

File No. 11018/01/2023-NLM (E-386235)
Government of India
Ministry of Rural Development
Department of Rural Development
National Level Monitoring Division

Room No. 24, Core 5B,
2nd Floor, India Habitat Center,
Lodhi Road, New Delhi.
Date: 20.12.2024

OFFICE MEMORANDUM


Subject: Empanelment of National Level Monitors (NLMs)

With reference to the Tender Q-11018/01/2023-NLM floated on CPP Portal on 14.06.2024 for Empanelment of Institutions and Individuals for National Level Monitoring of Rural Development Programmes, the undersigned is directed to convey the region-wise lists (Annexure-I) of Institutions/Individuals empanelled as National Level Monitors (NLMs) to monitor and assess the programmes/schemes of the Ministry of Rural Development (MoRD).

2. This panel of NLMs (as in Annexure I) shall remain valid for a period of three years with effect from 01.01.2025 or until further orders whichever is earlier.
3. The selected applicants are required to submit a Performance Security in the form of Bank Guarantee in the following amounts:
 - ₹50,000/- for Institutes
 - ₹10,000/- for Individuals
4. The guarantee must be issued by a commercial bank in favor of the **“Pay and Accounts Officer”, Department of Rural Development, New Delhi**. The Bank Guarantee must be submitted (in original) at the office located at **Room No. 24, 2nd Floor, Core-5B, India Habitat Centre, Lodhi Road, New Delhi-110003**. The Bank Guarantee should remain valid for the entire period of empanelment and must be extended correspondingly in the case of any tenure extension.
5. It is requested that Performance Security may be submitted by 05.01.2025.
6. The engagement of selected NLMs shall be governed by ‘Terms of Reference (ToR) for the empanelment of NLMs’ enclosed for your reference.

Enclosures:

1. Annexure-I: Region-Wise List of Selected Applicants
2. Annexure-II: Term of References


20/12/2024

(Sumita Budhiraja)

Under Secretary to the Government of India

Copy to:

1. Secretary (RD),
2. Additional Secretary (RD),
3. ADG (Stats.)
4. IIPA, Support Agency of NLM
5. All the empanelled NLMs, as in Annex I
6. PAO/Cash Section
7. NIC with a request to upload in the website
8. Guard File

Institutional NLMs selected for Northern Region

S No	Tender ID	Applicants for Northern Region
1	3047938	Academy of Management Studies
2	3047966	BDO India
3	3047557	Spectrum Planning (India) Limited
4	3043911	Centre for Market Research & Social Development Pvt. Ltd.
5	3046721	Progressive Research Organization for Welfare
6	3048002	AFC India Ltd
7	3047552	Choice Consultancy Services Pvt. Ltd.
8	3047287	Arpan Seva Sansthan
9	3045610	Fuzone E Systems Pvt. Ltd
10	3045899	Institute for Human Development
11	3045556	Centre for Resarch in Rural and Industrial Development
12	3047707	Bureau of Research on Industry and Economic Fundamental Pvt. Ltd. (BRIEF)
13	3048265	Adarsh Saraswati Mahila Shiksha evam Gramin Vikas Samiti
14	3047882	NABARD Consultancy Services and Pvt. Ltd.
15	3048116	Development Oriented Operations Research & Surveys
16	3043512	GB Pant Social Science Institute
17	3046123	Social Network India
18	3047530	Student Relief Society
19	3044983	Society for Advancement of Village Economy
20	3047087	Bharti Vikas Sansthan
21	3047767	Operation Research Group Pvt. Ltd.
22	3043800	TRIOs Development Support (P) Ltd.
23	3047388	Centre for Advance Research and Development
24	3048219	Indian Society For Applied Research & Development
25	3047644	Natural Resource Management & Common Wealth
26	3045997	Society for Indian Institute of Rural Management (IIRM)
27	3047911	Indian Agribusiness Systems Ltd
28	3047547	Centre for Logical Research and Development Studies
29	3047637	Shri Vidyanath Vidyalaya Samiti
30	3046619	JS Infrastructure Consultants Pvt. Ltd.



Institutional NLMs selected for Western Region

S No	Tender ID	Applicants for Western Region
1	3047938	Academy of Management Studies
2	3047966	BDO India
3	3047557	Spectrum Planning (India) Limited
4	3048002	AFC India Ltd
5	3047552	Choice Consultancy Services Pvt. Ltd.
6	3048288	Harshal Gramin Vikas Bahu Sanstha
7	3049022	M.P. Institute of Social Science Researh
8	3045460	Action for Agricultural Renewal in Maharashtra
9	3048265	Adarsh Saraswati Mahila Shiksha evam Gramin Vikas Samiti
10	3047882	NABARD Consultancy Services and Pvt. Ltd.
11	3048116	Development Oriented Operations Research & Surveys
12	3047530	Student Relief Society
13	3047572	Manvel Bardeskar Education Society
14	3043609	Social Action for Rural Development
15	3047388	Centre for Advance Research and Development
16	3047644	Natural Resource Management & Common Wealth
17	3046206	Society for Education in Value & Action



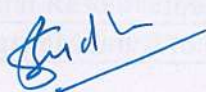
Institutional NLMs selected for Southern Region

S No	Tender ID	Applicants for Southern Region
1	3047938	Academy of Management Studies
2	3047966	BDO India
3	3047557	Spectrum Planning (India) Limited
4	3043003	Gayatri Rural Educational Society (GRES-INDIA)
5	3043911	Centre for Market Research & Social Development Pvt. Ltd.
6	3046142	Centre for Symbiosis of Technology, Environment & Management
7	3048002	AFC India Ltd
8	3047552	Choice Consultancy Services Pvt. Ltd.
9	3048265	Adarsh Saraswati Mahila Shiksha and gramin Vikas Samiti
10	3047882	NABARD Consultancy Services and Pvt. Ltd.
11	3044923	Centre for Management Development
12	3048116	Development Oriented Operations Research & Surveys
13	3041875	Rural Economic & Educational Development Society
14	3047572	Manvel Bardeskar Education Society
15	3047744	Rural Integrated and Social Education Society
16	3044075	Centre for Rural Management
17	3045997	Society for Indian Institute of Rural Management (IIRM)



Institutional NLMs selected for East & North East Region

S No	Tender ID	Applicants for East & North East Region
1	3047938	Academy of Management Studies
2	3047966	BDO India
3	3047557	Spectrum Planning (India) Limited
4	3043003	Gayatri Rural Educational Society (GRES-INDIA)
5	3043911	Centre for Market Research & Social Development Pvt. Ltd.
6	3048002	AFC India Ltd
7	3047552	Choice Consultancy Services Pvt. Ltd.
8	3048265	Adarsh Saraswati Mahila Shiksha evam Gramin Vikas Samiti
9	3047882	NABARD Consultancy Services and Pvt. Ltd.
10	3048116	Development Oriented Operations Research & Surveys
11	3047530	Student Relief Society
12	3043609	Social Action for Rural Development
13	3046646	PANKH
14	3046720	Social Development & Research Foundation
15	3047843	Excellent Civil Academy Trust



Selected Individual NLMs

S No.	Tender ID	Name of Individual	Region
1.	3044284	Sh. Raghu Kumar S	Southern
2.	3047743	Sh. Sudarshan Kumar Soni	Western

End

Section IV: Terms of Reference (TOR)

REOI document No. Q-11018/01/2023-NLM; Tender Title: Empanelment of Institutions and Individuals NLMs for Monitoring and Evaluation Services.

(Ref REOI Clause 2.3)

Terms of Reference

1. About Department of Rural Development: Department of Rural Development (DoRD) is the nodal Department for most of the development and welfare activities in the rural areas. As approximately 70% population of the country live in the rural areas, Department of Rural Development (DoRD) plays a pivotal role in the overall development strategy of the country. The vision and mission of the Department is sustainable and inclusive growth of rural India through a multi-pronged strategy for eradication of poverty by increasing livelihood opportunities, providing social safety net and developing infrastructure for growth and improvement of quality of life in rural India. This is expected to improve quality of life in rural India and to correct the developmental imbalances, aiming in the process, process, to reach out reach to most disadvantaged sections of the society.

2. Request for Expression of Interest:

DoRD requests for REOI from eligible and interested Individuals and Institutions for preparation of a panel of NLMs for the monitoring and evaluation of various rural development programmes for a period of three years, extendable further up to maximum period of two years subject to the satisfactory performance to be assessed by DoRD and mutual agreement with the shortlisted applicants.

3. Scope of Work:

Ministry of Rural Development will depute NLMs for the following three types of monitoring assignments:

- (i) **Regular Monitoring of all Rural Development Programmes:** NLMs are deputed for regular monitoring to monitor and report on various aspects of implementation of the Rural Development Schemes in all 785 districts of the country every financial year. In every allotted district, the NLMs are required to visit 8 villages spread over 3 pre-specified blocks, choosing 2/3 villages GPs in each block based on the major RD Programmes currently going on in the villages. The NLM will also interact with the beneficiaries to find out the impact of the schemes at the grass root level.
- (ii) **Special Monitoring of Individual Schemes:** NLMs are also deputed to cover a particular scheme or some specific aspects of a particular scheme only and report on the issues/processes in detail. It has been felt over the years that Regular Monitoring visits cannot provide detailed enquiry into specifics of a particular programme as the efforts and attention of NLMs are divided to cover all the programmes in a very short visit. It has been decided that three Special Monitoring

visits covering specific detailed enquiry on critically important parameters of three (3) programmes shall be taken up on a rotational basis every year. Sampling and methodology for these visits will be decided each time in consultation with the respective Programme Division.

- (iii) **Complaints/Enquiries:** In case of complaints of serious nature from people's representatives, NGOs, etc. regarding mis-utilization of funds, irregularities, etc., NLMs may be deputed to verify facts or for a preliminary enquiry with the approval of Secretary, DoRD.

4. Empanelment of the Applicants

DoRD shall empanel only those applicants who will qualify as per the evaluation criteria. The applicants will have to enter into an agreement with DoRD comprising of clauses as per parameters mentioned in this REOI. Suitable and mandatory changes will also be added in the agreement for smooth execution of the contract. Empanelment does not confer any right on the empanelled individuals/institutions to get the work from the department. The department would be free to execute its work using any other mechanism, as it deems fit.

5. Capacity Building of NLMs

The Ministry will provide proper orientation and training to make them well-versed with the Guidelines of Programmes and processes involved. For the newly empanelled NLMs, induction training will be organized in which the Joint Secretaries of the Programme Divisions of the Ministry should participate. Scheme specific modules for this purpose would be developed which would also be regularly updated. A special module on Management Information Systems of all departments concerned would also be there. Whenever a new scheme will be introduced special training would be arranged for the NLMs before taking up actual monitoring work.

- i. Regular orientation workshops would be organized at least once every year in order to ensure the regular capacity building of the NLMs field staff. The staff resources of Institutional NLMs shall be registered on NLM Online System with a view to ensure that only specifically trained field staff members visit the field to collect data on monitoring assignments.
- ii. Post-training assessment shall be done to assess the effectiveness and impact of the training. The findings of this assessment would be used to design and improve the training modules for future.

6. Quality Monitoring of NLMs

It is important that a system for taking care of the quality control processes at field level, much needed for accurate, reliable and valid results is in place. It is therefore of prime importance that a systematic quality assurance procedure is adopted to prevent

unacceptable practices and to minimize possibilities of errors in the data collection. Establishment of an efficient and effective procedure towards improvement of the quality of field work will help achieve timely collection of high quality data and the validity of the results. Such procedures of quality control can also provide for implementation with predefined operational standards regarding the methodology, processes and outcomes of the huge data collection field exercise undertaken under the NLM programme. The Quality Monitoring Mechanism shall be transparent, systematically monitored and will also be carefully reported as a part of the NLM' compiled reports. The proposed Quality Monitoring Mechanism is aimed at ensuring that:

- i. The data collection by the NLMs is relevant and meaningful for the monitoring needs of this Ministry;
- ii. The field work undertaken by NLMs follows established procedures and accepted protocols;
- iii. The data collection errors are minimized;
- iv. The NLMs not performing up to the mark are identified, eliminated (if needed) and the data collection capability is improved overtime;
- v. NLMs have capacity to identify and upload the best practices during the field visit.

In order to assess and cross verify the data collection processes adopted by the NLMs, it is proposed that a team comprising of three members, one each from Ministry of Rural Development, NIRD & PR and Support Service Applicant will visit an NLM in the field at least once in a year. The Quality Monitoring Team (QMT) will select villages located in any district where the NLM work has been carried out recently. Monitoring Division, MoRD will decide the ToR and duration of the visit of the QMT.

7. Deployment of NLMs

1. The NLMs will be deployed for regular monitoring in all 785 districts of the country every year by the NLM Division.
2. In case of Individual NLMs, only 2 districts will be allocated in a phase and Institutional NLMs will be allotted up to 6-8 districts.
3. A Team of two officers consisting of an Institutional Professional/Individual Officer and an Assistant (field Supervisor/Investigator) will carry out the monitoring and evaluation of DoRD programmes/schemes in awarded district.
4. Each team of NLM will carry out the monitoring and evaluation work at a time in adjoining two districts in a round trip.
5. NLMs will not be allotted districts in their Home State (Registered Office of the Institution or residence of the Individual) and to the extent possible -
 - (a) May be deputed to visit the districts of neighboring States, however they can be allotted any districts across the country.
 - (b) Will not be allotted districts visited by them during the previous years.

8 Methodology & Sampling - NLM Visits

The mandate of the NLMs is to collect information in structured formats for each of the programmes and also submit a detailed report covering all the aspects of monitoring of all the rural development programmes. The data so collected is entered online on a customized web based application and is collated and analyzed for preparing an All India Report.

The NLMs on Regular Monitoring Visits are required to visit 8 villages in 3 Blocks in each district. The Ministry of Rural Development selects 3 blocks from each district randomly. NLMs are provided a selected list of 16 GPs from the 3 selected blocks and they are asked to select any 8 villages at random. However, they are to select 2-3 villages per block and not more than one village from a GP. They are also asked to ensure selection of such villages where, to the extent possible, all the programs of MoRD are implemented. Care will be taken not to revisit the same villages that were covered by the NLMs in their previous visits to the district.

On Special Monitoring assignments, the sampling & methodology will be decided as per the requirements in consultation with the concerned programme division each time.

Formats for collecting information from District, Block and Village levels will be circulated and the NLMs are asked to provide the information accordingly.

9. Time Frame for NLM Visits

The NLM visits may be planned keeping in view the quantum of work and the number of days for the visit will be decided accordingly. Generally a Regular Monitoring visit to a district will be restricted to 10 days. A team of two persons (Key Professional and an Assistant field supervisor/Investigator) have to complete the task assigned within 10 days.

For the Special Monitoring Visits and Enquiries the number of days allowed will be communicated in advance based on the methodology and requirements of the assignment.

For Each assignment, a date for completing the field visits, data entry and report submission will be communicated in advance. The NLMs shall have to complete the tasks within the stipulated time and no extension will be granted except in exceptional circumstances, with the prior approval of the Ministry.

10. Reporting by NLMs

- g) A set of guidelines and instructions for field visits and reporting on findings would be provided to the NLMs at the time of deputing for an assignment. These would include details about the sample to be covered, methodology to be followed and instructions to fill the formats. The NLMs should read the instructions carefully before proceeding to the districts. NLMs should also go through the instructions and documents provided on the portals developed by Government of India.

- h) NLM teams will be required to report information collected on structured formats as well as a District wise descriptive report. Structured formats will be used for reporting on each of the programme for each sample village. (The responses on the formats should be filled only by the NLMs based on their observations and the responses received from the respondents/interviews. These formats are not to be handed over to the functionaries to fill in the responses.)
- i) NLMs shall begin their visit to the District with an Entry Meeting with the District level officials implementing the programmes therein. NLMs will explain the purpose, approach and scope of their visit to the District officials. The District officials may be apprised of the visit plan and requested to keep the required information ready at the District. On the completion of the visit, there will be an Exit Meeting to discuss with the district officials on the provisional findings, areas of good performance and areas of improvements. NLMs shall record the views/feedback of the officials on their findings and also include them in the report.
- j) NLMs are required to submit a descriptive district wise report to the Ministry, in the prescribed format. The district report should contain key issues related to the different components of the programmes such as:
 - i. Awareness and reach of the programmes & its implementation
 - ii. Community involvement in planning & implementation
 - iii. Selection processes of beneficiaries and works
 - iv. Financial management - release and flow of funds; utilization of funds
 - v. Technological issues, skill up-gradation & training
 - vi. Quality of construction, operation & maintenance of assets
 - vii. Transparency in Implementation Process
 - viii. Role & performance of Panchayati Raj Institutions, functionaries
 - ix. Coverage and reach of the programmes in respect of SC/ST, Women and other marginalized sections of the society.
 - x. In case of any serious irregularity observed by the NLM, complete information like name of asset/beneficiary, village name, address, time of the event and other necessary details along with the photographs etc. should be provided so as to enable necessary follow up/corrective action.
- k) The NLM should submit Report within the stipulated time frame in hard copies (4) as well as online.
- l) In case of regular monitoring, a hard copy of the report is to be sent each to the District Collector/DM/DC and Chairperson of the DISHA Committee of that district by Speed Post/Registered Post and two hard copies are to be submitted to the Ministry. In case of special monitoring and enquiry the two copies of the reports are to be submitted to the Ministry only.



11. Performance Appraisal of NLMs

- a) The performance of each NLM, including Institutional NLMs, will be assessed annually and graded by the Assessment Committee for NLM on prescribed parameters (Annexure-I).
- b) An undertaking will have to be obtained from the members of the Assessment Committee that they do not have any association with any empanelled NLM.
- c) The committee will grade the NLMs on the following criteria:
- d) 50 percent weightage will be given on the basis of the quality of the reports submitted by the NLMs;
- e) 20 percent weightage will be for the presentation made by NLMs during workshops. During their presentation, the NLMs may be graded on the following parameters:
 - i. Quality of analysis
 - ii. Quality of suggestions
 - iii. Content
 - iv. Clarity of issues and specificity
- f) 20 percent weightage will be given on the basis of the Field Quality Monitoring assessment report
- g) The committee may bring in more/any other criteria for assessment.
- h) The NLMs who get less than 60% in the provisional grading will be removed from the panel and the border line cases where the NLMs score 70-60 % will be issued warning for taking necessary remedial action.
- i) Grading of NLMs on each assignment will be maintained in a database to enable an overall ranking of NLMs which can be used for deputing them for future special assignments and disengaging the ones who are not up to the mark.

12. Other Terms & Conditions

- a) A panel of NLM Applicants (120), Individual NLMs (40) will be prepared by way of open advertisements as per minimum prescribed Criteria & processes.
- b) A price Agreement Contract with no commitment on quantum of work that may be assigned to the consultant (in this case empaneled Applicants or Individuals) will be signed with the finally selected Applicants/individuals. The price will be pre-determined rates approved by the Ministry, as is allowed in case of 'Rate Contracts' for procurement of goods.
- c) Empanelment as NLM does not create any employer/employee relationship. In this respect, the Individual/Institution shall be solely responsible for the manner in which the work is carried out. Thus, MoRD shall not be responsible for any loss, accident, damage or injury suffered by any person whatsoever arising in or out of the execution of this work, including travel. Insurance coverage for any such loss, accident, damage or injury will be the NLM's responsibility, including where appropriate, insurance coverage for persons used by the institutions to carry out the work.

- d) All rights in the work, including ownership of the original work and copyright thereof, shall be vested in MoRD, which reserves the right (a) to revise the work, (b) to use the work in a different way from that originally envisaged, or (c) not to publish or use the work.
- e) Tasks assigned to NLMs cannot be sub-contracted to any other Applicant.
- f) NLMs shall complete and deliver the work to MoRD by the stipulated date conveyed to them or any additional period that may be granted by the Ministry. Reimbursements and payments for other charges shall be made only after satisfactory receipt of all deliverables, including any data and reports etc.
- g) **Penalty @ 50% of the Managerial Cost/ Applicant Charges & Report Writing Charges will be imposed on the NLM in the event of delay more than 1 month in submission of Report as per schedule until extended by the Ministry and after a delay of two months or more, no Managerial Cost/ Applicant Charges & Report Writing Charges will be paid.**
- h) It is the responsibility of the Individuals & Institutions empaneled to safeguard the rights and welfare of human subjects involved in M&E activities performed under these assignments, in accordance with the appropriate national code of ethics or legislation, and to the protocols with respect to ethics specified by the Ministry. In the main this involves ensuring that freely given informed consent has been obtained for all participants. It is the responsibility of the NLM to comply with the relevant national regulations pertaining to research involving human subjects.
- i) Any information provided by MoRD, NLMs shall not use or permit another to use the information for any purpose other than to achieve the purpose of the tasks assigned or use information in any manner which unreasonably prejudice Government's legitimate interest.
- j) The NLMs (Institutional as well as Individual) may contact Hon'ble MP /representative concerned of the districts allocated before proceeding to the district (s) for completing any assignment of the Ministry of Rural Development.
- k) **In case of any NLM refused to do monitoring work after deployment order, the said NLM will be debarred from getting work order for next three phases of regular monitoring work.**
- l) **Terms and conditions relating to submission of claim for reimbursement of expenditure on traveling and reporting:** Individual and Institutional NLMs have to submit their claims along with the hard copies of the report with supporting original documents such as- rail tickets/original boarding passes and air tickets(for air travel) and certificates received from the District/State functionary.
- m) **In case of any NLM- submits false/forged documents in support of claim or takes benefits from both the District/State machinery and the Department of Rural Development for the same work, DoRD reserves the right to:**
 - (i) **Forfeit the performance guarantee of the defaulting/ guilty NLM;**



- (ii) Immediate removal of the defaulting NLM from the panel and debarment from entering into the panel for 3 three years;
- (iii) Blacklisting the guilty Institutional NLM.

n) The individual/institutional NLM will have to submit the following amount as "Performance Guarantee" in the form of Demand Draft/ Banker Cheque drawn in favour of Pay and Accounts Officer, Department of Rural Development, payable at Delhi, to be submitted in a separate envelope at the time the monitoring work is awarded to the NLM:-

Amount for Institutional NLMs: Rs. 50,000/- (Rupees Fifty Thousand)

Amount for Individual NLMs: Rs.10, 000/- (Rupees Ten Thousand)

The validity of the "Performance Guarantee" money will be up to the entire period of empanelment starting from the date of issue of letter awarding the work (including extendable period). The Performance Security/ Bank Guarantee will be forfeited in case of non-performance, poor performance or default.

o) The Applicants will abide by the terms and conditions laid down in this REOI and any other condition prescribed by DoRD from time to time in fulfilment of its objective.

13. Remuneration & allowances - Rates for Institutional & Individual NLMs will be as under:

Item	Rates (In Rs.)
a Travelling for two persons from the Station of Institution to the destination. (to & fro)	Air : Economy Class (Air tickets booking only from authorized websites of Airlines and online booking platform)) Train : 1 st AC train fare, Bus : State Transport Services (AC Bus) - As per Actual fare Local Journey admissible as per State Transport Authority approved rates
b Local travel within district (up to 10 days) subject to producing a certificate from District authorities that no local conveyance facility was provided by them.	Actual fare of Ordinary Taxi on sharing basis incurred or as fixed by Local State Transport Authority whichever is less.
c Per Diem per person (Remuneration/honorarium) including food charges (per day)	6,000
d Accommodation charges including GST subject to producing a certificate from	4,500



Item	Rates (In Rs.)
District Authorities that no accommodation facility was provided by them (As per DoE entitlement for Director Level officers- subject to changes from time to time as per DoE orders) which is at present- Rs.4500/- for a single occupancy room (per day).	
e Report writing charges (per district)	10,000
f Managerial Cost/ Applicant Charges (per district)	25,000

