SIKKIM STATE RURAL LIVELIHOOD MISSION
RURAL DEVELOPEMENT DEPARTMENT
GOVT OF SIKKIM, TASHILING, GANGTOK-737101

Ref.No:723/GOS/SRLM/RDD/25-26 **Date: 23.09.2026**

REQUEST FOR PROPOSAL (RFP)

For
Hiring of an Agency for Providing Technical Support in Development of Immersion Sites in Model Cluster Level Federations under Sikkim State Rural Livelihoods Mission
RFP No.: 723/GOS/SRLM/RDD/25-26
Issuing Authority: Sikkim State Rural Livelihoods Mission (SSRLM)
Date of Issue: 28.09.2026
Last Date for Submission:13.10.2026
Contract Duration: Two (2) Years

DISCLAIMER AND GENERAL INFORMATION

This document is being issued by the **Sikkim State Rural Livelihoods Mission (SSRLM)** as a combined **Expression of Interest (EOI) and Request for Proposal (RFP)** under a single-stage procurement process, considering the requirement to initiate the proposed activities within the stipulated timeline.

The minimum qualification requirements specified under the **Pre-Qualification Criteria** shall constitute the qualifying stage for the EOI. Only bidders satisfying the prescribed pre-qualification requirements shall be considered eligible for evaluation of their Technical and Financial Proposals under the RFP.

The information contained in this RFP document, and any information subsequently provided to Bidders, whether verbally or in documentary form, by or on behalf of SSRLM or any of its employees, representatives or advisors, is provided subject to the terms and conditions contained herein.

The assignment covered under this RFP is:

“Hiring an agency for providing technical support in development of immersion sites in model cluster level federations under Sikkim State Rural Livelihoods Mission.”

This RFP is not an offer or an agreement by SSRLM but an invitation to eligible and qualified agencies to submit their Technical and Financial Proposals. No contractual obligation shall arise on the part of SSRLM as a consequence of this RFP or the submission of any Proposal, unless and until a formal contract/Memorandum of

Understanding (MoU) is executed between SSRLM and the selected agency by duly authorized representatives.

The information contained in this RFP has been prepared based on information available with SSRLM at the time of issuance. While SSRLM has made reasonable efforts to ensure the accuracy and completeness of the information contained herein, SSRLM makes no representation or warranty, express or implied, as to the accuracy, reliability or completeness of such information and shall not be liable for any omission, error or deficiency therein, subject to applicable law.

SSRLM reserves the right, at its sole discretion, to update, amend, clarify or supplement the information contained in this RFP at any time prior to the Proposal submission deadline. Any such amendment, clarification, corrigendum or addendum shall be communicated to prospective Bidders within a reasonable period, as determined by the Chief Executive Officer, SSRLM, and shall form part of this RFP.

All costs and expenses associated with the preparation and submission of the Proposal, participation in the selection process, clarification meetings, negotiations, field/project visits or any other activity undertaken in connection with this RFP shall be borne entirely by the Bidder. SSRLM shall not be liable for or reimburse any such costs, irrespective of the outcome of the selection process.

SSRLM reserves the right to accept or reject any or all Proposals, cancel or annul the selection process, modify the process or procedure, or decide not to proceed with the RFP, at any stage, without assigning any reason and without incurring any liability to the Bidders, subject to applicable rules and regulations.

1. BACKGROUND

1.1 Sikkim State Rural Livelihoods Mission

The **Sikkim State Rural Livelihoods Mission (SSRLM)** was initiate and implement the National Rural Livelihoods Mission (NRLM), a flagship programme of the Ministry of Rural Development (MoRD), Government of India, with the objective of reducing rural poverty and promoting sustainable livelihoods and institutional development among rural poor households in Sikkim.

SSRLM is currently operating across all **06 districts and 34 blocks** of the State.

Following the NRLM institutional architecture, SSRLM has mobilized **50,903 households into 5,894 Self Help Groups (SHGs) across 1,147 villages in 34 blocks of 06 districts**.

To support the institutionalization and aggregation of the SHGs, **494 Village Organizations (VOs)** have been formed and **34 Cluster Level Federations (CLFs)** are in the functional phase.

The institutional architecture of the Mission is based on the development and strengthening of community institutions, beginning with SHGs, followed by VOs and CLFs. These institutions are expected to progressively acquire the capacities, systems and practices required for effective governance, service delivery, livelihoods promotion, thematic integration and sustainable institutional development.

1.2 Need for Immersion Sites

The concept of **immersion sites** has emerged from the need to develop selected Model Cluster Level Federations (MCLFs) into visible, vibrant and thematically integrated institutional learning sites.

The proposed immersion sites are intended to demonstrate good practices relating to governance, institutional systems, operations, membership, thematic integration and community institution development. These sites will provide opportunities for other CLFs, Mission staff, community cadres and stakeholders to observe, learn from and adopt demonstrated practices.

SSRLM therefore proposes to develop **six (06) MCLF immersion sites across the State over a period of two (2) years**.

To support this process, SSRLM intends to engage an experienced technical support agency having demonstrated experience in Model CLF development, community institution strengthening, capacity building, training of trainers, development of institutional tools and thematic integration.

2. PARTICULARS OF THE RFP

Particular	**Details**
RFP No.	723/GOS/SRLM/RDD/25-26
Name of Work	Hiring an agency for providing technical support in development of immersion sites in Model Cluster Level Federations under Sikkim State Rural Livelihoods Mission
Contract Duration	Two (2) years from the date of signing of the contract/MoU
Proposed Number of Immersion Sites	Six (06) MCLF Immersion Sites
Selection Method	Combined Technical and Financial Evaluation
Technical : Financial Weightage	**80 : 20**
Proposal Validity	Minimum 90 days from the last date of submission
Mode of Submission	E-mail
Issuing Authority	Sikkim State Rural Livelihoods Mission

The contract may be extended beyond the initial two-year period, subject to satisfactory performance of the Agency, continued requirement of SSRLM, approval of the competent authority and availability of funds.

3. SCHEDULE OF SELECTION PROCESS

Sl. No.	**Event**	**Date**
1	Date of publication/issue of RFP	X=28/09/2026

Sl. No.	Event	Date
2	Last date for submission of Proposal	Y = 13.10.2026
3	Last date for submission of queries	Y =08.10.2026
4	Date and time of opening of Technical Proposal	Z=13.10.2026
5	Date and time of opening of Financial Proposal	16.10.2026

SSRLM may modify the above schedule, if required, through an appropriate notification/addendum.

Submission of Proposals

Interested and eligible Bidders shall submit their Proposal through e-mail at:

ceosikkimsrlm@gmail.com

The subject line of the e-mail shall clearly mention the RFP Number and Name of Work. Conditional, incomplete, unsigned or non-responsive Proposals may be rejected.

4. PRE-QUALIFICATION / EOI CRITERIA

4.1 General

The RFP is being undertaken as a combined EOI and RFP process. Accordingly, the Pre-Qualification Criteria specified below shall constitute the qualifying stage. Only those Bidders who meet all applicable mandatory pre-qualification requirements and submit adequate documentary evidence shall proceed to Technical and Financial Proposal evaluation. The Bidder shall carefully examine the Terms of Reference and all requirements of this RFP before submitting its Proposal.

4.2 Mandatory Pre-Qualification Criteria

The Bidder shall satisfy the following requirements:

a) Relevant institutional experience

The Bidder shall demonstrate experience relevant to the objectives and deliverables specified in the Terms of Reference, particularly in the areas of community institution development, Model CLF development, capacity building, training of trainers, institutional systems and thematic integration.

b) Legal registration and minimum operating period

The Agency shall be registered under an applicable Government Act, statute or other legally recognized registration framework and shall have been operational for at least **three (3) years as on 31 March 2026**.

c) Minimum average turnover

The Bidder shall have a **minimum combined average annual turnover of Rs. 50.00 lakh or above** during the last three consecutive financial years:

- FY 2022-23;
- FY 2023-24; and
- FY 2024-25.

The turnover shall be supported by appropriate documentary evidence, including audited financial statements and/or certificates issued by a Chartered Accountant, as applicable.

d) Experience in Model CLF

The Bidder shall have worked as a technical support agency, either independently or as part of a consortium, for at least **three (3) projects relating to Model CLF development with State Rural Livelihoods Missions (SRLMs) in the North Eastern Region**, with each relevant project having a contract value of **Rs. 20.00 lakh or above**.

Documentary evidence such as work orders, contracts, agreements, MoUs, completion certificates or client certificates shall be submitted.

e) Experience in Sikkim

Either:

- the Bidder; or
- its proposed core professionals/key personnel

shall have demonstrated experience of working in Sikkim.

f) Sole application / consortium

Bidders are encouraged to submit the Proposal as a sole applicant.

Where a consortium arrangement is permitted by SSRLM, the **Lead Agency shall have prior demonstrated experience of conducting the proposed capacity-building and Model CLF development interventions in any State** and shall remain responsible for overall delivery of the assignment.

The composition, responsibilities and experience of consortium members, wherever applicable, shall be clearly disclosed in the Proposal.

g) Non-blacklisting

The Bidder shall not have been blacklisted, debarred or declared ineligible as on the last date of submission of the Proposal by any State Government, Central Government, donor agency, funding agency or national/regulatory authority. A self-declaration to this effect shall be submitted by the authorized representative of the Bidder.

4.3 Documentary Evidence

The Bidder shall submit documentary evidence in support of all pre-qualification requirements along with its Proposal. Failure to provide satisfactory documentary evidence may render the Proposal non-responsive.

5. VALIDITY OF PROPOSAL

The Proposal submitted by the Bidder shall remain valid for a period of not less than **ninety (90) days** from the last date prescribed for submission of Proposals. SSRLM may request the Bidder to extend the validity period of its Proposal. Any such request shall be made in writing.

6. SELECTION PROCESS

6.1 Overview

The selection shall comprise:

6. **Pre-Qualification/EOI Screening**;
7. **Technical Evaluation**; and
8. **Financial Evaluation**.

The Pre-Qualification stage shall be treated as the qualifying stage of the EOI. Only Bidders qualifying at the Pre-Qualification stage shall have their Technical and Financial Proposals considered under the RFP.

6.2 Technical Evaluation

The Technical Proposal shall be evaluated on the basis of:

- relevant experience and track record of the Agency;
- understanding of the Terms of Reference;
- proposed concept and methodology;
- proposed work plan; and
- overall financial strength of the Agency.

The technical evaluation shall carry **80% weightage** in the final combined score.

Technical Evaluation Criteria

Sl. No.	Criteria	Weightage
1	**Past Experience of the Agency / Track Record**	**60%**
a	Past experience in community institution building, and Capacity Building.	20%
b	Past experience in conducting Training of Trainers (ToT) around Livelihood development.	20%
c	Past experience in preparation and roll-out of manuals, tools, modules and learning materials around Livelihood development	20%
d	Past experience of working with Livelihood Programme.	20%
e	Past experience of working in Sikkim	20%
2	**Detailed Technical Proposal**	**30%**
a	Concept and Methodology	40% of Criterion 2
b	Detailed Work Plan	60% of Criterion 2
3	**Overall Financial Strength of the Agency**	**10%**
a	Turnover during the last three financial years	100% of Criterion 3
	Total Technical Score	**100%**

The Committee constituted by SSRLM shall evaluate the Technical Proposals based on the submitted documents and the extent to which the Proposal demonstrates a clear understanding of the assignment and a practical approach to achieving the required outcomes.

SSRLM may seek clarification or supporting information from any Bidder during the evaluation, as provided under this RFP.

6.3 Shortlisting for Financial Evaluation

Following technical evaluation, SSRLM shall prepare a list of technically shortlisted Bidders in accordance with the evaluation criteria.

The shortlisted Bidders shall be informed by e-mail regarding the date and time of opening of their Financial Proposals. Attendance at the Financial Proposal opening shall be optional.

6.4 Financial Evaluation

For purposes of Financial Evaluation, the **total cost quoted in the Financial Proposal**, inclusive of applicable taxes and all other costs and expenses required for delivery of the assignment, shall be considered.

The lowest evaluated Financial Proposal shall receive a financial score of 100.

The financial score of other Bidders shall be calculated using the following formula:

Financial Score (FB) = (Cmin / CB) × 100

Where:

- **FB** = Financial Score of the Bidder under consideration;
- **CB** = Financial Proposal value of the Bidder under consideration; and
- **Cmin** = Lowest Financial Proposal value among the Financial Proposals being considered.

6.5 Combined Technical and Financial Score

The final ranking shall be based on a combined score of **80% Technical and 20% Financial**.

The combined score shall be calculated as follows:

BB = (0.80 × TB) + (0.20 × FB)

Where:

- **BB** = Overall combined score of the Bidder;
- **TB** = Technical Score of the Bidder, expressed out of 100; and
- **FB** = Financial Score of the Bidder, expressed out of 100.

The score shall be calculated up to two decimal places.

The Bidder obtaining the **highest combined score** shall be ranked first and shall be designated as the **Selected Bidder**.

The Bidder obtaining the second-highest combined score shall be ranked second and may be kept in reserve.

SSRLM may invite the second-ranked Bidder for negotiations or further consideration if the first-ranked Bidder withdraws, fails to comply with the requirements of this RFP, fails to execute the contract/MoU, or for any other reason considered appropriate by SSRLM, subject to applicable rules.

7. INSTRUCTIONS TO BIDDERS

7.1 Eligibility to Participate

Agencies possessing the requisite experience and capabilities to undertake the services described in this RFP may participate in the selection process, subject to fulfilment of the Pre-Qualification Criteria.

7.2 Evaluation by Designated Committee

The selection of the Agency shall be undertaken by a Committee designated/constituted by SSRLM in accordance with the criteria and procedures specified in this RFP.

The decision of SSRLM/Designated Committee in respect of the evaluation and selection shall be final and binding, subject to applicable law and procurement rules.

8. CONFLICT OF INTEREST

The selected Agency shall provide professional, objective and impartial advice and shall at all times hold the interests of SSRLM paramount.

The Agency shall ensure that the assignment is carried out without any conflict with:

- its other assignments;
- its corporate interests;
- interests of its personnel; or
- interests of any other client or entity that may compromise the Agency's independence or objectivity.

The selected Agency shall not receive any remuneration, commission, benefit or consideration in connection with the assignment except as expressly provided under the Agreement/MoU with SSRLM.

The Agency shall promptly disclose to SSRLM any actual, potential or perceived conflict of interest arising during the assignment.

9. NUMBER OF PROPOSALS

No Agency shall submit more than one Proposal for this RFP, except where a consortium arrangement is expressly permitted and disclosed in accordance with the provisions of this RFP.

Submission of more than one Proposal in violation of this provision may result in rejection of all Proposals submitted by the concerned Agency.

10. COST OF PROPOSAL

The Bidder shall bear all costs associated with:

- preparation of the Proposal;
- submission of the Proposal;
- participation in the selection process;
- clarification meetings;
- negotiations, if any;
- visits to project/field locations; and
- any other activity undertaken in connection with this RFP.

SSRLM shall not be responsible or liable for any such costs, irrespective of the conduct or outcome of the selection process.

11. ACKNOWLEDGEMENT BY THE BIDDER

By submitting its Proposal, the Bidder shall be deemed to have:

a) made a complete and careful examination of this RFP and the Terms of Reference;
b) obtained or sought all relevant information necessary for preparation of its Proposal;
c) accepted the risk of any inadequacy, error or mistake in the information provided in this RFP or otherwise furnished by or on behalf of SSRLM;
d) satisfied itself regarding all matters, conditions and information necessary for submitting an informed Proposal and performing its obligations under the Agreement;
e) confirmed that it does not have any conflict of interest that would adversely affect its participation or performance under the assignment; and
f) agreed to be bound by the declarations, undertakings and commitments submitted as part of its Proposal and by the terms and conditions of this RFP.
SSRLM shall not be liable for any omission, mistake or error by the Bidder arising from or relating to the Bidder's examination of the RFP or its participation in the selection process.

12. RIGHT TO ACCEPT OR REJECT PROPOSALS
12.1 General Right
Notwithstanding anything contained in this RFP, SSRLM reserves the right to accept or reject any Proposal, annul the selection process, reject all Proposals, modify the process or discontinue the RFP at any stage, without incurring any liability or obligation towards any Bidder, subject to applicable rules and regulations.
12.2 Grounds for Rejection
SSRLM may reject a Proposal if:
a) any misrepresentation, false statement or material omission is made or subsequently discovered;
b) the Bidder fails to provide supplemental information or clarification sought by SSRLM within the stipulated period;
c) the Proposal is incomplete, conditional or materially non-responsive;
d) the Bidder fails to meet any mandatory eligibility or pre-qualification requirement; or
e) any other material non-compliance with the requirements of this RFP is established.
Misrepresentation or improper response by a Bidder may result in disqualification.
If a Bidder is disqualified or rejected after opening of Proposals and the highest-ranked Bidder is affected, SSRLM may consider the next-ranked Bidder or take such other action as may be deemed appropriate, including annulment of the selection process.

13. AMENDMENT OF RFP
At any time prior to the deadline for submission of Proposals, SSRLM may, either on its own initiative or in response to a request for clarification from a prospective Bidder, modify, amend, clarify or supplement this RFP.
Any such amendment shall be issued through an Addendum/Corrigendum/Amendment and communicated to prospective Bidders through e-mail or such other means as SSRLM may consider appropriate.

All such amendments shall form an integral part of this RFP. SSRLM may, where considered necessary, extend the Proposal submission deadline to provide Bidders reasonable time to take such amendments into account.

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14. PREPARATION OF PROPOSAL

14.1 Language

The Proposal and all supporting documents shall be submitted in **English**.

14.2 Authorized Signatory

The Proposal shall be duly signed by the authorized representative of the Bidder. The Bidder shall submit documentary evidence establishing the authority of the signatory to submit and bind the Agency to the Proposal.

14.3 Composition of Proposal

The Proposal shall comprise both:

- Technical Proposal; and
- Financial Proposal.

Both shall be submitted as part of the single Proposal document, in the manner prescribed under this RFP.

14.4 Technical Proposal

The Technical Proposal shall be prepared in accordance with the Terms of Reference and shall demonstrate the Bidder's:

- understanding of the assignment;
- proposed approach and methodology;
- work plan;
- relevant institutional experience;
- proposed capacity-building approach;
- approach to development of manuals, modules and tools;
- approach to mentoring and handholding;
- approach to development of immersion-site indicators; and
- proposed team and relevant professional experience.

14.5 Financial Proposal

The total amount indicated in the Financial Proposal shall be unconditional, final and binding.

The Financial Proposal shall not contain any assumption, condition, qualification or limitation that modifies the Bidder's obligations or the quoted price. A Financial Proposal containing conditions or assumptions may be considered non-responsive and liable for rejection. The quoted amount shall be **inclusive of all expenses and applicable taxes, including GST**, required for execution of the assignment.

All payments shall be subject to deduction of applicable taxes at source in accordance with the Applicable Laws.

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15. SUBMISSION OF PROPOSAL

15.1 Mode of Submission

The completed Proposal shall be submitted electronically through e-mail to:
ceosikkimsrlm@gmail.com
The Proposal shall be submitted on or before the date and time specified in the RFP.

15.2 E-mail Subject

The e-mail subject shall clearly indicate:
RFP No.: [723/GOS/SRLM/RDD/25-26] – Proposal for Hiring an Agency for Providing Technical Support in Development of Immersion Sites in Model CLFs under SSRLM

15.3 File and Folder Structure

The Bidder shall submit:

Folder 1 – "Proposal"

This folder shall contain the complete Technical and Financial Proposal.

Folder 2 – "Support Documents"

The supporting documents shall include, inter alia:

- proof of relevant work experience;
- work orders/contracts/MoUs/completion certificates, as applicable;
- proof of turnover for the last three financial years;
- registration/incorporation certificate;
- GST registration;
- PAN;
- non-blacklisting declaration;
- CVs of key professionals;
- authorization of signatory; and
- other documents required under the Pre-Qualification Criteria.

The Bidder shall ensure that all documents are legible and complete.

15.4 Modification or Withdrawal

No Proposal shall be modified, substituted or withdrawn by the Bidder after submission, except where such modification, substitution or withdrawal is expressly permitted by SSRLM in writing.

16. CONFIDENTIALITY

Information relating to the examination, clarification, evaluation and recommendation for selection of Bidders shall not be disclosed to persons who are not officially concerned with the selection process or retained professional advisers of SSRLM.
SSRLM shall treat information submitted by Bidders as confidential to the extent permissible under applicable law and shall require persons having access to such information to maintain confidentiality.
SSRLM may disclose information where such disclosure is required by:

- law;
- a statutory authority;
- a competent court or tribunal;
- a regulatory authority; or
- any other authority legally empowered to require such disclosure.

The Bidder shall similarly maintain confidentiality of all information, records, documents and data received from SSRLM in connection with the assignment.

17. CLARIFICATIONS

To facilitate evaluation, SSRLM may, at its discretion, seek written clarification from any Bidder regarding its Proposal. Any request for clarification shall be communicated in writing and the Bidder shall provide its response within the time specified by SSRLM. Clarifications shall not be used to permit a Bidder to materially alter or improve its Proposal after submission. If a Bidder fails to provide the requested clarification within the prescribed period, its Proposal may be rejected.

Where SSRLM proceeds with evaluation despite non-receipt of clarification, it may evaluate the Proposal based on the information available and the Bidder shall not subsequently challenge such interpretation solely on the ground that clarification was not provided.

18. APPOINTMENT OF SELECTED AGENCY

18.1 Award of Contract

SSRLM shall issue the award/selection communication to the Selected Bidder for an initial period of **two (2) years**, subject to availability of funds and approval of the competent authority.

The Selected Bidder shall accept the award/MoU within **seven (7) working days** of receipt thereof, unless SSRLM permits an extension in writing.

If the Selected Bidder fails to provide acceptance within the stipulated period and no extension has been granted, SSRLM may consider the next eligible/ranked Bidder in accordance with the provisions of this RFP.

18.2 Duration and Extension

The initial contract period shall be **two (2) years from the date of signing of the contract/MoU**.

The contract may be extended beyond the initial period depending upon:

- satisfactory performance of the Agency;
- continuing requirement of SSRLM;
- approval of the competent authority; and
- availability of funds.

Any extension shall be subject to mutually agreed terms and applicable approvals.

18.3 Commencement of Assignment

The selected Agency shall commence the assignment within **thirty (30) days** from the date of signing of the contract/MoU, or such other date as may be mutually agreed in writing.

If the Agency fails to commence the assignment within the stipulated period without an acceptable reason, SSRLM may take appropriate action, including cancellation/termination of the MoU and consideration of the second-ranked Bidder in accordance with this RFP.

19. PROPRIETARY DATA AND OWNERSHIP

All documents, reports, information, data and other materials provided by SSRLM to the Agency shall remain the property of SSRLM.

All information, reports, manuals, modules, tools, learning materials, data, analyses, outputs and other materials developed, collected, processed or prepared by the Agency specifically for the assignment and submitted to SSRLM shall become the property of SSRLM, subject to the terms of the Agreement/MoU.

The Agency shall treat all such information as confidential and shall not use, reproduce, publish, disclose or distribute it for any purpose other than performance of the assignment without prior written approval of SSRLM.

SSRLM shall not be obligated to return any Proposal or supporting information submitted by a Bidder.

20. INDEMNITY

Subject to the provisions of the Agreement/MoU, the Agency shall indemnify and hold SSRLM harmless against direct loss or damage caused to SSRLM due to proven deficiency, negligence or failure in the Services attributable to the Agency.

The Agency's liability under this provision shall not exceed the value of the Agreement, except to the extent otherwise provided under applicable law or expressly agreed in the Agreement/MoU.

21. TERMS OF REFERENCE (TOR)

PART A – GENERAL

A.1 Institutional Context

The Sikkim State Rural Livelihoods Mission (SSRLM) was launched to initiate and implement the National Rural Livelihoods Mission (NRLM), a flagship programme of the Ministry of Rural Development (MoRD), Government of India, aimed at reducing rural poverty and promoting sustainable livelihoods and strong community institutions.

The Mission currently operates across all **06 districts and 34 blocks** of Sikkim.

Under the NRLM institutional architecture, Self Help Groups (SHGs) are formed among poor and vulnerable households through participatory identification of the poor. SHGs are subsequently federated into Village Organizations (VOs), which are further federated into Cluster Level Federations (CLFs).

The CLFs are intended to serve as higher-order community institutions capable of supporting institutional development, livelihoods promotion, thematic integration, governance, capacity building and other functions relevant to the Mission.

SSRLM now seeks to strengthen selected CLFs as **Model CLFs (MCLFs)** and develop them as **immersion sites** through which good institutional and thematic practices can be demonstrated and shared for learning and adoption by other CLFs.

A.2 Purpose of Engagement

SSRLM invites proposals from eligible and experienced agencies for:

Hiring an agency for providing technical support in development of immersion sites in Model Cluster Level Federations under Sikkim State Rural Livelihoods Mission.

The selected Agency shall provide technical support, capacity building, mentoring, handholding, development of tools and materials, strategic planning and monitoring support for development of **six (06) MCLF immersion sites over a period of two (2) years**.

PART B – OBJECTIVE OF THE ASSIGNMENT

The overall objective of the assignment is to provide technical and capacity-building support to SSRLM for developing six selected Model CLFs into functional, visible and learning-oriented immersion sites that demonstrate good practices in:

- governance;
- institutional systems;
- CLF operations;
- membership and participation;
- thematic integration;
- capacity building;
- community institution development; and
- other relevant institutional practices.

The assignment shall enable SSRLM staff, CLF leaders, CLF staff and community cadres to acquire and apply the knowledge and skills required to develop and sustain such immersion sites.

The Agency shall adopt a **Training of Trainers (ToT), demonstration, supportive supervision, mentoring and handholding approach**, with emphasis on output-based implementation at the CLF level.

PART C – SCOPE OF WORK

The selected Agency shall undertake, inter alia, the following activities:

C.1 Development of Roadmap for Immersion Sites

The Agency shall support Mission staff in developing a clear roadmap for transforming selected Model CLFs into immersion sites.

The roadmap shall identify:

- institutional development priorities;
- thematic integration requirements;
- capacity-building needs;
- systems and processes to be strengthened;
- key milestones;
- roles and responsibilities of stakeholders; and
- measurable outputs and outcomes.

The scope shall cover development of **six (06) MCLF immersion sites** across Sikkim.

C.2 Capacity Building and Handholding

The Agency shall provide joint capacity-building and handholding support to:

- SSRLM staff of IBCB and other thematic units;
- CLF leaders;
- CLF staff;
- community cadres; and
- other relevant community institution stakeholders.

The capacity-building programme shall primarily follow a **Training of Trainers (ToT) approach**, supported by field-based demonstration, supportive supervision, mentoring and handholding.

The Agency shall ensure that the capacity-building inputs translate into practical application and output-based rollout at the CLF level.

C.3 Development of Manuals, Modules, Tools and Learning Materials

The Agency shall develop and/or adapt ready-to-use:

- manuals;
- training modules;
- tools;
- guidelines;
- learning materials; and
- other appropriate resource materials

required for high-quality delivery of knowledge and skills relating to institutional development, CLF strengthening and thematic integration within immersion sites.

The materials shall be contextualized to the requirements of SSRLM and the selected MCLFs.

C.4 Concurrent Mentoring and Thematic Integration

The Agency shall provide concurrent mentoring support to IBCB and other thematic staff in:

- preparing roadmaps for thematic integration;
- linking thematic interventions with the institutionalization process;
- strengthening systems required for immersion-site development; and
- designing mechanisms through which CLFs progressively lead the immersion-site development process.

C.5 Strategic Planning and Monitoring Support

The Agency shall provide strategic planning and monitoring support to SSRLM at the State level.

Such support shall include strengthening the Mission's ability to:

- plan the immersion-site development process;
- monitor implementation;
- review progress against agreed milestones;
- identify implementation gaps; and
- take corrective measures.

C.6 Development of Indicators

The Agency shall support SSRLM in designing immersion-site-specific and contextual indicators.

The indicators shall be used for monitoring and progressive rollout of the immersion sites in an **outcome-based manner**.
The Agency shall support SSRLM in establishing appropriate systems for tracking progress against such indicators.

PART D – DURATION OF ASSIGNMENT

The duration of the assignment shall be **two (2) years from the date of signing of the contract/MoU**.
The assignment may be extended beyond the initial two-year period based on:

- satisfactory performance of the Agency;
- requirement of SSRLM;
- approval of the competent authority; and
- availability of funds.

PART E – PROJECT SUPPORT TO BE PROVIDED BY SSRLM

SSRLM shall provide, to the extent available, necessary information, data, reports and other relevant documents required for accomplishing the objectives of the assignment.
The Agency's professionals shall, however, undertake field visits and collect additional information wherever required for effective implementation of the assignment.
SSRLM shall facilitate necessary coordination and liaison with the relevant Block Mission Management Units (BMMUs) and other Mission structures to facilitate implementation of the assignment.
Such support shall not relieve the Agency of its responsibility to undertake the technical work, field engagement, analysis, mentoring and handholding required under the assignment.

PART F – KEY DELIVERABLES

The selected Agency shall prepare and submit a detailed implementation plan covering activities, outputs, outcomes, timelines and actors responsible for implementation.
The key deliverables shall include, inter alia:

roadmap for development of the six MCLF immersion sites;
2. detailed capacity-building and Training of Trainers plan;
3. training and capacity-building interventions for Mission staff, CLF leaders, CLF staff and community cadres;
4. manuals, modules, tools and learning materials required for immersion-site development;
5. field-level demonstration, supportive supervision and handholding;
6. mentoring support to IBCB and thematic Mission staff;
7. roadmap and systems for thematic integration;
8. strategic planning and monitoring support to SSRLM State-level staff;
9. immersion-site-specific and contextual indicators;
10. periodic progress and outcome reports; and

11. final project completion report documenting achievements against agreed deliverables and outcomes.

The Agency shall provide the detailed activity schedule, deliverable matrix, timelines and responsible actors as part of its Technical Proposal and finalize the same with SSRLM during inception.

PART G – REPORTING AND REVIEW

The Agency shall maintain regular coordination with SSRLM and provide progress reports in accordance with the mutually agreed implementation and reporting schedule.
The reports shall capture:

- activities undertaken;
- sites/CLFs covered;
- participants and stakeholders engaged;
- capacity-building interventions;
- tools/materials developed;
- mentoring and handholding provided;
- progress against agreed indicators;
- outputs and outcomes achieved;
- challenges and implementation gaps; and
- recommended corrective actions.

SSRLM may review the progress of the assignment periodically and provide directions or recommendations for improving implementation.

PART H – PAYMENT SCHEDULE

Payment shall be made on an **instalment basis against submission and satisfactory verification of agreed deliverables**.
Payments shall be linked to the quarterly deliverables agreed between SSRLM and the selected Agency and incorporated into the contract/MoU.
Each payment shall be processed after:

1. submission of the relevant deliverable/report by the Agency;
2. review and verification of the deliverable by the Committee/designated authority constituted by SSRLM at the State level; and
3. confirmation that the agreed outputs and deliverables for the relevant period have been satisfactorily achieved.

TERMS OF REFERENCE (ToR)

Hiring of Agency for Development of Model Cluster Level Federations (MCLFs) under Sikkim Rural Livelihoods Mission (SRLM)

1. Background

The Sikkim Rural Livelihoods Mission (SRLM), under the Rural Development Department, Government of Sikkim, is implementing the Deendayal Antyodaya Yojana – National Rural

Livelihoods Mission (DAY-NRLM) with the objective of reducing rural poverty through sustainable livelihood enhancement, social inclusion, financial inclusion and strengthening of community-based institutions.

SRLM has established a strong institutional architecture comprising Self Help Groups (SHGs), Village/Ward-level federations and Cluster/Block-level federations. As part of its institutional strengthening agenda, SRLM seeks to develop selected Cluster Level Federations (CLFs)/Block Development Societies (BDSs) as **Model Cluster Level Federations (MCLFs)** that demonstrate high standards of governance, financial management, institutional systems, livelihood promotion, convergence, transparency and sustainability.

The MCLF approach is intended to create demonstrable and replicable institutions that can serve as **learning, mentoring and resource centres for other CLFs/BDSs across Sikkim**.

Sikkim SRLM currently has a significant institutional base, including 34 CLFs/BDSs and thousands of SHGs across the State. The Mission has also initiated capacity-building initiatives for CLF governance, human resource management and sub-committee functions.

In this context, SRLM proposes to engage a competent professional agency/consulting organisation to provide technical assistance, institutional strengthening, capacity building, handholding and mentoring support for development of selected CLFs as Model CLFs.

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2. Rationale

Community institutions are central to the sustainability of DAY-NRLM. While CLFs have been established across the State, there is a need to strengthen their systems and transform selected federations into professionally managed, financially sustainable and member-owned institutions.

The proposed intervention will focus on:

- Strengthening governance and leadership of CLFs;
- Establishing robust institutional and operational systems;
- Improving financial management, accounting, audit and internal controls;
- Strengthening human resource systems;
- Improving planning and business processes;
- Developing sustainable revenue and service-delivery models;
- Strengthening livelihood promotion and market linkages;
- Promoting financial inclusion and access to formal financial services;
- Improving convergence with government programmes and departments;
- Establishing effective monitoring and performance management systems;
- Developing model systems, tools and SOPs that can be replicated by other CLFs.

The agency will work closely with SMMU, DMMUs/BMMUs, CLF/BDS leadership, SHGs, community cadres and other stakeholders.

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3. Objective of the Assignment

The overall objective of the assignment is:

"To develop selected Cluster Level Federations into strong, self-governed, professionally managed, financially viable and sustainable Model CLFs that demonstrate best practices and provide a replicable institutional development model for other federations under Sikkim SRLM."

Specific objectives

The assignment will aim to:

1. Assess the existing institutional, governance, financial and operational status of selected CLFs.
2. Develop a comprehensive Model CLF framework and maturity assessment system.
3. Prepare CLF-specific Institutional Development Plans (IDPs).
4. Strengthen governance, leadership and accountability mechanisms.
5. Strengthen financial management, accounting, audit and internal control systems.
6. Develop appropriate HR and performance management systems.
7. Strengthen planning, MIS, documentation and reporting systems.
8. Develop sustainable business/revenue models for CLFs.
9. Strengthen livelihood, enterprise development, aggregation and market-linkage functions.
10. Strengthen convergence with government departments, banks, financial institutions and other agencies.
11. Build the capacity of CLF office bearers, staff, cadres and sub-committees.
12. Establish systems for periodic performance assessment and continuous improvement.
13. Document good practices, tools and learning from Model CLFs.
14. Develop a replication strategy for scaling the Model CLF approach across Sikkim SRLM.

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4. Scope of Work

The selected agency will undertake the following broad activities.

4.1 Inception and Diagnostic Assessment

The agency shall undertake a detailed assessment of the selected CLFs covering, inter alia:

- Institutional profile and membership;
- SHG/VO/CLF federation structure;
- Governance arrangements;
- General body and executive committee functioning;
- Sub-committee functioning;
- Roles and responsibilities of office bearers;
- Meeting systems and record keeping;

- Financial systems;
- Books of accounts and financial statements;
- Audit status and compliance;
- Bank account management;
- Internal control systems;
- Fund management;
- Human resources and staffing;
- Cadre deployment and utilisation;
- MIS and digital systems;
- Livelihood and enterprise activities;
- Procurement and aggregation systems;
- Marketing and market linkage;
- Financial inclusion;
- Social inclusion;
- Convergence with government programmes;
- Revenue generation and cost recovery;
- Existing assets and infrastructure;
- Member services;
- Risk management;
- Sustainability of the institution.

The assessment shall establish the baseline status of each selected CLF.

4.2 Development of Model CLF Framework

The agency shall develop a comprehensive **Model CLF/MCLF Framework** in consultation with SRLM.

The framework shall include measurable standards/indicators under key domains such as:

Domain	**Indicative Areas**
Governance	General Body, Executive Committee, elections, meetings, transparency
Institutional Systems	SOPs, committees, documentation, service standards
Financial Management	Books, budgeting, controls, audit, compliance
HR Management	Staffing, TORs, performance management
MIS & Digitalisation	Data management, reporting, dashboards
Livelihoods	Enterprise promotion, aggregation, value chains
Financial Inclusion	Credit linkage, insurance, pensions, savings
Market Linkage	Branding, packaging, procurement, sales
Convergence	Government schemes and institutional partnerships

Domain	Indicative Areas
Social Development	Inclusion, gender, vulnerable groups
Sustainability	Revenue, cost recovery, business planning
Learning & Replication	Documentation, peer learning, mentoring

The framework should include a **Maturity/Performance Scorecard** with clearly defined benchmarks for different levels of institutional development.

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5. Institutional Development Planning

Based on the diagnostic assessment, the agency shall prepare a **CLF-specific Institutional Development Plan (IDP)** for each selected federation.

Each IDP shall contain:

- Baseline assessment;
- Key gaps;
- Prioritised interventions;
- Annual targets;
- Activities and milestones;
- Responsibility matrix;
- Capacity-building requirements;
- Financial requirements;
- Revenue/sustainability strategy;
- Monitoring indicators;
- Risk mitigation measures;
- Exit/handholding strategy.

The IDP shall be jointly validated with the CLF leadership and SRLM.

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6. Governance and Leadership Strengthening

The agency shall strengthen the governance systems of the selected MCLFs through:

- Orientation of General Body and Executive Committee members;
- Clarification of roles and responsibilities;
- Strengthening meeting and decision-making processes;
- Strengthening committee/sub-committee systems;
- Development/review of governance SOPs;
- Leadership development;
- Conflict management;
- Transparency and accountability mechanisms;
- Member participation;
- Social accountability mechanisms;
- Annual planning and review processes;
- Development of leadership succession mechanisms.

The agency shall ensure that the MCLF remains **community-owned and community-managed**, with the agency functioning primarily as a technical support and capacity-building partner.

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7. Financial Management and Institutional Systems

The agency shall strengthen financial systems of the MCLFs, including:

- Review of accounting systems;
- Standardisation of books and registers;
- Budget preparation;
- Cash and bank management;
- Financial reporting;
- Internal controls;
- Procurement systems;
- Asset management;
- Internal audit follow-up;
- Statutory audit compliance;
- Financial risk management;
- Financial delegation and approval systems;
- Development of financial SOPs.

The agency shall also support CLFs in developing systems for timely closure of accounts and resolution of audit observations.

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8. Human Resource Management

The agency shall assess and strengthen the human resource structure of the MCLFs. This shall include:

- Assessment of existing staffing;
- Development/review of organisational structure;
- Job descriptions/TORs;
- Recruitment support, where required;
- Induction systems;
- Performance appraisal;
- Staff training;
- Attendance and leave systems;
- Staff retention strategy;
- Performance-linked work planning;
- Development of HR policies/SOPs.

The agency shall ensure that HR systems are appropriate to the scale and financial capacity of the federation.

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9. Capacity Building and Training

The agency shall design and implement a comprehensive capacity-building programme for:

- CLF Executive Committee members;
- General Body representatives;
- Office bearers;
- CLF staff;
- Sub-committee members;
- Community Resource Persons/cadres;
- SHG/VO leaders;
- Other relevant community functionaries.

Indicative training themes shall include:

- CLF governance;
- Leadership and team management;
- Financial management;
- Bookkeeping and accounting;
- Internal controls;
- Procurement;
- HR management;
- MIS;
- Business planning;
- Enterprise development;
- Livelihood promotion;
- Value-chain development;
- Market linkage;
- Negotiation and communication;
- Financial inclusion;
- Convergence;
- Social inclusion;
- Digital systems.

Training shall be supplemented by **on-the-job handholding, mentoring and field-based learning**, rather than being limited to classroom training.

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10. Livelihood and Business Development

The agency shall assess and strengthen the role of MCLFs in promoting sustainable livelihoods.

The agency shall support:

- Identification of viable livelihood opportunities;
- Commodity/value-chain mapping;
- Aggregation of products;
- Business planning;
- Market assessment;
- Buyer identification;
- Market linkage;
- Collective procurement;

- Branding and packaging;
- Quality improvement;
- Enterprise development;
- Producer group/enterprise linkage;
- Financial and credit linkage;
- Development of CLF-level services to SHGs.

Where appropriate, the agency shall prepare **CLF Business Plans** identifying potential revenue-generating services and activities.

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11. Sustainability and Revenue Model

A key responsibility of the agency shall be to develop a sustainability strategy for each MCLF.

This may include:

- Member service fees;
- Service charges;
- Enterprise/business services;
- Aggregation margins;
- Training/service delivery;
- Facilitation charges;
- Partnerships with financial institutions;
- Partnerships with government departments;
- Livelihood-related service models;
- Other legally permissible revenue streams.

The agency shall prepare financial projections showing:

- Revenue;
- Operating expenditure;
- Human resource costs;
- Administrative costs;
- Working capital;
- Break-even point;
- Cash-flow requirements;
- Sustainability timeline.

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12. Digitalisation and MIS

The agency shall strengthen digital systems for:

- Membership database;
- Financial information;
- Meeting and governance records;
- Staff information;
- Activity monitoring;
- Livelihood/business information;
- Service delivery;

- Performance monitoring.

The agency shall use existing SRLM/DAY-NRLM MIS platforms wherever applicable and shall avoid creating parallel systems unless specifically approved by SRLM.

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13. Convergence and Partnerships

The agency shall support MCLFs to develop structured partnerships/convergence with:

- Rural Development Department;
- Agriculture and Horticulture Departments;
- Animal Husbandry and Veterinary Services;
- Industries/Commerce-related departments;
- Cooperatives;
- Banks and financial institutions;
- NABARD;
- NRLM/DAY-NRLM ecosystem;
- Training institutions;
- Private-sector buyers;
- NGOs/CSOs;
- Academic and technical institutions;
- Other relevant government and development agencies.

The agency shall prepare a **Convergence and Partnership Plan** for each MCLF.

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14. Monitoring, Evaluation and Performance Assessment

The agency shall develop an MCLF Performance Monitoring Framework.

This shall include:

- Baseline indicators;
- Monthly/quarterly indicators;
- Governance indicators;
- Financial indicators;
- Business indicators;
- Livelihood indicators;
- Capacity-building indicators;
- Membership/service indicators;
- Sustainability indicators.

The agency shall undertake periodic assessment of each MCLF using the Model CLF Scorecard.

A **quarterly performance review** shall be undertaken jointly with SRLM.

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15. Knowledge Management and Documentation

The agency shall document:

- Good practices;
- Institutional innovations;
- Success stories;

- Case studies;
- Governance practices;
- Financial management practices;
- Livelihood models;
- Business models;
- Convergence models;
- Digital solutions;
- Lessons learned.

The agency shall prepare a **Model CLF Resource Package** comprising manuals, SOPs, formats, tools, checklists, training modules and case studies for replication across Sikkim.

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16. Peer Learning and Exposure

The agency shall facilitate:

- Inter-CLF learning;
- Peer-to-peer learning;
- Exposure visits;
- Leadership learning sessions;
- Sharing of successful practices;
- Experience-sharing workshops.

Exposure visits may be organised to well-performing CLFs/federations within or outside Sikkim, subject to approval and budget availability.

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17. Handholding and Mentoring

The agency shall provide continuous field-level handholding to selected MCLFs.

The handholding shall focus on actual implementation of systems rather than only training.

The agency shall work alongside CLF leadership and staff to support:

- Planning;
- Meetings;
- Financial systems;
- Business planning;
- MIS;
- Governance;
- Revenue generation;
- Convergence;
- Performance review.

The ultimate objective shall be to ensure that the MCLF can independently operate the systems established through the assignment.

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18. Deliverables

The selected agency shall submit, at minimum, the following deliverables:

Deliverable 1 – Inception Report

To include:

- Detailed methodology;
- Work plan;
- Assessment framework;
- Stakeholder engagement plan;
- Data collection tools;
- Team deployment plan.

Deliverable 2 – Diagnostic Assessment Report

For each selected CLF:

- Institutional assessment;
- Governance assessment;
- Financial assessment;
- HR assessment;
- Livelihood/business assessment;
- MIS assessment;
- Sustainability assessment;
- Gap analysis.

Deliverable 3 – Model CLF Framework

A comprehensive framework containing:

- Domains;
- Indicators;
- Benchmarks;
- Scoring methodology;
- Maturity levels;
- Assessment tools.

Deliverable 4 – Institutional Development Plans

CLF-specific three-year/assignment-period development plans.

Deliverable 5 – Capacity Building Plan and Training Materials

Including:

- Training calendar;
- Training modules;
- Participant materials;
- Facilitator guides;
- Assessment tools.

Deliverable 6 – SOP and Systems Package

Including, as applicable:

- Governance SOP;
- HR SOP;
- Financial management SOP;
- Procurement SOP;
- MIS/reporting formats;

- Business planning format;
- Internal control checklist;
- Meeting and documentation formats.

Deliverable 7 – CLF Business/Sustainability Plans

For each selected MCLF.

Deliverable 8 – Periodic Progress Reports

Monthly/quarterly reports highlighting:

- Activities completed;
- Progress against indicators;
- Challenges;
- Corrective actions;
- Key achievements;
- Next-period action plan.

Deliverable 9 – Final Model CLF Report

The final report shall include:

- Overall assessment;
- Achievement against indicators;
- Case studies;
- Good practices;
- Lessons learned;
- Sustainability assessment;
- Replication strategy.

Deliverable 10 – Model CLF Resource Package

A consolidated toolkit for use by SRLM for replication across other CLFs.

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19. Indicative Duration

The assignment is proposed for a period of **12–18 months**, including:

1. Inception and diagnostic phase;
2. Institutional planning phase;
3. Capacity-building and systems development phase;
4. Intensive handholding phase;
5. Performance assessment and consolidation phase;
6. Exit and replication planning phase.

The exact duration shall be specified in the RFP.

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20. Indicative Implementation Phases

Phase	Duration	Major Activities
Phase I	Month 1–2	Inception, consultations and baseline
Phase II	Month 2–3	Diagnostic assessment and IDPs
Phase III	Month 3–6	Governance, financial and HR systems
Phase IV	Month 4–10	Capacity building and handholding

Phase	Duration	Major Activities
Phase V	Month 6–12	Business, livelihood and sustainability systems
Phase VI	Month 10–15	Performance assessment and consolidation
Phase VII	Month 15–18	Exit, documentation and replication

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21. Institutional Arrangement

The selected agency will work under the overall guidance and supervision of **Sikkim SRLM/SMMU**.

A designated officer of SRLM shall act as the nodal officer for the assignment.

The agency shall coordinate with:

- SMMU/SRLM;
- DMMU/BMMU;
- Selected MCLFs;
- CLF/BDS office bearers;
- Community cadres;
- Line departments;
- Financial institutions;
- Other stakeholders as required.

The agency shall participate in periodic review meetings convened by SRLM.

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22. Team Composition

The agency shall deploy an appropriately qualified multidisciplinary team.

Indicative key positions are:

Team Leader/Institutional Development Expert

- Postgraduate qualification in management/development/social sciences/rural development or related field;
- At least 10 years of relevant experience;
- Experience in institutional development/community institutions;
- Experience in DAY-NRLM/SHG federations or comparable programmes preferred.

Community Institution/Capacity Building Expert

- Postgraduate qualification in rural development/social sciences/management or related discipline;
- Minimum 7 years of relevant experience;
- Experience in SHG/federation strengthening and capacity building.

Finance & Institutional Systems Expert

- CA/CMA/MBA Finance/PG in Finance or equivalent;
- Minimum 7 years of relevant experience;
- Experience in accounting, internal controls, audit and community institutions preferred.

Livelihood/Enterprise Development Expert

- Postgraduate qualification in rural management/agribusiness/management/economics or related field;
- Minimum 7 years of relevant experience;
- Experience in enterprise promotion, value chains, aggregation and market linkage.

MIS/Digital Systems Expert

- Relevant postgraduate/graduate qualification;
- Minimum 5 years of relevant experience;
- Experience in MIS, dashboards and digital institutional systems.

Field Coordinators/Mentors

Adequate field personnel shall be deployed for continuous handholding and mentoring of MCLFs.

The agency may propose additional experts as required.

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23. Minimum Eligibility Criteria for the Agency

The agency should meet the following minimum eligibility requirements:

1. It should be a legally registered organisation/company/consulting firm/institution in India.
2. It should have at least **5 years of experience** in institutional development, rural livelihoods, SHG/federation strengthening, capacity building or related areas.
3. Demonstrated experience in implementing assignments for:
    - DAY-NRLM/SRLM;
    - Government departments;
    - Rural development programmes;
    - SHG federations/community institutions; or
    - Comparable development programmes.
4. Experience in at least **three comparable institutional strengthening assignments**.
5. Demonstrated experience in capacity building and field-level handholding.
6. Adequate financial and technical capacity to undertake the assignment.
7. The agency should not have been blacklisted/debarred by any Government department/PSU/autonomous body, as applicable.

Preference may be given to agencies having prior experience in the North-East, Himalayan states or Sikkim.

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24. Selection Methodology

The agency may be selected through a **Quality and Cost Based Selection (QCBS)** process.

An indicative evaluation framework may be:

Component	Weight
Technical Proposal	80%

Component	Weight
Financial Proposal	20%
Total	**100%**

The technical evaluation may include:

- Relevant organisational experience;
- Experience in DAY-NRLM/SHG federation strengthening;
- Understanding of the assignment;
- Proposed methodology;
- Work plan;
- Team composition;
- Experience of key personnel;
- Quality of proposed MCLF framework;
- Knowledge management and sustainability approach.

The exact evaluation criteria and weightages shall be specified in the RFP.

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25. Reporting Requirements

The agency shall submit reports in formats approved by SRLM.

Indicative reporting schedule:

- Inception Report – within 30 days;
- Diagnostic Assessment – within 60 days;
- Institutional Development Plans – within 75 days;
- Quarterly Progress Reports – every quarter;
- Training/Capacity Building Reports – after each major intervention;
- Annual/Periodic Performance Assessment – as prescribed by SRLM;
- Final Report and Replication Toolkit – before completion of assignment.

All reports shall be submitted in both editable and PDF formats.

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26. Ownership of Outputs and Data

All data, reports, assessment tools, training materials, SOPs, dashboards, documentation and other outputs developed under this assignment shall remain the property of Sikkim SRLM.

The agency shall maintain confidentiality of all institutional, financial, member and programme-related information.

The agency shall not publish or commercially use the data or outputs without prior written approval of SRLM.

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27. Indicative Performance Indicators

The success of the assignment may be assessed against indicators such as:

- Percentage of MCLFs meeting Model CLF benchmarks;
- Improvement in governance score;
- Improvement in financial management score;

- Timeliness of accounting and reporting;
- Reduction in audit observations;
- Percentage of committees functioning effectively;
- Staff performance and retention;
- Increase in member services;
- Number/value of livelihood and enterprise initiatives;
- Increase in CLF-generated revenue;
- Improvement in cost recovery;
- Number of convergence initiatives;
- Number of SHGs/VOs receiving services from MCLF;
- Member satisfaction;
- Sustainability of institutional systems;
- Replication of successful practices.

Baseline and target values shall be finalised during the inception phase.

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28. Key Principles of Implementation

The agency shall follow the following principles:

- **Community ownership:** MCLFs shall remain member-owned institutions.
- **Demand-driven approach:** Interventions shall respond to member and federation needs.
- **Institutional sustainability:** Systems should remain functional after completion of the assignment.
- **Inclusiveness:** Particular attention shall be given to vulnerable and socially excluded households.
- **Transparency:** Governance and financial systems shall promote accountability.
- **Practical learning:** Training shall be complemented by field-based mentoring.
- **Convergence:** Existing government and institutional resources shall be leveraged.
- **Replication:** Systems developed under the assignment should be scalable across Sikkim.
- **Sikkim-specific adaptation:** The approach shall take into account the State's geographical, social, economic and institutional context.

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29. Expected Outcomes

At the end of the assignment, the selected MCLFs are expected to demonstrate:

1. Strong and participatory governance;
2. Clearly defined institutional roles and responsibilities;
3. Effective General Body, Executive Committee and sub-committee functioning;
4. Robust accounting, financial management and internal control systems;
5. Professional HR and performance management systems;
6. Reliable MIS and reporting systems;
7. Improved livelihood and enterprise services;

8. Stronger market and financial linkages;
9. Increased convergence with government programmes;
10. Sustainable revenue and business models;
11. Improved member satisfaction and service delivery;
12. A documented and replicable Model CLF framework.

The MCLFs should ultimately function as **demonstration institutions and resource centres for strengthening other CLFs/BDSs in Sikkim**.

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30. Exit and Sustainability Strategy

The agency shall prepare an exit strategy from the beginning of the assignment.
The strategy shall ensure:

- Transfer of knowledge to SRLM and MCLF personnel;
- Institutionalisation of SOPs and systems;
- Identification and development of internal resource persons;
- Progressive reduction of external handholding;
- Strengthening of CLF financial sustainability;
- Documentation of systems;
- Establishment of peer-learning mechanisms;
- Replication of the model in other CLFs.

The agency shall not create long-term dependency on external consultants.

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31. Proposed Annexures to the RFP

The final RFP may include the following annexures:

Annexure I: List and profile of proposed MCLFs
Annexure II: Indicative Model CLF Scorecard
Annexure III: Baseline Assessment Format
Annexure IV: Institutional Development Plan Format
Annexure V: Indicative Training Calendar
Annexure VI: Key Performance Indicators
Annexure VII: Technical Proposal Format
Annexure VIII: Financial Proposal Format
Annexure IX: CV Format for Key Experts
Annexure X: Declaration of Non-Blacklisting
Annexure XI: Draft Contract Agreement
Annexure XII: Payment Milestone Schedule

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32. Indicative Payment Milestones

Payment may be linked to achievement of deliverables rather than merely passage of time.

Milestone	Indicative Payment
Approval of Inception Report	10%

Milestone	Indicative Payment
Completion of Diagnostic Assessment	15%
Approval of Model CLF Framework and IDPs	15%
Completion of Systems/Capacity Building Phase	20%
Mid-term Performance Assessment	15%
Completion of Handholding and Sustainability Plans	15%
Final Report, Toolkit and Replication Plan	10%
Total	**100%**

The final payment structure shall be determined by SRLM in accordance with the procurement process and contract conditions.

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33. Conclusion

Through this assignment, Sikkim SRLM intends to establish a practical and replicable **Model Cluster Level Federation (MCLF) ecosystem** that combines strong community governance with professional management, financial sustainability, livelihood promotion, convergence and member-centric service delivery.

The selected agency shall therefore function not merely as a training provider, but as a **technical and institutional development partner to SRLM and the selected MCLFs**, with responsibility for diagnosis, system development, capacity building, field handholding, performance improvement, documentation and replication.