



NATIONAL JUTE BOARD
MINISTRY OF TEXTILES, GOVT. OF INDIA
3A & 3B PARK PLAZA, 71, PARK STREET, KOLKATA - 700 016
TEL: 033-22172107 / 22263438
E- MAIL: jute@njbindia.in
website: <http://www.jute.com>

NIT No. 03 /NJB/CFC-EOI/ 2016-17

Dt. 4th November, 2016

National Jute Board (NJB) a statutory body under Ministry of Textiles, Govt. of India invites Expression of Interest (EOI) from the agencies of repute interested to extend fulltime support service for implementation of activities relating to jute diversification in Common Facility Centers (CFCs) in 7 districts i.e.; Nadia, North 24 Parganas, Hooghly, Jalpaiguri, South 24 Parganas of West Bengal, Katihar of Bihar and Barpeta of Assam. The CFC Scheme includes jute product identification, Training, Commercial Production and Marketing of Jute Diversified products and making the members of CFC self sustained.

Agencies interested to participate in the selection process may download the EOI document from NJB's **website: <http://www.jute.com>**. EOI completed in all respect will be received in the office of NJB, Kolkata (at given address) on 30th November 2016 up to 1.00PM and opened on the same day at 4.00PM.

A Pre-bid meeting is scheduled to be held on 18th November 2016 at 3.00PM in the office of NJB Kolkata. Interested Agencies may attend the meeting and participate.

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Published in Economic Times Dated: 09/11/2016

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NATIONAL JUTE BOARD

Published in Ananda Bazar Patrika Dated: 09/11/2016

INVITATION OF EXPRESSION OF INTEREST

For Selection of Operating Agency (OA) for establishment of Common Facility Centre (CFC) for Empowerment of unemployed men and women through promotion of

Jute Diversified Products(JDPs)

Pre Bid Meeting on 18th November, 2016 (3.00 p.m.)

Last Date of Submission of EOI by the Agencies by 30th November, 2016 (up to 1.00p.m)

Opening date of Bids 30th November, 2016 (4 p.m.)

1. Introduction

National Jute Board (NJB) a statutory body under Ministry of Textiles (MoT), Govt. of India is seeking Operating Agency to establish CFCs by engaging large numbers of clusters of Women Self Help Groups (WSHGs), Women Entrepreneurs & unemployed men and women throughout country for production of various types of JDPs ranging from jute carry bags /shopping/fancy bags, jute handicrafts, handloom products including floor covering/mat/matting, and other products like composite, footwear *etc.* through interventions such as Training, Skill Development, Design workshop, production & marketing support on sustainable basis.

NJB proposes to have CFCs in following locations:

Sl.	State	District	Preferred area**
1	West Bengal	Nadia	Palshipara, Tehatta
2	West Bengal	North 24 Parganas	Deganga
3	West Bengal	Hooghly	Dhaniakhali
4	West Bengal	Jalpaiguri	New Jalpaiguri
5	West Bengal	South Parganas	Sunderban,
6	Bihar	Katihar,	Katihar,
7	Assam	Barpeta	Barpeta

** In addition to above preferred area, Operating Agency(OA) may establish CFCs in other areas of the District by forming different WSHG clusters for production/promotion of different categories of JDPs.

The CFC shall be established at a location, easily accessible to the members of the WSHGs. The CFCs would aim to bridge the gap between the market and the artisans/members of the WSHGs and unemployed men and women to make them successful entrepreneurs. The clusters are expected to become regular sources of supplies for high value Jute Diversified Products, both in domestic and international markets, therefore, need to be handled by competent organizations having well established backward and forward linkages both in domestic and international markets by imparting skill training, providing designs and raw materials and buying back the products manufactured by the members of the CFC.

The following major categories of Jute Diversified Products (JDPs) will be promoted under the scheme:

- 1) Category A :Jute Carry Bags such as Promotional and Carry bags, School bags, Office bags, Low cost carry bags, Utility Products like Sports travel bags, Laptop bags, Briefcases, suitcases, Wallets and clutches etc.& other Fancy and Designers' value added bags.
- 2) Category B :Jute Handicrafts - Braided, Non-braided, Molded, Motifs, Jewelry ornaments, Flower bouquet, Hammock, Office stationery items, File covers, Pen stand, Calendar etc.
- 3) Category C: Jute Handloom, Decorative fabrics, Placemats/ Table runners, Durries, Rugs, floor coverings and mats & mattings.
- 4) Category D :Other JDPs i.e. Composite (Furniture/Door/window panel etc.), Footwear, Personal Hygiene products –Napkins, Maternal Gauges, Fashion Garments & accessories Cushions, Seat Covers, Home Textiles, Jute paper products and other items not falling in Category A to C.

The products should be predominantly jute but depending on necessity and value addition, jute blended fabrics, and other eco-friendly material may be used. The CFC may be equipped with suitable modern machineries required for Training cum production of quality JDPs and other infrastructural facilities like storage of raw materials & finished products/display/rest rooms.

List of indicative plants and machinery in the CFC:

- (a) High Speed Stitching Machines (ZUKI) -10 no's
- (b) Embroidery M/cs/ Tufting M/cs– 2 no's
- (c) Desktop computer with printer/ CAM/CAD facility & internet connection
- (d) Handlooms - 2 no's with 4nos Charkhas , Drum (Sectional beaming) M/Cs etc
- (e) Jacquard Loom - 1 no. for design prototype and sample development of juco fabrics.
- (f) Jute paper pulp machine
- (g) Jute paper made product machine
- (h) Napkin semi automotive machine
- (i) Jute pulp for napkin machine
- (j) Jute molded products (plates, pots etc) machine
- (k) Screen Printing Table & accessories
- (l) Board/ Fabrics cutting machines
- (m)DTP facility for the preparation of screens
- (n) Packaging facilities
- (o) Telephone / Internet Facilities
- (p) Back-up power generation facilities
- (q) Other tools, equipment and machines required directly for production of JDPs, Jute handicrafts etc.

NJB intends to draw support services from reputed Manufacturers, Exporters, Society or Trusts, MSMEs and other Institutions having unique identity number obtained from NITI Aayog / any other entity of repute & engaged in Skill Training, Bulk Production, Marketing of Jute Diversified Products, development clusters associated with WSHGs, Entrepreneurship Development and other products made from natural fibers. Accordingly, NJB invites Expression of Interest from such organizations to set up CFCs and act as a catalyst to develop these clusters as sustainable production cum revenue base for bulk supplies of quality JDPs.

2. Project objectives and targets:

- i. To identify the beneficiary and evaluate economic status pre and post training support from CFC.
- ii. To provide adequate infrastructure for Training, Production of value added JDPs with commercial potential. Also facilitate adequate resources for creating market linkages on sustainable basis through flow of purchase orders for CFC members engaged in continuous JDP activities, thereby earning income.
- iii. To provide required jute raw materials to the artisans/ JDP units at an affordable cost and in required quantity from JRMB units.
- iv. To provide Design intervention for production of innovative JDPs having commercial value in domestic and international markets and give mentoring support to successful and proactive members towards entrepreneurship.
- v. Target of CFC district wise– i.e. 1000 members during a period of two years with a target of at least 200. OA to facilitate formation of Society or Federation with the members of CFCs in the district and also bring out entrepreneurs who can manage jute business & subject to availability of CFC fund.

3. Eligibility of Operating Agency (OA) /Applicant for submission of proposals

- a) The applicant should be a Registered Company/A Govt. agency/PSU/ MSME/ Society or Trust having unique identity number obtained from NITI Aayog / any other entity of repute with sound experience in performing activities related to production& promotion/ of JDP especially for Women Self Help Groups (WSHGs) and unemployed men and women to act as OA for implementation of the scheme.
- b) The applicant should be having its own production unit with trained employees. Marketing network and having e-commerce support is desirable.
- c) The applicant preferably should have fair presence in domestic and international markets.
- d) There can be more than one OA in a cluster per CFC for speedy and effective implementation of the scheme; however the JDP being produced must be unique in the CFC Districts. The same CFC member may not get trained in multiple JDPs from the CFC scheme support.

4. Identification of Beneficiaries for CFC Scheme

- a. The members/beneficiaries of the CFC will be identified by the OA from the decentralized sector in a transparent manner and no mill employees will be covered under the CFC scheme.
- b. List of beneficiaries/members may also be obtained from Local Administration in CFC Districts
- c. Members of the WSHGs &unemployed men and women shall be given priority.
- d. It is desirable that the members/beneficiaries of CFC scheme will continue JDP activities for two years. After completion of two years, OA may also engage the members beyond the support of scheme for sustainable development of JDPs.

5. Responsibilities of Operating Agency (OA)

- a) OA can operate CFC from hired premises without any additional overheads till such time the permanent structure/building is made available by NJB. The building being hired by OA on rentals basis may be approx 2000 Sq.ft. (carpet area) with Toilets and other basic amenities. NJB may bear the expenditure towards the hiring subjected to maximum of Rs. 5,000 per month as mentioned in Table II.
- b) OA shall be the custodian of the CFC created under the CFC Scheme for 2 years, after which, a Society/ Federation may be formed by the active members of the CFC and OA may also enter into an agreement for continuing beyond two (2) years.
- c) OA shall be responsible for the execution and management of the intervening activities i.e.; skill up gradation, procurement of bulk orders, arrangement of required raw materials and accessories, safe guarding and storing the finished products, participating in market promotions events etc.
- d) OA shall develop necessary infrastructure in consultation with NJB. The ownership of the infrastructure and machineries after completion CFC period may be considered for transfer to the newly formed Federation/Society of successful entrepreneurs' on specific approval of NJB.
- e) OA will maintain the genuineness of the CFC members based on Aadhar Card, Voter ID Card. Proper biometric attendance for the beneficiaries in CFC must be carried out in consultation with NJB.
- f) OA shall facilitate opening of Aadhar Enabled Bank A/c for the members of the CFC and create awareness amongst the members of CFC regarding relevant ongoing schemes of Govt. such as Jan Dhan Yojana and insurance schemes etc.
- g) OA shall determine the cost of production of the final product produced by the members of the CFCs in consultation with NJB and pay 20% of the cost of production to the members of the CFC on sustainable basis.
- h) All the payments to the beneficiaries should be made only by DBT to the bank account of the beneficiaries with Aadhar linked.
- i) The OA may be allowed to develop decentralized production units in the cluster to undertake regular and bulk production. OAs may have more than one JDP product category in CFC- District, however no two OAs can have same JDP product category in a CFC- District.
- j) The target of CFC is to empower 1000 members. Each CFC should involve at least 200 plus members over a period of two years in regular JDP production. The successful members of CFC may be assisted to establish their own production unit so that they participate in manufacturing bulk orders without any additional overheads on CFC. Assistance may be provided as part subsidy for procurement of machinery to the extent of 50% of the cost of machinery or Rs.5000/- per machine, whichever is less.
- k) The OA may also be allowed to operate NJB's Schemes i.e. JRMB and Retail outlets.

- l) The OA shall maintain day to day training program details; these must be logged and registered properly. And shall ensure health and safety standards in work place. It shall also comply with Social, Ethical, Quality and environmental compliance standards.
- m) Report on activities carried out in the CFCs must be submitted to NJB on every fortnight on which the performance of the respective CFCs will be assessed by NJB.
- n) The OA shall perform any other activities assigned by NJB from time to time for promotion of JDPs for the CFCs.

6. Role of NJB

In order to supplement the efforts of the OA, NJB may also involve the members of the CFCs in NJB's various ongoing activities -

- a) Providing plant and machinery in the CFC to the members required for training and successful participation in bulk production as per indicative list of machineries.
- b) Arranging space and building by coordinating with State Agencies for undertaking training cum regular bulk production, till the infrastructure/building is made available. OA may hire rented premises of Approx 2000Sqft(carpet area) with Toilet and other basic amenities for running training cum production centre, proper stocking of raw materials and finished products.
- c) Providing funds for meeting necessary expenditures on account of training programs including arrangement of tool kits for the members of the CFCs and also providing facilities for online E-marketing/ E-Commerce.
- d) Priority will be given to the members of the CFC for participation in the promotional activities, Design Development workshops of NID, mentoring for Entrepreneurship development programmes organized by NJB.
- e) Promoting the members of CFC on NJB's website and other online media, diverting bulk enquiries, if any, to members of CFCs for execution.
- f) Supplying Training Module books, Design development information, Booklets, leaflets etc. to be published in local and other languages for publicity and other promotional activities.
- g) Arranging Aadhar Based Enabled Attendance System (ABEAS) / internet access, CSC, DTP.
- h) Monitoring/supervision/surprise on spot inspection by the officials deputed by Secretary NJB and periodic review by Monitoring Approval Committee (MAC) committee on the progress.
- i) NJB may conduct inspection / audit of the accounts of the operating agency as and when deemed necessary.

7. Measurable Minimum Targets for Training & Procurement of JDPs from the cluster:

There will be minimum targets which have to be achieved by the selected Operating Agency i.e., measurable after each quarter –

- a. **No. of trainings and trainees to be covered-** please refer to **TABLE 1**
- b. **Financial benefit to be extended to the members of CFCs:** The agency will provide raw materials including accessories and other expenses for bulk production from Jute Raw Material Bank(JRMB) being operated / as and when made ready if raw materials are not available they may procure from outside. The successful members of CFCs will produce their products in the CFC or in their suitable work place. The OA will procure the products from the members of CFCs by paying 20% of the cost of production.

c. Support to the Operating Agencies:

- i) NJB will extend financial support to the OA to meet administrative and establishment expenses @ Rs. 30000/- (Rupees thirty thousand) per month for the first 4 quarters on successful execution of the agreed programme. The support will be linked to performance quarter to quarter on order generation. In the next 4 quarters, the support will be linked based on performance and will be paid @ 10% of the earnings passed on to the trainees.
- ii) In the first 4 quarters, the administrative and establishment charges will be paid to the agency in every quarter in advance, subject to adjustments on actual performance.
- iii) In the last 4 quarters, the payment will be made after submission of the quarterly performance reports.

TABLE – I

Indicative Training & Marketing Activities

Sl. No	Time lines w.e.f. the date of Signing of MOU	Minimum no. of Trainings/Skilling & Trainees (Basic + Advance+ Design)		Minimum no. of participations for providing Market linkages e.g. Organizing fairs, participation in Melas/Exhibitions, Domestic and International Trade promotions, BSM, Marketing and selling through Retail outlets, CSR activities-potential buyers, Traders etc.
	Quarter	Min no. of Trainings.	Min. members -WSHG	
1	Q1	1- Basic	30	-
2	Q2	2 -Basic and Advanced	30	-
3	Q3	2 -Basic and Advanced	30	2
4	Q4	2- Basic and Advanced	30	3
5	Q5	3 - Basic, Advanced and Design	30	3
6	Q6	1- Basic	30	4
7	Q7	2- Basic and Advanced	30	4
8	Q8	2- Advanced and Design	30	4
9	Total	15	240	20
10	Approx no: of min skill members of WSHG excluding the repeat trainings		200	

8. Duration of the Project: 2 years

The duration of the project is 24 months from the date of MoU, divided into 8 quarters. The failure of the agency to achieve the targets in any quarter and failure to recoup it in the next quarter also will render the MoU not maintainable and the MoU will be liable for termination. NJB has the right to deploy any other agency substituting upon approval by competent authority.

9. Payments Terms:

Payments to OA may generally be released in 8 installments against the training organized by the OA from time to time subject to scrutiny of the documents submitted by the agency against each training program on quarterly basis; subsequently on performance basis. NJB will have the right to recover the unutilized funds, if any, in the hands of the agency.

The successful trainees will produce their products in the CFC production unit or in their suitable work place under the guidance and strict supervision of OA and they will be paid 20% of the cost of production of the finished products by the OA. The payment must be given through DBT under intimation to NJB.

10. Guidelines for utilization of Funds:

A: for Training part

- i. The OA is required to achieve the measurable minimum targets on quarterly basis as mentioned in **Table -1**. The agency will submit a fortnightly progress report highlighting the physical and financial performances and indicating the achievement of measurable minimum targets.
- ii. The OA would have to submit requisition of fund as per schedule along with Utilization Certificate (U/C) in the format of GFR 19A (of earlier releases), pre-receipt bill, Surety Bond *etc.* as required in the relevant rules.
- iii. The OA will also submit all the original bills along with statement of utilization along with bank statement of DBT duly certified by Chartered Accountants *etc.*
- iv. The OA has to structure and develop the cluster so that it becomes self-sustained with a positive revenue stream with value added JDP production.
- v. The OA may tie up with other institutions of repute, marketing agency establish raw material banks, design bank, other training programs, marketing channels, franchisee *etc.*

11. Agency Selection Criteria

The agency shall be selected by the Committee constituted by the Secretary NJB. NJB may also modify CFC locations as when approved by Ministry of Textiles. More than one agency can be engaged and can operate in any of the declared locations for different categories of JDPs. However, there will be only one agency for one type of JDP product profile in a CFC district.

11.1 Procedure for submission of Request for Proposal (RFP)

The offers are to be submitted in sealed covers and all the documents should have page number, total pages and signature of the authorized persons from the bidding agency as follows:

11.1.1 Bid:(Sealed Cover)

Following should be submitted in the Bid- Please Refer **Annexure I and Annexure II**

1. Agency Profiles in brief with details of experience in designing/product development, training, production and marketing in JDP sector including award won and details of its creativity, work done in the past in connection with the scope of the work suggested.
2. Proof of Experience and handling relevant activities mentioned.
3. Copies of the audited Balance Sheet for the last three years should be enclosed duly signed by the Chartered Accountant along with the latest Income Tax returns filed in the last three years.
4. Details of PAN, Service Tax & VAT.
5. In case NGO or Trustee Board, the Unique Identity number issued by NITI Aayog.
6. Any other supporting documents relevant to the selection criteria.
7. Information of measurable target and benefits under **Annexure –II**

TABLE – II

INDICATIVE BUDGETARY PROVISION FOR TRAINING PROGRAMME UNDER CFC

Sl. No.	Description	Budgetary provision per month (in Rs.)
1	Hall Rent **	5000
2	Master trainer Fees *	15,000
3	Asst. Master trainer Fees *	12,000
4	Master & Asst. Master trainer TA / DA *	15,000
5	Raw materials & Accessories including Tool Kits* (Approx Rs 2000 per Member)	60,000
6	Tea and Snacks **	17,000
8	Provision for TA for trainees * (Basic + Advanced)	20,000
9	Electricity & Other Amenities **	15,000
10	Miscellaneous **	6,000
	TOTAL	1,65,000

- 30 days Training = 20 days Basic +10 days Advanced
- Raw materials & Accessories including Tool Kits @ Rs. 2,000/- per head (30 trainees) in a month (may vary depending on type of JDP opted)
- Tea snacks @Rs. 20/- per head (33 trainees) for 25 working days in a month
- TA for the trainees @Rs. 25/- per head (30 trainees) for 25 working days in a month
- All the payments made by the OA above Rs. 5,000/- will be made through DBT

* NJB may release payments directly for these components on actual

** Maximum reimbursement to the OA on submission of vouchers on actual

11.1.2 Earnest Money

Earnest Money Deposit (EMD) in the form of Pay order /Demand Draft in favor of National Jute Board for Rs.50,000/- (Rupees Fifty thousand only) per unit shall be submitted with the bid for each unit. The EMD of unsuccessful bidder shall be returned within one month of completing selection process. EMD of successful bidder will be adjusted with the performance guarantee as may be decided later. The sealed envelope shall be deposited by super scribing “EOI FOR CFC JDPS”.

12. Evaluation of Bid

All the bids received within the schedule time will be opened at the time and place indicated and shall be scrutinized by the Committee constituted for the purpose. After screening the bids which are found to be valid in all respect, the same will be opened and placed before the Evaluation Committee for awarding marks for each bidder as indicated in the **Annexure –“I&II”**

13. Other information

- i. Bid Proposals must remain valid for a period of 120 days of the submission.
- ii. The successful bidder would be required to submit and keep active for life of the performance guarantee for an amount and terms and condition to be decided later for successful performance of the activities of the contract.
- iii. The selected agency has to sign an MOU with National Jute Board for rendering satisfactory services and completion of the projects in a time bound manner.
- iv. The Agreement shall include provisions for taking performance guarantee, damages for delay or award for early completion besides other clauses as may be finalized by NJB.

14. Last date for submission of EoI

The last date for submission of EoI is 30th November, 2016 (upto 1.00 pm.). The EoI received after due date shall not be accepted. The EoI should be addressed to The Secretary, National Jute Board, 3A&3B Park Plaza, 71, Park Street, Kolkata – 700016. The envelope should be clearly marked “EoI FOR CFC JDPS” The Bids will be opened on 30th November 2016 at 4.00 PM. The authorized representatives of the agencies those who submitted EoI may remain present at the time of opening the bids.

15. Rights of National Jute Board

The National Jute Board (NJB) reserves the right to accept /reject the proposals received without assigning any reasons whatsoever, or may call for any additional information/ clarification, if so required. NJB also reserves the right to recover the excess payment arising due to non-performance of the agency as per terms of reference agreed upon. Further, upon satisfactory completion / achievement of targets including increase in Production, appreciation in revenue sharing with members of WSHGs etc, NJB may consider providing performance incentive on quarterly basis.

16. Additional activities by WSHGs

The members of CFC shall have liberty to earn more from by producing additional quantity and selling their products at different fairs and also through their own channels and further they may form a Society / Federation to start their operation so that they can become self-sufficient before and after two years.

17. Court Jurisdiction

This shall be subject to the exclusive jurisdiction of Kolkata High Court.

18. Miscellaneous

Pre-bid meeting will be held on 18th November 2016 at 3.00 p.m. in the Conference Room of National Jute Board (3A&3B Park Plaza, 71 Park Street, Kolkata -700 016. Agencies interested to participate in the Tender process may attend the Pre- Bid meeting and seek necessary clarification, if any, with regard to the Bid document.

SELECTION EVALUATION CRITERIA: Total Marks = 100

Sl. No.	Heading	Description	Documents to be Provided	Criteria for point allotment	Maximum points
1	Agency Experience (Max. Points – 20)	1) Proven and demonstrable experience in JDP sector for Product design & development , Training, Production and Sales& Marketing	<ol style="list-style-type: none"> 1. Memorandum & Article of Association of the agency , if applicable 2. Details of the Agency , wherever applicable, copies of; 3. Registration Certificate 4. In case of NGO/Trust, Unique Identity number enrolled with NITI Aayog 5. PAN Card number 6. Annual Reports for last three financial years 7. Audited financial statements for last three years 8. Other documents, if any 	All Categories >10years = 10 5-10 Years=7 < 5years = 5	10
		2) Similar Projects implemented with Govt. agencies	<ol style="list-style-type: none"> 1. Documents establishing the credential of the agency for last three years (Photo copies of the Work Order and Job Completion Certificates. 2. Purchase Orders for bulk supplies with certificate of satisfactory execution. 	All Categories >5 projects=10 2-4 projects= 7 <2 projects = 3	10
2	Key Personnel (Max. Points – 10)	Qualification: Sufficiently qualified and having experience in imparting skill / craftsmanship trainings, entrepreneurship training, etc. Marks will be granted by the selection committee on evaluation of the profiles of the team leader and other team members and their relevant experience.	Team Leader to have expertise in similar activities with credential – Documents to be submitted establishing credential and background of the Master Trainers. Marks will be granted by the Selection Committee on evaluation of the profiles of the team leader and other team members and their relevant experience.	Team Leader to have expertise in similar activities with credential; A. over 10 years : 10 B. 8 years and above : 8 C. 5 years and above : 5 D. Less than 5 years : 1-5	10
3	Project Methodology, approach note (Max. Points – 10) for services to offered and work plan. (Max. Points – 20)	Concept Note, Approach and methodology, work plan, (designs, expertise, raw materials, market linkages and sustained income/ revenue sharing etc.) to the	<ol style="list-style-type: none"> 1. Concept Plan supported by Flow Chart 2. Sources of Raw Materials 3. Likely Product Portfolios of JDPs for skilling and post training production and commercial activities with market linkages 4. Details of the services to be offered, and benefit to the WSHGs 	Bidder to provide approach methodology and concept note, details of the services to be offered, work plan and benefit to the WSHGs in the cluster. The agency may be required to make presentation, if desired)	20

		WSHGs in the cluster	in the cluster. 5. The agency may be required to make presentation, if desired. 6. Proposal for making the unit sustainable with 2 years and timelines quarter to quarter projection.		
4.	Measurable targets and benefits (Maximum points -40) As per Annexure - II	Measurable targets and benefits : 1. No. of Trainings per quarter and its cost. 2. Average earnings per month per member of the WSHG. 3. Average cost of production JDP by the trained artisans of CFC	The format as Annexure II to be filled in.	Maximum points -10 Maximum points -20 Maximum points -10	40
5	PRESENTATION ON THE PROPOSAL				10
					100

(Signature of the Agency)

Qualifying minimum 50% from total marks and at least 60% in Srl / No.4

Note: The decision of the Evaluation Committee will be final

Quarter wise statement of Measurable targets and benefits

Quarter	No. of trainees	No. of trainees joining production	Production of JDPs	Cost of production	Earnings of the trainees
Q1					
Q2					
Q3					
Q4					
Q5					
Q6					
Q7					
Q8					
TOTAL					

* Average will be worked out on the basis of total