades as per NSQF compliant, linkages with industries for livelihood linkages, recognition of certificate and JSS component may be treated as Special Purpose Vehicle under Ministry of Skill Development and Entrepreneurship which exclusively looks after skill development in the country.

E. Possible areas of inquiry for the study to be commissioned

1. Developing a framework for impact evaluation of Jan Shikshan Sansthan, with a list of quantifiable as well as non-quantifiable indicators for assessing the performance of Jan Shikshan Sansthan initiatives
2. Study of each of the steps involved in the implementation of the scheme i.e. mobilization, train the trainer, beneficiary training, assessment & certification, livelihood linkage. This would evaluate the efficiency of the implementation strategy for the entire Jan Shikshan Sansthan ecosystem.
3. Selection of the best-suited methodology and conducting the impact evaluation of Jan Shikshan Sansthan.
4. Mapping and assessing socio-economic impacts on beneficiary and society, attributable to Jan Shikshan Sansthan training programmes
5. Assessing the access to Jan Shikshan Sansthan programs for aspirants
6. Drawing insights and provide inputs for measures required to be taken to improve the implementation; Making recommendations to improve the effectiveness of the scheme, including the identification of knowledge gaps.
7. To find out the relevance of courses conducted by the JSS as per the industry requirements and local self/wage employability.
8. To find out the key factors that will require attention in order to improve prospects of sustainability of Scheme outcomes and the potential for replication of the approach?
9. Recommendations for the improvement of the Scheme.

2. Objectives of the Evaluation Study

a. Scheme Performance Analysis

- i. To understand the status of the scheme performance in the country on key intended outputs and outcomes

- ii. To map qualitative and quantitative (based on meta-analysis, if possible) map the actual contribution against the intended contribution of scheme to National Development Priorities and SDGs
- b. Assess Relevance, Efficiency, Effectiveness, Equity and Sustainability of the scheme

Based on the Evaluation Coordination Group's (ECG's) Good Practice Standards for evaluation of public sector operations³, the assessment of the Central Sector scheme should be conducted along the principles of *Relevance, Efficiency, Effectiveness and Sustainability*. Herein, **relevance** would assess the extent to which intended outcomes of the scheme were strategically aligned with the country's development priorities and if the design was appropriate for achieving the intended outcomes. The **effectiveness** assessment looks at whether the scheme's intended outcomes were achieved and whether any unintended outcomes had inadvertently reduced impact of the programme. The **efficiency** of the scheme is a measure of how well it used resources to achieve its outcomes. And, **sustainability** assessment focuses on the likelihood that scheme outcomes and outputs will be maintained over a meaningful timeframe, demonstrating the persistence of results from the programme implementation. This should cover all the three dimensions of sustainability i.e. economic, environmental and social. Additionally, it is important to add the principle of **Equity**, to assess if inclusion across dimensions is being ensured as a part of scheme coverage. In line with this understanding, the following aspects will have to be assessed:

- i. To analyze the input use efficiency of the scheme i.e. planned IEC activities for stakeholders and beneficiaries, institutional mechanism, fund flow (adequacy & timeliness) & utilization through public expenditure tracking, policy guidelines and human resources allocated for the implementation of the schemes at central, state, district, block, and village, mechanisms to identify and reward best practices within the scheme design as well as M&E systems
- ii. To assess the coverage of the scheme in terms of eligible beneficiaries, geographies etc.
- iii. To identify the key bottlenecks/issues & challenges in the implementation mechanisms (governance mechanisms, awareness generation, stakeholder engagement & their roles & responsibilities, process & resource flow, capacities) of various development schemes
- iv. To assess the quality of assets created/services provided under the scheme and to see how far these assets/services benefitted the end beneficiaries
- v. To assess the intended and actual convergence of the scheme to other developmental programmes of the Central and the State Governments as well as with private sector, CSR efforts, international multilateral and bilateral aid, etc.
- vi. Also identify gaps in the scheme outcomes in light of national priorities/SDGs not being addressed due to (a) absence of interventions or (b) non-performance of existing schemes/interventions

³Evaluation Coordination Group. 2011. Good Practice Standards for Evaluation of Public Sector Operations. Washington, DC.

(<https://www.ecgnet.org/document/ecg-big-book-good-practice-standards/>)

- c. Cross-sectional Thematic Assessment
 - i. Assess the scheme on various cross-sectional themes like (a) accountability and transparency, (b) direct/indirect employment generation, (c) gender mainstreaming, (d) climate change & sustainability, (e) role of Tribal Sub-Plan (TSP) and Scheduled Caste Sub-Plan component of the scheme in mainstreaming of Tribal and Scheduled Caste population (f) use of IT/Technology in driving efficiency, (g) stakeholder & beneficiary behavioral change, (h) Research and Development (i) Unlocking Synergies (j) Reforms & Regulations and (k) impact on and role of private sector, community and civil society in the scheme
- d. Best Practices & Externalities
 - i. To identify and highlight any scalable best practices and homegrown innovations, if any, used and create case studies out of them to disseminate it for replication in other schemes/programmes
 - ii. Also capture the unintended consequences/negative externalities of scheme implementation and how these were triggered. Also map them against the environmental and social safeguards in the scheme design
- e. Programme Harmonization
 - i. Based on the above, analyze the need to continue the scheme in their existing form, modify, scale-up, scale-down or close down the scheme. In case if they need to be modified, suggest revisions in the scheme design for the effective implementation in the future

3. Scope of Service

- a. Meta-Analysis & Field Study: The data and methods will involve review of
 - i. National and International development goals and scheme documents;
 - ii. Financial data on allocation and expenditures of the scheme;
 - iii. Annual reports of the ministry / department for output and outcome assessment;
 - iv. Available evaluation reports for output and outcomes assessment;
 - v. Annual progress reports and implementation documents to assess the institutional arrangements;
 - vi. Available evaluation reports done at the district and state level, for the states/districts covered under field study, if applicable;
 - vii. Evaluations done by non-government agencies.

Based on meta-analysis and key informant interviews, and community and household surveys, the evaluation study will provide insights into reasons for success and failure of scheme design, institutional arrangements, human resources, political economy considerations, among others. The study will also provide strategic insights into:

 - a) Gaps between intended and actual outcomes both due to lack of specific interventions and failure or poor outcomes of existing schemes;
 - b) Institutional and human resource failures and best practices;
 - c) Institutional provisions for monitoring and evaluation;
 - d) Degree of adoption of outcome-output framework;
 - e) Adoption of technology for effective scheme implementation;

f) Political economy constraints and scheme design constraints/provisions; among others.

A detailed list of key documents to be referred to by the bidder is placed at **Appendix-2 of the ToR.**

- viii. Designing of the discussions guides for focus group discussions, interview guides for in-depth interviews and structured questionnaires/schedules for household surveys
- ix. Preparation of the analysis plan
- x. Pre-testing and finalising the required tools
- xi. Establishment of a managerial structure for field operations
- xii. Engagement of investigators and training/capacity building of the field investigators
- xiii. Putting in place appropriate IT hardware and application software for data collection and management
- xiv. Collecting and compiling the quality data from selected areas
- xv. High quality data management and adherence to quality assurance mechanisms as per agreed protocols, plans and schedules
- xvi. Collation and data cleaning
- xvii. Running data analysis and submitting cross-tabulations/summarizations
- xviii. Preparation of draft report and conducting stakeholder consultations
- xix. Submission of final report and dissemination of the key findings
- xx. Incorporating concurrent feedback into the workflow

4. Data Collection Methodology

A qualitative study backed with extensive meta-analysis will be conducted to provide the scheme assessment. The qualitative study will consist of two main components:

- a) Key Informant Interviews & Focus Group Discussions - Herein, it is proposed that key informant interviews with ministry/department personnel at national level implementing bodies, state, district and block level officials, other stakeholders supporting implementation or indirectly involved in enabling scheme's success and opinion makers at village level are contacted. Additionally, focus group discussions will be conducted, mostly at block and village level with diverse groups involving implementing stakeholders, opinion makers as well as selected beneficiaries. National level key informants should also include national level think tanks, institutions, prominent non-profit organizations, government officials
- b) Household Surveys - A selected sample of household surveys shall be conducted to assess the beneficiary-level impact of the scheme. However, this household survey design may be quasi-quantitative in nature.

Additionally, the key information areas to be covered in the discussion guides/questionnaires for key informant interviews and household surveys should cover data points included but not limited to NITI Aayog's Output-Outcome Monitoring Framework for corresponding schemes.

a. Sampling

The sample design for a household survey must be stratified in such a way that the sample actually selected is spread over geographic sub-areas and population sub-groups representatively. The size of the sample must take account of competing needs so that costs and precision are optimally balanced. Given all India nature of the CS scheme implementation the sampling methodology will involve multi-stage, stratified and clustered features.

Entire country can be divided into 6 geographical zones i.e. (i) North & Central, (ii) South, (iii) East, (iv) West, (v) North-East and (vi) Northern Hilly States.

#	Zone	States / UTs
1	North & Central	Uttar Pradesh, Haryana, Punjab, Madhya Pradesh, Chhattisgarh, Delhi, Chandigarh
2	South	Telangana, Andhra Pradesh, Karnataka, Kerala, Tamil Nadu
3	East	Bihar, Orissa, Jharkhand, West Bengal, Andaman & Nicobar Islands
4	West	Rajasthan, Gujarat, Goa, Maharashtra, Dadra & Nagar Haveli
5	North East	Sikkim, Nagaland, Tripura, Arunachal Pradesh, Mizoram, Manipur, Assam
6	Northern Hilly States	Uttarakhand, Jammu & Kashmir, Himachal Pradesh

All the states within each zone can be classified into 2 strata based on scheme performance on key outcomes and a state from each stratum can be selected. In this way, around 12 states (2 from each zone) will be selected. Subsequently, within each selected state, for a study in predominantly rural areas, all the districts will be classified into 2 to 3 strata based on scheme performance on key outcomes and a district will be selected from each stratum; thereby taking the total no. of districts selected to around 30-35. In a similar way, 3-5 villages will be selected in each district using stratified sampling. Selection of a state, district or village in each stratum can be based on either systematic random or probability proportional to size sample selection technique. Within each village, about 10 households will be selected which will cover eligible beneficiaries; both benefitted (e.g. 6 out of 10 households per village) as well as not yet benefitted (e.g. 4 out of 10 households per village) through the scheme to enable comparative analysis.

Alternatively, in case of a study in Urban areas, all the cities/towns can be classified into 5 strata based on scheme performance on key outcomes and a town/city be selected from each stratum; thereby selecting about 60 cities/towns across 12 selected states from 6 zones. In a similar way, all the wards within the city/town can be classified into 2-3 strata and a ward can be selected from each of these strata. Furthermore, about 10 households covering eligible beneficiaries; both benefitted (e.g. 6 out of 10) and non-benefitted (e.g. 4 out of 10) can be covered from each selected ward.

Also, it should be ensured that LWE, aspirational districts and island areas are not inadvertently left out, if relevant.

However, it is important to note that these numbers are indicative and it is proposed

that the bidder may suggest their methodology best suited to meet the objectives of the evaluation.

b. Mechanisms to ensure Data Quality

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

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

5. Listing of stakeholders to be consulted

a. Key Informant Interviews & Focus Group Discussions

A detailed list of stakeholders to be interacted with during the key informant interviews and FGDs is placed at **Appendix-3 of the ToR**.

b. Household Surveys

A detailed list of beneficiary/beneficiary groups to be interacted with during the household surveys will be provided.

6. Time Schedule

Agencies will be assessed based on the background and experience of the firm/organization/consortium, background and experience of the project team, proposed approach and methodology for the project, and an in-person presentation to the Bid Evaluation Committee.

7. Deliverables & Timelines

- a. Inception report with final scope, methodology and approach. This should also include findings from the meta-analysis and therefore the areas which will be further explored during field visits.
- b. Mid-term report with initial findings of the study.

- c. Draft Final report for stakeholder consultations.
- d. Final Report after incorporation of inputs from all the concerned stakeholders.

All the reports are required to be submitted in hard copy in triplicate and in soft copy. In addition to the reports, for further analysis in future, verifiable raw data in soft copy should also be shared with Ministry / Department. This will include detailed transcriptions of key informant interviews and focus group discussions as well as raw data from household surveys in MS Excel/CSV format. The bidder is required to submit a detailed timeline with an implementation schedule as a part of the project plan, as prescribed in RFP document.

8. Payment Schedule

The payment schedule linked to the specified deliverables above is given at Annex-2, Schedule-2 of this RFP.

9. Indicative Report Structure⁴

The final evaluation report should cover the following aspects as mentioned in Annexure-III B of the RFP

10. Support from Ministry / Department

A detailed list of scheme-specific information required for better contextual understanding of the bidder is given in JSS Guidelines (Copy of Guidelines can be accessed from <http://jss.gov.in/>)

11. Reporting

- a. The Consultant will work closely with the Ministry. The Ministry has established a Working Group (the “WG”) to enable conduct of this assignment. A designated Project Director of the Ministry will be responsible for the overall coordination and project development. He will play a coordinating role in dissemination of the Consultant’s outputs, facilitating discussions, and ensuring required reactions and responses to the Consultant.
- b. The Consultant may prepare Issue Papers highlighting issues that could become critical for the timely completion of the Project and that require attention from the Ministry.
- c. The Consultant will make a presentation on the Inception Report for discussion with the WG at a meeting. This will be a working document. The Consultant is required to prepare and submit a periodic 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, analyzes, 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.

⁴ Kindly note that this list is merely indicative and Ministry / Department should add/customize details specific to each study. However, it important to ensure consistency across studies of all the CS schemes in terms of structure and hence, make sure this structure is customized while keeping the structure intact largely.

Appendix: 1

List of Jan Shikshan Sansthan (JSS)

Zone	State/UTs	District of JSS
East	Bihar	Arwal, Aurangabad, Biharsharif (Nalanda), Buxar, Gaya, Kishanganj, Motihari (East Champaran), Munger, Muzaffarpur, Patna, Samastipur, Sonepur (Saran), Vaishali
	Jharkhand	Bokaro, Dhanbad, Hazaribagh, Ranchi
	Odisha	Angul, Balangir, Balasore, Bhadrak, Bhubaneswar, Cuttack, Deogarh, Dhenkanal, Jagatsinghpur, Jajpur, Keonjhar, Koraput, Nuapada, Puri, Rourkela, Sambalpur, Subarnpur
	West Bengal	Bankura, Howrah, Jalpaiguri, Narendrapur, North 24 Parganas, Paschim Midnapore, Purba, Medinipore (Haldia), Purulia
North & Central	Chandigarh	Chandigarh
	Chhattisgarh	Bastar, Bilaspur, Korba, Korea, Raipur, Rajandgaon, Suguja
	Delhi	Jahangirpuri, Patel Nagar (West Delhi), Peeragarhi
	Haryana	Gurgaon, Panipat, Rohtak, Sirsa, Sonapat
	Madhya Pradesh	Bhopal-I, Alirajpur, Bhind, Bhopal, Chhatarpur, Damoh, Datia, Dewas, Dhar, Dindori, Guna, Gwalior, Hoshangabad, Indore, Jhabua, Katni, Khandwa, Mandla, Morena, Narsinghpur, Raisen, Rajgarh, Ratlam, Rewa, Sagar, Satna, Sehore, Shajapur, Sheopur, Sidhi, Tikamgarh, Ujjain, Umaria
	Punjab	Ludhiana, Mohali,
	Uttar Pradesh	Agra, Aligarh, Allahabad AWS, Allahabad IIDS, Ambedkar Nagar, Amethi, Amroha, Azamgarh, Bahraich, Ballia, Banda, Barabanki, Bareilly, Basti, Bhadohi, Chandauli, Chitrakoot, Deoria, Etawah, Faizabad, Farrukhabad, Fatehpur, Firozabad, Gautambudh Nagar (Noida), Ghaziabad, Gonda, Gorakhpur, Hardoi, Jaunpur, Kanpur, Kanpur , Dehat, Kaushambi, Lakhimpur Kheri, Lucknow, Mathura I, Mathura II, Mau, Nath Bhanjan, Mirzapur, Orai (Jalaun), Pilibhit, Pratapgarh, Raebareilly, Saharanpur, Shahjahanpur, Shrawasti, Siddharthnagar, Sitapur, Sonabhadra, Sultanpur, Unnao, Varanasi, Varanasi (Newada)
North East	Arunachal Pradesh	Naharlagun
	Assam	Darrang, Jorhat, Kamrup, Nagaon, Silchar
	Manipur	Imphal West, Senapati, Wangingthoubal
	Nagaland	Dimapur
	Tripura	West Tripura
Northern Hilly States	Himachal Pradesh	Lahaul & Spiti
	Jammu & Kashmir	Jammu, Kupwara
	Uttarakhand	Almora, Bageshwar, Bhimtal (Nainital), Chamoli, Dehradun, Tehri, Garhwal
South	Andhra Pradesh	Anantpur, Guntur, Prakasam (Ongole), Tirupati (Chittoor), Vijayawada, Visakhapatnam, West Godavari
	Karnataka	Bagalkot, Davangere, Gulbarga, Karwar, Mysore, Raichur, Shimoga, Tumkur
	Kerala	Idukki, Kollam, Kottayam, Malappuram, Palakkad, Pathanamthitta, Thiruvananthapuram, Thrissur
	Tamil Nadu	Coimbatore, Kancheepuram, Madurai, Nagapattinam, Namakkal, Sivaganga (Kundrakudi), Thiruvarur, Tiruchirapalli, Virudhunagar
	Telangana	Adilabad, Hyderabad, Khammam, Mahabubnagar, Nalgonda, Ranga Reddy, Warangal
	Goa	Goa
West	Gujarat	Ahmedabad, Banaskantha, Bharuch, Kachchh, Kalol (Gandhinagar), Mehsana, Patan, Sabarkantha, Surat, Vadodara, Valsad
	Maharashtra	Ahmednagar, Akola, Aurangabad, Beed, Buldana, Chandrapur I, Chandrapur II, Dharavi (Mumbai), Dhule, Gondia, Jalgaon, Latur, Nandurbar- I, Nandurbar II, Nashik, Pune, Raigad, Sindhudurg, Washim, Worli (Mumbai), Yavatmal
	Rajasthan	Ajmer, Bikaner, Jaipur, Jhalawar, Jodhpur, Kota, Sikar
	UT	Dadra & Nagar Haveli

List of Stakeholders for Key Informant Interviews & Focus Group Discussions

Stakeholder	Key areas of enquiry
Beneficiaries/non-beneficiaries of Jan Shikshan Sansthan	<ul style="list-style-type: none"> • Participation in skills training • Satisfaction with JSS training – the quality of training, quality of training materials, counseling support, and overall training effectiveness • Perception of training outcomes – changes in technical knowledge, change in soft skills, improved competency level • Perceived benefits of training in terms of skills acquired, employment opportunity, retention of jobs, increase in income • Employment-related information– employment status, income, the perception of the working environment and of safety at work • Challenges and suggestions for further improvement of the scheme
Parent Bodies of NGOs running Jan Shikshan Sansthan	<ul style="list-style-type: none"> • Existing infrastructure compatibility with new QP NoS introduced courses • Competency of the trainers in delivery • Experience of working with other stakeholders and industry • Effective approaches to improve program implementation in terms of training aid, livelihood linkages, and hand holding support after livelihood linkages • challenges
Employers/ Industry/entrepreneurs	<ul style="list-style-type: none"> • Experience of recruiting and working with JSS trained individuals • Comparison of JSS trained individuals with other employees in terms of work attitude, skill sets, productivity, competencies etc. • Feedback from employers for JSS scheme to ensure better job readiness of individuals • Entrepreneurs experience and challenges
Sector Skill Councils	<ul style="list-style-type: none"> • Existing challenges • Feedback on the training process and quality of training
MSDE/MHRD	<ul style="list-style-type: none"> • Policy suggestions for improvement of JSS • Existing challenges in the implementation of training programmes • Feedback on the overall benefits and impact of the program • Effective approaches to improve program implementation in terms of training aid, well-equipped trainers and assessors, assessment, certification, livelihood linkages, and hand holding support after livelihood linkages to achieve the desired outcome

Terms of Reference (ToR) for Impact Evaluation of National Apprenticeship Promotion Scheme (NAPS) 2016-2020

1. BACKGROUND:

With 'Strategy for New India @ 75', Niti Aayog aims to accelerate growth to 9-10 percent and **make India a USD 5 trillion economy** by 2030. The **section on Inclusion** of the document deals with the urgent task of investing in the capabilities of all of India's citizens. The three themes in this section revolve around the dimensions of health, education and mainstreaming of traditionally marginalized sections of the population.

One of the key recommendations in the section on inclusion includes:

- Upgrade the quality of the school education system and **skills**, including the creation of a new innovation ecosystem at the ground level by establishing at least 10,000 Atal Tinkering Labs by 2020.

Goal 8 of the **Sustainable Development Goal (SDG)** relates to Decent Work and Economic Growth aims to achieve higher levels of economic productivity through diversification and technological up gradation and also promote development-oriented policies that support decent job creation, entrepreneurship and creativity and innovation. The targets set for Goal 8 to be achieved are:

- By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
- By 2020, substantially reduce the proportion of youth not in employment, education or training

Skill India being implemented by Government to attain above SDG seeks to provide institutional capacity to train a minimum of 400 million skilled people by 2022. Specific programmes under the umbrella are the **National Apprenticeship Promotion Scheme**, and the *PradhanMantri Kaushal VikasYojana*. These programmes will bolster the growth of Indian MSMEs.

A. Importance of the Scheme:

The National Policy of Skill Development and Entrepreneurship 2015, launched by the Hon'ble Prime Minister on occasion of the first World Youth Skills Day on 15th July, 2015, highlighted apprenticeship as one of the main mechanisms for creating skilled manpower in India. The policy proposes to work with industry as well as MSME sector to facilitate a tenfold increase in apprenticeship opportunities in the country.

Apprenticeship training is one of the most important sources to develop skilled manpower for industry by using training facilities available in the establishments without putting any extra burden on exchequer to set up training infrastructure. Persons after undergoing apprenticeship training can easily adapt to the industrial environment at the time of regular employment. In a study done by IAMR (2012), it was observed that Apprenticeship Training is highest employment generating training program (with 67% of the manpower

getting employment). Growth of apprenticeship training is likely to generate much higher employment than any other existing training program in India.

B. History, budgetary outlay of the Scheme:

The Apprentices Act was enacted in 1961 and implemented from 1st March 1962 with the objective of regulating the programme of training of apprentices in the industry by utilizing the facilities available therein for imparting on-the-job training. The Act makes it obligatory for employers to engage apprentices in designated trades and in optional trades. The government has brought comprehensive amendments in the Apprentices Act, 1961 in December 2014 to make it more attractive for both industry and youth. Major changes introduced in the amendment are: replacing the outdated system of trade wise and unit wise regulation of apprentices with a band of 2.5% to 10% of the total workforce (including contractual workers), introduction of optional trades, removing stringent clauses like imprisonment & allowing industries to out-source basic training.

Apprenticeship Training consists of Basic Training and On-the-Job- Training/Practical Training at workplace in the industry. The basic training is an essential component of apprenticeship training for those who have not undergone any institutional training/skill training before taking up on-the-job-training/practical training. Basic Training is imparted to the fresher apprentices for acquiring a reasonable ability to handle instruments /Machineries/ Equipment independently prior to being moved to Shop Floor/Work Area for practical training / On-Job Training. It usually accounts for 20-25% of the duration of the overall apprenticeship training but can vary depending on the specific requirement of the curriculum. Apart from basic training, there is a component of on-the-job training which is performed in the establishments and undertaken by the establishment itself.

A new “Operational Framework for Apprenticeship in India (Including National Apprenticeship Promotion Scheme)” was launched on 15th July, 2018, with an aim to make apprenticeship engagement smoother both for the industry and the youth. Ministry of Skill Development and Entrepreneurship (MSDE) will coordinate the implementation of apprenticeship including National Apprenticeship Promotion Scheme (NAPS) across the country through the Directorate General of Training (DGT) and its Regional Directorates of Skill Development and Entrepreneurship (RDSDE), National Skill Development Corporation (NSDC), State Skill Development Mission (SSDMs), Sector Skill Councils (SSCs), State Apprenticeship Advisers (SAA), various Chambers of Commerce, Industry Associations and MSME associations across the country. The Government body like DGT, RDSDE and SAA will be involved for implementation of designated trades across the country whereas NSDC, SSCs, SSDMs, Chamber of Commerce, Industry Associations etc. will be involved for optional trade under Apprenticeship in the country.

Keeping in view the importance of Apprenticeship Training, the “National Apprenticeship Promotion Scheme” was approved by the government. The scheme was notified by the Ministry of Skill Development & Entrepreneurship (MSDE) Government of India on 19th August 2016 providing for financial support to the industry undertaking apprenticeship programmes under the Apprentices Act, 1961. The main objective of the scheme is to

promote apprenticeship training and to increase the engagement of apprentices from 2.3 lakh during August, 2016 to 50 lakh cumulatively by year 2020. The scheme has the following two components:

- i. Sharing of 25% of prescribed stipend subject to a maximum of INR 1500/- per month per apprentice with the employers. The stipend support would not be given during the basic training period for fresher apprentices;
- ii. Sharing of basic training cost in respect of 20% apprentices who come directly to apprenticeship training without any formal trade training. Basic training cost will be limited to INR.7500/- for a maximum of 500 hours calculated @ INR 15 per hour. There is a provision to fund basic training for 10 lakh apprentices till March 2020.

Outlay:

Sr No.	CS Scheme Name	Cumulative outlay for past 5 years (2015-16 to 2019-20)	Year of scheme launch
1	National Apprenticeship Promotion Scheme	Indicative outlay is INR 10,000 crore	July 2016

C. Status of the Scheme:

NAPS has been able to catalyze interests of both industry and trainees towards apprenticeship promotion and coupled with strong Govt. Support and policy advocacy the scheme has performed well in the last three years. The facts mentioned below indicate the progress made under the scheme since its inception August 2106.

- I. Candidates enrolled on the Apprenticeship Portal has increased from 1.13 lakhs in August 2016 to 12+ lakhs in April 2019
- II. The numbers of establishment registered on the Portal have increased from 11,790 in August 2016 to 63281 + in April 2019.
- III. The numbers of establishments engaging/engaged apprentices are 22,365.
- IV. The period from 2014-2018 has seen a 70.8% increase in the number of apprentices from 2.81 lakh in 2014 to 5.46 lakh cumulative in up to April 2019.

D. Mechanism of implementation:

Ministry of Skill Development and Entrepreneurship (MSDE) is the anchor Ministry to coordinate the implementation of apprenticeship including National Apprenticeship Promotion Scheme (NAPS) across the country. Implementing agencies include Directorate General of Training (DGT) and its Regional Directorates of Skill Development and Entrepreneurship (RDSDE), National Skill Development Corporation (NSDC), State Skill Development Mission (SSDMs), Sector Skill Councils (SSCs), State Apprenticeship

Advisers (SAA). The Government body like DGT, RDSDE and SAA are involved in implementation of designated trades across the country whereas NSDC, SSCs, SSDMs, are involved in implementing optional trade under Apprenticeship in the country.

E. Issues and challenges:

While considerable progress has been made since the launch of NAPS, **yet the projected yearly targets have not been achieved.** These are attributable to some fundamental issues restricting the growth of Apprenticeship System in India. Hence, a number of initiatives have been taken to address these challenges. The challenges and the initiatives are discussed in brief below.

- i. **Negative Perception in the minds of employers:** One of the main reasons for slow penetration of apprenticeship in India is its negative perception in the minds of employers which has been built over the last 50 years –since the enactment of the Apprenticeship act 1961. This Act was primarily designed to ‘control and regulate’ apprenticeship rather than promote apprenticeship. It provided for a number of restrictive features like inspections by labour department officials, punitive measures such as imprisonment and mandating targets for the employers by Governments officials. In short, the entire system was driven and controlled by Government. It instilled a fear in the minds of the employers and acted as a deterrent to engage more apprentices. The Act has been amended in 2014 and is now industry friendly. However, benefit of amendment of Act has not reached to all industries. This is in contrast with successful apprenticeship systems all over the world which are owned and run by the employers/industry. NAPS is the first instance where GOI is trying to convey a message to the employers that Government is standing as a partner with the employers to encourage them and to take more apprentices.
- ii. **Limited Coverage in the informal Sector:** An over whelming proportion of India’s economy is informal and most of the job growth in our country is in this sector. While the apprenticeship activity in India is governed by the Apprentices Act 1961, which provides for a very formal apprenticeship system, governed by rigid rules and procedures. As a result, the coverage of apprenticeship in the informal sector is very limited.
- iii. **Role of State Governments:** The role of State Governments is extremely important because as per the Act, all apprenticeship in the private sector are supposed to be regulated and controlled by the respective State Government (Under the act, The Central Government is given the limited responsibility of monitoring the Central PSUs and business entities operating in 4 or more states). However, the institutional capacity in the States is very limited. As a result, a number of potential areas for promoting apprenticeships, particularly in MSMEs and informal sector remain untouched.
- iv. **Role of Third Part Aggregator (TPA):** may be a way forward. Third Part Aggregator may reach to all such establishments not engaging apprentices for

motivating and hand holding them. They should bring new establishments joining apprenticeship training as well as provide hand holding to apprentices. Hence TPA promoting Apprenticeship Training to be given to TPAS under NAPS.

- v. **Integration with Higher Education:** Apprenticeships are available mainly at the level of ITI/ Polytechnic students. There is an urgent need to integrate apprenticeships with candidates but also improve the employability of graduate students while making apprenticeships more aspirational.
- vi. **Integration with Short-term Courses:** A large number of trainees are being trained under various short-term programs such as PMKYY, DDUGKY, ISDS and several state level schemes. Orders have been issued to integrate all short-term training programs with apprenticeships. Even if 40% - 50% of the total numbers of trainees under these Schemes are provided an apprenticeship pathway, we can meet the overall target under NAPS. Moreover, this arrangement would also improve the outcome of these trainings and would lead to a more employable trained workforce.
- vii. **Communication and outreach:** A great deal of emphasis is being given on communication and outreach. A special cell has been created within NSDC to look at this aspect. More than 175 workshops and seminars have been organized all over the country. Moreover, as we have introduced a number of new actors like SSCs, industry clusters institution under the MHRD into the eco system it is expected that this would give a big boost to communication in the entire system.
- viii. **External Advocacy / marketing strategy/communication plan** using print digital and social media platform- A National Communication Plan for Apprenticeship to be put in place.

Advantage of Apprenticeship Training programme has not reached amongst both demands (industries/establishments) as well as supply side (school dropouts/12 passers out with vocational stream /ITI pass outs/Diploma holders/degree holders. Also, while implementation of Apprenticeship Training and NAPS, it was observed those recent amendments in Apprentices Act 1961 and the Apprenticeship Rule 1992 has not been propagated well to all stake holders. Sometime officers concerned have been transferred and next person does not know the subject, thereby, restricting the expansion.

2. OBJECTIVE AND SCOPE OF WORK

The NAPS implementation was started in FY 2016-17, however, the results showing the growth in the number of apprentices and establishment willing to participate in apprenticeship training has just started. With NAPS nearing completion of its period of implementation, a holistic impact evaluation is required to understand the impact of the scheme on beneficiaries. This evaluation is expected to draw insights from various stakeholders regarding the implementation of NAPS. It will inform the outlook for the scheme and in addition, provide feedback for further improvement and insights on future contours. The key questions that this impact evaluation is expected to respond to the impact

of NAPS on participation of youth and industries in apprenticeship training. In addition, the evaluation is expected to provide information on the program implementation status.

B. Scope of Work

- 1) Developing a framework for impact evaluation of NAPS, with a list of quantifiable as well as non-quantifiable indicators for assessing the performance of NAPS.
- 2) Study of each of the steps involved in the interventions including advocacy, mobilization of establishments and apprentices, fresher apprentices, basic training providers, on-the job training, assessment/certification and reimbursement. This would evaluate the efficacy of the implementation strategy for the entire agencies involved in implementation of NAPS.
- 3) Selection of the best-suited methodology for the impact evaluation
- 4) Assessing the implementation of NAPS
- 5) Conducting the impact evaluation of NAPS
- 6) Mapping and assessing socio-economic impacts, on beneficiary, industry, and society, attributable to NAPS scheme.
- 7) Drawing insights and provide inputs for measures required to be taken to improve the implementation; Making recommendations to improve the effectiveness of the scheme, including the identification of knowledge gaps.

C. Key Tasks & Responsibilities

- 1) Literature review: This will include insights from previous studies in skill development domain and in comparable social sectors, impact evaluation of labour market interventions in other countries (emphasis on formal vocational training) and mapping of appropriate methodology for evaluation in the given context.
- 2) Selection of suitable methodology: Experimental designs such as Randomized Control Trial (RCT) may not be feasible as they would need to be incorporated prior to rolling out the intervention. A mixed method approach may be adopted, consisting of quantitative surveys with industries participating in NAPS and similar situation without NAPS , and qualitative surveys with apprentices who are participants, key project stakeholders which include MSDE, NSDC, DGT, State Governments , Basic Training Providers, employers/ establishment engaging apprentices, and Sector Skill Councils (SSCs).
- 3) Sample selection: The proposed sampling strategy, sample design and sample size calculation must be clearly described. A statistically significant sample should be selected for surveys of the beneficiaries. The sample size of the study should be powered to provide statistically robust estimates at the program level i.e. it is able to comment on the impact of the STT and RPL component of the program at an overall level. The methodology considered must clearly state how the identification of the sample of beneficiaries and of the comparison groups will be performed.
- 4) Process mapping: The agency should study aspects such as *mobilization* (process and procedures undertaken by implementation agency, all process involved in the execution of scheme in the establishments beneficiary apprentices, *perception of the industries* (beneficiary perceptions and satisfaction), *certification* (the process involved in this and the relevance of the certificate issued).
- 5) Short listing of impact indicators: Developing a list of indicators that will be collected to conduct the impact evaluation and specifying the method of collection of data for these indicators. All possible secondary and primary sources of data should be explored for coming up with most suitable indicators.

- 6) **Data Collection Tools:** Field-based data collection tools and sources of primary and secondary data shall be provided. Develop implementation tools including impact assessment/evaluation questionnaires. Impact assessment/evaluation instruments will include questionnaires for establishments/employers, apprentices, RDSDE and SSCs.
- 7) **Questionnaire survey:** Surveys will be conducted using the questionnaires and tools developed by the agency. Detailed qualitative and quantitative information will be captured with a specific targeting of beneficiaries of the scheme.
- 8) Qualitative evaluation techniques may be employed to complement the findings of quantitative evaluations.
- 9) The study should aim to address the following questions:

Stakeholder	Key areas of enquiry
Employers/Establishments engaging apprentices	<ul style="list-style-type: none"> • Participation in apprenticeship training in compliance to Apprentices Act 1961 amended 2014. • Perception of training curricula –changes in technical knowledge, change in soft skills, improved competency level • Perceived benefits of training in terms of skills acquired, employment opportunity, retention of jobs, increase in income • Feedback from employers to ensure better job readiness of individuals after getting apprenticeship training • Challenges and suggestions for further improvement of the scheme
Apprentices	<ul style="list-style-type: none"> • Experience of work place learning • Comparison of training at establishments viz –a viz in class room in terms of work attitude, skill sets, productivity, competencies etc. • Satisfaction level of the apprentices
Basic Training Providers	<ul style="list-style-type: none"> • Existing challenges • Experience of working with other stakeholders • Effective approaches to improve program implementation
RDSDE/Sector Skill Councils	<ul style="list-style-type: none"> • Existing challenges • Feedback on the process
DGT/NSDC Implementation team	<ul style="list-style-type: none"> • Existing challenges • Feedback on in terms of how the programme is being implemented • Suggestions for improvement of NAPS
MSDE	<ul style="list-style-type: none"> • Policy suggestions for improvement of NAPS • Existing challenges in the implementation of training programmes • Feedback on the overall benefits and impact of the program • Effective approaches to improve program implementation

3. DATA COLLECTION METHODOLOGY:

A qualitative study backed with extensive meta-analysis should be conducted to provide the scheme assessment.

Key Informant Interviews & Focus Group Discussions - Herein, it is proposed that key informant interviews with national level implementing bodies like DGT,RDSDE,NSDC and state level implementing bodies like SSA and SSDM , other stakeholders supporting implementation like TPAs and SSCs who are indirectly involved in enabling scheme's success and opinion makers at state level contacted. Additionally, focus group discussions will be conducted, mostly at State level with diverse groups involving implementing stakeholders, opinion makers as well as selected beneficiaries. National level key informants should also include national level think tanks, institutions, prominent non-profit organizations, government officials.

Entire country can be divided into 6 geographical zones i.e. (i) North & Central, (ii) South, (iii) East, (iv) West, (v) North-East and (vi) Northern Hilly States.

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

All the states within each zone can be classified into 2 strata based on scheme performance on key outcomes and a state from each strata can be selected. In this way, around 12 states (2 from each zone) will be selected.

Also, it should be ensured that LWE, aspirational districts and island areas are not inadvertently left out, if relevant.

However, it is important to note that these numbers are indicative and it is proposed that the bidder may suggest their methodology best suited to meet the objectives of the evaluation.

b. Mechanisms to ensure Data Quality

A multi-pronged robust process for quality control needs to be followed during data

collection. The following aspects need to be considered:

- i. The field investigators to be engaged for collecting key informant interviews/FGDs should have at least 3 years of experience in conducting similar surveys/interviews. 2-step training (classroom and then on-the-field training) should be conducted for all field investigators.
- ii. It is recommended that pilots should be conducted on at least 2% of the sample size for both Key Informant Interviews as other surveys to fine tune the inquiry tools. A brief on the learnings from such a pilot exercise and subsequent improvements in the tools/questionnaires should also be shared with MSDE.
- iii. 100% data collected should be validated using a validation checklist. Missing data points should be recollected.
- iv. Use of mobile-based real-time data collection and validation tools should be done to ensure efficiency and accuracy in data collection.

4. Listing of stakeholders to be consulted

Stakeholder	Key areas of enquiry
Employers/Establishments engaging apprentices	<ul style="list-style-type: none"> • Participation in apprenticeship training in compliance to Apprentices Act 1961 amended 2014. • Perception of training curricula –changes in technical knowledge, change in soft skills, improved competency level • Perceived benefits of training in terms of skills acquired, employment opportunity, retention of jobs, increase in income • Feedback from employers to ensure better job readiness of individuals after getting apprenticeship training • Challenges and suggestions for further improvement of the scheme
Apprentices	<ul style="list-style-type: none"> • Experience of work place learning • Comparison of training at establishments viz –a viz in class room in terms of work attitude, skillsets, productivity, competencies etc. • Satisfaction level of the apprentices
Basic Training Providers	<ul style="list-style-type: none"> • Existing challenges • Experience of working with other stakeholders • Effective approaches to improve program implementation
RDSDE/Sector Skill Councils/ State Apprenticeship Advisors/State Skill Development Missions	<ul style="list-style-type: none"> • Existing challenges • Feedback on the process
DGT/NSDC Implementation team	<ul style="list-style-type: none"> • Existing challenges • Feedback on in terms of how the programme is being implemented

	<ul style="list-style-type: none"> • Suggestions for improvement of NAPS
MSDE	<ul style="list-style-type: none"> • Policy suggestions for improvement of NAPS • Existing challenges in the implementation of training programmes • Feedback on the overall benefits and impact of the program • Effective approaches to improve program implementation

I. KEY DELIVERABLES

	Key Deliverables	Month 1	Month 2	Month 3	Month 4
1.	Inception report (this would include mapping of NAPS objectives, literature review, draft approach to the assignment, resources deployed and detailed timelines for the project)	✓			
2.	Interim report (this would include the rationale for the selection of the methodology to be used, evaluation design, sampling approach and the proposed sample sizes, draft questionnaire for surveys, and guidelines for conducting the surveys)		✓		
3.	Final report (which would include, in addition, the quantitative impact evaluation as well as qualitative evaluations, stakeholder feedback and recommendations for the scheme)				✓

II. PAYMENTS & DELIVERABLES

Details	Submission Timelines	Payment Milestones
Submission of Inception Report (Deliverable 1)	T+ One month	20%
Submission of the Interim Report (Deliverable 2)	T+ Two month	40%
Submission of Final Impact Evaluation Report (Deliverable 3)	T+ Four months	40%

SCHEDULE-2

AGREEMENT FOR

Consultancy for Evaluation of Centrally Sponsored Schemes in Skill Developments
Sector

AGREEMENT

Consultancy for Evaluation of Centrally Sponsored Schemes in Skill Developments Sector

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

WHEREAS

(A) The Ministry vide its Request for Proposal for Consultancy for Evaluation of Centrally Sponsored Schemes in Skill Developments Sector (hereinafter called the “**Consultancy**”) for the Project (hereinafter called the “**Project**”);

(B) the Consultant submitted its proposals for the aforesaid work, whereby the Consultant represented to the Ministry that it had the required professional skills, and in the said proposals the Consultant also agreed to provide the Services to the Ministry on the terms and conditions as set forth in the RFP and this Agreement; and

(C) the Ministry, on acceptance of the aforesaid proposals of the Consultant, awarded the Consultancy to the Consultant vide its Letter of Award dated.....(the “**LOA**”); and

(D) in pursuance of the LOA, the parties have agreed to enter into this Agreement.

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

1. GENERAL

1.1 Relation between the Parties

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

1.2 Rights and obligations

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

(a) the Consultant shall carry out the Services in accordance with the provisions of the Agreement; and

(b) the Ministry shall make payments to the Consultant in accordance with the provisions of the Agreement.

1.3 Governing law and jurisdiction

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

1.4 Language

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

1.5 Table of contents and headings

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

1.6 Notices

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

(a) In the case of the Consultant, be given by e-mail and by letter delivered by hand/post to the address given and marked for attention of the Consultant's Representative set out below or to such other person as the Consultant may from time to time designate by notice to the Ministry.

1.7 Location

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

1.8 Ministry of Member-in-charge

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

1.9 Authorized Representatives

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

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

.....

.....

Tel:.....

Mobile:.....

Email:.....

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

.....

.....

Tel:.....

Mobile:.....

Email:.....

1.10 Taxes and duties

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

2. COMMENCEMENT, COMPLETION AND TERMINATION OF AGREEMENT

2.1 Effectiveness of Agreement

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

2.2 Commencement of Services

The Consultant shall commence the Services within a period of 3 (three) days from the Effective Date, unless otherwise agreed by the Parties.

2.3 Termination of Agreement for failure to commence Services

If the Consultant does not commence the Services within the period specified in Clause 2.2 above, the Ministry may, by not less than 2 (two) weeks' notice to the Consultant, declare this Agreement to be null and void, and in the event of such a declaration, the Bid Security of the Consultant shall stand forfeited.

2.4 Entire Agreement

2.4.1 This Agreement and the Annexes together constitute a complete and exclusive statement of the terms of the agreement between the Parties on the subject hereof, and no amendment or

modification hereto shall be valid and effective unless such modification or amendment is agreed to in writing by the Parties and duly executed by persons especially empowered in this behalf by the respective Parties. All prior written or oral understandings, offers or other communications of every kind pertaining to this Agreement are abrogated and withdrawn; provided, however, that the obligations of the Consultant arising out of the provisions of the RFP and its addendums shall continue to subsist and shall be deemed to form part of this Agreement.

2.4.2 Without prejudice to the generality of the provisions of Clause 2.4.1, on matters not covered by this Agreement, the provisions of RFP shall apply.

2.5 Modification of Agreement

Modification of the terms and conditions of this Agreement, including any modification of the scope of the Services, may only be made by written agreement between the Parties.

2.6 Force Majeure

2.6.1 Definition

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

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

(c) Force Majeure shall not include insufficiency of funds or failure to make any payment required hereunder.

2.6.2 No breach of Agreement

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

2.6.3 Measures to be taken

(d) A Party affected by an event of Force Majeure shall take all reasonable measures to remove such Party’s inability to fulfill its obligations hereunder with a minimum of delay.

(e) A Party affected by an event of Force Majeure shall notify the other Party of such event as soon as possible and in any event not later than 14(fourteen) days following the occurrence of such event, providing evidence of the nature and cause of such event, and shall similarly give notice of the restoration of normal conditions as soon as possible.

(f) The Parties shall take all reasonable measures to minimize the consequences of any event of Force Majeure.

2.6.4 Extension of time

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

2.6.5 Consultation

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

2.7 Suspension of Agreement

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

2.8 Termination of Agreement

2.8.1 By the Ministry

The Ministry may, by not less than 30 (thirty) days' written notice of termination to the Consultant, such notice to be given after the occurrence of any of the events specified in this Clause 2.8.1, terminate this Agreement if:

(g) The Consultant fails to remedy any breach hereof or any failure in the performance of its obligations hereunder, as specified in a notice of suspension pursuant to Clause 2.7 hereinabove, within 30 (thirty) days of receipt of such notice of suspension or within such further period as the Ministry may have subsequently granted in writing;

(h) the Consultant becomes insolvent or bankrupt or enters into any agreement with its creditors for relief of debt or take advantage of any law for the benefit of debtors or goes into liquidation or receivership whether compulsory or voluntary;

(i) the Consultant submits to the Ministry a statement which has a material effect on the rights, obligations or interests of the Ministry and which the Consultant knows to be false;

(j) any document, information, data or statement submitted by the Consultant in its Proposals, based on which the Consultant was considered eligible or successful, is found to be false, incorrect or misleading;

(k) as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than 60 (sixty) days; or

(l) the Ministry, in its sole discretion and for any reason whatsoever, decides to terminate this Agreement.

3. OBLIGATIONS OF THECONSULTANT

3.1 General

3.1.1 Standards of Performance

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

3.1.2 Terms of Reference

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

3.1.3 Applicable Laws

TheConsultantshallperformtheServicesinaccordancewiththeApplicableLawsand shall take all practicable steps to ensure that the Personnel and agents of the Consultant, comply with the Applicable Laws.

3.2 Conflict of Interest

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

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

The Consultant agrees that, during the term of this Agreement and after its termination, the Consultant or any Associate thereof and any entity affiliated with the Consultant, as well as any Sub-Consultant and any entity affiliated with such Sub-Consultant, shall be disqualified from providing goods, works, services, loans or equity for any project resulting from or closely related to the Services and any breach of this obligation shall amount to a Conflict of Interest; provided that the restriction here in shall not apply after a period of five years from the

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

3.2.3 Prohibition of conflicting activities

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

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

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

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

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

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

3.2.7 For the purposes of this RFP, the following terms shall have the meaning hereinafter

respectively assigned to them:

(d) “**corrupt practice**” means (i) the offering, giving, receiving or soliciting, directly or indirectly, of anything of value to influence the actions of any person connected with the Selection Process (for removal of doubt, offering of employment or employing or engaging in any manner whatsoever, directly or indirectly, any official of the Ministry who is or has been associated in any manner, directly or indirectly with Selection Process or LOA or dealing with matters concerning the Agreement before or after the execution thereof, at any time prior to the expiry of one year from the date such official resigns or retires from or otherwise ceases to be in the service of the Ministry, shall be deemed to constitute influencing the actions of a person connected with the Selection Process); or (ii) engaging in any manner whatsoever, whether during the Selection Process or after the issue of LOA or after the execution of the Agreement, as the case may be, any person in respect of any matter relating to the Project or the LOA or the Agreement, who at anytime has been or is a legal, financial or technical adviser the Ministry in relation to any matter concerning the Project;

(e) “**fraudulent practice**” means a misrepresentation or omission of facts or suppression of facts or disclosure of incomplete facts, in order to influence the Selection Process;

(f) “**coercive practice**” means impairing or harming, or threatening to impair or harm, directly or indirectly, any person or property to influence any person’s participation or action in the Selection Process or the exercise of its rights or performance of its obligations by the Ministry under this Agreement;

(g) “**undesirable practice**” means (i) establishing contact with any person connected with or employed or engaged by the Ministry with the objective of canvassing, lobbying or in any manner influencing or attempting to influence the Selection Process; or (ii) having a Conflict of Interest; and

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

3.3 Confidentiality

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

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

(i) was in the public domain prior to its delivery to the Consultant and the Personnel of either of them or becomes a part of the public knowledge from a source other than the Consultant and the Personnel of either of them;

(ii) was obtained from a third party with no known duty to maintain its confidentiality;

(iii) is required to be disclosed by Applicable Laws or judicial or administrative or arbitral process or by any governmental instrumentalities, provided that for any such disclosure, the Consultant and the Personnel of either of them shall give the Ministry, prompt written notice, and use reasonable efforts to ensure that such disclosure is accorded confidential treatment; and

(iv) is provided to the professional advisers, agents, auditors or representatives of the Consultant or Personnel of either of them, as is reasonable under the circumstances; provided, however, that the Consultant or Personnel of either of them, as the case may be, shall require their professional advisers, agents, auditors or its representatives, to undertake in writing to keep such Confidential Information, confidential and shall use its best efforts to ensure compliance with such undertaking.

3.4 Liability of the Consultant

3.4.1 The Consultant's liability under this Agreement shall be determined by the Applicable Laws and the provisions hereof.

3.4.2 The Consultant shall, subject to the limitation specified below, be liable to the Ministry for any direct loss or damage accrued or likely to accrue due to deficiency in Services rendered by it.

3.4.3 The Parties hereto agree that in case of negligence or willful misconduct on the part of the Consultant or on the part of any person or firm acting on behalf of the Consultant in carrying out the Services, the Consultant, with respect to damage caused to the Ministry's property, shall not be liable to the Ministry:

(i) for any indirect or consequential loss or damage; and

(ii) for any direct loss or damage that exceeds (a) the Financial Bid Value set forth in of this Agreement, or (b) the proceeds the Consultant may be entitled to receive from any insurance maintained by the Consultant to cover such a liability in accordance with Clause 3.5.2, whichever of (a) or (b) is higher.

3.4.4 This limitation of liability specified in Clause 3.4.3 shall not cover the Consultant's liability, if any, for damage to Third Parties caused by the Consultant or any person or firm acting on behalf of the Consultant in carrying out the Services. Consultant shall be solely responsible for any liability arising thereof.

3.5 Insurance to be taken out by the Consultant

3.5.1 (a) The Consultant shall, for the duration of this Agreement, take out and maintain, on terms and conditions approved by the Ministry, insurance against the risks, and for the coverages, as specified in the Agreement and in accordance with good industry practice.

(b) Within 15 (fifteen) days of receiving any insurance policy certificate in respect of insurances required to be obtained and maintained under this clause, the Consultant shall furnish to the Ministry, copies of such policy certificates, copies of the insurance policies and evidence that the insurance premia have been paid in respect of such insurance. No insurance shall be cancelled, modified or allowed to expire or lapse during the term of this Agreement.

(c) If the Consultant fails to effect and keep in force the aforesaid insurances for which it is responsible pursuant hereto, the Ministry shall, apart from having other recourse available under this Agreement, have the option, without prejudice to the obligations of the Consultant, to take out the aforesaid insurance, to keep in force any such insurances, and pay such premia and recover the costs thereof from the Consultant, and the Consultant shall be liable to pay such amounts on demand by the Ministry.

(d) Except in case of Third Party liabilities, the insurance policies so procured shall mention the Ministry as the beneficiary of the Consultant and the Consultant shall procure an undertaking from the insurance company to this effect; provided that in the event the Consultant has a general insurance policy that covers the risks specified in this Agreement and the amount of insurance cover is equivalent to 3 (three) times the cover required hereunder, such insurance policy may not mention the Ministry as the sole beneficiary of the Consultant or require an undertaking to that effect.

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

(a) Third Party liability insurance as required under Applicable Laws, with a minimum coverage of Rs. 1 (one) crore;

(b) employer's liability and workers' compensation insurance in respect of the Personnel of the Consultant, in accordance with Applicable Laws; and

(c) professional liability insurance for an amount no less than the Financial bid Value.

In case of consortium, the policy should be in the name of Lead Member and not in the name of individual Members of the consortium.

3.6 Accounting, inspection and auditing

The Consultant shall:

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

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

3.7 Documents prepared by the Consultant to be property of the Ministry

3.7.1 All plans, drawings, specifications, designs, reports and other documents (collectively referred to as "**Consultancy Documents**") prepared by the Consultant (or by the personnel

engaged for the project or any Third Party) in performing the Services shall become and remain the property of the Ministry, and all intellectual property rights in such Consultancy Documents shall vest with the Ministry. Any Consultancy Document, of which the ownership or the intellectual property rights do not vest with the Ministry under law, shall automatically stand assigned to the Ministry as and when such Consultancy Document is created and the Consultant agrees to execute all papers and to perform such other acts as the Ministry may deem necessary to secure its rights herein assigned by the Consultant.

3.7.2 The Consultant shall, not later than termination or expiration of this Agreement, deliver all Consultancy Documents to the Ministry, together with a detailed inventory thereof. The Consultant may retain a copy of such Consultancy Documents. The Consultant or a Third Party shall not use these Consultancy Documents for purposes unrelated to this Agreement without the prior written approval of the Ministry.

3.7.3 The Consultant shall hold the Ministry harmless and indemnified for any losses, claims, damages, expenses (including all legal expenses), awards, penalties or injuries (collectively referred to as 'Claims') which may arise from or due to any unauthorized use of such Consultancy Documents, or due to any breach or failure on part of the Consultant or a Third Party to perform any of its duties or obligations in relation to securing the aforementioned rights of the Ministry.

3.8 Providing access to Project Office and Personnel

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

3.9. Accuracy of Documents

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

4. CONSULTANT'S PERSONNEL

4.1 General

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

4.2 Approval of Personnel

4.2.1 The Professional Personnel listed in Form 6 of the Agreement are hereby approved by the Ministry. No other Professional Personnel shall be changed without prior approval of the Ministry.

4.3 Substitution of Key Personnel

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

4.4 Reporting of Personnel

Any taking of leave by any Personnel should be by informing the Nodal Person as well for the Scheme. Any leave for a period exceeding 7 (seven) days shall be subject to the prior approval of the Ministry, and the Consultant shall ensure that any absence on leave will not delay the progress and quality of the Services.

5. OBLIGATIONS OF THE MINISTRY

5.1 Assistance in clearances etc.

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

- (a) provide the Consultant, its Personnel working on the project with work permits and such other documents as may be necessary to enable them to perform the Services;
- (b) issue to officials, agents and representatives of the Government all such instructions as may be necessary or appropriate for the prompt and effective implementation of the Services.

5.2 Payment

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

6. PAYMENT TO THE CONSULTANT

6.1 Currency of payment

All payments shall be made in Indian Rupees.

6.2 Mode of billing and payment

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

- (a) No Mobilization Advance shall be paid.
- (b) The Consultant shall be paid for its services as per the Payment Schedule at Annex-2 of this Agreement, subject to the Consultant fulfilling the following conditions:
- (i) No payment shall be due for the next stage till the Consultant completes, to the satisfaction of the Ministry, the work pertaining to the preceding stage.
- (ii) The Ministry shall pay to the Consultant, only the undisputed amount.
- (c) Any amount which the Ministry has paid or caused to be paid in excess of the amounts actually payable in accordance with the provisions of this Agreement shall be reimbursed by the Consultant to the Ministry within 30 (thirty) days after receipt by the Consultant of notice thereof. Any such claim by the Ministry for reimbursement must be made within 1 (one) year after receipt by the Ministry of a final report. Any delay by the Consultant in reimbursement by the due date shall attract simple interest @ 10% (ten per cent) per annum.

7. DAMAGES AND PENALTIES

7.1 Performance Security

7.1.1 The Ministry shall retain by way of performance security (the “Performance Security”), 10% (ten percent) of all the amounts due and payable to the Consultant, to be appropriated against breach of this Agreement or for recovery of liquidated damages as specified in Clause 7.2

7.2 Liquidated Damages

7.2.1 Liquidated Damages for error/variation

In case any error or variation or plagiarism is detected in the data, data analysis or reports, submitted by the Consultant and such error or variation is the result of negligence or lack of due diligence on the part of the Consultant, the consequential damages thereof shall be quantified by the Ministry in a reasonable manner and recovered from the Consultant by way of deemed liquidated damages.

7.2.2 Liquidated Damages for delay

In case of delay in completion of Services, liquidated damages not exceeding an amount equal to 1% (one per cent) of the Financial bid Value per week, subject to a maximum of 10% (ten per cent) of the Financial bid Value will be imposed and shall be recovered by appropriation from the Performance Security or otherwise. However, in case of delay due to reasons beyond the control of the Consultant, suitable extension of time shall be granted.

7.2.3 Encashment and appropriation of Performance Security

The Ministry shall have the right to invoke and appropriate the proceeds of the Performance Security, in whole or in part, without notice to the Consultant in the event of breach of this

Agreement or for recovery of liquidated damages specified in this Clause.

7.3 Penalty for deficiency in Services

In addition to the liquidated damages not amounting to penalty, warning may be issued to the Consultant for minor deficiencies on its part. In the case of significant deficiencies in Services causing adverse effect on the Project or on the reputation of the Ministry, other penal action including debarring/blacklisting and appropriation of Performance Guarantee may also be initiated by the Ministry.

8. SETTLEMENT OF DISPUTES

8.1 Amicable settlement

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

8.2 Dispute resolution

8.2.1 Any dispute, difference or controversy of whatever nature howsoever arising under or out of or in relation to this Agreement (including its interpretation) between the Parties, and so notified in writing by either Party to the other Party (the “**Dispute**”) shall, in the first instance, be attempted to be resolved amicably.

8.2.2 For any dispute resolution the courts in the State in which the Ministry has its headquarters viz. Delhi, shall be utilized for resolution.

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

SIGNED, SEALED AND DELIVERED

For and on behalf of
Consultant:

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

In the presence of:

1.

SIGNED, SEALED AND DELIVERED

For and on behalf of
Ministry

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

2.

Annex-1

Terms of Reference

(Reproduce Schedule-1 of RFP)

TERMS OF REFERENCE FOR EVALUATION OF “UPGRADATION OF EXISTING GOVERNMENT ITIS INTO MODEL ITIS”

1. Introduction/Background of the Evaluation Study (Maximum 2 pages)

Existing Govt. ITIs in a State are being upgraded as Model ITI which will be evolved as an institution showcasing best practices, efficient and high quality training delivery and sustainable and effective industry relationship by:

- Becoming a demand center for local industries for its expertise and best performance in training.
- Better engagement with local industries
- Signing flexi MoU with industry to conduct training program to meet specific skill requirement of the Industry. For such approved courses, examination / assessment and certification will be done by NCVT
- Training of unorganized sector workers.
- Industries get existing workforce trained in these Model ITIs
- Institute Management Committee (IMC) society is to be formed for each ITI with chairperson from Industry. All major trades are to be covered by the representatives of industry in IMC. IMC will be empowered for its efficient functioning.

The scheme was approved in Dec. 2014 for a total cost of Rs 300 crores. Implementation period for the Scheme was 3 years i.e., till FY 2016-17. The scheme has now been extended by the Standing Finance Committee (SFC) for a total cost of Rs. 300 crore, in its meeting held on 09.08.2018 under the chairpersonship of Secretary (MSDE) till March 2020. So far, an amount of Rs. 245.30 crore (including State Share) has been allocated to 27 States for up-gradation of 29 ITIs into Model ITIs and Rs. 117.47 crore (including State Share) has been released, so far.

(Amount in Rs. Lakhs)

Sl. No.	Name of the State	Name of ITI	Central allocation	Central share released
1	Andhra Pradesh	ITI Gajuwaka	700.00	350.00
2	Assam	ITI Jorhat	783.00	195.75
3	Arunachal Pradesh	ITI Yupia	392.00	195.75
4	Bihar	ITI Marhowrah	700.00	175.00
5	Chhattisgarh	ITI Bhilai	700.00	350.00
6	Chandigarh	ITI Chandigarh	1000.00	150.00
7	Delhi	ITI Pusa	590.00	295.00
8	Goa	ITI Panaji	350.00	175.00
9	Gujarat	ITI Dashrath	637.00	318.50
10	Haryana	ITI Gurgaon	700.00	350.00
11	Himachal Pradesh	ITI Nalagarh	639.00	319.50
12	Jharkhand	ITI Ranchi	700.00	350.00
13	Karnataka	ITI Bangalore	700.00	350.00
14		ITI Honnavar	350.00	175.00

15	Kerala	ITI Kalamassery	700.00	630.00
16	Madhya Pradesh	ITI Bhopal	700.00	350.00
17	Maharashtra	ITI Nashik	629.30	157.33
18	Orissa	ITI Barbil	497.00	447.30
19	Punjab	ITI Ludhiana	700.00	350.00
20	Puducherry	ITI Men, Mettupalayam	350.00	175.00
21	Rajasthan	ITI Udaipur	350.00	315.00
22	Sikkim	ITI Namchi	450.00	225.00
23	Tamil Nadu	ITI Coimbatore	700.00	175.00
24	Tripura	ITI Indranagar (W)	720.00	360.00
25	Telangana	ITI Malleshpally	700.00	228.00
26	Uttar Pradesh	ITI Meerut	700.00	630.00
27		ITI Varanasi	630.00	315.00
28	Uttarakhand	ITI Jagjitpur, Haridwar	525.00	167.75
29	West Bengal	ITI Durgapur	700.00	350.00
Total			17992.30	8624.88

* Includes Central and State Share in the ratio of 70:30 (North-East is 90:10, 100% for UT without legislator)

B. BUDGETARY OUTLAY OF THE SCHEME

Sr No.	CS Scheme Name	Cumulative outlay for past 5 years (2015-16 to 2019-20)	Year of scheme launch
1.	Up-gradation of existing Govt. ITIs into Model ITIs	7637.51 Lakhs	December 2014

C. Status of the scheme at present: - The scheme was approved in Dec. 2014 for a total cost of Rs 300 crores. Implementation period for the Scheme was 3 years i.e., till FY 2016-17. The scheme has now been extended by the Standing Finance Committee (SFC) for a total cost of Rs. 300 crore, in its meeting held on 09.08.2018 under the chairpersonship of Secretary (MSDE) till March 2020. The Scheme was evaluated in 2018 and the report of the evaluation agency may please be seen at https://dgt.gov.in/MODEL_ITI

a. **Past studies undertaken and their observations/summary:** - Evaluation study of Centrally Sponsored Scheme “Up-gradation of existing Govt. ITIs into Model ITIs” was carried out by M/s National Council of Economic Research (NCAER) in the month of August 2018 and the report submitted on 30th November 2018 (Copy of the report may please be seen at https://dgt.gov.in/MODEL_ITI). Based on the evaluation report, the scheme has been extended upto 31st March 2020.

2. Objectives of the Evaluation Study

a. Scheme Performance Analysis

i. To understand the status of the scheme performance in the country on key intended outputs and outcomes

- ii. To qualitatively and quantitatively (based on meta-analysis, if possible) map the actual contribution against the intended contribution of scheme to National Development Priorities and SDGs

b. Assess Relevance, Efficiency, Effectiveness, Equity and Sustainability of the scheme

Based on the Evaluation Coordination Group's (ECG's) Good Practice Standards for evaluation of public sector operations, the assessment of the Central Sector scheme should be conducted along the principles of *Relevance, Efficiency, Effectiveness and Sustainability*. Herein, **relevance** would assess the extent to which intended outcomes of the scheme were strategically aligned with the country's development priorities and if the design was appropriate for achieving the intended outcomes. The **effectiveness** assessment looks at whether the scheme's intended outcomes were achieved and whether any unintended outcomes had inadvertently reduced impact of the programme. The **efficiency** of the scheme is a measure of how well it used resources to achieve its outcomes. And, **sustainability** assessment focuses on the likelihood that scheme outcomes and outputs will be maintained over a meaningful timeframe, demonstrating the persistence of results from the programme implementation. This should cover all the three dimensions of sustainability i.e. economic, environmental and social. Additionally, it is important to add the principle of **Equity**, to assess if inclusion across dimensions is being ensured as a part of scheme coverage. In line with this understanding, the following aspects will have to be assessed:

- i. To analyze the input use efficiency of the scheme i.e. planned IEC activities for stakeholders and beneficiaries, institutional mechanism, fund flow (adequacy & timeliness) & utilization through public expenditure tracking, policy guidelines and human resources allocated for the implementation of the schemes at central, state, district, block, and village, mechanisms to identify and reward best practices within the scheme design as well as M&E systems
- ii. To assess the coverage of the scheme in terms of eligible beneficiaries, geographies etc.
- iii. To identify the key bottlenecks/issues & challenges in the implementation mechanisms (governance mechanisms, awareness generation, stakeholder engagement & their roles & responsibilities, process & resource flow, capacities) of various development schemes
- iv. To assess the quality of assets created/services provided under the scheme and to see how far these assets/services benefitted the end beneficiaries
- v. To assess the intended and actual convergence of the scheme to other developmental programmes of the Central and the State Governments as well as with private sector, CSR efforts, international multilateral and bilateral aid, etc.
- vi. Also identify gaps in the scheme outcomes in light of national priorities/SDGs not being addressed due to (a) absence of interventions or (b) non-performance of existing schemes/interventions

c. Cross-sectional Thematic Assessment

- i. Assess the scheme on various cross-sectional themes like (a) accountability and transparency, (b) direct/indirect employment generation, (c) gender mainstreaming, (d) climate change & sustainability, (e) role of Tribal Sub-Plan (TSP) and Scheduled Caste Sub-Plan component of the scheme in mainstreaming of Tribal and Scheduled Caste population (f) use of

IT/Technology in driving efficiency, (g) stakeholder & beneficiary behavioural change, (h) Research and Development (i) Unlocking Synergies (j) Reforms & Regulations and (k) impact on and role of private sector, community and civil society in the scheme

d. Best Practices & Externalities

- i. To identify and highlight any scalable best practices and homegrown innovations, if any, used and create case studies out of them to disseminate it for replication in other schemes/programmes
- ii. Also capture the unintended consequences/negative externalities of scheme implementation and how these were triggered. Also map them against the environmental and social safeguards in the scheme design

e. Programme Harmonization

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

3. **Scope of Service**

a. **Meta-Analysis& Field Study:** The data and methods will involve review of

- i. National and International development goals and scheme documents;
- ii. Financial data on allocation and expenditures of the scheme;
- iii. Annual reports of the ministry / department for output and outcome assessment;
- iv. Available evaluation reports for output and outcomes assessment;
- v. Annual progress reports and implementation documents to assess the institutional arrangements;
- vi. Available evaluation reports done at the district and state level, for the states/districts covered under field study, if applicable;
- vii. Evaluations done by non-government agencies.

Based on meta-analysis and key informant interviews, and community and household surveys, the evaluation study will provide insights into reasons for success and failure of scheme design, institutional arrangements, human resources, political economy considerations, among others. The study will also provide strategic insights into:

- a) Gaps between intended and actual outcomes both due to lack of specific interventions and failure or poor outcomes of existing schemes;
- b) Institutional and human resource failures and best practices;
- c) Institutional provisions for monitoring and evaluation;
- d) Degree of adoption of outcome-output framework;
- e) Adoption of technology for effective scheme implementation;
- f) Political economy constraints and scheme design constraints/provisions; among others.

A detailed list of key documents to be referred to by the bidder is placed at https://dgt.gov.in/MODEL_ITI

- viii. Designing of the discussions guides for focus group discussions, interview guides for in-depth interviews and structured questionnaires/schedules for household surveys
- ix. Preparation of the analysis plan
- x. Pre-testing and finalizing the required tools
- xi. Establishment of a managerial structure for field operations
- xii. Engagement of investigators and training/capacity building of the field investigators
- xiii. Putting in place appropriate IT hardware and application software for data collection and management
- xiv. Collecting and compiling the quality data from selected areas
- xv. High quality data management and adherence to quality assurance mechanisms as per agreed protocols, plans and schedules
- xvi. Collation and data cleaning
- xvii. Running data analysis and submitting cross-tabulations/summarizations
- xviii. Preparation of draft report and conducting stakeholder consultations
- xix. Submission of final report and dissemination of the key findings
- xx. Incorporating concurrent feedback into the workflow

4. Data Collection Methodology

A qualitative study backed with extensive meta-analysis will be conducted to provide the scheme assessment. The qualitative study will consist of two main components:

- a. Key Informant Interviews & Focus Group Discussions - Herein, it is proposed that key informant interviews with ministry/department personnel at national level implementing bodies, state, district and block level officials, other stakeholders supporting implementation or indirectly involved in enabling scheme's success and opinion makers at village level are contacted. Additionally, focus group discussions will be conducted, mostly at block and village level with diverse groups involving implementing stakeholders, opinion makers as well as selected beneficiaries. National level key informants should also include national level think tanks, institutions, prominent non-profit organizations, government officials
- b. Household Surveys - A selected sample of household surveys shall be conducted to assess the beneficiary-level impact of the scheme. However, this household survey design may be quasi-quantitative in nature.

Additionally, the key information areas to be covered in the discussion guides/questionnaires for key informant interviews and household surveys should cover data points included but not limited to NITI Aayog's Output-Outcome Monitoring Framework for corresponding schemes. This is further detailed in https://dgt.gov.in/MODEL_ITI.

a) Sampling

The sample design for a household survey must be stratified in such a way that the sample actually selected is spread over geographic sub-areas and population sub-groups representatively. The size of the sample must take account of competing needs so that costs and precision are optimally balanced. Given all India nature of

the CS scheme implementation the sampling methodology will involve multi-stage, stratified and clustered features.

Entire country can be divided into 4 geographical zones i.e. (i) North (ii) South, (iii) East, (iv) West

Sr No.	Zone	States / UTs
1	North	Uttar Pradesh, Haryana, Punjab, Madhya Pradesh, Chhattisgarh, Delhi, Chandigarh, Sikkim, Tripura, Arunachal Pradesh, Assam
2	South	Telangana, Andhra Pradesh, Karnataka, Kerala, Tamil Nadu, Puducherry
3	East	Bihar, Orissa, Jharkhand, West Bengal, Uttarakhand, Himachal Pradesh
4	West	Rajasthan , Gujarat, Goa, Maharashtra

All the states within each zone can be classified into 2 strata based on scheme performance on key outcomes and a state from each strata can be selected. In this way, around 12 states (2 from each zone) will be selected. Subsequently, within each selected state, for a study in predominantly rural areas, all the districts will be classified into 2 to 3 strata based on scheme performance on key outcomes and a district will be selected from each strata; thereby taking the total no. of districts selected to around 30-35. In a similar way, 3-5 villages will be selected in each district using stratified sampling. Selection of a state, district or village in each strata can be based on either systematic random or probability proportional to size sample selection technique. Within each village, about 10 households will be selected which will cover eligible beneficiaries; both benefitted (e.g. 6 out of 10 households per village) as well as not yet benefitted (e.g. 4 out of 10 households per village) through the scheme to enable comparative analysis.

Alternatively, in case of a study in Urban areas, all the cities/towns can be classified into 5 strata based on scheme performance on key outcomes and a town/city be selected from each strata; thereby selecting about 60 cities/towns across 12 selected states from 6 zones. In a similar way, all the wards within the city/town can be classified into 2-3 strata and a ward can be selected from each of these strata. Furthermore, about 10 households covering eligible beneficiaries; both benefitted (e.g. 6 out of 10) and non-benefitted (e.g. 4 out of 10) can be covered from each selected ward.

Also, it should be ensured that LWE, Aspirational districts and island areas are not inadvertently left out, if relevant.

However, it is important to note that these numbers are indicative and it is proposed that the bidder may suggest their methodology best suited to meet the objectives of the evaluation.

b) Mechanisms to ensure Data Quality

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

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

5. Listing of stakeholders to be consulted

A detailed list of stakeholders to be interacted with during the key informant interviews, institutional household surveys is provided below in Appendix IV (A) of this RFP.

6. Time Schedule

Agencies will be assessed based on the background and experience of the firm/organization/consortium, background and experience of the project team, proposed approach and methodology for the project, and an in-person presentation to the Bid Evaluation Committee.

7. Deliverables & Timelines

- i. Inception report with final scope, methodology and approach. This should also include findings from the meta-analysis and therefore the areas which will be further explored during field visits.
- ii. Mid-term report with initial findings of the study.
- iii. Draft Final report for stakeholder consultations.
- iv. Final Report after incorporation of inputs from all the concerned stakeholders.

All the reports are required to be submitted in hard copy in triplicate and in soft copy. In addition to the reports, for further analysis in future, verifiable raw data in soft copy should also be shared with Ministry / Department. This will include detailed transcriptions of key informant interviews and focus group discussions as well as raw data from household surveys in MS Excel/CSV format.

Following the award of contract, the timelines expected are as follows:

Sr. No	Activity	Deadline
1	Award of contract	T
2	Inception Report	T+15 days
3	Finalization of Inception report based on comments by Ministry / Department	T+17 days
4	Mid-term Report	T+45 days
5	Sign-off on the mid-term report based on comments by Ministry / Department	T+48 days
6	Draft Report	T+85 days
7	Comments on Draft Report by Ministry / Department	T+92 days
8	Sign-off on the Final Evaluation Report	T+100 days

* The bidder is required to submit a detailed timeline with an implementation schedule as a part of the project plan.

8. Payment Schedule

The payment schedule linked to the specified deliverables above is given at Annex-2, Schedule 2 of this RFP

9. Indicative Report Structure

The final evaluation report should cover the following aspects as mentioned in APPENDIX-III B of this RFP.

10. Support from Ministry / Department

A detailed list of scheme-specific information required for better contextual understanding of the bidder is given in https://dgt.gov.in/MODEL_ITI

11. Reporting

- a. The Consultant will work closely with the Ministry. The Ministry has established a Working Group (the “WG”) to enable conduct of this assignment. A designated Project Director of

the Ministry will be responsible for the overall coordination and project development. He will play a coordinating role in dissemination of the Consultant's outputs, facilitating discussions, and ensuring required reactions and responses to the Consultant.

- b. The Consultant may prepare Issue Papers highlighting issues that could become critical for the timely completion of the Project and that require attention from the Ministry.
- c. The Consultant will make a presentation on the Inception Report for discussion with the WG at a meeting. This will be a working document. The Consultant is required to prepare and submit a periodic 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.

TERMS OF REFERENCE FOR EVALUATION OF UPGRADATION OF 1396 GOVT. ITIs THROUGH PUBLIC PRIVATE PARTNERSHIP SCHEME

1. Background:

Under the scheme of Up-gradation of 1396 Government ITIs through PPP, 1227 Government ITIs have been covered and an Industry Partner (IP) is associated with every ITI covered under the scheme. Institute Management Committee (IMC), registered as a society, has been constituted in each ITI and is headed by the Industry Partner. Interest free loan of Rs. 2.50 crore per ITI was released by the Central Government directly to the IMC Society of the ITI. Financial and academic autonomy has been given to the IMC society. The interest free loan is repayable by the IMC with a moratorium of 10 years and thereafter in equal annual installments over a period of 20 years. 31 States/UTs have been covered under the scheme and Rs. 3067.50 crore has been released to 1227 Government ITIs throughout the country during the XI Plan period.

The State wise ITIs covered under the scheme is given below:

Sl. No.	Name of the State	Total No. of ITI covered in the State
1	Andhra Pradesh	31
2	Arunachal Pradesh	4
3	Assam	17
4	Bihar	13
5	Chandigarh	1
6	Chhattisgarh	42
7	Dadar & Nagar Haveli	1
8	Delhi	9
9	Goa	1
10	Gujarat	91
11	Haryana	52
12	Himachal Pradesh	33
13	Jammu & Kashmir	34
14	Jharkhand	8
15	Karnataka	76
16	Kerala	26
17	Madhya Pradesh	74
18	Maharashtra	250
19	Meghalaya	1
20	Mizoram	2
21	Nagaland`	7
22	Odisha	14
23	Puducherry	4
24	Punjab	76
25	Rajasthan	105
26	Tamil Nadu	32
27	Telangana	30
28	Tripura	7
29	Uttar Pradesh	115

30	Uttarakhand	43
31	West Bengal	28
	Total	1227

b). **Outlay:**

Sr. No.	Name of Central Sector Scheme	Cumulative outlay for past 5 years (2015-16 to 2019-20)	Year of scheme launch
1	Up-gradation of 1396 Govt. ITIs through Public Private Partnership (PPP)	5 crore [i.e. Rs. 1 crore every year provided to meet the expenditure of State Implementation Cell (SIC) and Central Project Monitoring Unit (CPMU)]	2007-08

c). **Status of the Scheme at present:**

The scheme of “Up-gradation of 1396 Govt. ITIs through Public Private Partnership”, a centrally sponsored scheme was launched in 2007-08 with a total outlay of Rs. 3,550 crore. Under this scheme an interest free loan of upto Rs. 2.50 cr. was given by the Central Government directly to the Institute Management Committee Society (IMC) and financial and academic autonomy is given to the Society during the period 2007-08 to 2011-12. The interest free loan is repayable in 20 annual installments after a moratorium period of 10 years. The first installment repayable from the 11th anniversary of the day of drawl. Till date, 1227 ITIs have been funded under the scheme. The total amount disbursed under the scheme is Rs. 3067.50 crore @ Rs. 2.50 crore per ITI.

d). **Mechanism of implementation:**

Ministry of Skill Development and Entrepreneurship (MSDE) is the anchor Ministry to coordinate the implementation of scheme “Up-gradation of 1396 Govt. ITIs through Public Private Partnership” across the country. The scheme is being implemented through State Directorates for Skill Development in 31 States of Country.

2. Objectives of the Evaluation Study

a) Scheme Performance Analysis

- i. To understand the status of the scheme performance in the country on key intended outputs and outcomes
- ii. To qualitatively and quantitatively (based on meta-analysis, if possible) map the actual contribution against the intended contribution of scheme to National Development Priorities and SDGs

b) Assess Relevance, Efficiency, Effectiveness, Equity and Sustainability of the scheme

Based on the Evaluation Coordination Group’s (ECG’s) Good Practice Standards for evaluation of public sector operations⁵, the assessment of the Central Sector scheme should be conducted along the principles of *Relevance, Efficiency, Effectiveness and Sustainability*.

Herein, **relevance** would assess the extent to which intended outcomes of the scheme were strategically aligned with the country's development priorities and if the design was appropriate for achieving the intended outcomes. The **effectiveness** assessment looks at whether the scheme's intended outcomes were achieved and whether any unintended outcomes had inadvertently reduced impact of the programme. The **efficiency** of the scheme is a measure of how well it used resources to achieve its outcomes. And, **sustainability** assessment focuses on the likelihood that scheme outcomes and outputs will be maintained over a meaningful timeframe, demonstrating the persistence of results from the programme implementation. This should cover all the three dimensions of sustainability i.e. economic, environmental and social. Additionally, it is important to add the principle of **Equity**, to assess if inclusion across dimensions is being ensured as a part of scheme coverage. In line with this understanding, the following aspects will have to be assessed:

- i. To analyze the input use efficiency of the scheme i.e. planned IEC activities for stakeholders and beneficiaries, institutional mechanism, fund flow (adequacy & timeliness) & utilization through public expenditure tracking, policy guidelines and human resources allocated for the implementation of the schemes at central, state, district, and institutes, mechanisms to identify and reward best practices within the scheme design as well as M&E systems.
 - ii. To assess the coverage of the scheme in terms of eligible beneficiaries, geographies etc.
 - iii. To identify the key bottlenecks/issues & challenges in the implementation mechanisms (governance mechanisms, awareness generation, stakeholder engagement & their roles & responsibilities, process & resource flow, capacities) of various development schemes
 - iv. To assess the quality of assets created/services provided under the scheme and to see how far these assets/services benefitted the end beneficiaries
 - v. To assess the intended and actual convergence of the scheme to other developmental programmes of the Central and the State Governments as well as with private sector, CSR efforts, etc.
 - vi. Also identify gaps in the scheme outcomes in light of national priorities/SDGs not being addressed due to (a) absence of interventions or (b) non-performance of existing schemes/interventions
- c) Cross-sectional Thematic Assessment
- i) Assess the scheme on various cross-sectional themes like (a) accountability and transparency, (b) direct/indirect employment generation, (c) gender mainstreaming, (d) environmental change & sustainability, (e) use of IT/Technology in driving efficiency, (f) stakeholder & beneficiary behavioral change, (g) Research and Development (h) Unlocking Synergies (i) Reforms & Regulations and (j) impact on and role of private sector, community and civil society in the scheme
- d) Best Practices & Externalities
- i) To identify and highlight any scalable best practices and homegrown innovations, if any, used and create case studies out of them to disseminate it for replication in other schemes/programmes
 - ii) Also capture the unintended consequences/negative externalities of scheme implementation and how these were triggered. Also map them against the environmental and social safeguards in the scheme design
- e) Programme Harmonization

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

3. Scope of Service

a) **Meta-Analysis & Field Study:** The data and methods will involve review of

- i. National development goals and scheme documents;
- ii. Financial data on allocation and expenditures of the scheme;
- iii. Annual reports of the ministry / department for output and outcome assessment;
- iv. Available evaluation reports for output and outcomes assessment;
- v. Annual progress reports and implementation documents to assess the institutional arrangements;
- vi. Available evaluation reports done at the district and state level, for the states/districts covered under field study, if applicable;
- vii. Evaluations done by non-government agencies.

Based on meta-analysis and key informant interviews, the evaluation study will provide insights into reasons for success and failure of scheme design, institutional arrangements, human resources, political economy considerations, among others. The study will also provide strategic insights into:

- a. Gaps between intended and actual outcomes both due to lack of specific interventions and failure or poor outcomes of existing schemes;
- b. Institutional and human resource failures and best practices;
- c. Institutional provisions for monitoring and evaluation;
- d. Degree of adoption of outcome-output framework;
- e. Adoption of technology for effective scheme implementation;
- f. Political economy constraints and scheme design constraints/provisions; among others.

A detailed list of key documents to be referred to by the bidder is placed at https://dgt.gov.in/Upgradation_ITIs.

- viii. Designing of the discussions guides for focus group discussions, interview guides for in-depth interviews and structured questionnaires/schedules for household surveys
- ix. Preparation of the analysis plan
- x. Pre-testing and finalizing the required tools
- xi. Establishment of a managerial structure for field operations
- xii. Engagement of investigators and training/capacity building of the field investigators
- xiii. Putting in place appropriate IT hardware and application software for data collection and management
- xiv. Collecting and compiling the quality data from selected areas
- xv. High quality data management and adherence to quality assurance mechanisms as per agreed protocols, plans and schedules
- xvi. Collation and data cleaning

- xvii. Running data analysis and submitting cross-tabulations/summarizations
- xviii. Preparation of draft report and conducting stakeholder consultations
- xix. Submission of final report and dissemination of the key findings
- xx. Incorporating concurrent feedback into the workflow

2. Data Collection Methodology

A qualitative study backed with extensive meta-analysis will be conducted to provide the scheme assessment. The qualitative study will consist of two main components:

- a. Key Informant Interviews & Focus Group Discussions - Herein, it is proposed that key informant interviews with ministry/department personnel at national level implementing bodies, state, district and block level officials, other stakeholders supporting implementation or indirectly involved in enabling scheme's success and opinion makers at village level are contacted. Additionally, focus group discussions will be conducted, mostly at field level with diverse groups involving implementing stakeholders, opinion makers as well as selected beneficiaries. National level key informants should also include national level think tanks, institutions, prominent non-profit organizations, government officials
- b. Field Surveys - A selected sample of field surveys shall be conducted to assess the beneficiary-level impact of the scheme. However, this household survey design may be quasi-quantitative in nature.

Additionally, the key information areas to be covered in the discussion guides/questionnaires for key informant interviews and field surveys should cover data points included but not limited to NITI Aayog's Output-Outcome Monitoring Framework for corresponding schemes. This is further detailed at https://dgt.gov.in/Upgradation_ITIs.

a) Sampling

The sample design for a household survey must be stratified in such a way that the sample actually selected is spread over geographic sub-areas and population sub-groups representatively. The size of the sample must take account of competing needs so that costs and precision are optimally balanced. Given all India nature of the Central Sector scheme implementation the sampling methodology will involve multi-stage, stratified and clustered features.

Entire country can be divided into 6 geographical zones i.e. (i) North & Central, (ii) South, (iii) East, (iv) West, (v) North-East and (vi) Northern Hilly States.

Sr. No.	Zone	States / UTs
1	North & Central	Uttar Pradesh, Haryana, Punjab, Madhya Pradesh, Chhattisgarh, Delhi, Chandigarh
2	South	Telangana, Andhra Pradesh, Karnataka, Kerala, Tamil Nadu, Puducherry

3	East	Bihar, Orissa, Jharkhand, West Bengal
4	West	Rajasthan , Gujarat, Goa , Maharashtra, Dadra & Nagar Haveli
5	North East	Nagaland, Tripura, Arunachal Pradesh, Mizoram, Meghalaya, Assam
6	Northern Hilly States	Uttarakhand, Jammu & Kashmir, Himachal Pradesh

Sl. No.	Name of the State	Total No. of ITI covered in the State	Proposed sample for survey
1	Andhra Pradesh	31	3
2	Arunachal Pradesh	4	1
3	Assam	17	2
4	Bihar	13	1
5	Chandigarh	1	1
6	Chhattisgarh	42	4
7	Dadar & Nagar Haveli	1	1
8	Delhi	9	1
9	Goa	1	1
10	Gujarat	91	9
11	Haryana	52	5
12	Himachal Pradesh	33	3
13	Jammu & Kashmir	34	3
14	Jharkhand	8	1
15	Karnataka	76	8
16	Kerala	26	3
17	Madhya Pradesh	74	7
18	Maharashtra	250	25
19	Meghalaya	1	1
20	Mizoram	2	1
21	Nagaland`	7	1
22	Odisha	14	1
23	Puducherry	4	1
24	Punjab	76	8
25	Rajasthan	105	10
26	Tamil Nadu	32	3
27	Telangana	30	3
28	Tripura	7	1
29	Uttar Pradesh	115	11
30	Uttarakhand	43	4
31	West Bengal	28	3
	Total	1227	127

However, it is important to note that these numbers are indicative and it is proposed that the bidder may suggest their methodology best suited to meet the objectives of the evaluation.

b) Mechanisms to ensure Data Quality

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

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

TERMS OF REFERENCE FOR EVALUATION OF SCHEME “SKILL DEVELOPMENT IN 47 DISTRICTS AFFECTED BY LEFT WING EXTREMISM”

1. Background:

The Centrally Sponsored Scheme “Skill Development in 47 Districts Affected by Left Wing Extremism (LWE)” scheme (“LWE scheme”) was formulated in 2011 to increase the infrastructure for skill training in the Left Wing Extremism affected areas so that the local youth may get enhanced opportunity to have a decent livelihood by acquiring skill. This will result in preventing the local youth from disruptive activities. Thus, this scheme enables in bringing the misguided youth back into the mainstream and also helps in national security. The scheme has following components:

- (vi) Establishment of 47 Industrial Training Institutes (ITIs) and 68 Skill Development Centres (SDCs) with 75% Central and 25% State Share funding;
- (vii) Skill Training of 5340 youth with 100% Central Share funding;
- (viii) Funding Monitoring Cells at Central level with 100% Central Share funding;
- (ix) Skill Gap Survey in 34 Districts of 9 States with 100% Central Share funding and
- (x) One Time Grant of to 47 Institute Management Committee (IMC) @ Rs. 1.00 Crore per IMC.

The district wise coverage of the scheme is given below:

Sl.	State	District Covered	ITI Name	SDC Name
1.	Andhra Pradesh	Vishakhapatnam	ITI, Vishakapatnam	
2	Telangana	Khammam	ITI, Kothagudem	SDC, Bhadrachalam SDC, Wazedu
3	Bihar	Jamui	ITI, Gidhaur	SDC, Jhajha SDC, Giddaur
		Gaya	ITI, Dumaria	SDC, Barachatti SDC, Amash
		Aurangabad	ITI, Babhandi	SDC, Navinagar SDC, Madanpur
		Rohtas	ITI, Tumba	SDC, Tumba, Rohtas SDC, Nauhatta
		Jehanabad	ITI, Makhdumpur	SDC, Keur, Jehanabad SDC, Hulasganj
		Arwal	ITI, Orbigha, Sonbhadra	SDC, Karphi SDC, Kurtha
		Muzzafarpur	ITI, Muzzafarpur	NOT COVERED
		Banka	ITI, Bausi	
		Nawada	ITI, Nawada	
4	Chhattisgarh	Dantewada	ITI Konta	SDC - Dantewada SDC – Bhanupratappur
		Baster	ITI Bakawand	SDC- Kondagaon SDC- Darbha
		Kanker	ITI Narharpur	SDC - DurgKondul SDC - Narharpur
		Surguja	ITI Sitapur	SDC - Mainpat
				SDC - Ramanujganj

Sl.	State	District Covered	ITI Name	SDC Name
		Rajnandgaon	ITI AmbagarhChaoki	SDC- Ranjandgaon SDC- Dongargaon
		Bijapur	ITI Bhairamgarh	SDC- Bijapur SDC- Bhairamgarh
		Narayanpur	ITI Narayanpur	SDC - Adaka SDC – Sukma
		Kondagaon	ITI Mardapal	Not Covered
		Sukma	ITI Sukma	
5	Jharkhand	Chatra	ITI Kishanpur	SDC - Simriya SDC- Ithkori
		West Singhbhum	ITI, Khuntpani	SDC- ChaibasaSadar SDC- Khutpani
		Palamau	ITI, Vishrampur	SDC- Chainpur SDC- Hariharganj
		Garhwa	ITI, Chiniya	SDC- Bhavnathpur SDC- Ramna
		East Singhbhum	ITI, Ghatsila	SDC- Masabani SDC - Dhalbhumgarh
		Bokaro	ITI, Nawadih	SDC- Gomia SDC- Jaridih
		Lohardaga	ITI, Kairo	SDC- Senha SDC- Kisko
		Gumla	ITI, Sisai	SDC- Sadar SDC – Chainpur
		Latehar	ITI Barwadih	SDC- Bariyatu SDC- Manika
		Hazaribagh	ITI, Vishnugarh	SDC- Barkagaon SDC- Bishnugarh
		Girdih	ITI, Girdih	NOT COVERED
		Khunti	ITI, Khunti	
		Ranchi	ITI, Ranchi	
		Dumka	ITI, Dumka	
		Ramgarh	ITI, Ramgarh	
		Simdega	ITI, Simdegha	
6	Madhya Pradesh	Balaghat	ITI, Paldogari, Lanjhi	SDC- Kekatola, Birsa
				SDC- Kumungaon, Paraswada
7	Maharashtra	Gadchiroli	ITI Jimlgatta	SDC- Kasansur, Tal Etapalli SDC - Godulwahi, Tal Dhanora
		Gondia	ITI, Palandur	SDC - Darekasa, Tal Salekasa SDC - Borgaon Bazar, Tal Deori
8	Odisha	Gajapati	ITI Rayagada, Bissam – Cuttack	SDC- Nuagarh
				SDC- Shyamgaintha, Gumma

Sl.	State	District Covered	ITI Name	SDC Name
		Malkangiri	ITI, Matheli	SDC, Chitrakond, Korkonda SDC- Moto, Luchhipeta
		Rayagada	ITI, Gajabahal	SDC- Gumma, Rayagada SDC- Jimidipeta
		Deogarh	ITI Barkote	SDC- Reamal SDC- Teleibani
		Sambalpur	ITI Rasanpur	SDC- Rengali SDC, Sahaspur
		Koraput	ITI, Koraput	NOT COVERED
		9	Uttar Pradesh	Sonebhadra
10	West Bengal	Paschim Midnapur (Lalgarh Area)	ITI, Ranjibanpur, BInpur – I	SDC- Silda, Binpur- II SDC- Lalgarh, Binpur- I

b). Outlay:

Sr. No.	Centrally Sponsored Scheme Name	Cumulative outlay for past 5 years (2015-16 to 2019-20)	Year of scheme launch
1	Skill Development in 47 Districts Affected by LWE	Cumulative outlay is INR 91.61 crore	February, 2011

c). Status of the Scheme at present:

The duration of the scheme was upto 31stMarch, 2019. The proposal for continuation of the scheme beyond 31stMarch, 2019 to 31st March, 2020 is under consideration with IFD. Due to various reasons, the scheme could not realize its objective within the stipulated time period, and now critical decisions have to be taken regarding its progress and possible future actions by evaluating the current scenario and further prospects.

The facts mentioned below indicate the progress made as on 01.05.2019 under the scheme since its inception February 2011:

Component	Completed	Work in Progress	Yet to Start	Total
Construction of 47 Industrial Training Institutes (ITIs)	Total –22 Chhattisgarh - 7 Jharkhand -5 Orissa – 5 Uttar Pradesh – 1 Madhya Pradesh – 1 Bihar - 2 West Bengal - 1	Total – 12 Jharkhand- 5 Maharashtra – 1 Bihar – 4 Orissa – 1 Telangana -1	Total – 13 Bihar- 3 Maharashtra- 1 Andhra Pradesh – 1 Chhattisgarh – 2 Jharkhand - 6	47
Construction of 68 Skill Development Centres (SDCs)	Total – 55 Chhattisgarh- 14 Jharkhand- 14 Orissa – 10 Uttar Pradesh – 2 Madhya Pradesh- 2 Bihar – 11 Telangana - 2	Total – 6 Jharkhand- 6	Total – 7 Maharashtra – 4 West Bengal – 2 Bihar - 1	68

d). Mechanism of implementation:

Ministry of Skill Development and Entrepreneurship (MSDE) is the anchor Ministry to coordinate the implementation of scheme “Skill Development in 47 Districts Affected by LWE” across the country. The scheme is being implementing through State Directorate for Skill Development in 10 States of Country.

Issues and Challenges: The scheme is being implemented in Left Wing Extremism areas of 10 States i.e. Andhra Pradesh, Bihar, Chhattisgarh, Odisha, Jharkhand, Madhya Pradesh, Maharashtra, Telengana, Uttar Pradesh and West Bengal. Due to LWE area, the physical progress of the scheme is very slow and State Governments are unable to furnish the utilization certificate in respect of the released fund on time. Due to this, States requested multiple times for re-validation of released fund, which result in wastage of time.

Past Evaluation Study: No evaluation study has been done under the scheme in Past. The scheme needs to be evaluated before the scheme to be continued with a condition of Ministry of Finance that evaluation of the scheme will be done in light of the Department of Expenditure (DOE), Ministry of Finance Office Memorandum nos. 03/12/2016-fn dated 11-08-2016, 24(35)/PF-II/2012 dated 05.08.2016, 42(02) PF-II/2014 dated 27.03.2017 and 42(02) PF-II/2014 dated 29.12.2017.

Hence, the main purpose of evaluation is to decide on continuation of the scheme, whether any modification needed, output-outcome review, suggestions to improve the quality of implementation and its sunset time. The evaluation period will be 2011-12 to 2018-19.

Possible areas of enquiry for the study:Quality of civil works undertaken under the scheme as well as NCVT Norms whether adopted during construction of Government ITIs or not. Skill Gap survey needs to be covered under the study. Collection of data pertaining to skill training of 5340 youth.

3. Objectives of the Evaluation Study

c. Scheme Performance Analysis

- iii. To understand the status of the scheme performance in the country on key intended outputs and outcomes
- iv. To qualitatively and quantitatively (based on meta-analysis, if possible) map the actual contribution against the intended contribution of scheme to National Development Priorities and SDCs

d. Assess Relevance, Efficiency, Effectiveness, Equity and Sustainability of the scheme

Based on the Evaluation Coordination Group’s (ECG’s) Good Practice Standards for evaluation of public sector operations⁶, the assessment of the Central Sector scheme should be conducted along the principles of *Relevance, Efficiency, Effectiveness and Sustainability*. Herein, **relevance** would assess the extent to which intended outcomes of the scheme were strategically aligned with the country’s development priorities and if the design was appropriate for achieving the intended outcomes. The **effectiveness** assessment looks at whether the scheme’s intended outcomes were achieved and whether any unintended outcomes had inadvertently reduced impact of the programme. The **efficiency** of the scheme is a measure of how well it used resources to achieve its outcomes. And, **sustainability** assessment

focuses on the likelihood that scheme outcomes and outputs will be maintained over a meaningful timeframe, demonstrating the persistence of results from the programme implementation. This should cover all the three dimensions of sustainability i.e. economic, environmental and social. Additionally, it is important to add the principle of *Equity*, to assess if inclusion across dimensions is being ensured as a part of scheme coverage. In line with this understanding, the following aspects will have to be assessed:

- vii. To analyze the input use efficiency of the scheme i.e. planned IEC activities for stakeholders and beneficiaries, institutional mechanism, fund flow (adequacy & timeliness) & utilization through public expenditure tracking, policy guidelines and human resources allocated for the implementation of the schemes at central, state, district, block, and village, mechanisms to identify and reward best practices within the scheme design as well as M&E systems
 - viii. To assess the coverage of the scheme in terms of eligible beneficiaries, geographies etc.
 - ix. To identify the key bottlenecks/issues & challenges in the implementation mechanisms (governance mechanisms, awareness generation, stakeholder engagement & their roles & responsibilities, process & resource flow, capacities) of various development schemes
 - x. To assess the quality of assets created/services provided under the scheme and to see how far these assets/services benefitted the end beneficiaries
 - xi. To assess the intended and actual convergence of the scheme to other developmental programmes of the Central and the State Governments as well as with private sector, CSR efforts, international multilateral and bilateral aid, etc.
 - xii. Also identify gaps in the scheme outcomes in light of national priorities/SDGs not being addressed due to (a) absence of interventions or (b) non-performance of existing schemes/interventions
- a) Cross-sectional Thematic Assessment
- i. Assess the scheme on various cross-sectional themes like (a) accountability and transparency, (b) direct/indirect employment generation, (c) gender mainstreaming, (d) climate change & sustainability, (e) role of Tribal Sub-Plan (TSP) and Scheduled Caste Sub-Plan component of the scheme in mainstreaming of Tribal and Scheduled Caste population (f) use of IT/Technology in driving efficiency, (g) stakeholder & beneficiary behavioral change, (h) Research and Development (i) Unlocking Synergies (j) Reforms & Regulations and (k) impact on and role of private sector, community and civil society in the scheme
- b) Best Practices & Externalities
- i. To identify and highlight any scalable best practices and homegrown innovations, if any, used and create case studies out of them to disseminate it for replication in other schemes/programmes
 - ii. Also capture the unintended consequences/negative externalities of scheme implementation and how these were triggered. Also map them against the environmental and social safeguards in the scheme design
- c) Programme Harmonization

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

3. Scope of Service

- a. **Meta-Analysis & Field Study:** The data and methods will involve review of
 - i) National development goals and scheme documents;
 - ii. Financial data on allocation and expenditures of the scheme;
 - iii. Annual reports of the ministry / department for output and outcome assessment;
 - iv. Available evaluation reports for output and outcomes assessment;
 - v. Annual progress reports and implementation documents to assess the institutional arrangements;
 - vi. Available evaluation reports done at the district and state level, for the states/districts covered under field study, if applicable;
 - vii. Evaluations done by non-government agencies.

Based on meta-analysis and key informant interviews, and community and household surveys, the evaluation study will provide insights into reasons for success and failure of scheme design, institutional arrangements, human resources, political economy considerations, among others. The study will also provide strategic insights into:

- a) Gaps between intended and actual outcomes both due to lack of specific interventions and failure or poor outcomes of existing schemes;
- b) Institutional and human resource failures and best practices;
- c) Institutional provisions for monitoring and evaluation;
- d) Degree of adoption of outcome-output framework;
- e) Adoption of technology for effective scheme implementation;
- f) Political economy constraints and scheme design constraints/provisions; among others.

A detailed list of key documents to be referred by the bidder relating to the scheme are available at https://dgt.gov.in/Left_Wing_Extremism

- viii. Designing of the discussions guides for focus group discussions, interview guides for in-depth interviews and structured questionnaires/schedules for household surveys
- ix. Preparation of the analysis plan
- x. Pre-testing and finalizing the required tools
- xi. Establishment of a managerial structure for field operations
- xii. Engagement of investigators and training/capacity building of the field investigators
- xiii. Putting in place appropriate IT hardware and application software for data collection and management
- xiv. Collecting and compiling the quality data from selected areas
- xv. High quality data management and adherence to quality assurance mechanisms as per agreed protocols, plans and schedules
- xvi. Collation and data cleaning
- xvii. Running data analysis and submitting cross-tabulations/summarizations
- xviii. Preparation of draft report and conducting stakeholder consultations

- xix. Submission of final report and dissemination of the key findings
- xx. Incorporating concurrent feedback into the workflow

4. Data Collection Methodology

A qualitative study backed with extensive meta-analysis will be conducted to provide the scheme assessment. The qualitative study will consist of two main components:

- (1) Key Informant Interviews & Focus Group Discussions - Herein, it is proposed that key informant interviews with ministry/department personnel at national level implementing bodies, state, district and block level officials, other stakeholders supporting implementation or indirectly involved in enabling scheme's success and opinion makers at ground level are contacted. Additionally, focus group discussions will be conducted, mostly at ground level with diverse groups involving implementing stakeholders, opinion makers as well as selected beneficiaries. National level key informants should also include national level think tanks, institutions, prominent non-profit organizations, government officials

a. Sampling

The sample design for a household survey must be stratified in such a way that the sample actually selected is spread over geographic sub-areas and population sub-groups representatively. The size of the sample must take account of competing needs so that costs and precision are optimally balanced. Given all India nature of the Centrally sponsored scheme implementation the sampling methodology will involve multi-stage, stratified and clustered features.

Entire country can be divided into 6 geographical zones i.e. (i) North & Central, (ii) South, (iii) East, (iv) West. The zone wise coverage of the scheme is given below:

Sr No.	Zone	States / UTs
1	North & Central	Uttar Pradesh, Madhya Pradesh, Chhattisgarh
2	South	Telangana, Andhra Pradesh
3	East	Bihar, Orissa, Jharkhand, West Bengal
4	West	Maharashtra

All the states within each zone can be classified into 2 strata based on scheme performance on key outcomes and a state from each strata can be selected. In this way, around 10 states (as mentioned in above table) will be selected. Subsequently, following districts wise sample list under the scheme may be proposed to covered under evaluation study of the scheme.

Industrial Training Institutes (ITI)

Sl	ITI	Districts
1	Chhattisgarh	Sukma, Baster, Kanker

2	Jharkhand	West Singhbhum, Chatra, Palamu, Gumla
3	Orrissa	Gajapati, Malakangir, Koraput
4	Uttar Pradesh	Sonebhadra
5	Madhya Pradesh	Balaghat
6	Bihar	Jamui, Arwal, Rohtas
7	West Bengal	Paschim Midnapur
8	Telangana	Khammam
9	Maharashtra	Gondia

Skill Development centres (SDCs)

Sl	SDC	Location/Districts
1	Chhattiagarh	Dandetawada, Sukma; Kondagaon, Baster; Narharpur, Kanker; Mainpur, Surguja Sukma, Narayanpur
2	Jharkhand	ChaibasaSadar, West Singhbhum Itakori, Chatra Chainpur, Palamau Masabani, East Singhbhum, Manika, Latehar Kisko, Lohardaga Gomia, Bokaro
3	Orrisa	Korkanda, Malkangiri Teleibani, Deogarh Nuagarh, Gajapati Rengali, Sambalpur
4	Uttar Pradesh	Piparkhand, Sonebhadra
5	Madhya Pradesh	Birsa, Balaghar
6	Bihar	Karphi, Arwal; Rohtas, Rohtas Navinagar, Aurangabad Giddaur, Jamui
7	Telangana	Wazedu Khammam

However, it is important to note that these numbers are indicative and it is proposed that the bidder may suggest their methodology best suited to meet the objectives of the evaluation.

c. Mechanisms to ensure Data Quality

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

- i. The field investigators to be engaged for conducting the ground study & key informant interviews/FGDs should have at least 3 years of experience in conducting similar surveys/interviews. 2-step training (classroom and then on-the-field training) should be conducted for all field investigators.
- ii. It is recommended that pilots should be conducted on at least 2% of the sample size for both Key Informant Interviews to fine tune the inquiry tools. A brief on the learnings from such a pilot exercise and subsequent improvements in the tools/questionnaires should also be shared with NITI Aayog.
- iii. 100% data collected should be validated using a validation checklist. Missing data points should be recollected.
- iv. Use of mobile-based real-time data collection and validation tools should be done to ensure efficiency and accuracy in data collection.

TERMS OF REFERENCE FOR EVALUATION OF SCHEME “ENHANCING SKILL DEVELOPMENT INFRASTRUCTURE IN NE STATES”

1. Background:

The “Enhancing Skill Development in Northeastern States and Sikkim” scheme (“ESDI scheme”) was formulated in 2011 to enhance the existing infrastructure of skill development in the Northeastern (NE) States. Several revisions have been made thereafter. As of now, through this scheme, Central government assists states in-

- (i) Upgradation of 22 existing ITIs in 8 NE States by introducing three new trades;
- (ii) Supplementing infrastructure deficiencies in 28 existing ITIs in 8 NE States - constructing new hostel, boundary wall and supplementing old and obsolete tools and equipment;
- (iii) Funding Monitoring Cells at Central & State Level and
- (iv) Establishment of 34 New ITIs in 8 NE States.

The district wise coverage of the scheme is given below:

State	ITIs covered under Upgradation		ITIs covered under supplementing deficient infrastructure		ITIs covered under new establishments	
	No	Location	No	Location	No	Location*
Meghalaya	4	Sohra, Resubelpara, Nongstoin, Nongpoh	4	Sohra, Resubelpara, Nongstoin, Nongpoh	3	Ampati, Mawkyrwat, East Jayantia Hills
Manipur	3	Phaknung, Senapati, Takyel(W)	8	Phaknung, Senapati, Takyel(W), Tamenglong, Ningthoukhong, Kakching, Chandel, Saikot	4	Sekmai, Kangpokpi, Pherzawl, Noney
Assam	6	Jorhat, Srikona, Majuli, Guwahati, Nagaon, Silchar(W)	1	Lakhimpur	5	Nalbari, Bongaigaon, Jorhat, Tinsukia, Sonitpur
Tripura	1	Indra Nagar	1	Belonia	3	Gandacharra, Kanchanpur, Santirbazar
Arunachal Pradesh	3	Yupia, Balinong, Dirang,	3	Dirang, Roing, Tabarijo	9	New Sagalee, Manipoliang, Mipang, Kanubari, Tawang, East Kameng, KurungKumey, West Siang, Namsai
Nagaland	2	Dimapur, Kohima	5	Zuhenboto, Tuensung, Mon, Mokokchung, Kohima	4	Dimapur, Peren, Longleng, Kiphire
Sikkim	0		3	Rangpo, Namchi, Gyashiling	3	Kewzing, Sokeythang, West Sikkim
Mizoram	3	Aizawl, Lunglei, Saiha	3	Aizawl, Lunglei, Saiha	3	Champhai, Serchhip, Kolasib
Total	22		28		34	

b). Outlay:

Sr. No.	CS Scheme Name	Cumulative outlay for past 5 years (2015-16 to 2019-20)	Year of scheme launch
1	Enhancing Skill Development Infrastructure in NE States	Indicative outlay is INR 53.47crore	February, 2011

c). Status of the Scheme at present:

The duration of the scheme is upto 31stMarch, 2020. Till 01.04.2019, an amount of Rs. 187.12 crore out of total allocation Rs. 416.18 crore has been released to the States covered under the scheme. As on 01.05.2019, States covered under the scheme has submitted utilization certificates amounting to Rs. 126.27 crore out of total released amount i.e. Rs. 187.12 crore. The proposal for continuation of the scheme beyond 31stMarch, 2019 to 31st March, 2020 is under consideration with IFD.

The facts mentioned below indicate the progress made as on 01.05.2019 under the scheme since its inception February 2011:

Sl.	Component	Completed	Under progress	Yet to start	Not Covered	Total
1	Construction of new ITIs					
1.a	Civil Works	3	15	16		34
1.b	Procurement of Tools & Equipment	0	07	27		34
2	Upgradation of 34 ITIs					
2.a	Construction of classroom & workshop	14	6	2		22
2.b	Purchase of Tools	16	04	2		22
3	Supplementing Infrastructure Deficiencies in 28 ITIs					
3.a	Construction of Hostel	20	01	06	01	28
3.b	Construction of Boundary Wall	20	01	06	01	28
3.c	Purchase of Tools	19	04	00	05	28

d). Mechanism of implementation:

Ministry of Skill Development and Entrepreneurship (MSDE) is the anchor Ministry to coordinate the implementation of scheme “Enhancing Skill Development Infrastructure in NE States” across the country. The scheme is being implementing through State Directorate for Skill Development in 9 States of Country.

2. Objectives of the Evaluation Study**a. Scheme Performance Analysis**

- i. To understand the status of the scheme performance in the country on key intended outputs and outcomes

- ii. To qualitatively and quantitatively (based on meta-analysis, if possible) map the actual contribution against the intended contribution of scheme to National Development Priorities and SDGs

f. Assess Relevance, Efficiency, Effectiveness, Equity and Sustainability of the scheme

Based on the Evaluation Coordination Group's (ECG's) Good Practice Standards for evaluation of public sector operations, the assessment of the Central Sector scheme should be conducted along the principles of *Relevance, Efficiency, Effectiveness and Sustainability*. Herein, **relevance** would assess the extent to which intended outcomes of the scheme were strategically aligned with the country's development priorities and if the design was appropriate for achieving the intended outcomes. The **effectiveness** assessment looks at whether the scheme's intended outcomes were achieved and whether any unintended outcomes had inadvertently reduced impact of the programme. The **efficiency** of the scheme is a measure of how well it used resources to achieve its outcomes. And, **sustainability** assessment focuses on the likelihood that scheme outcomes and outputs will be maintained over a meaningful timeframe, demonstrating the persistence of results from the programme implementation. This should cover all the three dimensions of sustainability i.e. economic, environmental and social. Additionally, it is important to add the principle of **Equity**, to assess if inclusion across dimensions is being ensured as a part of scheme coverage. In line with this understanding, the following aspects will have to be assessed:

- i. To analyze the input use efficiency of the scheme i.e. planned IEC activities for stakeholders and beneficiaries, institutional mechanism, fund flow (adequacy & timeliness) & utilization through public expenditure tracking, policy guidelines and human resources allocated for the implementation of the schemes at central, state, district, block, and village, mechanisms to identify and reward best practices within the scheme design as well as M&E systems
- ii. To assess the coverage of the scheme in terms of eligible beneficiaries, geographies etc.
- iii. To identify the key bottlenecks/issues & challenges in the implementation mechanisms (governance mechanisms, awareness generation, stakeholder engagement & their roles & responsibilities, process & resource flow, capacities) of various development schemes
- iv. To assess the quality of assets created/services provided under the scheme and to see how far these assets/services benefitted the end beneficiaries
- v. To assess the intended and actual convergence of the scheme to other developmental programmes of the Central and the State Governments as well as with private sector, CSR efforts, international multilateral and bilateral aid, etc.
- vi. Also identify gaps in the scheme outcomes in light of national priorities/SDGs not being addressed due to (a) absence of interventions or (b) non-performance of existing schemes/interventions

g. Cross-sectional Thematic Assessment

- i. Assess the scheme on various cross-sectional themes like (a) accountability and transparency, (b) direct/indirect employment generation, (c) gender mainstreaming, (d) climate change & sustainability, (e) role of Tribal Sub-Plan (TSP) and Scheduled Caste Sub-Plan component of the scheme in mainstreaming of Tribal and Scheduled Caste population (f) use of IT/Technology in driving efficiency, (g) stakeholder & beneficiary behavioral change, (h) Research and Development (i) Unlocking Synergies (j) Reforms & Regulations and (k) impact on and role of private sector, community and civil society in the scheme
 - h. Best Practices & Externalities
 - i. To identify and highlight any scalable best practices and homegrown innovations, if any, used and create case studies out of them to disseminate it for replication in other schemes/programmes
 - ii. Also capture the unintended consequences/negative externalities of scheme implementation and how these were triggered. Also map them against the environmental and social safeguards in the scheme design
 - i. Programme Harmonization
 - i. Based on the above, analyze the need to continue the scheme in their existing form, modify, scale-up, scale-down or close down the scheme. In case if they need to be modified, suggest revisions in the scheme design for the effective implementation in the future

3. Scope of Service

- a. **Meta-Analysis & Field Study:** The data and methods will involve review of
 - i. National and International development goals and scheme documents;
 - ii. Financial data on allocation and expenditures of the scheme;
 - iii. Annual reports of the ministry / department for output and outcome assessment;
 - iv. Available evaluation reports for output and outcomes assessment;
 - v. Annual progress reports and implementation documents to assess the institutional arrangements;
 - vi. Available evaluation reports done at the district and state level, for the states/districts covered under field study, if applicable;
 - vii. Evaluations done by non-government agencies.

Based on meta-analysis and key informant interviews, and community and household surveys, the evaluation study will provide insights into reasons for success and failure of scheme design, institutional arrangements, human resources, political economy considerations, among others. The study will also provide strategic insights into:

- a) Gaps between intended and actual outcomes both due to lack of specific interventions and failure or poor outcomes of existing schemes;

- b) Institutional and human resource failures and best practices;
- c) Institutional provisions for monitoring and evaluation;
- d) Degree of adoption of outcome-output framework;
- e) Adoption of technology for effective scheme implementation;
- f) Political economy constraints and scheme design constraints/provisions; among others.

A detailed list of key documents to be referred to by the bidder is placed at https://dgt.gov.in/ITI_NE_States

- i. Designing of the discussions guides for focus group discussions, interview guides for in-depth interviews and structured questionnaires/schedules for household surveys
- ii. Preparation of the analysis plan
- iii. Pre-testing and finalizing the required tools
- iv. Establishment of a managerial structure for field operations
- v. Engagement of investigators and training/capacity building of the field investigators
- vi. Putting in place appropriate IT hardware and application software for data collection and management
- vii. Collecting and compiling the quality data from selected areas
- viii. High quality data management and adherence to quality assurance mechanisms as per agreed protocols, plans and schedules
- ix. Collation and data cleaning
- x. Running data analysis and submitting cross-tabulations/summarizations
- xi. Preparation of draft report and conducting stakeholder consultations
- xii. Submission of final report and dissemination of the key findings
- xiii. Incorporating concurrent feedback into the workflow

5. Data Collection Methodology

A qualitative study backed with extensive meta-analysis will be conducted to provide the scheme assessment. The qualitative study will consist of two main components:

- a) Key Informant Interviews & Focus Group Discussions - Herein, it is proposed that key informant interviews with ministry/department personnel at national level implementing bodies, state, district and block level officials, other stakeholders supporting implementation or indirectly involved in enabling scheme's success and opinion makers at village level are contacted. Additionally, focus group discussions will be conducted, mostly at block and village level with diverse groups involving implementing stakeholders, opinion makers as well as selected beneficiaries. National level key informants should also include national level think tanks, institutions, prominent non-profit organizations, government officials
- b) Household Surveys - A selected sample of household surveys shall be conducted to assess the beneficiary-level impact of the scheme. However, this household survey design may be quasi-quantitative in nature.

Additionally, the key information areas to be covered in the discussion

guides/questionnaires for key informant interviews and household surveys should cover data points included but not limited to NITI Aayog's Output-Outcome Monitoring Framework for corresponding schemes. This is further detailed in https://dgt.gov.in/ITI_NE_States

a. Sampling

The sample design for a household survey must be stratified in such a way that the sample actually selected is spread over geographic sub-areas and population sub-groups representatively. The size of the sample must take account of competing needs so that costs and precision are optimally balanced. Given all India nature of the CS scheme implementation the sampling methodology will involve multi-stage, stratified and clustered features.

Entire country can be divided into 6 geographical zones i.e. (i) North & Central, (ii) South, (iii) East, (iv) West, (v) North-East and (vi) Northern Hilly States. The coverage of the scheme falls in 5th geographical zone i.e. (v) North East Zone:

Sr No.	Zone	States / UTs
1	North East	Sikkim, Nagaland, Tripura, Arunachal Pradesh, Mizoram, Meghalaya, Manipur, Assam

All the states within each zone can be classified into 2 strata based on scheme performance on key outcomes and a state from each strata can be selected. In this way, around 08 states (as mentioned in above table) will be selected. Subsequently, following districts wise sample list under the scheme may be proposed to cover under evaluation study of the scheme.

State	ITIs Covered under upgradation		ITIs covered under supplementing deficient infrastructure		ITIs covered under new establishments	
	No.	Location	No.	Location	No.	Location
Meghalaya	2	Sohra, Resubelpata	2	Nongstion, Nongpoh	1	Ampati
Manipur	1	Phaknung	3	Senapati, Kakching, Saikot	2	Sekmai, Kangpokpi
Assam	2	Jorhat, Srikona	1	Lakhimpur	2	Bongaigaon, Tinsukia
Tripura	1	Indra Nagar	1	Belonia	1	Gandacharra
Arunachal Pradesh	1	Yupia	1	Roing	2	New Sagalee, Manipoliang
Nagaland	1	Dimapur	2	Zuhenbot, Tuensung	1	Dimpur
Sikkim	0		1	Rangpo	1	Kewzing
Mizoram	1	Aizawl	1	Saiha	1	Champhai
Total	9		12		11	

However, it is important to note that these numbers are indicative and it is proposed

that the bidder may suggest their methodology best suited to meet the objectives of the evaluation.

b. Mechanisms to ensure Data Quality

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

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

TERMS OF REFERENCE FOR EVALUATION OF JAN SHIKSHAN SANSTHAN

(Jan Shikshan Sansthan component of scheme of support to voluntary agencies for adult education and skill development)

1. Introduction/Background of the Evaluation Study

Jan Shikshan Sansthan (JSS) is designed to cater the skill development/up-gradation needs of disadvantaged groups. Since its inception, JSS has been making efforts to implement initiatives which have been instrumental in promoting skills and enhancing livelihoods opportunities targeted to the non-literates, neo literates and the person having rudimentary level of education upto 12th, drop outs in the age group of 15-35 years, with the priority to SC and ST, women/girls, oppressed, migrants, slum/pavement dwellers and adolescent. The objectives and functions of the scheme are deeply aligned with national development priorities and international commitments. It majorly covers the three Sustainable Development Goals (SDGs) i.e. Gender Equality, Decent Work and Economic Growth and Reduced Inequality through its approach. Over the journey, JSS has enhanced the rural and urban lives in India through its polyvalent (multifaceted) approach to provide Life Enrichment Education (LEE) and imparting skills simultaneously and in an integrated manner. During this passage, it has covered 28 States and two UTs and many untouched segments.

B. History, budgetary outlay of the scheme

Jan Shikshan Sansthan (JSS) was formerly known as Shramik Vidyapeeth (SVP). The first Shramik Vidyapeeth was established in Mumbai (Worli) in March 1967 and was commissioned by the Bombay City Social Education Committee, a voluntary organization engaged in the field of Adult Education for several years. After the success of the project, the Govt. of India developed a scheme for setting up a network of Shramik Vidyapeeths (SVPs) in the country in a phased manner. The SVPs were renamed as Jan Shikshan Sansthan (JSS) w.e.f. the year 2000. The number of SVPs/JSS gradually increased to 17 up to 1983, to 271 by 2008-09 during the 11th Plan Period and covering 28 States and 02 UTs. On 2nd July, 2018, Jan Shikshan Sansthan component of scheme of support to voluntary agencies for adult education and skill development has been transferred from Ministry of Human Resource Development (MoHRD) to Ministry of Skill Development & Entrepreneurship (MSDE).

The JSSs are functioning with the NGOs registered under the Societies Registration Act, 1860 having annual lump-sum grant from the Govt. of India. The administrative and financial affairs of the Jan Shikshan Sansthans are managed by the respective Boards of Management. Financial assistance for recurring and non-recurring expenditure is provided in the three categories to JSS as Emoluments, Programme Expenses and Office Expenses i.e. total 40 Lakh. Non-recurring expenditure i.e. onetime grant of Rs.20 Lakh for infrastructure and equipment's.

Cumulative outlay for past 5 years is as follows:

CS Scheme Name	Cumulative outlay for past 5 years (2015-16 to 2019-20)	Year of Scheme launch
Jan Shikshan Sansthan	281.75 cr.	1967
15-16 = 51.87 cr. AE 2016-17 = 61.96 cr. AE 2017 – 18 = 31.33 cr. RE 2018-19 = 56.59 cr. BE 2019-20 = 80.00 cr.		

C. Status of the scheme at present

Total 271 JSSs have been established in 27 States and 2 UTs across the country. At present, 247 JSSs are functional (list of functional JSS is attached at Appendix-1).

Year wise achievement for last 3 years under the scheme

Year	No. of functional JSS	Total beneficiaries Trained
2016-17	247	289225
2017-18	247	173476
2018-19	228	164156

D. Mechanism of implementation/Issues & Challenges

JSSs function as registered voluntary organizations. Each Jan Shikshan Sansthan is registered independently under the Societies Registration Act of 1860 as per the Memorandum of Association and Bye-laws provided by the Government of India and work under leadership of mother NGO. The affairs of each Jan Shikshan Sansthan are managed by a Board of Management representing interest of the target group. An Executive Committee (EC) and a Staff Selection Committee (SSC) assist the Board of Management. Each JSS have core staff which will include one Director/CEO who will be the administrative head of the organization and other professional to assist him. Proposals for setting up of new Jan Shikshan Sansthans are invited through open advertisement.

A holistic evaluation and assessment is needed to understand the scope of development and up-gradation in methodology and processes, presently running the scheme and to evaluate its impact on the society particularly on the key stakeholders i.e the beneficiaries and society - as a whole. An evaluation is needed to understand the existing scenario and its impact on the beneficiaries and society and provide suggestive measures for improvement. key questions of evaluation are:

1. What is the role of JSS in current skilling ecosystem and emerging entrepreneurial environment
2. How JSS supported in overall development (Personal-Social-Economic) of a beneficiary
3. How ongoing course are relevant with current and local market needs
4. How convergence is effectively followed among all JSS
5. What are monitoring and tracking mechanism followed
6. Identification of gaps and suggest improvements in physical and financial functions of JSS

Evaluation will provide the outlook for the scheme and feedback for further improvement and insights on future course of action, develop a comprehensive monitoring and evaluation framework to standardize and operationalize the scheme towards the Skill India Mission.

Past studies undertaken and their observations/summary

Periodical review and evolution are integral part of the scheme to access the programmes implemented by and through the JSS with a view to effect modifications and improvement. In the same context following studies has been conducted-

S.No.	Year of Review	Done by	Recommendations
1	1969	Tata Institute of Social Sciences (TISS)	need for systematic preparation of syllabi and training materials as well as proper selection of participants in each programme
2	1976	TISS	Programmes were not based on identified needs; pedagogical methods were not satisfactory and lack of resource support to SVPs

S.No.	Year of Review	Done by	Recommendations
3	1986	GOI	Functions such as identification of needs, programme planning, course development, integrated educational approach, training preparation of materials and promotion of linkages got largely side tracked. The quality was the inevitable casualty in the process.
4	1993	TISS & IIM-B	Recommended that the Scheme must be continued as its overall success has generated a great demand for it.
5	2014	IIM-L	Based on their findings and growing demand for vocational education in the country, they recommended continuation of the programme.
6	2017	Center for Market Research and Social Development	JSSs need to be upgraded in terms of infrastructure, course curriculum need to be upgrades as per NSQF compliant, linkages with industries for livelihood linkages, recognition of certificate and JSS component may be treated as Special Purpose Vehicle under Ministry of Skill Development and Entrepreneurship which exclusively looks after skill development in the country.

E. Possible areas of inquiry for the study to be commissioned

- i. Developing a framework for impact evaluation of Jan Shikshan Sansthan, with a list of quantifiable as well as non-quantifiable indicators for assessing the performance of Jan Shikshan Sansthan initiatives
- ii. Study of each of the steps involved in the implementation of the scheme i.e. mobilization, train the trainer, beneficiary training, assessment & certification, livelihood linkage. This would evaluate the efficiency of the implementation strategy for the entire Jan Shikshan Sansthan ecosystem.
- iii. Selection of the best-suited methodology and conducting the impact evaluation of Jan Shikshan Sansthan.
- iv. Mapping and assessing socio-economic impacts on beneficiary and society, attributable to Jan Shikshan Sansthan training programmes
- v. Assessing the access to Jan Shikshan Sansthan programs for aspirants
- vi. Drawing insights and provide inputs for measures required to be taken to improve the implementation; Making recommendations to improve the effectiveness of the scheme, including the identification of knowledge gaps.
- vii. To find out the relevance of courses conducted by the JSS as per the industry requirements and local self/wage employability.
- viii. To find out the key factors that will require attention in order to improve prospects of sustainability of Scheme outcomes and the potential for replication of the approach?
- ix. Recommendations for the improvement of the Scheme.

4. Objectives of the Evaluation Study

a. Scheme Performance Analysis

- ii. To understand the status of the scheme performance in the country on key intended outputs and outcomes

- iii. To map qualitative and quantitative (based on meta-analysis, if possible) map the actual contribution against the intended contribution of scheme to National Development Priorities and SDGs

b. Assess Relevance, Efficiency, Effectiveness, Equity and Sustainability of the scheme

Based on the Evaluation Coordination Group's (ECG's) Good Practice Standards for evaluation of public sector operations⁷, the assessment of the Central Sector scheme should be conducted along the principles of *Relevance, Efficiency, Effectiveness and Sustainability*. Herein, *relevance* would assess the extent to which intended outcomes of the scheme were strategically aligned with the country's development priorities and if the design was appropriate for achieving the intended outcomes. The *effectiveness* assessment looks at whether the scheme's intended outcomes were achieved and whether any unintended outcomes had inadvertently reduced impact of the programme. The *efficiency* of the scheme is a measure of how well it used resources to achieve its outcomes. And, *sustainability* assessment focuses on the likelihood that scheme outcomes and outputs will be maintained over a meaningful timeframe, demonstrating the persistence of results from the programme implementation. This should cover all the three dimensions of sustainability i.e. economic, environmental and social. Additionally, it is important to add the principle of *Equity*, to assess if inclusion across dimensions is being ensured as a part of scheme coverage. In line with this understanding, the following aspects will have to be assessed:

- i. To analyze the input use efficiency of the scheme i.e. planned IEC activities for stakeholders and beneficiaries, institutional mechanism, fund flow (adequacy & timeliness) & utilization through public expenditure tracking, policy guidelines and human resources allocated for the implementation of the schemes at central, state, district, block, and village, mechanisms to identify and reward best practices within the scheme design as well as M&E systems
- ii. To assess the coverage of the scheme in terms of eligible beneficiaries, geographies etc.
- iii. To identify the key bottlenecks/issues & challenges in the implementation mechanisms (governance mechanisms, awareness generation, stakeholder engagement & their roles & responsibilities, process & resource flow, capacities) of various development schemes
- iv. To assess the quality of assets created/services provided under the scheme and to see how far these assets/services benefitted the end beneficiaries
- v. To assess the intended and actual convergence of the scheme to other developmental programmes of the Central and the State Governments as well as with private sector, CSR efforts, international multilateral and bilateral aid, etc.

⁷Evaluation Coordination Group. 2011. Good Practice Standards for Evaluation of Public Sector Operations. Washington, DC.

(<https://www.ecgnet.org/document/ecg-big-book-good-practice-standards/>)

- vi. Also identify gaps in the scheme outcomes in light of national priorities/SDGs not being addressed due to (a) absence of interventions or (b) non-performance of existing schemes/interventions
- c. Cross-sectional Thematic Assessment
 - i. Assess the scheme on various cross-sectional themes like (a) accountability and transparency, (b) direct/indirect employment generation, (c) gender mainstreaming, (d) climate change & sustainability, (e) role of Tribal Sub-Plan (TSP) and Scheduled Caste Sub-Plan component of the scheme in mainstreaming of Tribal and Scheduled Caste population (f) use of IT/Technology in driving efficiency, (g) stakeholder & beneficiary behavioral change, (h) Research and Development (i) Unlocking Synergies (j) Reforms & Regulations and (k) impact on and role of private sector, community and civil society in the scheme
- d. Best Practices & Externalities
 - i. To identify and highlight any scalable best practices and homegrown innovations, if any, used and create case studies out of them to disseminate it for replication in other schemes/programmes
 - ii. Also capture the unintended consequences/negative externalities of scheme implementation and how these were triggered. Also map them against the environmental and social safeguards in the scheme design
- e. Programme Harmonization
 - iv. Based on the above, analyze the need to continue the scheme in their existing form, modify, scale-up, scale-down or close down the scheme. In case if they need to be modified, suggest revisions in the scheme design for the effective implementation in the future

5. Scope of Service

- a) Meta-Analysis & Field Study: The data and methods will involve review of
 - i. National and International development goals and scheme documents;
 - ii. Financial data on allocation and expenditures of the scheme;
 - iii. Annual reports of the ministry / department for output and outcome assessment;
 - iv. Available evaluation reports for output and outcomes assessment;
 - v. Annual progress reports and implementation documents to assess the institutional arrangements;
 - vi. Available evaluation reports done at the district and state level, for the states/districts covered under field study, if applicable;
 - vii. Evaluations done by non-government agencies.

Based on meta-analysis and key informant interviews, and community and household surveys, the evaluation study will provide insights into reasons for success and failure of scheme design, institutional arrangements, human resources, political economy considerations, among others. The study will also provide strategic insights into:

- a) Gaps between intended and actual outcomes both due to lack of specific interventions and failure or poor outcomes of existing schemes;
- b) Institutional and human resource failures and best practices;

- c) Institutional provisions for monitoring and evaluation;
- d) Degree of adoption of outcome-output framework;
- e) Adoption of technology for effective scheme implementation;
- f) Political economy constraints and scheme design constraints/provisions; among others.

A detailed list of key documents to be referred to by the bidder is placed at **Appendix-2 of the ToR.**

- viii. Designing of the discussions guides for focus group discussions, interview guides for in-depth interviews and structured questionnaires/schedules for household surveys
- ix. Preparation of the analysis plan
- x. Pre-testing and finalizing the required tools
- xi. Establishment of a managerial structure for field operations
- xii. Engagement of investigators and training/capacity building of the field investigators
- xiii. Putting in place appropriate IT hardware and application software for data collection and management
- xiv. Collecting and compiling the quality data from selected areas
- xv. High quality data management and adherence to quality assurance mechanisms as per agreed protocols, plans and schedules
- xvi. Collation and data cleaning
- xvii. Running data analysis and submitting cross-tabulations/summarizations
- xviii. Preparation of draft report and conducting stakeholder consultations
- xix. Submission of final report and dissemination of the key findings
- xx. Incorporating concurrent feedback into the workflow

6. Data Collection Methodology

A qualitative study backed with extensive meta-analysis will be conducted to provide the scheme assessment. The qualitative study will consist of two main components:

- a. Key Informant Interviews & Focus Group Discussions - Herein, it is proposed that key informant interviews with ministry/department personnel at national level implementing bodies, state, district and block level officials, other stakeholders supporting implementation or indirectly involved in enabling scheme's success and opinion makers at village level are contacted. Additionally, focus group discussions will be conducted, mostly at block and village level with diverse groups involving implementing stakeholders, opinion makers as well as selected beneficiaries. National level key informants should also include national level think tanks, institutions, prominent non-profit organizations, government officials
- b. Household Surveys - A selected sample of household surveys shall be conducted to assess the beneficiary-level impact of the scheme. However, this household survey design may be quasi-quantitative in nature.

Additionally, the key information areas to be covered in the discussion guides/questionnaires for key informant interviews and household surveys should cover data points included but not limited to NITI Aayog's Output-Outcome Monitoring Framework for corresponding schemes.

a) Sampling

The sample design for a household survey must be stratified in such a way that the sample actually selected is spread over geographic sub-areas and population sub-groups representatively. The size of the sample must take account of competing needs so that costs and precision are optimally balanced. Given all India nature of the CS scheme implementation the sampling methodology will involve multi-stage, stratified and clustered features.

Entire country can be divided into 6 geographical zones i.e. (i) North & Central, (ii) South, (iii) East, (iv) West, (v) North-East and (vi) Northern Hilly States.

#	Zone	States / UTs
1	North & Central	Uttar Pradesh, Haryana, Punjab, Madhya Pradesh, Chhattisgarh, Delhi, Chandigarh
2	South	Telangana, Andhra Pradesh, Karnataka, Kerala, Tamil Nadu
3	East	Bihar, Orissa, Jharkhand, West Bengal, Andaman & Nicobar Islands
4	West	Rajasthan, Gujarat, Goa, Maharashtra, Dadra & Nagar Haveli
5	North East	Sikkim, Nagaland, Tripura, Arunachal Pradesh, Mizoram, Manipur, Assam
6	Northern Hilly States	Uttarakhand, Jammu & Kashmir, Himachal Pradesh

All the states within each zone can be classified into 2 strata based on scheme performance on key outcomes and a state from each stratum can be selected. In this way, around 12 states (2 from each zone) will be selected. Subsequently, within each selected state, for a study in predominantly rural areas, all the districts will be classified into 2 to 3 strata based on scheme performance on key outcomes and a district will be selected from each stratum; thereby taking the total no. of districts selected to around 30-35. In a similar way, 3-5 villages will be selected in each district using stratified sampling. Selection of a state, district or village in each stratum can be based on either systematic random or probability proportional to size sample selection technique. Within each village, about 10 households will be selected which will cover eligible beneficiaries; both benefitted (e.g. 6 out of 10 households per village) as well as not yet benefitted (e.g. 4 out of 10 households per village) through the scheme to enable comparative analysis.

Alternatively, in case of a study in Urban areas, all the cities/towns can be classified into 5 strata based on scheme performance on key outcomes and a town/city be selected from each stratum; thereby selecting about 60 cities/towns across 12 selected states from 6 zones. In a similar way, all the wards within the city/town can be classified into 2-3 strata and a ward can be selected from each of these strata. Furthermore, about 10 households covering eligible beneficiaries; both benefitted (e.g. 6 out of 10) and non-benefitted (e.g. 4 out of 10) can be covered from each selected ward.

Also, it should be ensured that LWE, aspirational districts and island areas are not inadvertently left out, if relevant.

However, it is important to note that these numbers are indicative and it is proposed that the bidder may suggest their methodology best suited to meet the objectives of

the evaluation.

b) Mechanisms to ensure Data Quality

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

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

5. Listing of stakeholders to be consulted

- a. **Key Informant Interviews & Focus Group Discussions**
A detailed list of stakeholders to be interacted with during the key informant interviews and FGDs is placed at **Appendix-2 of the ToR.**
- b. **Household Surveys**
A detailed list of beneficiary/beneficiary groups to be interacted with during the household surveys will be provided.

6. Time Schedule

Agencies will be assessed based on the background and experience of the firm/organization/consortium, background and experience of the project team, proposed approach and methodology for the project, and an in-person presentation to the Bid Evaluation Committee.

7. Deliverables & Timelines

- a. Inception report with final scope, methodology and approach. This should also include findings from the meta-analysis and therefore the areas which will be further explored during field visits.
- b. Mid-term report with initial findings of the study.
- c. Draft Final report for stakeholder consultations.
- d. Final Report after incorporation of inputs from all the concerned stakeholders.

All the reports are required to be submitted in hard copy in triplicate and in soft copy. In addition to the reports, for further analysis in future, verifiable raw data in soft copy should also be shared with Ministry / Department. This will include detailed transcriptions of key informant interviews and focus group discussions as well as raw data from household surveys in MS Excel/CSV format. The bidder is required to submit a detailed timeline with an implementation schedule as a part of the project plan, as prescribed in RFP document.

8. Payment Schedule

The payment schedule linked to the specified deliverables shall be as mentioned at Annex-2 in Schedule-2 of this RFP.

9. Indicative Report Structure

The final evaluation report should cover the following aspects as mentioned in Appendix-III, B of this RFP.

10. Support from Ministry / Department

A detailed list of scheme-specific information required for better contextual understanding of the bidder is given in JSS Guidelines (Copy of Guidelines can be accessed from <http://jss.gov.in/>)

11. Reporting

- e. The Consultant will work closely with the Ministry. The Ministry has established a Working Group (the “WG”) to enable conduct of this assignment. A designated Project Director of the Ministry will be responsible for the overall coordination and project development. He will play a coordinating role in dissemination of the Consultant’s outputs, facilitating discussions, and ensuring required reactions and responses to the Consultant.
- f. 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 Ministry.
- g. The Consultant will make a presentation on the Inception Report for discussion with the WG at a meeting. This will be a working document. The Consultant is required to prepare and submit a periodic 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, analyzes, 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.
- h. 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.

List of Jan Shikshan Sansthan (JSS)

Zone	State/UTs	District of JSS
East	Bihar	Arwal, Aurangabad, Biharsharif (Nalanda), Buxar, Gaya, Kishanganj, Motihari (East Champaran), Munger, Muzaffarpur, Patna, Samastipur, Sonepur (Saran), Vaishali
	Jharkhand	Bokaro, Dhanbad, Hazaribagh, Ranchi
	Odisha	Angul, Balangir, Balasore, Bhadrak, Bhubaneswar, Cuttack, Deogarh, Dhenkanal, Jagatsinghpur, Jajpur, Keonjhar, Koraput, Nuapada, Puri, Rourkela, Sambalpur, Subarnpur
	West Bengal	Bankura, Howrah, Jalpaiguri, Narendrapur, North 24 Parganas, Paschim Midnapore, Purba, Medinipore (Haldia), Purulia
North & Central	Chandigarh	Chandigarh
	Chhattisgarh	Bastar, Bilaspur, Korba, Korea, Raipur, Rajandgaon, Suguja
	Delhi	Jahangirpuri, Patel Nagar (West Delhi), Peeragarhi
	Haryana	Gurgaon, Panipat, Rohtak, Sirsa, Sonapat
	Madhya Pradesh	Bhopal-I, Alirajpur, Bhind, Bhopal, Chhatarpur, Damoh, Datia, Dewas, Dhar, Dindori, Guna, Gwalior, Hoshangabad, Indore, Jhabua, Katni, Khandwa, Mandla, Morena, Narsinghpur, Raisen, Rajgarh, Ratlam, Rewa, Sagar, Satna, Sehore, Shajapur, Sheopur, Sidhi, Tikamgarh, Ujjain, Umaria
	Punjab	Ludhiana, Mohali,
North East	Arunachal Pradesh	Naharlagun
	Assam	DarrangJorhatKamrupNagaonSilchar
	Manipur	Imphal West, Senapati, WangingThoubal
	Nagaland	Dimapur
	Tripura	West Tripura
Northern Hilly States	Himachal Pradesh	Lahaul&Spiti
	Jammu & Kashmir	Jammu, Kupwara
	Uttarakhand	AlmoraBageshwarBhimtal (Nainital)ChamoliDehradunTehriGarhwal
South	Andhra Pradesh	Anantpur, Guntur, Prakasam (Ongole), Tirupati (Chittoor), Vijayawada, Visakhapatnam, West Godavari
	Karnataka	Bagalkot, Devangere, Gulbarga, Karwar, Mysore, Raichur, Shimoga, Tumkur
	Kerala	Idukki, Kollam, Kottayam, Malappuram, Palakkad, Pathanamthitta, Thiruvananthapuram, Thrissur
	Tamil Nadu	Coimbatore, Kancheepuram, Madurai, Nagapattinam, Namakkal, Sivaganga (Kundrakudi), Thiruvarur, Tiruchirapalli, Virudhunagar
	Telangana	Adilabad, Hyderabad, Khammam, Mahabubnagar, Nalgonda, Ranga Reddy, Warangal
West	Goa	Goa
	Gujarat	Ahmedabad, Banaskantha, Bharuch, Kachchh, Kalol (Gandhinagar), Mehsana, Patan, Sabarkantha, Surat, Vadodara, Valsad
	Maharashtra	Ahmednagar, Akola, Aurangabad, Beed, Buldana, Chandrapur I, Chandrapur II, Dharavi (Mumbai), Dhule, Gondia, Jalgaon, Latur, Nandurbar- I, NandurbarII, Nashik, Pune, Raigad, Sindhudurg, Washim, Worli (Mumbai), Yavatmal
	Rajasthan	Ajmer, Bikaner, Jaipur, Jhalawar, Jodhpur, Kota, Sikar
	UT	Dadra & Nagar Haveli

List of Stakeholders for Key Informant Interviews & Focus Group Discussions

Stakeholder	Key areas of enquiry
Beneficiaries/non-beneficiaries of Jan Shikshan Sansthan	<ul style="list-style-type: none"> • Participation in skills training • Satisfaction with JSS training – the quality of training, quality of training materials, counseling support, and overall training effectiveness • Perception of training outcomes – changes in technical knowledge, change in soft skills, improved competency level • Perceived benefits of training in terms of skills acquired, employment opportunity, retention of jobs, increase in income • Employment-related information– employment status, income, the perception of the working environment and of safety at work • Challenges and suggestions for further improvement of the scheme
Parent Bodies of NGOs running Jan Shikshan Sansthan	<ul style="list-style-type: none"> • Existing infrastructure compatibility with new QP NoS introduced courses • Competency of the trainers in delivery • Experience of working with other stakeholders and industry • Effective approaches to improve program implementation in terms of training aid, livelihood linkages, and hand holding support after livelihood linkages • challenges
Employers/ Industry/entrepreneurs	<ul style="list-style-type: none"> • Experience of recruiting and working with JSS trained individuals • Comparison of JSS trained individuals with other employees in terms of work attitude, skill sets, productivity, competencies etc. • Feedback from employers for JSS scheme to ensure better job readiness of individuals • Entrepreneurs experience and challenges
Sector Skill Councils	<ul style="list-style-type: none"> • Existing challenges • Feedback on the training process and quality of training
MSDE/MHRD	<ul style="list-style-type: none"> • Policy suggestions for improvement of JSS • Existing challenges in the implementation of training programmes • Feedback on the overall benefits and impact of the program • Effective approaches to improve program implementation in terms of training aid, well-equipped trainers and assessors, assessment, certification, livelihood linkages, and hand holding support after livelihood linkages to achieve the desired outcome

Terms of Reference (ToR) for Impact Evaluation of National Apprenticeship Promotion Scheme (NAPS) 2016-2020

1. BACKGROUND:

With 'Strategy for New India @ 75', Niti Aayog aims to accelerate growth to 9-10 percent and **make India a USD 5 trillion economy** by 2030. The **section on Inclusion** of the document deals with the urgent task of investing in the capabilities of all of India's citizens. The three themes in this section revolve around the dimensions of health, education and mainstreaming of traditionally marginalized sections of the population.

One of the key recommendations in the section on inclusion includes:

- Upgrade the quality of the school education system and **skills**, including the creation of a new innovation ecosystem at the ground level by establishing at least 10,000 Atal Tinkering Labs by 2020.

Goal 8 of the **Sustainable Development Goal (SDG)** relates to Decent Work and Economic Growth aims to achieve higher levels of economic productivity through diversification and technological up gradation and also promote development-oriented policies that support decent job creation, entrepreneurship and creativity and innovation. The targets set for Goal 8 to be achieved are:

- By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
- By 2020, substantially reduce the proportion of youth not in employment, education or training

Skill India being implemented by Government to attain above SDG seeks to provide institutional capacity to train a minimum of 400 million skilled people by 2022. Specific programmes under the umbrella are the **National Apprenticeship Promotion Scheme**, and the *PradhanMantri Kaushal VikasYojana*. These programmes will bolster the growth of Indian MSMEs.

B. Importance of the Scheme:

The National Policy of Skill Development and Entrepreneurship 2015, launched by the Hon'ble Prime Minister on occasion of the first World Youth Skills Day on 15th July, 2015, highlighted apprenticeship as one of the main mechanisms for creating skilled manpower in India. The policy proposes to work with industry as well as MSME sector to facilitate a tenfold increase in apprenticeship opportunities in the country.

Apprenticeship training is one of the most important sources to develop skilled manpower for industry by using training facilities available in the establishments without putting any extra burden on exchequer to set up training infrastructure. Persons after undergoing apprenticeship training can easily adapt to the industrial environment at the time of regular employment. In a study done by IAMR (2012), it was observed that Apprenticeship Training is highest employment generating training program (with 67% of the manpower

getting employment). Growth of apprenticeship training is likely to generate much higher employment than any other existing training program in India.

B. History, budgetary outlay of the Scheme:

The Apprentices Act was enacted in 1961 and implemented from 1st March 1962 with the objective of regulating the programme of training of apprentices in the industry by utilizing the facilities available therein for imparting on-the-job training. The Act makes it obligatory for employers to engage apprentices in designated trades and in optional trades. The government has brought comprehensive amendments in the Apprentices Act, 1961 in December 2014 to make it more attractive for both industry and youth. Major changes introduced in the amendment are: replacing the outdated system of trade wise and unit wise regulation of apprentices with a band of 2.5% to 10% of the total workforce (including contractual workers), introduction of optional trades, removing stringent clauses like imprisonment & allowing industries to out-source basic training.

Apprenticeship Training consists of Basic Training and On-the-Job- Training/Practical Training at workplace in the industry. The basic training is an essential component of apprenticeship training for those who have not undergone any institutional training/skill training before taking up on-the-job-training/practical training. Basic Training is imparted to the fresher apprentices for acquiring a reasonable ability to handle instruments /Machineries/ Equipment independently prior to being moved to Shop Floor/Work Area for practical training / On-Job Training. It usually accounts for 20-25% of the duration of the overall apprenticeship training but can vary depending on the specific requirement of the curriculum. Apart from basic training, there is a component of on-the-job training which is performed in the establishments and undertaken by the establishment itself.

A new “Operational Framework for Apprenticeship in India (Including National Apprenticeship Promotion Scheme)” was launched on 15th July, 2018, with an aim to make apprenticeship engagement smoother both for the industry and the youth. Ministry of Skill Development and Entrepreneurship (MSDE) will coordinate the implementation of apprenticeship including National Apprenticeship Promotion Scheme (NAPS) across the country through the Directorate General of Training (DGT) and its Regional Directorates of Skill Development and Entrepreneurship (RDSDE), National Skill Development Corporation (NSDC), State Skill Development Mission (SSDMs), Sector Skill Councils (SSCs), State Apprenticeship Advisers (SAA), various Chambers of Commerce, Industry Associations and MSME associations across the country. The Government body like DGT, RDSDE and SAA will be involved for implementation of designated trades across the country whereas NSDC, SSCs, SSDMs, Chamber of Commerce, Industry Associations etc. will be involved for optional trade under Apprenticeship in the country.

Keeping in view the importance of Apprenticeship Training, the “National Apprenticeship Promotion Scheme” was approved by the government. The scheme was notified by the Ministry of Skill Development & Entrepreneurship (MSDE) Government of India on 19th August 2016 providing for financial support to the industry undertaking apprenticeship

programmes under the Apprentices Act, 1961. The main objective of the scheme is to promote apprenticeship training and to increase the engagement of apprentices from 2.3 lakh during August, 2016 to 50 lakh cumulatively by year 2020. The scheme has the following two components:

- i. Sharing of 25% of prescribed stipend subject to a maximum of INR 1500/- per month per apprentice with the employers. The stipend support would not be given during the basic training period for fresher apprentices;
- ii. Sharing of basic training cost in respect of 20% apprentices who come directly to apprenticeship training without any formal trade training. Basic training cost will be limited to INR.7500/- for a maximum of 500 hours calculated @ INR 15 per hour. There is a provision to fund basic training for 10 lakh apprentices till March 2020.

Outlay:

Sr No.	CS Scheme Name	Cumulative outlay for past 5 years (2015-16 to 2019-20)	Year of scheme launch
1	National Apprenticeship Promotion Scheme	Indicative outlay is INR 10,000 crore	July 2016

C. Status of the Scheme:

NAPS has been able to catalyze interests of both industry and trainees towards apprenticeship promotion and coupled with strong Govt. Support and policy advocacy the scheme has performed well in the last three years. The facts mentioned below indicate the progress made under the scheme since its inception August 2106.

- i. Candidates enrolled on the Apprenticeship Portal has increased from 1.13 lakhs in August 2016 to 12+ lakhs in April 2019
- ii. The numbers of establishment registered on the Portal have increased from 11,790 in August 2016 to 63281 + in April 2019.
- iii. The numbers of establishments engaging/engaged apprentices are 22,365.
- iv. The period from 2014-2018 has seen a 70.8% increase in the number of apprentices from 2.81 lakh in 2014 to 5.46 lakh cumulative in up to April 2019.

D. Mechanism of implementation:

Ministry of Skill Development and Entrepreneurship (MSDE) is the anchor Ministry to coordinate the implementation of apprenticeship including National Apprenticeship Promotion Scheme (NAPS) across the country. Implementing agencies include Directorate General of Training (DGT) and its Regional Directorates of Skill Development and Entrepreneurship (RDSDE), National Skill Development Corporation (NSDC), State Skill Development Mission (SSDMs), Sector Skill Councils (SSCs), State Apprenticeship

Advisers (SAA). The Government body like DGT, RDSDE and SAA are involved in implementation of designated trades across the country whereas NSDC, SSCs, SSDMs, are involved in implementing optional trade under Apprenticeship in the country.

E. Issues and challenges:

While considerable progress has been made since the launch of NAPS, **yet the projected yearly targets have not been achieved.** These are attributable to some fundamental issues restricting the growth of Apprenticeship System in India. Hence, a number of initiatives have been taken to address these challenges. The challenges and the initiatives are discussed in brief below.

- i. **Negative Perception in the minds of employers:** One of the main reasons for slow penetration of apprenticeship in India is its negative perception in the minds of employers which has been built over the last 50 years –since the enactment of the Apprenticeship act 1961. This Act was primarily designed to ‘control and regulate’ apprenticeship rather than promote apprenticeship. It provided for a number of restrictive features like inspections by labour department officials, punitive measures such as imprisonment and mandating targets for the employers by Governments officials. In short, the entire system was driven and controlled by Government. It instilled a fear in the minds of the employers and acted as a deterrent to engage more apprentices. The Act has been amended in 2014 and is now industry friendly. However, benefit of amendment of Act has not reached to all industries. This is in contrast with successful apprenticeship systems all over the world which are owned and run by the employers/industry. NAPS is the first instance where GOI is trying to convey a message to the employers that Government is standing as a partner with the employers to encourage them and to take more apprentices.
- ii. **Limited Coverage in the informal Sector:** An over whelming proportion of India’s economy is informal and most of the job growth in our country is in this sector. While the apprenticeship activity in India is governed by the Apprentices Act 1961, which provides for a very formal apprenticeship system, governed by rigid rules and procedures. As a result, the coverage of apprenticeship in the informal sector is very limited.
- iii. **Role of State Governments:** The role of State Governments is extremely important because as per the Act, all apprenticeship in the private sector are supposed to be regulated and controlled by the respective State Government (Under the act, The Central Government is given the limited responsibility of monitoring the Central PSUs and business entities operating in 4 or more states). However, the institutional capacity in the States is very limited. As a result, a number of potential areas for promoting apprenticeships, particularly in MSMEs and informal sector remain untouched.
- iv. **Role of Third Part Aggregator (TPA):** may be a way forward. Third Part Aggregator may reach to all such establishments not engaging apprentices for

motivating and hand holding them. They should bring new establishments joining apprenticeship training as well as provide hand holding to apprentices. Hence TPA promoting Apprenticeship Training to be given to TPAS under NAPS.

- v. **Integration with Higher Education:** Apprenticeships are available mainly at the level of ITI/ Polytechnic students. There is an urgent need to integrate apprenticeships with candidates but also improve the employability of graduate students while making apprenticeships more aspirational.
- vi. **Integration with Short-term Courses:** A large number of trainees are being trained under various short-term programs such as PMKYY, DDUGKY, ISDS and several state level schemes. Orders have been issued to integrate all short-term training programs with apprenticeships. Even if 40% - 50% of the total numbers of trainees under these Schemes are provided an apprenticeship pathway, we can meet the overall target under NAPS. Moreover, this arrangement would also improve the outcome of these trainings and would lead to a more employable trained workforce.
- vii. **Communication and outreach:** A great deal of emphasis is being given on communication and outreach. A special cell has been created within NSDC to look at this aspect. More than 175 workshops and seminars have been organized all over the country. Moreover, as we have introduced a number of new actors like SSCs, industry clusters institution under the MHRD into the eco system it is expected that this would give a big boost to communication in the entire system.
- viii. **External Advocacy / marketing strategy/communication plan** using print digital and social media platform- A National Communication Plan for Apprenticeship to be put in place.

Advantage of Apprenticeship Training programme has not reached amongst both demands (industries/establishments) as well as supply side (school dropouts/12 passes out with vocational stream /ITI pass outs/Diploma holders/degree holders. Also, while implementation of Apprenticeship Training and NAPS, it was observed that recent amendments in Apprentices Act 1961 and the Apprenticeship Rule 1992 has not been propagated well to all stakeholders. Sometime officers concerned have been transferred and next person does not know the subject, thereby, restricting the expansion.

2. OBJECTIVE AND SCOPE OF WORK

The NAPS implementation was started in FY 2016-17, however, the results showing the growth in the number of apprentices and establishments willing to participate in apprenticeship training has just started. With NAPS nearing completion of its period of implementation, a holistic impact evaluation is required to understand the impact of the scheme on beneficiaries. This evaluation is expected to draw insights from various stakeholders regarding the implementation of NAPS. It will inform the outlook for the scheme and in addition, provide feedback for further improvement and insights on future contours. The key questions that this impact evaluation is expected to respond to the impact

of NAPS on participation of youth and industries in apprenticeship training. In addition, the evaluation is expected to provide information on the program implementation status.

3. Scope of Work

- 8) Developing a framework for impact evaluation of NAPS, with a list of quantifiable as well as non-quantifiable indicators for assessing the performance of NAPS.
- 9) Study of each of the steps involved in the interventions including advocacy, mobilization of establishments and apprentices, fresher apprentices, basic training providers, on-the job training, assessment/certification and reimbursement. This would evaluate the efficacy of the implementation strategy for the entire agencies involved in implementation of NAPS.
- 10) Selection of the best-suited methodology for the impact evaluation
- 11) Assessing the implementation of NAPS
- 12) Conducting the impact evaluation of NAPS
- 13) Mapping and assessing socio-economic impacts, on beneficiary, industry, and society, attributable to NAPS scheme.
- 14) Drawing insights and provide inputs for measures required to be taken to improve the implementation; Making recommendations to improve the effectiveness of the scheme, including the identification of knowledge gaps.

4. Key Tasks & Responsibilities

- 10) Literature review: This will include insights from previous studies in skill development domain and in comparable social sectors, impact evaluation of labour market interventions in other countries (emphasis on formal vocational training) and mapping of appropriate methodology for evaluation in the given context.
- 11) Selection of suitable methodology: Experimental designs such as Randomized Control Trial (RCT) may not be feasible as they would need to be incorporated prior to rolling out the intervention. A mixed method approach may be adopted, consisting of quantitative surveys with industries participating in NAPS and similar situation without NAPS , and qualitative surveys with apprentices who are participants, key project stakeholders which include MSDE, NSDC, DGT, State Governments , Basic Training Providers, employers/ establishment engaging apprentices , and Sector Skill Councils (SSCs).
- 12) Sample selection: The proposed sampling strategy, sample design and sample size calculation must be clearly described. A statistically significant sample should be selected for surveys of the beneficiaries. The sample size of the study should be powered to provide statistically robust estimates at the program level i.e. it is able to comment on the impact of the STT and RPL component of the program at an overall level. The methodology considered must clearly state how the identification of the sample of beneficiaries and of the comparison groups will be performed.
- 13) Process mapping: The agency should study aspects such as *mobilization* (process and procedures undertaken by implementation agency, all process involved in the execution of scheme in the establishments beneficiary apprentices, *perception of the industries* (beneficiary perceptions and satisfaction), *certification* (the process involved in this and the relevance of the certificate issued).
- 14) Short listing of impact indicators: Developing a list of indicators that will be collected to conduct the impact evaluation and specifying the method of collection of data for these indicators. All possible secondary and primary sources of data should be explored for coming up with most suitable indicators.

- 15) Data Collection Tools: Field-based data collection tools and sources of primary and secondary data shall be provided. Develop implementation tools including impact assessment/evaluation questionnaires. Impact assessment/evaluation instruments will include questionnaires for establishments/employers, apprentices, RDSDE and SSCs.
- 16) Questionnaire survey: Surveys will be conducted using the questionnaires and tools developed by the agency. Detailed qualitative and quantitative information will be captured with a specific targeting of beneficiaries of the scheme.
- 17) Qualitative evaluation techniques may be employed to complement the findings of quantitative evaluations.
- 18) The study should aim to address the following questions:

Stakeholder	Key areas of enquiry
Employers/Establishments engaging apprentices	<ul style="list-style-type: none"> • Participation in apprenticeship training in compliance to Apprentices Act 1961 amended 2014. • Perception of training curricula –changes in technical knowledge, change in soft skills, improved competency level • Perceived benefits of training in terms of skills acquired, employment opportunity, retention of jobs, increase in income • Feedback from employers to ensure better job readiness of individuals after getting apprenticeship training • Challenges and suggestions for further improvement of the scheme
Apprentices	<ul style="list-style-type: none"> • Experience of work place learning • Comparison of training at establishments viz –a viz in class room in terms of work attitude, skill sets, productivity, competencies etc. • Satisfaction level of the apprentices
Basic Training Providers	<ul style="list-style-type: none"> • Existing challenges • Experience of working with other stakeholders • Effective approaches to improve program implementation
RDSDE/Sector Skill Councils	<ul style="list-style-type: none"> • Existing challenges • Feedback on the process
DGT/NSDC Implementation team	<ul style="list-style-type: none"> • Existing challenges • Feedback on in terms of how the programme is being implemented • Suggestions for improvement of NAPS
MSDE	<ul style="list-style-type: none"> • Policy suggestions for improvement of NAPS • Existing challenges in the implémentation of training programmes • Feedback on the overall benefits and impact of the program • Effective approaches to improve program implementation

C. DATA COLLECTION METHODOLOGY:

A qualitative study backed with extensive meta-analysis should be conducted to provide the scheme assessment.

Key Informant Interviews & Focus Group Discussions - Herein, it is proposed that key informant interviews with national level implementing bodies like DGT,RDSDE,NSDC and state level implementing bodies like SSA and SSDM , other stakeholders supporting implementation like TPAs and SSCs who are indirectly involved in enabling scheme's success and opinion makers at state level contacted. Additionally, focus group discussions will be conducted, mostly at State level with diverse groups involving implementing stakeholders, opinion makers as well as selected beneficiaries. National level key informants should also include national level think tanks, institutions, prominent non-profit organizations, government officials.

Entire country can be divided into 6 geographical zones i.e. (i) North & Central, (ii) South, (iii) East, (iv) West, (v) North-East and (vi) Northern Hilly States.

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

All the states within each zone can be classified into 2 strata based on scheme performance on key outcomes and a state from each strata can be selected. In this way, around 12 states (2 from each zone) will be selected.

Also, it should be ensured that LWE, aspirational districts and island areas are not inadvertently left out, if relevant.

However, it is important to note that these numbers are indicative and it is proposed that the bidder may suggest their methodology best suited to meet the objectives of the evaluation.

a. Mechanisms to ensure Data Quality

A multi-pronged robust process for quality control needs to be followed during data

collection. The following aspects need to be considered:

- i. The field investigators to be engaged for collecting key informant interviews/FGDs should have at least 3 years of experience in conducting similar surveys/interviews. 2-step training (classroom and then on-the-field training) should be conducted for all field investigators.
- ii. It is recommended that pilots should be conducted on at least 2% of the sample size for both Key Informant Interviews as other surveys to fine tune the inquiry tools. A brief on the learnings from such a pilot exercise and subsequent improvements in the tools/questionnaires should also be shared with MSDE.
- iii. 100% data collected should be validated using a validation checklist. Missing data points should be recollected.
- iv. Use of mobile-based real-time data collection and validation tools should be done to ensure efficiency and accuracy in data collection.

5. Listing of stakeholders to be consulted

Stakeholder	Key areas of enquiry
Employers/Establishments engaging apprentices	<ul style="list-style-type: none"> • Participation in apprenticeship training in compliance to Apprentices Act 1961 amended 2014. • Perception of training curricula –changes in technical knowledge, change in soft skills, improved competency level • Perceived benefits of training in terms of skills acquired, employment opportunity, retention of jobs, increase in income • Feedback from employers to ensure better job readiness of individuals after getting apprenticeship training • Challenges and suggestions for further improvement of the scheme
Apprentices	<ul style="list-style-type: none"> • Experience of work place learning • Comparison of training at establishments viz –a viz in class room in terms of work attitude, skill sets, productivity, competencies etc. • Satisfaction level of the apprentices
Basic Training Providers	<ul style="list-style-type: none"> • Existing challenges • Experience of working with other stakeholders • Effective approaches to improve program implementation
RDSDE/Sector Skill Councils/ State Apprenticeship Advisors/State Skill Development Missions	<ul style="list-style-type: none"> • Existing challenges • Feedback on the process
DGT/NSDC Implementation team	<ul style="list-style-type: none"> • Existing challenges • Feedback on in terms of how the programme is being

	<p>implemented</p> <ul style="list-style-type: none"> • Suggestions for improvement of NAPS
MSDE	<ul style="list-style-type: none"> • Policy suggestions for improvement of NAPS • Existing challenges in the implementation of training programmes • Feedback on the overall benefits and impact of the program • Effective approaches to improve program implementation

6. KEY DELIVERABLES

S. No.	Key Deliverables	Month 1	Month 2	Month 3	Month 4
1	Inception report (this would include mapping of NAPS objectives, literature review, draft approach to the assignment, resources deployed and detailed timelines for the project)	✓			
2	Interim report (this would include the rationale for the selection of the methodology to be used, evaluation design, sampling approach and the proposed sample sizes, draft questionnaire for surveys, and guidelines for conducting the surveys)		✓		
3	Final report (which would include, in addition, the quantitative impact evaluation as well as qualitative evaluations, stakeholder feedback and recommendations for the scheme)				✓

7. PAYMENTS & DELIVERABLES

Details	Submission Timelines	Payment Milestones
Submission of Inception Report (Deliverable 1)	T+ One month	20%
Submission of the Interim Report (Deliverable 2)	T+ Two month	40%
Submission of Final Impact Evaluation Report (Deliverable 3)	T+ Four months	40%

Annex-2

Payment Schedule

Key Date No.	Description of Deliverables	Week No.	Payment
KD1	Inception report approved by Ministry	3	20%
KD2	Midterm report approved by Ministry	7	30%
KD3	Draft evaluation report	13	30%
KD4	Final Evaluation Report approved by Ministry	14	20%
	Total		100%

Excludes the time taken by the Ministry in providing its comments on the draft evaluation report. The Consultant shall get one week for submission of the Final Evaluation Report after comments of the Ministry are provided.

Notes:

1. *All Reports shall first be submitted as draft reports for comments of the Ministry. The Ministry shall provide its comments no later than 3 (three) weeks from the date of receiving a draft report and in case no comments are provided within such 3 (three) weeks, the Consultant shall finalize its report. Provided, however, that the Ministry may take upto 4 (four) weeks in providing its comments on the Draft evaluation report.*

2. *Draft evaluation report shall be completed in 13 (thirteen) weeks excluding the time taken by the Ministry in providing its comments on the Draft evaluation report. The Consultant may take 1 (one) week for submitting its Final Evaluation Report after receipt of comments from the Ministry.*

Annex- 3

Bank Guarantee for Performance Security
(Refer Clause 7.1.2)

To

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

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

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

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

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

4. We, (indicate the name of Bank) further agree that the Guarantee herein contained shall remain in full force and effect during the period that would be required

for the performance of the said Agreement and that it shall continue to be force able till all The dues of the Ministry under or by virtue of the said Agreement have been fully paid and its claims satisfied or discharged or till the Ministry certifies that the terms and conditions of the said Agreement have been fully and properly carried out by the said Consultant and accordingly discharges this Guarantee. Unless a demand or claim under this Guarantee is made on us in writing on or before a period of one year from the date of this Guarantee, we shall be discharged from all liability under this Guarantee thereafter.

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

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

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

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

For

Name of Bank:

Seal of the Bank:

Dated, theday of, 20.....

(Signature, name and designation of the authorized signatory)

NOTES:

(i) The Bank Guarantee should contain the name, designation and code number of the officer(s) signing the Guarantee.

(ii) The address, telephone no. and other details of the Head Office of the Bank as well as of issuing Branch should be mentioned on the covering letter of issuing Branch.

APPENDICES

APPENDIX-I

TECHNICAL PROPOSAL

Form-1

Letter of Proposal
(On Applicant's letter head)

(Date and Reference)

To,

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

Sub: Appointment of Consultant for Evaluation of Centrally Sponsored Schemes in Skill Development Sector

Dear Sir,

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

2. All information provided in the Proposal and in the Appendices is true and correct and all documents accompanying such Proposal are true copies of their respective originals.

3. This statement is made for the express purpose of appointment as the Consultant for the aforesaid Project.

4. I/We shall make available to the Ministry any additional information it may deem necessary or require for supplementing or authenticating the Proposal.

5. I/We acknowledge the right of the Ministry to reject our application without assigning any reason or otherwise and hereby waive our right to challenge the same on any account whatsoever.

6. I/We certify that in the last three years, we or any of our Associates have neither failed to perform on any contract, as evidenced by imposition of a penalty by an arbitral or judicial Ministry or a judicial pronouncement or arbitration award against the Applicant, nor been expelled from any project or contract by any public Ministry nor have had any contract terminated by any public Ministry for breach on our part.

7. I/We declare that:

(a) I/We have examined and have no reservations to the RFP Documents, including any Addendum issued by the Ministry;

(b) I/We do not have any Conflict of Interest in accordance with Clause 2.3 of the RFP Document;

(c) I/We have not directly or indirectly or through an agent engaged or indulged in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice, as defined in Clause 4.1 & 4.2 of the RFP document, in respect of any tender or request for proposal issued by or any agreement entered into with the Ministry or any other public sector enterprise or any government, Central or State; and

(d) I/We hereby certify that we have taken steps to ensure that in conformity with the provisions of Section 4 of the RFP, no person acting for us or on our behalf will engage in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice.

8. I/We understand that you may cancel the Selection Process at any time and that you are neither bound to accept any Proposal that you may receive nor to select the Consultant, without incurring any liability to the Applicants in accordance with Clause 2.8 of the RFP document.

9. I/We declare that we/any member of the consortium, are/is not a Member of a/any other Consortium applying for Selection as a Consultant.

10. I/We certify that in regard to matters other than security and integrity of the country, we or any of our Associates have not been convicted by a Court of Law or indicted or adverse orders passed by a regulatory Ministry which would cast a doubt on our ability to undertake the Consultancy for the Project or which relates to a grave offence that outrages the moral sense of the community.

11. I/We further certify that in regard to matters relating to security and integrity of the country, we have not been charge-sheeted by any agency of the Government or convicted by a Court of Law for any offence committed by us or by any of our Associates.

12. I/We further certify that no investigation by a regulatory Ministry is pending either against us or against our Associates or against our CEO or any of our Directors/Managers/employees.

13. I/We hereby irrevocably waive any right or remedy which we may have at any stage at law or howsoever otherwise arising to challenge or question any decision taken by the Ministry [and/ or the Government of India] in connection with the selection of Consultant or in connection with the Selection Process itself in respect of the above mentioned Project.

14. The Bid Security of Rs. (Rupees) in the form of a Demand Draft is attached, in accordance with the RFP document.

15. I/We agree and understand that the proposal is subject to the provisions of the RFP document. In no case, shall I/we have any claim or right of whatsoever nature if the Consultancy for the Project is not awarded to me/us or our proposal is not opened or rejected.

16. A Power of Attorney in favour of the authorized signatory to sign and submit this

Proposal and documents is attached herewith in Form-4.

17. In the event of my/our firm/consortium being selected as the Consultant, I/we agree to enter into an agreement in accordance with the format Schedule-2 of the RFP. We agree not to seek any changes in the aforesaid form and agree to abide by the same.

18. I/We have studied RFP and all other documents carefully. We understand that except to the extent as expressly set forth in the Agreement, we shall have no claim, right or title arising out of any documents or information provided to us by the Ministry or in respect of any matter arising out of or concerning or relating to the Selection Process including the award of Consultancy.

19. The Financial Proposal is being submitted in a separate cover. This Technical Proposal read with the Financial Proposal shall constitute the Application which shall be binding on us.

20. I/We agree and undertake to abide by all the terms and conditions of the RFP Document. In witness thereof, I/we submit this Proposal under and in accordance with the terms of the RFP Document.

Yours faithfully,

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

APPENDIX-I

Form-2

Particulars of the Applicant

1.1	Title of Consultancy: Evaluation of Centrally Sponsored Schemes
1.2	Title of Project: Package 8 - Jobs and Skills
1.3	State whether applying as Sole Firm or Lead Member of a consortium: Sole Firm or Lead Member of a consortium
1.4	State the following: Name of Company or Firm: Legal status (e.g. incorporated private company, unincorporated business, partnership etc.): Country of incorporation: Registered address: Year of Incorporation: Year of commencement of business: Principal place of business: Brief description of the Company including details of its main lines of business Name, designation, address and phone numbers of authorized signatory of the Applicant: Name: Designation: Company: Address: Phone No.: E-mail address:
1.5	If the Applicant is Lead Member of a consortium, state the following for each of the other Member Firms:

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

	<p>Yes/No</p> <p>If yes, does the Applicant agree that it will only be acceptable as Consultant, if those contractors, manufacturers and suppliers disqualify themselves from subsequent execution of work on this Project (including tendering relating to any goods or services for any other part of the Project) other than that of the Consultant?</p> <p>Yes/No</p> <p>If yes, have any undertakings been obtained (and annexed) from such contractors, manufacturers, etc. that they agree to disqualify themselves from subsequent execution of work on this Project and they agree to limit their role to that of consultant/ adviser for the Ministry only?</p> <p style="text-align: right;">Yes/No</p> <p style="text-align: center;">(Signature, name and designation of the authorized signatory)</p> <p style="text-align: center;">For and on behalf of.....</p>
--	--

APPENDIX-I

Form-3

Statement of Legal Capacity

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

Ref. Date:

To,

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

Dear Sir,

Sub: RFP for Consultant: Project

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

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

I/We have agreed that (insert individual's name) will act as our Authorized Representative/ will act as the Authorized Representative of the consortium on our behalf and has been duly authorized to submit our Proposal. Further, the authorized signatory is vested with requisite powers to furnish such proposal and all other documents, information or communication and authenticate the same.

Yours faithfully,

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

APPENDIX-I

Form-4

Power of Attorney (on a non-judicial stamp paper of Rs. 100 (hundred) and duly notarised by a notary public.)

Know all men by these presents, we, (name of Firm and address of the registered office) do hereby constitute, nominate, appoint and authorize Mr / Ms.....son/daughter/wife and presently residing at.....,who is presently employed with us and holding the position of as our true and lawful attorney (hereinafter referred to as the “**Authorized Representative**”) to do in our name and on our behalf, all such acts, deeds and things as are necessary or required in connection with or incidental to submission of our Proposal for and selection as the Consultant for Evaluation of Centrally Sponsored Schemes in Package 8 - Jobs and Skills Sector for the Project, proposed to be developed by the..... (the “**Ministry**”) including but not limited to signing and submission of all applications, proposals and other documents and writings, participating in pre-bid and other conferences and providing information/ responses to the Ministry, representing us in all matters before the Ministry, signing and execution of all contracts and undertakings consequent to acceptance of our proposal and generally dealing with the Ministry in all matters in connection with or relating to or arising out of our Proposal for the said Project and/or upon award thereof to us till the entering into of the Agreement with the Ministry.

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

INWITNESSWHEREOFWE,.....THEABOVE-NAMEDPRINCIPALHAVE EXECUTED THIS POWER OF ATTORNEY ON THIS DAY OF, 20.....

For.....

(Signature, name, designation and address)

Witnesses:

- 1.
- 2.

Notarised

Accepted

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

APPENDIX-I

Form-5

Financial Capacity of the Applicant
(Refer Clause 2.2.2 (B))

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

Certificate from the Statutory Auditor

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

Name of the audit firm:

Seal of the audit firm

Date:

(Signature, name and designation of the authorized signatory)

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

Note: Please do not attach any printed Annual Financial Statement.

APPENDIX-I

Form-6

Particulars of Key Personnel

S. No.	Designation of Key Personnel	Name	Educational Qualification	Length of Professional Experience	Present Employment		No. of Eligible General Assignments	No. of Eligible Specific Assignments
					Name of Firm	Employed Since		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
1.	Team Leader							
2	Deputy Team Leader							
3	Monitoring and Evaluation Expert							
4	Economist							
5	Wage Data Specialist							
6	Financial Analyst							
7	Statistician							
8	Public Institution Specialist							

9	Gender and Social Inclusion Specialist							
10	Information Technology specialist							
11	Safeguards Specialist							
12	Field Investigator							

APPENDIX-I

Form- 7

Abstract of Eligible Assignments of the Applicant

(Refer Clause 3.1.4)

S.No	Name of Project	Name of Client	Estimated cost of Project/ Assignment (in Rs. crore/ million)	Payment of professional fees received by the Applicant (in Rs.crore)	Type of Assignment (General/Specific)
(1)	(2)	(3)	(4)	(5)	(6)
1					
2					
3					
4					

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

The names and chronology of Eligible Projects included here should conform to the project-wise details submitted in Form-9 of Appendix-I.

Certificate from the Statutory Auditor

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

Name of the audit firm:

Seal of the audit firm

Date:

(Signature, name and designation of the authorized signatory)

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

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

APPENDIX-I

Form- 8

Abstract of Eligible Assignments of Key Personnel
(Refer Clause 3.1.4)

Name of Key Personnel:

Designation:

S.No	Name of Project	Name of Client	Estimated capital cost of project (in Rs. cr./ million)	Name of firm for which the Key Personnel worked	Designation of the Key Personnel on the assignment	Date of completion of the assignment	Person days spent	Type of Assignment (General/Specific)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
1								
2								
3								
4								
5								
6								
7								
8								
9								
10								

Use separate Form for each Key Personnel.

The names and chronology of projects included here should conform to the project-wise details submitted in Form-10 of Appendix-I.

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

APPENDIX-I

Form- 9

Eligible Assignments of Applicant
(Refer Clause 3.1.4)

1.	Name of Applicant:	
2.	Name of the Project:	
3.	Type of Assignment (General/Specific) as per Clause 3.1.4	
4.	Description of services performed by the Applicant Firm:	
5.	Name of client and Address: (indicate whether public or private)	
6.	Name and telephone no. of client's representative:	
7.	Estimated capital cost of the Project (in Rs crore):	
8.	Payment received by the Applicant (in Rs. crore):	
9.	Start date of the services (month/ year):	
10.	Finish date of the services (month/ year):	
11.	Brief description of the Project:	
It is certified that the aforesaid information is true and correct to the best of my knowledge and belief. (Signature and name of Key Personnel)		

Notes:

1. Use separate sheet for each Eligible Project.
2. The Applicant may attach separate sheets to provide brief particulars of other relevant experience of the Applicant.

APPENDIX-I

Form-10

Eligible Assignments of Key Personnel
(Refer Clause 3.1.4)

1.	Name of Key Personnel:	
2.	Designation of Key Personnel:	
3.	Name of the Project:	
4.	Type of Assignment (General/Specific) as per Clause 3.1.4	
5.	Name of Consulting Firm where employed:	
6.	Description of services performed by the Key Personnel (including designation):	
7.	Name of client and Address: (indicate whether public or private)	
8.	Name and telephone no. of client's representative:	
9.	Estimated capital cost of the Project (in Rs crore):	
10.	Start date of the services (month/ year):	
11.	Finish date of the services (month/ year):	
12.	Brief description of the Project:	
It is certified that the aforesaid information is true and correct to the best of my knowledge and belief. (Signature and name of Key Personnel)		

Notes:

1. Use separate sheet for each Eligible Project.
2. The Applicant may attach separate sheets to provide brief particulars of other relevant experience of the Key Personnel.

APPENDIX-I
Form- 11

Curriculum Vitae (CV) of Key Personnel

1. Proposed Position:
2. Name of Personnel:
3. Date of Birth:
4. Nationality:
5. Educational Qualifications:
6. Employment Record:

(Starting with present position, list in reverse order every employment held.)

7. List of projects on which the Personnel has worked

Name of project	Description of responsibilities
-----------------	---------------------------------

8. Details of the current assignment and the time duration for which services are required for the current assignment.

Certification:

1 I am willing to work on the Project and I will be available for entire duration of the Project assignment as required.

2 I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes me, my qualifications and my experience.

(Signature and name of the Key Personnel)

Place.....

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

Notes:

1. Use separate form for each Key Personnel
2. The names and chronology of assignments included here should conform to the project-wise details submitted in Form-8 of Appendix-I.
3. Each page of the CV shall be signed and dated by both the Personnel concerned and by the Authorized Representative of the Applicant firm along with the seal of the firm.

APPENDIX-II
Financial Proposal Format

Item No.	Description	Amount (Rs.)
A.	PERSONNEL COSTS	
I	Remuneration for core team Personnel (inclusive of all personal allowances)	
II	Remuneration for noncore team Personnel (inclusive of all personal allowances)	
	Sub-total Personnel Costs (A):	
B.	OTHER COSTS	
I	Office Rent	
II	Office Consumables like stationery, communication etc.	
III	Office Furniture and Equipment (Rental)	
IV	Reports and Document Printing	
V	Surveys & Investigations (including Travel)	
VI	Miscellaneous Expenses	
	Subtotal Other Costs (B):	
	Total of Personnel and Local Costs (A+B):	
C.	TAXES AS APPLICABLE	
	Total (Including taxes) (A+B+C) (in Rs)	
	In Indian Rupees.....(in figures)	
(in words)	

APPENDIX-III

A. Indicative Stakeholder Mapping (Sectoral Level) for Schemes under Ministry of Skill Development and Entrepreneurship. (Scheme Nodal persons to add/delete the key interviewee/information stakeholders)

	Key Informant Interviews	Focus Group Discussions	Surveys
National	Skill India, Sector Skill Councils of India, training Centres registered with PMKVY, Ministry of Skill Development and Entrepreneurship-Directorate General of Training, PFMS team, MSDE, M/o MSME, , CII, FICCI, National Council of Applied Economic Research, Labournet, etc.		
State	State Govt. department dealing with ITIs, National Skill Training Institutes (NSTIs), Regional Directorate of Skill Development & Entrepreneurship (RDSDEs), Chairperson/Members of Institute Management Committee (IMC) of the ITIs covered under the schemes viz “Enhancing Skill Development Infrastructure in NE States (ESDI)”, “Skill Development in 47 Districts Affected by Left Wing Extremist (LWE)” and “Up-gradation of 1396 Govt. ITI's through PPP”, Development Commissioners Industries, Industry partners,		
District Headquarters	Management/Trainers/Apprentices/Beneficiaries at training centres, DIC offices, Industry Associations, Placement officers / faculties / teachers at schools & colleges, Employers, Districts Industry Center	Students enrolled in the institutes/centres	Current and Former Students/Apprentices/Trainees
Village/Town	Panchayat Members, Rural Industries Partners	Local and Unemployed youths, fresh graduates, members of the community	Not Applicable

B. Indicative Report Structure:

The final evaluation report should cover the following aspects:

- 01) Preface
- 02) Executive Summary
- 03) Overview of the scheme
 - a) Brief background about the scheme
 - i) Structure & Stakeholders
 - ii) Trends/Key Drivers of intended outcomes of the scheme
 - iii) Role of Private Sector
 - iv) Contribution to economy & job creation
 - v) Inclusion
 - b) Scheme performance on key metrics
 - b) Issues & Challenges - What, How & Why?
 - c) Vision/Way forward
 - d) Nature of evaluation studies and their key findings - Gaps therein
- 04) Study Objectives
- 05) Study Approach & Methodology
 - a) Overall approach
 - b) Field Study methodology
 - i) Qualitative
 - (1) Stakeholder & geographical coverage
 - (2) Tools
 - ii) Quantitative
 - (1) Sampling - Geographical coverage & respondent profile
 - (2) Sample size
 - (3) Sample selection
 - (4) Tools
- 06) Observations & Recommendations
 - a) Scheme performance - Outputs & Outcomes
 - b) Contrast actual performance of the scheme with intended performance
 - c) Key issues/challenges & their root causes
 - d) Key recommendations/Way Forward - These should be based on the 5 pillars of Relevance, Effectiveness, Efficiency, Equity and Sustainability at Scheme level
 - i) Governance
 - ii) Institutional mechanism
 - iii) IEC activities & awareness generation
 - iv) Convergence
 - v) Fund Flow efficiency & Utilization
 - vi) Capacity Building
 - vii) M&E systems
 - viii) Interventions in Cross-sectional areas - (a) accountability and transparency, (b) direct/indirect employment generation, (c) gender mainstreaming, (d) climate change & sustainability, (e) use of IT/Technology in driving efficiency and (f) stakeholder & beneficiary behavioural change

07) Conclusions

- e) Issues & challenges
- f) Scheme Way Forward

08) References

09) Appendices

Appendix 1 - Details of Key Informant Interviews and Household Survey

- a) Appendix 1a - CS Scheme wise list of stakeholders interviewed

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

- b) Appendix 1b - Geography-wise sample Size covered under Household Surveys

Appendix 2 - Case Studies

The case studies should be identified using the criteria of effectiveness, efficiency, relevance, ethical soundness, scalability, sustainability and partner & community engagement and political commitment⁸. Kindly refer to the Chapter 1, 2 and 3 of the WHO Guidelines mentioned in the footnote for identifying and documenting best practices.

⁸WHO: *A Guide to Identifying and Documenting Best Practices in Family Planning Programmes*
(https://www.who.int/reproductivehealth/publications/family_planning/best-practices-fp-programs/en/)

C. List of key documents to be referred by Consultant

- Strategy for New India @ 75, MSDE
 - Literature review: This will include insights from previous studies in skill development domain in comparison to social sectors, labour market, interventions in other schemes and mapping of appropriate methodology for evaluation in the given context .
 - National Policy for Skill Development & Entrepreneurship 2015
 - National Skill Development Mission Booklet
 - Three Year Action Agenda, 2017-18 to 2019-20, MSDE
 - Finance Commission Reports;
 - National Apprenticeship Promotion Scheme Guidelines;
 - Apprenticeship Act, 1961
 - Annual Economic Survey of India,
 - Jan Shikshan Sansthan Scheme guidelines, Jan Shikshan Sansthan Scheme guidelines, Geographical area, List of courses, Sanction Orders, Financial audit reports, JSS registration- MOA and other record are placed at <http://jss.gov.in>
 - NSQF, Common Norms Notification
 - Guidelines of Scheme.
1. Enhancing Skill Development Infrastructure in North Eastern States(ESDI):-
[https://dgt.gov.in/ITI NE States](https://dgt.gov.in/ITI_NE_States)
 - 2.Upgradation of 1396 Govt. ITIs through PPP: :-
[https://dgt.gov.in/Upgradation ITIs](https://dgt.gov.in/Upgradation_ITIs)
 3. Skill Development In 47 Districts Affected By Left Wing Extremism(LWE): -
[https://dgt.gov.in/Left Wing Extremism](https://dgt.gov.in/Left_Wing_Extremism)
 4. Up-gradation of existing Government ITIs into Model ITIs-
[https://dgt.gov.in/MODEL ITI](https://dgt.gov.in/MODEL_ITI)
- MSDE Annual Report 2015-16, 2016-17, 2017-18, 2018-19
 - Directorate General of Training website : - <https://dgt.gov.in>
 - NCVT MIS portal website: -<https://ncvtmis.gov.in/pages/home.aspx>
 - Sanction orders issued under three schemes viz “Enhancing Skill Development Infrastructure in NE States (ESDI)”, “Skill Development in 47 Districts Affected by Left Wing Extremist (LWE)” and “Up-gradation of 1396 Govt. ITI's through PPP” available at www.dgt.gov.in.
 - Website of MSDE and information provided therein and the portals specific to the schemes for which consultant is undertaking evaluation and also the portal of NSDC and NSDA and the information provided therein
 - Instructions to bidder for online bid submission:
<https://eprcoure.gov.in/eprocure/app?page=standard> bidding document & service=page.

D. Output-Outcome framework

For all 5 Centrally Sponsored Scheme under MSDE

<i>Output</i>	<i>Indicator(s)</i>	<i>Outcome</i>	<i>Indicator(s)</i>
1. Build training centres and incentivize training partners to set up centres	1.1 Number of training centres created	1. Increased employability with industry recognized certification	1.1 Verified placement percentage
2. Conduct skill training to improve employability and increase in employment	2.1.1 Number of beneficiaries enrolled in Short Term Courses	1. Increased employment including wage employment and self-employment	2.1 % of previously unemployed certified trainees placed/employed 90 days after certification
	2.1.2 Number of beneficiaries enrolled in Special Projects		2.2 Total placement rate of trainees [Number of people placed/Number of people certified 90 days ago]
	2.1.3 Number of beneficiaries enrolled in RPL component		2.3 Number of trainees placed in wage employment
	2.2.1 Number of women trainees enrolled		2.4 Number of trainees engaged in self-employment
	2.2.2 Number of male trainees enrolled		2.5 Number of women trainees placed
	2.2.3 Number of transgender trainees enrolled		2.6 Number of male trainees placed
		2. Improved quality of employment due to upskilling	3.1 Skill wage premium (Average wage increase for previously employed trainees in top 10 job roles by volume of training)
			3.2 Post-placement wages of women trainees/Post-placement wages of male trainees/Post-placement wages of

			transgender trainees/
3. Develop a high- quality standardized curriculum and assessment methodology with industry partners	3.1.1 Number of beneficiaries assessed in Short Term Courses	3. Matching of training provided with industry demand	4.1 Number of beneficiaries employed in the job role trained
	3.1.2 Number of beneficiaries assessed in Special Projects		5.1 Number of job roles reporting productivity increase out of number of job roles with impact evaluation conducted
	3.1.3 Number of beneficiaries assessed in RPL component	4. Increased industrial productivity due to availability of skilled workers	
	3.2.1 Number of beneficiaries certified in Short Term Courses		
4. Provide a Monitoring system for convergence with labour workforce related databases	3.2.2 Number of beneficiaries certified in Special Projects		
	3.3.3 Number of beneficiaries certified in RPL component		
5. Provide cash transfers to TPs	3.4.1 Number of women trainees certified		
	3.4.2 Number of male trainees certified		
	3.4.3 Number of transgender trainees certified		
	4.1 Number of training courses with NSQF-aligned curriculum/Total number of training courses		
	5.1 Percentage of training institutes adhering to NQAF/Accreditation and Affiliation Guidelines		
	5.2 Percentage of training institutes adhering to Financing		

	Guidelines/Common Norms		
	5.3 Percentage of training institutes adhering to NQAF/PMKVY Process guidelines		
	6.1 Number of beneficiaries data integrated with LMIS/central database		
	7.1 Number of Training Centres linked with PFMS		
6. Improved training facilities including interalia new trades, new faculty, civil works, procurement of tools & equipment etc.	6.1 No of New Trades introduced in ITIs		
	6.2 No of faculty recruited for new trades		
	6.3 No of tools and equipments provided for new trades/ up-gradation of ITIs		