REQUEST FOR PROPOSAL
(RFP)

FOR
CONDUCTING IMPACT AND EVALUATION
STUDY OF THE CENTRAL SECTOR SCHEMEs
BEING IMPLEMENTED BY MINISTRY OF
MINORITY AFFAIRS
GOVERNMENT OF INDIA

MINISTRY OF MINORITY AFFAIRS
11th Floor, Pt. Deendayal Antyodaya Bhawan,
CGO Complex, Lodhi Road,
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Letter of Invitation

File No.24/01/2019-Coord
Ministry of Minority Affairs
Government of India

Dated: 16.01.2020

To,
As per the Annexed List

Subject: Request for Proposals (RFP) for consultancy for evaluation of Schemes (as per list enclosed) of Ministry of Minority Affairs-reg.

Sir,

Ministry of Minority Affairs proposes to engage Consultant to conduct “Impact and Evaluation Study” of the Central Sector Schemes being implemented by it for the benefit of the notified minority communities. The Consulting Organisation may bid for one or more schemes listed. However, the bid documents for each scheme should be separately prepared and submitted in a sealed cover as instructed in the RFP.

2. The salient features of the study, eligibility criteria and instructions on how to bid and other details are available in the RFP document. The listed applicants are invited to submit proposals in two bid system (Part-I: Technical Bid and Part-II: Financial Bid) for award of contract.

3. The last date and time of submission of RFP is 3 PM of 07.02.2020. A pre-bid meeting would be held on 27.01.2020 at 3:00 PM in the Conference Hall of the Ministry. The Bidders who obtains 70% of marks based on the technical criteria prescribed would be treated as technically qualified. The financial proposals of only the technically qualified bidders will be opened as there will be no weightage for Technical Score in the final evaluation and the responsive technically qualified proposal with the lowest evaluated cost shall be selected for award of contract as per procedure described in the RFP.

4. Please note that the Ministry of Minority Affairs reserves the right to accept or reject all or any of the bids without assigning any reason whatsoever.

Yours Sincerely,

[Signature]

DS (Coordination)
Ministry of Minority Affairs
Email: ravinder50.kumar@gov.in
Tel: 011-24360851
# List of Institutions

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<th>Other Institutions</th>
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<tr>
<td><strong>1. IISS, Bhopal</strong></td>
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DISCLAIMER

The information contained in this Request for Proposal document (the “RFP”) or subsequently provided to Bidder(s), whether verbally or in documentary or any other form by or on behalf of the Ministry or any of its employees, is provided to Bidder(s) 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 Bidders or any other person. The purpose of this RFP is to provide interested parties with information that may be useful to them in making their offers (Bids) pursuant to this RFP. This RFP includes statements, which reflect various assumptions and assessments arrived at by the Ministry in relation to the Project. Such assumptions, assessments and statements do not purport to contain all the information that each Bidder may require. This RFP may not be appropriate for all persons, and it is not possible for the Ministry, its employees to consider the objectives, financial situation and particular needs of each party who reads or uses this RFP. The assumptions, assessments, statements and information contained in the Bidding Documents may not be complete, accurate, adequate or correct. Each Bidder should, therefore, conduct its own investigations and analysis and should check the accuracy, adequacy, correctness, reliability and completeness of the assumptions, assessments, statements and information contained in this RFP and obtain independent advice from appropriate sources.

Information provided in this RFP to the Bidder(s) is on a wide range of matters, some of which may depend upon interpretation of law. The information given is not intended to be 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 law expressed herein.

The Ministry, its employees make no representation or warranty and shall have no liability to any person, including any Applicant or Bidder 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, completeness or reliability 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 for participation in this Bid Stage.

The Ministry also accepts no liability of any nature whether resulting from negligence or otherwise howsoever caused arising from reliance of any Bidder 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 assumptions contained in this RFP.
The issue of this RFP does not imply that the Ministry is bound to select a Bidder or to appoint the Selected Bidder or Consultant, as the case may be, for the Project and the Ministry reserves the right to reject all or any of the Bidders or Bids without assigning any reason whatsoever.

The Bidder shall bear all its costs associated with or relating to the preparation and submission of its Bid 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 Bid. All such costs and expenses will remain with the Bidder and the Ministry shall not be liable in any manner whatsoever for the same or for any other costs or other expenses incurred by a Bidder in preparation or submission of the Bid, regardless of the conduct or outcome of the Bidding Process.
SECTION - 2
INSTRUCTIONS TO BIDDERS
PART - I

1. STANDARD DEFINITIONS

(a) “Ministry” means the Ministry of Minority Affairs which has invited the bids for consultancy services and with which the selected Consultant signs the Contract for the Services and to which the selected Consultant shall provide services as per the terms and conditions and TOR of the contract.

(b) “Consultant” means any entity that will provide Services to the Ministry under the Contract.

(c) “Contract” means the Contract signed by the Parties and all the attached documents listed in its Section 6, that is the General Conditions (GC), the project Specific Conditions (SC), and the Appendices.

(d) “Project specific information” means such part of the instructions to Consultants used to reflect specific project and assignment conditions.

(e) “Government” means the Government of India (GOI).

(f) “Instructions to Bidders” means the document which provides short-listed Bidders with all information needed to prepare their bids.

(g) “LOI” means the Letter of Intent to be sent by the Ministry to the selected consultant.

(h) “Personnel” means professionals and support staff provided by the Consultant and assigned to perform the Services or any part thereof;

(i) “Bid” means the Technical Bid and the Financial Bid.

(j) “RFP” means the Request for Proposal prepared by the Ministry for the selection of Consultant.

(k) “Assignment / job” means the work to be performed by the Consultant pursuant to the Contract.

(l) “Terms of Reference” (TOR) means the document included in the RFP as Section-5 which explains the objectives, scope of work, activities, tasks to be performed, respective responsibilities of the Ministry and the Consultant, and expected results and deliverables and timelines of the Assignment/job.
2. **INTRODUCTION**

2.1 The Ministry named in the Part-II of Data-Sheet will select a consulting firm/organization (the Consultant) from those to whom the Letter of Invitation (Section-1 of RFP) has been addressed, in accordance with the method of selection specified in the Part-II of Data-Sheet.

2.2 The name of the assignment/Job has been mentioned in Part-II of Data-Sheet. Detailed scope of the assignment/job has been described in the Terms of Reference in Section-5.

2.3 The date, time and address for submission of the bids have been given in Part-II, Data-Sheet.

2.4 The Interested Bidders are invited to submit their Proposals, for consulting assignment/job named in the Part-II of Data-Sheet. The bid will be the basis for a signed Contract with the selected Consultant.

2.5 To obtain first-hand information on the assignment/job Bidders are encouraged to meet the Ministry’s representative named in Part-II of Data-Sheet before submitting a proposal and to attend a pre-bid meeting as specified in the Part-II of Data-Sheet. Attending the pre-bid meeting is optional.

2.6 The Ministry will provide at no cost to the Bidders the relevant information as specified in the Part-II of Data-Sheet.

2.7 Bidders shall bear all costs associated with the preparation and submission of their proposals. The Ministry is not bound to accept any proposal, and reserves the right to annul the selection process at any time prior to Contract award, without thereby incurring any liability to the Bidders.

3. **CONSULTANT'S PERSONNEL**

3.1 The Consultant shall employ and provide such qualified and experienced Personnel as are required to carry out the Services. No “Sub-Consultants” should be engaged by bidders.

4. **CLARIFICATION AND AMENDMENT OF RFP DOCUMENTS**

4.1 Bidders may request a clarification on any clause of the RFP documents during Pre-Bid Meeting as per schedule indicated in the Part-II of Data Sheet. Any request for clarification must be sent in writing, or by standard electronic means to the Ministry’s address indicated in the Part-II of Data Sheet up to the date of pre-bid meeting. The Ministry will respond in writing, or by standard electronic means and will send written copies of the response (including an explanation of the query but without identifying the source of inquiry) to all Consultants. Should the Ministry deem it necessary to amend the RFP as a result of a clarification, it shall do so following the procedure under Para-4.2 below.

4.2 At any time before the submission of Bids, the Ministry may amend the RFP by issuing an addendum in writing or by standard electronic means. The addendum shall be sent to all Consultants and will be binding on them. Bidders shall acknowledge receipt of all amendments. To give Bidders a reasonable time within which the Consultant shall take action for amendment in their bid, the Ministry may, if the amendment is substantial, extend the deadline for the submission of bid.
5. **CONFLICT OF INTEREST**

5.1 Ministry requires the Consultants to provide professional, objective, and impartial advice and at all times hold the Ministry’s interests paramount, strictly avoid conflicts with other assignment/jobs or their own corporate interests and act without any consideration for future work.

5.2 Without limitation on the generality of the foregoing, Consultants shall be considered to have a conflict of interest and shall not be recruited, under any of the circumstances set forth below:

**Conflicting activities:**

5.2.1 During the term of this contract and after its termination, the Consultant shall be disqualified from providing goods, works or services (other than consulting services) resulting from or directly related to the Consultant’s services for the preparation or implementation of the project.

**Conflicting Assignment/job:**

5.2.2 The Bidder (including its Personnel) shall not engage, and shall cause their Personnel not to allow, either directly or indirectly, in any business or professional activities that would conflict with the activities assigned to them under this contract.

**Conflicting relationships:**

5.2.3 A Bidder (including its Personnel) that has a business or family relationship with a member of the Ministry’s staff who is directly or indirectly involved in any part of (i) the preparation of the Terms of Reference of the Assignment/job, (ii) the selection process for such Assignment/job, or (iii) supervision of the Contract, may not be awarded a Contract, unless the conflict stemming from this relationship has been resolved in a manner acceptable to the Ministry throughout the selection process and the execution of the Contract.

5.2.4 Bidders have an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of their Ministry, or that may reasonably be perceived as having this effect. Any such disclosure shall be made as per the standard forms of technical proposal provided herewith. If the consultant fails to disclose said situations and if the Ministry comes to know about any such situation at any time, it may lead to the disqualification of the Bidder during bidding process or the termination of its Contract during execution of assignment.

5.2.5 No agency or current employees of the Ministry shall work as Consultants under their own ministries, departments or agencies.

6. **UNFAIR ADVANTAGE**

6.1 If a Bidder could derive a competitive advantage from having provided consulting services related to the services in question and which is not defined as conflict of interest as per Para 5 above, the Ministry shall make available to all Bidders together with this RFP all information that would in that respect give such Bidder any competitive advantage over competing Bidders.

7. **BID**

7.1 Interested Bidders may only submit one bid. If a Bidder submits or participates in more than one bid, all such bids shall be disqualified.
8. **BID VALIDITY**

8.1 Bidders’ bids must remain valid for 3 months after the last date of submission of proposals i.e. 07.02.2020 (1500 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.

9. **PREPARATION OF BIDS**

9.1 The Bids as well as all correspondence relating to the Bids shall be written in English language, unless specified otherwise.

9.2 In preparing their bids, Bidders are expected to examine in detail the documents comprising the RFP. Material deficiencies in providing the information requested may result in rejection of a Bid.

9.3 While preparing the Technical Bids, Bidders must give particular attention to the following:

9.3.1 While making the bids, the Consultant must ensure that he proposes the minimum number experts as sought by the Ministry as shown in Part-II of Section-2 (Data-sheet), failing which the bids shall be considered as non-responsive.

9.3.2 Alternative professional staff shall not be proposed, and only one Curriculum Vitae (CV) may be submitted for each position mentioned.

9.3.3 Depending on the nature of the assignment/job, Consultants are required to submit a Full Technical Proposal (FTP) in forms provided in Section-3. The Part-II of Section-2 (Data Sheet) indicates the formats of the Technical Bid to be submitted. Submission of the wrong type of Technical Bid will result in the bid being deemed non-responsive. The Technical Bid shall provide the information indicated in the following Paras using the attached Standard Forms (Section-3). Form TECH–1 in Section-3 is a sample letter of technical bid to be submitted.

9.3.4 A brief description of the Bidder’s organization will be provided in Form TECH-2. In the same Form, the consultant will provide details of experience of assignments which are similar to the proposed assignment/job as per the terms of reference. For each assignment/job, the outline should indicate the names of Professional staff who participated, duration of the assignment/job, contract amount, and Bidder’s involvement. Information should be provided only for those assignment/jobs for which the Bidder was legally contracted by the Ministry as a single entity or as one of the major partners. Assignment/jobs completed by individual Professional staff working privately or through other consulting firms cannot be claimed as the experience of the Bidder, or that of the Bidder’s associates, but can be claimed by the Professional staff themselves in their CVs. Bidders should be prepared to substantiate the claimed experience along with the proposal and must submit letter of award/copy of contract for all the assignments mentioned in the bids.

9.3.5 A description of the Technical Approach & Methodology and Work Plan for performing the Assignment/job, Work Plan covering the following subjects: Technical Approach and
Methodology and Financial Review & Procurement Audit Design. Guidance on the content of this section of the Technical Proposals is provided under Form TECH-3 of Section-3. The Work Plan and Time Schedule are to be shown as per Form TECH-6 of Section-3 in the form of a bar chart.

9.3.6 The list of the proposed Professional staff team by area of expertise, the position that would be assigned to each staff team member and their task is to be provided in Form TECH-4 of Section-3.

9.3.7 CVs’ of the Professional staff as mentioned in Para 9.3.3 above would be signed by the authorized representative of the Bidder (Form TECH-5 of Section 3).

9.3.8 Information regarding any conflicting activities and declaration thereof (if any), to be given in Form TECH-7 of Section-3.

9.4 The Technical Bid shall not include any financial information. **A Technical Bid containing financial information will be declared as non-responsive.**

9.5 **FINANCIAL BID:** The Financial Bid shall be prepared using the attached Standard Forms (Section-4). It shall list all costs associated with the Assignment/job, including (a) remuneration for staff and (b) reimbursable expenses indicated in the Part-II of Section-2 (Data sheet). If appropriate, these costs should be broken down by activity. The financial bid shall not include any conditions attached to it and any such conditional financial proposal shall be rejected summarily.

10. **TAXES**

10.1 The Consultant shall fully familiarize themselves about the applicable domestic taxes (such as: GST or Income Tax, Fees, Levies etc.) on amounts payable by the Ministry under the Contract. All such taxes must be indicated by the consultant in the Financial Bid.

11. **SUBMISSION, RECEIPT AND OPENING OF PROPOSALS**

11.1 The Bidder should submit the Technical and Financial Bids, in prescribed formats and other required documents as per the RFP, by the deadline. The Technical Bid shall be hard bound and all pages serially numbered. Hard bound implies such binding between two covers through stitching or otherwise whereby it may not be possible to replace any paper without disturbing the document. Soft copies of the bids shall also be submitted.

11.2 The Technical Bid and Financial Bid should be sealed by the Bidder in separate inner covers duly marking these as “Technical Bid” and “Financial Bid” and marked with the address of Ministry of Minority Affairs and the Bid reference on the envelopes. Further, the sentence “NOT TO BE OPENED” before 07.02.2020 (1500 Hrs) are also to be put on these envelopes and these sealed inner covers are to be put in a bigger outer cover which should be sealed and duly super scribed in a similar manner. If the outer envelope is not sealed and marked properly as above, the Ministry of Minority Affairs will not assume any responsibility for its misplacement, premature opening, late opening etc.

11.3 **The Technical Bids will be opened on 07.02.2020 at 1500 Hrs in the presence of Representative of Bidder Institutions/ Organizations.**
12. PROPOSAL EVALUATION

12.1 From the time the proposals are opened to the time the Contract is awarded, the Bidders should not contact the Ministry on any matter related to its Technical and/or Financial Bid. Any effort by Bidders to influence the Ministry in the examination, evaluation, ranking of bids, and recommendation for award of Contract may result in the rejection of the Bidders’ bids.

12.2 The Ministry has constituted a Consultancy Evaluation Committee (CEC) to carry out the entire evaluation process of the bids.

12.3 EVALUATION OF TECHNICAL BIDS:

12.3.1 The Consultancy Evaluation Committee while evaluating the Technical bids shall have no access to the Financial Bids until the technical evaluation is concluded and the competent Ministry accepts the recommendation.

12.3.2 The Consultancy Evaluation Committee shall evaluate the Technical Bids on the basis of their responsiveness to the Terms of Reference and by applying the evaluation criteria, sub-criteria specified in the Appendix-I to the RFP. Each responsive bid will be given a technical score (St). In the first stage of evaluation, a bid shall be rejected if it is found deficient as per the requirement indicated in the Data Sheet for responsiveness of RFP and particularly the Terms of Reference or if it fails to achieve the minimum technical score indicated in the Appendix-I to the RFP. Only responsive bids shall be further taken up for evaluation. Evaluation of the Technical Bid will start first and at this stage the Financial Bids will remain unopened. The qualification of the Consultant and the evaluation criteria for the technical proposal shall be as defined in the Data Sheet.

13.4 OPENING AND EVALUATION OF THE FINANCIAL BIDS:

13.4.1 The Consultant is deemed to have included all prices in its financial proposal so neither arithmetic corrections nor any other price adjustment shall be made by CEC. Therefore, the correctness of all prices quoted in the Financial Bid will solely be the responsibility of the bidder. In case of any discrepancy found in the Financial Bid, the same shall be liable for rejection.

13.4.2 After opening of Financial Bids, the Least Cost System (LCS) shall be applied as per which the technically qualified proposal with the lowest evaluated cost shall be selected and will be eligible for award of the contract.

13.4.3 If a Consultant/firm quotes NIL charges/considerations, the bid shall be treated as unresponsive and will not be considered.

14. AWARD OF CONTRACT

14.1 After selection, the Ministry shall issue a Letter of Intent (LOI) to the selected Consultant and promptly notify all other Bidders who have submitted proposals about the decision taken. The LOI shall be issued, in duplicate, by the Ministry to the Selected Consultant and the Selected Consultant shall, within 3 (three) days of the receipt of the Letter of Intent, sign and return the duplicate copy of the LOI in acknowledgement thereof. In the event the duplicate copy of the LOI duly signed by the Selected Consultant is not received back by the stipulated date, the Ministry may, unless it consents to extension of time for submission thereof on request of such consultant within the aforesaid stipulated time, remove the bidder from the list of enlisted bidders and debar the bidder from participation in future procurement of Ministry of Minority Affairs for a period of not less than one year.
14.2 The selected Consultant will sign the contract after fulfilling all the formalities/pre-conditions mentioned in the standard form of contract in Section-6, within 5 days of receipt of the signed copy of letter of intent (LOI) from bidder to Ministry.

14.3 The selected Consultant is expected to commence the Assignment/job on the date of signing of the Contract.

15. REVIEW OF WORK PROGRESS

The Nodal Officer for the Scheme in the Ministry of Minority Affairs shall be responsible for monitoring the progress of the evaluation study. The Nodal Officer shall review the quality of work being done by the Consultant by reviewing the following reports being shared by the Consultants.

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Deliverables</th>
<th>Details</th>
<th>Deadline for Review</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Inception Report</td>
<td>With details of project plan, final sampling, data to be collected, resourcing and Detailed budget.</td>
<td>Within one week of award of Contract.</td>
</tr>
<tr>
<td>2</td>
<td>Draft Report</td>
<td>First draft of Evaluation Report</td>
<td>Within 30 days of award of Contract.</td>
</tr>
<tr>
<td>3</td>
<td>Final Report</td>
<td>Submission of Final evaluation report</td>
<td>Within 45 days of award of Contract</td>
</tr>
</tbody>
</table>

16. CONFIDENTIALITY

Information relating to evaluation of Bids and recommendations concerning awards shall not be disclosed to the Bidders who had submitted the Proposals or to other persons not officially concerned with the process, until the publication of the award of Contract. The undue use by any Bidder of confidential information related to the process may result in the rejection of its Proposal and may be subject to the provisions of the Government of India’s anti-fraud and corruption policy.
## INSTRUCTIONS TO BIDDERS
### PART- II
### DATA-SHEET

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Clause of RFP</th>
<th>Particulars of Data Sheet</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2.1</td>
<td><strong>Name of the Ministry:</strong> Ministry of Minority Affairs</td>
</tr>
<tr>
<td>2</td>
<td>2.2</td>
<td><strong>Name of the Assignment/job is:</strong> Conducting Impact and Evaluation Study of the Central Sector Schemes being implemented by Ministry of Minority Affairs for the benefit of six notified minority communities</td>
</tr>
<tr>
<td>3</td>
<td>2.5</td>
<td>A pre-bid meeting will be held: <strong>Yes</strong></td>
</tr>
<tr>
<td>4</td>
<td>2.5</td>
<td>The Ministry’s representative is: Deputy Secretary (Coordination), 11th Floor, Pt. Deendayal Antyodaya Bhawan, CGO Complex, Lodhi Road, New Delhi – 110003, Tel. <strong>No. 011-24360851</strong>,</td>
</tr>
<tr>
<td>5</td>
<td>2.6</td>
<td>The Ministry will provide Guidelines of the Schemes</td>
</tr>
<tr>
<td>6</td>
<td>4.1</td>
<td>Clarifications, if any, to be sought on the date of <strong>pre-bid meeting</strong> of RFP: <strong>27.01.2020</strong> (1500 Hrs)</td>
</tr>
<tr>
<td>7</td>
<td>8.1</td>
<td>Proposals must remain valid for 90 days after the last date of submission of Proposal i.e. <strong>07.02.2020 (1500 Hrs)</strong>.</td>
</tr>
</tbody>
</table>
|      8 | 9.3           | The formats of the Technical bids will be in following Letters/Forms to be submitted by Bidders:  
Form TECH-1: Letter of Bid submission  
Form TECH-2: Bidder’s Organization & Experience  
Form TECH-3: Technical Approach & Methodology  
Form TECH-4: Team Composition & Task Assignment Jobs  
Form TECH-5: Curriculum Vitae for proposed Professional Staff  
Form TECH-6: Work Schedule & Time Schedule  
Form TECH-7: Information regarding any conflicting activities and declaration thereof. |
|      9 | 9.3.1 & 9.3.2 | The Consultant will submit the final report within **45 days** of the date of signing of agreement, after taking into account the comments of the Ministry on the draft report.  
The Bidders are expected to deploy minimum manpower comprising of one National team leader and two Team Member/Field Investigators. However, the bidders will indicate their own estimate of number of professional staff months and break up among the team members based on the Terms of Reference (TOR) and time period of Assignment which is for duration of **45 days** from the date of signing of contract. The relevant Technical Forms are to be filled up accordingly. |
### Schedule of Process of Proposals

The Ministry shall endeavour to adhere to the following schedule:

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Event Description</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Date of issue of invitation letters for RFP to the eligible applicants</td>
<td>16.01.2020</td>
</tr>
<tr>
<td>2</td>
<td>Pre-bid Meeting</td>
<td>27.01.2020 (Monday) at 3:00 PM in Manthan Hall, Pt. Deendayal Antyodaya Bhawan, CGO Complex, New Delhi - 110003</td>
</tr>
<tr>
<td>3</td>
<td>Last Date of submission of RFP</td>
<td>07.02.2020 (Friday) at 3:00 PM</td>
</tr>
<tr>
<td>4</td>
<td>Date of opening of RFP &amp; Technical Bids</td>
<td>07.02.2020 (Friday) at 5:00 PM</td>
</tr>
<tr>
<td>5</td>
<td>Presentations on Technical Bids</td>
<td>10.02.2020 (Monday) at 11:00 AM</td>
</tr>
<tr>
<td>6</td>
<td>Opening of Financial Bids</td>
<td>Date to be decided</td>
</tr>
</tbody>
</table>

i) The Bid document shall be deposited in the tender box and shall be sealed by the Bid Opening Committee on the last day. The Tender Box shall have 2 locks. Key on one lock will be with the Deputy Secretary (coordination) and the other with Director (GA).

ii) Bids received by courier shall be deposited in the tender box by the Dispatch Section till the date and time of bid opening. Bids sent by telex, cable or facsimile are to be ignored and rejected; and

iii) Shri K.C. Vasudevan, Under Secretary (Coordination) Ministry of Minority Affairs will receive bulky/oversized bids which cannot be dropped into tender boxes. The officers so authorised to receive such bids shall maintain proper records and provide a signed receipt with date and time to the bearer of the bid. He will also sign on the cover, duly indicating the date and time of receipt of the tender(s).
<table>
<thead>
<tr>
<th>S.No.</th>
<th>Clause</th>
<th>Particulars of Data Sheet</th>
</tr>
</thead>
</table>
| 11.   | 13.3 & 13.4 | **Evaluation Criteria:** Criteria, sub-criteria, for evaluation of Technical Proposals would be as under:  
The Consultancy Evaluation Committee appointed by MoMA will carry out its evaluation applying the evaluation criteria and point system specified below.  
Each responsive proposal will be assigned a Technical Score points as per **Appendix-I**.  
The minimum Technical Score (St) which a Bidder is required to obtain for making the Bidder eligible for opening of Financial Bid and evaluation will be 70 points.  
Quality and competence of the Bidder in executing the Assignment/job shall be considered as the paramount requirement. The Financial Evaluation will be carried out in respect of only those Bidders which scores 70 and above points out of 100 points earmarked for Technical Evaluation. Financial Proposal of Bidders scoring less than 70 points will not be considered and their Sealed Financial Bid will remain unopened/intact.  

**Financial Bids**  
While evaluating the Financial Bids of those Bidders who have secured 70 and above out of 100 points earmarked for Technical Evaluation, the Evaluation Committee will first determine if the Financial Bid of the Bidder is complete and without any arithmetic and computational errors. The lowest Financial Bid will be selected for the award of the contract. |
| 12.   | 14 | **Award of contract:**  
Based on the above Evaluation Criteria for Technical & Financial Proposal, the technically qualified Bidder with the lowest evaluated financial cost shall be selected. |
| 13.   | 14.3 | **Date for commencement of consulting Assignment/job is date of signing of Contract** |
| 14.   | 14.3 | **Location for Assignment/Job:**  
Headquarters of Consultant i.e. address specified in letter of proposal submission as in Form TECH-1.  
The assignment/job would entail visit to at least 6-12 States/UTs selected on the basis to ensure representation of all zones (North, South, East, West, Central & North-East). |

15. The Consultant will submit the final report within 45 days of the date of signing of agreement, after taking into account the comments of the Ministry on the draft report. The bidders will indicate their own estimate of number of professional staff-months and break-up among the team-members based on the Terms of Reference (TOR) and time period of Assignment which is for duration of 45 days from the date of signing of contract. The relevant Technical Forms is to be filled up accordingly.
SECTION-3

TECHNICAL BID - STANDARD FORMS

Refer to Sl.No.8 of (Part-II) of the Data-Sheet for format of Technical Bid to be submitted and Paragraph 9.3.3 of Section-2 (Part-I) of the RFP for Standard Forms required.

<table>
<thead>
<tr>
<th>Form No</th>
<th>Description</th>
<th>Page Nos.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Form TECH-1</td>
<td>Letter of Bid Submission</td>
<td></td>
</tr>
<tr>
<td>Form TECH-2</td>
<td>A – Bidder’s Organization</td>
<td></td>
</tr>
<tr>
<td></td>
<td>B – Bidder’s Experience</td>
<td></td>
</tr>
<tr>
<td>Form TECH-3</td>
<td>Description of Technical Approach and Financial Review &amp; Procurement Audit Design &amp; Methodology for performing the Assignment/Job</td>
<td></td>
</tr>
<tr>
<td>Form TECH-4</td>
<td>Team Composition and Task Assignments/Job</td>
<td></td>
</tr>
<tr>
<td>Form TECH-5</td>
<td>Curriculum Vitae (CV) for proposed Professional Staff</td>
<td></td>
</tr>
<tr>
<td>Form TECH-6</td>
<td>Work Schedule &amp; Time schedule</td>
<td></td>
</tr>
<tr>
<td>Form TECH-7</td>
<td>Information regarding any conflicting activities and Declaration thereof</td>
<td></td>
</tr>
</tbody>
</table>
FORM TECH-1

LETTER OF BID SUBMISSION

Location:__________
Dated:_____________

To: [Name and address of Ministry]

Dear Sirs,

We, the undersigned, offer to provide the consulting Assignment/job for “Conducting Impact and Evaluation Study of the Central Sector Scheme “-----------------------” in accordance with your Request for Proposal No. /……dated ______. We are hereby submitting our Proposal which includes this Technical Bid and a Financial Bid.

We hereby declare that all the information and statements made in this Proposal are true and accept that any misrepresentation contained in it may lead to our disqualification.

Our Proposal is binding upon us and we understand you are not bound to accept any Proposal you receive.

Authorized Signature [In full and initials]
________________

Name and Title of Signatory:
_______________________

Name of Institution:
_______________________

Address:
_______________________
FORM TECH-2 (A)

BIDDER'S ORGANIZATION

A: Bidder’s Organization

[Provide here a brief description of the background and organization of your Institution and each associate (if any) for this Assignment/job in tabulated form. This should include the following:

1. Name of Agency/Organization
2. Address with Telephone, Fax & E-mail etc.
   (a) Registered Office
   (b) Head Office
3. Details of Registration (Please indicate all details including incorporation)
4. PAN Number
5. Year of Experience of Institution/Organization
6. Type of Organization
7. History
8. Profile of Organization
   (a) Organizational Structure
   (b) Organization Chart
   (c) Division for various activities, if exists
   (d) Professional Capabilities
      (i) The Team, Field operations & Strengths
      (ii) Infrastructure available
      (iii) Geographical Reach
9. Details of client in various sectors (Particularly Govt. Depts./Ministries/PSUs)
FORM TECH-2(A)

BIDDER’S ORGANIZATION

10. (a) Details of Data Management Capability
    (b) Software Resources
    (c) Connectivity

11. List of Professionals (separate for Key Professionals, other staff, Field Personnel’s etc.)

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Name</th>
<th>Position</th>
<th>Educational Qualification</th>
<th>Year of Work Experience</th>
<th>Area of specialization</th>
</tr>
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<tbody>
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</tbody>
</table>

12. List of offices in various cities/states

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Location/City</th>
<th>States to be covered for assignment</th>
<th>Contact Person &amp; Address with</th>
<th>Details of all the Infrastructure facilities available for the assignment</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>

13. Any other relevant details about organization
BIDDER’S EXPERIENCE

B: Bidder’s Experience of last Three (3) years (up to March, 2019) in conducting Evaluation of Project/Scheme.

[Using the format below, provide information on each Assignment/job (separately for each assignment) for which your firm and each associate for this assignment was legally contracted either individually as a corporate entity or as one of the major partners within an association, for carrying out consulting services similar to the ones requested for this Assignment. The information must show your overall experience of last three (3) years (upto March, 2019) in undertaking and executing similar Assignment. Same format is to be used for showing all important Assignments.

**ASSIGNMENT NO ………..**

<table>
<thead>
<tr>
<th></th>
<th>Assignment name:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Description of Assignment:</td>
</tr>
<tr>
<td>1.2</td>
<td>Value of the contract (in Rupees):</td>
</tr>
<tr>
<td>1.3</td>
<td>Country:</td>
</tr>
<tr>
<td>1.4</td>
<td>Location within country:</td>
</tr>
<tr>
<td>1.5</td>
<td>Duration of Assignment/job (months):</td>
</tr>
<tr>
<td>1.6</td>
<td>Name of Ministry:</td>
</tr>
<tr>
<td>1.7</td>
<td>Address of Ministry:</td>
</tr>
<tr>
<td>1.8</td>
<td>Total number of staff-months of the Assignment:</td>
</tr>
<tr>
<td>1.9</td>
<td>Approx. value of the Services provided by your firm under the contract (in Rupees):</td>
</tr>
<tr>
<td>1.10</td>
<td>Start date (month/year):</td>
</tr>
<tr>
<td>1.11</td>
<td>Completion date (month/year):</td>
</tr>
<tr>
<td>1.12</td>
<td>Name of associated Consultants, if any:</td>
</tr>
<tr>
<td>1.13</td>
<td>Number of professional staff-months provided by associated Consultants:</td>
</tr>
<tr>
<td>1.14</td>
<td>Name of senior professional staff of your firm involved and functions performed:</td>
</tr>
<tr>
<td>1.15</td>
<td>Description of actual Assignment/job provided by your staff within the Assignment/job:</td>
</tr>
</tbody>
</table>

**Note:** Please provide documentary evidence from the client i.e. copy of Work Order/Contract for each of the assignment shown by the Agency. The experience shall not be considered for evaluation if such requisite support documents are not provided with the bid.
DESCRIPTION OF TECHNICAL APPROACH AND METHODOLOGY FOR PERFORMING THE ASSIGNMENT

Technical Approach and Methodology and Financial Review & Procurement Audit Design are key components of the Technical Proposal. The Agency will present its Technical Proposal divided into the following two chapters:

(a) Technical Approach and Methodology,

(b) Evaluation Audit Design

(a) Technical Approach and Methodology

In this chapter the Bidder should explain their understanding of the objectives of the Assignment, approach to the Assignment, methodology proposed for carrying out the activities and obtaining the expected output and the degree of detail of such output. The Bidder should also explain the methodology proposed to be adopted and highlight the compatibility of the same with the proposed approach.

(b) Evaluation Audit Design

Outline here the Evaluation Audit Design showing details as to how the Assignment will be completed at various level in a State/U.T. in the given time-frame, method of Analysis of information collected, number and deployment of Key Professional and other staffs proposed to be deployed by the Bidder keeping in view the requirement, as given in the ‘Terms of Reference’.
In this chapter, the Bidder/s should propose and justify the structure and composition of its team for completion of Assignment. The Bidder/s should list the main disciplines of the Assignment/job, the key expert responsible for them i.e. Key Personnel/Team Leaders and proposed Technical, support and other staff.

**Duration: 45 days (Ref. TOR)**

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Name of Staff</th>
<th>Name of Organisation</th>
<th>Area of Expertise</th>
<th>Position assigned for this job</th>
<th>Task assigned for this job</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>


CURRICULUM VITAE (CV) FOR PROPOSED PROFESSIONAL STAFF

1. Proposed Position: ____________________________________________________________
   [For each position of key professional separate form TECH-5 is to be prepared]:

2. Name of Institution: __________________________________________________________

3. Name of Staff: ________________________________________________________________
   [Insert name of firm proposing the staff]:

4. Date of Birth: _________________________________________________________________

5. Nationality: _________________________________________________________________

6. Education: [Indicate college/university and other specialized education of staff member, giving
   names of institutions, degrees obtained, and year of acquiring]:

7. Membership of Professional Associations: ______________________________________

8. Work Experience in States ______________________________________________________
   [List States where staff has worked in the last ten years]:

9. Employment Record: __________________________________________________________
   [Starting with present position, list in reverse order every employment held by staff
   member since graduation giving details for each employment (see format here below):
   dates of employment, name of employing organization, positions held.]:

   From [Year]: _________________________To [Year]: _____________________________

   Ministry: _________________________________________________________________

   Position held: ______________________________________________________________

10. Detailed Tasks Assigned:

    [List all tasks to be performed by above staff under this Assignment for which Proposal
    is being submitted]

11. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned
    [Amongst the Assignment/jobs in which the staff has been involved, indicate the
    following information for those Assignment/jobs that best illustrate staff" s capability to
    handle the tasks listed under point 12.]

    Name of Assignment/job or project: ____________________________________________

    Year: ____________________________________________________________________
Location: ________________________________________________________________

Ministry: _______________________________________________________________

Main features of Assignment: ______________________________________________

Positions held: ____________________________________________________________

Activities performed: ______________________________________________________

14. **Certification:**

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience. I understand that any wilful misstatement described herein, may lead to my disqualification or dismissal, if engaged.

_______________________________________________________Date: ______________

[Signature of authorized representative of the bidder]   Day/Month/Year

Full name of authorized representative: _______________________________________

Signature of authorized representative: ________________________________________
WORK SCHEDULE & TIME SCHEDULE

Outline here the Work Schedule/Plan and Time Schedule, as per following proforma:

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Activity*</th>
<th>Days/Month**</th>
</tr>
</thead>
<tbody>
<tr>
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</tr>
</tbody>
</table>

Notes:

* Indicate all main activities of the Assignment/job, including delivery of reports i.e. deliverables as per TOR and other benchmarks such as Ministry’s approvals.

** Duration of activities shall be indicated in the form of a bar chart.
INFORMATION REGARDING ANY CONFLICTING ACTIVITIES AND DECLARATION THEREOF

1. Are there any activities carried out by your Organization/Institute which are of conflicting nature as mentioned in Para-5 of Section-2 of RFP. If yes, please furnish details of any such activities.

2. If no, please certify, as under:

We hereby declare that our firm, our associate / group firm are not indulged in any such activities which can be termed as the conflicting activities under Para-5 of the Section-2. We also acknowledge that in case of mis-representation of the information, our proposals/contract shall be rejected/ terminated by the Employer which shall be binding on us.

Authorized Signature [In full and initials]: ___________

Name and Title of Signatory: ________________________

Name of Firm: ___________________________________

Address: _______________________________________
APPENDIX – I

Scoring criteria for Bidders
(Refer Clause 13.3 of RFP)

<table>
<thead>
<tr>
<th>Scoring criteria</th>
<th>Maximum Marks (100)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. Experience of Evaluation of Central Sector /Centrally Sponsored Schemes for any Central /State Govt. / Govt. Autonomous Bodies- 50 marks</strong></td>
<td></td>
</tr>
<tr>
<td>1 Relevant working experience during the last 5 years as on 31.03.2019.</td>
<td>20</td>
</tr>
<tr>
<td>2 Experience of Review of Conducting Impact and Evaluation Study of similar Schemes in any Ministry/Department//State/UT in the last 5 years.</td>
<td>30</td>
</tr>
<tr>
<td><strong>B. Technical Approach and Methodology- 30 marks</strong></td>
<td></td>
</tr>
<tr>
<td>3 Stating a clear and a detailed methodology to carry out this evaluation study of the scheme within stipulated Time</td>
<td>15</td>
</tr>
<tr>
<td>4 Steps to be taken for completion of Assignment within the time- schedule, as per ToR (as per Form TECH - 6)</td>
<td>15</td>
</tr>
<tr>
<td><strong>C. Manpower – 20 marks</strong></td>
<td></td>
</tr>
<tr>
<td>5 01 National Team Leader</td>
<td>10</td>
</tr>
<tr>
<td>6 02 Team Member / Field Investigator (Minimum 2)</td>
<td>10</td>
</tr>
<tr>
<td>For evaluation of the aforesaid professionals, the following sub-criteria can be followed -</td>
<td></td>
</tr>
<tr>
<td>(i) National Team Leader: Master Degree from a recognized university, demonstrated experience at least 3 years in managing educational projects or related sector, understanding of centrally sponsored schemes, excellent oral and written language skills particularly in English Language.</td>
<td></td>
</tr>
<tr>
<td>(ii) Team Members/Field Investigator: Master Degree/post graduate Diploma or similar relevant qualification from a recognized university and minimum 3 years demonstrated experience in managing research, assessment, outcome and impact evaluation.</td>
<td></td>
</tr>
</tbody>
</table>

D. Minimum Score

To qualify for opening of financial bid, the Applicant must have a **minimum score of 70**.
## SECTION-4
### FINANCIAL PROPOSAL - STANDARD FORMS

<table>
<thead>
<tr>
<th>Form No.</th>
<th>Description</th>
<th>Page Nos.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Form FIN-1 (A)</td>
<td>Financial Bid Submission Form</td>
<td></td>
</tr>
<tr>
<td>Form FIN-1(B)</td>
<td>Summary of Costs</td>
<td></td>
</tr>
<tr>
<td>Form FIN-1 (C)</td>
<td>Breakdown of Remuneration (Lump-Sum)</td>
<td></td>
</tr>
</tbody>
</table>
FORM FIN-1 (A)

FINANCIAL BID SUBMISSION FORM

Location: _____________
Dated: ______________

To: [Name and address of Employer]

Dear Sirs:

We, the undersigned, offer to provide the consulting Assignment/job for Conducting Impact and Evaluation Study of the Central Sector Scheme- _____________ in all States and Union Territories in accordance with your Request for Proposal (RFP) dated __ and our Technical Bid. Our attached Financial Bid, as per TOR is for the sum of Rs._______ (Rupees___________________ Only). This amount is exclusive of the Domestic taxes / other taxes payable to appropriate Ministry/authorities. The taxes and rates are mentioned in the bid.

We hereby confirm that the financial bid is unconditional and we acknowledge that any condition attached to financial bid shall result in rejection of our financial proposal.

Our Financial Bid shall be binding upon us up to expiration of the validity period of the Bid, i.e. before the date indicated at S.No. 7 (clause 8.1 of RFP) of the Part-II - Data-Sheet.

We understand you are not bound to accept any Bid you receive.

Yours sincerely,

Authorized Signature [In full and initials]: ________________________________

Name and Title of Signatory: ________________________________

Name of Organisation/Institute/Firm: ________________________________

Address: ________________________________

Notes:

1. Amounts must coincide with the ones indicated under Total Cost of Financial bid in Form FIN-1(B).
## SUMMARY OF COSTS

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Particulars/Items</th>
<th>Amount in figures (Rs)</th>
<th>Amount in words (Rs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Remuneration (Key professional &amp; support staff)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Expenses on Transportation, Accommodation, TA/DA, local transportation etc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Miscellaneous Expenses related to Assignment such as office expenses, training, data entry, data analysis etc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Taxes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Total Cost of Financial Bid inclusive of taxes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Authorized Signature:____________________

Name: _______________________________

Designation: _________________________

Name of firm: _______________________

Address: _____________________________

Note: The bid should indicate the number of visits the Agency will undertake (including number of days & persons). Further, cost for additional visit may be separately indicated, if required to be undertaken at the request of the Ministry.
# List of Schemes proposed for Evaluation

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Name of the Scheme</th>
<th>Name &amp; designation of Nodal Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Scholarship Schemes and Padho Pradesh</td>
<td>Shri Dhruv Chakravarty, Deputy Secretary</td>
</tr>
<tr>
<td>2.</td>
<td>Free Coaching (Naya Savera) and Nai Udaan</td>
<td>Ms. A. Mala Rangarajan, Deputy Secretary</td>
</tr>
<tr>
<td>3.</td>
<td>Seekho Aur Kamao (Skill Development Initiative)</td>
<td>Ms. Moina Benazir, Director</td>
</tr>
<tr>
<td>4.</td>
<td>USTTAD and Hamari Dharohar</td>
<td>Shri Pramod Kumar Thakur, Director</td>
</tr>
<tr>
<td>5.</td>
<td>Grant to Maulana Azad Educational Foundation</td>
<td>Shri S.P. Singh Teotia, Deputy Secretary</td>
</tr>
<tr>
<td>6.</td>
<td>Shahri Waqf Sampati Vikas Yojana and Qaumi Waqf Boards taraqqiati Scheme</td>
<td>Shri Satya Prakash, Deputy Secretary</td>
</tr>
<tr>
<td>7.</td>
<td>Equity to NMDFC</td>
<td>Shri Manoj Kumar Sharvar, Deputy Secretary</td>
</tr>
<tr>
<td>8.</td>
<td>Jiyo Parsi</td>
<td>Ms. A. Mala Rangarajan, Deputy Secretary</td>
</tr>
</tbody>
</table>

A. The Consulting Organisation may bid for one or more than one schemes listed above.

B. Terms of Reference for each of the Schemes as per serial numbers are enclosed.

C. However, the bid documents for each scheme should be separately prepared and submitted in the sealed cover as instructed in the RFP.
Terms of Reference for engaging an Agency Consultant to conduct ‘Evaluation and Impact Assessment of the Pre-Matric Scholarship Scheme, Post-Matric Scholarship Scheme and Merit-cum-Means based Scholarship Scheme’

(Maulana Azad National Fellowship, Interest subsidy on educational loans on overseas studies, Pre-Matric Scholarship Scheme, Post-Matric Scholarship Scheme and Merit-cum-Means based Scholarship Scheme will be merged together)

1. Background:
1.1 Ministry of Minority Affairs (MOMA) is implementing the following three Scholarship Schemes for the educational empowerment of students belonging to the six centrally notified minority communities:

   (i) Pre-Matric scholarship scheme (since 2008-09);
   (ii) Post-Matric scholarship scheme (since 2007-08); and
   (iii) Merit-cum-Means based scholarship scheme (since 2007-08).

1.2 All the 3 Schemes are central sector schemes and implemented through the National Scholarship Portal (NSP) and the beneficiaries are paid through DBT mode. More than 60 lakh students are benefited under these schemes every year. A brief overview on each of the Scheme including their objectives, implementation mechanism, scheme architecture/design is given in the appendix to the TOR.

2. Objective of the Study

2.1 Performance of the Schemes based on the Output / Outcome indicators:

The evaluation study of Pre- Matric, Post Matric and Merit-cum-Means based Scholarship Scheme is to be done for the last five financial years i.e. from 2014-15 to 2018-19 in accordance with the following outlined references:

- Assess the extent to which the Schemes have been able to achieve its objective and factors determining the same and also to study the existing process of awarding the scholarships and suggest improvements towards simplification of process of awarding scholarships and its user friendliness.

- Obtain feedback on the rates and items of scholarship and also assess the benefits of awarding scholarships from the level of Class I for Pre-Matric Schools;
To study the ease/difficulty in the verification of applications at L-1 (schools/institutions) and L-2 (State/District) levels.

To study the ease/difficulty in disbursement and receipt of Scholarships through DBT including the cases of payment failures.

To assess the impact of the Scheme in terms of improvement in various socio-economic indicators amongst the minority population, like:

* Improvement in the enrollment rate at pre-matric, post-matric levels as well as in diploma/degree level professional courses;
* Improvement in the literacy and education levels of the minority communities;
* Improvement/reduction in drop-out rate of the minority beneficiaries at the respective education level covered under the 3 Schemes;
* Improvements in the gender participation in education amongst the minority beneficiaries.
* To assess the impact of the Scheme in terms of beneficiaries having secured employment or getting self-employed during the period from 2012-13 to 2018-19.
* To assess the inclusion and exclusion error in selection of beneficiary.
* To document some of the success stories and best practices under the above scheme.

To examine the feedback received from the candidates through filled-in questionnaires and compile and collate suggestion and recommendation received from the candidates for bringing improvements in the Schemes.

To propose measures of concerns of various stakeholders about the benefits and outreach of the Schemes in terms of achievement of the stated object and identify the gaps in the implementation.

To provide suggestion and recommendation based on the study for policy formulation.

### 2.2 Additional parameters

2.1 Additional parameters:

(i) Coverage of beneficiaries (Minority Community wise)

<table>
<thead>
<tr>
<th>States</th>
<th>District</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
(ii) Key bottlenecks & challenges-focus may be on administrative and other key bottlenecks and challenges.

3. Methodology

3.1 Approach (methodology adopted), division of country into 6 geographical regions / zones (North, South, East, West, North East and Central) as classified by NSSO.

3.2 The detailed methodology for carrying out Evaluation and Impact Assessment shall be as under:

(a) Preparatory Phase:
   - Finalization of the target groups i.e. States / districts / Institutes / Schools in consultation with the Ministry of Minority Affairs.
   - Designing of Data Collection Instrument (DCI)/Questionnaire and finalization of the same in consultation with the Ministry targeting various stakeholders, including:
     - State/Districts/Blocks
     - Institutes/Schools
     - Students.
   - Allocation of sample States amongst the lowest formation and distribution of DCI, list of Institutions etc. for the field survey.

(b) Data Collection Phase I:
   - Collection of secondary data from the Ministry/ State/UT Govt. / National Scholarship Portal (NIC) in connection with the scheme as per the designed DCI.
   - Collection of the secondary data from the target Institutes/schools in connection with the Scheme as provided by the MoMA, Govt. of India.

(c) Data Collection Phase II:
   - Collection of the primary data from the beneficiary students on sample basis through field visit to the target schools. Focussed Group Discussion (FGD) with students as per the designed DCI by the Evaluating Agency who have relevant experience of conducting interviews.
• The visit would be made by the Evaluating Agency to the sample States mentioned in the Table (below), while the contact details of the relevant officials of States Government would be provided by the Ministry.

(d) Data Compilation, Analysis & Report Writing:

• A dedicated team of Consultants may review, monitor and compile the data as received from various sample States, analyse the same.
• Interpretation of the data, representation into various graphical and pictorial form
• Preparation of the Draft Reports to be submitted to the MoMA, Govt. of India.

4. Sampling Design Framework:

a. As per the ‘Terms of Reference (ToR) and considering the stipulated timeline, the sampling framework may be formulated to make the evaluation study more comprehensive and representative.

b. For better coverage of the samples across the country, stratified random sampling techniques may be adopted.

c. 2 States will be selected from each of the geographical spread of 6 zones amongst the 37 States/UTs under the coverage of the Pre-Matric, Post Matric and Merit-cum-Means based Scholarship Schemes. The sample States so identified shall be representative States contributing to 69.95% of the total beneficiary under all the three scholarship schemes for the year 2018-19. The list of 12 States proposed to be covered for the study has been illustrated in the table below:

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Zone</th>
<th>Sample States</th>
<th>Total Physical Target (in Number)</th>
<th>Total Physical Achievements (in Number)</th>
<th>State-wise distribution (in%)</th>
</tr>
</thead>
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<tr>
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</tbody>
</table>

State wise distribution of the beneficiaries under the 3 Scholarship Schemes

Pre-Matric Scholarship Scheme
<table>
<thead>
<tr>
<th></th>
<th>Region</th>
<th>State</th>
<th>Amount (2019-20)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>South</td>
<td>Kerala</td>
<td>1,92,789</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Karnataka</td>
<td>1,23,168</td>
</tr>
<tr>
<td>1</td>
<td>North East</td>
<td>Assam</td>
<td>1,53,263</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Manipur</td>
<td>18,336</td>
</tr>
<tr>
<td>2</td>
<td>West</td>
<td>Gujarat</td>
<td>87,762</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Maharashtra</td>
<td>2,85,451</td>
</tr>
<tr>
<td>3</td>
<td>East</td>
<td>West Bengal</td>
<td>3,29,959</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Odisha</td>
<td>27,180</td>
</tr>
<tr>
<td>4</td>
<td>North</td>
<td>Haryana</td>
<td>40,226</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Uttar Pradesh</td>
<td>5,11,912</td>
</tr>
<tr>
<td>5</td>
<td>Central</td>
<td>Madhya Pradesh</td>
<td>75,980</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chhattisgarh</td>
<td>15,491</td>
</tr>
<tr>
<td>6</td>
<td>Total</td>
<td></td>
<td>18,61,517</td>
</tr>
</tbody>
</table>

**Post Matric Scholarship Scheme**

<table>
<thead>
<tr>
<th></th>
<th>Region</th>
<th>State</th>
<th>Amount (2019-20)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>South</td>
<td>Kerala</td>
<td>32,132</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Karnataka</td>
<td>20,528</td>
</tr>
<tr>
<td>1</td>
<td>North East</td>
<td>Assam</td>
<td>25,544</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Manipur</td>
<td>3,056</td>
</tr>
<tr>
<td>2</td>
<td>West</td>
<td>Gujarat</td>
<td>14,627</td>
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<tr>
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<td></td>
<td>Maharashtra</td>
<td>47,575</td>
</tr>
<tr>
<td>3</td>
<td>East</td>
<td>West Bengal</td>
<td>54,994</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Odisha</td>
<td>4,530</td>
</tr>
<tr>
<td>4</td>
<td>Total</td>
<td></td>
<td>57484/2019/Budget-MoMA</td>
</tr>
<tr>
<td></td>
<td>North</td>
<td>Haryana</td>
<td>Uttar Pradesh</td>
</tr>
<tr>
<td>----</td>
<td>-------------</td>
<td>---------</td>
<td>---------------</td>
</tr>
<tr>
<td>5</td>
<td>North</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Haryana</td>
<td>6,704</td>
<td>3,199</td>
</tr>
<tr>
<td></td>
<td>Central</td>
<td></td>
<td></td>
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<tr>
<td>6</td>
<td>Central</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Chhattisgarh</td>
<td>2,583</td>
<td>2,109</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>3,10,255</td>
<td>4,14,232</td>
</tr>
</tbody>
</table>

**Merit-cum-Means Scholarship Scheme**

<table>
<thead>
<tr>
<th></th>
<th>South</th>
<th>Kerala</th>
<th>3,855</th>
<th>18,276</th>
<th>27.01</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Karnataka</td>
<td>2,463</td>
<td>11,145</td>
<td>16.47</td>
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</tr>
<tr>
<td>2</td>
<td>North East</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Assam</td>
<td>3,065</td>
<td>4,437</td>
<td>6.56</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Manipur</td>
<td>367</td>
<td>358</td>
<td>0.53</td>
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</tr>
<tr>
<td>3</td>
<td>West</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Gujarat</td>
<td>1,756</td>
<td>3,393</td>
<td>5.01</td>
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<td></td>
<td>Maharashtra</td>
<td>5,709</td>
<td>3,613</td>
<td>5.34</td>
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</tr>
<tr>
<td>4</td>
<td>East</td>
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<td></td>
<td></td>
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<tr>
<td></td>
<td>West Bengal</td>
<td>6,599</td>
<td>13,154</td>
<td>19.44</td>
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<td></td>
<td>Odisha</td>
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<td>334</td>
<td>0.49</td>
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<td>5</td>
<td>North</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Haryana</td>
<td>804</td>
<td>558</td>
<td>0.82</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Uttar Pradesh</td>
<td>10,238</td>
<td>9,897</td>
<td>14.63</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Central</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Madhya Pradesh</td>
<td>1,519</td>
<td>2,078</td>
<td>3.07</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Chhattisgarh</td>
<td>310</td>
<td>419</td>
<td>0.62</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>37,229</td>
<td>67,662</td>
<td>100.00%</td>
<td></td>
</tr>
</tbody>
</table>

d. From each of the selected States, 2 (two) Administrative Districts having three or more minority concentration areas namely Minority Concentration District Headquarters (MCD
Hqs), Minority Concentration Block (MCB) and Minority Concentration Town (MCT) will be selected (except Chhattisgarh where there is only one such district). This will be done as per PMJVK Scheme of Ministry of Minority Affairs.

e. Out of each of such Administrative Districts, 3 (three) minority concentration areas will be chosen preferably one MCD Hqs, one MCB and one MCT. In case of non-availability of all three categories of MCAs, any two or one category of MCAs will be taken.

f. In each MCA, 2 (two) schools (for Pre-Matric) would be selected randomly, at each level, for carrying out the study based on the category (i.e. I to V, VI to VIII, IX & X) of the target group of beneficiary.

g. In each MCA, 2 (two) Institutes/Universities (for Post Matric) would be selected randomly, preferably one at each level, for carrying out the study based on the category (i.e. XI-XII, Vocational Courses at 10+2 Level (ITI/Diploma), UG & PG Level & M.Phil. & Ph.D. Level) of the target group of beneficiary.

h. In each MCA (or their Administrative District), 2 (two) Institutes (for Merit-cum-Means) would be selected randomly, for carrying out the study based on the category of the target group of beneficiary.

i. The sample students (parents/guardians in respect of Pre-Matric) would be selected randomly from each schools to ensure coverage of an appropriate sample by the Agency, which conforms to the statistical significance of the selected sample beneficiaries of Pre-Matric, Post Matric & Merit-cum-Means based scholarship scheme from amongst the total beneficiaries.

j. The Evaluating Agency may also conduct Focused Group Discussions (FGDs) to gather the feedback of beneficiary students under the three categories.

k. The FGD would comprise of minimum five to ten respondents based on the category of the beneficiary target group. It would be endeavoured to conduct at least two FGDs in each of the institutes depending on the category of the target group.

l. A comprehensive survey needs to be carried out by the Evaluating Agency in 67 MCAs in 23 districts of 12 States in 6 Zones for collecting the information from necessary sample students in accordance with the parameters identified in their technical approach (may also be discussed by the evaluating agency with the Ministry in case of any problem in selection of any MCA).

m. The State-wise distribution of the sample size for the sample States may be made based on the distribution of the beneficiaries across such States.
n. Further the distribution of the sample beneficiary may also be made amongst the various categories e.g. I to V, VI to VIII, IX & X for Pre-Matric; XI-XII, Vocational Courses at 10+2 Level (ITI/Diploma), UG & PG Level & M.Phil. & Ph.D. Level for Post Matric being different target groups.

o. The details of the State-wise distribution of the Administrative District and Minority concentration areas are detailed in table below:

**Distribution of samples across States/Districts/Blocks:**

<table>
<thead>
<tr>
<th>Zone</th>
<th>States</th>
<th>Administrative Districts</th>
<th>Minority Concentration MCD Hqs/MCB/MCT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>East</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>West Bengal</td>
<td>North 24 Parganas</td>
<td>MCD Hqs North 24 Programme</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>MCB Habra-I</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>MCT Kumarhati</td>
</tr>
<tr>
<td></td>
<td></td>
<td>South 24 Parganas</td>
<td>MCD Hqs South 24 Programme</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>MCB Bishnupur-I</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>MCT Mahestala (M)</td>
</tr>
<tr>
<td></td>
<td>Odisha</td>
<td>Gajapati</td>
<td>MCD Hqs Gajapati</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>MCB R. Udaygiri</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>MCB Mohana</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sundargarh</td>
<td>MCB Balisankara</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>MCB Subdega</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>MCB Baragaon</td>
</tr>
<tr>
<td>State</td>
<td>District</td>
<td>MCD Hq</td>
<td>City</td>
</tr>
<tr>
<td>-------------</td>
<td>----------------</td>
<td>--------------</td>
<td>---------------</td>
</tr>
<tr>
<td>Maharashtra</td>
<td>Buldana</td>
<td>MCD Hq</td>
<td>Buldana</td>
</tr>
<tr>
<td></td>
<td></td>
<td>MCB</td>
<td>Shegaon</td>
</tr>
<tr>
<td></td>
<td></td>
<td>MCT</td>
<td>Malkapur</td>
</tr>
<tr>
<td></td>
<td>Akola</td>
<td>MCD Hq</td>
<td>Akola</td>
</tr>
<tr>
<td></td>
<td></td>
<td>MCB</td>
<td>Balapur</td>
</tr>
<tr>
<td></td>
<td></td>
<td>MCT</td>
<td>Akot (MCI)</td>
</tr>
<tr>
<td>Gujarat</td>
<td>Kachchh</td>
<td>MCB</td>
<td>Lakhpat</td>
</tr>
<tr>
<td></td>
<td></td>
<td>MCB</td>
<td>Gandhidham</td>
</tr>
<tr>
<td></td>
<td></td>
<td>MCT</td>
<td>Bhuj (M + OG)</td>
</tr>
<tr>
<td></td>
<td>Bharuch</td>
<td>MCB</td>
<td>Jambusar</td>
</tr>
<tr>
<td></td>
<td></td>
<td>MCB</td>
<td>Amod</td>
</tr>
<tr>
<td></td>
<td></td>
<td>MCT</td>
<td>Bharuch (M)</td>
</tr>
<tr>
<td>Haryana</td>
<td>Sirsa</td>
<td>MCD Hq</td>
<td>Sirsa</td>
</tr>
<tr>
<td></td>
<td></td>
<td>MCB</td>
<td>Odhan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>MCB</td>
<td>Dabwali</td>
</tr>
<tr>
<td></td>
<td>Mewat</td>
<td>MCD Hq</td>
<td>Mewat</td>
</tr>
<tr>
<td></td>
<td></td>
<td>MCB</td>
<td>Nuh</td>
</tr>
<tr>
<td></td>
<td></td>
<td>MCB</td>
<td>Firozpur, Jhirka</td>
</tr>
<tr>
<td>Uttar Pradesh</td>
<td>Moradabad</td>
<td>MCD Hq</td>
<td>Moradabad</td>
</tr>
<tr>
<td></td>
<td></td>
<td>MCB</td>
<td>Diliari</td>
</tr>
<tr>
<td></td>
<td></td>
<td>MCT</td>
<td>Bhojpur, Dharampur (NP)</td>
</tr>
<tr>
<td></td>
<td>Azamgarh</td>
<td>MCB</td>
<td>Mirzapur</td>
</tr>
<tr>
<td></td>
<td></td>
<td>MCB</td>
<td>Mohammadpur</td>
</tr>
<tr>
<td>North-East</td>
<td>Assam</td>
<td>Dhubri</td>
<td>MCD Hq</td>
</tr>
<tr>
<td>------------</td>
<td>-------</td>
<td>--------</td>
<td>--------</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>MCB</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>MCB</td>
</tr>
<tr>
<td>North-East</td>
<td>Lakhimpur</td>
<td>MCB</td>
<td>Karunabari</td>
</tr>
<tr>
<td></td>
<td></td>
<td>MCB</td>
<td>Lakhimpur</td>
</tr>
<tr>
<td></td>
<td></td>
<td>MCB</td>
<td>Nowboichha</td>
</tr>
<tr>
<td>Manipur</td>
<td>Senapati</td>
<td>MCD Hq</td>
<td>Senapati</td>
</tr>
<tr>
<td></td>
<td></td>
<td>MCB</td>
<td>Mao Moram</td>
</tr>
<tr>
<td></td>
<td></td>
<td>MCB</td>
<td>Purul</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chandel</td>
<td>MCD Hq</td>
</tr>
</tbody>
</table>
5. **Observations & Recommendations**

5.1 **Thematic Assessment**

- The focus of Evaluation and Impact Assessment should be on the transparency in the process of awarding of scholarships under the 3 Schemes through DBT mode including the ease/difficulty in the processes of application and verification and release of scholarship; the coverage under each Scheme in terms of classes and courses and the rates and components of Scholarship under each Scheme.

- To assess the impact of the Schemes in terms of improvement in various socio-economic indicators amongst the minority populations:
  
  * Improvement in the enrollment rate at pre-matric, post-matric levels as well as in diploma/degree level professional courses;
  * Improvement in the literacy and education levels of the minority communities;
  * Improvement/ reduction in drop-out rate of the minority beneficiaries at the respective education level covered under the 3 Schemes;
  * Improvements in the gender participation in education amongst the minority beneficiaries.

- To assess the impact of the Scheme in terms of beneficiaries having secured employment or getting self-employed during the period from 2012-13 to 2018-19.

- To document some of the success stories and best practices under the above scheme.

5.2 **Externalities**

Details of the best practices to be adopted under the scheme.
6. **Conclusion**

- Issues & challenges – Simplification of the process of application, verification & awarding of scholarship; reduction in time for disbursement of scholarship and to assess the inclusion and exclusion error in selection of beneficiaries.
- Vision for the future – to ensure the outreach of scheme in improving the ‘Literacy Rate’, decreasing Drop-out Rate at various education levels and ensuring more employability.
- Recommendation for Scheme with reasons
  - The Agency may provide recommendation regarding the continuation of the Scheme in any of the following categories:-
  a) Continue in existing form
  b) Continue with some modifications (suggest modifications)
  c) Scale up the Scheme (financial/physical/both)
  d) Scale down the scheme (financial/physical/both)
  e) Close the Scheme
  f) Merge with another scheme as sub-scheme/component.

7. **Appendices:**

| APPENDIX-a | Brief Note on Pre-Matric Scholarship Scheme |
| APPENDIX-b | Brief Note on Post-Matric Scholarship Scheme |
| APPENDIX-c | Brief Note on Merit-cum-Means Scholarship Scheme |
| APPENDIX-d | Implementation Mechanism & Scheme Architecture/ Design |

**Brief overview on each of the Scheme including their objectives, implementation mechanism, scheme architecture/design**

**APPENDIX-a**

1.2.1 **Pre-Matric Scholarship Scheme**

- Ministry of Minority Affairs (MoMA), has been implementing one of its flagship schemes “Pre Matric Scholarship Scheme meant for poor students belonging to minority communities, studying in Class I to X”.
The objective of the Scheme is to encourage poor parents from minority communities to send their school-going children to school, lighten their financial burden on school education and sustain their efforts to support their children to complete school education. Empowerment through education has the potential to uplift the socio-economic conditions of the minority communities and the Scheme seeks to form the foundation for educational attainment of poor children from the minority communities and provide them a level playing field in the competitive employment arena.

Students from the six minority communities studying in India in a government/recognised private school, who secure 50% marks in the previous examination and whose parents’/guardians’ annual income does not exceed Rs. 1.00 lakh, are eligible for Scholarship under the Pre-matric Scholarship Scheme. 30 lakh fresh Scholarships are awarded under the Scheme every year in addition to the renewals. 30% of Scholarships have been earmarked for girl students.

Scholarship ranging from Rs. 1,000/- to Rs. 10,700/- is awarded to every selected student. The details of the Scheme interventions for 2017-18 to 2019-20 are as under:

<table>
<thead>
<tr>
<th>Item</th>
<th>Rate of Scholarship</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate of Scholarship Admission + Tuition Fee</td>
<td>Admission Fee for Class VI to X: Rs. 500/- per annum subject to actuals (both Hosteller &amp; Day Scholar)</td>
</tr>
<tr>
<td></td>
<td>Tuition Fee for Class VI to X: Rs. 350/- per month subject to actuals (both Hosteller &amp; Day Scholar)</td>
</tr>
<tr>
<td>Maintenance Allowance</td>
<td>For Class I to V*: Rs. 100/- per month for Day Scholar</td>
</tr>
<tr>
<td></td>
<td>For Class VI to X*: Rs. 600/- per month for Hosteller Rs. 100/- per month for Day Scholar</td>
</tr>
</tbody>
</table>

* For 10 months in an academic year.
1.2.2 Post Matric Scholarship Scheme

- Ministry of Minority Affairs (MoMA), has been implementing one of its flagship schemes “Post Matric Scholarship Scheme meant for poor students belonging to minority communities, studying in Class XI to Ph.D.”
- The objective of the Scheme is to award scholarships to meritorious students belonging to economically weaker sections of minority community so as to provide them better opportunities for higher education, increase their rate of attainment in higher education and enhance their employability.
- Students from the six minority communities studying in India in a government/recognised private higher secondary school/college/university, including such residential institutes of the Government and eligible private institutes selected and notified in a transparent manner by the State Government/Union Territory Administration concerned. It also covers technical and vocational courses in Industrial Training Institutes/Industrial Training Centres affiliated with the National Council for Vocational Training (NCVT) of classes XI and XII level including Polytechnics and other courses (any course having a duration of one or more years covered under this scheme; Certificate courses are also not covered).
- The students who secure 50% marks in the previous examination and whose parents’/guardians’ annual income does not exceed Rs. 2.00 lakh, are eligible for Scholarship under the Post Matric Scholarship Scheme. 5 lakh fresh Scholarships are awarded under the Scheme every year in addition to the renewals. 30% of Scholarships have been earmarked for girl students.
- Scholarship ranging from Rs. 2,300/- to Rs. 15,000/- is awarded to every selected student. The details of the Scheme interventions for 2017-18 to 2019-20 are as under:

<table>
<thead>
<tr>
<th>Item</th>
<th>Rate of Scholarship</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Rate of Scholarship</strong></td>
<td>Admission and tuition fee Class XI &amp; XII: Rs. 7,000/- per annum subject to actuals (both Hosteller &amp; Day Scholar)</td>
</tr>
<tr>
<td><strong>Admission + Tuition Fee</strong></td>
<td>Admission and course/tuition fee for technical and vocational courses of XI and XII level (Courses of one or more year of duration): Rs. 10,000/- per annum subject to actuals (both Hosteller &amp; Day Scholar)</td>
</tr>
<tr>
<td><strong>Maintenance</strong></td>
<td>Admission and tuition fee for UG &amp; PG level: Rs. 3,000/- per annum subject to actuals (both Hosteller &amp; Day Scholar)</td>
</tr>
<tr>
<td></td>
<td>For Class XI &amp; XII including Tech. &amp; Voc. Course*:</td>
</tr>
<tr>
<td></td>
<td>Rs. 380/- per month for Hosteller &amp; Rs. 230/- per month for Day Scholar</td>
</tr>
<tr>
<td>Allowance</td>
<td>For Courses other than Tech. &amp; Prof. courses at UG &amp; PG level*: Rs. 570/- per month for Hosteller &amp;Rs. 300/- per month for Day Scholar</td>
</tr>
<tr>
<td>-----------</td>
<td>-------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>For M.Phil&amp; Ph.D.*: Rs. 1,200/- per month for Hosteller &amp;Rs. 550/- per month for Day Scholar</td>
</tr>
</tbody>
</table>

* For 10 months in an academic year.

### 1.2.3 Merit-cum-Means based Scholarship Scheme

- Ministry of Minority Affairs (MoMA) has been implementing one of its flagship schemes “Merit-cum-Means based Scholarship Scheme”, a Central Sector Scheme, meant for poor students belonging to minority communities, studying in technical and professional courses at undergraduate and post graduate level.

- The objective of the Scheme is to provide financial assistance to the poor and meritorious students belonging to minority communities to enable them to pursue professional and technical courses.

- Students from the six minority communities studying in India in a Government or private institution, selected and notified in a transparent manner by the State Government/Union Territory Administration concerned, are eligible for the scholarship. To be eligible, a student should have secured admission in any technical or professional institution, recognized by an appropriate authority. In case of students admitted without a competitive examination, students should have secured not less than 50% marks in last qualifying exam at higher secondary/graduation level in case of Fresh scholarship. The students’, whose parents'/ guardians’ annual income does not exceed Rs. 2.50 lakh, are eligible. 60,000 thousand fresh Scholarships are awarded under the Scheme every year in addition to the renewals. 30% of Scholarships have been earmarked for girl students.

- Eligible students admitted in any of the 85 reputed premier institutes for professional and technical courses listed under the Scheme are reimbursed full course fee. Students studying in other institutions are reimbursed a course fee of Rs.20,000/- per annum and in
addition a maintenance allowance of Rs. 5,000/- for day scholar and Rs. 10,000/- for hostellers per annum is also admissible.

- The details of the Scheme interventions for 2017-18 to 2019-20 are as under:

<table>
<thead>
<tr>
<th>Item</th>
<th>Existing (2012-17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate of Scholarship-Course Fee</td>
<td>Rs. 20,000/- per annum subject to actuals whichever is less (for both Hosteller &amp; Day Scholar)</td>
</tr>
<tr>
<td>Maintenance Allowance</td>
<td>Rs. 1,000/- per month* for Hosteller</td>
</tr>
<tr>
<td></td>
<td>Rs. 500/- per month* for Day Scholar</td>
</tr>
<tr>
<td>Scholarship for listed institutes</td>
<td>Full course fee is reimbursed for 85 listed Institutes.</td>
</tr>
</tbody>
</table>

* For 10 months in an academic year.

1.2.4 Implementation Mechanism: All the aforesaid Schemes are implemented through the National Scholarship Portal (NSP) and the scholarship is disbursed under DBT mode. The applicant has to apply on NSP, followed by verification of form by the respective Institute Nodal Officer and the domicile State/UT/District Nodal Officer. Thereafter, de-duplication process and sanity checks are done for verified applications followed by preparation of merit list (for Fresh applicants only; Renewal applicants are considered as committed liability) by NIC as per Scheme guidelines and payment is made through PFMS. For payment, the State has to first sign the payment file/token, followed by the Programme Division (at two levels), DDO, PAO and sponsored bank of the Ministry.

1.2.5 Scheme Architecture/Design:
- Buddhist, Christian, Jain, Muslim, Sikh and Zoroastrians (Parsis), notified by the Central Government as minority communities under Section 2 (c) of the National Commission for Minorities Act, 1992, are only covered under these Schemes.
- A total of 30.00 lakh Pre-Matric scholarships, 5.00 Post Matric Scholarships and 60,000 Merit-cum-Means Scholarships are targeted to be distributed as ‘Fresh’ Scholarships, besides, Renewal scholarships every year.

- The distribution/allocation of scholarships among all the States/Union Territories, under all the three Scholarship Schemes, is made on the basis of population of every minority community (community-wise) in the States/Union Territories as per Census 2011, for 2018-19 and 2019-20.

*****
1. EXECUTIVE SUMMARY

Ministry of Minority Affairs (MoMA) is implementing Padho Pardesh- Scheme of Interest Subsidy on Education Loans for Overseas Studies for the Students belonging to the Minority Communities. This scheme was launched during the year during 2014-15. There is a need to conduct Evaluation and Impact Study of the Scheme for its continuation beyond 31st March, 2020.

2. OVERVIEW OF THE SCHEME

2.1 Background of the scheme

a) Brief write up on the scheme including Objectives, Implementation Mechanism, Scheme architecture/design and

b) Name of Sub-schemes/components.

The object of the scheme is to award interest subsidy to meritorious students belonging to economically weaker sections from the six notified minority communities’ viz. Buddhist, Christian, Jain, Muslim, Sikh and Zoroastrian (Parsis) so as to provide them better opportunities for higher education abroad and enhance their employability.

The scheme is implemented by the Ministry designated Bank (Canara Bank) as per MoU signed between the Bank and Ministry of Minority Affairs.

c) Year of Commencement of scheme

The Padho Pardesh Scheme was commenced during the year during 2014-15

d) Present status with coverage of scheme (operational/non-operational)

Beneficiaries belonging to Buddhist, Christian, Jain, Muslim, Sikh and Zoroastrian (Parsis), notified by the Central Government as minority communities under Section 2 (c) of the National Commission for Minorities Act, 1992, are only covered under this scheme.

State/UT-wise and Community-wise quota (based on Census 2011) has been fixed. To the extent possible, the benefit of interest subsidy is given to notified Minority Communities Students as per quota fixed. In case of non-availability of Student in a State or Community, seats are transferred to other State or Community. At present, benefit of the scheme is given to 400 fresh students, besides renewal students, in a year.

e) Sustainable Development Goals (SDG) Served - NIL

f) National Development Plans (NDP) Served - NIL
2.2 Budgetary allocation and expenditure pattern of the scheme

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount in Rs. Crore</td>
<td>BE</td>
<td>RE</td>
<td>Actual</td>
<td>BE</td>
<td>RE</td>
</tr>
<tr>
<td></td>
<td>4.19</td>
<td>4.19</td>
<td>4.15</td>
<td>4.00</td>
<td>4.00</td>
</tr>
<tr>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

2.3 Summary of past evaluation since inception of scheme –

<table>
<thead>
<tr>
<th>Year of Evaluation</th>
<th>Agency hired for Evaluation</th>
<th>Major Recommendations made and accepted</th>
<th>Recommendations made but not accepted</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-18</td>
<td>National Productivity Council, New Delhi</td>
<td>1. Ministry may develop mechanism for online registration. 2. To keep a list of University abroad, to be covered under the scheme. 3. To create proper grievance redressal mechanism. 4. Implementation of back ended subsidy. 5. MIS mechanism for the bank/MoMA under the scheme. 6. Timely reimbursement of the interest subsidy.</td>
<td>The recommendations of the Impact Study and Evaluation of Padho Pardesh Scheme are under consideration of the Ministry.</td>
</tr>
</tbody>
</table>

3. METHODOLOGY

3.1 Approach (Methodology adopted), Division of country into 6 Geographical Regions/Zones (North, South, East, West, North East and Central) as classified by NSSO.

The methodology will be quantitative analysis of the data collected by stratified random sampling based on concentration of stakeholders, across the country who have availed benefits of the Scheme. A pre-tested questionnaire mentioning details about the profile, socio-economic background of the student, subjects/areas of study chosen, time taken to complete Masters, M.Phil. and Ph.D., successfully completed or not, if drop out then reasons for it, what about parents/relative expectations/opinion about this Scheme and how it has helped their ward to achieve success in higher education would be prepared. The issue related to employability of candidates availing benefit of the Scheme, number of such students getting job after completing study in the respective domain, etc. There will be structured questionnaire to elicit all these information. There will be qualitative analysis of their responses.

A. The detailed Methodology for carrying out of Evaluation Study shall be as under:

(a) Preparatory Phase:
Finalization of the target groups i.e. States / districts / Indian Banks’ Association / Designated Nodal Bank / Loan Disbursing Member Banks / Beneficiary (Student) and/or their parents in consultation with the Ministry of Minority Affairs.

Designing of Data Collection Instrument (DCI)/Questionnaire and finalization of the same in consultation with the Ministry targeting various stakeholders, including:
- State/Districts/Blocks
- Indian Banks’ Association
- Designated Nodal Bank (Canara Bank)
- Loan Disbursing Member Banks
- Beneficiary (Student) and/or their parents.

(b) Data Collection Phase I:

- Collection of primary and secondary data from the Ministry/ Designated Nodal Bank / Loan Disbursing Member Banks / Canara Bank & Padho Pardesh Portal / Beneficiary (Student) and/or their parents in connection with the scheme as per the designed DCI.
- Collection of the primary and secondary data from the target Loan Disbursing Member Banks / Canara Bank & Padho Pardesh Portal in connection with the scheme as provided by the MoMA, Govt. of India.

(c) Data Collection Phase II:

- Collection of the primary data from the beneficiary students/their parents on sample basis through field visits. Focussed Group Discussion (FGD) with students and/or their parents as per the designed DCI by the Evaluating Agency who have relevant experience of conducting interviews.
- The visit would be made by the Evaluating Agency to the 12 sample States mentioned in the Table (below).

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Zone</th>
<th>Sample States</th>
<th>Sample Bank</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>South</td>
<td>Kerala, Tamil Nadu</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>North East</td>
<td>Assam, Meghalaya</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>West</td>
<td>Gujarat, Maharashtra,</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>East</td>
<td>Odisha, West Bengal,</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>North</td>
<td>Punjab, Uttar Pradesh</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Centre</td>
<td>Chhattisgarh, Madhya Pradesh</td>
<td></td>
</tr>
</tbody>
</table>

B. Technical Approach

The technical approach outlined below dwells upon the parameters which would be considered for structuring the data set required for making the assessment of the implementation of the Padho Pardesh Scheme of MoMA. The said parameters have been worked out separately for each point of the Objectives of the study. The comprehension on the type of data required for the assessment exercise is given below:
<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Activities</th>
<th>Variables/Parameters</th>
<th>Methodology</th>
<th>Data Source</th>
</tr>
</thead>
</table>
| a      | Suggestions to make the process of giving interest subsidy on education loan easier and more user-friendly for application at all levels; | ✓ Systematic identification of process bottlenecks  
✓ Complexities in the process and its simplification.  
✓ Improvement in the service measures in terms of timeliness.  
✓ Measure the satisfaction of the stakeholders. | Primary and Secondary data Collection | MoMA/ Indian Banks Association/ Designated Nodal Bank(Canara Bank)/Loan Disbursing Member Banks/Beneficiary (Students) and or their parents |
| b      | Ease/difficulty of processing of interest subsidy claim by Member Banks/Nodal Bank and release of interest subsidy. | ✓ Identification of various process bottlenecks (manual activities/IT intervention measures) in the process of interest subsidy claims and its payment.  
✓ Measure the stakeholders’ satisfaction on the user friendliness and accessibility of Canara Bank Padho Pardesh Portal.  
✓ Improvement in the service measures in terms of timeliness.  
✓ Identification of the service failures and improvement measures. | Primary and Secondary data collection | MoMA/ Indian Banks Association/ Designated Nodal Bank(Canara Bank)/Loan Disbursing Member Banks/Beneficiary (Students) and or their parents |
| c      | To assess the impact and outreach of the Scheme in improving the Employability. | ✓ Measurement of the literacy rate amongst minority communities.  
✓ Measurement of the employability rate amongst minority communities.  
✓ Feedback on the opportunities availed in terms of admission to other higher education  
✓ Measurement of the | Primary data collection from the stakeholders. FGD with the students. | MoMA/ Indian Banks Association/ Designated Nodal Bank(Canara Bank)/Loan Disbursing Member Banks/Beneficiary |
<table>
<thead>
<tr>
<th>SL. No.</th>
<th>Activities</th>
<th>Variables/Parameters</th>
<th>Methodology</th>
<th>Data Source</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>gender participation at each level amongst minority communities</td>
<td>✓ Extent of coverage of minority communities amongst the scheme beneficiaries.</td>
<td>Primary and Secondary data collection from the stakeholders.</td>
<td>Indian Banks Association/Loan Disbursing Member Banks/Beneficiary (Students) and or their parents</td>
</tr>
<tr>
<td></td>
<td>To assess the inclusion and exclusion error in selection of beneficiary;</td>
<td>✓ Estimation of inefficiency of scheme in identification of beneficiaries as per the laid down eligibility criteria for arriving at the inclusion error (if any) in selection of scheme beneficiary.</td>
<td>Primary and Secondary data collection from the stakeholders.</td>
<td>Indian Banks Association/Loan Disbursing Member Banks/Beneficiary (Students) and or their parents</td>
</tr>
<tr>
<td>e</td>
<td>To give suggestions and recommendations for improvement and make the schemes more effective;</td>
<td>Assessment would be made on improvement in respect of various socio-economic indicators.</td>
<td>Primary/Secondary data. Interview with the stakeholders, and Students.</td>
<td>MoMA and other stakeholders</td>
</tr>
<tr>
<td>g</td>
<td>Highlight some success stories under all the above schemes.</td>
<td>Develop the case study/best practices based on the field study.</td>
<td>Primary/Secondary data. Interview with the stakeholders, and Students.</td>
<td>MoMA and other stakeholders</td>
</tr>
</tbody>
</table>

(d) **Data Compilation, Analysis & Report Writing:**

- A dedicated team of consultants may review, monitor and compile the data as received from various sample States, analyse the same.
3.2 Sample size and sample selection process, tools used field study/ questionnaire primary and secondary data.

Interest subsidy is provided to the minority students, pursuing Masters, M.Phil and Ph.D. courses, under Padho Pardesh Scheme through various member banks. Sample size and sample selection process, tools used field study/ questionnaire primary and secondary data shall be done as under:

- As per the ToR and considering the stipulated timeline, the sampling framework has to be formulated to make the evaluation study more comprehensive and representative.
- For better coverage of the samples across the country, satisfied random sampling techniques has to be adopted.
- 2 nos. of states will be selected from each of the geographical spread of 6 zones amongst the 37 States/UTs under the coverage of the Padho Pardesh Scheme. The list of 12 states proposed to be covered for the study has been done as above.
- Required nos. of member banks/students/parents in each state would be selected randomly from the data provided by the MoMA/Designated Nodal Bank (Canara Bank) for carrying out the study based on the category of the target group of beneficiary.

4. OBJECTIVE OF THE STUDY

4.1 Performance of the scheme based on the Output / Outcome indicators

To study the existing process of giving interest subsidy on education loan under Padho Pardesh Scheme and suggest improvement towards simplification of process of granting interest subsidy and its user friendliness.

To study the problems and issues (if any) in the processing of application by member banks level and payment of interest subsidy through Canara Bank- Padho Pardesh Portal.

4.2 Additional parameters

- **a) Coverage of beneficiaries (minority community wise)**

<table>
<thead>
<tr>
<th>States</th>
<th>District</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Urban</td>
</tr>
<tr>
<td>Male</td>
<td>Female</td>
</tr>
</tbody>
</table>

- **b) Implementation mechanism**

Scheme is implemented through to Canara Bank.

- **c) Training / Capacity building of administrators / facilitators –**

(To be given by Agency)

- **d) IEC activities –**
(To be given by Agency)

e) Asset / Service creation & its maintenance plan – NIL

f) Benefits (Individual community)
To propose measures of concerns of various stakeholders about the benefits and outreach of the scheme in terms of achievement of the stated objectives and indentify the gaps in the implementation.

g) Convergence with scheme of own Ministry / Department or of other Ministry / Department - NIL

4.3 Gaps in achievement of outcomes
The gaps may be attributed to absence of intervention/non-performance in respect of existing interventions.
(points can added from Output-Outcome Budget)

4.4 Key Bottlenecks & Challenges
Focus may be on operational/administrative and other key bottlenecks and challenges.

4.5 Input Use Efficiency
Requirements and allotment of manpower in implementation of scheme, involvement of private players/NGO and requirement of funds, if any, may be indicated.

5 OBSERVATIONS & RECOMMENDATION

5.1 Thematic Assessment
The focus of assessment and impact study should be on transparency in disbursement of interest subsidy, transparency in claims submitted by the member banks, employment generation (Direct/Indirect) behavioural change of beneficiary after completion of study abroad, repayment of such education loans, whether subsidy be given back-ended, etc.

To assess the impact of the scheme, in terms of improvement in various socio-economic indicators amongst the minority populations.

5.2 Externalities
Details of best practices to be adopted under the scheme may be provided.

6 CONCLUSION

6.1 Issues & challenges – Reduction in period of payment of interest subsidy claims and adding new field of research.

6.2 Vision for the future – to ensure more employability.
6.3 Recommendation for scheme with reasons

The evaluation agency may provide recommendation in any of the following categories:-

a) Continue in existing form;
b) Continue with some modifications (suggest modifications);
c) Scale up the scheme (financial/physical/both);
d) Scale down the scheme (Financial/Physical/Both);
e) Close ;
f) Merge with another scheme as sub-scheme/component.
Terms of Reference for Impact and Evaluation Study of Central Sector Schemes of Naya Savera-Free Coaching and Allied Scheme, and Nai Udaan Scheme

(Free Coaching and Allied Scheme, and Nai Udaan Scheme will be merged together)

1. Introduction

1.1 Ministry of Minority Affairs is implementing “Naya Savera” Free Coaching and Allied Scheme, a Central Sector Scheme, for educational empowerment of students belonging to six notified Minority Communities viz Buddhists, Christians, Jains, Muslims, Parsis, and Sikhs. The scheme aims to empower the students belonging to Minorities communities and prepare them for competitive examinations, so that their participation in Government and Private jobs improve. The Scheme provides financial support for free coaching to notified minority students in selected coaching institutions. With a view to ensuring greater transparency and better monitoring of the Scheme an online portal has been developed. The fund to implementing agencies are transferred through PFMS.

1.2 The Naya Savera Scheme has been evaluated by two agencies, namely, Hi-Tech Institute of Information Technology, Lucknow and National Productivity Council. Hi-Tech Institute of Information Technology conducted evaluation and impact assessment of the Scheme in 2013-14 and National Productivity Council conducted its evaluation study in 2017 and submitted its report in November 2017. A fresh comprehensive evaluation is now proposed to assess the strength and weaknesses of architecture, design, approach and delivery/implementation of the Scheme needs to be conducted for its continuation beyond March, 2020.

1.3 The Ministry is also implementing another scheme – “Nai Udaan” which too is a Central Sector Scheme to provide financial support to the minority candidates clearing Preliminary examination conducted by the Union Public Service Commission, Staff Selection Commission and State Public Service Commissions. The scheme is proposed to be merged with Naya Savera Scheme, when continued beyond March 2020.

1.4 The Nai Udaan Scheme has been evaluated by National Productivity Council in 2017 for the period of 2013-14 to 2016-17. The report was submitted in
2018. A fresh comprehensive evaluation is now proposed to assess the strength and weaknesses of architecture, design, approach and delivery/implementation of the Scheme and for its continuation beyond March, 2020.

2.0 Overview of the Schemes:-

2.1 Naya Savera

2.1.1 The “Free Coaching and Allied Scheme for the candidates belonging to “minority communities” was launched on 17th July 2007 by the Ministry of Minority Affairs.

2.1.2 The objective of the scheme is to prepare students and candidates from minority communities for competitive examinations so that their participation in Government and Private jobs improves and also to prepare them for admission in reputed institutions in technical and professional courses at under-graduate and post-graduate levels.

2.1.3 The scheme has been approved by competent authority for its continuation beyond 12th Five Year plan period up to the remaining period of 14th Finance Commission i.e. 2019-20 with modifications.

2.1.4 As per the revised scheme, candidates belonging to the notified Minority Communities, having total family income from all sources not exceeding Rs.6.00 lakh per annum, will be eligible for availing of the benefit of the scheme. The organizations/implementing agencies need to obtain income certificate from the concerned student/candidate issued by the competent authorities in the respective States/UTs. 30% of the numbers sanctioned for coaching have been earmarked for girl students/candidates. In case, the sufficient number of eligible female candidates/ students are not available the remaining slots will be filled by male students/candidates with prior permission/intimation to the Ministry.
2.1.5 Apart from above, a special residential coaching programme for focussed preparation of Medical/Engineering Entrance Exams with two years coaching for class XI & XII and one year coaching for students who have passed Class XII with Science subjects. In addition a residential coaching program for composite preparation of Civil Service Exams has also been added in the scheme.

2.1.6 Under the scheme, financial assistance is provided to the selected coaching institutions/organizations for imparting free coaching to minority students for preparation of entrance examinations/competitive exams for professional courses and government jobs. The rate of coaching fees payable to the coaching institutions/organization and stipend amount to the students are given in the scheme guidelines.

2.1.7 Details of students coached and funds released during the last five years is as under:

(Rupees in crore)

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Year</th>
<th>No. of students coached</th>
<th>Total Fund Released to the Institutions/Organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>2013-14</td>
<td>9997</td>
<td>23.66</td>
</tr>
<tr>
<td>2.</td>
<td>2014-15</td>
<td>8168</td>
<td>31.49</td>
</tr>
<tr>
<td>3.</td>
<td>2015-16</td>
<td>16427</td>
<td>44.87</td>
</tr>
<tr>
<td>4.</td>
<td>2016-17</td>
<td>8110</td>
<td>40.00</td>
</tr>
<tr>
<td>5.</td>
<td>2017-18</td>
<td>11862</td>
<td>45.59</td>
</tr>
<tr>
<td>6.</td>
<td>2018-19</td>
<td>10097</td>
<td>44.61</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>54,664</td>
<td>206.56</td>
</tr>
</tbody>
</table>
2.1.8 Budgetary Allocation and expenditure pattern of the scheme

<table>
<thead>
<tr>
<th>Sub-Scheme / component</th>
<th>BE</th>
<th>RE</th>
<th>Actual</th>
<th>BE</th>
<th>RE</th>
<th>Actual</th>
<th>BE</th>
<th>RE</th>
<th>Actual</th>
<th>BE</th>
<th>RE</th>
<th>Actual</th>
<th>BE</th>
<th>RE</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Free coaching and Allied Scheme</td>
<td>25.00</td>
<td>31.67</td>
<td>31.49</td>
<td>45.00</td>
<td>44.87</td>
<td>45.00</td>
<td>40.00</td>
<td>40.00</td>
<td>48.00</td>
<td>48.00</td>
<td>45.59</td>
<td>74.00</td>
<td>74.00</td>
<td>44.61</td>
<td></td>
</tr>
</tbody>
</table>

2.2 Nai Udaan

2.2.1 The Nai Udaan Scheme was launched in 2013-14 by this Ministry. The objectives of the scheme are to adequately equip the candidate of minority communities to compete for appointment to Civil Services in the Union and the State Governments and to increase the representation of minorities in the Government by giving direct financial support to candidates clearing Preliminary Examinations conducted by Union Public Service Commission (UPSC); State Public Service Commissions (SPSCs) and Staff Selection Commission.

2.2.2 For availing of the benefit under the scheme, the total annual family income of the candidates has been increased from Rs. 6.00 lakh to Rs. 8.00 lakh w.e.f. 1.4.2019. The financial support can be availed by a candidate only once. The candidate will not be eligible to get benefit from any other similar scheme of the Central or State Governments /UT Administrations and also candidates who have availed the benefit of this Scheme shall not be eligible to avail the benefit under the Free Coaching and allied scheme of the Ministry.

2.2.3 Details of candidates provided financial support under the scheme during last five years is as under:-

<table>
<thead>
<tr>
<th>Financial Year</th>
<th>No. of beneficiaries</th>
<th>Amount of Financial Assistance released (Rs. in crore)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013-14</td>
<td>483</td>
<td>1.94</td>
</tr>
<tr>
<td>2014-15</td>
<td>786</td>
<td>2.96</td>
</tr>
<tr>
<td>2015-16</td>
<td>1071</td>
<td>3.97</td>
</tr>
</tbody>
</table>
2.2.4 Budgetary Allocation and expenditure pattern of the scheme

(Rs.in Crore)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Nai Udaan</td>
<td>BE</td>
<td>RE</td>
<td>Actual</td>
<td>BE</td>
<td>RE</td>
</tr>
<tr>
<td></td>
<td>4.00</td>
<td>2.96</td>
<td>2.96</td>
<td>4.00</td>
<td>3.97</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6.21</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6.72</td>
</tr>
</tbody>
</table>

3 Methodology

3.1 The details of methodology to be adopted for the evaluation study of Naya Savera Scheme and Nai Udaan Scheme is as under:

3.1.1 Sampling Frame for Naya Savera Scheme: For carrying out the evaluation of the Naya Savera Scheme extensive fieldwork will be undertaken. Study should adopt a broad-based approach to understand and appreciate the achievement under the scheme as well as to identify the barriers. The various stakeholders i.e. students, faculty, PIA should all be surveyed for feedback regarding the scheme and its relevance.

3.1.2 Sampling Frame for Nai Udaan Scheme: For carrying out the evaluation of the Nai Udaan Scheme sample based fieldwork will be undertaken. Study should adopt a broad-based approach to understand and appreciate the achievement under the scheme as well as to identify the barriers. The various stakeholders i.e. candidates who have been provided financial support, their guardians etc be surveyed for feedback regarding the scheme and its relevance.

3.2 Data Collection Methodology

3.2.1 Naya Savera Scheme
The sample design for a 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. Since the Naya Savera
Scheme is implemented as a Central Sector Scheme throughout the Country the sampling methodology will involve multi-stage, stratified and clustered features.

The 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) the Northern Hilly States and institution JMI.

<table>
<thead>
<tr>
<th>Sr No.</th>
<th>Zone</th>
<th>States / UTs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>North &amp; Central</td>
<td>Uttar Pradesh, Haryana, Punjab, Madhya Pradesh, Chhattisgarh, Delhi, Chandigarh</td>
</tr>
<tr>
<td>2</td>
<td>South</td>
<td>Telangana, Andhra Pradesh, Karnataka, Kerala, Tamil Nadu, Puducherry, Lakshadweep</td>
</tr>
<tr>
<td>3</td>
<td>East</td>
<td>Bihar, Odisha, Jharkhand, West Bengal, Andaman &amp; Nicobar Islands</td>
</tr>
<tr>
<td>4</td>
<td>West</td>
<td>Rajasthan, Gujarat, Goa, Maharashtra, Daman &amp; Diu, Dadra &amp; Nagar Haveli</td>
</tr>
<tr>
<td>5</td>
<td>North East</td>
<td>Sikkim, Nagaland, Tripura, Arunachal Pradesh, Mizoram, Meghalaya, Manipur, Assam</td>
</tr>
<tr>
<td>6</td>
<td>Northern Hilly States/Uts</td>
<td>Uttarakhand, J &amp;K, Ladakh, Himachal Pradesh</td>
</tr>
<tr>
<td>7</td>
<td>Institution</td>
<td>Jamia Millia Islamia, Delhi</td>
</tr>
</tbody>
</table>

States selected (includes States from where no application for empanelment were received) from each of the geographical spread of 6 zones are as under:-

<table>
<thead>
<tr>
<th>Sr No.</th>
<th>Zone</th>
<th>States / UTs Selected</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>North &amp; Central</td>
<td>Uttar Pradesh, Punjab, and Delhi</td>
</tr>
<tr>
<td>2</td>
<td>South</td>
<td>Telangana, and Karnataka</td>
</tr>
<tr>
<td>3</td>
<td>East</td>
<td>Odisha* and West Bengal</td>
</tr>
<tr>
<td>4</td>
<td>West</td>
<td>Gujarat and Maharashtra</td>
</tr>
<tr>
<td>5</td>
<td>North East</td>
<td>Meghalaya and Assam</td>
</tr>
<tr>
<td>6</td>
<td>Northern Hilly States</td>
<td>Himachal Pradesh*</td>
</tr>
</tbody>
</table>

*No application for empanelment received from these states.
Further, Jamia Millia Islamia, Delhi will also be included for the evaluation study.
<table>
<thead>
<tr>
<th>S. No.</th>
<th>State</th>
<th>Total number of Coaching centers</th>
<th>Sample size in selected states</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Andhra Pradesh</td>
<td>10</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Assam</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Bihar</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Chandigarh</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Chattisgarh</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Delhi</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>7</td>
<td>Gujarat</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Haryana</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Jammu and Kashmir</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Jharkand</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Karnataka</td>
<td>8</td>
<td>1</td>
</tr>
<tr>
<td>12</td>
<td>Kerala</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Madhya Pradesh</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>14</td>
<td>Maharashtra</td>
<td>9</td>
<td>1</td>
</tr>
<tr>
<td>15</td>
<td>Manipur</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>16</td>
<td>Meghalaya</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>17</td>
<td>Punjab</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>Rajasthan</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>Tamil Nadu</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Telengana</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>Uttar Pradesh</td>
<td>25</td>
<td>2</td>
</tr>
<tr>
<td>22</td>
<td>West Bengal</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>**Total</td>
<td>**</td>
<td><strong>130</strong></td>
<td></td>
</tr>
</tbody>
</table>

*Odisha and Himachal Pradesh, not reflected as no PIA empanelled, but included for survey to understand reasons as to why the scheme is not being taken up in these States.

**3.2.2 Nai Udaan Scheme**

Randomly selected minimum 260 (i.e. 10% of total 2609 candidates supported during 2017-18 & 2018-19) candidates who have been supported under the scheme should be surveyed from each of the geographical spread as well as the various exams i.e UPSC, SSC, SPSCs of 6 zones as under:-

<table>
<thead>
<tr>
<th>Sr No</th>
<th>Zone</th>
<th>States / Uts Selected</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>North &amp; Central</td>
<td>Uttar Pradesh, Madhya Pradesh and Delhi</td>
</tr>
<tr>
<td>2</td>
<td>South</td>
<td>Tamilnadu and Karnataka</td>
</tr>
<tr>
<td>3</td>
<td>East</td>
<td>Odisha*, Bihar and West Bengal</td>
</tr>
<tr>
<td>4</td>
<td>West</td>
<td>Gujarat, Goa* and Maharashtra</td>
</tr>
<tr>
<td>5</td>
<td>North East</td>
<td>Manipur, Sikkim and Assam</td>
</tr>
</tbody>
</table>
4. Objective of the study

4.1 Performance of the Naya Savera scheme based on output and outcome indicators

The objective of the scheme is to assist students belonging to notified minority communities, by way of special coaching and preparation of competitive examinations for qualifying in examinations for admission in technical/professional courses, language/aptitude examinations, for seeking admission to foreign universities, for competitive examinations of recruitment to Group ‘A’, ‘B’ & ‘C’ services and other equivalent posts under the Central and State Governments and Coaching for jobs in the public sector.

4.1.1 Output and Outcome Framework for the Naya Savera Scheme

<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output</strong></td>
<td><strong>Indicator(s)</strong></td>
</tr>
<tr>
<td>Free Coaching and Allied Schemes for Minorities</td>
<td></td>
</tr>
<tr>
<td>1. Students to be coached</td>
<td>1.1. Total number of students to be coached</td>
</tr>
</tbody>
</table>
4.2 Performance of the Nai Udaan scheme based on output and outcome indicators

The objectives of the scheme are to adequately equip the candidate of minority communities to compete for appointment to Civil Services in the Union and the State Governments and to increase the representation of the minority in the Government by giving direct financial support to candidates clearing Preliminary Examinations conducted by Union Public Service Commission (UPSC); State Public Service Commissions (SPSCs) and Staff Selection Commission.

4.2.1 Output and Outcome Framework for the Nai Udaan Scheme

<table>
<thead>
<tr>
<th>Output 2017-18 to 2018-19</th>
<th>Outcome 2017-18 to 2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Nai Udaan Schemes for Minorities</strong></td>
<td></td>
</tr>
<tr>
<td>1. Candidates to be provided financial</td>
<td>Percentage of candidates finally selected in the various examinations.</td>
</tr>
<tr>
<td>1.1. Total number of candidates</td>
<td>2609</td>
</tr>
</tbody>
</table>
4.3 Objectives of the Evaluation Study for Naya Savera Scheme

Evaluation Study of the scheme should cover the following:-

- Whether the success rate of students as envisaged under the scheme has been achieved.
- To examine the administrative structure of the scheme.
- The study should assess the coverage in terms of the students coached, in the sample PIAs.
- Whether the Scheme can be made more effective by changing the design/architecture of the Scheme.
- To look into the ways for improving the data mining and analytics of the scheme.
- Whether payment of stipend to non-residential coaching students serves to increase the success rate and whether it is being paid in similar schemes of other Ministries/States.
- Whether the sample PIAs have functional and update websites.
- Whether the sample PIAs are following the scheme guidelines regarding maintenance of a separate Bank Account.
- The study should critically examine the following aspects of the Scheme:
  
  i. Are the implementing agencies which are selected equipped to deliver the intended outcomes? Can the success rate of students coached be improved by prescribing minimum norms with respect to faculty or selection of meritorious students or having a more wider spread of the courses to which coaching can be provided such as CLAT, CA, Judicial Services etc.
  
  ii. Assess whether the procedure outlined in the scheme guidelines for selection of implementing agency is effective in selecting implementing agencies which can provide quality coaching.
  
  iii. Are all the courses for coaching included in the scheme being covered while implementing the scheme or only a few courses such as JEE/NEET are being selected for coaching during implementation?
  
  iv. Can monitoring/inspection mechanisms envisaged in the scheme be made more efficient?
  
  v. Whether the procedure for fund release envisaged in the scheme is effective and efficient.
  
  vi. Whether the quality of coaching being provided by the Sample PIAs including study material, faculty, support to clear doubts and conduct regular tests etc. is found to be of good quality or not.
  
  vii. Whether the students selected for coaching by the PIAs have secured the requisite percentage of marks in the qualifying exams.
• Study should identify the key bottlenecks in the implementation mechanism
  • The study should analyze the need to continue the scheme in its existing form, modify, scale-up, scale-down or close down the scheme. In case the scheme needs to be modified, suggest revisions in the scheme design for its effective implementation in future.

4.3.1 Many variants of such schemes are being implemented by other Central Ministries and State Governments. The study should examine other versions of the schemes and identify and highlight any scalable best practices which can be replicated in these schemes.

4.3.2 Minor modifications in the ToR can be done by the Ministry when the evaluation of the schemes is being carried out.

4.4 Objectives of the Evaluation Study for Nai Udaan Scheme

Evaluation Study of the scheme should cover the following:-

• Whether the scheme in its present form has been successful in achieving the intended outcome. If so, to what extent?
• To look into ways for improving the data mining and analytics of the scheme.
• Whether the financial support given to candidates after clearing prelims of UPSC, SSC, and SPSCs, actually assists the candidates in final selection.
• Whether the amount being given to the candidates after clearing prelims is being used, for further coaching, getting study material by them.
• Whether the financial support is being used for purposes other than coaching/study material etc.
• Whether the financial support is found to be adequate by candidates clearing prelims for taking up further coaching.
• Suggestions from the candidates who have been provided financial support be taken for improving the scheme.

4.5 Gaps in achievement of outcome
4.5.1 Naya Savera

- Although students are being coached for examinations there is no evidence about the merit/selection of students by the PIAs.
- No details are provided by the PIAs about the actual admission of students in technical/professional courses, who have been coached in their institutions.
- Although verifications of PIAs are carried out by State Government twice—one before allocation and one during the currency of coaching programme—instances of fraudulent practices have come to notice.
- Due to non-settlement of previous accounts by some PIAs, subsequent release of funds and allocation have been affected.
- The agency may also conduct a detailed study to identify other gaps in achievement of success rate under the scheme.

4.5.2 Nai Udaan Scheme

- Non availability of data regarding actual selection/ employment generated through scheme as there is no mechanism for keeping track of progress made by beneficiaries is available.
- The agency may also conduct a detailed study to identify other gaps in achievement of success rate under the scheme.

5.0 Time Schedule

Following timelines should be strictly adhered:

<table>
<thead>
<tr>
<th>S.No</th>
<th>Activity</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Award of contract</td>
<td>T</td>
</tr>
<tr>
<td>2</td>
<td>Inception Report</td>
<td>T+7 days</td>
</tr>
<tr>
<td>3</td>
<td>Finalization of Inception report based on comments by Ministry / Department</td>
<td>T+10 days</td>
</tr>
<tr>
<td></td>
<td>Description</td>
<td>Timeframe</td>
</tr>
<tr>
<td>---</td>
<td>------------------------------------------------------------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>4</td>
<td>Mid-term Report</td>
<td>T+22</td>
</tr>
<tr>
<td>5</td>
<td>Sign-off on the mid-term report based on comments by Ministry / Department</td>
<td>T+29 days</td>
</tr>
<tr>
<td>6</td>
<td>Draft Report</td>
<td>T+36 days</td>
</tr>
<tr>
<td>7</td>
<td>Comments on Draft Report by Ministry / Department</td>
<td>T+40 days</td>
</tr>
<tr>
<td>8</td>
<td>Sign-off on the Final Evaluation Report</td>
<td>T+45 days</td>
</tr>
</tbody>
</table>

6.0 The report of the study will have to be submitted by the evaluator in NITI Aayog template. Minor modifications in the ToR can be done by the Ministry at the time of actual evaluation of the schemes.
TERMS OF REFERENCE FOR EVALUATION OF Upgrading the Skills and Training in Traditional Arts/ Crafts for Development (USTTAD) Scheme, Ministry of Minority affairs

1. Introduction/Background of the Evaluation Study

a. Importance of the scheme in terms of National Development Priorities

India is known for its traditions and culture. Minority communities in India are known for their traditional skills, arts and crafts. But due to forces of competitive market and globalization, and also due to deteriorating socio-economic condition of master craftsmen/artisan, these skills are not being pursued by the young generation. Government of India is of firm conviction that these arts/crafts are needed to be preserved. There is a need to augment traditional arts and entrepreneurial skill which are the backbone of cottage and small scale industry and establish better market linkages, enhance branding and ensure access to credit. Therefore, Ministry of Minority Affairs proposed a new vertical as 100% Central Sector Scheme. This scheme was scheme was launched on 14th May, 2015 with the following objectives:

1. To build capacity of master craftsmen/artisan and training of young generation through master craftsmen/artisan for traditional arts/crafts.
2. Set up standards of identified arts/crafts and their documentation.
3. Preservation of rich heritage of the traditional arts and crafts of minorities.
4. To establish linkages of traditional skills with the global market.
5. To improve employability of existing workers, school dropouts etc.
6. To generate means of better livelihood for marginalized minorities and bring them in the mainstream.
7. To enable minorities to avail opportunities in the growing market.
8. To ensure dignity of labour.
9. Design development and Research in traditional arts/crafts.
10. To showcase traditional arts & crafts skills including culinary skills through exhibitions, which will also provide a platform for business opportunity.

Upgrading the Skills and Training in Traditional Arts / Crafts for Development ( USTTAD) scheme and Hamari Dharohar Scheme will be merged together.
b. **Budgetary outlay of the Scheme**

<table>
<thead>
<tr>
<th>Financial Year</th>
<th>Allocation (Crore of Rs.)</th>
<th>Expenditure (Crore of Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>BE</td>
<td>RE</td>
</tr>
<tr>
<td>2014-15</td>
<td>0.50</td>
<td>0.50</td>
</tr>
<tr>
<td>2015-16</td>
<td>17.01</td>
<td>17.01</td>
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<tr>
<td>2016-17</td>
<td>20.00</td>
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<tr>
<td>2017-18</td>
<td>22.00</td>
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<tr>
<td>2018-19</td>
<td>30.00</td>
<td>50.00</td>
</tr>
<tr>
<td><strong>2019-20</strong></td>
<td><strong>50.00</strong></td>
<td>--</td>
</tr>
</tbody>
</table>

(*as on 11.05.2019)

**c. Status of scheme at present**

The scheme aims at capacity building and updating the traditional skills of master craftsmen/artsans. These trained master craftsmen/artisan train the minority youths in various specific traditional arts/crafts. Ministry of Minority Affairs takes up this skill development programme for all important traditional arts/crafts being practiced by minority communities, for their development and market linkages.

The scheme has currently 5 (five) components:

1. Upgradation of Skills and Training in Traditional arts/crafts through institutions.
2. USTTAD Apprenticeship stipend for Research and Development.
3. Support to craft museum for curating traditional arts/crafts.
4. Hunar Haat/ Shilp Utsav – Support to minority Craftsmen/Artisans for marketing their products through exhibitions throughout country and abroad.
5. USTTAD SAMMAN to outstanding Master craftpersons & Artisans/Culinary experts.

The training component of the scheme was started from 2016-17. The training is imparted through selected Project Implementing Agencies (PIAs).

During the year 2016-17, 16200 trainees have been trained by 38 PIAs. During the year 2018-19, 7560 trainees have been allocated to 84 PIAs. The training for 2018-19 has begun in September/October, 2019.

Further, 13 Hunar Haats have been organized so far since 2016-17 at the following locations across the country:
Prayagraj during 1-10 November, 2019 (currently going on)

**Mechanism of implementation/Issues & Challenges**

The scheme is implemented for preservation and promotion of traditional arts/crafts being practiced by minority communities notified under National Commission for Minorities Act 1992 (viz. Muslims, Christians, Sikhs, Buddhists, Parsis and Jains) and its promotion with market linkages. *The training component of the scheme is implemented through Project Implementing Agencies (PIAs) which may be Registered Societies, Private recognized/registered professional institution, Any industry or an association of industries, any institution of Central/State Governments including Universities, Public Sector Undertakings and Training institutes of Central/ State Governments including Panchayati Raj Training institutions*. The scheme can be taken up anywhere in the country. The PIAs engage the Master Trainers who should be well known Master Craftsmen/Artisans in the selected field of traditional art/craft. The projects with National/State Awardee Master Craftsmen/Artisans, National Merit Certificate Holders are to be given preference. Minimum 33% seats will be earmarked for minority girl/women.

The Hunar Haat component is implemented though National Minorities Development & Finance Corporation (NMDFC)/ State Channelizing Agencies (SCAs) of NMDFC/State Handicrafts-Handloom Council/ Hunar Hubs in States/ Any other PIAs having expertise.

**Issues & Challenges**

- Exemption of USTTAD scheme from the ambit of Common Norms have been sought and given up to 31.03.2019.
- Alignment of USTTAD trades/courses with NSQF.
- Change of the nomenclature in the title of the scheme “USTTAD” to remove “Skill Upgradation” to bring it out of ambit of Common Norms.
e. Past studies undertaken and their observations/summary

The Scheme has been appraised and approved by the Standing Finance Committee (SFC) comprising of Secretary (Minority Affairs), representatives of Ministry of Finance, NITI Aayog, etc., in 2017 for its continuation till March, 2020.

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

The central purpose of the evaluation study is to assess the contribution of the scheme to the enhancement of livelihoods of the targeted minority youth/ artisans/ craft persons. The key impact areas need to be explored and evidence-based information should be provided. The areas include:-

(i) Upgradation of skill
(ii) Improved quality of self and family of beneficiaries
(iii) What difference it is making in beneficiaries’ life – comparative study
(iv) Impact on artisans’ livelihood after participation in Hunar Haat.
(v) Response in other components of the Scheme is not encouraging.

In addition, the study should bring out success factors in the processes adopted during the implementations, such as:

(i) Mobilization and selection of beneficiaries
(ii) Engagement of Knowledge Partners
(iii) Identification and selection of traditional arts/crafts
(iv) Self Help Group Formation/ Bank Linkage/ Placement tie-ups
(v) Placement and tracking
(vi) PIA support for the SHG efforts for one year
(vii) Documentation and reporting
(viii) Financial management and release of stipend to beneficiaries

Further, the study should overall identify the areas of improvement for enhancing the impacts under the scheme.

g. The merger of the Hamari Dharohar Scheme as a component of the USTTAD Scheme is being proposed and this aspect may also be examined in the study.
2. **Objective 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\(^1\), 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 analyse 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) use of IT/Technology in driving efficiency, (e) stakeholder & beneficiary behavioural change, (f) Research and Development (g) Unlocking Synergies (h) Reforms & Regulations and (i) 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 and 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, 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-1 of the ToR**.

viii) Designing of the discussions guides for focus group discussions, interview guides for in-depth interviews and structured questionnaires/schedules for studies.

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. This is further detailed in Appendix-2 of the ToR.
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.

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

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 considered:

ii. 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.

iii. 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.
iv. 100% data collected should be validated using a validation checklist. Missing data points should be recollected.

v. 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.

vi. 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

The evaluator should provide list of stakeholders to be consulted during the RFP stage.

a) Key informant interviews & focus group discussions

b) Beneficiary Household surveys

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.

The process will be as follows:

<table>
<thead>
<tr>
<th>S No</th>
<th>Activity</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Release of RFP</td>
<td>To be filled by Ministry/Department</td>
</tr>
<tr>
<td>2</td>
<td>Last date for receiving queries/requests for clarifications</td>
<td>To be filled by Ministry/Department</td>
</tr>
<tr>
<td>3</td>
<td>Pre-bid conference</td>
<td>To be filled by Ministry/Department</td>
</tr>
<tr>
<td>4</td>
<td>Final date for submission of bids</td>
<td>To be filled by Ministry/Department</td>
</tr>
<tr>
<td>5</td>
<td>Award of contract</td>
<td>To be filled by Ministry/Department</td>
</tr>
</tbody>
</table>

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.

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

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Activity</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Award of contract</td>
<td>T</td>
</tr>
<tr>
<td>2</td>
<td>Inception Report</td>
<td>T+10 days</td>
</tr>
<tr>
<td>3</td>
<td>Finalization of Inception report based on comments by Ministry / Department</td>
<td>T+15 days</td>
</tr>
<tr>
<td>4</td>
<td>Mid-term Report</td>
<td>T+30 days</td>
</tr>
<tr>
<td>5</td>
<td>Sign-off on the mid-term report based on comments by Ministry / Department</td>
<td>T+35 days</td>
</tr>
<tr>
<td>6</td>
<td>Draft Report</td>
<td>T+40 days</td>
</tr>
<tr>
<td>7</td>
<td>Comments on Draft Report by Ministry / Department</td>
<td>T+42 days</td>
</tr>
<tr>
<td>8</td>
<td>Sign-off on the Final Evaluation Report</td>
<td>T+45 days</td>
</tr>
</tbody>
</table>

* 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 below:

<table>
<thead>
<tr>
<th>Key Date No.</th>
<th>Description of Deliverables</th>
<th>Week No.</th>
<th>Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>KD1</td>
<td>Inception Report approved by the Authority</td>
<td>3</td>
<td>20%</td>
</tr>
<tr>
<td>KD2</td>
<td>Mid Term Report approved by the Authority</td>
<td>7</td>
<td>30%</td>
</tr>
<tr>
<td>KD3</td>
<td>Draft Evaluation Report</td>
<td>12</td>
<td>30%</td>
</tr>
<tr>
<td>KD4</td>
<td>Final Evaluation Report approved by the Authority</td>
<td>14</td>
<td>20%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

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

9. Indicative Report Structure

The final evaluation report should cover the following aspects:

1) Preface
2) Executive Summary
3) 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
   c) Issues & Challenges - What, How & Why?
   d) Vision/Way forward
   e) Nature of evaluation studies and their key findings - Gaps therein
4) Study Objectives
5) 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

6) 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 behavioral change

7) Conclusions
   a) Issues & challenges
   b) Scheme Way Forward

8) References

9) 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 commitment. Kindly refer to the Chapter 1, 2 and 3 of the WHO Guidelines mentioned in the footnote for identifying and documenting best practices.

10. Support from Ministry / Department

A detailed list of scheme-specific information required for better contextual understanding of the bidder is given in Appendix-1 of the ToR

11. Reporting

a. The Consultant will work closely with the Authority. The Authority has established a Working Group (the “WG”) to enable conduct of this assignment. A designated Project Director of the Authority will be responsible for the overall coordination and project development. He will play a coordinating role in dissemination of the Consultant’s outputs, facilitating discussions, and ensuring required reactions and responses to the Consultant.

b. The Consultant may prepare Issue Papers highlighting issues that could become critical for the timely completion of the Project and that require attention from the Authority.

c. The Consultant will make a presentation on the Inception Report 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.

**********

Appendix-1

List of key documents to be referred

1. Scheme Guidelines
Appendix-2

1. Output-Outcome monitoring framework
Terms of Reference For Evaluation of Hamari Dharohar Scheme,  
Ministry of Minority Affairs

1. Introduction/Background of the Evaluation Study

a. Importance of the scheme in terms of National Development Priorities

Government of India believes in Unity in Diversity which is the basic tenet of Indian Culture. The Constitution of India grants equal rights and opportunities to all communities including minority communities of India to profess their religion and culture. Following the spirit of the Constitution, the Government of India is of firm conviction that there is a strong need to curate the rich heritage and culture of Minorities particularly miniscule minorities and supporting calligraphy and related crafts. At present, there are 6 (six) Centrally notified minorities in India under National Commission for Minorities Act, 1992, namely, Muslims, Christians, Sikhs, Buddhists, Parsis and Jains. Going by Census data of 2001, Buddhists and Jains have small population i.e. less than a Crore. The Parsis are even less than a lakh, hence may fall under miniscule minority category.

There is a general lack of information among people about the rich cultural heritage of minority communities of India, particularly of Parsis, Christians, Buddhists etc. Good knowledge about culture and rich heritage of communities develops better understanding among masses and strengthens tolerance and social knitting. Therefore, a new scheme “Hamari Dharohar” was launched in 2014-15 (actual implementation started in 2015-16) to preserve rich culture and heritage of minority communities of India with the following objectives:

1. To curate rich heritage of minorities under overall concept of Indian Culture.
2. Curating iconic exhibitions.
3. Preservation of literature/ documents etc.
4. Support and promotion of calligraphy etc.
5. Research and Development.
b. **Budgetary outlay of the Scheme**

(Rs. in Crore)

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Year</th>
<th>Allocation (BE)</th>
<th>Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>2014-15</td>
<td>5.00</td>
<td>4.99</td>
</tr>
<tr>
<td>2.</td>
<td>2015-16</td>
<td>10.01</td>
<td>9.90</td>
</tr>
<tr>
<td>3.</td>
<td>2016-17</td>
<td>11.00</td>
<td>6.60</td>
</tr>
<tr>
<td>4.</td>
<td>2017-18</td>
<td>12.00</td>
<td>0.64</td>
</tr>
<tr>
<td>5.</td>
<td>2018-19</td>
<td>6.00</td>
<td>1.64</td>
</tr>
<tr>
<td>6.</td>
<td>2019-20</td>
<td>6.00</td>
<td>--</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>50.01</strong></td>
<td><strong>23.77</strong></td>
</tr>
</tbody>
</table>

c. **Status of scheme at present**

The Central Sector Scheme aims at curating rich heritage of minorities under overall concept of Indian Culture; Curating iconic exhibitions; Preservation of literature/documents, etc.; Support and promotion of calligraphy, etc.; Research and Development. The following activities were undertaken during 2018-19 under the Scheme:-

- Three exhibitions - “The Everlasting Flame”, “Threads of Continuity” and “Across the Oceans and Flowing Silks” were held during 2015-16 to exhibit Parsi culture.

- Project implemented by Dairatul Maarifil Osmania, Osmania University for translation of 240 documents belonging to medieval period from Arabic to English, their digitization and re-printing.

- During 2018-19, Ministry has successfully organized two Mushaira (in Delhi & in Mumbai) under the scheme “Hamari Dharohar” through Maulana Azad Education Foundation (MAEF) on the subject “Gandhi-150 Mushaira” to commemorate 150th birth anniversary of Mahatma Gandhi from 2nd Oct, 2018 to 2nd Oct, 2020. A Sufi Musical Programme was also organized during “Hunar Haat” at Mumbai by Annu Kapoor Films Pvt. Ltd.

d. **Mechanism of implementation/Issues & Challenges**

This is a 100% Central Sector Scheme and is implemented for curating rich heritage of 6 (six) Centrally notified minority communities under National Commission for Minorities Act 1992 (viz. Muslims, Christians, Sikhs, Buddhists, Parsis and Jains). The scheme can be taken up in the entire country. Ministry of Minority Affairs implements this scheme in consultation with Ministry of Culture with the help of
expert National and International Knowledge Partners in this field. The Knowledge Partners may be as follows:

(a) Archeological Survey of India (ASI);
(b) National Museum, Delhi;
(c) National Archives of India, New Delhi;
(d) National Gallery of Modern Arts (NGMA);
(e) Indira Gandhi National Centre of Arts (IGNCA);
(f) United Nations Educational, Scientific and Cultural Organization (UNESCO);
(g) Indian National Trust for Arts and Cultural heritage (INTACH);
(h) World Monument Fund.
(i) Eminent personalities concerned.

The Scheme is implemented by the Ministry directly through the following Project Implementing Agencies (PIAs) (registered with NITI Aayog) for projects that may be:

a) State Archaeological Departments/Agencies.
b) Renowned organizations of national repute registered under Societies Registration Act for at least three years and having experience of such curating works of heritage.
c) Reputed Registered Organizations, registered under Societies Registration Act for at least three years and having experience of such curating works of heritage.
d) Registered/Recognized Cultural Institutions working for socio-economic, cultural and educational cause of minorities, registered under Societies Registration Act for at least 3 years, and having experience of curating works of heritage.
e) Recognized Universities/ Research Institutions having experience and facilities for curating works of heritage.
f) Institutions of Central/State Govt. having experience and facility of curating works of heritage.
g) Trusts, Companies, Partnership Firms, or Societies registered under Societies Registration Act, 1960 and engaged in preservation and curation of items of cultural and heritage importance.

Besides, fellowship is also a component under the scheme.

Issues & Challenges

- Identification of viable projects
- Coordination with stakeholders
e. **Past studies undertaken and their observations/summary**

The Scheme has been appraised and approved by the Standing Finance Committee (SFC) comprising of Secretary (Minority Affairs), representatives of Ministry of Culture, Ministry of Information & Broadcasting, Ministry of Finance, NITI Aayog, etc., in 2017 for its continuation during the balance period of 14th Finance Commission, i.e., till March, 2020.

f. **Possible areas of inquiry for the study to be commissioned**

The central purpose of the evaluation study is to assess the contribution of the scheme to the preservation and promotion of the rich heritage of Minorities under the overall concept of Indian culture. The key impact areas need to be explored and evidence-based information should be provided. The areas include:

i) Improvement in the preservation and promotion of the rich heritage of Minorities

ii) Improved quality of preserved literature/documents, etc.

iii) What difference it is making in preservation of rich heritage of minorities – comparative study

iv) Response under the component of fellowships of the Scheme is not encouraging.

In addition, the study should bring out success factors in the processes adopted during the implementation such as:

i) Selection of beneficiaries

ii) Engagement of Knowledge Partners

iii) Grants of fellowships

iv) Documentation and reporting

v) Financial management and release of funds to beneficiaries

vi) Suggest areas for policy interventions.

Further, the study should overall identify the areas of improvement for enhancing the impacts under the scheme.

2. **Objective 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 analyse 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.

¹ Indian Prime Minister’s Office
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) use of IT/Technology in driving efficiency, (f) stakeholder & beneficiary behavioural 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 and 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, 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-1 of the ToR.

viii) Designing of the discussions guides for focus group discussions, interview guides for in-depth interviews and structured questionnaires/schedules for studies.
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.

(c) 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 Appendix-2 of the ToR.

f. 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.

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

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 benefited (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.

g. 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 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

The evaluator should provide list of stakeholders to be consulted during the RFP stage.

a) Key informant interviews & focus group discussions

b) Beneficiary Household surveys

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.

The process will be as follows:

<table>
<thead>
<tr>
<th>S No</th>
<th>Activity</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Release of RFP</td>
<td>To be filled by Ministry/Department</td>
</tr>
<tr>
<td>2</td>
<td>Last date for receiving queries/requests for clarifications</td>
<td>To be filled by Ministry/Department</td>
</tr>
<tr>
<td>3</td>
<td>Pre-bid conference</td>
<td>To be filled by Ministry/Department</td>
</tr>
<tr>
<td>4</td>
<td>Final date for submission of bids</td>
<td>To be filled by Ministry/Department</td>
</tr>
<tr>
<td>5</td>
<td>Award of contract</td>
<td>To be filled by Ministry/Department</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Activity</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Award of contract</td>
<td>T</td>
</tr>
<tr>
<td>2</td>
<td>Inception Report</td>
<td>T+10 days</td>
</tr>
<tr>
<td>3</td>
<td>Finalization of Inception report based on comments by Ministry/Department</td>
<td>T+15 days</td>
</tr>
<tr>
<td>4</td>
<td>Mid-term Report</td>
<td>T+30 days</td>
</tr>
<tr>
<td>5</td>
<td>Sign-off on the mid-term report based on comments by Ministry/Department</td>
<td>T+35 days</td>
</tr>
<tr>
<td>6</td>
<td>Draft Report</td>
<td>T+40 days</td>
</tr>
<tr>
<td>7</td>
<td>Comments on Draft Report by Ministry/Department</td>
<td>T+42 days</td>
</tr>
<tr>
<td>8</td>
<td>Sign-off on the Final Evaluation Report</td>
<td>T+45 days</td>
</tr>
</tbody>
</table>

* 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 below:

<table>
<thead>
<tr>
<th>Key Date No.</th>
<th>Description of Deliverables</th>
<th>Week No.</th>
<th>Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>KD1</td>
<td>Inception Report approved by the Authority</td>
<td>3</td>
<td>20%</td>
</tr>
<tr>
<td>KD2</td>
<td>Mid Term Report approved by the Authority</td>
<td>7</td>
<td>30%</td>
</tr>
<tr>
<td>KD3</td>
<td>Draft Evaluation Report</td>
<td>12</td>
<td>30%</td>
</tr>
<tr>
<td>KD4</td>
<td>Final Evaluation Report approved by the Authority</td>
<td>14</td>
<td>20%</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
9. Indicative Report Structure

The final evaluation report should cover the following aspects:

1) Preface
2) Executive Summary
3) 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
   c) Issues & Challenges - What, How & Why?
   d) Vision/Way forward
   e) Nature of evaluation studies and their key findings - Gaps therein
4) Study Objectives
5) Study Approach & Methodology
   a) Overall approach
   b) Field Study methodology
      i) Qualitative
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         (2) Tools
      ii) Quantitative
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         (3) Sample selection
         (4) Tools
6) 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

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5 Excludes the time taken by the Authority in providing its comments on the Draft Final Report. The Consultant shall get one week for submission of the Final Evaluation Report after comments of the Authority are provided.

2
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 behavioral change

7) Conclusions
   a) Issues & challenges
   b) Scheme Way Forward

8) References
9) Appendices
   Appendices 1 - Details of Key Informant Interviews and Household Survey
   a) Appendix 1a - CS Scheme wise list of stakeholders interviewed

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Name of CS Scheme</th>
<th>Date of Interaction</th>
<th>Name &amp; Designation of the key informant interviewed</th>
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</table>

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 commitment³. Kindly refer to the Chapter 1, 2 and 3 of the WHO Guidelines mentioned in the footnote for identifying and documenting best practices.

10. Support from Ministry / Department
A detailed list of scheme-specific information required for better contextual understanding of the bidder is given in Appendix of the ToR
11. Reporting

a. The Consultant will work closely with the Authority. The Authority has established a Working Group (the “WG”) to enable conduct of this assignment. A designated Project Director of the Authority will be responsible for the overall coordination and project development. He will play a coordinating role in dissemination of the Consultant’s outputs, facilitating discussions, and ensuring required reactions and responses to the Consultant.

b. The Consultant may prepare Issue Papers highlighting issues that could become critical for the timely completion of the Project and that require attention from the Authority.

c. The Consultant will make a presentation on the Inception Report 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.

**********

Appendix-1
List of key documents to be referred
1. Scheme Guidelines

Appendix-2
1. Output-Outcome monitoring framework
Template for Evaluation of Maulana Azad Education Foundation (MAEF)

1. Executive Summary of Maulana Azad Education Foundation

1.1 Maulana Azad Education Foundation (MAEF) is an autonomous body under the Ministry of Minority Affairs (MoMA), Govt. of India established to promote education amongst the educationally backward minorities. The MAEF was established in July 1989 as a registered Society under the Societies Registration Act, 1860. The MAEF is headed by Hon'ble Minister of Minority Affairs as its ex-officio President. The General Body of MAEF is the apex body consisting of 15 members i.e., 06 ex-officio and 09 nominated members. Ex-officio members include (1) Hon'ble Minister of Minority Affairs, (2) Joint Secretary, Ministry of Minority Affairs (Incharge MAEF), (3) Vice Chancellor, Aligarh Muslim University, (4) Vice Chancellor, Jamia Millia Islamia, (5) Secretary, Central Wakf Council (CWC), (6) Chairman, Education & Women Welfare Committee of CWC. Nine members are nominated by the Hon'ble Minister of Minority Affairs. The management of its affairs is entrusted to the Governing Body of MAEF consisting of six members from amongst its General Body.

MAEF is implementing the following schemes for the educational development of minorities viz.,

(i) Grants-in-aid to NGOs for infrastructure development of educational institutions
(ii) Begum Hazrat Mahal National Scholarship for meritorious girls belonging to minorities (Earlier known as Maulana Azad National Scholarship scheme)
(iii) Gharib Nawaz Skill Development Training for minorities (renamed as Gharib Nawaz Rozgar Yojna) started in 2017-18.
(iv) Bridge Course for Madarsa students and School dropouts started from 2015-16.
(v) Madarsa Teachers Training Programme

1.2 The Evaluation Studies of MAEF schemes have previously been conducted four times in 2001 by Indian Institute of Public Opinion, 2008 by M/s ORG Pvt.Ltd. & 2010 by Indian Institute of Public Opinion and 2015 by Tata Institute of Social Science.

1.3 Since the last Evaluation Study of MAEF schemes was conducted more than four years back and in the mean time the MAEF has introduced new schemes, hence there is a need of conducting a fresh Evaluation Study of its schemes.
2. **Overview of the Schemes of MAEF**

2.1 (a) The MAEF was established in 1989 as a registered society under Societies Registration Act, 1860 with the objective of overall educational development of minorities in the country.

(b & c) At present the MAEF is implementing the following schemes:

(i) **Begum Hazrat Mahal National Scholarship for meritorious girls belonging to minorities** who are studying in classes 9th, 10th, 11th & 12th, passed previous class with at least 50% marks and whose parents’ annual income is upto Rs.2 lakh (started in 2003-04).

(ii) **Grants-in-aid to NGOs** for infrastructure development of educational institutions managed by them where at least 25% students are from minority communities (since inception of MAEF in 1989).

(iii) **Bridge Course** for Madrasa Students and School Dropouts for bringing them back to mainstream education (started in 2015-16).

(iv) Gharib Nawaz Skill Development Training for Minorities (Renamed as Gharib Nawaz Employment Scheme) under which various Skill Development Training programmes are being organized through Programme Implementing Agencies (PIAs) as per MSD&E guidelines (Started in 2017-18).

(v) **Madarsa Teachers Training Programme** (started in 2017-18).

(d) Present Status with Coverage of Schemes: The present status of implementation of schemes of MAEF during the last 5 years is given below:

<table>
<thead>
<tr>
<th>Name of Schemes</th>
<th>Coverage of beneficiaries under schemes of MAEF during the last 5 years (2014-15 to 2018-19) (no. of Beneficiaries)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants-in-aid to NGOs</td>
<td>242 NGOs</td>
</tr>
<tr>
<td>Begum Hazrat Mahal National Scholarships</td>
<td>4.41 lakh girl students</td>
</tr>
<tr>
<td>Bridge Course</td>
<td>454 students</td>
</tr>
<tr>
<td>Gharib Nawaz Skill Development Training (Gharib Nawaz Employment Scheme)</td>
<td>92,800 trainees</td>
</tr>
<tr>
<td>Madarsa Teachers Training Programme</td>
<td>106 Teachers</td>
</tr>
</tbody>
</table>
(e & f) Sustainable Development Goals (SDG) served and National Development Plans (NDP) served: The following goals will be served by this Evaluation Study:

(i) The implementation of these schemes has made a great impact on the general literacy rate / level across the all the minority communities, with more improvement in respect of girls. There is still a high demand for scholarships from minority girls under Begum Hazrat Mahal National Scholarship scheme as 50-60% of the applicants avail the scholarship.

(ii) Begum Hazrat Mahal National Scholarship scheme is specifically meant to empower girls from minority communities.

2.2 Budgetary allocation and expenditure pattern of the scheme

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>BE</td>
<td>RE</td>
<td>Act</td>
<td>BE</td>
<td>RE</td>
</tr>
<tr>
<td>Grants-in-aid to Maulana Azad Education Foundation</td>
<td>113.00</td>
<td>113.00</td>
<td>113.00</td>
<td>113.00</td>
<td>113.00</td>
</tr>
</tbody>
</table>

2.3 Summary of past Evaluation Study since inception of MAEF:

<table>
<thead>
<tr>
<th>Year of Evaluation</th>
<th>Agency hired for Evaluation</th>
<th>Recommendations made and accepted</th>
<th>Recommendations made but not accepted</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>Indian Institute of Public Opinion</td>
<td>Copy of the Conclusion &amp; Suggestion is enclosed</td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td>Operations Research Group Pvt. Ltd.</td>
<td>Copy of the Conclusion &amp; Suggestion is enclosed</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>Indian Social Institute</td>
<td>Copy of the Conclusion &amp; Suggestion is enclosed</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>Tata Institute of Social Science</td>
<td>Copy of the Suggestion is enclosed</td>
<td></td>
</tr>
</tbody>
</table>
3. Methodology:

3.1 The evaluation methodology to be used for this task include should sampling to be divided in six geographical regions i.e., (i) sampling of 12% of the NGOs (out of 242 NGOs) which have been funded by MAEF (ii) sampling of 1% of the target beneficiaries / girl students are to be covered under the scheme of Begum Hazrat Mahal National Scholarship.

3.2 In order to conduct the above evaluation / sampling, qualitative as well as quantitative approach should be utilised through questionnaire, by taking interviews and field visits, status of infrastructure created by NGOs.

4. Objective of the Study:

4.1 Performance of the scheme based on the Output / Outcome indicators [as suggested by NITI or recorded in EFC / SFC memorandum]

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Indicator(s)</th>
<th>Outcomes</th>
<th>Indicator(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output</td>
<td></td>
<td>Outcome</td>
<td></td>
</tr>
</tbody>
</table>
| 1. Developing educational infrastructure in area of concentration of educationally backward minorities. | 1.1 Number of schools expanded/constructed which work for educationally backward minorities.  
1.2 Number of hostels constructed in institutions working for educationally backward minorities.  
1.3 Number of D.Ed/B.Ed colleges constructed which work for educationally backward minorities.  
1.4 Number of Vocational Training Centre/ITI/Polytechnic constructed/expanded that work for educationally backward minorities.  
1.5 Number of toilets constructed in schools assisted by MAEF | 1. Improved access to education facilities and employment.  
1.1. Increase in the number of students enrolled in schools  
1.2 Number of students with post training placement. |
2. Fund allocation and utilization for provision of facilities in institutions in area of concentration of educationally backward minorities.

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Provision of training for skill development of individuals</td>
<td>1. Meaningful employment opportunities for trained individuals</td>
</tr>
<tr>
<td>1.1 Number of persons provided training</td>
<td>1.1 Number of persons employed for more than one year</td>
</tr>
<tr>
<td>1.2 Number of women provided training</td>
<td>1.2 Number of women employed for more than one year</td>
</tr>
<tr>
<td>2. Post placement support provided to employees</td>
<td></td>
</tr>
<tr>
<td>2.1 Number of On The Job trainings conducted</td>
<td></td>
</tr>
</tbody>
</table>

3. Begum Hazrat Mahal National Scholarship (CS)

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Scholarships awarded to students</td>
<td>1. Girl students completing education up to class X and XII</td>
</tr>
<tr>
<td>1.1 Number of girl students awarded scholarships for class IX and X</td>
<td>1.1 Number of girl students passing class IX</td>
</tr>
<tr>
<td>1.2 Number of girl students awarded scholarships for class XI and XII</td>
<td>1.2 Number of girl students passing class XII.</td>
</tr>
</tbody>
</table>

4.2 Additional Parameters

a) **Coverage of beneficiaries:** Does not apply in MAEF.

b) **Implementation Mechanism:**

b.1 Term of References:
1. Analyse most recent data and reports from various sources and develop indicators of Human development (education, health, skills and employment) of various minority communities in the country and identify areas of human development for intervention.

2. Based on the context analysis and state of minority communities in the country, revisit and redefine vision, mission, objectives and strategies of MAEF to facilitate strengthening aspects of human development of various minority communities.

3. Suggest a framework for a network system for administration; funding, decision making and implementation processes.

4. Suggest a framework to reflect and review performance of MAEF in facilitating strengthening of aspects of Human Development at regular intervals.

5. Undertake a thorough evaluation of the schemes/programs implemented by MAEF and assess its impact with respect to the objectives and goals including:

   (a) Critical assessment of the system of selection of NGOs evolved by the foundation for operating as PIAs. Suggest improvement in selection process so as to make the system, faceless and more transparent.

   (b) The inspection procedure followed by the MAEF and suggestions for improvement.

   (c) The criteria for selection of beneficiaries, existing time schedule for receipt, processing and sanction of applications for scholarships and suggestions for improvement.

6. An indemnity bond to indignity the office in case of not meeting the prescribed criteria, shall be furnished.
All schemes are implemented by MAEF directly without any intervention of the State Governments or any outside agency. MAEF does not have any of its branch office or representative agency. Applications are invited directly by its head office located at Maulana Azad Campus, Chelmsford Road, Opposite New Delhi Railway Station (Paharganj Side), New Delhi from the applicants/beneficiaries. Applications are processed as per criteria defined under the schemes by the office of MAEF. Physical inspections of the proposals received from the NGOs/PIAs are carried out by the empanelled Inspecting Authorities (IAs) to assess the genuineness of requirement. After approval by the competent authority, sanction orders are issued for approved projects. Funds are transferred directly into their bank accounts after completion of pre-release formalities and submission of Utilization Certificate (UC) is ensured. On receipt of the UC physical inspections are carried out again by the IAs to verify the same.

c) **Training / Capacity Building of Administrators/ Facilitators**: This has been taken recently under the scheme of “Madarsa Teachers Training Programme” to improve the capacity building of teachers/managers through exposure to the modern teaching and administration techniques.

d) **IEC Activities**: The schemes of MAEF are advertised in leading newspapers, organizing workshops, seminars through websites etc.

e) **Asset / Service creation & its maintenance plan**: Does not apply.

f) **Benefits (individual, community)**: The beneficiaries under Grants-in-aid to NGOs are for community benefit while beneficiaries under others schemes are individuals.

g) **Convergence with schemes of own Ministry / Department or of other Ministry / Department**: Deduplication process and elimination of fraud done by students to cover more eligible and genuine minority girls students who are in need of MAEF scholarships by mapping of data under the scheme of scholarship being implemented by MAEF with the scheme of Ministry of Minority Affairs.

4.3 **Gaps in achievement of outcomes**: It shall come out in the proposed Evaluation Report

4.4 **Key Bottlenecks & Challenges**: Due to insufficient funds, only 50-60% of scholarship application is accommodated resulting in deprivi of scholarship benefits to rest of the applicants.

4.5 Input Use Efficiency: It shall come out in the proposed Evaluation Report.

5. **Observation and Recommendations**: 
5.1 Thematic Assessment: It shall come out in the proposed Evaluation Report.

5.2 Externalities: It shall come out in the proposed Evaluation Report.

6. Conclusion


6.3 Recommendation for scheme with reasons: It shall come out in the proposed Evaluation Report.


**************
Subject:- Vetting of Terms of Reference (ToR) of Qaumi Waqf Board Taraqqiati Scheme (QWBTS) and Shahari Waqf Sampatti Vikas Yojana (SWSVY) - reg.

The undersigned is directed to refer to the Budget Division's note No.G-28011/1/2019-Budget dated 02.12.2019 on the subject mentioned above.

2. Waqf Division implements two namely i) Qaumi Waqf Board Taraqqiati Scheme (QWBTS) and ii) Shahari Waqf Sampatti Vikas Yojana (SWSVY). The validity of both the schemes is upto 31st March, 2020. As per the decision taken in the Meeting held under the chairmanship of Secretary (MA) on 14th Nov, 2019, wherein it was decided to merged the schemes of QWBTS & SWSVY and to recast the ToRs of the schemes.

3. Accordingly, ToR of QWBTS & SWSVY have been merged and enclosed for vetting of IFD. Further, dully filled template for above schemes is also enclosed.

Encl.: As above.

(K. C. Vasudevan)
Under Secretary (Waqf)

DS (Budget)

Terms of Reference (TOR) for Evaluation Study of Qaumi Waqf Board Taraqqiati Scheme (QWBTS) Shahari Waqf Sampatti Vikas Yojana (SWSVY)

Background

Qaumi Waqf Board Taraqqiati Scheme (QWBTS): The Scheme aims to provide Financial Assistance to State/UT Waqf Boards (SWBs) for deployment of manpower for doing data entry in WAMSI Modules, GIS Mapping of waqf property, maintenance of Centralized Computing Facility (CCF), ERP Solution for better administration of SWBs, setting up of Video Conferencing facility in SWBs, Cash Award to Muttawalli/Management Committee, strengthen legal & accounting section for meeting training & administrative cost of SWBs.

Shahari Waqf Sampatti Vikas Yojana (SWSVY): The Scheme aims to protect vacant urban Waqf land from encroachers and to develop it on commercial lines for generating more income in order to widen welfare activities. Central Waqf Council is implementing Agency of the scheme. GIA under the scheme is provided to CWC for further disbursement of interest free loan to Waqf Institutions/Waqf Boards. Under the Scheme, interest free loan is extended to various Waqf Institutions in the country for taking up economically viable buildings on the urban Waqf land such as commercial complexes, marriage halls, hospitals, cold storages etc.
Both the above said schemes are being implementing through Central Waqf Council, a statutory body constituted under Waqf Act, 1995.

Terms of Reference (TOR)

(a) Whether the scheme has met all its objectives.
(b) Challenges being faced by State Waqf Boards in implementation of the Scheme.
(c) How effective is the operation of the Scheme in the State/UT Waqf Boards.
(d) Whether the waqf properties have been developed with the loan assistance of CWC and up to what extent as per the plan.
(e) Whether the incomes of the developed properties have been augmented and up to what extent this has protected the property from encroachment and retrieval.
(f) Whether the scheme has helped in enlarging the welfare activities and generating employment.
(g) Whether the scheme needs any modification in its design and mode of implementation.
(h) Whether the Scheme may be continued further. If so, what should be the duration of the Scheme?

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

a. Brief write up on the scheme including objectives, implementation mechanism, scheme architect/design

Waqfs are permanent dedication of movable or immovable properties by any person for purposes recognised by the Muslim Law as pious, religious or charitable. It refers to a religious endowment to help the poor, orphans, widows as it is financing platform that caters for socio-economic development and poverty alleviation strategies. Under the system the endowed capital is preserved while the augmented income is being utilized for socio-economic educational upliftment of the weaker section of society.

b. Name of sub-scheme and components:

“Shahari Waqf Sampatti Vikas Yojana” (earlier known as Development of Urban Waqf Properties). The scheme was formulated with a view to augment the resources of the Waqfs for enlarging their welfare activities. Under the scheme loan is given to ideally situated Waqf properties for taking up commercially viable buildings, which leads to develop the Waqf Properties and also protect the vacant Waqf land from encroachers. Loan is given by the Council out of financial development assistance of the Ministry of Minority Affairs through the respective State Waqf Boards.

i. Vacant Waqf land
ii. Waqf Deed of the respective Waqf land with registration status in the Board
iii. Economically viable project report
iv. Appropriate/required guarantee documents
v. Approval of the concerned State Waqf Board for developing the Waqf land

c. Year of commencement of scheme:

The scheme was launched as Non-Plan scheme during 1974-75 and is continuing with the Annual Grant-in-Aid of the Ministry.

d. Present status with coverage of scheme:

The State-wise details of the funds disbursed under the scheme is enclosed at “A”.

e. Sustainable development goals:

The scheme has since been implemented with a view to augment the resources of the Waqfs for widen the scope of their welfare activities and to protect the vacant land from the encroachers, the scheme has been successfully making impact of the goal as with the financial assistance of the Ministry, the Council has released funds to 150 project in 17 States across the nation. Thus, the completed projects have been serving to the needy people out of the generated income by way of letting out the premises constructed on the Waqf land and are serving to the needy by launching many Welfare Activities which includes Hospitals, Educational Institutions, Scholarship, Coaching Programmes etc. More and more State Waqf Boards have evinced their interest in availing of the loan for developing the vacant Waqf properties on commercial line which has resulted scheme diversifying to all region of the country.
making impact not only for socio-economic development of the targeted group, but have prevented the encroachment and hence with the Ministry’s grant-in-aid for this specific purpose the Council is achieving its vision of protection, retrieval and development of the Waqf Properties, a vital role of the Waqf institutions for the nation building.

f. National Development Plan (NDP) served:

An estimated more than half a million Waqf properties are spread in the country especially in the Urban areas which have not been fully utilised. Had these been developed commercially, they would have generated revenue for utilizing the welfare activities. The Govt. Of India in fact has initiated many steps aimed at protecting developing and managing the Waqf properties systematically. In order to develop these properties the Central Waqf Council needs to be strengthen by the Central Govt. as development of Auqaf at pan level is an important milestone for the Council. This can be given a boost by continuing grant-in-aid to the Council for developing the Waqf properties with a view to contribute to the National Development Plan. The Council with the Annual Grant-in-Aid of the Ministry has served for the National Development Plan by executing 150 projects in 17 States.

**Budgetary allocation and expenditure pattern of the scheme**

<table>
<thead>
<tr>
<th>Sub-scheme/ component</th>
<th>(Year1) 2015-16</th>
<th>(Year2) 2016-17</th>
<th>(Year3) 2017-18</th>
<th>(Year4) 2018-19</th>
<th>(Year5) 2019-20</th>
</tr>
</thead>
<tbody>
<tr>
<td>BE</td>
<td>RE</td>
<td>Actual</td>
<td>BE</td>
<td>RE</td>
<td>Actual</td>
</tr>
<tr>
<td>Amount in lakhs</td>
<td>3.15</td>
<td>2.65</td>
<td>2.65</td>
<td>3.15</td>
<td>2.80</td>
</tr>
</tbody>
</table>

**Summary of past evaluation:**

<table>
<thead>
<tr>
<th>Year of Evaluation</th>
<th>Agency hired for Evaluation</th>
<th>Recommendations made and accepted</th>
<th>Recommendation made but not accepted</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>National Institute of Labour Economics Research and Development (NITI Aayog, Govt. of India)</td>
<td>Restructuring of the organisation set up for transformation of the Waqf properties towards overall upliftment of the community.</td>
<td>Nil.</td>
</tr>
</tbody>
</table>

**Methodology:**

Initially the data/information provided by the CWC was examined and interferences were drawn by the agency. In the next stage the data (base line data/secondary data), issues/problems were identified to examine at the field level by way of primary survey. In this context the telephonic contacts were also made randomly and feedback collected from the targeted beneficiaries/beneficiary Waqfs. Subsequently, based on these inputs the assessment was made about the utility of the funds and augmentation of the income thereof. Selective and field survey were also carried out in few places.

**Objective of the study:**
The agency was entrusted with the responsibility to carry out the study to find out whether Waqf properties have been developed and the scheme has helped in enlarging the welfare activities for the targeted group and to assess the justification to continue the scheme.

Additional parameters:

a) Coverage beneficiaries

Waqf Boards and loaned Mutawallis and selective beneficiaries of the welfare activities.

b) Implementation mechanism:

Framed questionnaires at field level to assess the following:
Fund utility, Status of the repayment of loan, Revenue generation on development, Welfare activities out of the generated income etc.

c) Training / Capacity building of administrators/ facilitators

d) IEC activities

e) Asset/ Service creation & its maintenance plan

f) Benefits (individual, community)

g) Convergence with scheme sof own Ministry/ Department or of other Ministry/ Department.

4.3 Gaps in achievement of outcomes

4.4 Key Bottlenecks& Challenges

4.5 Input Use Efficiency

5. OBSERVATIONS AND RECOMMENDATIONS

5.1 Thematic Assessment

5.2 Externalities

6. CONCLUSION

6.1 Issues & challenges

6.2 Vision for the future

6.3 Recommendation for scheme with reasons

7. REFERENCES

8. APPENDICES

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>CS Scheme Name</th>
<th>Cumulative outlay for past 5 years (2015-16 to 2019-20)</th>
<th>Year of scheme launch</th>
</tr>
</thead>
</table>


4.3 Gaps in achievement of outcomes

4.4 Key Bottlenecks & Challenges

4.5 Input Use Efficiency

5. OBSERVATIONS AND RECOMMENDATIONS

5.1 Thematic Assessment

5.2 Externalities

6. CONCLUSION

6.1 Issues & challenges

6.2 Vision for the future

6.3 Recommendation for scheme with reasons

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<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>CS Scheme Name</th>
<th>Cumulative outlay for past 5 years (2015-16 to 2019-20)</th>
<th>Year of scheme launch</th>
</tr>
</thead>
</table>


2. Objective 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\(^1\), 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 analyse 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, geographic etc.

iii. To identify the key bottlenecks/issues & challenges in the implementation mechanism (governance mechanisms, awareness generation, stakeholders 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 development programmes of the Central and the State Governments as well as with private sector, CSR efforts, international multilateral and bilateral aid etc.

vi. Also identity 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

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\(^1\) Evaluation Coordination Group 2011, Good Practice Standards for Evaluation of Public Sector Operations. Washington, DC

generations, (c) gender mainstreaming, (d) climate change & sustainability, (e) role of Tribal Development 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 & Development (i) unlocking synergies (j) reforms & regulations and (k) impact on 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 hometown innovations, if any, used and create case studies out of them to disseminate it for replication in other scheme/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 expenditure of the scheme;
iii. Annual reports of the ministry / department for output and outcome assessment;
iv. Available evaluation reports for output and outcome 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 no-government agencies.

Based on metadata-analysis and key information 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 economic 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 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 detail list of key documents to be referred to by the bidder is placed at Appendix of the ToR.

viii. Designing of the discussions guides for focus group discussions, interview guides for in-depth interview 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 investigation and training/capacity building of the field investigators
xiii. Putting in place appropriate IT hardware and application software for data collection and data cleaning.
xiv. Collecting and compiling the quality data from selected areas.
High quality data management and adherence to quality assurance mechanisms as per agreed protocols, plans and schedules
Collation and data cleaning
Running data analysis and submitting cross tabulations/summarizations.
Preparation of draft report and conducting stakeholder consolations
Submission of final report and dissemination of the key findings
Incorporating concurrent feedback into the workflow.

4. **Data collection Methodology**

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

a) **Key information 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 stakeholder supporting implementations 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 - think tank, institutions, prominent non-profit organizations, government officials.

(b) **Household Surveys** - A selected sample of household surveys shall be conducted to assess the beneficiaries-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/questionaries’ 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 Appendix of the ToR.

a. **Sampling**

The sample design for a household survey must be stratified in such a way that the sample actually selected in 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, (vi) Northern Hilly States.

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

All the states within each zone can be classified into 2 strata based on scheme performance 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 states. For a study in predominantly rural areas, all the districts will be
classified in to 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. Selections 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 benefited (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) 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 objective of the evaluation.

b. Mechanisms to ensure Data Quality

A multi-pronged robust process for quality control need to be followed during data collection. The following aspects need to 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/interview. 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 the 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 of the ToR

b. Household Surveys
   A detailed list of beneficiary/beneficiary groups to be interacted with during the household surveys is placed at Appendix of the ToR

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 be Bid Evaluation Committee.

   The process will be as follows:

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Activity</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Release of RFP</td>
<td>To be filled by Ministry/Department</td>
</tr>
<tr>
<td>2.</td>
<td>Last date for receiving queries/requests for clarifications</td>
<td>To be filled by Ministry/Department</td>
</tr>
</tbody>
</table>
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 Reports 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:

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

   - 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 below:

<table>
<thead>
<tr>
<th>Key No.</th>
<th>Date No.</th>
<th>Description of Deliverable</th>
<th>Week No.</th>
<th>Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>KD1</td>
<td>KD2</td>
<td>Inception Report approved by the Authority</td>
<td>3</td>
<td>20%</td>
</tr>
<tr>
<td>KD2</td>
<td>KD3</td>
<td>Mid Term Report approved by the Authority</td>
<td>7</td>
<td>30%</td>
</tr>
<tr>
<td>KD3</td>
<td>KD4</td>
<td>Draft Evaluation Report</td>
<td>12</td>
<td>30%</td>
</tr>
<tr>
<td>KD4</td>
<td></td>
<td>Final Evaluation Report approved by the Authority</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
6. Excludes the time taken by the Authority in providing its comments on the Draft Final Report. The Consultant shall get one week for submission of the Final Evaluation Report after comments of the Authority are provided.

9. Indicative Report Structure

The final evaluation report should cover the following aspects:

1) Preface
2) Executive of the scheme
3) 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
   c) Issues & Challenges – What, How & Why/
   d) Vision/Way forward
   e) Nature of evaluation studies and their key findings – Gaps therein

4) Study Objectives

5) 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

6) 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

7) Conclusion
   a) Issues & challenges
   b) Scheme Way Forward

8) References

9) Appendices

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2 Kindly note that this list is merely indicative and Ministry/Department should add/customized details specific to each study. However, it is 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 – Details of Key Informant Interviews and Household Survey

a) Appendix 1a – CS Scheme wise list of stakeholders interviewed

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Name of CS Scheme</th>
<th>Date of Interaction</th>
<th>Name &amp; Designation of the key informant interviewed</th>
</tr>
</thead>
</table>

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 commitment. Kindly refer to the Chapter 1, 2 and 3 of the WHO Guidelines mentioned in the footnote for identifying and documenting best practices.

10) Support from Ministry / Department

A detailed list of scheme-specific information required for better contextual understanding of the bidder is given in Appendix of the TOR

11) Reporting

a. The Consultant will work closely with the Authority. The Authority has established a Working Group (the “WG”) to enable conduct of this assignment. A designated Project Director of the Authority will be responsible for the overall coordination and project development. He will play a coordinating role in dissemination of the Consultant’s outputs, facilitating discussion, and ensuring required reactions and responses to the Consultant.

b. The Consultant may prepare Issue Papers highlighting issues that could become critical for the timely completion of the Project and that require attention from the Authority.

c. The Consultant will make a presentation on the Inception Report for discussion with the WG at a meeting. This will be a working document. The Consultant is required to prepare 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.

e.  

1 WHO: A Guide to Identifying and Documenting Best Practices in Family Planning Programmes

(https://www.who.int/reproductivehealth/publications/family-planning/best-practices.fp.programs/en/)
Terms of Reference (TOR)

Evaluation Study of Qaumi Waqf Board Taraqqiati Scheme (QWBTS)

1. EXECUTIVE SUMMARY

Ministry of Minority Affairs (MoMA) had launched the scheme namely “Qaumi Waqf Board Taraqqiati Scheme” (QWBTS). This scheme has been formed by merging the earlier two separate schemes of the Ministry namely i) Computerization of Records of State Waqf Boards and ii) Strengthening of State Waqf Boards. In 2017-18, these schemes were modified and merged & renamed as Qaumi Waqf Board Taraqqiati Scheme (QWBTS). In order to continuing the scheme beyond 31st March, 2020, the ministry may appropriately decide to conduct Evaluation and Impact Study of the Scheme.

2. OVERVIEW OF THE SCHEME

2.1 Background of the scheme

a) Brief write up on the scheme including Objectives, Implementation Mechanism, Scheme architecture/ design and

Objectives:

1. To study whether the scheme has met all its objectives and funds released have been utilised for mandated activities
2. To study the impact of the scheme on functioning of the SWBs and identify their weak areas.
3. To find out the obstacles faced by the SWBs in the way to ensure rules and regulations (recruitment, accounting, administrative and enforcement) for effective implementation of the scheme
4. To identify whether the scheme has any inherent weakness/limitation and needs any modification in its structure/implementation mechanism
5. To suggest modification in the structure/formulation of the scheme to make it more effective
6. To make recommendations whether the scheme should be continued further, with or without modification. If so, what should be the duration of the scheme?
7. To look into the various roles assigned and achievement of different stakeholders in the effective implementation of the scheme

Implementation Mechanism:

The scheme “Qaumi Waqf Board Taraqqiati Scheme” is uniformly applicable to all the 32 State Wakf Boards. The grant-in-aid is released to the State/UT Wakf boards under the various components as mentioned in the scheme guideline. Central Waqf Council (CWC) is the implementing agency of the scheme. State/UT Wakf Boards formulate the proposal for assistance and send the same to Central Waqf Council (CWC) for sanction. After sanction by CWC, the funds are released to the State/UT Wakf boards.
Waqf Council through State/UT Governments. The State/UT Wakf Board furnishes an undertaking that it fulfils all the conditions provided as per the eligibility criteria for financial assistance. Funds are released to State/UT Wakf Boards by Central Waqf Council following due procedure and guidelines. Utilization Certificates (UCs) are furnished by the concerned SWBs through their State Governments to Central Waqf Council. Further assistance is released only to those SWBs who have furnished their UCs through the respective State Governments. The State Governments have to put in place monitoring mechanisms and inspection systems.

The Ministry of Minority Affairs (MoMA) is an important stakeholder involved in the implementation of the scheme, which is responsible for overseeing the entire project, making fund allocation and releasing funds to Central Waqf Council. The MoMA has also to play a role of implementation facilitator – steering the project, monitoring the scheme and constituting the Steering Committees. Another important stakeholder in the scheme is the State Government, which constitutes the State Level Coordination Committee (SLCC). The SLCC set up for the scheme “Computerization of records of SWBs” also monitors the scheme “Strengthening of State Wakf Boards”. The third stakeholder in the implementation is Central Wakf Council (CWC), which has a role of facilitator for the training of employees of the CWC and State/UT Wakf Boards and undertakes the coordination and Liaising work and also plays a role of troubleshooter with the State/UT Wakf Boards. The State/UT Wakf Boards are the key stakeholders responsible for incurring the expenditure as per rules/regulations and meeting the implementation deadlines under the broad supervision of SLCC. The CWC releases funds to State/UT Wakf Boards, assists MoMA in implementation of the project/scheme and in monitoring the progress of the project/scheme.

b) Name of schemes: Qaumi Waqf Board Taraqqiati Scheme (QWBTS)

This scheme is a modified scheme after merging two ongoing schemes namely Computerization of Records of State Waqf Boards and Strengthening of State Waqf Boards. Central Waqf Council is the Implementing Agency. In this scheme, 100% Central assistance is provided under two components as per detail given below:-

Component-I:-

Computerization of Records of State Waqf Boards:

This component is intended to help streamlining record keeping, introduce transparency, and to computerize the various functions/processes of the Waqf Boards. For this purpose, a web-based software application namely Waqf Management System of India (WAMSI) was developed by NIC for keeping the centralized database covering the following four modules:

(i) Registration of Waqfs
(ii) Mutawalli returns assessments
(iii) Leasing details of properties
(iv) Litigation tracking
(v) Digitization of the Waqf Estate
(vi) GIS/GPS of the Waqf Property
Financial Assistance is provided to State/UT Waqf Boards for following activities:-

i. Financial Assistance @ Rs.550/- per Waqf Property will be provided to SWB for collection of coordinates of Waqf Property for GIS Mapping. For the years during 2017-18 to 2019-20 it is intended to cover GIS Mapping of 10%, 20% and 20% Waqf Property respectively each year.

ii. To Facilitate SWBs to complete data entry in WAMSI Modules, financial assistance for deployment of manpower in form of Assistant Programmer through outsourced agency is provided.

iii. Financial Assistance for maintenance of Centralized Computing Facility (CCF) in 32 SWBs @ Rs.3.00 lakh per annum for SWBs having more than 6000 Waqf Properties and Rs.2.00 lakh per annum for SWBs having less than 6000 Waqf Property.

iv. One time grant @ Rs.3.00 lakh per SWB would be provided to CWC for ERP Solution for better administration of SWBs.

v. Financial Assistance for setting up of Video Conferencing facility in SWBs & CWC.

vi. Provision of cash award to Muttawalli/Management Committee adopting best practices in computerization of their operation.

Component-II:-

Strengthening of State Waqf Boards:

Financial assistance to SWBs is provided to strengthen their legal & accounting section as well as for training & administrative cost of SWBs. Under the scheme, GIA is also provided for appointment of Survey Assistant, Accountant and Legal Assistant and setting up of Zonal Office in those Waqf Boards having more number of Waqf Properties.

Financial Assistance @ Rs.3.00 lakh per SWB having more than 6000 Waqf Properties and Rs.2.00 lakh per SWB having less than 6000 Waqf Property to be provided for capacity building of Muttawalli/Management Committee.

Financial Assistance for Survey Commissioner @ Rs.3.00 lakh per SWB having more than 6000 Waqf Properties and Rs.2.00 lakh per SWB having less than 6000 Waqf Property to be provided.

The Central Waqf Council is the Implementing Agency of the Scheme.

c) Year of Commencement of scheme

The Qaumi Waqf Board Taraqqiati Scheme (QWBTS) was commenced during the year 2017-18.

d) Present status of the scheme

The scheme has been successfully operational in the 32 State/UT Waqf Boards and steadily progressing as per the schedule and component.

e) Sustainable Development Goals (SDG) Served –

The scheme meant for strengthening the state waqf boards for effective functioning to deliver their services timely for betterment of the community. The Scheme aimed at the computerisation and automation of the functioning and strengthening of the waqf Boards which are managing approximately 6 lacs waqf properties spread all over the country. The Waqf institutions play vital role in community development and welfare activities.
contributing socio-economic development of the community. Hence the scheme would develop the transparency in the entire functioning of the boards which would lead towards optimum results.

f) National Development Plans (NDP) Served –

There are number of waqf properties specially in the urban areas which could generate very large rental revenues and the scheme launched by the Ministry aimed at protecting developing and managing the waqf properties systematically. Thus approx 6 lacs waqf institutions may yields results for benefiting of the community. The waqf schemes are serving the national development plan which needs continuation to achieve the vision and mission of the waqf institution.

2.2 Budgetary allocation and expenditure pattern of the scheme

<table>
<thead>
<tr>
<th>Sub-scheme / Component</th>
<th>2017-18</th>
<th>2018-19</th>
<th>2019-20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount in Rs. Crore</td>
<td>BE</td>
<td>RE</td>
<td>Actual</td>
</tr>
<tr>
<td></td>
<td>13.00</td>
<td>13.00</td>
<td>10.58</td>
</tr>
</tbody>
</table>

2.3 Summary of past evaluation since inception of scheme –

<table>
<thead>
<tr>
<th>Year of Evaluation</th>
<th>Agency hired for Evaluation</th>
<th>Major Recommendations made and accepted</th>
<th>Recommendations made but not accepted</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-18</td>
<td>National Institute of Labour Economics Research and Development (NILERD)</td>
<td>1. The objective of the scheme has partially met as only Phase-I has progressed well. However, a lot of work to be done in Phase-I. 2. There is lack of coordination in monitoring of the progress of the scheme among five agencies namely MoMA, State Govts, CWC, SWBs and NIC. 3. SWBs are facing shortage of manpower and financial resources 4. Many of SWBs are not having full time CEO. 50% of the post created by Ministry in zonal office were not fill. 5. The role of Muttawills needs to be sensitization about their duties and government procedures for land leasing. 6. Needs to run national level general awareness campaigns about the various initiatives and schemes for the</td>
<td>The recommendations of the Impact Study and Evaluation of QWBTS Scheme are under consideration of the Ministry.</td>
</tr>
</tbody>
</table>
development and management of Waqf properties.

7. Provide continuous training to SWB staff to operate WAMSI On-line System at state level and to manage CCF.

8. Scheme needs to be modified with higher outlays in such a manner that it facilitates SWBs and creates competition among various SWBs.

9. The System may be upgraded to check the duplicate entries in WAMSI.

10. Proper maintenance of WAMSI Website and WAMSI data should be upgrade by entering GPS Coordinates and Photograph so that WAMSI bring the transparency.

11. Needs to develop a mechanism to ensure timely detection of report on encroachment on waqf properties.

12. Financial assistance to State Waqf Board for carrying out Data Entry in all 4 modules of WAMSI On-line Portal by Technical Operators.


14. Web Based ERP Solution Software for better administration of 32 SWBs and CWC.

15. Video Conference facility in 32 SWBs and in CWC for effective monitoring of the project month wise and also for better supervision of SWBs.
3. METHODOLOGY

A. The detailed Methodology for carrying out of Evaluation Study shall be as under:

The study has used a mixed methodology and is mainly based on secondary data collected from Central Waqf Council (CWC), MoMA and other relevant offices/departments related to Wakf Boards and its management directly or indirectly. Primary data were also collected through structured questionnaire and in the informal set-up of the personnel involved in Wakf property record management or Wakf management for another scheme ‘Computerization of Wakf properties’ implemented by MoMA. The information gathered was used to study the impact of the scheme in question i.e. ‘Strengthening of SWB’. Most of the data collected was through questionnaires and formats designed for the purpose of interactions and discussions with the CEOs of SWBs and others officials from NAWADCO and CWC via telephonic conversations. Field visits to the office of the State Wakf Boards and other relevant places could not be undertaken due to paucity of time. The study was also decided to be completed quickly since duration of the scheme was only three years, which is a very short period for conducting an evaluation. The study used data uploaded on the Wakf Records Computerization Project (WAMSI) given in the Monthly Progress Report and the official data from the Wakf boards’ Annual Reports, published studies available in public domain, journals and other sources of literature.

The progress made in entering of the data in the four modules of WAMSI software namely, Registration, Return, Leasing and Litigation were examined to meet the above objectives to find out whether the money released under the scheme for training, establishment and providing Legal Assistants, etc. has any impact on the functioning of the SWBs.

The data were analyzed based on the targets and achievements, both in terms of physical and financial performance. Problems and hindrances in the implementation of the scheme were also studied and suitable measures have been suggested. Elaborate discussions and consultations were done with the key functionaries of MoMA, NAWADCO and SWBs to get the first-hand feedback about the implementation of the scheme. Both data and feedback were analyzed to reach at meaningful conclusions in the assessment of impact, and achievement of objectives and accordingly recommendations have been made. The study has covered all the 32 SWBs.

4. OBJECTIVE OF THE STUDY

4.1 Performance of the scheme based on the Output / Outcome indicators
i. Whether the scheme has met all its objectives.
5 OBSERVATIONS & RECOMMENDATION

5.1 Thematic Assessment

i. Whether the scheme has met all its objectives.

ii. Challenges being faced by State Waqf Boards in implementation of the Scheme.

iii. Whether the scheme needs any modification in its design and mode of implementation.

iv. How effective is the operation of the Scheme in the State/UT Waqf Boards.

v. Whether the Scheme may be continued further. If so, what should be the duration of the Scheme?

*****
Qaumi Waqf Board Taraqqiati Scheme (QWBTS):

This scheme is a modified scheme after merging two ongoing schemes namely Computerization of Records of State Waqf Boards and Strengthening of State Waqf Boards. Central Waqf Council is the Implementing Agency. In this scheme, 100% Central assistance is provided under two components as per detail given below:

Component-I:

Computerization of Records of State Waqf Boards:

This component is intended to help streamlining record keeping, introduce transparency, and to computerize the various functions/processes of the Waqf Boards. For this purpose, a web-based software application namely Waqf Management System of India (WAMSI) was developed by NIC for keeping the centralized database covering the following four modules:

- (vii) Registration of Waqfs
- (viii) Mutawalli returns assessments
- (ix) Leasing details of properties
- (x) Litigation tracking

Financial Assistance is provided to State/UT Waqf Boards for following activities:

- vii. Financial Assistance @ Rs.550/- per Waqf Property will be provided to SWB for collection of coordinates of Waqf Property for GIS Mapping. For the years during 2017-18 to 2019-20 it is intended to cover GIS Mapping of 10%, 20% and 20% Waqf Property respectively each year.
- viii. To Facilitate SWBs to complete data entry in WAMSI Modules, financial assistance for deployment of manpower in form of Assistant Programmer through outsourced agency is provided.
- ix. Financial Assistance for maintenance of Centralized Computing Facility (CCF) in 32 SWBs @ Rs.3.00 lakh per annum for SWBs having more than 6000 Waqf Properties and Rs.2.00 lakh per annum for SWBs having less than 6000 Waqf Property.
- x. One time grant @ Rs.3.00 lakh per SWB would be provided to CWC for ERP Solution for better administration of SWBs.
- xi. Financial Assistance for setting up of Video Conferencing facility in SWBs & CWC.
- xii. Provision of cash award to Muttawalli/Management Committee adopting best practices in computerization of their operation.

Component-II:

Strengthening of State Waqf Boards:

Financial assistance to SWBs is provided to strengthen their legal & accounting section as well as for training & administrative cost of SWBs. Under the scheme, GIA is also provided for appointment of Survey Assistant, Accountant and Legal Assistant and setting up of Zonal Office in those Waqf Boards having more number of Waqf Properties.

Financial Assistance @ Rs.3.00 lakh per SWB having more than 6000 Waqf Properties and Rs.2.00 lakh per SWB having less than 6000 Waqf Property to be provided for capacity building of Muttawalli/Management Committee.
Financial Assistance to for Survey Commissioner @ Rs.3.00 lakh per SWB having more than 6000 Waqf Properties and Rs.2.00 lakh per SWB having less than 6000 Waqf Property to be provided.
1. Introduction/Background of the Evaluation Study

a. Importance of the scheme in terms of National Priorities

India has experienced impressive growth in the past decade and between 2005-2012 nearly 138 million people were lifted out of poverty. These successes in human development, however, have not benefitted all sections of the Indian population equitably. Many of India’s marginalised citizens were yet to benefit from economic growth and some groups, continued to lag behind other groups in their access to a range of opportunities. The development indicators for Minorities are lower than the national average and Muslims, constituting more than 75% of all Minorities have lower labor market participation and earning, attainment compared to other minorities. Indicators for other minority categories are relatively better, but there are substantial regional disparities. In Rural areas, the Workers Population Ration (WPR) among the males of all ages in 2004-05 was the highest among Christians (56%) followed by Hindus (55%) and then Muslims were the lowest (50%). Similarly WPR for Females for Christians (36%) and Hindus (34%) was much higher than that for Muslims (18%). In Rural India, the unemployment rate was higher in Christians (44%) followed by Muslims (23%) and Hindus (15%). Similarly in Urban India the unemployment rate was highest among Christians (86%) followed by Hindus (44%) and Muslims (41%).

According to reports of Directorate General of Employment and Training (DGE&T), a majority of India workforce does not possess a marketable skill which is an impediment in getting decent employment and improving their economic condition. While India has large young population, only 10% of the Indian labour forces – 8% informally and 2% formally have acquired vocational skills. About 63% of the school students drop out at different stages reaching class-X. Only about 3.1 million vocational training seats are available in the country whereas about 12.8 million persons enter the labour market every year. Even out of these training places, very few are available for early school dropouts. This signifies that a large number of school drop outs do not have access to skill development for improving their employability at one side and availability of 12.8 million jobs at the other side. As per estimates of 2011, in India there is a skill gap of about 244 million across 21 key sectors.

According to Sachar Committee Recommendations, the country is going through a high growth phase. This is a time to help the underprivileged to utilize new opportunity through Skill development and education. A large segment of the Muslim community is engaged in self-employment activities. Besides, a significant proportion, especially women, is actually engaged in home-based work. While some of these workers are engaged in sectors that have experienced growth, many are engaged in occupations/sectors that are stagnant. The policy intervention needs to help workers engaged in growth oriented sectors to become part of the larger network of market oriented firms engaged in that sector. For those caught
in the stagnant sectors, a transition path will have to be evolved. Skill upgradation and credit availability, will have an important role in both these strategies.

National Skill Development Policy envisages that the skills and knowledge are the driving forces of economic growth and social development for any country. Countries with higher and better levels of skills adjust more effectively to the challenges and opportunities.

India is in transition to a knowledge based economy and its competitive edge will be determined by the abilities of its people to create, share and use knowledge more effectively. This transition will require India to develop workers into knowledge workers who will be more flexible, analytical, adaptable and multi skilled.

India has the advantage of “demographic dividend. Harnessing the demographic dividend through appropriate skill development efforts would provide an opportunity to achieve inclusion and productivity within the country and also a reduction in the global skill shortages. Large scale skill development is thus an imminent imperative.

Keeping in view the above mentioned points and the recommendations of the Working Group on “Empowerment of Minorities” for 12th Five Year Plan, the Ministry of Minority Affairs launched the “Seekho Aur Kamao” Scheme (“Learn and Earn” Scheme) in the year 2013-14, a comprehensive skill development scheme to support productive employment among Minority youth in the age group of 14-45 years. Under the scheme a minimum of 33% seats are earmarked for girl/women trainees.

The objective of the scheme is to upgrade the skills of minority youth in various modern/traditional skills depending upon their qualification, present economic trends and market potential, which can earn them a suitable employment or make them suitably skilled to go for self-employment. The scheme is primarily being implemented by the Project Implementing Agencies (PIAs) who provide skill training in compliance with the National Skills Qualifications Framework (NSQF). However, exemption from Common Norms has been sought on provisions regarding ‘Stipend’ and ‘Post Placement Support’ which are being provided under the scheme. The exemption of Stipend and Post Placement Support from MSDE has been obtained.

The main instrument for implementing the scheme will be results-oriented Performance Agreements between the Ministry of Minority Affairs (MoMA) and the PIAs to: (i) provide support to eligible Minority youth to enrol and undertake training and assessment as per applicable guidelines; (ii) impart high-quality skills training including soft skills leading to productive employment; and (iii) provide post-placement support to assist in obtaining sustainable employment for those students who enter the job market.

b. Budgetary outlay of the scheme
The Seekho Aur Kamao Scheme was launched in the year 2013-14. The budgetary outlay for 2013-14, 2014-15, 2015-16, 2016-17, 2017-18, 2018-19 and 2019-2020 are as follows:

<table>
<thead>
<tr>
<th>Financial Year</th>
<th>Budget (in Crore) Allocated</th>
<th>Expenditure (in Crore)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013-14</td>
<td>17.0</td>
<td>17.0</td>
</tr>
<tr>
<td>2014-15</td>
<td>46.23</td>
<td>46.21</td>
</tr>
<tr>
<td>2015-16</td>
<td>192.45</td>
<td>191.96</td>
</tr>
<tr>
<td>2016-17</td>
<td>210.00</td>
<td>204.93</td>
</tr>
<tr>
<td>2017-18</td>
<td>200.00</td>
<td>199.80</td>
</tr>
<tr>
<td>2018-19</td>
<td>250.00</td>
<td>175.21</td>
</tr>
<tr>
<td>2019-20</td>
<td>250.00</td>
<td>54.03</td>
</tr>
</tbody>
</table>

*As on 30th September 2019*

c. Status of scheme at present
The objective of the scheme is to upgrade the skills of minority youth in various modern/traditional skills depending upon their qualification, present economic trends and market potential, which can earn them a suitable employment or make them suitably skilled to go for self-employment. The scheme is primarily being implemented by the Project Implementing Agencies (PIAs) who provide skill training in compliance with the National Skills Qualifications Framework (NSQF). However, exemption from Common Norms has been sought on provisions regarding ‘Stipend’ and ‘Post Placement Support’ which are being provided under the scheme. The exemption of Stipend and Post Placement Support from MSDE has been obtained.

The scheme is implemented on ground by the Project Implementing Agencies (PIAs).

282 PIAs are implementing the scheme. In the year 2017-18, 120,000 beneficiaries completed the training. In the year 2018-19, 130,000 beneficiaries are undergoing the training.

d. Mechanism of implementation /Issues and challenges
• The scheme can be taken up anywhere in the country but preference is given to organisations which aim at imparting training and propose the programme for identified minority concentration district / towns / blocks. The trainee should belong to Minority community as notified under National Commission for Minorities Act 1992 (viz. Muslims, Christians, Sikhs, Buddhists, Jains and Parsis). In the States/UTs where some other minority communities notified by respective State/UT Governments exist, they may also be considered eligible for the programme. Certain particular pockets of concentration of minority population within a non-minority district or city will also be eligible for consideration.
• The trainee’s age between 14-45 years of age and 33% of the beneficiary seats will be earmarked for girl / women candidates.
• PIAs mobilised eligible beneficiaries to enrol for the Seekho Aur Kamao scheme through various strategies appropriate to their culture. The implementing agencies designed and undertook Advocacy / Information, Education & Communication (IEC) and awareness generation programmes to catch the attention of maximum stakeholders. Different community mobilisation methods adopted such as conducting meetings with community leaders, door to door home visits, setting up kiosks at popular places, local promotional and awareness camps etc. The mobilised provided counselling in order to conduct a pre-selection screening of the candidates to identify appropriate skilling intervention needed and form batches accordingly.
• PIAs have to ensure that there was adequate support for students, ranging from counselling to learning assistance. Innovative teaching methods has also been adopted to make learning more effective and students should be given adequate flexibility in terms of learning hours. All these factors were necessary in order to retain the candidates in the learning process.
• PIAs select courses that are National Skills Qualification Framework (NSQF) compliant. PIAs also adopt any other courses specific to local industry requirements that are NSQF compliant. The NSQF is a quality assurance framework in India that lays down nationally recognized competency standards for all qualifications. Seekho Aur Kamao scheme lays a special focus on skill courses that are aligned to better jobs in the market.
The different processes to be undertaken by PIAs in imparting skills training are presented as under:

<table>
<thead>
<tr>
<th>Process</th>
<th>Description</th>
</tr>
</thead>
</table>
| **Skill Gap Assessment**      | • PIAs should conduct a Skill Gap Study/Assessment to map the available skills among the youth in the catchment area vis-à-vis the skills demanded in the job market.  
• Mapping the requirements of the beneficiaries and program objectives vis-à-vis market demand. The Skill Gap Study can be taken as a base for this. |
| **Selection of Trade**        | • Each participant will undergo a skill-based training program based on his/her aptitude and capability. This would also include relevant soft-skills and life-skills. The sector for skill training will be market relevant as assessed by the PIA during the skill gap study undertaken for the project.  
• Identify the level of the skill certification as prescribed in the NSQF.  
• Identify the category of trade (Category I/II/III) as notified by the Common Norms for Skill Development Schemes, GOI. The per beneficiary cost for training will be determined accordingly. |
| **Timing and duration of training** | As notified by the Common Norms for Skill Development Schemes, GOI.                                                                                     |
| **Teaching**                  | Dedicated teachers with domain knowledge of the relevant trades/sectors will be available                                                                 |
| **Syllabus:**                 | **Syllabus:** For the skills training program, the syllabus would be as per / Qualification Pack-National Occupational Standard (QP-NOS) compliant with National Skills Qualification Framework (NSQF) |
| **Language of teaching:**     | **Language of teaching:** English/ Hindi/any other local language                                                                                       |
| **Learning materials:**       | **Learning materials:** As prescribed by DGT/SSCs as well as PIA’s own innovative teaching modules                                                                 |
| **Assessment and Certification** | The process of assessment and certification would be as per the stipulation of Ministry of Skill Development and Entrepreneurship.                               |

- The PIAs are required to place successful candidates in regular employment in the sector in which he/she was trained. Employment in the formal sector is desirable, however, if that is not possible then the PIA should ensure that the job provides for minimum wages as mandated in the state for semi-skilled workers and the employer should provide for Provident Fund, Employment State Insurance (ESI), Pradhan Mantri Jeevan Jyoti Beema.
Yojana (PMJJBY) and other benefits to its staff. In order to attract employers, the PIA would establish regular contact with the industries in the local area and conduct job fairs either on its own or in partnership with the State Skill Development Mission. Placement assistance and counselling will be offered to all candidates and placement must be ensured for minimum of 70% of certified candidates including self-employment and/or admission for higher studies and at least 50% in organized sector. The timely distribution of monetary support to candidates is one of the key responsibilities of the PIA under Post Placement Support (PPS). The PIAs are also responsible to track and support the student for one year after they have completed the program. Post-placement support will include regular counselling to support candidates in their transition into the workplace and help them settle into their new jobs/vocation. PIA can do so either through visits at work place, or phone calls to candidates or any other method that is convenient.

**Issue and Implementation Challenges:**

- *Mobilisation issues*
- *Certification of skill training*
- *Employment in the organised sector*

e. **Past Studies undertaken**

National Productivity Council (NPC), an autonomous body under the Department of Industrial Policy, has conducted evaluation and impact assessment of “Seekho aur Kamao (Learn & Earn) scheme, a skill development scheme for minorities including minority women. The study was conducted in 8 States viz. Uttar Pradesh, Punjab, West Bengal, Assam, Bihar, Gujarat, Kerala and Manipur for the period 2013-14 to 2015-16. Based on the study, it was found that more than 86% of trainees certified under the scheme have been employed based on the information made available by Project Implementing Agencies. The employment rate after training has increased to 93% in case of male candidates and 83% in case of female candidates. About 96% and 84% of the male and female candidates reported improvement in their living standards after placement. Besides, the employment rate of candidates who have undergone training in modern trade was reportedly 35% in organized sector and 64% in unorganized sector. In case of candidates from traditional trade, 18% were employed in organized sector and 82% in unorganized sector. NPC opined that the scheme has achieved its outlined objective to a considerable extent and has recommended its continuation beyond the 12th Five Year Plan period.
f. Possible area of enquiry

The central purpose of the evaluation study is to assess the contribution of the scheme to the enhancement of livelihoods of the targeted minority youth. The key impact areas need to be explored and evidence-based information should be provided. The areas include:

(i) Skills enhancement
(ii) Improved quality of self and family of beneficiaries
(iii) Contribution of scheme to Skill India Mission
(iv) What difference it is making in beneficiaries’ life – comparative study

In addition, the study should bring out success factors in the processes adopted during the implementations, such as:

(i) Mobilization and selection of beneficiaries
(ii) Identification and selection of skill development courses
(iii) Placement tie-ups
(iv) Placement and tracking
(v) Post placement support and retention
(vi) Documentation and reporting
(vii) Financial management and release of stipend to beneficiaries

Further, the study should overall identify the areas of improvement for enhancing the impacts under the scheme. This would be particularly with the issues and challenges, if any, faced by the PIAs in synchronising their activities with Skill India Mission and coordinating with Sector Skill Councils. The study should identify ways, means in which Ministry can improve coordination of main stakeholders and if necessary provide alternative means of certification of trainees through authorised entities.

2. Objective 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. Identification of problems/roadblocks in the implementation of the programme by the PIAs and suggestion to address them.

   c. Assess relevance, efficiency, effectiveness, equity and sustainability of the scheme
Relevance/Appropriateness

- How do the PIAs see themselves in the role of agents of change and are they able and willing to take on this role? What are their constraints? Is the situation conducive enough for the skill teachers to become agents of change?
- How are community members being engaged in the implementation at ground level? Who are the key stakeholders? What are their roles? Do they function well? How is the cooperation in the skill centres? What kind of improvements have they introduced?
- How does the dropped-out student see themselves? Are they willing and capable to going through the process? What have been the challenges? How have they overcome these challenges?

Effectiveness

- Assess management and related aspects of the project. Have the objectives been attained?
- Is the capacity of the teachers involved in skills training sufficient?
- Are the training centres established in the Minority Concentrated Areas, if not how far centre is from MCAs, Why?
- Are the training sessions being interactive? What are the best practices adopted?
- Assess the capacities of the staff with regard to communications skills. Assess the extent to which the staff understands basic principles of integrated scheme of skills.
- Does the monitoring system functioning satisfactorily? Is there room for improvement? Are the indicators used sufficient and adequate to evaluate the impact of the program? What should be adapted?
- What were the advantages and disadvantages of the project being part of a larger intervention? How is the programme being co-ordinated in case of PIA who got projects in multiple states and run the scheme simultaneously in other state?
- Is allotting projects to PIAs in multiple states desirable, if so, on what conditions? What are the lessons learnt?
- Is allotment of project to be made to states or a Minority Concentrated Area (MCA) or a group of MCAs.

Impact

- Can the project present design, achieve the expected impact: can it be an effective catalyst to influence to contribute in Skill India Mission?
- Has the PIA/ Staff /teachers developed attitudes and skills to handle drop-out Minority youth and transforms them from unskilled to skilled man-power?
• To analyse 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.

• To assess the coverage of the scheme in terms of eligible beneficiaries, geographies etc.

• 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.

• To assess the quality of assets created/services provided under the scheme and to see how far these assets/services benefitted the end beneficiaries.

• 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.

• 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.

d. Cross-sectional Thematic Assessment
Assess the scheme on various cross-sectional themes like (a) accountability and transparency, (b) direct/indirect employment generation, (c) gender mainstreaming, (d) role of Indigenous People Development Policy (e) role of 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.

e. Best Practices and Externalities
To identify and highlight any scalable best practices and home-grown innovations, if any, used and create case studies out of them to disseminate it for replication in other schemes/programmes.

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.
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, 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 1 of the ToR.

   viii) Designing of the discussions guides for focus group discussions, interview guides for in-depth interviews and structured questionnaires/schedules for studies.
   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 may be adopted to provide the scheme assessment. The evaluator should provide data collection methodology and sampling method. But a multi-pronged robust process for quality control needs to be followed during data collection and its robustness is required to be ensured by the evaluator.

(a) Key informant interviews & focus group discussions: Herein, it is proposed that key informant interviews with ministry/department personnel at national level, officials/teaching staff of project implementing Agencies, other stakeholders supporting implementation or indirectly involved in enabling scheme’s success such as National Skill Development Corporation and employers and other opinion makers at different levels are contacted. Additionally, focus group discussions will be conducted, 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) Beneficiary 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 beneficiary surveys should cover data points included but not limited to NITI Aayog’s Output-Outcome Monitoring Framework for corresponding schemes.

5. Listing of stakeholders to be consulted
The evaluator should provide list of stakeholders to be consulted during the RFP stage
a. Key informant interviews & focus group discussions
b. Beneficiary Household surveys

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.

The process will be as follows:

<table>
<thead>
<tr>
<th>S No</th>
<th>Activity</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Release of RFP</td>
<td>To be decided</td>
</tr>
<tr>
<td>2</td>
<td>Last date for receiving queries/requests for clarifications</td>
<td>To be decided</td>
</tr>
<tr>
<td>3</td>
<td>Pre-bid conference</td>
<td>To be decided</td>
</tr>
<tr>
<td>4</td>
<td>Final date for submission of bids</td>
<td>To be decided</td>
</tr>
<tr>
<td>5</td>
<td>Award of contract</td>
<td>To be decided</td>
</tr>
</tbody>
</table>

7. Deliverables and 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.
Following the award of contract, the timelines expected are as follows:

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Activity</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Award of contract</td>
<td>T</td>
</tr>
<tr>
<td>2</td>
<td>Inception Report</td>
<td>T+5 days</td>
</tr>
<tr>
<td>3</td>
<td>Finalization of Inception report based on comments by Ministry / Department</td>
<td>T+8 days</td>
</tr>
<tr>
<td>4</td>
<td>Mid-term Report</td>
<td>T+30 days</td>
</tr>
<tr>
<td>5</td>
<td>Sign-off on the mid-term report based on comments by Ministry / Department</td>
<td>T+32 days</td>
</tr>
<tr>
<td>6</td>
<td>Draft Report</td>
<td>T+35 days</td>
</tr>
<tr>
<td>7</td>
<td>Comments on Draft Report by Ministry / Department</td>
<td>T+40 days</td>
</tr>
<tr>
<td>8</td>
<td>Sign-off on the Final Evaluation Report</td>
<td>T+45 days</td>
</tr>
</tbody>
</table>

* 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 below:

<table>
<thead>
<tr>
<th>Key Date No.</th>
<th>Description of Deliverables</th>
<th>Week No.</th>
<th>Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>KD1</td>
<td>Inception Report approved by the Authority</td>
<td>T+5 days</td>
<td>20%</td>
</tr>
<tr>
<td>KD2</td>
<td>Mid Term Report approved by the Authority</td>
<td>T+30 days</td>
<td>30%</td>
</tr>
<tr>
<td>KD3</td>
<td>Draft Evaluation Report</td>
<td>T+35 days</td>
<td>30%</td>
</tr>
</tbody>
</table>
Final Evaluation Report approved by the Authority | T+45 days | 20%  
---|---|---
**Total** | | **100%**

\(^5\) Excludes the time taken by the Authority in providing its comments on the Draft Final Report. The Consultant shall get one week for submission of the Final Evaluation Report after comments of the Authority are provided.

9. **Indicative Report Structure**

The final evaluation report should cover the following aspects:

1) Preface

2) Executive Summary

3) 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
   c) Issues & Challenges - What, How & Why?
   d) Vision/Way forward
   e) Nature of evaluation studies and their key findings - Gaps therein

4) Study Objectives

5) 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

6) Observations & Recommendations
   a) Scheme performance - Outputs & Outcomes
   b) Contrast actual performance of the scheme with intended performance
   c) Key issues/challenges & their root causes

\(^1\) 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.
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

7) Conclusions
   a) Issues & challenges
   b) Scheme Way Forward

8) References

9) Appendices
   Appendix 1 - Details of Key Informant Interviews and Household Survey
      a) Appendix 1a - list of stakeholders interviewed
      b) Appendix 1b - Geography-wise sample Size covered
   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

10. Support from Ministry / Department
    A detailed list of scheme-specific information required for better contextual understanding of the bidder.

11. Reporting
    a. The evaluator will work closely with the Ministry/PMU.
    b. The evaluator 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 evaluator will make a presentation on the Inception Report for discussion with the Ministry at a meeting. This will be a working document. The evaluator 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 Project Director is required in addition to all key
communications. This may take the form of telephone/teleconferencing, emails,
faxes, and occasional meetings.

Appendix 1

List of key documents to be referred

1. Scheme Guidelines

(https://www.who.int/reproductivehealth/publications/family_planning/best-practices-fp-programs/en/)
NATIONAL MINORITIES DEVELOPMENT & FINANCE CORPORATION (NMDFC)

Template for Evaluation of Central Sector Scheme: [Scheme Name]

1. **Executive Summary**- National Minorities Development and Finance Corporation (NMDFC) is a Government of India Undertaking under Ministry of Ministry of Minority Affairs, Govt. of India, incorporated on 30th September, 1994 as a company Not for Profit, under Section 25 of the Companies Act, 1956, now under Section 8 of the Companies Act, 2013. The prime mandate of NMDFC is to provide concessional finance to the “Backward Sections” amongst Notified Minorities for self-employment income generation activities having the family Annual Household Income of Rs. 98,000/- in Rural areas and Rs. 1,20,000/- in Urban areas under Credit line 1 and the family Annual Household Income of Rs. 6 Lacs under Credit Line 2. As per the National commission for Minorities Act, 1992, the notified Minorities are Muslims, Christians, Sikhs, Buddhists, Jains & Parsis. Women & Artisans are given preference.

The Authorized Share Capital of NMDFC as on 31.03.2019 is Rs. 3000.00 Crores which is to be contributed by various agencies in the following manner:

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Source</th>
<th>Amount (Rs. in Crores)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Govt. of India</td>
<td>Rs. 2190.00 Crores (73%)</td>
</tr>
<tr>
<td>2</td>
<td>State Government / UTs</td>
<td>Rs. 780.00 Crores (26%)</td>
</tr>
<tr>
<td>3</td>
<td>Organizations &amp; Individuals interested in the Welfare of Minorities</td>
<td>Rs. 30.00 Crores (1%)</td>
</tr>
</tbody>
</table>

The Share Capital Contribution from the above three categories is Rs. 2076.01 Crores of which Rs. 1700.00 Crores has been contributed by the Government of India and Rs. 376.00 Crores by various State Governments as well as Union Territory administration. Only an amount of Rs. 55,000/- has been contributed by the Organization & Individuals having interest in Minorities.

NMDFC is managed by a Board of Directors with representation from Central Government, State Channelizing Agencies, Financial Institutions and non-official members.

Since inception, NMDFC has been functioning with the following objectives:

i. To finance income generating schemes of eligible Minority Community persons through State Channelizing Agencies (SCAs) nominated by the State Governments/UT Administration and other Channelizing Agencies (SCAs).

ii. To provide Educational Loans to target group through SCAs for pursuing full-time professional/technical education through recognized institutions.

iii. To provide loans to target group through SCAs and for pursuing employment linked Vocational Education & skill Training Courses.

iv. To provide grants for Skill Development Training Programmes of the target group.

v. To organize/participate in the Exhibitions cum Fairs for marketing of the products of beneficiaries.
NMDFC has been functioning through its State/UT Channelizing Agencies nominated by the respective State Governments / Union Territory Administrations which provide Guarantee as security for the NMDFC loans disbursed to the SCAs. The loans of the corporation to the prospective beneficiaries are routed through Channel partners.

As on 30.09.2019, NMDFC has disbursed Rs.5435.87 crores for 1605078 numbers of beneficiaries belonging to Minority Community under its various Schemes.

2. **Overview of the Scheme**: NMDFC is implementing the following schemes through its State Channelizing Agencies:

   i) Term Loan Scheme  
   ii) Education Loan Scheme  
   iii) Micro Financing Scheme  
   iv) Virasat Scheme  
   v) Mahila samridhi Yojana  
   vi) Kaushal se Kushalta Scheme  
   vii) Marketing Assistance Scheme

2.1 **Background of the Scheme:**

   a) Brief write up on the scheme including Objectives, Implementation Mechanism, Scheme architecture/design-

1. **Term Loan**: This scheme is for individual beneficiaries and is implemented through the SCAs. Under the Term Loan Scheme, projects costing up to Rs. 20.00 Lakhs are considered for financing under Credit Line 1. NMDFC provides loan to the extent of 90% of the project cost subject to a maximum of Rs. 18.00 lacs. The remaining cost of project is met by the SCA and the beneficiary. However the beneficiary has to contribute minimum of 5% of the project cost. The rate of interest charged from the beneficiary is 6% p.a. on reducing balance method.

2. **Education Loan**: This scheme is also for the individual beneficiaries and is implemented through the SCAs. The NMDFC extends educational loans with an objective to facilitate job oriented education for the eligible persons belonging to Minorities. Under this scheme, loan of up to Rs. 20.00 Lakhs is available at the rate Rs. 4.00 lakhs p.a. for ‘technical and professional courses‘ of durations not exceeding five years. Further, for courses abroad, maximum amount of Rs.30.00 lakhs is available @ Rs.6.00 lakhs per annum for a course duration of maximum 5 years. Funds for this purpose are made available to the SCAs at an interest rate of 1 % p.a. for on-lending to the beneficiaries at 3% interest p.a. The loan is payable in maximum five years after completion of the course.

3. **Micro Financing Scheme**: Under the Micro Financing Scheme, micro-credit is extended to the members of the Self Help Groups (SHGs), specially the women belonging to Minority Communities scattered in remote villages and urban slums, who are not able to take advantage of the formal banking credit. NMDFC is implementing the scheme on the pattern of Grameen Bank of Bangladesh and Rashtriya Mahila Kosh (RMK). The scheme ‘requires that the beneficiaries are organized into Self Help Groups (SHGs) and get into habit of thrift & credit, however small.

   The scheme envisages micro-credit to the poorest among the poor through NGOs of proven track-record and their network of Self Help Groups (SHGs). It is an informal loan scheme which ensures quick delivery of loan at the door steps of the beneficiaries. Under this scheme, small loans up to a maximum of Rs. 1.00 lacs per member of SHG are provided through the NGOs / SHGs. The scheme is implemented
through the SCAs as well as the NGOs. Funds are given to the NGOs /SCAs at an interest rate of 1%, which further on-lend to the SHGs, at an interest rate not more than 7% p.a. The repayment period under the scheme is maximum of 36 months.

4. **Virasat Scheme** - This scheme as a component of term loan aims to meet credit requirements of the Artisans, both in terms of Working capital & fixed capital for purchase of equipment/tools/machineries. Maximum loan of upto Rs. 10.00 Lacs can be availed under the scheme at simple interest of 5% p.a. for Male Artisans and 1% concession for Female Artisans at simple interest 4% p.a.

5. **Mahila samridhi Yojana** - It is a unique scheme linking micro-credit with the training to the women members to be formed in to SHGs, in the trades such as tailoring, cutting and embroidery, etc. It is being implemented by NMDFC, through the State Channelising Agencies of NMDFC as well as NGOs. Under the Mahila Samridhi Yojana, training is given to a group of around 20 women in any suitable women friendly craft activity. The group is formed into Self Help Group during the training itself and after the training, micro-credit is provided to the members of the SHG so formed. The maximum duration of the training is of six months with maximum training expenses of Rs. 1,500 p.m. per trainee. During the training a stipend of Rs. 1,000 p.m. is also paid to the trainees. The training cost and stipend is met by NMDFC as grant. After the training, need based micro credit subject to a maximum of Rs. 1.00 lac is made available to each member of SHG, so formed at an interest rate of 7% p.a.

6. **Kaushal se Kushalta Scheme** - The Kaushal Se Kushalta Scheme of NMDFC aims at imparting skills to the targeted individual beneficiaries leading to self/wage employment. The scheme is implemented through the State Channelising Agencies, which organize need based skill development training in their States with the help of agencies empanelled by NSDC/ related Sector Skill Council/ State Skill Mission/ Directorate of Technical Education. Preferably be accredited through NSDC SMART portal.

7. **Marketing Assistance Scheme** - The Marketing Assistance Scheme is meant for individual crafts-persons, beneficiaries of NMDFC as well as SHG members and is implemented through SCAs with a view to support the crafts-persons to promote marketing & sale of their products at remunerative prices. NMDFC assists the SCAs in organizing State/District level exhibitions at selected locations. In these exhibitions, handloom/handicraft products of Minority crafts-persons are exhibited and sold. Such exhibitions also serve the purpose of organizing “buyer seller meet”, which is considered very useful for product development and market promotion, for domestic market as well as for exports. NMDFC provide grants for organizing exhibitions, as per the specific guidelines of the scheme, after due appraisal of the proposals.

b) **Name of Sub-schemes/components** - Not Applicable.

c) **Year of commencement of Schemes** -

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Name of Scheme</th>
<th>Year of commencement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Term Loan Scheme</td>
<td>1994</td>
</tr>
<tr>
<td>2.</td>
<td>Education Loan Scheme</td>
<td>2002</td>
</tr>
<tr>
<td>4.</td>
<td>Virasat Scheme</td>
<td>2018</td>
</tr>
</tbody>
</table>
5. Mahila samridhi Yojana 2002
6. Kaushal se Kushalta Scheme 2018
7. Marketing Assistance Scheme 2007-08

d) Present status with coverage of scheme (operational/non-operational)- NMDFC is implementing the schemes through its State Channelizing Agencies in all over India. The operational and non operational SCAs of the NMDFC at present is given as per annexure A enclosed with this.

e) Sustainable Development Goals (SDG) Served- NMDFC has assisted 1607879 beneficiaries till date.

f) National Development Plans (NDP) Served-

2.2 Budgetary allocation and expenditure pattern of the scheme

(Rs. in Cr.)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>BE</td>
<td>RE</td>
<td>Actual</td>
<td>BE</td>
<td>RE</td>
</tr>
<tr>
<td>Term Loan &amp; Microfinance</td>
<td>30</td>
<td>431.20</td>
<td>120</td>
<td>473.29</td>
<td>140</td>
</tr>
</tbody>
</table>

2.3 Summary of past evaluation since inception of scheme

<table>
<thead>
<tr>
<th>SR. NO.</th>
<th>YEAR of Evaluation</th>
<th>AGENCY hired for</th>
<th>Recommendations made and accepted</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2013-14</td>
<td>Centre for Market Research &amp; Social Development, New Delhi.</td>
<td>Enclosed as per Annexure-A</td>
</tr>
<tr>
<td>2</td>
<td>2014-15</td>
<td>Centre for Market Research &amp; Social Development, New Delhi.</td>
<td>Enclosed as per Annexure-B</td>
</tr>
<tr>
<td>3</td>
<td>2015-16</td>
<td>APITCO Limited, 8th Floor, Parishrama Bhawan, Basheerbagh, Hyderabad-500002</td>
<td>Enclosed as per Annexure-C</td>
</tr>
<tr>
<td>4</td>
<td>2017-18</td>
<td>Development &amp; Research Services Pvt. Ltd., New Delhi</td>
<td>Enclosed as per Annexure-D</td>
</tr>
</tbody>
</table>

Most of the recommendations have been accepted by the NMDFC.

3. METHODOLOGY:

1. Primary data collection through field survey from 10 to 12% SCAs from 6 geographical regions through stratified random sampling method.
2. Primary data collection through structured survey of 1 to 2% of the beneficiaries through stratified random sampling method.

4. **Objective of the Study:**

1. To Study the Impact of NMDFC schemes (Term Loan, Education Loan, Micro Financing, Vocational Training & Marketing Assistance) and indicating increase in income, savings, standard of education and social status.

2. Recovery mechanism adopted by the SCA is to be evaluated and suggest measures, systems & procedures for improving existing recovery system, with a view to boost grass root level recoveries.

3. Current procedure adopted by the SCA for Publicity & Advertisement of schemes of NMDFC schemes & integrate it with loaning process, so as to bring the schemes of NMDFC, nearer to the targeted Minority communities.

4. To study existing level of computerization of activities in the SCA & suggest further scope of computerization through process re-engineering by integrating all the activities of the SCA, starting with loan application, loan sanction/disbursement, its recovery & accounting, with a view to make loaning faster, credible & transparent.

5. To review the eligibility criteria including income criteria, desirability or otherwise of Minority Community and suggest the changes, if required.

6. To review the relevance of the prevailing schemes being implemented for the socio-economic development of the target group and suggest the areas of the possible expansion/deletion/modification of schemes.

7. To review the present procedure for sanction and disbursement of loan to the target group i.e. Channel Finance System and suggest possible interventions for improvement.

8. To review the compliance of Government directives and DPE Guidelines issued from time to time on effective fund utilization.

9. To review the existing organizational structure, management system and staffing pattern and identify the main constraints affecting the system, if any, and suggest measures for improving the efficiency in delivery of services to the Channel Partners.

10. To assess the organizational ‘efficiency’ by reviewing the achievements of the targets given vis-à-vis resources available for the socio-economic development of target group.

11. To examine as to how ‘economically’ NMDFC is carrying out its tasks and implementing / getting implemented various schemes/programmes/projects for the socio-economic empowerment of the target group by adhering to financial rules and regulations and by ensuring economy in their implementation.

12. To examine the relationship between NMDFC and its Channelizing Agencies and suggest alternative mechanism for better coordination, implementation of scheme, repayment of loan etc. in a time bound manner.

13. To find out the causes of regional imbalance in coverage of target group and suggest measures to eliminate the same.

14. To review the non-credit based scheme and suggest measures and modifications, if any for better employability of the target group.
15. To find out the issues and concerns of Minority Community in concentrated aspirational districts and suggest remedial measures for socio-economic development of the target group living in these districts.

16. To review the existing marketing assistance under Hunar Haat programme being provided to the target group and suggest possible measures for better earning.

17. To identify the gaps in the schemes outcomes in light of national priorities/SDGs not being addressed due to (a) absence of interventions or (b) non-performance of existing schemes/interventions.

18. To conduct the study on cross sectional thematic assessment.

19. Adequacy of the current structure and architecture of the organization in terms of its size, reach and mode of working through SCAs and suggestions or improvement.

20. whether the NMDFC has met the objectives of its creation.

21. whether there is need for continued government funding to the organization.

22. Adequacy of the current schemes operated by NMDFC to meet the demands/needs of the target population and suggestions for improvement.

23. How does NMDFC meet SDG and NDP goals.

4.1 Performance of the scheme based on the Output / Outcome indicators- Not applicable

4.2 Additional Parameters:

a) Coverage of beneficiaries- Not applicable

<table>
<thead>
<tr>
<th>State</th>
<th>District</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Urban</td>
</tr>
<tr>
<td></td>
<td>Male</td>
</tr>
<tr>
<td>SC/ST</td>
<td>SC/ST</td>
</tr>
</tbody>
</table>

b) Implementation mechanism-

c) Training/Capacity building of administrators/facilitators

d) IEC activities

e) Asset/Service creation & its maintenance plan

f) Benefits (Individual, community)

g) Convergence with scheme of own Ministry / Department or of other Ministry / Department

4.3 Gaps in achievement of outcomes: Imbalance in coverage of scheme, inability to disburse fund in all states/UTs of the country.

4.4. Key bottlenecks & Challenges- Weak infrastructure of SCAs & their field set-up.

4.5 Inputs used efficiency: The SCAs are mainly depends on the interest subsidy of the NMDFC’s schemes for their administrative and other expenses. The SCAs are expected to explore the other source of funding to strengthen their infrastructure including man power so that the schemes of NMDFC could be implemented in more effective way.
5. OBSERVATIONS AND RECOMMENDATIONS- Not applicable
6. CONCLUSION- Not applicable
TERMS OF REFERENCE FOR IMPACT AND EVALUATION OF JIYO PARSI SCHEME-FOR CONTAINING POPULATION DECLINE OF PARSIS IN INDIA’

1. EXECUTIVE SUMMARY

The population of Parsis in India has declined from 1,14,000 in 1941 to 57264 in 2011 as per Census population data. Accordingly, a new Scheme for containing the population decline of the Parsi Community in India “Jiyo Parsi” was launched by the Ministry of Minority Affairs in 2013-14.

1.1 Ministry of Minority Affairs is implementing a central Sector Scheme ‘Jiyo Parsi- Scheme for containing population decline of Parsis in India’. The Scheme was revised in 2017-18. Initially the main thrust under the Jiyo Parsi scheme had been to offer financial support for various types of ART (Artificial Reproductive Technology). Advocacy was basically aimed at explaining the advantages of ART and reaching out to couples for it. This proved to be very successful and provided not only financial but also a large amount of emotional support to Parsi couples who would have otherwise not had the courage or the financial resources to go forward with the difficult and emotionally draining treatment and produce the babies. However, it was realized that Jiyo Parsi has to go beyond being perceived as a scheme, which supports fertility treatment, and become a holistic movement to solve the communities increasingly threatening demographic challenge. The revised scheme had three components instead of two and was brought out by MOMA w.e.f from 29th September 2017.

1.2 In the scheme as revised in September 2017 there are three major components, Medical Support for infertility treatment and Advocacy and Outreach Programmes and a new component Health of the Community. The Health of the Community component has been added to ensure that Jiyo Parsi becomes a movement that addresses multiple socio-cultural concerns of the Parsi community in order to arrest population decline.

2.0 OVERVIEW OF THE SCHEME

2.1 The ‘Jiya Parsi Scheme was launched in September 2013 by this Ministry

2.2 The objective of the scheme is to reverse the declining trend of Parsi population by adopting a scientific protocol and structured interventions, stabilize their population and increase the population of Parsis in India. Scheme is meant for the notified minority community i.e. Parsi/Zoroastrian only.
The aim of Jiyo Parsi scheme has been expanded from being an infertility treatment project to a project that addresses concerns of Attitudinal change regarding the Health of the community. The new component Health of the Community (HOC) has been added as a pilot scheme (an initial attempt) to try to address this problem.

The Implementation Mechanism is through the three sub-components of the scheme as explained below:

1.  
2.  
3.  

2.3) Name of Sub-schemes/components

To arrest population decline, there will be a requirement of multi-pronged approach. Thus, the Scheme at present has three components:

(i) Medical Assistance: Infertility is a complex clinical socio-psychological issue. Infertility is the inability to conceive and is not necessarily a disease. With advances in medical science, much of modern day infertility is treatable. For most couples, it may be the right medical and psychological guidance, counseling and the best medical expertise at the right age may be of great assistance. The interventions under the scheme are taken up under strict medical protocols maintaining full confidentiality.

Assisted Reproductive Technologies (ART) include In-Vitro Fertilization (IVF) and Intra Cytoplasmic Sperm Injection (ICSI) and other modes of medical assistance as required. To deal with fertility issues, financial assistance would be provided for investigation and detection of infertility, counseling and fertility treatment to married couples after their fertility problem is medically detected.

(ii) Advocacy: Includes Workshops on relationship management, parenting, drug awareness, self-image etc; Counseling for couples with infertility, marriage, family and elderly counseling; help desks and medical camps all over India, development of website to capture population and other details of Parsi community and outreach programme etc. The Information, Education and Communication (IEC) or Outreach Programme includes seminars, medical camps, publicity,
brochures, articles in ethnic journals of the Parsi community, advocacy, films, social media, matrimonial meets and matrimonial websites etc.

(iii) **Health of the Community (HOC):** At present this covers crèche/ childcare support, senior citizen honorarium for childcare, assistance to elderly. The crèche/ childcare support will be provided only upto the age of 8. Senior citizen honorarium for childcare would be Rs. 3,000/- per child per month upto the age of 10 years of the child. Assistance to elderly would be Rs. 4,000/- per month per person after an age of 60 years. The fee for crèche would be maximum Rs. 4,000/- or actual whichever is lesser, per child.

### 2.4 Budgetary allocation and expenditure pattern of the scheme

<table>
<thead>
<tr>
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<th></th>
<th></th>
<th></th>
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<tbody>
<tr>
<td></td>
<td>RE</td>
<td>Actual</td>
<td>BE</td>
<td>Actual</td>
<td>BE</td>
<td>Actual</td>
</tr>
<tr>
<td>Scheme for containing population decline of Parsis in India 2.0 0.6 0.41 2.00 0.50 0.50 2.00 1.25 1.18 2.00 1.55 1.54 2.00 3.00 3.00 4.00 4.00 4.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 2.5 Summary of past evaluation since inception of scheme

<table>
<thead>
<tr>
<th>Year of Evaluation</th>
<th>Agency hired for Evaluation</th>
<th>Recommendations made and accepted</th>
<th>Recommendations made but not Accepted</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>IIPS Mumbai</td>
<td>Scheme was already revised before final submission of final report.</td>
<td></td>
</tr>
</tbody>
</table>

### 3. METHODOLOGY

#### 3.1 Approach (Methodology adopted), Division of country into 6 Geographical
Regions / Zones (North, South, East, West, North East and Central) as classified by NSSO.

The scheme is meant for the notified minority community i.e. Parsi Zoroastrian. The population is concentrated mainly in Maharashtra and Gujarat and therefore the work carried out under the scheme has been substantially in this area. As per the census data of 2011 the states and Union Territory population is as below:

<table>
<thead>
<tr>
<th>S. NO</th>
<th>STATE</th>
<th>Males</th>
<th>Females</th>
<th>TOTAL PERSONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>INDIA</td>
<td>28115</td>
<td>29149</td>
<td>57264</td>
</tr>
<tr>
<td>2</td>
<td>JAMMU &amp; KASHMIR</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>HIMACHAL PRADESH</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>4</td>
<td>PUNJAB</td>
<td>7</td>
<td>2</td>
<td>9</td>
</tr>
<tr>
<td>5</td>
<td>CHANDIGARH</td>
<td>0</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>6</td>
<td>UTTARAKHAND</td>
<td>2</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>7</td>
<td>HARYANA</td>
<td>41</td>
<td>42</td>
<td>83</td>
</tr>
<tr>
<td>8</td>
<td>NCT OF DELHI</td>
<td>102</td>
<td>119</td>
<td>221</td>
</tr>
<tr>
<td>9</td>
<td>RAJASTHAN</td>
<td>46</td>
<td>39</td>
<td>85</td>
</tr>
<tr>
<td>10</td>
<td>UTTAR PRADESH</td>
<td>48</td>
<td>56</td>
<td>104</td>
</tr>
<tr>
<td>11</td>
<td>BIHAR</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>12</td>
<td>MIZORAM</td>
<td>4</td>
<td>7</td>
<td>11</td>
</tr>
<tr>
<td>13</td>
<td>MEGHALAYA</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>14</td>
<td>ASSAM</td>
<td>6</td>
<td>10</td>
<td>16</td>
</tr>
<tr>
<td>15</td>
<td>WEST BENGAL</td>
<td>141</td>
<td>150</td>
<td>291</td>
</tr>
<tr>
<td>16</td>
<td>JHARKHAND</td>
<td>97</td>
<td>91</td>
<td>188</td>
</tr>
<tr>
<td>17</td>
<td>ODISHA</td>
<td>3</td>
<td>8</td>
<td>11</td>
</tr>
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<td>2</td>
<td>3</td>
</tr>
<tr>
<td>19</td>
<td>MADHYA PRADESH</td>
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<td>263</td>
</tr>
<tr>
<td>20</td>
<td>GUJARAT</td>
<td>4902</td>
<td>4825</td>
<td>9727</td>
</tr>
<tr>
<td>21</td>
<td>DAMAN &amp; DIU</td>
<td>35</td>
<td>32</td>
<td>67</td>
</tr>
<tr>
<td>22</td>
<td>DADRA &amp; NAGAR HAV</td>
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<tr>
<td>24</td>
<td>ANDHRA PRADESH</td>
<td>280</td>
<td>329</td>
<td>609</td>
</tr>
</tbody>
</table>
As can be seen from census data of 2011 above the majority of the Parsi Zoroastrian population is in Maharashtra and Gujarat. However the Jiyo Parsi scheme besides working extensively in these areas has also reached out to likely beneficiaries at other places in the country.

The direct beneficiaries i.e. families which receive financial support from the Jiyo Parsi scheme fall into three categories- Medical support, support to couples for elderly dependants and support to couples for Crech/Childcare support. The exact upto date details and number for beneficiaries supported at each place can be worked out and provided to the vendor who evaluates the scheme as required.

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

- National and International development goals and scheme documents, sustainable development framework document prepared by Niti Aayog;

- Financial data on allocation and expenditures of the scheme;

- Annual reports of the ministry for output and outcome assessment;

- Documents furnished by Implementing agencies;
Discussion with key informant, namely Ministry officials responsible for implementation of the scheme, implementing agency and its co-ordinators, counselors, administrators, Research staff etc and data collection through Interviews and field visits.

The evaluation study will provide insights into reasons for the success and failure of scheme design, institutional arrangements, etc. The study will also provide strategic insights into:

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

3.2 Sample size and sample selection process, tools used: field study/questionnaire, primary and secondary data.

Sample Size: Could be approximately fifty applicants and treating doctors from Medical Component and 50 applicants from Health of the Community and advocacy component

Sample selection process:

- Urban cities and towns from Maharashtra and Gujarat as majority population resides in these two states
• Age groups - 25 yrs to 35 yrs one group and 35 yrs to 45 yrs second group
• Income criteria – Below Rs 15 lacs, Between Rs 15 lacs to 25 lacs and above Rs 25 lacs

**Tools Used: Questionnaire/Interviews**

The sample survey could include the vendor carrying out the sample survey by gathering data through questionnaires. The questionnaire could include questions relating to:

- age
- income bracket
- geographical location (rural/urban)
- age at which marriage took place
- Number of siblings
- issues related to fertility
- health issues
- impact of advocacy
- impact of counseling
- their view on the changes required in the scheme
- impact of financial support provided by the scheme
- suggestions for improvement in population figures
- socio economic factors related to low birthrate

**4. OBJECTIVE OF THE STUDY**

**4.1.1 Objective of the Evaluation Study:** Evaluation Study of the scheme should cover the following:

- Whether the scheme in its form has been successful in achieving the intended outcome. If so, to what extent?
- The study should assess the coverage in terms of eligible beneficiaries, geographies, etc.
- Whether the Scheme can be made more effective by changing the design/architecture of the Scheme.
If the present architecture is effective, the study should critically examine the following aspects of the Scheme and suggest improvements, wherever warranted, to make the scheme more efficient.

- Assess whether the procedure outlined in the scheme guidelines need modification.
- Whether amount, periodicity, time-schedule of fund release envisaged in the scheme are effective and efficient.
- Study should identify the key bottlenecks in the scheme and its implementation mechanism.
  - The study should 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.

### 4.2 Additional parameters

#### 4.2 a) Coverage of beneficiaries

<table>
<thead>
<tr>
<th>State</th>
<th>District</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban</td>
<td>Rural</td>
</tr>
<tr>
<td>SC/ST</td>
<td>SC/ST</td>
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<tr>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>SC/ST</td>
<td>SC/ST</td>
</tr>
</tbody>
</table>

As can be seen from the census data of 2011 shown at section 3.1 the majority of the Parsi Zoroastrian population is in Maharashtra and Gujarat. However the Jiyo Parsi scheme besides working extensively in these areas has also reached out to likely beneficiaries at other places in the country also.

The direct beneficiaries i.e. families which receive financial support from the Jiyo Parsi scheme fall into three categories- Medical support, support to couples for elderly dependants and support to couples for Crech/Childcare support.

Financial support has been given to beneficiaries residing in Mumbai, Thane, Nagpur, Nashik, Palghar, Pune, Vasai in Maharashtra as well as Ahmedabad, Dangs, Navsari, Surat, Vadodadra, Valsad, Vapi, Vyara, Bharuch, Bilimora, Sanjan, Udwada and Vansda in Gujarat. Certain
beneficiaries in other parts of the country including Bangalore and Belgaum in Karnataka; Gurgaon in Haryana; Hyderabad and Secunderabad in Andhra Pradesh; Indore in Madhya Pradesh as well as Jamshedpur in Jharkhand have also received financial support.

4.2 b) Implementation mechanism

The Jiyo Parsi Scheme was launched in 2013-14 and continued in the remaining period of the 14th Financial Commission, i.e., next three years (2017-18, 2018-19, 2019-20) with total budgetary provision of Rs. 12 crore.

The Scheme is being implemented through Parzor Foundation in consultation with Bombay Parsi Panchayat and local Anjumans. Details are available in the Scheme guidelines.

5.0 Time Schedule

Following timelines should be strictly adhered:

<table>
<thead>
<tr>
<th>S. No</th>
<th>Activity</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Award of contract</td>
<td>T</td>
</tr>
<tr>
<td>2</td>
<td>Inception Report</td>
<td>T+7 days</td>
</tr>
<tr>
<td>3</td>
<td>Finalization of Inception report based on comments by Ministry / Department</td>
<td>T+10 days</td>
</tr>
<tr>
<td>4</td>
<td>Mid-term Report</td>
<td>T+22</td>
</tr>
<tr>
<td>5</td>
<td>Sign-off on the mid-term report based on comments by Ministry / Department</td>
<td>T+29 days</td>
</tr>
<tr>
<td>6</td>
<td>Draft Report</td>
<td>T+36 days</td>
</tr>
<tr>
<td>7</td>
<td>Comments on Draft Report by Ministry / Department</td>
<td>T+40 days</td>
</tr>
<tr>
<td>8</td>
<td>Sign-off on the Final Evaluation Report</td>
<td>T+45 days</td>
</tr>
</tbody>
</table>
6.0 Evaluation Report will be submitted by the evaluator in the format prescribed by NITI Aayog. Minor modifications in the ToR can be done by the Ministry at the time of actual evaluation of the schemes.