

Order No.....2547.....

Date: 27/ 6/2022

**REQUEST FOR PROPOAL (RFP) No: 2
FOR THE
SELECTION OF AGENCIES 'ESTABLISHMENT AND MANAGEMENT OF CRÈCHES'
IN KEONJHAR DISTRICT**

Issuer:

District Social Welfare Officer,
Women & Child Development Department
Government of Odisha
Email: dswokeonjhar@nic.in

Address for Communication & Submission of Documents:

District Social Welfare Officer
DSWO Office
Collectorate
Keonjhar -758001
Email: dswokeonjhar@nic.in

DISCLAIMER

The information contained in this Request for Proposal (hereinafter referred to as "TENDER") document provided to the Bidder(s), is provided on the terms and conditions set out in this TENDER document and all other terms and conditions subject to which such information is provided.

The purpose of this TENDER document is to provide the Bidder(s) with information regarding the following assignment: 'Establishment and Management of Crèches in Keonjhar District'. This TENDER document does not purport to contain all the information each Bidder may require. This TENDER document may not be appropriate for all persons, and it is not possible to consider the business/investment objectives, financial situation and particular needs of each Bidder who reads or uses this TENDER document.

Bidder(s) shall conduct their own investigations and analysis and shall check the accuracy, reliability, and completeness of the information in this TENDER document and wherever necessary, obtain independent advice from appropriate sources. The undersigned makes no representation or warranty and shall incur no liability under any law, statute, rules, or regulations as to the accuracy, reliability, or completeness of the TENDER document.

With regards to any issue, guidelines as issued by the Government about Crèches, as and when operationalized, shall apply, or supersede the relevant instruction contained in this document. The undersigned may also, using absolute discretion, but without being under any obligation to do so, update, amend or supplement the information in this Tender document.

Table of Contents

Section 1: Letter of Invitation	5
Section 2: Definitions	6
Section 3: Factsheet	7
Section 4: Background	8
Section 5: Terms of Reference.....	12
A. Definition of a Crèche.....	12
B. Programme Objectives	13
C. Services to be provided in the Crèches	13
D. Functioning of Crèches.....	14
E. Selection criteria for crèche sites	15
F. Specifications for Crèche buildings.....	15
G. Other amenities in the crèche	16
H. Meal Plan.....	17
I. Home Visits	18
J. Steps in Programme Implementation	19
K. Programme Duration.....	19
L. Operational Structure of the Programme	20
M. Human Resources.....	20
N. Trainings, Orientations and Consultations	26
O. System Linkages.....	27
P. Committee	29
Q. Transparency and Accountability	30
R. Crèche MIS.....	32
S. Reporting Mechanism.....	33
Section 6: Instruction to Agencies	34
Section 7: Pre-qualification and evaluation forms	41
Section 8: Technical Proposal Submission Forms	45
Tech 1 Covering Letter	45
Tech 2: Bidder's Organization (General Details)	46

Tech 3: Bidder's Financial Details	47
Tech 4: Format for Power of Attorney.....	48
Tech 5: Bidders Past Experience Details	49
Tech 6: Declaration of Conflict of Interest and Activities	50
Tech 7: Description of Approach, Methodology and Workplan To Undertake the Assignment.....	51
Tech 8: Format of Curriculum Vitae (CV) for Proposed Key Professional.....	52
Tech-9 Earnest Money Deposit declaration.....	55
Section 9: Performance Bank Guarantee Form	56
Section 10: Financial Form	58
Section 11: Annexures	59
Annexure I: Bid Submission Checklist.....	59
Annexure- II: TECHNICAL PRESENTATION CHECKLIST	60
Annexure- III: Budget & Fund Flow	61
Annexure- IV: Tentative Training plan.....	72

Section 1: Letter of Invitation

District Social Welfare Officer,
DSWO Office, Collectorate
Keonjhar - 758001

SUBJECT: SELECTION OF AGENCIES FOR THE ESTABLISHMENT AND MANAGEMENT OF CRÈCHES IN KEONJHAR DISTRICT

The District Social Welfare Officer, Keonjhar invites proposals from reputed agencies for the '**Establishment and Management of Crèches in Keonjhar District**'. The details of the required scope of work and services expected from the Agencies is provided in **Section 5: Terms of Reference** in this RFP document.

Agencies will be selected based on 'Pre-Qualification of eligible Agencies followed by selection through Technical Evaluation' criteria described in this RFP.

The RFP comprises the following sections:

- Section 1 - Letter of Invitation
- Section 2 - Definitions
- Section 3 - Factsheet
- Section 4 - Background
- Section 5 - Terms of Reference
- Section 6 - Instructions to Agencies
- Section 7 – Pre-Qualification Evaluation Forms
- Section 8 – Technical Proposal Submission Forms
- Section 9 - Performance Bank Guarantee Form
- Section 10 - Financial Form
- Section 11 - Annexures

-sd-

District Social Welfare Officer
Keonjhar

Section 2: Definitions

1. "DMF" means the District Mineral Foundation, Keonjhar
2. "Client" means the District Social Welfare Officer, Keonjhar - W&CD Department. Government of Odisha
3. "DSWO" means District Social Welfare Office, Keonjhar.
4. "Agencies" means any entity or that may provide or provides the Services to the Client under the Contract.
5. "Day" means calendar day.
6. "Instructions to Agencies" means the document which provides interested Agencies with the information needed to prepare their respective Proposals.
7. "LOI" (Section 1 of the RFP) means the Letter of Invitation
8. "Personnel" means professionals and support staff provided by the Agencies and assigned to perform the Services or any part thereof.
9. "Proposal" means Pre-Qualification Documents and the Technical Proposal.
10. "RFP" means the Request for Proposal circulated by the Client for the selection of Agencies.
11. "Assignment / job" means the work to be performed by the Agencies pursuant to the Contract.
12. "Terms of Reference" (TOR) means the information included in the RFP which explains the objectives, scope of work, activities, tasks to be performed, respective responsibilities of the selected Agencies, etc.

Section 3: Factsheet

Request for Proposal (RFP-2) document made available to the applicants	26 .06.2022
Last date for receiving queries	04.07.2022
Response to queries	07.07.2022
Last date for receipt of proposals (Sealed Envelope)	14.07.2022 by 5 P.M.
Opening of proposals received within the stipulated date	15.07.2022 at 11 A.M.
Technical Presentation	16.07.2022 at 11 A.M.
Letter of Award	To be intimated to the selected Agency
Start Date	To be intimated to the selected Agency
Cost of Tender/bid (Demand Draft)	INR 10,000 (Rupees Ten Thousand Only)
Earnest Money Deposit (EMD) (Demand Draft)	INR 1,00,000 (Rupees One Lakhs Only)
Performance Bank Guarantee	4% of the Programme Cost
Method of Selection	Quality Based Selection (QBS)
Contact Details	District Social Welfare Officer, DSWO Office, Collectorate Keonjhar – 758001 Email: dswokeonjhar@nic.in dswokeonjhar@gmail.com

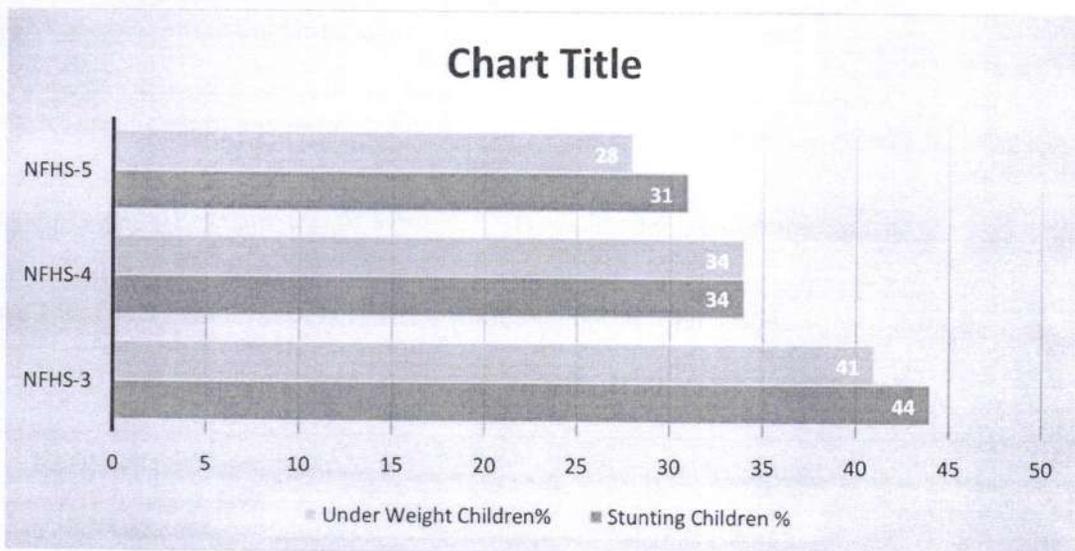
Note:

1. The Client reserves the right to change any schedule. Please visit the website www.kendujhar.nic.in regularly.
2. Proposals must be submitted before the date, time and venue mentioned in the Fact Sheet through Speed/Registered Post. Proposals that are received after the deadline will not be considered.
3. Queries to RFP will be communicated to individual agencies through email only.

Section 4: Background

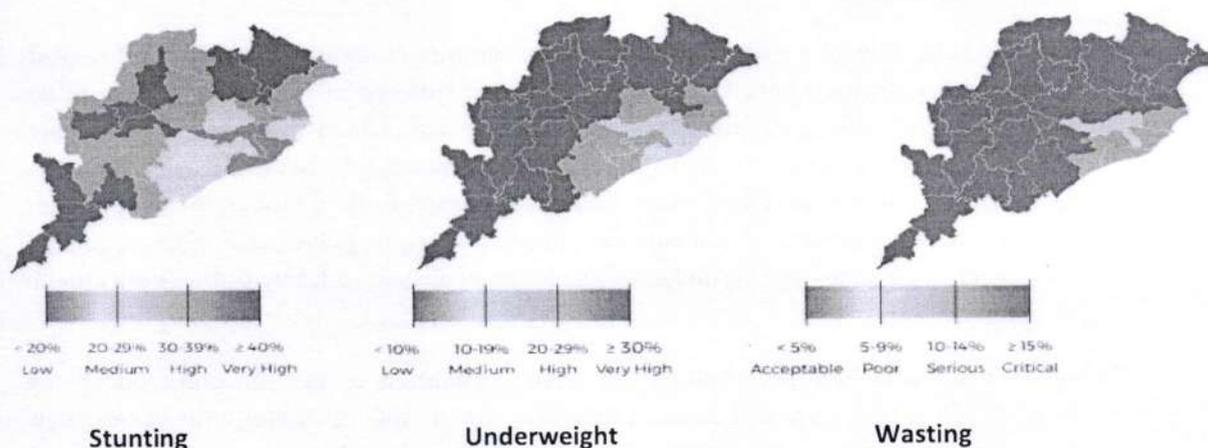
In the recent past, Odisha, one of the eight socio-economically backward states of India, has made remarkable progress in reducing child undernutrition, despite numerous challenges such as insurgency, remote tribal communities, and frequent natural disasters.

The state has demonstrated significant commitment to reducing undernutrition, expanding nationally sponsored nutrition-specific programmes, and launched state-led initiatives relevant to improving nutrition. While stunting has reduced from 45% of children below five years to 34% over the ten years between NFHS-3 and NFHS-4, the proportion of underweight children in the state has decreased from 41% of children below five years to 34%. There has also been a marked improvement in supplementary nutrition received by pregnant women and lactating mothers.



However, despite the gains, child malnutrition continues to be a major problem in Odisha, especially in the tribal and mining affected areas of the state. There is stark variability in nutritional indicators across districts. Stunting ranges from as high as 47.5% in Subarnapur to a low of 15.3% in Cuttack. While 52% of children are underweight in Malkangiri district, only 17% are in Jagatsinghapur. Wasting is critically high in 25 out of the 30 districts in the state.*

*NFHS-4



Malnutrition status of children in the 8 major mining affected districts of Odisha*:

District	% Children under 5 who are Stunted	% Children under 5 who are Wasted	% Children under 5 who are Severely Wasted	% Children under 5 who are Underweight
Angul	28.1	25.1	7.7	30.5
Deogarh	28.4	27.3	12.1	34.3
Dhenkanal	33.3	22.7	5.4	30.0
Jajpur	25.5	15.9	6.4	21.8
Jharsaguda	27.1	16.9	3.5	26.9
Keonjhar	36.2	23.8	6.2	37.1
Mayurbhanj	36.7	28.5	10.4	45.9
Sundargarh	32.9	21.1	7.4	34.7

* NFHS 5

According to UNICEF, malnourished children have stunted bodies, stunted brains, and stunted lives. This results in poor working capacity in adulthood, affecting ability to earn and leading to a vicious poverty trap. Further, undernourished girls grow into weak mothers, thus perpetuating the cycle of malnutrition. It is more cost effective to institute preventive measures and support for children early on than to compensate for disadvantage as they grow older.

The first 1000 days

The first 1000 days of a child's life is critical for optimum brain development and is most vulnerable to nutrition deficit. Any impoverishment suffered at this stage is likely to be irreparable. Yet, children under three years of age cannot feed themselves and require constant external support. In tribal and other socio-economically backward areas, mothers often leave behind infants with elder siblings to engage in hard labour to support their families. In such situations, a combination of poor purchasing power, lack of knowledge of caregivers, inadequate feeding and absence of dietary diversity adversely affects the growth of children.

While Anganwadi Centres (AWC) have been established across the state under the Integrated Child Development Service (ICDS) programme, children under three years of age, the period when malnutrition sets in, are not looked after in the Anganwadi Centres. Instead, the mother or the head of the family is handed over, Take Home Ration (THR) for consumption by the children, once a week or fortnight, which is most often shared by other members of the family also.

Crèches against malnutrition

One of the possible solutions to improve the nutritional outcomes of children under three years of age is the establishment of day care centres or Crèches in nutritionally vulnerable pockets of the state.

A crèche is a facility which enables parents to leave their young children while they are at work and where children are provided stimulating environment for their holistic development.

The Odisha Multi-Sectoral Nutrition Action Plan (ONAP) adopted by the Government of Odisha also recommends establishment of Crèches as a key nutrition-specific intervention to address undernutrition.

DMF Initiated Crèches Against Malnutrition (DICAM) in Keonjhar

According to NFHS-5, more than 36% of children under five years of age in Keonjhar district are stunted and underweight, which is worse than the state average. While 19% of the children are wasted, more than 5% of them are severely wasted. Only one in ten children in the district in the age group of six to twenty-three months receive an adequate diet. As per Census 2011, Scheduled Tribes (STs) constitute more than 45% of the population of Keonjhar district, which is also home to the Juangs, an autochthonous Particularly Vulnerable Tribal Group (PVTG).

Considering the above, 60 Crèches or Mamata Ghara were established in remote and nutritionally vulnerable pockets in the mining affected areas of Keonjhar under the District Mineral Foundation (DMF), to address acute malnutrition amongst children from tribal communities.

October 2017	December 2017	March 2018	March 2018	April 2018	January 2019	April 2019
Proposal Finalized	RFP Floated	MoA Signed	1 st Creche	30 Creches	OPM Study	60 Creches

More than 2000 malnourished children from 28 Gram Panchayats and 3 mining affected Blocks of Keonjhar district have benefited from the DICAM programme so far. After 6 months of admission in the Crèches, the % of underweight children between six months to three years of age reduced by 11%, while the % of wasted and severely wasted children came down by 52% and 85% respectively.

Considering that the DMF Initiated Crèches Against Malnutrition (DICAM) programme in Keonjhar, funded by DMF and implemented by the office of the District Social Welfare Officer (DSWO) has shown significant improvements in nutritional outcomes of children under 3 years of age in mining affected areas, a state scheme for scale up of Crèches named **Kalika** has been proposed to be implemented under the State Nutrition Strategy (SOPAN), by the Department of Women & Child Development & Mission Shakti, Government of Odisha.

Section 5: Terms of Reference

A. Definition of a Crèche

A Crèche is a decentralized community-based centre where parents/guardians leave their children while they are at work and where children are provided a stimulating environment for their nutritional and holistic development. Crèches primarily serve children between 6 months to 3 years of age. The Crèches provide day care services for children for eight hours a day, for 26 days in a month. All the services in the crèche under the initiative will be provided free of charge to the community.

In this context, around 700 Crèches will now be established and managed in Keonjhar district to achieve the goal of malnutrition-free Keonjhar. These Creches will be based in Banspal, Harichandanpur, Joda, Joda (Urban), Keonjhar Sadar, Hatadihi, Champua and Jhumpura blocks.

Sl. No	Name of Block	Number of Crèches	Cluster
1	Banspal	150	Cluster 1
2	Harichandanpur	132	Cluster 2
3	Joda	150	Cluster 3
4	Joda (Urban)	18	
5	Keonjhar Sadar	55	Cluster 4
6	Hatadih	100	Cluster 5
7	Champua	65	Cluster 6
8	Jhumpura	60	Cluster 7
	Total	730	

*For First Year 50/100 Crèches will be allocated to each selected agency. Each agency can prioritise the clusters and submit it in the Performa as mentioned in the format below. It is to be mentioned here that agency securing highest mark in Technical Presentation will be allowed to name the priority cluster followed by other in sequential manner.

Priority in order of Preference	Name of the Block	Name of the Cluster

B. Programme Objectives:

- To take care of children, in the age group of six months to three years, of mothers going out for work, for eight hours a day.
- To improve the health and nutritional status of children by providing complementary feeding and services for health promotion.
- To provide at least two-third of daily food requirement of children at the crèche.
- To facilitate child's physical and mental development by age specific activities at the crèche.
- To identify growth-faltering children and take necessary steps to improve the condition, identify childhood illness through symptoms and refer to ASHA and AWW immediately.
- To provide sleep and rest to the children
- To demonstrate that after six months of birth, that the child can have food other than mother's milk and can digest it too.
- To demonstrate hygiene practices such as hand washing for children, food, and water handling, feeding, and preparing nutritious foods at home to the mothers.

C. Services to be provided in the Crèches:

- Day care facilities including sleeping facilities
- Safe and secure environment
- Hygiene: Promotion of personal hygiene, Water and food hygiene & Hygienic environment
- Care and stimulation: Age appropriate ECCD activities for overall development
- Adequate quality food: Complementary feeding from 6 months: appropriate quantity, consistency, and frequency & Focus on dietary diversity.
- All children get locally produced, calorie-dense and protein-rich foods
- Growth monitoring
 - Regular anthropometric monitoring of weight, height, and other age-appropriate milestones
 - Identification of growth faltering
- Action on severe malnutrition and growth faltering including referrals to nearest health facilities and Nutritional Rehabilitation Centre (NRC) as per protocols
- Disease prevention, early identification, treatment & rehabilitation, Prevention, promotion of good practices of hygiene and sanitation.
- Immunisation, Regular health check-ups & Referral to health facilities
- Follow up of children discharged from health facilities

D. Functioning of Crèches:

- All Crèches shall be tagged to the nearest Anganwadi Centre to ensure seamless graduation of children from crèche to Anganwadi on attaining the age of 3.
- The use of the crèche facility shall be extended to all children of age group of 6 months to 3 years who have been permanently or temporarily enrolled in the nearest/tagged Anganwadi Centre.
- All malnourished children in the catchment area of the Anganwadi Centre shall be mandatorily prioritised for admission to the Crèches.
- The number of children for proper functioning of a crèche shall not exceed 20. In the event of the number of children exceeding 20, an additional crèche may be opened.
- The Crèches will aim at universal coverage and will not be target based.
- Each crèche will have two workers from within the local community and identified by the community and trained by the Implementing Agency.
- The Crèches shall remain open for 8 hours a day, for 26 days a month. The community will decide on the off days and timings of the Crèches, factoring in work schedule of majority of the mothers. The Crèches will follow the holiday calendar of ICDS. To ensure the safety of children and personnel, the Crèches shall be closed before sunset.
- The children shall be fed one hot cooked meal and two cooked snacks as per the recommended meal plan. Additional snacks and provision for extra vegetable oil will be provided to the malnourished children and children who have faltered on growth. The feeding programme shall take care of 60-70% of the calorie and 75-100% of the protein requirement of a child per day.
- Weight, length/ height and MUAC measurements of each child shall be taken/recorded every month. As per the anthropometric measurements, children identified as per Red-flag /At risk/having triggers for urgent action will be referred as per the protocols.
- Focus of the crèche shall be on cleanliness and hygiene, i.e., clean surrounding, handwashing with soap before and after each meal, nail cutting, toilet training, and food handling. The crèche shall be swept and mopped at least thrice daily – at the time of opening, after children's meal and at the time of closing. The toilets shall be kept clean all the time and shall have adequate water, soap, towel, etc. Before closing the crèche for the day, all utensils shall be properly cleaned and kept at designated places, durries/mosquito nets shall be dusted, kerchiefs/napkins/towels/aprons shall be washed, and toys rinsed every day.
- All food items shall be kept in containers with lids and protected from rats/other vermin. Expired/old food items shall not be used. Crèche Workers shall clean their hands with soap before cooking and while feeding the children. Utensils shall be cleaned before and after cooking/eating. Food shall be served with spoon/ladle only. Feeding area shall be cleaned immediately after feeding the children. Leftover food shall be disposed same day and under no circumstances shall it be used the next day.
- Crèches shall provide with toys and other teaching-learning materials required for Early Childhood Care and Development (ECCD) to ensure age-appropriate stimulation and learning. Crèche Workers and Supervisors shall be trained on ECCD. The Odisha State ECCD framework shall be followed in this regard. Parents, family, and community members shall be actively involved in providing a stimulating learning environment to the children.
- Provision for sleep and rest of the children at the crèche shall be made.

- Routine health check-ups will be done in coordination with local AWW/ANM/ASHA and the medical officer in line with RBSK schedule/ VHND etc. In case of a health emergency during the crèche hours, the child will be handed over to the parents/guardians/ members of the family and medical support if required will be facilitated by the crèche workers.
- The safety and security of the children shall be given top priority. No child shall be left unattended at any point in time. Children shall be handed over only to the parents/other authorized adult family members. In case the parents of any child/adult members of the family fails to fetch the child after crèche working hours, one of the Crèche Workers shall personally drop the child at his/her home.
- The use of the crèche premises shall be restricted to children, their parents/guardians, the supervisory staff, and such other persons as may be related to or concerned with children in the crèche.
- No punishment, corporal or verbal will be tolerated in the Crèches under any circumstances. All Crèche Workers shall mandatorily be properly oriented towards child protection laws, rules, guidelines, etc.
- Any kind of sexual abuse/exploitation in the Crèches will be strictly dealt under the provisions of POSCO Act.
- In case of any untoward incident of child death in the Crèches, parents/family shall be informed immediately, along with the AWW/ANM/ASHA.

E. Selection criteria for crèche sites:

- Community's need, demand, and consent for setting up the Crèches (to be clearly documented in a resolution)
- Presence of at least 10 children in the age group of 6 months to 3 years
- Poor nutritional status of the children
- Women going out for wage work and agricultural labour
- Availability of adequate space in the site to operationalise the Crèches

F. Specifications for Crèche buildings:

- The crèche shall be located on the ground floor of a concrete/pukka building providing effective protection and safety of children. The flooring of the crèche shall be of cement/tile, walls shall be plastered, and the ceiling shall not be less than 10 ft. height from the floor. The doors and gates shall be constructed appropriately to ensure safety of children. Physical environment shall be reasonably suitable for children with special needs. Ramps with railings shall be constructed, wherever required.
- The crèche shall have a minimum space of about 10 sq. ft. per child (a total of 150-200 sq. ft.) to ensure play, rest and learn. It shall preferably have an open space/courtyard outdoors where children can play.
- The crèche shall be well-lighted with adequate ventilation and shall have electricity supply with at least four lights and a fan. If electricity is unavailable, solar powered lights and fan shall be provided.
- All electrical switches/plugs shall be placed out of reach of children and there shall be no open wiring at any place near to or at the crèche.

- The centre shall have a separate kitchen that is completely inaccessible to the children. Smokeless Chulha shall be used to prevent indoor air pollution. Chulha/burning firewood shall be extinguished and cooled down immediately after cooking to prevent any untoward accident. Sharp objects like scissors, knife, pins etc shall be safely kept away from the reach of children.
- Safe and potable drinking water shall be provided to the children after boiling and through a water filter/purifier. Water stored shall be kept covered at all time and out of reach of children.
- The crèche shall have child-friendly toilet for the children and toilet for the crèche workers/ mothers. Hand washing station shall be set up at appropriate location.
- Separate space for washing and drying of soiled clothes or other materials shall be available in the Crèches. All wastewater from the Crèches shall be disposed hygienically and safely. Cleaning agents/detergents shall be kept out of reach of children.
- The crèche shall not be in close proximity to unsafe places like roads, open drains, deep pits, water bodies, garbage bins, open borewells, establishments emanating noxious fumes, bushes/ hiding places of poisonous insects/reptiles etc.
- It shall be possible to use space in the crèche in a multi-purpose manner. For example, playing area shall be convertible into a makeshift sleeping place for children by spreading out durries/mats and mosquito nets.
- Wherever possible, as a way of creating a sense of ownership, the community shall be encouraged to create kitchen garden and decorate the walls of the crèche with traditional art. Boundary wall/fencing shall be undertaken to ensure that animals like dogs/cats do not enter the crèche premises.

Note: The crèche shall ideally be located near/at the beneficiaries' neighbourhood/workplace site (within ½ - 1 km). It shall not function from the house of the Crèche Worker.

G. Other amenities in the crèche:

- The crèche shall have bright, cheerful, and child-friendly play and teaching/learning material required for stimulation and Early Childhood Care and Development (ECCD).
- Single-use plastic and plastic toys shall be avoided in the Crèches. Instead, handmade toys of paper, cloth, mud, wood, etc may be used. The crèche workers shall be trained on making such material and shall in turn train the mothers/guardians to make such toys during the monthly meetings. Care shall be taken to ensure that the toys have no sharp edges and are large enough not to pose any choking hazard for children.
- Daily schedule, child safety and essential norms, and other relevant material shall be displayed on the walls.
- Material prepared by children like their drawings and other artwork shall be displayed at the crèche.
- First aid kits, fire extinguishing equipment and related equipment/material shall be available at the crèche, always. They shall be kept at a suitable place, out of reach of children. All personnel shall be trained in providing first aid and using the firefighting equipment. Mock fire drills shall be conducted periodically.

H. Meal Plan:

- The feeding programme in the Crèches aims to take care of 60-70% of calories and 75-100% of protein requirement of a child per day.
- The meal shall contain different food groups (cereals, pulses & legumes, vegetables, fat, etc.)
- The meal plan in the Crèches shall include 2 snacks (morning & evening) and 1 hot cooked meal (lunch). Out of the two snacks, one will be sweet, the other savoury.
- Eggs shall be given at least twice a week.
- Locally grown green leafy vegetable shall be included in the meal.
- Milk has been kept out of the Meal Plan considering challenges in logistics, storage, shelf-life and food safety. However, if the Crèche Committee (CC) feels that milk or milk products (dahi/paneer) can be procured, stored, and served safely, without any food safety risks, then they may be included. Similar is the case with fish, chicken, meat, etc. However, no separate budget has been provisioned for these items. The local community may be encouraged to contribute these items to the Crèches voluntarily.
- Children shall be provided adequate drinking water, from time to time, during the day.

Meals	Items	Measurements		
		Per child	For 10 children	As measured by utensils (for 10 children) Gina: 500 ml Glass: 200 ml Oil Measuring Cup: 20ml
Morning Snack	Chhatua (Wheat, Rice & Bengal gram in ratio 1:1:1)	40 grams	400 grams	Slightly more than 1 ½ gina
	Sugar	15 grams	150 grams	Slightly more than 3/4th of a glass
	Oil	3 ml	30 ml	1 ½ oil measuring cup
Lunch	Rice	50 grams	500 grams	1 heaped gina
	Dal	25 grams	250 grams	½ gina
	Oil	2 ml	20 ml	1 full oil measuring cup
	Vegetables	-	-	-
	Salt, jeera/mustard for taste & seasoning	-	-	-
Evening Snack	Either Sooji upma or Mandiya Upma alternatively or depending upon preference of children			

Sooji Upma	Sooji	40 grams	400 grams	1 full gina
	Oil	2 ml	20 ml	1 full oil measuring cup
	Vegetables	-	-	-
	Salt, jeera/mustard for taste & seasoning	-	-	-
Mandiya / Ragi upma	Mandiya/Ragi	40 grams	400 grams	Slightly more than 1 ½ gina
	Oil	2 ml	20 ml	1 full oil measuring cup
	Vegetables	-	-	-
	Salt, jeera/mustard for taste & seasoning	-	-	-
Eggs	One egg per child - twice a week			

Note:

- Provisions of THR under ICDS programmes like egg/chiki etc. will be delivered at Crèches for all eligible children. Crèche workers will ensure intake by children within the Crèche.
- The Crèche Workers shall be adequately trained to ensure age-appropriate feeding to children attending the Crèches. The food shall be covered all the time. Spoons/handles shall be used while cooking/serving food. Crèche Workers shall wash their hands, before cooking and while serving/feeding the children.
- For children who are breastfeeding, every attempt shall be made to encourage the mother to breast feed her child, in the crèche, from time to time. In case the mother is unable to come to the crèche to breastfeed her child, she shall be motivated to give expressed breastmilk, through the Crèche Workers
- For children who are severely malnourished, two additional feeds and two additional teaspoons of oil shall be provided, each day.

I. Home Visits:

1. Home visits shall be conducted by Anganwadi Workers (AWW) in case of those children in Crèches:

- who are severely malnourished (underweight/stunted/wasted)
- whose growth has faltered for two months or more in a row

2. Home visits shall be conducted to understand the household's food security situation, livelihood condition and childcare practices and assess whether the household has recently experienced any adverse/ distress situation that may have negatively impacted the child's nutrition/health.

3. Home visits shall be conducted by Anganwadi Workers (AWW) based on inputs from the Crèche Workers/ Supervisors. The AWW shall prepare a detailed action plan and provide counselling to the family. The AWW shall also undertake regular follow-up visits.

J. Steps in Programme Implementation

Sl. No.	Step	Responsibility	Timeline for Completion
1	Approval for programme initiation	DSWO	Within 15 working days of finalization of the Agency
2	Selection of DPMU	DSWO	Within 15 days of publication of RFP
3	Training of DPMU & ICDS staff	DSWO	Within 45 days of publication of RFP
4	Selection of Programme Coordinator, Crèche Supervisors, Crèche Managers & training of Programme Coordinator, Crèche Supervisor, Crèche Manager	Agency	Within 30 days of receiving LOA
5	Selection & Training of Crèche Workers (in phases) and identification of Crèche site.	Programme Coordinator	From 45 days onwards of receiving the LOA
6	Procurement of necessary equipment, furniture, etc. by the Agency on due approval of DSWO following due process (in phases)	Programme Coordinator	Within 45 working days of receiving LOA
7	Execution of the programme (50 Crèches)	Agency	Within 45 to 60 working days of receiving LOA
8	Execution of the programme (next 50 Crèches) *	Agency	Within 180 working days of signing of MOA
9	Fund release to the selected Agency on submission of bills (monthly)	DSWO	Within 15 working days of receiving of bills from the Agency
10	Supervision, Monitoring and Review of the programme (monthly)	DSWO	By 20th of every month

*For First Year up to 100 numbers of Creches will be allocated to each selected agency.

K. Programme Duration

The duration of the contract will be for **Three (3)** years and may be subsequently extended subject to satisfactory performance as determined by the client.

L. Operational Structure of the Programme:

1. District PMU

District PMUs will be set up at district level to support the district administration programme monitoring, coordination with different departments and the District Collector. The team members will also coordinate with district Programme Coordinators appointed by the Implementing Agency. They will also act as resource person in the training of Programme coordinators and ensure quality in conducting training programmes and ensure MIS implementation. DPMU will liaison with ICDS & Health department to facilitate Crèche programme implementation. DPMU will also provide regular program updates and ensure regular reporting to DSWO.

2. Implementing Agencies

Implementing Agencies will be selected by district administration to roll out the crèche programme across the district. A detailed MOA will be signed with district administration. Implementing Agency will recruit Programme Coordinator, Crèche Manager, Accounts and Logistic Manager, Crèche Supervisors, Crèche Workers. The Programme Coordinator will lead the programme implementation and will coordinate with DPMU for all programmatic needs.

M. Human Resources:

Each cluster shall be managed by the following Human Resources:

1. Crèche Worker (CW)

Every crèche will have two full time Crèche Workers who will be selected from the community. The Crèche Workers are the main frontline force of the crèche programme.

Eligibility Criteria for the CW:

- Must be a woman from the community aged 25 to 45 years in whom the community has trust.
- As far as possible no more than one Crèche Worker shall have a child under three years of age.
- Must be educated till primary level. ○ Must be willing to work for the community and children.
- She shall be willing to dedicate 8 hours daily to work in the crèche.

Selection of the CW:

- The Implementing Agency is required to raise awareness in the community about the Crèches, roles and responsibilities of the crèche workers and the criteria on which she is to be identified and selected. This will be done through village meetings.

- This interaction shall result in short listing of at least three names from each village. From the shortlisted names, the Implementing Agency in consultation with the AWW and ASHAs of the villages will select two names.
- The Implementing Agency will inform the community and the District Programme Management Unit (DPMU) for their record and subsequent processing.

Job description:

- To identify vulnerable and eligible children.
- To assist AWW/ Crèche Supervisors in motivating working parents and parents of children to send their children to the Crèches.
- To maintain records of children's attendance, growth monitoring and health records.
- To liaise with Crèche Committee, parents and community leaders and solicit their support and incorporate their suggestions and recommendations in the functioning of the Crèches.
- To ensure care and safety of children attending the crèche.
 - i) Ensure personal hygiene
 - ii) Inculcate proper toilet habits and toilet training
 - iii) Facilitate regular health check-ups and referrals in liaison with local health Sub Centre/Primary Health Centre (PHC)/AWC
 - iv) Ensure that the food is hygienically cooked, stored/preserved and fed to the children at appropriate intervals
 - v) Ensure the availability of adequate clean towels and handkerchiefs/cloths for each child
- Plan, initiate and supervise age appropriate ECCD activities, and create toys as per need.
- To interact closely and regularly with parents to discuss children's individual special care, and support parents in their efforts to address them.
- To ensure that toys and equipment/play materials are well stocked/available for children, routinely cleaned and properly maintained.
- To ensure availability of adequate ration at the centre by informing the Crèche Supervisor/Crèche Manager/Programme Coordinator about the requirement of rations and other logistics, maintain inventory and proper storage and refer to the meal plan.
- To maintain first aid kits and ensure that expired medicines are not been used.
- To share responsibilities among Crèche Workers for executing their day-to-day activities.
- To ensure monthly anthropometry of Crèche children, preferably along with Crèche Supervisor and AWW.
- To report routinely to the Crèche Supervisors and in case of emergency report immediately.
- To ensure that child gets medicine on time, also attend to any minor injuries of the child, wherever required

2. Crèche Supervisor (CS)

The Crèche Supervisor will be a mediator between Crèche Manager/ Programme Coordinator and Crèche Workers. S/he will provide constant guidance and support to the crèche worker in executing her duties. Each CS will be responsible for around 20 Crèches.

Eligibility Criteria for the Crèche Supervisor:

- Must be in the age group 25-45 years.
- Must be at least a graduate with basic computer skills.
- Must have working knowledge of accounts and book-keeping.
- Must be willing to serve the community with work experience in community-based programmes, preferably in the sector of health and nutrition.
- Must have good communication skill, especially in Odia and local tribal dialects.

Job Description:

- To provide continuous support and guidance to the Crèche Workers to bridge the gap between training and job requirements.
- To identify suitable location for housing the crèche.
- To visit each centre at least twice in a month.
- To conduct monthly review meetings with crèche workers.
- To fill the MIS formats, monthly reports and ensure that the data is shared with Anganwadi Supervisors, CDPOs, Crèche Manager/Programme Coordinator and DPMU.
- To ensure calibration of instrument and devices used in the crèche as per protocols.
- Maintain diary and record information of all the children in the crèche including additional information about the children who are, malnourished, severely malnourished, sick, and referred.
- To guide the Crèche Workers in transacting the ECCD and other Crèche related activities.
- To guide the Crèche Workers to create awareness for early detection of disability, its prevention and make appropriate referrals.
- To conduct monthly stock audit and collect monthly indents from all the centres and ensure supply and storage of ration, medicines, early childhood education materials, registers, and records in a timely manner.
- To build good relations with the panchayats/village heads, Crèche Committees, Mahila Mandals, parents, schools, clubs, and other organizations.
- To ensure that all crèche regulations are complied with and discipline and decorum is maintained in all Crèches.
- To ensure that the safety and security protocols are being followed and take adequate steps to address any shortcomings.
- To be the first contact for grievance redressal and conflict resolution among Crèche Workers.

- To address any existing gaps, if possible, or report the same to the Crèche Manager/ Programme Coordinator/DPMU for necessary action from higher level.
- Attend training/reviews/exposure visits conducted by the DPMU.
- Attend block level reviews and sector meetings to coordinate with the block/district level functionaries of the WCD and H&FW Departments.
- Support and facilitate VHSND sessions, NRC referral and RBSK camps in crèche villages.
- Carry out any other tasks related to programme as may be instructed, from time to time.

3. Crèche Manager (CM)

The Crèche Manager will be the link between Programme Coordinator and Crèche Supervisor. S/he will provide constant guidance and support to the crèche supervisors & Crèche Workers in executing her duties. Each CM will be responsible for around 100 Crèches.

Eligibility Criteria for the Crèche Manager:

- Must be in the age group 30-45 years
- Must be a PG degree or equivalent degree holder in Social Work/Rural Development/Nutrition/ related discipline and/or an MBA in a relevant discipline from a reputed academic institution.
- Must be at least a with basic computer skills.
- Must have working knowledge on managing MIS.
- Must be willing to serve the community with work experience in community-based programmes, preferably in the sector of health and nutrition.
- Must have good communication skill, especially in Odia and local tribal dialects.

Job Description:

- Build and maintain a high performing team of Crèche Supervisors and Workers in the assigned Crèches.
- To undertake 15 Crèche centre visits each month to assess quality of implementation and take necessary steps to strengthen programme quality.
- To ensure that the programme objectives and services to be provided in the crèche and other deliverables under the Scope of Work as mentioned above are satisfied in a timely manner
- Ensure health check-up of all children once every three months.
- To compile monthly indents from all the supervisors and ensure supply of ration and other materials in coordination with Accounts and Logistic Manager
- Conduct review meetings for assessing progress and further action / activities.
- Collection and compilation of field level data.
- Developing strategy for each Crèche Supervisor.

- To provide continuous support and guidance to the Crèche Workers & Crèche Supervisors to bridge the gap between training and job requirements.
- To ensure that the safety and security protocols are being followed and take adequate steps to address any shortcomings.
- To be the first contact for grievance redressal and conflict resolution among Crèche Supervisors.
- To address any existing gaps, if possible, or report the same to the Programme Coordinator/DPMU for necessary action from higher level.
- Attend training/reviews/exposure visits conducted by the DPMU.
- Attend block level reviews and sector meetings to coordinate with the block/district level functionaries of the WCD and H&FW Departments.
- Carry out any other tasks related to programme as may be instructed, from time to time.

4. Accounts & Logistic Manager (AM)

The Accounts and Logistic Manager will be responsible for all the accounts related works of the programme of the implementing agency. S/He will also undertake tasks related to supply of logistics to all the Crèches.

Eligibility Criteria for the Accounts & Logistic Manager:

- Must be in the age group 25-50 years.
- Must have 5 years of professional experience of accounts management and graduation in any discipline.
- Competency in usage of IT tools including proficiency in MS Office suite.
- Must have thorough knowledge of accounts and bookkeeping.

Job Description:

- Procurement of items of Capital Expenditure and Operational Expenditure as given in the Budget Document as per the specification, unit cost and total cost.
- Monitoring and documentation of expenditure, logistics and travel.
- Support programme team in organising training and review meetings.
- Day to day accounting and cash reconciliation.
- Documentation of invoices related to programme activities.
- Maintain the staff personal files.
- Reporting to the Programme Coordinator.
- Any other relevant work that may be included during the negotiations or as directed by the Client.

5. Programme Coordinator

The Programme Coordinator will be overall in charge of the programme leading the implementation and coordinating with departments and other stake holders.

Eligibility Criteria:

- Must be in the age group 30-50 years.
 - Master's degree in Social Work/Social Studies/Public Health/MBA-Rural Management or equivalent from a reputed institute.
 - Minimum 5-10 years of experience of leading a District Programme Implementation teams on Nutrition/Health/Sanitation related programmes.
 - Prior experience of managing Crèches at district level.
 - Must be willing to serve the community with work experience in community-based programmes, preferably in the sector of health and nutrition.
 - Experience of planning and executing district to village level operations with Government/ Donor/NGO supported programmes with minimum supervision. ○ Must be having prior experience of coordinating with district administration, civil society organizations and participated actively in district level committees and other forums.
 - Ability to engage with different stakeholders at the district level to coordinate, manage, report and address issues of the programme.
 - Prior experience of using online MIS Systems and its analytics in programme implementation.
 - Must have working knowledge of accounts and book-keeping and MS Office.
 - Must have good communication skill, especially in Odia and local tribal dialects.
- Job Description:

The Programme Coordinator will be overall in charge of the crèche programme implementation across the allocated cluster.

- The Programme Coordinator will coordinate with different line departments and DPMU at the cluster level for smooth functioning of the Crèches.
- S/he will lead the Crèche Managers, Crèche Supervisors, will oversee the day-to-day operations and provide feedback to the DPMU
- S/he will provide supportive supervision, and monitor Crèche Managers, Crèche Supervisors and Crèche workers in crèche operations - such as training and logistics, reviews, anthropometry, MIS, community participation activities, convergence activities and streamlining service delivery.
- S/he will report and investigate the cases under the provision of The POCSO Act, 2012 in coordination with the appropriate district level officials.
- S/he will oversee the documentation of the programme such as monthly reports, MIS analytics, Annual Report, Success Stories etc

N. Trainings, Orientations and Consultations:

The Crèches shall not only provide nutritional care to children but also contribute to their overall development. It is therefore imperative that all functionaries are adequately and appropriately trained before the Crèches are operationalized.

The training and orientations will be provided in the following manner:

Sl. No	Type of Training/ Orientation/ Consultation	Trainees	Training Provider	Duration	Content	Periodicity
1	One day district level consultation chaired by District Collector cum Magistrate	All ICDS and DPMU functionaries	Resource Person	1 day	Introduction to the programme, services to be provided, roles & responsibilities of various stakeholders etc.	Once. during launch of the programme
2	Training to DPMU team members	All DPMU members, Programme Coordinator, Crèche Managers, Accounts & Logistic Managers	Resource Person	2days	Introduction to basic concepts of nutrition/malnutrition, guidelines to be followed for managing Crèches, updating/submittin g MIS, Accounting Procedures etc.	Before actual start of the programme
3	Training to crèche workers	All selected crèche workers, supervisors	DPMU/ Resource Person	3 days	Training on Crèche Protocols and Crèche Workers' Module	Before actual start of the programme
4	Refresher training to crèche workers	All crèche workers, workers, supervisors	DPMU/ Resource Person	2 days	Refresher to the programme	Once every year
5	Thematic training such as ECCD/ Anthropometric /MIS application and others	All selected crèche workers, workers & supervisors	DPMU/ Resource Person	To be finalised	Respective themes	From time to time, throughout the programme period

- The trainings will be conducted with the support of the State/district-level resource persons, specially put-together for this purpose.
- The training of the Crèche Workers will be residential in nature and will be held at the block/district level.

- The training will be conducted in local language.
- In addition to representatives from office of DSWO & CDPOs, representatives from the office of Chief District Medical Officer (CDMO)/ respective Medical Officers (MO) from H&FW Departments may also participate in the training programmes.

O. System Linkages:

One of the key objectives of the programme is to ensure linkage and collaboration between different sectors, most importantly the health delivery system and ICDS. Key areas where systems linkages will be ensured are as follows:

1. Coordination with ICDS functionaries:

The field functionaries of the WCD Department shall provide necessary coordination and support to the programme. The following are the roles and responsibilities of the ICDS field functionaries in smooth implementation of the programme:

Roles and responsibilities of District Social Welfare Officer (DSWO):

- The DSWO will act as a bridge between the Implementing Agency and the Collector.
- She will be the point person of the WCD Department at the district level for facilitating the implementation and operationalisation of the programme in the field.
- She will attend the orientation/trainings at the district level as a resource person.
- She will facilitate monthly district level reviews under the chairpersonship of the Collector and guide the implementation team.
- She will ensure quality of crèche services by regular visits and review performance of the programme at the block level.
- She will facilitate inter departmental convergence at the district level.

Roles and responsibilities of Child Development Project Officer (CDPO):

- The CDPO will act as a bridge between the programme team and the DSWO.
- She will be the chief point person in the ICDS at the block level for facilitating the implementation and operationalisation of the programme in the field.
- She will facilitate the scoping of the villages for the implementation of the programme.
- She will attend the orientation and training of the crèche workers as a resource person.
- She will ensure quality of care and anthropometry at the crèche through periodic visits to the crèche centres.
- She will review the process of referral of the red-flagged children by coordinating with the health department.

Roles and responsibilities of Anganwadi Supervisors:

- She will facilitate the identification of potential crèche sites and need-based setting up of Crèches in consultation with the community.

- She will support in conducting community meetings/crèche committee meetings in the villages.
- She will ensure the quality-of-service delivery and anthropometry at the crèche centre through periodic visits
- She will attend the orientation and training of the Crèche Workers as a resource person.
- She will ensure all THR allocation for the age group 7 months to 3 years are delivered at the crèches.

Roles and responsibilities of Anganwadi Workers (AWW):

- The AWWs along with the ASHAs will assist the Crèche Workers in line listing of all the eligible children in the village.
- The AWW will deliver THR allocation for the age group 7 months to 3 years at the crèches.
- The length/height and weight of all the eligible children will be measured by the AWWs and ASHAs before the opening of the Crèches.
- The monthly weights, lengths, and heights of all the children coming to the crèche will be taken by the AWWs assisted/jointly by the Crèche Workers.
- Where required, she will support the Crèche Workers in filling the entry registers and monthly records of all the children enrolled in the Crèches.
- She will conduct home visits to the houses of children who have been experiencing growth faltering since the last two months or are severely malnourished, along with the Crèche Workers.

2. Coordination with the Health Department:

This is critical in meeting the objectives of the programme. Proper referral mechanism with the health system will be embedded within the objectives of the programme.

- All children who are SAM (Weight for height Z score < -3) will be referred to the Nutritional Rehabilitation Centre (NRC) through the nearest Community Health Centres (CHC). There will be proper follow ups of these children and efforts will be taken to ensure that the children are prevented from falling into the severe condition again.
- Children who have developmental delay or are physically or mentally challenged will be referred for care under the District Early Intervention Centre (DEIC). Proper and diligent follow up of such cases will be facilitated under the programme.
- There shall be adequate coordination with Health department to operationalise RBSK camps at village level and necessary follow-ups thereof for children scrutinised/advised.
- The programme will facilitate the referral of all the children who need emergency care.

3. Coordination with Allied Departments/ Sectors:

- For the overall health, development, and wellbeing of children under three years, food security, access to safe drinking water and sanitation/clean environment are necessary factors. The programme will facilitate the community's access to the same by coordinating with concerned departments for convergent activities.

- The programme will facilitate the availability of handpumps in the AWCs, wherever they are present. The programme will also advocate for the availability of toilets and create awareness for their usage among the community.
- The Crèche Supervisors will bring necessary issues to the notice of the CDPO, who in turn will take them up with the respective BDOs.
- For issues concerning convergence with other departments, the DSWO shall inform/report to the Collector.

P. Committee.

1. A District Crèche Advisory Committee

A District Crèche Advisory Committee will be formed to provide overall guidance to the crèche programme. The advisory group will have the Collector as its chairperson and PD DRDA, ADM, General, CDM&PHO, Representative from DPMU, Representative from DMF and members from implementing agencies as members and DSWO as member convenor. The group will meet at least twice a year and will approve annual action plans, review the progress, take necessary budgetary approvals, and any major decision related to the project.

2. Crèche Committee

An important aspect of getting the community involved in the management of malnutrition through Crèches is the formation of the Crèche Committee (CC). Active involvement of the community in the day to-day and regular functioning of the Crèches is a major component of the programme. For this, a Crèche Committee primarily involving the mothers of the community will be set up in each area where the Crèches will be established.

1. Members:

The members of the Crèche Committee shall be the mothers of all enrolled children at any given point in time, the Crèche Workers (CWs), the sarpanch/ ward members (preferably female members), community leaders, AWW and ASHA of the village, SHG leaders and other interested woman from the village. It is desired that mothers of all enrolled children will be involved in the Crèche Committee and hence the numbers and members of the committee will change depending on the entry and exit of eligible children from the crèche, every month. Fathers, grandparents, and adolescent girls may also be encouraged to be members of the Crèche Committee.

2. Structure:

The crèche committee shall be composed of an elected

1. President
2. Secretary
3. Treasurer
4. Conveners (CWs) The two Crèche Workers shall be conveners, by turn/ rotation.

3. Roles and Responsibilities of the Crèche Committee:

- The Crèche Committee shall help in identifying the problems faced by the community in general, and women and children. These problems will be prioritised, and strategies will be developed to address them.
- The Committee shall monitor the regular functioning of the Crèches. ○ The Committee shall check quality of the food and delivery of other services at the Crèches. ○ It shall help in providing valuable inputs on the menu for the feeding in the Crèches.
- It shall be a platform for grievance redressal for any issues, problems between community and the Crèche Workers.
- It shall decide the timings of the Crèches as per the community's requirements in different seasons.
- It shall act as a platform for sensitising and enabling the community to avail better access to public services like healthcare, water and sanitation, Public Distribution System (PDS), ICDS, etc. ○ Monthly Crèche Committee meetings not exceeding two hours shall be conducted at either in the crèche sites or in locations to be decided by the Crèche Committee. The discussions shall cover topics like feeding, caring of children, growth monitoring, disease prevention and hygiene, monthly expenses, absenteeism, community participation for kitchen garden and fencing, any default in service delivery etc. Security, health, accidents, POSCO/POSH issues at the Crèches shall also discussed.
- The Crèche Workers shall keep a record of these meetings and shall reach out to Crèche Supervisors for guidance/action on specific agendas/issues that requires interventions.

Q. Transparency and Accountability:

While working with young children, accountability, and transparency are important aspects. Involvement of the community in the day-to-day functioning will help maintain transparency in all facets of the crèche operation. Crèche Workers play a crucial role in ensuring that all the activities of the crèche run smoothly and as per plan. Hence being the primary interface between the children, parents, and Crèche Committees, they must maintain adequate accountability and transparency at the centre and village level. Crèche workers need to be adequately supported by Crèche Supervisors in ensuring accountability and transparency aspects of the crèche functioning at regular intervals. Monthly Crèche Committee meetings shall be used for discussing these issues and solutions/suggestion need to be incorporated in day-to-day functioning. This is expected to bring more confidence and involvement of the community, who are then more likely to share responsibilities with Crèche Workers and Crèche Supervisors for smooth functioning of Crèches. All effort shall made to ensure that mothers/parents are aware of crèche related expenses, attendance, food menu, timings, extra feeding to Red flag children/at risk children/triggers needing urgent action. Detailed information about growth monitoring, referrals etc need to be made available at crèche for reference and counselling through different registers, formats, and charts.

Certain information is to be displayed prominently in the crèche, some to be available in the form of registers/forms and few are to be shared during the monthly Crèche Committee meetings. In addition, relevant data is to be reported to the ICDS functionaries at periodic intervals.

4. Crèche Monitoring & Evaluation:

Every Crèche and its activity need to be monitored on a regular basis. Crèche Supervisors (CS) need to monitor each of their allotted centres at least once a month. It is also mandated for the Crèche Managers to undertake centre visits for at least 15% of their allocated centres each month. During their centre visits they shall not only assess but also ensure quality of functioning of Crèches, feeding, sanitation, hygiene, records, stocks, anthropometry verifications, referrals etc. They shall also interact with Crèche Committee members and parents.

Crèche Workers (CW) need to attend a monthly review at the block or sub-block level for at least 4-5 hours for report collection, feedback sharing and undertaking on-the-job training on ECCD, anthropometry, record keeping etc. by the Crèche Supervisors/ Crèche Managers. DPMU members shall visit the centres to encourage mothers, Crèche Committee members and Crèche Workers for their efforts towards smooth functioning of the crèche. The DPMU team shall review the Crèche Supervisors, Crèche Manager along with the Programme Coordinators at the district/Block level to get an update on monthly progress, solve quality issues, provide guidance on programme implementation and document case studies/ other reports.

1. Quality Assurance and Management:

Quality of the functioning of the Crèches is an important aspect of the programme. Different measures are to be taken to ensure the same.

- To monitor and assure quality of services and materials provided at the crèche, regular monitoring visits are to be conducted by the Programme Coordinators and DPMU team members. A monitoring checklist will be designed to aid the same.
- To ensure quality of anthropometric data, Crèche Supervisors, Programme Coordinators, DPMU team members are to undertake quality check of the anthropometry done at the crèche level on a periodic basis.
- To ensure accurate results, routine calibration of instruments is to be undertaken. Weighing scales, stadiometers and infantometers are to be calibrated routinely.
- Stock verification is to be routinely carried out towards the end of each month to ensure regular supply of materials etc.

2. Annual Audit

Annual Financial/Performance audit shall be conducted to monitor and evaluate the impact of Crèche on nourishment and development of children enrolled. The Audit will be carried out after the end of each year. The audit shall undertake an exercise/evaluation including but not limited to obtaining feedback from the families of the children enrolled, quality of functioning of Crèches, feeding, sanitation, hygiene, records, stocks, anthropometry verifications, referrals, financial audits for reconciliation of funds received/expenditure incurred and other related tasks as identified during the execution of the programme. The annual increment of 10% to be provided to the implementing agency/s shall be based on the performance audit.

3. Final Evaluation

The final evaluation will be carried out at the end of the programme (i.e., 3 years) and will consider the following aspects in addition to those addressed in the yearly audit:

- The programme's achievement with respect to the objectives.
- The effectiveness of the Crèche for service delivery as envisioned.
- Suitability of the Agency, regarding extension of the contract.
- Lessons learned and recommendations.

Note:

1. The yearly audit and final evaluation shall be carried out by engaging a third party, constituted for the purpose by DSWO Keonjhar.
2. All assets, equipment and tools procured under the programme shall be property of the office of the DSWO, Keonjhar and the implementing agency will have no right over it after completion of the programme.

R. Crèche MIS:

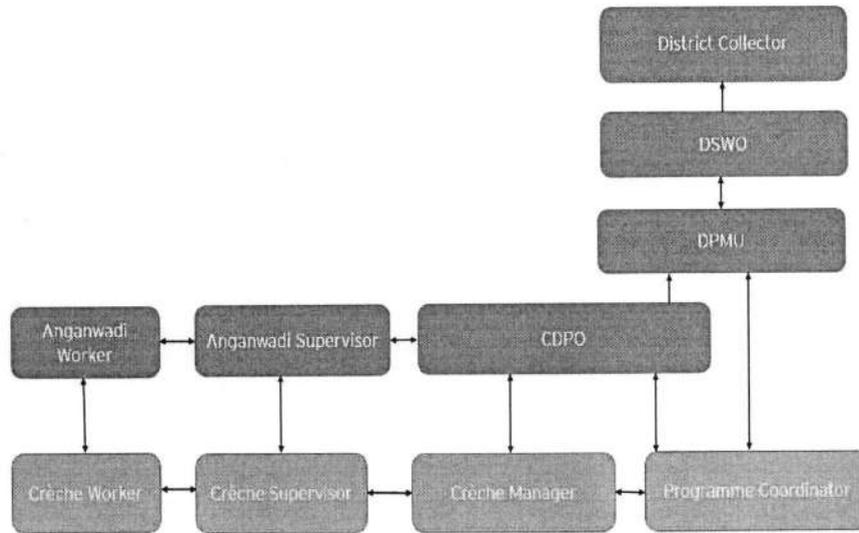
Activities at the crèche are to be documented and recorded in different registers and formats. A crèche MIS has been developed for regular monitoring and review of the activities under the programme.

Each crèche shall maintain the following records and registers:

1. **House-listing Register:** All children under three years of age in the village must be screened and data must be entered in the MIS
2. **Entry Level Register:** The entry level register is to be filled at the time of admission by the Crèche Workers with support from the AWW.
3. **Attendance Register:** Daily attendance of the children coming to the crèche are to be filled in by the Crèche Workers in this register. Monthly anthropometry along with AWC data is also to be recorded here. All data related to the child for that month are entered in the attendance register.
4. **Red Flag/At Risk Follow-up form/Triggers requiring urgent action:** To be filled in the crèche by the Crèche Workers after the identification of the red flag children.
5. **NRC Referral Register:** Once the red flag has been identified and the child has been referred to the NRC, the Crèche Supervisors shall enter the referral details in the NRC referral register.

All the data entered in the various registers and records shall be further entered in the MIS portal (eKalika) or any other MIS specifically developed for the programme. The portal will enable the real-time monitoring of the Crèches as well as help in generating data regarding the status of children coming to the Crèches.

S. Reporting Mechanism:



The Crèche Supervisors will fill up Monthly Crèche Report (MCR) for each of the Crèches under his/her supervision. The MCR shall be duly verified and signed by the ICDS CDPO where the crèche is located, by the 5th of every month. All signed MCRs shall be consolidated by the Programme Coordinator of each Implementing Agency which shall be duly approved by the DSWO by the 10th of every month.

The MCR of all Implementing Agencies in the district shall be compiled and reported to District Collector by DSWO by the 15th of every month for undertaking monthly review of the crèche programme and release of payment to Implementing Agencies.

Section 6: Instruction to Agencies

- A. The Client, named in the Data Sheet will select Implementing Agencies in accordance with the method of selection specified in the data sheet. Applicants are advised that the selection shall be based on an evaluation by client through the selection process specified in this RFP. Applicants shall be deemed to have understood and agreed that no explanation or justification for any aspect of the selection process will be given and that client's decisions are final without any right of appeal whatsoever.
- B. The Applicants are invited to submit Pre-qualification, Technical and Financial Proposals (collectively called as - the Proposal), as specified in the data sheet, for the services required for the assignment. The Proposal will form the basis for grant of LOA to the selected Implementing Agency. The Implementing Agency shall carry out the assignment in accordance with the Terms of Reference of RFP (the ToR).
- C. The Applicant shall submit the Proposal in the form and manner specified in this RFP. The proposal be submitted as per the forms given in relevant sections herewith.
- D. Applicants shall bear all costs associated with the preparation and submission of their Proposals and their participation in the selection process, and presentation including but not limited to postage, delivery fees, expenses associated with any demonstrations or presentations which may be required by client or any other costs incurred in connection with or relating to its Proposal. The client is not bound to accept any Proposal and reserves the right to annul the selection process at any time prior to grant of LOA, without thereby incurring any liability to the Applicants.
- E. Client requires that the implementing agency shall hold client's interest's paramount, avoid conflicts with other assignments or with its own interests and act without any consideration for future work. The implementing agency shall not accept or engage in any assignment that may place it in a position of not being able to carry out the assignment in the best interests of Client and the programme.
- F. It is the Client's policy to require that the Applicants observe the highest standard of ethics during the selection process and execution of work/assignment. In pursuance of this policy, the client:
 - Will reject the Proposal for award if it determines, at any stage/time, that the Applicant has engaged in corrupt or fraudulent activities in competing for the LOA in question.
 - Will declare an Applicant ineligible, either indefinitely or for a stated period, to be awarded any contract or LOA if it at any time determines that the Applicant has engaged in corrupt or fraudulent practices in competing for and in executing the LOA.

- G. Arbitration: If any dispute or difference of any kind whatsoever arises between the parties in connection with or arising out of or relating to or under this RFP, the parties shall promptly and in good faith negotiate with a view to its amicable resolution and settlement. In the event no amicable resolution or settlement is reached within a period of thirty (30) days from the date on which the above-mentioned dispute or difference arose, such dispute or difference shall be finally settled by the Collector and District Magistrate, Keonjhar whose decision shall be final and binding on the parties.
- H. Termination of assignment: Client will have the right to terminate the assignment by giving 30 (thirty) days' notice in writing. In the event of termination for no fault of Applicant, the Client will reimburse all the expenses incurred by the Applicant (upon submission of proof) including closing-up of the programme. If the assignment is terminated due to the fault of the Applicant or in case of termination of the assignment by the Applicant for reasons not attributable to the Client, the Client will forfeit the performance security of the implementing agency.
- I. The Applicant shall submit his Proposal in four separate sealed envelopes containing and clearly marked as – Tender Fee/Earnest Money Deposit (EMD), Pre-Qualification Proposal, Technical Proposal and Financial Proposal placed into an outer envelope – sealed and marked "DO NOT OPEN EXCEPT IN PRESENCE OF OFFICIAL APPOINTED". The Applicant shall submit the Proposal by post (Registered/Speed) at the Office of the District Social Welfare Officer, Keonjhar. No Proposal shall be accepted in any other form and shall be summarily rejected. The submissions for Tender Fee, EMD and Pre-Qualification shall be evaluated first as specified in this RFP. Subsequently the technical and financial evaluation as specified in this RFP will be carried out only for those Applicants who meet the Pre-Qualification criteria. Based on this evaluation, a list of finally qualified Applicants shall be prepared in the order of their merit.
- J. Number of Proposals: No Applicant shall submit more than one proposal.
- K. Right to reject any or all Proposals:
- Notwithstanding anything contained in this RFP, the Client reserves the right to accept or reject any Proposal and to annul the Selection Process and reject all Proposals, at any time without any liability or any obligation for such acceptance, rejection, or annulment, and without assigning any reasons thereof.
 - Without prejudice to the generality of above, the Client reserves the right to reject any Proposal if:
 - At any time, a misrepresentation is made or discovered,
 - Or the Applicant does not provide, within the time specified supplemental information sought by the Client for evaluation of the Proposal.

L. Such misrepresentation/improper response by the Applicant may lead to the disqualification of the Applicant. If such disqualification/ rejection occurs after the Proposals have been opened and the highest-ranking Applicant gets disqualified/ rejected, then the Client reserves the right to consider the next best Applicant or take any other measure as may be deemed fit in the sole discretion of the Client, including annulment of the Selection Process.

M. Acknowledgement by Applicant

- It shall be deemed that by submitting the Proposal, the Applicant has:
- made a complete and careful examination of the RFP;
- received all relevant information requested from the Client;
- accepted the risk of inadequacy, error or mistake in the information provided in the RFP or furnished by or on behalf of the Client;
- satisfied itself about all matters, things and information, including matters herein above, necessary and required for submitting an informed Application and performance of all of its obligations there under; acknowledged that it does not have a Conflict of Interest.
- agreed to be bound by the undertaking provided by it under and in term here of;
- conducted its own investigations and analysis and checked the accuracy, adequacy, correctness, reliability and completeness of the assumptions, assessments and information contained in this RFP and obtained independent advice from appropriate sources.
- The Client and/ or its advisors shall not be liable for any omission, mistake, or error on the part of the Applicant in respect of any of the above or on account of any matter or thing arising out of or concerning or relating to RFP or the Selection Process, including any error or mistake therein or in any information or data given by the Client and/ or its consultant.

N. Clarification on RFP documents- Applicants may seek clarification on this RFP document, **within 5 days of the date of issue of this RFP document**. Any request for clarification must be sent by standard electronic means (Excel and/or word file) to the Client's email address (mentioned below) to client's office addressed to: District Social Welfare Officer, Email- dswokeonjhar@nic.in, dswokeonjhar@gmail.com.

- The queries shall necessarily be submitted in the following format

Section/Page No.	Content of RFP requiring clarification	Change/clarification requested	Remarks

- Client shall not be responsible for ensuring that the Applicant's queries have been received by them.
 - Any requests for clarifications post the indicated date and time may not be entertained by the Client.
 - The purpose of query clarification is to provide the Applicants with information regarding the RFP, programme requirements, and opportunity to seek clarification regarding any aspect of the RFP and the programme.
 - However, the Client reserves the right to hold or re-schedule the process.
 - The Client will endeavour to respond to the queries after two working days of the last date of receipt of query as mentioned in the fact sheet. The Client will post the reply to all such queries on its official website (<http://kendujhar.nic.in>). Responses to Queries and Issue of Corrigendum:
 - The Authorized Representative of the Client will endeavour to provide timely response to the queries. However, no representation or warranty as to the completeness or accuracy of any response made in good faith, nor does undertake to answer all the queries that have been posed by the Applicants.
 - At any time prior to the last date for receipt of Proposals, the Client may, for any reason, whether at its own initiative or in response to a clarification requested by a prospective Applicant, modify the RFP Document by a corrigendum.
 - The Corrigendum (if any) and clarifications to the queries from all Applicants will be uploaded on the website (<http://kendujhar.nic.in>). Any such corrigendum shall be deemed to be incorporated into this RFP.
 - Applicants shall bear all costs associated with the preparation and submission of their proposals and contract negotiation. The Client is not bound to accept any proposal and reserves the right to annul the selection process at any time prior to contract award, without thereby incurring any liability to the applicants.
- O. At any time before the submission of proposals, the client may, for any reason, whether at its own initiative/discretion or in response to a clarification requested by a prospective applicant, modify/ update the RFP documents by way of an amendment. Only the amendments/ corrigendum posted on the client's official website www.kendujhar.nic.in shall be valid. To provide the applicants a reasonable time for taking an amendment into account, the client may at its discretion extend the last date for submission of proposal.

P. Tender Fee, Earnest Money Deposit (EMD) and Performance Security

- A Tender Fee in the form of Demand Draft, from a scheduled Indian Bank in favour of **District Social Welfare Officer, Keonjhar** for the sum of INR 10,000 (Rupees Ten Thousand Only)
- Earnest Money Deposit in the form of Demand Drafts/ Bank Guarantee from a scheduled Indian Bank in favour of **District Social Welfare Officer, Keonjhar** INR 1,00,000/- (Rupees One Lakh Only)

Both Demand Drafts/ Bank Guarantee in original shall be placed in an envelope and marked as — Tender Fee and EMD.

- Client will not be liable to pay any interest on the Tender Fee or the EMD.
 - Earnest Money of Pre- Qualified but unsuccessful Applicants shall be returned, within one month after grant of the LOA to the Selected Applicant or when the selection process is cancelled by Client. The Selected Applicant's Earnest Money shall be returned, without any interest upon the Applicant accepting the LOA and furnishing the Performance Security in accordance with provision of the RFP and LOA.
 - Client will be entitled to forfeit and appropriate the EMD as mutually agreed loss and damage payable to Client regarding the RFP without prejudice to Client's any other right or remedy under the following conditions:
 - If an Applicant engages in a corrupt practice, fraudulent practice, coercive practice, undesirable practice, or restrictive practice as envisaged under this RFP (including the Standard Form of LOA). ○ If any Applicant withdraws its Proposal during the period of its validity as specified in this RFP and as extended by the Client from time to time.
 - In the case of the Selected Implementing agency, fails to accept the LOA or provide the Performance Security within the specified time limit,
 - If the Applicant commits any breach of terms of this RFP or is found to have made a false representation to Client.
 - Performance Security equivalent to the amount indicated in this RFP shall be furnished before start of work on assignment in form of a Bank Guarantee substantially in the form specified in the RFP.
 - For the successful bidder, the Performance Security shall be retained by Client until the completion of the assignment by the Applicant and be released 60 (Sixty) days after the completion of the assignment.
- R.** Any entity which has been barred by the Central Government, any State Government, a statutory or by order of a judicial/regulatory authority or a public sector undertaking from participating in any project and the bar subsists as on the date of the Proposal Due Date, would not be eligible to submit a Proposal.
- S.** An Applicant shall have, during the last 2 (two) years, neither failed to perform on any agreement, as evidenced by imposition of a penalty by an arbitral or judicial authority or a judicial pronouncement or arbitration award against the Applicant or its Associate, nor been expelled from any project or agreement nor have had any agreement terminated for breach by such Applicant or its Associate.

T. Preparation of Proposal

- Applicants are requested to submit their Proposal in English language and strictly in the formats provided in this RFP. The Client will evaluate only those Proposals that are received in the specified forms and complete in all respects.
- In preparing their Proposal, Applicants are expected to thoroughly examine the RFP Document.
- The pre-qualification and technical Proposal shall provide the documents as prescribed in this RFP. No information related to financial Proposal shall be provided in the pre-qualification and technical Proposal.
- Failure to comply with the requirements spelt out above shall lead to deduction of marks during the evaluation. Further, in such a case, Client will be entitled to reject the Proposal. However, if any information related to financial Proposal is included in the pre-qualification and technical Proposal the Applicant shall be disqualified and his Proposal will not be considered.
- The Proposals must be signed by the Authorized Representative of the agency.

U. Applicants shall note the Proposal Due Date, as specified in Data Sheet, for submission of Proposals. Except as specifically provided in this RFP, no supplementary material will be entertained by the Client, and the evaluation will be carried out only based on Documents received by/before the closing time of Proposal Due Date. For the avoidance of doubt, the Client reserves the right to seek clarifications in case the Proposal is non-responsive on any aspects.

V. Financial Proposal: The Financial Proposal is only a declaration of acceptance of the proposed budget (including Management Fee) by the Applicants and is non-evaluative in nature. Financial Proposals of only those Applicants who are technically qualified (i.e., obtain minimum 60% in Technical Evaluation) shall be opened.

W. Submission, receipt and opening of Proposals

- The Proposal shall be submitted by post (Registered/Speed) at the office of the District Social Welfare Officer (DSWO), Keonjhar.
- The Authorized Representative of the Applicant shall authenticate EMD Details, Prequalification, Technical and Financial Proposal. The Authorized Representative's authorization shall be confirmed by a written power of attorney/Board Resolution by the competent authority accompanying the Proposal in original form.
- The Applicant shall submit his Proposal in four separate sealed envelopes containing and clearly marked as - Earnest Money Deposit (EMD), Pre-Qualification Proposal, Technical Proposal and Financial Proposal, placed into an outer envelope – sealed and marked "DO NOT OPEN EXCEPT IN PRESENCE OF OFFICIAL APPOINTED".
- Pre-Qualification Proposal shall be opened by the Evaluation Committee to evaluate whether the Applicants meet the prescribed Minimum Qualification Criteria. The Technical and Financial Proposals shall remain sealed.

- After the Proposal submission and until the grant of the LOA, if any Applicant wishes to contact the Client on any matter related to its Proposal, it shall do so in writing at the Proposal submission address. Any effort by the Applicant firm to influence the Client during the Proposal evaluation, Proposal comparison or grant of the LOA, decisions may result in rejection of the Applicant's Proposal.

X. Proposal Evaluation

- As part of the evaluation, the Pre-Qualification Proposal submitted shall be checked to evaluate whether the Applicant meets the prescribed minimum Qualification Criteria. Subsequently the Technical Proposal will be opened and shall be checked for responsiveness in accordance with the requirements of the RFP and only those Technical Proposals which are found to be responsive would be further evaluated.

For Technical evaluation the pre-qualified agency will present their technical proposal to the evaluation committee as scheduled in the Fact Sheet. The agencies will be evaluated based on Technical Evaluation Form.

- The Financial Proposal shall be submitted as per the prescribed Financial Proposal form

Section 7: Pre-qualification and evaluation forms

A. Pre-Qualification Form

Sl. No.	Basic Requirement	Specific Requirement	Documents Required	Document Submitted Yes or No
1.	Legal Entity	The Agency shall be a not-for-profit organization registered under <ul style="list-style-type: none"> • Societies' Registration Act • Indian Trust Act 1882 • Companies Act 1956 	Original certificate of incorporation/ Registration Certificate along with PAN CARD GST/12A Certificate	
2.	Operation	The Agency shall have been in operation for past 3 years as on 31/03/21 and filed ITR for last three FYs (18-19, 19-20 and 20-21).	Last three FY' Audited Financial Statement duly signed by a Chartered Accountant	
3.	Financial Capacity	The Agencies shall have an average annual turnover of at least Rs 3 Crore over the last three FYs (18-19, 19-20 and 20-21). This must be the individual Agency turnover and not the group companies/organisation.	Last three FY' Audited Financial Statement duly signed by a Chartered Accountant	
4.	Consortium	No consortium/ JVs/ associations/ subcontracting shall be allowed under this project.	Declaration of submitting as independent Agencies from the Authorized Signatory	
5.	Blacklist	Applying agency shall not have been blacklisted in last 5 year by any Central/State Government Ministry in India or Public Sector Undertaking or any Government Agencies	Undertaking by the Authorized Agency	

6.	Experience	Applying agency shall have prior experience in implementing Crèche Project, maternal & child health and child nutrition project, ECCD/ ECE/ Balwari/ child feeding programme for children etc.	Copies of Work Order/ LOA/ Sanction Orders /MOUs/ MOA/ Engagement Letters / Completion Certificates or equivalent documentary evidence shall be provided as proof.	
7.	Authorized Representative	A power of Attorney in the name of the person signing the proposal.	Original Copy. Power of Attorney	
8.	Tender Fee	The Agencies shall furnish a Tender Fee of Rs 10,000 (Rupees Ten Thousand Only) in the form of Demand Draft in favour of District Social Welfare Officer, Keonjhar.	Original Demand Draft	
9.	Earned Money Deposit (EMD)	The Agencies shall furnish a Tender Fee of Rs 1,00,000 (Rupees Five Lakh Only) in the form of Demand Draft/Bank Deposit in favour of District Social Welfare Officer, Keonjhar.	Original Demand Draft	

B. Technical Evaluation Form

Sl.No.	Evaluation Criteria	Marks	Total Marks	Supporting Forms
1	Experience criteria		50	
1.1	Experience in operation and management and running of Crèches or similar programme over the last 5 years (between Nov 2016-Nov 2021)		10	[Provide number of Years]
	i. Less than equal to 2 Years	2		
	ii. Greater than 2 Years and less than 5 Years	5		
	iii Greater Than Equal to 5 Years	10		
1.2	No. of Crèches implemented or awarded at different locations over the last 5 years (between Nov 2016-Nov 2021)		15	[Enter number of Crèches implemented/awarded]
	i. Less than 25 Crèches	5		
	ii. More than 25 Crèches but less than 50 Crèches	10		
	III. Greater Than Equal to 50 Creches	15		
1.3	Experience in implementing ECCD/ECE/Balwari /child feeding programme for children below 6 years (other than Crèches) in last 10 Years (between Nov 2011-Nov 2021) *		15	[Provide number of Years]
	i. 1 Year to 5 Years	5		
	ii. Greater than 5 Years and less than 7 Years	10		
	iii. Greater Than Equal to 7 Years	15		
1.4	Experience of working on at least one project with an implementing period of minimum one year at community level on maternal & child health and child nutrition		10	[Provide number of Years]

	project within last 10 years (between Nov 2011-Nov 2021) *			
	i. P1+P2...is between 1 to Less than 3 Years	5		
	ii. P1+P2... is 3 Years and above	10		
2	Key Personnel Criteria (Attach Tech-9 along with CV and photocopies of educational certificates and Experience Certificates of the proposed candidate)		10	
2.1	Programme Coordinator		10	
	Minimum 5-10 years of professional experience and PG degree or equivalent degree in Social Work/Rural Development/Nutrition/related discipline and/or an MBA in a relevant discipline from a reputed academic institution	3	6	(Yes/No)
	1 year or more of professional experience in managing/ handling crèche projects.	2		(Yes/No)
Exposure to GOI's Integrated Child Development Scheme (ICDS), NHM or related projects.	1	(Yes/No)		
2.2	Accounts cum Logistic Manager			
	B. Com with minimum 5 years of professional experience of accounts & Logistic management	4	4	(Yes/No)
3	Scoring in Technical presentation before Evaluation Committee as per Annexure-II.		40	
	Grand Total (1+2+3)		100	
<p>Note: The minimum qualifying Score is: 60 Bidders who secure above 60 marks from the total (100 marks) in the technical proposal will be selected. *Copies of work orders/agreement/ completion certificates must be submitted as a proof for each assignment. No assignment shall be repeated across various categories of evaluation parameters. Assignments of more than 12 months will be considered for evaluation purpose.</p>				

Section 8: Technical Proposal Submission Forms

Tech 1 Covering Letter

(On Bidder's Letter Head)

[Location, Date]

To,
District Social Welfare Officer (DSWO),
Collectorate, Keonjhar – 758001,
Odisha

Subject: Selection of "Agency for the establishment and management of Crèches in Keonjhar District" (Technical Proposal)

Dear Madam,

I, the undersigned, offer to provide the services for the proposed assignment in respect to your Request for Proposal No.: _____, Dated: _____. I hereby submit the proposal which includes this technical proposal sealed under a separate envelope.

All the information and statements made in this technical proposal are true and correct and I accept that any misinterpretation contained in it may lead to disqualification of our proposal. Our proposal is binding upon us and subject to the modifications resulting from contract negotiations.

I have examined all the information as provided in your Request for Proposal (RFP) and offer to undertake the service described in accordance with the conditions and requirements of the selection process. I agree to bear all costs incurred by us in connection with the preparation and submission of this proposal and to bear any further pre-contract costs. In case, any provisions of this RFP/ ToR including of our technical & financial proposal is found to be deviated, then your department shall have rights to reject our proposal. I confirm that, I have the authority to submit the proposal and to clarify any details on its behalf.

I understand you are not bound to accept any proposal you receive.

Yours faithfully,

Authorized Signatory with Date and Seal:

Name and Designation: _____

Address of Bidder: _____

Tech 2: Bidder's Organization (General Details)

Sl. No.	Description	Full Details
1	Name of the Bidder	
2	Address for communication: Tel: Email id:	
3	Name of the authorized person signing & submitting the bid on behalf of the Bidder: Mobile No.: Email id:	
4	Registration / Incorporation Details Registration No: Date & Year:	
5	Local office in Odisha If Yes, please furnish contact details	Yes / No
6	Tender Fee Details: Amount: DD No.: Date: Name of the Bank:	
7	EMD Details Amount: DD No.: Date: Name of the Bank:	
8	PAN Number	
9	Goods and Services Tax Identification Number (GSTIN)	
10	Willing to carry out assignments as per the scope of work of the RFP.	YES
11	Willing to accept all the terms and conditions as specified in the RFP.	YES

Authorized Signatory [In full and initials]: _____

Name and Designation with Date and Seal: _____

Bidders shall submit the required supporting documents as mentioned above. Non- submission of required documents as listed above will lead to rejection of the bid.

Tech 3: Bidder's Financial Details

Financial Information (In INR)				
Details	FY 2018 -19	FY 2019 -20	FY 2020-21	Three Years Average
Annual Turnover (in Crores)				
	Page No in the Technical Proposal.....	Page No in the Technical Proposal.....	Page No in the Technical Proposal.....	
<p>Supporting Documents:</p> <p>Audited certified financial statements for the last three FYs (Submission of copies of Income & Expenditure Statement and Balance Sheet for the respective financial years is mandatory along with this form)</p> <p>Filled in information in this format must have to be jointly certified and sealed by the CA and the authorized representative of the bidder and to be furnished in original along with the technical proposal failing which the proposal will be outrightly rejected. No scanned copy will be entertained.</p>				

Signature and Seal of the Company Auditor with Date in original

Authorized Signatory [In full initials with Date and Seal]: _____

Communication Address of the Bidder: _____

[NB: No Scanned Signature will be entertained]

Bidders shall submit the required supporting documents as mentioned above. Non- submission of required documents as listed above will lead to rejection of the bid.

Tech 4: Format for Power of Attorney

(on stamp paper)

I, _____, the _____ (Designation) of _____ (Name of the Organization) in witness where of certify that _____ <Name of person> _____ < Designation of the person >, is authorized to execute the attorney on behalf of _____ < Name of Organization > of the applicant acting for and on behalf of the agency for bid submission/ bid opening/ technical presentation conferred by the _____ < Notification/ Authority order no.> Dated _____ <date of reference> has signed this Power of attorney at _____ <place> on this day of _____ <day><month>, _____ <year>.

The signatures of <Name of person> in whose favour authority is being made under the attorney given below are hereby certified.

Name of the Authorized Representative:

(Signature of the Authorized Representative with Date)

CERTIFIED:

Signature, Name & Designation of person executing attorney:

Address of the Bidder: _____

Tech 5: Bidders Past Experience Details

(To be filled for all the completed and ongoing projects of last 5 years.)

Assignment Name:		
Area of operation:		Number of Professional Staffs provided by your Firm / Entity:
Name of Client/Funder:		Total Number of Staffs:
Start Date:	Completion Date:	Approx. Value of Services (in INR):
Name of Associated Consultants, If Any:		No of Months of Professional Staff Provided by Associated Consultants:
Name of Senior Staff Involved and Corresponding Positions:		
Description of Project in 100 words:		

Tech 6: Declaration of Conflict of Interest and Activities

Are there any activities carried out by your agency which are of conflicting nature as mentioned in Section 6: Information to the Agencies under Para – F. If yes, please furnish details of any such activities.

If no, please certify,

On Bidders Letterhead

I hereby declare that our agency is not indulged in any such activities which can be termed as the conflicting activities as mentioned in **Section 6: Information to the Agencies under Para E.**

I also acknowledge that in case of misrepresentation of any of the information, our proposal / contract shall be rejected / terminated by the Client which shall be binding on us.

Authorized Signatory [In full initials with Date and Seal]:

Tech 7: Description of Approach, Methodology and Workplan To Undertake the Assignment

Technical Approach, Methodology and Work Plan are key components of the Technical Proposal. In this Section, bidder shall explain their understanding of the scope and objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output. Further, they shall highlight the problems being addressed and their importance and explain the technical approach to be adopted to address them. It is suggested to present the required information divided into following four sections]

- A. Understanding of Scope and Objectives**
- B. Description of Approach**
- C. Proposed work plan for year 1** (*Indicate all main activities / sub activities of the proposed assignment and other associate sub-periodic activities*).

Duration	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Sequence of Activities / Sub Activities				

- D. Stakeholder Analysis (SWOT)**
- E. Methodology to be Adopted**
- F. Envisaged Challenges and Conflict Resolution**

Authorized Signatory [In full and initials]:
Name and Designation with Date and Seal:

NB: Bidders are requested to furnish the above information limiting it up to 5-7 pages only with Arial Font Size-11.

Tech 8: Format of Curriculum Vitae (CV) for Proposed Key Professional

1.	Proposed Position		
2.	Name of Staff:		
3.	Date of Birth		
4.	Nationality		
5.	Education		
	Name of Institution	Degree(s) or Diploma(s) obtained:	Date
6.	Languages		
		Reading	Speaking
	English		
	Odia		
	Any other		
7.	Employment Record:		
	From:	To:	
	Employer		
	Position(s) held		
	From:	To:	
	Employer		
	Position(s) held		
	From:	To:	
	Employer		

Position(s) held



8. Work Undertaken that Best Illustrates Capacity to Handle the Tasks Assigned

Name of assignment or project:	
Year:to.....
Location:	
Client:	
Position(s) held:	
Activities performed:	

Name of assignment or project:	
Year:to.....
Location:	
Client:	
Position(s) held:	
Activities performed:	

Name of assignment or project:	
Year:to.....
Location:	
Client:	
Position(s) held:	
Activities performed:	

9. Certification

I, the undersigned, certify that to the best of my knowledge and belief that this CV correctly describes my qualifications and past experiences. I will undertake this assignment for the full programme duration in terms of roles and responsibilities assigned in the technical proposal or any agreed extension of activities thereof. I understand that any misstatement herein leads to disqualification or dismissal, if engaged. Date:

Signature of Key Professional

Authorized Signatory

Name and Designation with Date and Seal:

NOTE 1: Information provided in this form shall correspond to the Key Personnel Criteria of the Technical Qualification form.

NOTE 2: All the claims provided in this form must be substantiated through production of originals when asked.

Tech-9 Earnest Money Deposit declaration

Date: -

To,
District Social Welfare Officer (DSWO),
Collectorate, Keonjhar – 758001
Odisha

I/We understand that, according to the RFP conditions, proposals/bids must be supported by a Bid Security Declaration.

If I/We declare that if we withdraw or modify the Bids during the period of validity etc.

I/We will be suspended for the time specified in the RFP and if I/We are awarded the contract and fail to sign the contract or fail to submit a performance security before the deadline defined in the request for proposals (RFP) document, they will be suspended for the period specified in the request for proposals document from being eligible to submit Bids/Proposals for contracts with the Procuring Entity.

Signed:

in the capacity of: _____ (insert legal capacity of person signing the Bid Securing Declaration)

Dated on _____ day of _____ (insert date of signing)

Authorized Signatory [In full and initials]:
Name and Designation with Date and Seal:

Section 9: Performance Bank Guarantee Form

[Location, Date]

To,
District Social Welfare Officer, Keonjhar,
Beside Collectorate– 758001,
Odisha

(To be issued by a Bank _____)

This deed of Guarantee executed at _____ by _____
(Name of the Bank) having its Head/Registered Office at _____
_____ (hereinafter referred to as "the Guarantor") which expression shall unless it be repugnant to the subject or context thereof include its heirs, executors, administrators, successors and assigns.

In favour of **District Social Welfare Officer, Keonjhar**, having its office at (Keonjhar) (hereinafter called **DSWO, Keonjhar**, which expression shall unless it be repugnant to the subject or context thereof include its heirs, executors, administrators, successors, and assigns).

Whereas _____, an organization registered/formed under _____ (specify the applicable law) and having its registered office at _____ (hereinafter referred to as the Agency) has been, consequent to conduct and completion of a competitive bidding process in accordance with the Request for Proposal (RFP) document No. ___ dated _____ issued by **District Social Welfare Officer, Keonjhar**, as more specifically defined in the aforementioned Document including statement of work and the Agreement executed between the **DSWO, Keonjhar** and Agency .

The Agreement requires the Agency to furnish an unconditional and irrevocable Bank Guarantee for an amount of Rs. _____/- (Rupees _____ only) by way of security for guaranteeing the due and faithful compliance of its obligations under the Agreement.

Whereas the Agency approached the Guarantor, and the Guarantor has agreed to provide a Guarantee being these presents.

Now this Deed witnessed that in consideration of the premises, we, _____ Bank hereby guarantee as follows:

1. The Agency shall implement the programme– '**For the establishment and management of Crèches in Keonjhar district**' in accordance with the term and subject to the conditions of the Agreement and fulfil its obligations there under
2. We, the Guarantor, shall, without demur, pay to **DSWO, Keonjhar** an amount not exceeding ₹ _____ (Rupees _____ only) within 7(seven) days of receipt of a written demand from **DSWO, Keonjhar** stating that the Agency has failed to fulfil its obligations as stated in Clause 1 above.
3. The above payment shall be made by us without any reference to the Agency or any other person and irrespective of whether the claim of the **DSWO, Keonjhar** is disputed by the Agency or not.
4. The Guarantee shall come into effect from _____ (Start Date) and shall continue to be in full force and effect till the earlier of its expiry at 1700 hours Indian Standard Time on _____ (Expiry Date) (both dates inclusive) or till the receipt of a claim, from the **DSWO, Keonjhar** under this Guarantee, which is one month after the expiry of performance guarantee, whichever is earlier. Any demand received by the

Guarantor from **DSWO, Keonjhar** prior to the Expiry Date shall survive the expiry of this Guarantee till such time that all the moneys payable under this Guarantee by the Guarantor to **DSWO, Keonjhar**.

5. In order to give effect to this Guarantee, **DSWO, Keonjhar** shall be entitled to treat the Guarantor as the principal debtor and the obligations of the Guarantor shall not be affected by any variations in the terms and conditions of the Agreement or other documents by **DSWO, Keonjhar** or by the extension of time of performance granted to the Agency or any postponement for any time of the power exercisable by **DSWO, Keonjhar** against the Agency or forebear or enforce any of the terms and conditions of the Agreement and we shall not be relieved from our obligations under this Guarantee on account of any such variation extension forbearance or omission on the part of **DSWO, Keonjhar** to the Agency to give such matter or thing whatsoever which under the law relating to sureties would but for this provision have effect of so relieving us.
6. The Guarantee shall be irrevocable and shall remain in full force and effect until all our Obligations under this guarantee are duly discharged.
7. The Guarantor has power to issue this guarantee and the undersigned is duly authorized to execute this Guarantee pursuant to the power granted under _____.

In witness, whereof the Guarantor has set its hands hereunto on the day, month and year first here-in-above written.

Signed and delivered by _____ Bank by the hand of Shri _____ its _____ and authorized office.

.....

(Signature of the authorized officer of the Bank)

.....

Name and designation of the officer

.....

.....

Seal, name & address of the Bank & Branch

Section 10: Financial Form

[Location, Date]

To,

District Social Welfare Officer,
At- Collectorate, Keonjhar
P.O. Keonjhar District, Pin-758001

Dear Madam,

We, the undersigned, offer to provide services for the assignment '**For the establishment and management of Crèches in Keonjhar district**' in accordance with your Request for Proposal (RFP) dated _____ and our Technical Proposal.

We fully accept the proposed budget (including the Management Fee) in the RFP. The proposed budget (including the Management Fee) shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal.

We understand that the management fee will be released on the yearly audit as specified in Section 5 (Q) of the RFP documents.

We hereby certify that we have taken steps to ensure that no person acting for us or on our behalf will engage in bribery. We undertake that, in competing for (and, if the award is made to us, in executing) the above contract, we will strictly observe the laws against fraud and corruption in force in India namely "Prevention of Corruption Act, 1988".

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

We remain,

Yours sincerely,

Authorized Signatory [In full and initials]:

Name and Designation with Date and Seal:

Name of the Agency with full Address:

Section 11: Annexures

Annexure I: Bid Submission Checklist

(to be enclosed as a cover page of the technical proposal)

Sl. No.	Description	Submitted (Yes/No)	Page No.
Technical Proposal (Original + 1 Copy)			
1	Filled in Bid Submission Check List (ANNEXURE I)		
2	Covering Letter (TECH 1)		
3	Bid Processing Fee of Rs. 10,000/- in form to DD/ BC		
4	Copy of Certificate of Incorporation / Registration of the Bidder		
5	Copy of PAN		
6	Copy of Goods and Services Tax Identification Number (GSTIN)		
7	Copies of IT Returns for the last 3 FYs (17-18,18-19 & 19-20)		
8	General Details of the Bidder organisation (TECH 2)		
9	Financial details of the bidder (TECH 3) along with all the supportive documents such as copies of Profit – Loss Statement and Balance Sheet for the concerned period.		
10	Format for Power of Attorney (TECH 4) in favour of the person signing the bid on behalf of the bidder.		
11	Bidders Past Experience Details (TECH 5) along with the copies of work orders for the respective assignments.		
12	Self-Declaration on Potential Conflict of Interest and activities (TECH 6)		
13	Description of Approach, Methodology & Work Plan (TECH 7)		
14	CV of Key Professionals (TECH 8)		
15	EMD declaration (TECH 9)		
16	Financial Form (Section 10)		

Undertaking:

- All the information has been submitted as per the prescribed format and procedure.
- Each part has been separately bound with no loose sheets and each page of all the two parts are page numbered along with Index Page.
- All pages of the proposal have been sealed and signed by the authorized representative.

Authorized Signatory [In full and initials]:

Name and Designation with Date & Seal:

Annexure- II: TECHNICAL PRESENTATION CHECKLIST

SLIDE HEADINGS- Maximum 10 slides	Maximum Marks-40	Maximum Time for presentation
<ul style="list-style-type: none"> • Slide number 1-3 • Technical Approach (Understanding and Approach to the assignment) • Methodology (for identification and selection of Personnel, villages, Crèche location) Review (mechanism for performance of deployed personnel) 	15	5 minutes
<ul style="list-style-type: none"> • Slide number 4-6 • Implementation Plan (Training, reviews, field monitoring, ration distribution plan, anthropometry, ECCD etc) Crèche centre daily activity planner hour-wise. 	15	5 minutes
<ul style="list-style-type: none"> • Slide number 6-10 • Challenge Envisaged • Plan to retain professionals for programme period Similar • case studies and experiences 	10	5 minutes
Question answer session	-	5 minutes

*Note- extra slides more than 10 will not be entertained.

Annexure- III: Budget & Fund Flow

Cost of operationalizing 100 Creche in 1st Year (Programme Cost)			
SL No	Category	Amount in Rs	Remarks
A.	HR	1,55,94,000	With provision for 10% increment year on year basis
B.	Training, Reviews and Exposure visits	7,91,700	With provision for 10% increment year on year basis
C.	OPEX-Food	1,22,20,000	With provision for 10% increment year on year basis
D.	OPEX- Other Item	77,95,000	With provision for 10% increment year on year basis
E.	Total	3,64,00,700.00	
F.	Management Fees	10,92,021.00	3% of (A+B+C+D)
Grand Total		3,74,92,721.00	

Note:

*The detailed work plan to be undertaken by the agency utilizing the management fees shall be discussed post selection of agency and be put forth in the MoA detailing out roles and responsibilities.

**A maximum advance amount of Rs 10,00,000 (Ten lakhs) may be considered for each implementing agency for project implementation, which may be reconciled at the end of the project period or as decided by the First Party.

A-I- Human Resource Cost

SI No	Designation	Optimum ratio within a single Crèche Cluster (Personnel: No. of Crèches/ Cluster)	Salary/month (Rs)	Salary/Year
1	Programme Coordinator (PC) /Cluster	01:01	40,000	4,80,000
2	Accounts cum Logistic Manager (AM)/Cluster	01:01	30,000	3,60,000
3	Crèche Manager (CM)/ Crèches	1:100	30,000	3,60,000
4	Creche Supervisor (CS)/ Crèches	1:20	25,000	15,00,000
5	Crèche Worker - 1(CW-1)/ Crèches	1:1	5,275	63,30,000
6	Crèche Worker – 2 (CW-2)/ Crèches	1:1	5,275	63,30,000
	Travelling Cost @ 10% of the HR cost of PC, CM & CS / month			2,34,000
Total HR cost per Annum				1,55,94,000

Note-10 % of the total remuneration of the Crèche Supervisors, Creche Manager and Programme Coordinator has been provisioned as travelling cost. This travelling cost has been included in total HR cost along with remunerations.

II. Human Resource cluster wise allocation

Name of Block	Proposed Number of Crèche	Programme Coordinator (PC)	Accounts cum Logistic Manager	Crèche Manager (CM)	Crèche Supervisor (CS)	Crèche Worker - 1 (CW - 1)	Crèche Worker - 2 (CW - 2)
Banspal Cluster 1	150	1	1	2	8	150	150
Harichandanpur Cluster 2	132	1	1	2	7	132	132
Joda & Joda (Urban) Cluster 3	168	1	1	2	9	168	168
Keonjhar Sadar, Cluster 4	55	1	1	1	3	55	55
Hatadih Cluster 5	100	1	1	1	5	100	100
Champua Cluster 6	65	1	1	1	3	65	65
Jhumpura Cluster 7	60	1	1	1	3	60	60
Grand Total`	730	7	7	10	38	730	730

B-Budget for Trainings, Refreshers, Reviews and exposure

Budget for Trainings, Refreshers, Reviews and exposure visits of 100 creches for Year 1		
Trainings/ Refreshers/Reviews	Total Numbers Planned in Year-1	Total Year-1 cost
Creche workers Orientation (1day)	7	66,500
Creche workers Induction (3 day residential)	7	2,15,600
Creche workers Refresher (3 day residential)	0	-
Creche workers Monthly Review meetings for 11 months	77	3,69,600
Exposure visits to be organised in Y1	7	1,40,000
Total	98	7,91,700

*Budget for Training is Tentative. Will be based on actual training done.

C-OPEX Food

OPEX- Monthly (Food)			
Sl. No.	Item	Daily Cost (Rs)	Monthly Rate
1	Morning Snacks	3.5	Rs. 91/child/ month
2	Cooked Lunch	6.8	Rs. 176.80/child/ month
3	Evening Snacks	3.5	Rs. 91/child/month
4	Egg/Bananas/seasonal fruits	6	Rs. 60/child/month
5	Ragi & Besan Laddoo	1	Rs. 26/child/month
	Contingency @ 10%		
Total Operational Expenditure /Crèche/Year			Rs 1,22,200.00

Note: Provisions for THR under ICDS programmes like egg/chiki etc. will be delivered at Crèches for all eligible children. Crèche workers will ensure intake by children within the Crèche.

Procurement of Rice for all creches to be ensured by DSWO from the Civil Supply Department

Opex- Other items						
Sl No	Material	Specification	Numbers Required	Tentative cost/Unit	Annual Cost per Creche in Rs	Annual Cost per 100 Creche in Rs
1	Transportation of food				12000	12,00,000.00
2	Creche Fuel expenses				4200	4,20,000.00
3	Hand Washing soap/ liquid				720	72,000.00
4	Dish washing soap/ liquid				480	48,000.00
5	Dish washing scrubber				360	36,000.00
6	Detergent powder				2400	2,40,000.00
7	Rent for creche premises (only if necessary)				21600	21,60,000.00
8	Material for toys				2400	2,40,000.00
9	5 Standard Dresses (Shirt, half pant)		5/child/year	200	20000	20,00,000.00
10	Non-oven Dress keeping bag		1/child/year	25	500	50,000.00
11	2 Aprons of Child		2/child/year	15	600	60,000.00
12	1 Winter Wear (Jacket with hood, pant, gloves, socks)		1/child/year	250	5000	5,00,000.00
13	Footwear	Rubber	1/child/year	30	600	60,000.00
	Total				70860	70,86,000.00
	Contingency @ 10%				7086	7,08,600.00
	Grand Total				77946	77,94,600.00
						77,95,000.00 (Approx)

Items under Capital Expenditure

Capex for one Crèche (one time expenditure)			
Sl. No.	Item	Specification	Numbers Required
1	Weighing scale (suitable for both infants & toddlers)	Graduation - 10g, digital reading, removable tray, battery powered, Capacity: 15 - 20 kg, shall meet ICDS Standards	1/Crèche
2	Stadiometers	Measuring range: 20–205 cm, Graduation - 1mm, shall meet ICDS Standards	1/Crèche
3	Infant meters	10-99 cm measuring range, Graduation - 5mm, shall meet ICDS Standards	1/Crèche
4	Smokeless Chulhas	Capacity: 5-25 persons, without electricity powered fan	1/Crèche
5	Galvanized Steel Trunk Box (Large)	0.5 mm gauge; 40" X 24" X 24"	1/Crèche
6	Galvanized Steel rack with 3 shelves	0.5 mm gauge; 22" X 12" X 24"	1/Crèche
7	Stainless Steel Ladle for Dalma (Dabu)	125 g	1/Crèche
8	Stainless Steel turner for vegetable curry (Karachuli)	110 g	1/Crèche
9	Stainless Steel Spoon for Rice (Chattu)	125 g	1/Crèche
10	Stainless Steel Sieve Spoon (Jali Chattu)	150 g	1/Crèche
11	Stainless Steel Drum with cover	3.08 kg	1/Crèche
12	Stainless Steel Water spoon	250 g	1/Crèche
13	Stainless Steel Mug	170 g	1/Crèche

14	Stainless Steel Spoon	20 g	1/Child i.e. 20/Crèche
15	Stainless Steel Bowl (Ginaa)	130 g	1/Child i.e. 20/Crèche
16	Stainless Steel Plate (Thali)	200 g	1/Child i.e. 20/Crèche
17	Stainless Steel Glass	50 g	1/Child i.e. 20/Crèche
18	Stainless Steel (Gamla)	450 g	2/Crèche

19	Stainless Steel jug for storing oil	1 litre, 250 g	1/Crèche
20	Steel basket for vessels	1.8 kg	1/Crèche
21	Aluminium Dekchi for rice with cover	1.55 kg	1/Crèche
22	Aluminium Dekchi for dalma with cover	1.4 kg	1/Crèche
23	Aluminium pot	15 litres, 800 g	1/Crèche
24	Aluminium bucket	12 litres, 720 g	2/Crèche

25	Aluminium containers	4 container set, 1.685 kg	1/Crèche
26	Aluminium kadai with cover	13-inch, heavy gauge bottom, 1.80 kg	1/Crèche
27	Aluminium Pressure Cooker	5 litres	1/Crèche
28	Iron vili - vegetable cutter (Panikhi)	Iron blade	1/Crèche
29	Grocery weighing scale	Capacity -10kg, digital display, battery powered	1/Crèche
30	Water purifier + 5 additional cartridges	20 litres, UF technology, gravity-based	1/Crèche
31	First Aid Box	1 Plastic Box, Antiseptic cream, Silver Sulfadiazine ointment, Cotton, Gauze, Band Aid	1/Crèche

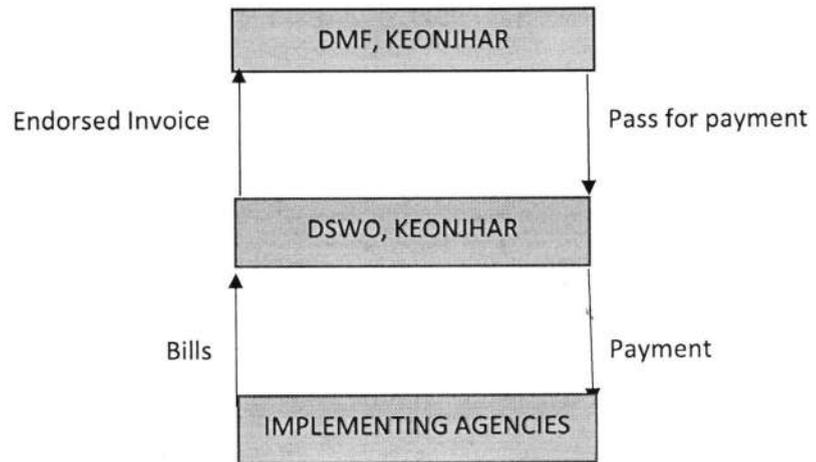
32	Clock	Analog	1/Crèche
33	Plastic Mug		2/Crèche
34	Soap Case		2/Crèche
35	Mirror		1/Crèche
36	Comb		3/Crèche
37	Nail Cutter		2/Crèche
38	Plastic Containers (for loose food items)		3/Crèche
39	Dustbin		1/Crèche
40	Dust pan		1/Crèche
41	Broom	1 Coconut leaf grass, 1 Date-Palm Leaf	2/Crèche
42	Floor Mop	5 ft long rod, cotton refill	1/Crèche
43	Plastic drum for storing water	HDPE, 200 litres	1/Crèche
44	Drum for handwashing station	HDPE, 40 litres	1/Crèche
45	Stool, tub, tap, garden hose, sanitary fittings for hand washing station & basin		1/Crèche
46	Mosquito Nets	Polyester, 6' X 7'	3/Crèche
47	Durries (Plastic)	200 GSM, 9' X 12'	3/Crèche
48	Durries (Cotton)	9' X 12'	3/Crèche
49	Non-folding Foam Mattress	6' X 3'	4/Crèche (1 per 5 children)
50	Waterproof Protector Sheet for mattress	PVC Plastic, 78" X 54"	4/Crèche (1 per 5 children)
51	Single Bedsheet	Cotton, 60" X 90"	12/Crèche (1 per 5 children * 3 years)
52	Single Solapur Blanket	Cotton, 5' X 7.5'	4/Crèche (1 per 5 children)

53	Fire Extinguisher	ABC type, Dry chemical powder, 2kg	2/Crèche
54	Window net for mosquitos	Polyester, velcro edges	20 sq. ft. (approx.)
55	Padlocks	Steel, 7 levers	2/Crèche
56	Crèche Nameboard	Sunboard, 6' X 1.5', 5 mm thickness, solvent print with lamination	2/Crèche
57	House-listing Register Entry Level Register Visitors register, Attendance Register, Committee Resolution Register NRC Referral Register		6/Crèche
58	Printing of Child Growth Chart, Format of Admission sheet, Monthly Report, Red Flag/At Risk Follow-up form		As needed
59	Crèche Decoration including paintings		
60	One-time Contingency @ 10%		
Total Capital Expenditure for three years /Crèche			Rs 80,000.00

Note

*Capital Items for the Creches to be procured by Department or Government Agencies

2. Fund Flow Mechanism



Annexure- IV: Tentative Training plan

Sl.No.	Trainee	Training	Duration	Periodicity	Topics
1.	DPMU members	Orientation	1 day	Prior to Induction Training	Orientation to the programme, aims and objectives etc
		Induction	3 days	Prior to initiation of programme	Introduction to the programme, roles and responsibility, basic concepts of childcare, health & nutrition, Anthropometry, ECCD, safety & security, functioning of crèche, govt policy and programmes, child protection Acts and legislations
		Refresher	3 days		Same as above, plus any new relevant topic
		Thematic	1 day	To be finalised as per need	Relevant themes like ECCD, anthropometry, dietary diversity, child protection policies etc
2.	Crèche Workers	Orientation	1 day	Prior to Induction Training	Introduction to the programme, roles and responsibility
		Induction	3 days	Prior to crèche opening	Introduction to the programme, roles and responsibility, basic concepts of childcare, health & nutrition, ECCD, safety & security, functioning of crèche
		Refresher	3 days	Annually	Same as above, plus any new relevant topic
		Thematic	1 day	To be finalised a per need	Relevant themes like ECCD, Anthropometry and MIS etc.

This page intentionally left blank