

Order No. 91A7

Date: 31/12/2025

**REQUEST FOR PROPOSAL (RFP)**

**“SELECTION OF AGENCY FOR ESTABLISHMENT AND MANAGEMENT OF  
CRECHES IN KEONJHAR DISTRICT”**

**Issuer:**

District Social Welfare Officer,  
Women & Child Development Department  
Government of Odisha  
Email: [dswokeonjhar@gmail.com](mailto:dswokeonjhar@gmail.com)

**Address for Communication & Submission of Documents:**

District Social Welfare Officer  
DSWO Office  
Collectorate, Keonjhar - 758001  
Email: [dswokeonjhar@gmail.com](mailto:dswokeonjhar@gmail.com)

## Factsheet

Request for Proposal (RFP) document Corrigendum-2 made available to the applicants	District Social Welfare Officer, Women & Child Development Department Government of Odisha Email: <a href="mailto:dswokeonjhar@gmail.com">dswokeonjhar@gmail.com</a>
Proposal Issue Date	31.12.2025
Last date for receiving queries	06.01.2026 by 5:00 PM
Response to queries	09.01.2026 by 5:00 PM
Last date for receipt of proposals (Sealed Envelope)	21.01.2026 by 5:00 P.M.
Opening of proposals received within the stipulated date	22.01.2026 by 11.00 AM Pre-Qualified Agency
Technical Presentation	To be intimated to the Pre-qualified Agency
Letter of Award	To be intimated to the selected Agency
Contract Signing Date	To be intimated to the selected Agency
Cost of Tender/bid (Demand Draft)	5,000/- (Rupees Five Thousand Only) Non-Refundable
Earnest Money Deposit (EMD) (Demand Draft)	INR 25000 (Rupees Twenty-Five Thousand Only)
Performance Bank Guarantee	3% (Three Percent) of the Total Contract Value
Method of Selection	Quality Based Selection (QBS)
Contact Details	District Social Welfare Officer, DSWO Office, Collectorate Keonjhar – 758001 Email: <a href="mailto:dswokeonjhar@gmail.com">dswokeonjhar@gmail.com</a>

### Note:

1. The Client reserves the right to change any schedule. Please visit the website [www.kendujhar.nic.in](http://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.

  
**Dist. Social Welfare Officer,**  
**Keonjhar.**

## **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 Creches 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 Creches, 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.

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## Section 1: Letter of Invitation

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

Subject: Selection of agencies for the establishment and management of creches in Keonjhar district.

The District Social Welfare Officer, Keonjhar invites proposals from reputed agencies for the 'Establishment and Management of Creches 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

**District Social Welfare Officer  
Keonjhar, Odisha**

## 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: 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:
  - i. 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.
  - ii. 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 (Non-Refundable)/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 (Non-Refundable), 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 (01) proposal.
- K. Right to reject any or all Proposals:
- i. 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.
  - ii. Without prejudice to the generality of above, the Client reserves the right to reject any Proposal if:
    - a at any time, a misrepresentation is made or discovered,
    - b 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:
- i. Made a complete and careful examination of the RFP.
  - ii. Received all relevant information requested from the Client.
  - iii. Accepted the risk of inadequacy, error or mistake in the information provided in the RFP or furnished by or on behalf of the Client.
  - iv. 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.
  - v. Acknowledged that it does not have a Conflict of Interest.

  
**Dist. Social Welfare Officer,**  
**Keonjhar.**

- vi. Agreed to be bound by the undertaking provided by it under and in term hereof.
- vii. 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 only) to the Client's email address (mentioned below) to client's office addressed to: District Social Welfare Officer, Email-[dswokeonjhar@nic.in](mailto:dswokeonjhar@nic.in), [dswokeonjhar@gmail.com](mailto: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

- i. Client shall not be responsible for ensuring that the Applicant's queries have been received by them.
- ii. Any requests for clarifications post the indicated date and time may not be entertained by the Client.
- iii. 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.
- iv. However, the Client reserves the right to hold or re-schedule the process.
- v. The Client will endeavour to respond to the queries after three 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:
- vi. 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.
- vii. 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.
- viii. 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.
- ix. 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
- i. A Tender Fee which is Non-Refundable in the form of Demand Draft, from a scheduled Indian Bank in favour of District Social Welfare Officer, Keonjhar for the sum of INR **5,000/- (Rupees Five Thousand Only)**
  - ii. Earnest Money Deposit which is Refundable in the form of Demand Drafts/NEFT/IMPS **25000/- (Rupees Twenty-Five Thousand Only)** in favour of District Social Welfare Officer, Keonjhar.
  - iii. Performance Bank Guarantee from a scheduled Indian Bank in favour of District Social Welfare Officer, Keonjhar 3% (Three Percent) of the total contract value before signing of contract.
  - iv. Tender fees, EMD and Performance Bank Guarantee in original shall be placed in an envelope and marked as - clear subject name.
  - v. Client will not be liable to pay any interest on the Tender Fee or the EMD.
  - vi. 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.
  - vii. 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:
    - a 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).
    - b 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.
    - c In the case of the Selected Implementing agency, fails to accept the LOA or provide the Performance Security within the specified time limit, or If the Applicant commits any breach of terms of this RFP or is found to have made a false representation to Client.
    - d 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.
    - e For the successful bidder, the Performance Security shall be retained by Client until the completion of the assignment by the Applicant and be released 90 (Ninety) 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

- i. 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.
- ii. In preparing their Proposal, Applicants are expected to thoroughly examine the RFP Document.
- iii. 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.
- iv. 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.
- v. 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

- i. The Proposal shall be submitted by post (Registered/Speed) at the office of the District Social Welfare Officer (DSWO), Keonjhar.
- ii. 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 by the competent authority accompanying the Proposal in original form.
- iii. 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”.
- iv. 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.

- v. 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**

- i. 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.
- ii. 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.
- iii. The Financial Proposal shall be submitted as per the prescribed Financial Proposal form

**Stage- 1 Pre-qualification and evaluation forms**

**A. Pre-Qualification Form**

Sl. No.	Basic Requirement	Specific Requirement	Documents Required
1.	Legal Entity	The Agency shall be a not-for-profit organization registered under any of the: 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 03 years as on 31/03/25 and filed ITR for last three FYs (22-23, 23-24 and 24-25).	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 30 Lakh over the last three FYs (22-23, 23-24 and 24-25). 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	The bidder must possess at least one (01) years of proven experience in the management and operation of residential accommodation facilities for adults, including but not limited to Urban Homeless Centres, Rehabilitation Centres, Homes for the Homeless or Disabled Persons, Beggar Homes, Maa Gruha, or similar residential setups	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 Notarized Copy of Power of Attorney on Rs. 100 Non-Judicial Stamp Paper
8.	Tender Fee	The Agencies shall furnish a Tender Fee of <b>Rs 5,000/- (Rupees Five Thousand Only)</b> Non-Refundable 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 an Earnest Money Deposit of <b>Rs 25,000 (Rupees Twenty-Five Thousand Only)</b> in the form of Demand Draft in favour of District Social Welfare Officer, Keonjhar.	Original Demand Draft

**Stage-2 Technical Evaluation Criteria:**

Sl.	Existing Criteria	New Criteria	Max. Marks
1	<b>Turnover</b>	<b>Turnover</b>	<b>5</b>
1.1	Average annual turnover of the last three financial years, i.e., 2022-23, 2023-24 and 2024-25		5
	<u>Scoring criteria</u>		
	Rs. 30 Lakhs Average annual turnovers.		
	Last three FY's 2022-23, 2023-24 and 2024-25 Audited Financial Statement duly signed by a Chartered Accountant		

<b>2</b>	<b>Experience</b>	<b>15</b>
2.1	The bidder must possess at least five (05) years' experience in social sector and presently active and operational.	5
2.2	The bidder must be a locally registered agency having an established office in Keonjhar District.	5
2.3	The bidder must possess at least one (01) years of proven experience in the management and operation of residential accommodation facilities for adults, including but not limited to Urban Homeless Centres, Rehabilitation Centres, Homes for the Homeless or Disabled Persons, Beggar Homes, Maa Gruha, or similar residential setups	5
<b>3</b>	<b>Personnel*</b>	<b>5</b>
3.1	Programme Coordinator  Minimum 5 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	2
3.2	Accounts cum Logistic Manager  B. Com with minimum 5 years of professional experience of accounts & Logistic management	2
3.3	Child Development Coordinator Minimum 2 years of professional experience  MBBS / MD (paediatrics) or ANM or Postgraduate in Food and Nutrition/ Nutrition and Dietetics/ Clinical Nutrition/ Food Science/ Public Health/ Home Science/ Social Work/ Social Science, or any other relevant discipline from a recognized university	1
<b>4</b>	<b>Presentation of Approach, Methodology and Work Plan before the evaluation committee</b>	<b>25</b>
<b>Total Marks</b>		<b>50</b>

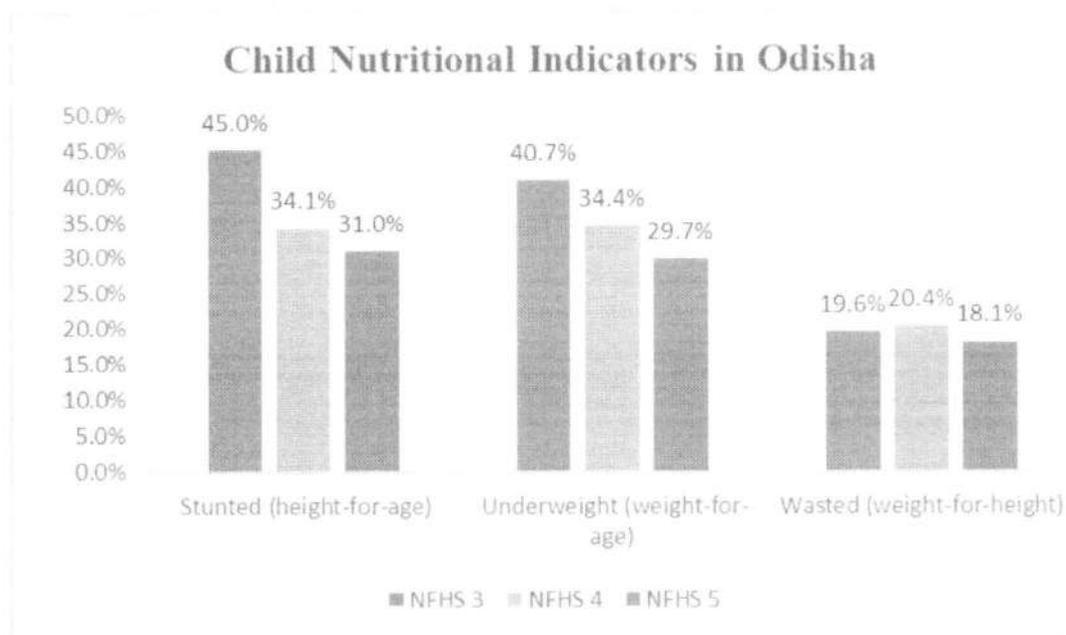
## Section 4: Background

### Background

Odisha, one of India's socio-economically backward states, has made notable progress in reducing child undernutrition despite challenges such as insurgency, remote tribal populations, and natural disasters. The state has expanded nationally sponsored nutrition programmes and launched state-led initiatives, improving child nutrition outcomes consistently across NFHS-3 (2005-06), NFHS-4 (2015-16), and NFHS-5 (2019-21).

Key NFHS-5 Indicators (Children under 5 years)

- Stunting: 31.0%
- Underweight: 29.7%
- Wasting: 18.1%



However, malnutrition remains a major concern in tribal and mining-affected districts, with stark inter-district disparities:

District	Stunted	Wasted	Severely Wasted	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
Jharsuguda	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

High levels of stunting, wasting, and underweight are concentrated in Mayurbhanj, Keonjhar, and Sundargarh, highlighting poverty, food insecurity, and limited access to nutrition and health services. Early interventions are essential to prevent lifelong consequences.

### **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.

### **Creches as a Solution**

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 Creches in nutritionally vulnerable pockets of the state.

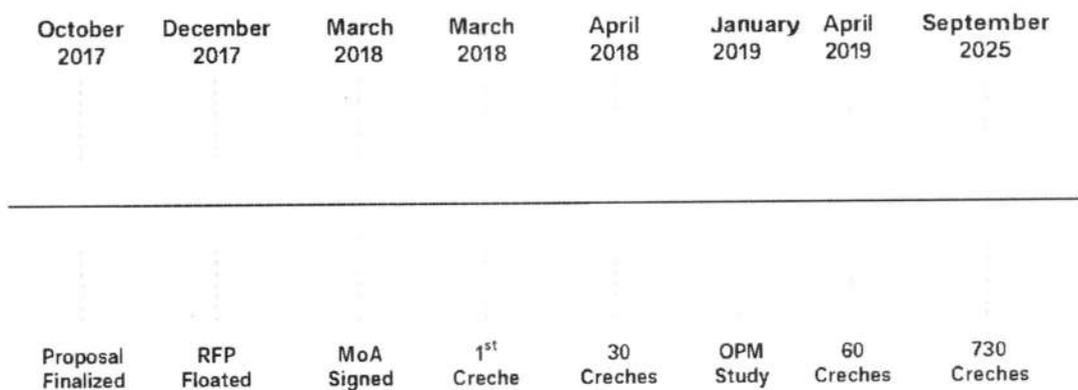
A Creche is a facility which enables parents to leave their young children while they are at work and where children are provided stimulating environment for their holistic development.

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

### **DMF Initiated Creches 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 23.8% of the children are wasted, more than 6.2% 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, 730 Creches or Kalika 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.



More than 21994 children from 193 Gram Panchayats in the 7 mining affected Blocks of Keonjhar district have benefited from the DICAM programme so far. After 6 months of admission in the Creches, 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 Creches 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 Creches 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 Creche

A **creche** is a decentralized, community-based centre where parents or guardians leave their children while they are at work, and where children are provided with a stimulating environment that supports their nutritional and holistic development. Creches primarily serve children between **six months and three years of age**. These creches provide day care services for children for **seven hours a day, 26 days a month**. All services offered at the creche under this initiative will be provided **free of charge** to the community.

In this context, approximately **200 creches** will be established and managed across **Keonjhar district** to advance the goal of a **malnutrition-free Keonjhar**. These creches will be established in Joda and Champua, with priority accorded to achieving saturation in mining-affected villages within a 5-km radius. The remaining creches will be established in mining-affected villages located within a 25-km radius.

Sl. No.	Block	Number of Creches
1	Joda	100
2	Champua	100
	<b>Total</b>	<b>200</b>

### B. Programme Objectives

- a) Child Care Support for Working Mothers
- b) To provide day care services for children in the age group of six months to three years belonging to working mothers, ensuring safe, nurturing care for up to eight hours a day.
- c) Improvement of Child Health and Nutritional Status
- d) To improve the health and nutritional status of young children through the provision of appropriate complementary feeding and integrated health promotion services.
- e) Provision of Adequate Daily Nutrition
- f) To ensure that children attending the creche receive at least two-thirds of their daily food and nutrient requirements during their stay at the facility.
- g) Promotion of Physical and Mental Development
- h) To facilitate children's physical, cognitive, emotional, and social development through age-specific care, stimulation, and early learning activities at the creche.
- i) Early Identification and Referral of At-Risk Children
- j) To identify children with growth faltering or symptoms of childhood illness at an early stage and take timely action, including immediate referral to Accredited Social Health Activists (ASHA) and Anganwadi Workers (AWW).
- k) Promotion of Complementary Feeding Practices
- l) To demonstrate and reinforce that children above six months of age can safely consume and digest foods other than mother's milk when appropriate complementary feeding practices are followed.

### **C. Services to be provided in the Creches:**

#### **1) Child Care Support for Working Mothers**

The creche will provide day care services for children in the age group of six months to three years whose mothers are engaged in work outside the home. Care will be provided for up to eight hours a day, ensuring a safe, nurturing, and supportive environment for young children.

#### **2) Improvement of Child Health and Nutritional Status**

The programme will aim to improve the health and nutritional status of children through the provision of appropriate complementary feeding along with services focused on health promotion and preventive care.

#### **3) Provision of Adequate Daily Nutrition**

Children attending the creche will receive at least two-thirds of their daily food requirements during their time at the facility, ensuring sufficient energy and nutrient intake to support healthy growth and development.

#### **4) Promotion of Physical and Mental Development**

Age-specific activities will be conducted at the creche to facilitate children's physical, cognitive, emotional, and social development through structured care, play, and early learning practices.

#### **5) Early Identification of Growth Faltering and Illness**

Regular monitoring will be undertaken to identify children showing signs of growth faltering or childhood illness. Necessary actions will be initiated promptly, including referral to Accredited Social Health Activists (ASHA) and Anganwadi Workers (AWW) for timely intervention and follow-up.

#### **6) Provision of Sleep and Rest**

Adequate arrangements will be made to ensure children receive sufficient sleep and rest during the day, recognising the importance of rest for healthy physical and neurological development.

#### **7) Promotion of Complementary Feeding Practices**

The programme will demonstrate that after six months of age, children can safely consume foods other than mother's milk and are able to digest complementary foods when prepared and fed appropriately.

#### **8) Hygiene Education and Caregiver Awareness**

Hygiene practices such as handwashing, safe food and water handling, appropriate feeding methods, and preparation of nutritious foods at home will be demonstrated to mothers and caregivers to promote healthy practices beyond the creche setting.

### **D. Functioning of Creches**

- 1) All crèches shall be tagged to the nearest Anganwadi Centre to ensure seamless graduation of children from the crèche to the Anganwadi on attaining three years of age.

- 2) The crèche facility shall be extended to all children in the age group of six months to three years who are permanently or temporarily enrolled in the nearest/tagged Anganwadi Centre.
- 3) All malnourished children in the catchment area of the Anganwadi Centre shall be mandatorily prioritised for admission to the crèches.
- 4) The number of children in a crèche shall not exceed 20 to ensure proper functioning. In case the number of eligible children exceeds 20, an additional crèche may be opened.
- 5) The crèches shall aim at universal coverage and shall not be target-based.
- 6) Each crèche shall have two workers selected from the local community, identified by the community, and trained by the Implementing Agency.
- 7) The crèches shall remain open for seven hours a day, 26 days a month. The community shall decide the timings and weekly off days of the crèches, keeping in view the work schedules of the majority of mothers. The crèches shall follow the ICDS holiday calendar and shall close before sunset to ensure the safety of children and personnel.
- 8) Children shall be provided one hot cooked meal and two cooked snacks as per the recommended meal plan. Additional snacks and extra vegetable oil shall be provided to malnourished children and those with growth faltering. The feeding programme shall meet 60–70% of daily calorie requirements and 75–100% of daily protein requirements of a child.
- 9) Monthly anthropometric measurements, including weight, length/height, and MUAC, shall be recorded for each child. Based on these measurements, children identified as red-flag, at risk, or requiring urgent action shall be referred as per prescribed protocols.
- 10) Cleanliness and hygiene shall be a key focus of the crèches, including clean surroundings, handwashing with soap before and after meals, nail cutting, toilet training, and safe food handling practices. The crèche shall be swept and mopped at least three times daily—at opening, after meals, and at closing. Toilets shall be kept clean at all times with adequate water, soap, towels, and other essentials. All utensils shall be properly cleaned and stored before closing; durries and mosquito nets shall be dusted; kerchiefs, napkins, towels, and aprons washed; and toys rinsed daily.
- 11) All food items shall be stored in covered containers and protected from rats and other vermin. Expired or stale food items shall not be used. Crèche workers shall wash their hands with soap before cooking and feeding children. Utensils shall be cleaned before and after cooking and eating. Food shall be served only with spoons or ladles. Feeding areas shall be cleaned immediately after meals, and leftover food shall be disposed of on the same day and shall not be reused under any circumstances.
- 12) Crèches shall be equipped with toys and 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 in ECCD, following the Odisha State ECCD Framework. Parents, family members, and the community shall be actively involved in creating a stimulating learning environment.
- 13) Adequate arrangements shall be made for sleep and rest of children at the crèche.
- 14) Routine health check-ups shall be conducted in coordination with local AWWs, ANMs, ASHAs, and Medical Officers, in line with RBSK schedules, VHND, and other applicable health programmes. In case of a medical emergency during crèche hours, the child shall be handed over to the parents or guardians, and medical support shall be facilitated by the crèche workers as required.
- 15) The safety and security of children shall be given top priority. No child shall be left unattended at any time. Children shall be handed over only to parents or authorised adult family members. If a child is not collected after crèche hours, one of the crèche workers shall personally escort the child home.

- 16) Use of the crèche premises shall be restricted to children, their parents or guardians, supervisory staff, and other persons directly concerned with the care and welfare of the children.
- 17) No corporal or verbal punishment shall be permitted under any circumstances. All crèche workers shall be adequately oriented and trained on child protection laws, rules, and guidelines.
- 18) Any form of sexual abuse or exploitation in the crèches shall be dealt with strictly under the provisions of the POCSO Act.
- 19) In the event of any untoward incident, including child death at the crèche, the parents or family members shall be informed immediately, along with the AWW, ANM, and ASHA.

#### **E. Creche Site Selection Criteria**

- 1) The proposed crèche shall be located in a mining-affected area, preferably within villages directly or indirectly impacted by mining activities.
- 2) Demonstrated community need, demand, and consent for setting up the crèche, clearly documented through a formal community resolution.
- 3) Presence of at least 10 children in the age group of six months to three years within the proposed catchment area.
- 4) Evidence of poor nutritional status among children in the area, indicating heightened vulnerability.
- 5) A high proportion of women engaged in wage labour and/or agricultural work, highlighting the need for day care support.
- 6) Availability of adequate and suitable space at the proposed site to effectively operationalise the crèche.

#### **F. Creche Building Specifications**

- 1) The crèche shall be located on the ground floor of a concrete (pucca) building, ensuring effective protection and safety of children. Flooring shall be cemented or tiled, walls plastered, and the ceiling height shall not be less than 10 feet from the floor. Doors and gates shall be appropriately designed to ensure child safety. The physical environment shall be reasonably accessible for children with special needs, including the provision of ramps with railings wherever required.
- 2) The crèche shall provide a minimum space of 10 sq. ft. per child, with a total area of 150–200 sq. ft., to enable play, rest, and learning activities. Wherever feasible, the crèche shall have an open outdoor space or courtyard for children’s play.
- 3) The crèche shall be well-lit and adequately ventilated, with a reliable electricity supply including at least four lights and one fan. In areas without electricity, solar-powered lights and fans shall be provided.
- 4) All electrical switches and plugs shall be placed out of reach of children, and there shall be no exposed or loose wiring in or around the crèche premises.
- 5) A separate kitchen shall be provided, which shall be completely inaccessible to children. A smokeless chulha shall be used to prevent indoor air pollution. After cooking, the chulha or burning firewood shall be fully extinguished and cooled to prevent accidents. Sharp objects such as knives, scissors, and pins shall be securely stored out of children’s reach.
- 6) Safe and potable drinking water shall be provided to children after boiling and through the use of a water filter or purifier. Stored water shall always be kept covered and out of reach of children.

- 7) The crèche shall have a child-friendly toilet for children, along with a separate toilet facility for crèche workers and mothers. A handwashing station with water and soap shall be set up at an appropriate location.
- 8) A separate space shall be available for washing and drying soiled clothes and other materials. All wastewater shall be disposed of hygienically and safely. Cleaning agents and detergents shall be stored securely and kept out of children's reach.
- 9) The crèche shall not be located near unsafe areas, including busy roads, open drains, deep pits, water bodies, garbage disposal sites, open borewells, establishments emitting noxious fumes, or areas with bushes or hiding places for poisonous insects or reptiles.
- 10) The available space shall allow for multi-purpose use, such as converting play areas into temporary sleeping spaces using durries, mats, and mosquito nets.
- 11) Wherever feasible, the community shall be encouraged to develop a kitchen garden and decorate the crèche walls with traditional or local art, fostering a sense of ownership. Boundary walls or fencing shall be provided to prevent the entry of animals such as dogs or cats into the crèche premises.

#### **G. Other amenities in the Creche**

- 1) The crèche shall be equipped with **bright, cheerful, and child-friendly play and teaching-learning materials** required for stimulation and Early Childhood Care and Development (ECCD).
- 2) **Single-use plastic and plastic toys shall be avoided** in the crèches. Instead, **handmade toys** made from paper, cloth, mud, wood, and other locally available materials shall be encouraged. Crèche workers shall be trained to make such materials and shall, in turn, train mothers or guardians during monthly meetings. Care shall be taken to ensure that all toys are **free from sharp edges**, are **non-toxic**, and are **large enough to eliminate choking hazards**.
- 3) The **daily schedule**, child safety norms, essential guidelines, and other relevant information shall be clearly displayed on the walls of the crèche.
- 4) **Children's creative materials**, such as drawings and artwork prepared by the children, shall be displayed in the crèche to encourage participation and learning.
- 5) **First-aid kits, fire-fighting equipment, and related safety materials** shall be available at all times in the crèche and stored in appropriate locations out of children's reach. All personnel shall be trained in basic first aid and the use of fire-fighting equipment. **Mock fire drills** shall be conducted periodically to ensure preparedness.

#### **H. Meal Plan**

- 1) The feeding programme in the Creches aims to take care of 60-70% of calories and 75-100% of protein requirement of a child per day. It also addresses essential daily micronutrient needs such as iron, vitamin A, vitamin D, calcium, and zinc to support healthy growth and development.
- 2) The daily meal shall contain a minimum of 5 food groups out of the recommended 7 food groups, which include: (1) grains, roots and tubers; (2) legumes and nuts; (3) dairy products; (4) flesh foods (meat, fish, poultry, and organ meats); (5) eggs; (6) vitamin A-rich fruits and vegetables; and (7) other fruits and vegetables.
- 3) The meal plan in the Creches shall include 2 snacks (morning & evening) and 1 hot cooked meal (lunch). Out of the two snacks, one will be sweet, the other savoury.
- 4) Eggs shall be given at least twice a week.
- 5) Locally grown green leafy vegetable shall be included in the meal.

- 6) Milk has been kept out of the Meal Plan considering challenges in logistics, storage, shelf-life and food safety. However, if the Creche 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 Creches voluntarily.
- 7) 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: Millet: Bengal gram: Peanut = 2: 1: 1: 0.5)	40 grams	400 grams	Slightly more than 1 ½ gina
	Sugar	5 grams	50 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	5 ml	50 ml	1 full oil measuring cup
	Vegetables and green leafy vegetables	100gm	1000gm	-
	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	25gm	-	-
	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	25gm	-	-
	Salt, jeera/mustard for taste & seasoning	-	-	-

Eggs	One egg per child - twice a week		
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#### Note

- 1) Provisions of **Take-Home Ration (THR)** under ICDS programmes, such as chhatua, egg, chikki, etc., shall be delivered either at the crèche or at home for all eligible children. Crèche workers shall ensure that the THR is **consumed by the children**, either within the crèche or at home, as appropriate.
- 2) Crèche workers shall be **adequately trained** to ensure age-appropriate feeding practices for children attending the crèches. Food shall remain **covered at all times**. Spoons or ladles shall be used while cooking and serving food. Crèche workers shall **wash their hands with soap** before cooking and while serving or feeding children.
- 3) For children who are **breastfed**, every effort shall be made to encourage mothers to breastfeed their children at the crèche from time to time. If the mother is unable to come to the crèche for breastfeeding, she shall be motivated and supported to provide **expressed breast milk**, which shall be fed to the child by the crèche workers following safe handling practices.
- 4) For children who are **severely malnourished**, **two additional feeds per day** along with **two additional teaspoons of oil** shall be provided, in accordance with recommended nutritional protocols.

#### I. Home Visits:

- 1) Home visits shall be conducted by Anganwadi Workers (AWW) in case of those children in Creches:
  - a) who are severely malnourished (underweight/stunted/wasted)
  - b) 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 Creche 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, Child Development Coordinator & Creche Supervisors Training of Programme Coordinator, Child Development Coordinator & Creche Supervisors	Agency	Within 30 days of receiving LOA
5	Selection & Training of Creche Workers (in phases) and identification of Creche 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 Creches)	Agency	Within 45 to 60 working days of receiving LOA
8	Execution of the programme (next 50 Creches) *	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

#### **K. Programme Duration**

The duration of the contract will be for **Three (03)** years and may be subsequently extended subject to satisfactory performance as determined by the client.

#### **L. Operational Structure of the Programme:**

##### **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 Creche programme implementation. DPMU will also provide regular program updates and ensure regular reporting to DSWO.

##### **Implementing Agencies**

Implementing Agencies will be selected by district administration to roll out the Creche programme across the district. A detailed MOA will be signed with district administration. Implementing Agency will recruit Programme Coordinator, Child Development coordinator, Accounts and Logistic Manager, Creche Supervisors, Creche 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. Creche Worker (CW)**

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

Eligibility Criteria for the CW:

1. Must be a woman from the community aged above 25 years in whom the community has trust.
2. As far as possible no more than one Creche Worker shall have a child under three years of age.
3. Must be educated till primary level.
4. Must be willing to work for the community and children.
5. She shall be willing to dedicate 7 hours daily to work in the Creche.

**Selection of the CW:**

1. The Implementing Agency is required to raise awareness in the community about the Creches, roles and responsibilities of the Creche workers and the criteria on which she is to be identified and selected. This will be done through village meetings.
2. 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.
3. The Implementing Agency will inform the community and the District Programme Management Unit (DPMU) for their record and subsequent processing.

• **Job description:**

1. To identify vulnerable and eligible children.
2. To assist AWW/ Creche Supervisors in motivating working parents and parents of children to send their children to the Creches.
3. To maintain records of children's attendance, growth monitoring and health records.
4. To liaise with Creche Committee, parents and community leaders and solicit their support and incorporate their suggestions and recommendations in the functioning of the Creches.
5. To ensure care and safety of children attending the Creche.
6. Ensure personal hygiene
7. Inculcate proper toilet habits and toilet training
8. Facilitate regular health check-ups and referrals in liaison with local health Sub Centre/Primary Health Centre (PHC)/AWC

9. Ensure that the food is hygienically cooked, stored/preserved and fed to the children at appropriate intervals
10. Ensure the availability of adequate clean towels and handkerchiefs/cloths for each child
11. Plan, initiate and supervise age appropriate ECCD activities, and create toys as per need.
12. To interact closely and regularly with parents to discuss children's individual special care, and support parents in their efforts to address them.
13. To ensure that toys and equipment/play materials are well stocked/available for children, routinely cleaned and properly maintained.
14. To ensure availability of adequate ration at the centre by informing the Creche Supervisor/Child Development Coordinator/Programme Coordinator about the requirement of rations and other logistics, maintain inventory and proper storage and refer to the meal plan.
15. To maintain first aid kits and ensure that expired medicines are not been used.
16. To share responsibilities among Creche Workers for executing their day-to-day activities.
17. To ensure monthly anthropometry of Creche children, preferably along with Creche Supervisor and AWW.
18. To report routinely to the Child Development Coordinator and Creche Supervisors and in case of emergency report immediately.
19. To ensure that child gets medicine on time, also attend to any minor injuries of the child, wherever required
20. Ensure monthly parent-focused meetings for nutrition counselling and child care guidance.

## **2. Creche Supervisor (CS)**

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

### **Eligibility Criteria for the Creche Supervisor:**

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

### **Job Description:**

1. To provide continuous support and guidance to the Creche Workers to bridge the gap between training and job requirements.
2. To identify suitable location for housing the Creche.
3. To visit each centre at least twice in a month. To conduct monthly review meetings with Creche workers.
4. To fill the MIS formats, monthly reports and ensure that the data is shared with Anganwadi Supervisors, CDPOs, Child Development Coordinator /Programme Coordinator and DPMU.
5. To ensure calibration of instrument and devices used in the Creche as per protocols.

6. Maintain diary and record information of all the children in the Creche including additional information about the children who are, malnourished, severely malnourished, sick, and referred.
7. To guide the Creche Workers in transacting the ECCD and other Creche related activities.
8. To guide the Creche Workers to create awareness for early detection of disability, its prevention and make appropriate referrals.
9. 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.
10. To build good relations with the panchayats/village heads, Creche Committees, Mahila Mandals, parents, schools, clubs, and other organizations.
11. To ensure that all Creche regulations are complied with and discipline and decorum is maintained in all Creches.
12. To ensure that the safety and security protocols are being followed and take adequate steps to address any shortcomings.
13. To be the first contact for grievance redressal and conflict resolution among Creche Workers.
14. To address any existing gaps, if possible, or report the same to the Programme Coordinator/DPMU for necessary action from higher level.
15. Attend training/reviews/exposure visits conducted by the DPMU.
16. Attend block level reviews and sector meetings to coordinate with the block/district level functionaries of the WCD and H&FW Departments.
17. Support and facilitate VHSND sessions, NRC referral and RBSK camps in Creche villages.
18. Carry out any other tasks related to programme as may be instructed, from time to time.

### **3. Child Development Coordinator**

The Child Development Coordinator (CDC) will serve as the link between the Programme Coordinator, Creche Supervisor, and Creche Workers. S/he will provide continuous guidance and support to the Creche Supervisors and Workers in performing their duties. Each CDC will be responsible for approximately 50 Creches.

#### **Eligibility Criteria for the Child Development Coordinator (CDC):**

1. Must be above 25 years of age.
2. MBBS / MD (paediatrics) or ANM or Postgraduate in Food and Nutrition/ Nutrition and Dietetics/ Clinical Nutrition/ Food Science/ Public Health/ Home Science/ Social Work/ Social Science, or any other relevant discipline from a recognized university
3. Must have basic computer skills, including proficiency in MS Word, MS Excel, and data management.
4. Must be willing to serve the community with work experience in community-based programmes, preferably in the sector of health and nutrition.
5. Must have good communication skill, especially in Odia and local tribal dialects.

#### **Job Description:**

1. Monitor growth and nutritional status of children enrolled in the Creches through regular height, weight, and health assessments.
2. Ensure daily provision of balanced meals and nutritional supplements as per the programme guidelines.
3. Coordinate periodic health check-ups, immunizations, and micronutrient supplementation for all children.

4. Track and document individual child growth and nutrition records, ensuring timely reporting.
5. The CDC will be responsible for 45 Creches and will assess the quality of programme implementation in areas related to nutrition, child growth, health and hygiene, early childhood care and education (ECCE), record maintenance, and maternal counselling.
6. Ensure daily routines, meal schedules, play, and learning activities are implemented as per the child development and nutrition plan.
7. Address gaps in programme delivery and implement corrective measures in coordination with supervisors and higher authorities.
8. Ensure safety, hygiene, and child protection protocols are consistently followed at all centres.
9. Build, mentor, and manage a team of Creche Supervisors and Workers to ensure high-quality programme delivery.
10. Provide continuous guidance and training to staff on child growth monitoring, nutrition, early learning, and hygiene practices.
11. Develop action plans and strategies for Creche Supervisors to improve centre-level performance.
12. Plan and oversee the procurement, storage, and distribution of food and nutrition supplies.
13. Conduct regular parent counselling, home follow-ups, and community awareness sessions to promote proper child feeding, hygiene, and nutrition practices, and to strengthen community participation in Creche activities.
14. Guide staff on menu planning, portion control, and dietary diversity to meet the Recommended Dietary Allowances (RDA) for children.
15. Maintain accurate records of child growth, daily diet, attendance, and programme activities.
16. Compile and submit monthly reports on nutritional outcomes, programme quality, and resource utilization.
17. Use data to inform programme improvements and support decision-making.
18. Serve as the first point of contact for grievances and conflict resolution among Creche staff.
19. Coordinate with block/district-level functionaries of WCD, H&FW, and other relevant departments for technical and operational support.
20. Participate in training sessions, review meetings, and exposure visits organized by DPMU or other agencies.
21. Conduct awareness sessions for parents and community members on child nutrition, hygiene, and growth monitoring.
22. Carry out any other tasks related to child development and nutrition as instructed by programme authorities.

#### **4. Accounts & Logistic Manager (ALM)**

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 Creches.

##### **Eligibility Criteria for the Accounts & Logistic Manager:**

1. Must be above 25 years of age.
2. Must have 2 years of professional experience of accounts management and graduation in any discipline.
3. Competency in usage of IT tools including proficiency in MS Office suite.
4. Must have thorough knowledge of accounts and bookkeeping.

##### **Job Description:**

1. Procurement of items of Capital Expenditure and Operational Expenditure as given in the Budget Document as per the specification, unit cost and total cost.
2. Monitoring and documentation of expenditure, logistics and travel.
3. Support programme team in organising training and review meetings.
4. Day to day accounting and cash reconciliation.
5. Documentation of invoices related to programme activities.
6. Maintain the staff personal files.
7. Reporting to the Programme Coordinator.
8. 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:**

1. Must be above 25 years of age.
2. Master's degree in Social Work/Social Studies/Public Health/MBA-Rural Management or equivalent from a reputed institute.
3. Minimum 5-10 years of experience of leading a District Programme Implementation team on Nutrition/Health/Sanitation related programmes.
4. Prior experience in managing Creches or similar projects at the district level
5. Must be willing to serve the community with work experience in community-based programmes, preferably in the sector of health and nutrition.
6. Experience of planning and executing district to village level operations with Government/ Donor/NGO supported programmes with minimum supervision. o Must be having prior experience of coordinating with district administration, civil society organizations and participated actively in district level committees and other forums.
7. Ability to engage with different stakeholders at the district level to coordinate, manage, report and address issues of the programme.
8. Prior experience of using online MIS Systems and its analytics in programme implementation.
9. Must have working knowledge of accounts and book-keeping and MS Office.
10. Must have good communication skill, especially in Odia and local tribal dialects.

### **Job Description:**

1. The Programme Coordinator will be overall in charge of the Creche programme implementation across the allocated cluster.
  - i. The Programme Coordinator will coordinate with different line departments and DPMU at the cluster level for smooth functioning of the Creches.
  - ii. S/he will lead the Child Development Coordinator, Creche Supervisors, will oversee the day-to-day operations and provide feedback to the DPMU
  - iii. S/he will provide supportive supervision, and monitor Child Development Coordinator, Creche Supervisors and Creche workers in Creche operations - such as training and logistics, reviews, anthropometry, MIS, community participation activities, convergence activities and streamlining service delivery.
  - iv. S/he will report and investigate the cases under the provision of The POCSO Act, 2012 in coordination with the appropriate district level officials.

- v. S/he will oversee the documentation of the programmes such as monthly reports, MIS analytics, Annual Report, Success Stories etc.

**Summary table of the Human resources and Key Roles & Responsibilities**

S.No	Position	Key Roles & Responsibilities
1	Creche Worker (CW)	<ul style="list-style-type: none"> <li>a) Child enrolment, attendance, care, nutrition, hygiene, safety</li> <li>b) Growth monitoring &amp; record keeping</li> <li>c) ECCD activities &amp; parent counselling</li> <li>d) Liaison with Creche Committee, AWW, ASHA, supervisors</li> </ul>
2	Creche Supervisor (CS)	<ul style="list-style-type: none"> <li>a) Supervise &amp; mentor CWs</li> <li>b) Monthly visits &amp; MIS reporting</li> <li>c) Stock audit &amp; ration management</li> <li>d) Coordination with ICDS, Panchayats, DPMU</li> <li>e) Quality assurance &amp; referrals</li> </ul>
3	Child Development Coordinator (CDC)	<ul style="list-style-type: none"> <li>a) Monitor growth, nutrition, health, ECCD</li> <li>b) Supervise CS &amp; CWs</li> <li>c) Quality checks, referrals, reporting</li> <li>d) Training &amp; capacity building</li> <li>e) Liaison with Health &amp; ICDS departments</li> </ul>
4	Accounts & Logistic Manager (ALM)	<ul style="list-style-type: none"> <li>a) Procurement &amp; logistics management</li> <li>b) Accounting, reconciliation &amp; documentation</li> <li>c) Support training/review meetings</li> <li>d) Maintain staff &amp; programme records</li> </ul>
5	Programme Coordinator (PC)	<ul style="list-style-type: none"> <li>a) Overall programme implementation &amp; coordination</li> <li>b) Supervision of CDC, CS, CWs</li> <li>c) Liaison with DPMU, line departments &amp; District Administration</li> <li>d) Ensure quality, MIS compliance &amp; child protection</li> <li>e) Documentation, reporting, audits, reviews</li> </ul>

**N. Trainings, Orientations and Consultations:**

The Creches 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 Creches 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, Child Development Coordinator, Accounts & Logistic Managers	Resource Person	2 days	Introduction to basic concepts of nutrition/malnutrition, guidelines to be followed for managing Creches, updating/submitting MIS, Accounting Procedures etc.	Before actual start of the programme
3	Training to Creche workers	All selected Creche workers, supervisors	DPMU/ Resource Person	3 days	Training on Creche Protocols and Creche Workers' Module	Before actual start of the programme
4	Refresher training to Creche workers	All Creche 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 Creche workers, supervisors, Accountant	DPMU/ Resource Person	To be finalised	Respective themes	From time to time, throughout the programme period

1. The trainings will be conducted with the support of the State/district-level resource persons, specially put-together for this purpose.
2. The training of the Creche Workers will be residential in nature and will be held at the block/district level.
3. The training will be conducted in local language.
4. 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):**

1. The DSWO will act as a bridge between the Implementing Agency and the Collector.
2. 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.
3. She will attend the orientation/trainings at the district level as a resource person.
4. She will facilitate monthly district level reviews under the chairpersonship of the Collector and guide the implementation team.
5. She will ensure quality of Creche services by regular visits and review performance of the programme at the block level.
6. She will facilitate inter departmental convergence at the district level.

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

1. The CDPO will act as a bridge between the programme team and the DSWO.
2. 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.
3. She will facilitate the scoping of the villages for the implementation of the programme.
4. She will attend the orientation and training of the Creche workers as a resource person.
5. She will ensure quality of care and anthropometry at the Creche through periodic visits to the Creche centres.
6. She will review the process of referral of the red-flagged children by coordinating with the health department.

#### **Roles and responsibilities of Anganwadi Supervisors:**

1. She will facilitate the identification of potential Creche sites and need-based setting up of Creches in consultation with the community.
2. She will support in conducting community meetings/Creche committee meetings in the villages.
3. She will ensure the quality-of-service delivery and anthropometry at the Creche centre through periodic visits
4. She will attend the orientation and training of the Creche Workers as a resource person.
5. She will ensure all THR allocation for the age group 7 months to 3 years are delivered at the Creches.

#### **Roles and responsibilities of Anganwadi Workers (AWW):**

1. The AWWs along with the ASHAs will assist the Creche Workers in line listing of all the eligible children in the village.

2. The AWW will deliver THR allocation for the age group 7 months to 3 years at the Creches.
3. The length/height and weight of all the eligible children will be measured by the AWWs and ASHAs before the opening of the Creches.
4. The monthly weights, lengths, and heights of all the children coming to the Creche will be taken by the AWWs assisted/jointly by the Creche Workers.
5. Where required, she will support the Creche Workers in filling the entry registers and monthly records of all the children enrolled in the Creches.
6. 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 Creche 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.

1. 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.
2. 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.
3. There shall be adequate coordination with Health department to operationalise RBSK camps at village level and necessary follow-ups thereof for children scrutinised/advised.
4. The programme will facilitate the referral of all the children who need emergency care.

## **3. Coordination with Allied Departments/ Sectors:**

- a. 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.
- b. 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.
- c. The Creche Supervisors will bring necessary issues to the notice of the CDPO, who in turn will take them up with the respective BDOs.
- d. For issues concerning convergence with other departments, the DSWO shall inform/report to the Collector.

## **P. Committee.**

### **1. A District Creche Advisory Committee**

A District Creche Advisory Committee will be formed to provide overall guidance to the Creche programme. The advisory group will have the Collector as its chairperson and CEO, DMF, ADM, General, CDM&PHO, Representative from DPMU, Representative from DMF and member 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. Creche Committee

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

### 1. Members:

The members of the Creche Committee shall be the mothers of all enrolled children at any given point in time, the Creche Workers (CWs), the sarpanch/ ward members (preferably female members), community leaders, ICDS Supervisor, 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 Creche Committee and hence the numbers and members of the committee will change depending on the entry and exit of eligible children from the Creche, every month. Fathers, grandparents, and adolescent girls may also be encouraged to be members of the Creche Committee.

### 2. Structure:

The Creche committee shall be composed of an elected

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

### 3. Roles and Responsibilities of the Creche Committee:

1. The Creche 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.
2. The Committee shall monitor the regular functioning of the Creches.
3. The Committee shall check quality of the food and delivery of other services at the Creches.
4. It shall help in providing valuable inputs on the menu for the feeding in the Creches.
5. It shall be a platform for grievance redressal for any issues, problems between community and the Creche Workers.
6. It shall decide the timings of the Creches as per the community's requirements in different seasons.
7. 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.
8. Monthly Creche Committee meetings not exceeding two hours shall be conducted at either in the Creche sites or in locations to be decided by the Creche 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 Creches shall also discussed.

9. The Creche Workers shall keep a record of these meetings and shall reach out to Creche 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 Creche operation. Creche Workers play a crucial role in ensuring that all the activities of the Creche run smoothly and as per plan. Hence being the primary interface between the children, parents, and Creche Committees, they must maintain adequate accountability and transparency at the centre and village level. Creche workers need to be adequately supported by Creche Supervisors in ensuring accountability and transparency aspects of the Creche functioning at regular intervals. Monthly Creche 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 Creche Workers and Creche Supervisors for smooth functioning of Creches. All effort shall made to ensure that mothers/parents are aware of Creche 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 Creche for reference and counselling through different registers, formats, and charts.

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

**1. Creche Monitoring & Evaluation:**

Every Creche and its activity need to be monitored on a regular basis. Creche Supervisors (CS) need to monitor each of their allotted centres at least once a month. It is also mandated for the Child Development Coordinator (CDC) to undertake centre visits for at least 50% of their allocated centres each month. During their centre visits they shall not only assess but also ensure quality of functioning of Creches, feeding, sanitation, hygiene, records, stocks, anthropometry verifications, referrals etc. They shall also interact with Creche Committee members and parents.

Creche 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 Creche Supervisors/ Child Development Coordinator.

DPMU members shall visit the centres to encourage mothers, Creche Committee members and Creche Workers for their efforts towards smooth functioning of the Creche. The DPMU team shall review the Creche Supervisors, Child Development Coordinator 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.

**2. Quality Assurance and Management:**

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

1. To monitor and assure quality of services and materials provided at the Creche, 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.
2. To ensure quality of anthropometric data, Child Development Coordinator (CDC), Programme Coordinators, DPMU team members are to undertake quality check of the anthropometry done at the Creche level on a periodic basis.
3. To ensure accurate results, routine calibration of instruments is to be undertaken.
4. Weighing scales, stadiometers and infant meters are to be calibrated routinely.
5. Stock verification is to be routinely carried out towards the end of each month to ensure regular supply of materials etc.

#### **Annual Audit**

Annual Financial/Performance audit shall be conducted to monitor and evaluate the impact of Creche 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 Creches, 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 5% 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:

1. The programme's achievement with respect to the
2. objectives.
3. The effectiveness of the Creche for service delivery as envisioned.
4. Suitability of the Agency, regarding extension of the contract.
5. 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. Creche MIS:**

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

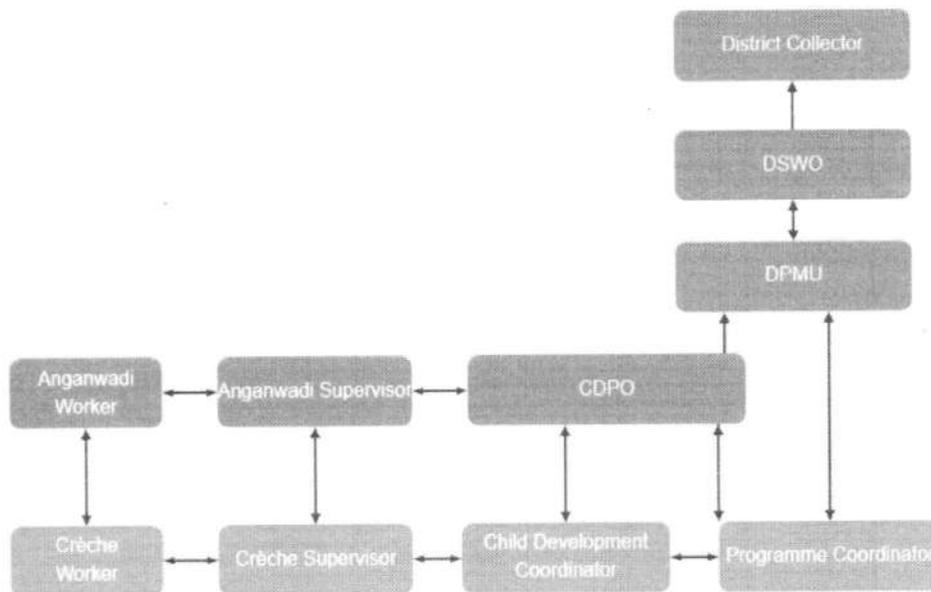
Each Creche shall maintain the following records and registers:

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 Creche Workers with support from the AWW.
3. **Attendance Register:** Daily attendance of the children coming to the Creche are to be filled in by the Creche 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 Creche by the Creche 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 Child Development Coordinator (CDC) 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 Creches as well as help in generating data regarding the status of children coming to the Creches.

### S. Reporting Mechanism:



The Creche Supervisors will fill up Monthly Creche Report (MCR) for each of the Creches under his/her supervision. The MCR shall be duly verified and signed by the ICDS CDPO where the Creche is located, by the 5<sup>th</sup> 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 10<sup>th</sup> of every month.

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

Section 6: 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 Creches 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: \_\_\_\_\_

Note:

*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 2022-23	FY 2023-24	FY 2024-25	Three Years Average
Annual Turnover (in Lakh)				
	Page No in the Technical Proposal.....	Page No in the Technical Proposal.....	Page No in the Technical Proposal.....	
<p><i>Supporting Documents:</i></p> <p>Audited certified financial statements for the last three FYs (Submission of copies of Income &amp; Expenditure Statement and Balance Sheet for the respective financial years is mandatory along with this form)</p> <p><i>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.</i></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

(Notarized Copy on Rs. 100 Non-Judicial 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 1 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	
<b>Name of Institution</b>	<b>n</b>	<b>Degree(s) or Diploma(s) obtained: Date</b>

6. Languages

	Reading	Speaking	Writing
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 Creches 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 8: 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 Creches 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 9: 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. 5,000/- in form to DD		
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 (22-23, 23-24, & 24-25)		
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 &amp; Seal: \_\_\_\_\_

**Annexure- II: Technical Presentation Checklist**

SLIDE HEADINGS- Maximum 10 slides	Maximum Marks-40	Maximum Time for presentation
• Slide number 1-3		
• Technical Approach (Understanding and Approach to the assignment)		
• Methodology (for		
identification and selection of Personnel, villages, Creche location) Review (mechanism for performance of deployed personnel)	15	5 minutes
• Slide number 4-6		
• Implementation Plan (training, reviews, field		
monitoring, ration distribution plan, anthropometry, ECCD etc) Creche centre daily activity planner hour-wise.	15	5 minutes
• Slide number 6-10		
• Challenge Envisaged		
Plan to retain professionals for programme period	10	
• Similar case studies and experiences		5 minutes
Question answer session	-	5 minutes

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

**Annexure- III: Budget & Fund Flow**

<b>Operating Cost in 1st Year</b>			
<b>Sl No</b>	<b>Category</b>	<b>Amount in Rs</b>	<b>Remarks</b>
A.	Capex for one Creche (one-time expenditure)	<b>80,000.00</b>	
B.	HR	3,13,20,000	With provision for 5% increment year on year basis
C.	Training, Reviews and Exposure visits	9,92,000	With provision for 5% increment year on year basis
D.	OPEX-Food	3,18,73,920	With provision for 5% increment year on year basis
E.	OPEX- Other Item	1,53,76,240	With provision for 5% increment year on year basis
F.	Sub Total =	<b>7,96,42,160.00</b>	
G.	Management Fees	<b>23,86,864.80</b>	3% of (B+C+D+E)
<b>Grand Total =</b>		<b>8,20,29,025</b>	

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.

  
**Dist. Social Welfare Officer,**  
**Keonjhar.**

### B-I Human Resource Cost

<b>Annual Human Resource Cost per block</b>					
<b>Sl. No.</b>	<b>Designation</b>	<b>No. of Position</b>	<b>Optimum ratio within a single Creche/ block (Personnel: No. of Creches/ Block)</b>	<b>Salary/month for each position (Rs)</b>	<b>Salary/Year for total no of position</b>
1	Programme Coordinator (PC) /Block	2	1:1block	40,000	9,60,000
2	Accounts cum Logistic Manager (AM)/Block	2	1:1block	30,000	7,20,000
3	Child Development Coordinator (CDC)/ Creches	4	1:50 creche	30,000	14,40,000
4	Creche Supervisor (CS)/ Creches	8	1:25 creche	25,000	24,00,000
5	Creche Worker (CW-2)/ Creches	400	2:1 creche	5,275	2,53,20,000
<b>Sub Total =</b>					<b>3,08,40,000</b>
	Travelling Cost @ 10% of the HR cost of PC, CDC & CS / month			9,500	4,80,000
<b>Total HR cost per Annum</b>					<b>3,13,20,000</b>

Note-05 % of the total remuneration of the Creche Supervisors, Child Development Coordinator and Programme Coordinator has been provisioned as travelling cost. This travelling cost has been included in total HR cost along with remunerations.

**B-II. Human Resource cluster wise allocation**

Name of Block	Proposed Number of Creche	Programme Coordinator (PC)	Accounts cum Logistic Manager	Child Development Coordinator	Creche Supervisor (CS)	Creche Worker - (CW)
Joda	100	1	1	2	4	200
Champua	100	1	1	2	4	200
Grand Total	160	2	2	4	8	400

**C-Budget for Trainings, Refreshers, Reviews and exposure**

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

C-OPEX Food

Budget Allocation for Trainings, Refresher Sessions, Review Meetings, and Exposure Visits for for 2 Blocks for Creche-Year 1			
Trainings/ Refreshers/Reviews	Total Numbers Planned in Year-1 in Block	Per Day Cost of Per Creche worker	Total Year-1 cost for total Creche worker
Creche workers Orientation (@Stationery & refreshment)	1	230	92,000
Creche workers Induction @residential and refreshment	1	440	1,76,000
Creche workers Monthly Review meetings for 11 months / all creches	11	160	7,04,000
Exposure visits to be organised in Y1 (Block Wise)	1	-	20000
<b>Total cost per year</b>			<b>9,92,000</b>

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

**D-Opex- Food**

<b>OPEX- Monthly (Food)</b>			
Sl No.	Item	Per day Cost (In Rs)/ child in creche	Per month (26 days) Cost (In Rs)/ child in creche
1	Morning Snacks	4	104
2	Cooked Lunch	8	208
3	Evening Snacks	4	104
4	Egg/Bananas/seasonal fruits	7	182
5	Ragi & Besan Laddoo	1	26
6	Subtotal	24	624
7	Contingency @ 01% of thwe total monthly cost / child		6.24
8	Total cost per Month		630.24
9	Total Operational Expenditure /creche (20 child max.)/Month		12604.8
10	Total Operational Expenditure /creche (20 child max.)/year		151257.6
11	<b>Total Operational Expenditure /Total creche (20 child max.)/year</b>		<b>30251520</b>
12	Food allowance for Creche worker monthly@ (Rs. 13 per day)	13	338
13	Total food allowance for total Creche worker yearly @ 02 per creche		8112
14	<b>Total food allowance for total Creche worker yearly</b>		<b>1622400</b>
15	<b>Total budget for food per creche</b>		<b>31873920</b>

**E-Opex- Other items**

<b>Opex- Other items</b>					
Sl No	Material	Specification	Numbers Required	Tentative cost/Unit	Annual Cost per Creche in Rs
1	Transportation of food			1000	12000
2	Creche Fuel expenses (LPG)		6	910	5460
3	Hand Washing soap/ liquid				720
4	Dish washing soap/ liquid				480
5	Dish washing scrubber				360
6	Detergent powder				2400
7	Rent for creche premises (only if necessary)			2000	24000
8	Material for toys				2400
9	5 Standard Dresses (Shirt, half pant)		5/child/year	200	20000
10	Non-oven Dress keeping bag		1/child/year	25	500
11	2 Aprons of Child		2/child/year	15	600
12	1 Winter Wear (Jacket with hood, pant, gloves, socks)		1/child/year	250	5000
13	Footwear	Rubber	1/child/year	30	600
14	Saree for CW		2/CW/Year	400	1600
15	<b>Total</b>				<b>76120</b>
16	<b>Contingency @ 01%</b>				<b>761.2</b>
17	<b>Grand Total</b>				<b>76881.20</b>
18	Annual Cost of total creche				15376240

  
 Dist. Social Welfare Officer  
 Keonjhar.

### A. Items under Capital Expenditure

Capex for one Creche (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/Creche
2	Stadiometers	Measuring range: 20-205 cm, Graduation - 1mm, shall meet ICDS Standards	1/Creche
3	Infantometers	10-99 cm measuring range, Graduation - 5mm, shall meet ICDS Standards	1/Creche
4	Smokeless Chulhas	Capacity: 5-25 persons, without electricity powered fan	1/Creche
5	Galvanized Steel Trunk Box (Large)	0.5 mm gauge; 40" X 24" X 24"	1/Creche
6	Galvanized Steel rack with 3 shelves	0.5 mm gauge; 22" X 12" X 24"	1/Creche
7	Stainless Steel Ladle for Dalma (Dabu)	125 g	1/Creche
8	Stainless Steel turner for vegetable curry (Karachuli)	110 g	1/Creche
9	Stainless Steel Spoon for Rice (Chattu)	125 g	1/Creche
10	Stainless Steel Sieve Spoon (Jali Chattu)	150 g	1/Creche
11	Stainless Steel Drum with cover	3.08 kg	1/Creche
12	Stainless Steel Water spoon	250 g	1/Creche
13	Stainless Steel Mug	170 g	1/Creche

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

19	Stainless Steel jug for storing oil	1 litre, 250 g	1/Creche
20	Steel basket for vessels	1.8 kg	1/Creche
21	Aluminium Dekchi for rice with cover	1.55 kg	1/Creche
223	Aluminium Dekchi for dalma with cover	1.4 kg	1/Creche
23	Aluminium pot	15 litres, 800 g	1/Creche
24	Aluminium bucket	12 litres, 720 g	2/Creche
25	Aluminium containers	4 container set, 1.685 kg	1/Creche
26	Aluminium kadai with cover	13-inch, heavy gauge bottom, 1.80 kg	1/Creche
27	Aluminium Pressure Cooker	5 litres	1/Creche
28	Iron vili - vegetable cutter (Panikhi)	Iron blade	1/Creche
29	Grocery weighing scale	Capacity -10kg, digital display, battery powered	1/Creche
30	Water purifier + 5 additional cartridges	20 litres, UF technology, gravity-based	1/Creche
31	First Aid Box	1 Plastic Box, Antiseptic cream, Silver Sulfadiazine ointment, Cotton, Gauze, Band Aid	1/Creche

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

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

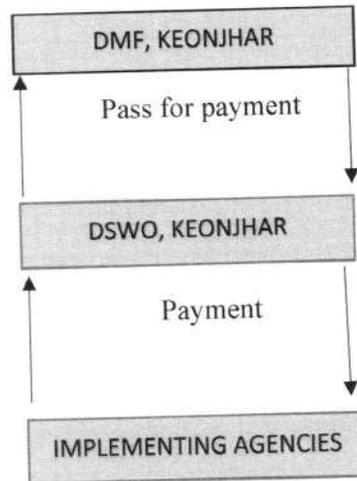
Note

\*Capital Items for the Creches to be procured by Department or Government Agencies which will be subject to the actual requirement of the center.

## 2. Fund Flow Mechanism

Endorsed Invoice

Bills



**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		
		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.	Creche Workers	Orientation	1 day	Prior to Induction Training	Introduction to the programme, roles and responsibility
		Induction	3 days	Prior to Creche opening	Introduction to the programme, roles and responsibility, basic concepts of childcare, health & nutrition, ECCD, safety & security, functioning of Creche
		Refresher	3 days	Annually	Same as above, plus any new relevant topic
		Thematic	1 day	To be finalised as per need	Relevant themes like ECCD, Anthropometry and MIS etc.

  
 Dist. Social Welfare Officer,  
 Keonjhar.