

**INDIAN COUNCIL OF AGRICULTURAL RESEARCH
KRISHI BHAWAN : NEW DELHI
- PIM SECTION -**

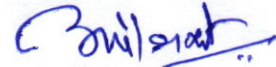
F. No. 4(1)/2025-PIM

Dated the 11th August 2025

Expression of Interest

Indian Council of Agricultural Research, an autonomous body under Department of Agricultural Research & Education, invites Expression of Interest (Eoi) from Consultancy Firms/Research Institutions/NGOs/Universities for empanelment with ICAR for carrying out Evaluation studies of seven Central Sector Schemes of DARE / ICAR on the field of agricultural research, frontline extension & agricultural education fields. Further details and application form may be accessed from the website (www.icar.org.in).

The Eoi with all the documents may be sent to Assistant Director General (PIM), Indian Council of Agricultural Research, Department of Agricultural Research & Education, Room No.111, Krishi Bhawan, New Delhi-110001 or email at anil.dixit@icar.org.in, sopim.icar@nic.in



Anil Kumar Dixit

Assistant Director General (PIM)

Encl: (i) EOI for Carrying out evaluation studies of ICAR Schemes.
(ii) TOR (Department of Expenditure)

Indian Council of Agricultural Research
(Department of Agricultural Research & Education)
(Ministry of Agriculture & Farmers Welfare)
Krishi Bhawan, New Delhi – 110001

No. 4(1)/2025-PIM

Dated: 11.08.2025

Subject: Expression of Interest (EOI) from Consultancy Firms/Research Institutions/ NGOs/ Universities and Individual Experts for Empanelment with ICAR for carrying out evaluation studies - regarding.

ICAR guides and monitors the National Agricultural Research System (NARS) of the country, which is responsible for developing technologies in agriculture and allied sectors, with a network of 113 research Institutes, 76 Agricultural Universities, and 731 KVKs spread across the country. The vision, mission, mandate, and goal of the Council are as follows:

Vision: Ensure food security for all and income security to farmers, through technological innovations and sustainable agriculture.

Mission: Harness the power of science and education with a human touch for higher and sustainable agricultural production.

Mandate:

- Plan, undertake, coordinate, and promote research and technology development for sustainable agriculture.
- Aid, impart and coordinate agricultural education to enable quality human resource development.
- Frontline extension for technology application, adoption, knowledge management and capacity development for agri-based rural development.
- Policy, cooperation and consultancy in agricultural research, education & extension.

Goal: To promote sustainable and inclusive agricultural growth and development in the country

ICAR has been operationalizing **08 Central Sector Schemes** for generating appropriate agricultural technologies during XV Finance Commission cycle (2021-22 to 2025-26). These schemes are implemented through the 8 Subject Matter Divisions (SMDs) of the ICAR. The details of the schemes are as under:

(Rs. in crore)			
Sl. No.	SMD	Name of ICAR Central Sector Scheme	Budget Outlay (2021-22 to 2025-26)
1.	Crop Science	Crop Science for Food and Nutritional Security	3979.35
2.	Horticulture Science	Technology based support in improvement and management of horticulture crops towards enhanced and sustainable productivity for nutritional security	1129.30

3.	Natural Resource Management (NRM)	Natural Resource Management	1115.05
4.	Animal Science	Research, Education and Technology Development for Sustainable Livestock Health and Production towards Nutritional Security	1702.04
5.	Fisheries Science	Fisheries and Aquaculture for Sustainable Development	800.00
6.	Agricultural Engineering	Agriculture Production and Post-Production Mechanization Augmented with Innovative Technologies for Sustainable Agriculture Development	359.80
7.	Agricultural Education	Strengthening Agricultural Education, Management & Social Sciences	2291.61
8.	Agricultural Extension	Strengthening of Krishi Vigyan Kendra (KVKs)	1202.45
Total:-			13034.26

All the schemes needs outcome review in the form of third-party evaluation as per the Term of Reference (TOR) issued by Ministry of Finance from time to time for their continuation in XVI Finance Commission Cycle.

DEMO, NITI Aayog is conducting evaluation of one of the ICAR Central Sector Scheme on “Strengthening of Krishi Vigyan Kendra (KVKs)”. Remaining Seven Central Sector Schemes of ICAR needs to be evaluated in the form of third-party evaluation. The details of the Schemes and Sub-Schemes are as under:

Name of Scheme	Sub-Schemes under the Scheme	Number of Institutes	Number of AICRPs/ AINPs/CRP
1. Crop Science for Food and Nutritional Security (Crop Sciences)	1. Basic and Strategic Research and Education 2. Plant Genetic Resources Management, Seeds and Hill Agriculture 3. Genetic Improvement for Food and Fodder Crops 4. Pulses & Oilseeds Crop Improvement 5. Improvement of Commercial Crops for Genetic Gains 6. Insects and Microbes Resources, Plant Protection and Pollinators Research	28	35

2. Technology based support in improvement and management of horticulture crops towards enhanced and sustainable productivity for nutritional security (Horticultural Science)	<ol style="list-style-type: none"> 1. Improvement and Management of Tropical, Subtropical and Temperate Fruit Crops 2. Improvement and Management of Root, Tuber, Bulbous and Arid Crops 3. Improvement and Management of Vegetable Crops, Floriculture and Mushroom 4. Improvement and management of plantation crops, spices, medicinal and aromatic plants and island ecosystems 	23	11
3. Natural Resource Management (NRM)	<ol style="list-style-type: none"> 1. Sustainable Soil Health, Water Conservation and Management 2. Climate Resilient Agriculture 3. Sustainable Management of Challenged Agro-ecology 4. Sustainable Integrated and Organic Farming Systems 	15	15
4. Research, Education and Technology Development for Sustainable Livestock Health and Production towards Nutritional Security (Animal Sciences)	<ol style="list-style-type: none"> 1. Strategic Research, Veterinary Education and Animal Health Management 2. Dairy Production and Technology Development 3. Animal Genetic Resource Management, Production and Improvement 4. Animal Nutrition and Small Ruminant Production and Technology Development 	19	19
5. Fisheries and Aquaculture for Sustainable Development (Fisheries Sciences)	<ol style="list-style-type: none"> 1. Management of Marine and Coastal Fisheries, Aquaculture and Technology 2. Management of Freshwater Fisheries and Aquaculture 3. Fisheries Education and Genetic Resource Management. 	8	5
6. Agriculture Production and Post-Production Mechanization Augmented with Innovative Technologies for Sustainable Agriculture Development (Agricultural Engineering)	<ol style="list-style-type: none"> 1. Farm mechanization for sustainable agriculture development 2. Post-Harvest Process Engineering for value addition and loss reduction 	5	12

7. Strengthening Agricultural Education, Management & Social Sciences (Agricultural Education)	1. Strengthening and Development of Higher Agricultural Education in India (SDHAEI) 2. Economics, Statistics and Management (ESM)	4	-
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The Expression of Interest (EOI) is sought from reputed Consultancy Organizations, Management Institutes, Research Institutions, NGOs, Universities *etc.* having requisite experience and expertise in the domain to evaluate above mentioned seven Schemes of ICAR. Interested organizations may submit their EOIs supported with all the required information/documents for the empanelment with ICAR.

2. Submission of EOIs:

The Interested institutions/ organizations/ agencies may send their EOIs, specifying their preferences of the Schemes. The EOIs should be submitted as per **Format** given at **Annexure-I** along with all the relevant documents in support of their registration, experience, qualification, evaluation/research work done in the past, financial strengths, etc.

3. Closing date for submission of EOI: The last date for receipt of EOI is 22-8-2025 For any query in this regard, please contact: **Assistant Director General (PIM) ICAR, Room No. 111, 1st Floor, Krishi Bhawan, New Delhi-110012, Phone No.: 011-23389526 or 23046406 email: anil.dixit@icar.org.in.**

4. EOI Application / Processing Fee:

Nil.

5. Empanelment: A Screening Committee at ICAR will assess the eligibility of the applicant organizations / agencies for Scheme-wise empanelment based on qualification criteria as given in the subsequent paragraphs. Applicant organizations / agencies scoring more than a given total marks (to be fixed by the Screening Committee) would be considered for empanelment. Subsequently, ICAR will select the organization/ expert for award of a particular study by inviting RFPs from among the empaneled agencies/ experts under the relevant sectors/ sub sectors.

6. Eligibility Criteria:

6.1 Eligibility Criteria for Agencies/Institutions/Organizations:

- Average annual turnover of Rs. 20.00 crore during the last 3 years, of which at least 10 percent must have accrued exclusively from physical verification, monitoring, and evaluation of government projects/ programmes (central, state, UTs, and public sector organizations including universities, corporations etc.). Audited balance sheet / Income statement for the corresponding period should be submitted.
- Working experience in providing consultancy services/evaluation of schemes / projects etc.

- either in the region or on a pan-India basis.
- iii. Experience of undertaking at least two assignments about monitoring and evaluation projects or execution of similar activities in the Sector/Sub-sector under different programmes/projects in the last 5 years, along with duly certified copies of Work Orders/Completion Certificates of these assignments from the client (s).
 - iv. Availability of key professionals having relevant domain expertise and core skills for the proposed assignment.

6.2 Eligibility Criteria for Individual Experts:

- i. Doctorate Degree in relevant discipline (with sound knowledge of sampling techniques) or in mathematics/statistics/ economics with a proven track record in leading the monitoring and evaluation or execution of similar activities.
- ii. Should have at least 5 years' experience in monitoring and evaluation of research & development projects/programmes related to natural resources management, agricultural engineering, field crops, horticulture, livestock and fisheries sciences, agricultural extension, and agricultural education or other similar schemes.
- iii. Should have sound knowledge and skills in ICTs. Experience of working with Research Organization/ Institutions will be preferred.
- iv. Knowledge of local language/ dialect will be preferred.

7. Assessment criteria:

7.1 For Organizations/ Agencies:

Sr. No	Criteria for evaluation	Marks/ Weightage
1.	Past relevant experience of applicant organization	50 marks
	• No. of years of experience in consultancy, including monitoring, evaluation or execution of similar activities	30%
	• Relevant projects/studies in the subject area (s) in India • Monitoring & Evaluation studies carried out during last 5 years with the title of the project/assignment, Agency, Contact Address, Start and End Dates, Value, etc. (refer to Annexure-II). Also enclose copy of the Reports of the latest assignment/project in the relevant area (s).	45%
	• Execution of similar activities on pan-India, regional, sub- regional basis	25%
2.	Availability of key professionals and domain experts	30 marks
	• No of key professionals and domain experts on role/available with the agency/organization	30%
	• Qualifications and no. of projects currently engaged in, with time-line	30%
	• Relevant Experience (No. of projects already handled)	40%
3.	Financial strength of the applicant agency/firm/organization	20 marks
	• Turnover figures for the last three financial years (April to March)	50%
	• Net Profit/ Loss for the last three financial years	50%

7.2 For individual experts:

S. No	Criteria for evaluation	Marks/ Weightage
1.	Qualifications in relevant subject	40 marks
	(i) Doctorate Degree in relevant subject	60%
	(ii) Sound knowledge of sampling techniques (proven by published works)	40%
2.	Relevant Experience	40 marks
	(i) Experience of monitoring and evaluation of R&D projects/programmes of agriculture and allied sector	60%
	(ii) Experience in evaluation of research projects/programmes	40%
3.	Knowledge of ICTs and Sampling	20 Marks

Note: The resource persons whose names are submitted during technical and financial bids should continue with the bidder for the entire period of assignment. Any change shall be affected only with the prior approval of ICAR.

Annexure I

**Expression of Interest (EOIs) for Empanelment of agencies for conducting
Evaluation and Research studies for ICAR**

(Please use a separate Annexure -I for each Scheme)

Expression of Interest for Empanelment in:	<div style="border-bottom: 1px solid black; height: 20px; margin-bottom: 5px;"></div> <div style="text-align: center;">(Please mention the Area)</div>
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2. Name and address of the organization:
3. Year of establishment:
4. Registration number, place, and year of registration:
5. PAN/TAN Number of the organization:
6. Experience in Monitoring, Evaluation, and Research (No. of years):
7. Area (s) wise list the assignments on the area (s) sector you are applying for, conducted during the last five years (2019-2024). **[Enclose at least one report in each area (s) of work you are interested in applying].**
8. List the key professionals/ domain experts who would work in the assignments:
 - (i) List the number, names and their qualifications:
 - (ii) Relevant experiences: **(Brief CVs of the key professionals/ domain experts should also be enclosed).**
9. Financial Strength of organization: (Enclose copies of audited Financial Statements including Balance Sheets and P&L Accounts)
 - (i) Turnover for last three financial years
 - (ii) Profit/loss during last three financial years
10. Whether the organization has been debarred/blacklisted by any Government agency? If yes, mention the period of debarment/blacklisting and reasons for such action.
11. Any other relevant information, if not already covered:

Place.....

Date.....

(Name of Authorized Person)

(Designation)

Contact details (Mobile and email)

Annexure-II

**Information about Relevant Monitoring, Evaluation, and Research Studies carried out by
Applicant Organization**

(Use separate form for each Assignment)

1. Title of the Assignment:
2. Project:
3. Client (Name, Designation, and Address along with Email ID, Phone no., etc.):
4. Study Period (From _____ to _____)
5. Whether the assignment completed? (Yes / No) If no, the reasons for the same:
6. Total Value of the Assignment: (in Rs. Lakh)
7. No. of Man Months involved:
8. Key Professionals involved:
9. Whether any Associate Partner/Firm? (Yes/No)

If Yes, what was the role of the Partner Firm? (Lead Firm or JV Firm or Sub Consultant)

10. Objectives of the assignment
11. What was the role of your firm in the assignment?
12. Major Findings
13. Any other relevant information you want to mention:

(Name of applicant)
(Designation of applicant)
(Contact details (Mobile and email ID))

2562550/2025/O/o ADG(PIM)

वी वुअलनाम, भा. प्र. से.

सांचव (व्यय)

V. Vualnam, I.A.S.

Secretary (Expenditure)



सत्यमेव जयते

भारत सरकार

वित्त मंत्रालय

व्यय विभाग

नॉर्थ ब्लॉक, नई दिल्ली-110001

Government of India

Ministry of Finance

Department of Expenditure

North Block, New Delhi-110001

Tel. : 23092929, 23092663

E-mail : secyexp@nic.in



एक कदम स्वच्छता की ओर

D.O. NO. 01(01)/PFC-II/2025

07th May, 2025

Respected Secretary,

After the end of the Twelfth Five Year Plan, Government had decided to make the implementation of central schemes co-terminus with the Finance Commission Cycle, the first being the balance period of the XIVth Finance Commission Cycle upto 2019-20.

2. We have entered the terminal year of the XVth Finance Commission (ends on 31st March, 2026). In the second half of this Financial Year, the schemes to be continued over the next FC cycle shall undergo fresh appraisal and approval process. Each such scheme must first undergo an 'outcome review' in the form of a Third-Party Evaluation.

3. In respect of Centrally Sponsored and Central Sector Schemes, desired for continuation beyond 31.03.2026, this Department has sent an O.M. dated 24th April, 2025 to the Financial Advisors. An early reply is requested.

4. In respect of Central Sector Schemes, an O.M. dated 05th May, 2025 has been sent to the Financial Advisors with a request to undertake evaluation of Central Sector Schemes intended for continuation during the XVIth Finance Commission cycle.

I request you to kindly ensure necessary steps are taken in time.

With warm regards,

Yours sincerely,

(V. Vualnam)

To

All Secretaries to the Government of India

25/2550/2025/O/o ADG(PIM)

No. 66(59)/PFC-II/2018
Ministry of Finance
Government of India
Department of Expenditure

North Block, New Delhi
Dated the 05th May, 2025

OFFICE MEMORANDUM

Subject: Sample ToR for evaluation of Central Sector Schemes- reg.

Reference is invited to the Budget Speech of the Finance Minister in 2016 wherein he had outlined the policy framework as regards the schemes being implemented by Government of India. Para 110 of the Budget Speech stated that *"To improve the quality of Government expenditure, every new scheme being sanctioned by the Government will have a sunset date and outcome review"*. Pursuant to this announcement, vide O.M. No. 42(02)/PF-II/2014 dated 23.2.2017, DoE had informed Ministries/Departments that after the end of the 12th Five Year Plan, *"for aligning the schemes with financial resource cycle of Central and State Government, schemes will be made co-terminus with the Finance Commission Cycle, the first such being the remaining period of the 14th Finance Commission period"*. It is further stated that approval for continuation of scheme must be sought based on the outcome review showing that though scheme has been effective in achieving its objectives, still there is a need to continue the scheme in view of its mandate and performance. Depending upon the outcome review, scheme can continue in its existing form or with necessary modifications. The Cabinet Secretary vide his D.O. Letter No. 1/50/1/2016-Cab. Dated 19.12.2017 (copy enclosed) had emphasized the need for evaluation of schemes. All such proposals for continuation of schemes needed to be preceded by an appropriate evaluation and necessary restructuring carried out in them so as to achieve the desired results.

2. DMEO, NITI Aayog is conducting evaluation of the Centrally Sponsored Schemes. DoE after consulting DMEO, NITI Aayog had issued instructions for evaluation of Central Sector Schemes vide its OM of even no. dated 22.5.2019 enclosing sample Terms of Reference. Ministries/Departments were advised to use the Terms of Reference enclosed alongwith ibid O.M. for evaluation of Central Sector Scheme being implemented by the respective Ministries/Departments and, in case of modifications to seek guidance from NITI Aayog.

3. As the terminal year of the current Finance Commission Cycle has started, it is imperative that Ministries/Departments make an assessment of Central Sector Schemes they wish to continue over the next Finance

Commission Cycle. In terms of the Policy mandate of the Government announced in 2016 Budget Speech and followed by the instructions contained in the D.O. Letter of Cabinet Secretary an evaluation of the Central Sector Schemes which are intended to be continued needs to be carried out. Central Sector Schemes for which evaluation is being carried out/has been done by NITI Aayog (list of such schemes is at **Appendix-I**) need not be re-evaluated.

4. In this regard, please find enclosed final Standard Terms of Reference (ToR) Template for evaluation of Central Sector Schemes. The first part of the template outlines the structure of the report and the second part is the explanatory memorandum. With the issue of this template which is generic in nature, individual vetting of ToR for each Central Sector scheme by NITI Aayog will not be required. However, in the opinion of the Ministry/Department, if any particular scheme so demands, the Ministry/Department may like to approach NITI Aayog for specific addendum or revision in this template.

5. This issues with the approval of Secretary (Expenditure).

Hema Jaiswal
05/05/2025

(Hema Jaiswal)

Dy. Director General (PFC-II)

Financial Advisors

All Ministries/Departments of Government of India

Copy to: Director General, Development Monitoring and Evaluation Office (DMEO), NITI Aayog, New Delhi.

Template for Evaluation of Central Sector Scheme: [Scheme Name]**Name of Department / Name of Ministry****1. EXECUTIVE SUMMARY****2. OVERVIEW OF THE SCHEME****2.1 Background of the Scheme**

- a) Brief write up on the scheme including objectives, Implementation Mechanism, scheme architecture/ design
- b) Name of Sub-schemes/ components
- c) Year of commencement of scheme
- d) Present status with coverage of scheme (operational/ non-operational)
- e) Sustainable Development Goals (SDG) Served
- f) Alignment with Viksit Bharat 2047 Vision
- g) Fund Flow mechanism (National and sub-national level)

2.2 Budgetary allocation and expenditure pattern of the scheme

Sub-scheme/ Component	[Year 1]			[Year 2]			[Year 3]			[Year 4]			[Year 5]		
	BE	RE	Actual	BE	RE	Actual	BE	RE	Actual	BE	RE	Actual	BE	RE	Actual

2.3 Summary of past evaluation since inception of scheme

Year of Evaluation	Agency hired for Evaluation	Recommendations made and accepted	Recommendations made but not accepted
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3. METHODOLOGY

3.1 Sample size and sample collection process- The approach should be to derive a sample size based on some key output/outcome parameter of the scheme. The States/Districts/Villages & UCBs could be graded in terms of performance of the states in these indicators and accordingly representation from each such Strata be finalized systematically. While doing so, regional representation in terms of Zones as per NSSO (consisting of States/UTs) and aspirational districts/blocks may also be kept in mind.

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3.2 Baseline data on Key Performance Index (KPIs): Baseline data on select KPIs (15 to 25 central to measure the effectiveness of the scheme in terms of its meeting the scheme objective to be collected: -

3.2 (a) For New Scheme: Baseline data to be collected through a baseline survey from the field. This could be done anytime during the commencement of the scheme to six months of it being in operation. This data and accompanying report are to be kept safely by the M/Ds. This would be followed by a mid-line survey, ideally after 2-3 years of its operation.

3.2 (b) For Existing Scheme: Synthetic baseline data may be created using secondary and administrative data to which these KPIs are to be compared. In any case, the current evaluation data has to be stored properly to be used in the future as an anchor dataset to carry out proper analysis of the ongoing schemes.

3.3 Evaluation Tools used: Various evaluation tools can be used in the primary survey such as Household questionnaires, Key Informant Interviews, Focused Group Discussions, etc. This would depend on the focus and orientation of the scheme.

3.4 Data collection tools: Computer Assisted Personal Interview (CAPI) tools to be adopted.

4. OBJECTIVE OF THE STUDY

4.1 Effectiveness of the scheme in terms of achieving its intended objectives as per the scheme guidelines (To be analysed on the Output/Outcome/Impact indicators)

4.2 Additional parameters

- a) Awareness and Coverage of Scheme-uptake by beneficiaries

State				District			
Urban		Rural		Urban		Rural	
Male	Female	Male	Female	Male	Female	Male	Female
SC/ST	SC/ST	SC/ST	SC/ST	SC/ST	SC/ST	SC/ST	SC/ST

- b) Assessment of implementation process and fund flow mechanism
- c) Training/ Capacity building of administrators/ facilitators, IEC activities etc.
- d) Asset/ Service creation, if any, assess adequacy and quality and & maintenance plan/recurring expenditure associated with it

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- e) Benefits (Individual, community)
- f) Convergence with scheme of own Ministry/ Department or of other Ministry/ Department and with the scheme of States/UTs.

4.3 Gaps in achievement of outcomes

4.4 Key Bottlenecks & Challenges

4.5 Input Use Efficiency

4.6 Best Practices/Case Studies

4.7 Most Significant Change (due to the scheme/intervention)

5. OBSERVATIONS AND RECOMMENDATIONS

5.1 Thematic Assessment

- i. Improving value for money through identification of avoidable duplication and overlaps between different schemes
- ii. Assessing the continued relevance and their effectiveness and efficiency in achieving the intended objectives.
- iii. Reduction in avoidable overhead expenditure on consultants, programme management, administration etc.

5.2 Externalities

6. CONCLUSION

6.1 Issues & challenges (data must attempt to gather information on, but not limited to, the following)

Has the intervention caused a significant change in the lives of the intended beneficiaries?

How did the intervention cause higher-level effects (such as changes in norms or systems)?

Did all the intended target groups, including the most disadvantaged and vulnerable, benefit equally from the intervention?

Is the intervention transformative – does it create enduring changes in norms – including gender norms – and systems, whether intended or not?

Is the intervention leading to other changes, including “scalable” or “replicable” results?

How will the intervention contribute to changing society for the better?

6.2 Vision for the future

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EXPLANATORY MEMORANDUM

- 2.1 (a)** Latest guidelines of the scheme may also be annexed.
- 2.1 (b)** Sub-schemes/components which have separate budgetary allocations either through budget line or through Detailed Demand for Grants (DDG) may also be listed along with component-wise budget allocation.
- 2.1 (d)** Details of number of states/districts/villages where the scheme is functional may be included.
- 2.1 (e) & (f)** May be linked with objective of the scheme.
- 2.2** If DDG makes allocations for certain items which are not shown as sub-schemes/ components, the same may be separately indicated along with allocation in the table.
- 3.1** Complete list of states as classified by NSSO may be seen on its website.
- 4.1** Output/ Outcome Indicators as per the objectives of the scheme be specified for proper assessment of the scheme. Indicators as spelt out in SFC/EFC memorandum during appraisal of the scheme may also be utilized.
- Output/ Outcome/Impact Indicators (numbers or percentage) must be compared with base year value at all time points (periodicity) as per monitoring mechanism framework, also defined in SFC/EFC Memorandums
- 4.2 (a)** Tabulated information up to Tehsil/ Block Level and if possible, up to village level may be provided.
- 4.2 (b)** focus should be on clarity of instructions, availability of scheme or programme guidelines, clear definition of roles and responsibilities of functionaries and the number and nature of clarifications/ additional instructions issued w.r.t. scheme guidelines. Details about training (PFMS/EAT module, scheme's portal or any other) with number of interventions and levels at which these interventions were carried out may be included.
- 4.3 (c)** Details about Stakeholders/ Beneficiaries, details of campaigns, media, frequency, feedback etc. may be included.
- 4.2 (f)** In primary survey, a facility checklist may be included to ascertain the quality and usability of such assets created under the scheme. Details about nature and type of convergence with national and state level schemes may be detailed out.

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Details about apparatus- manpower office transport etc. may be included. If there is no convergence, NIL may be recorded.

4.3 These gaps could be attributed to absence of interventions/ non-performance of existing interventions.

4.4 Focus may be of Financial, Administrative, Project Management and any other Key Bottlenecks & Challenges.

4.5 Details of (a) requirement of funds as indicated in EFC/ SFC in relation to actual allocation of funds including timelines of release (b) requirement and allotment of manpower in implementation of scheme/Programme at various levels (PMU/Central/State) (c) Involvement of private players, volunteers, non-governmental organizations and local community etc. in the scheme may be provided.

4.6 Description of the Best Practices and Case Studies- Since evaluation is to record both what is working and what is not, therefore, the best practices should be recorded in detail, facilitating replication.

4.7 Most Significant Change: This information is to be gathered from primary survey w.r.t what one thing that the scheme has been able to achieve in the most significant way.

5.1 Thematic assessment should focus on Accountability, Transparency, Employment generation (direct/indirect), Climate change and sustainability, Role of TSP/SCSP, Use of IT, Behavioral change in stakeholders/beneficiary, R&D, Role, functions, involvement/ support of State govts.

Evaluation of public interventions and policies needs to recognize the scarcity of resources, fiscal affordability **and the 'zero sum game' that plays out in resource allocation.** In a developing country like ours which faces multiple social, economic and environmental challenges, availability of public resources amongst competing demands will always be limited. Priority setting and resource allocation are vital questions to be addressed, and evaluation needs to assist in this. While interventions may be chosen to maximize specific objectives, they all are constrained with respect to practical and budgetary issues. Hence, evaluation recommendations should not routinely assume enhanced funding. If felt essential, alternative non-base case recommendations may be made separately.

Cross cutting themes can be assessed both through secondary data as well as primary. While conducting meta-analysis of existing reports, the evaluator

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should actively review the cross-cutting themes. The primary data for cross cutting themes will be elicited through specific questions and responses during the key informant interviews and beneficiary surveys. For example, use of IT in scheme implementation, fund flow, monitoring and evaluation can be assessed from interaction with concerned ministries/ departments as well as states officials. Similarly, gender mainstreaming can be assessed by introducing specific questions on changes in knowledge, attitude and practices pertaining to gender equality, attributable to the CS intervention at hand, through household surveys.

5.2 Details best practices, innovations or scheme/ projects where best practices were replicated may be provided.

6.3 It is essential to highlight the importance of recommendations for the scheme. The evaluation agency may provide recommendations for the scheme in any of the following categories (a) Continue in existing form (b) Continue with some Modifications (suggest modifications) (c) scale up the scheme (Financial/Physical/ both) (d) Scale down the scheme (Financial/Physical/ both) (e) Close (f) Merge with another scheme as sub-scheme/ component. [*for further details see comments for para 5.1*]

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EVALUATION OF SCHEMES - CONCEPTUAL NOTE

Evaluation contributes fundamentally to sound public governance. It can help governments improve the design and implementation of public policies that, in turn, can lead to prosperity for their country and well-being for citizens. Evaluation contributes to promoting public accountability, learning and increased public sector effectiveness through improved decision-making. Evaluation is critical to ensure that policies are actually improving outcomes by bringing an understanding of what works, why, for whom, and under what circumstances.

2. Budget Speech of 2016 spelt out the vision of the Government with regard to the appraisal and approval cycle that CSSs and CSs would need to follow after the end of the planning cycle, of which 12th Five Year Plan was the last. Government mandated that *'every new scheme being sanctioned by Government will have a sunset date and outcome review'*.¹ For the XVth FC cycle NITI Aayog had undertaken evaluation of 28 umbrella schemes. Evaluation of other CSs/CSSs schemes was undertaken by the respective Ministries/Departments. For the current FC cycle too, NITI Aayog is conducting evaluation of CSSs.

Evaluation Criteria

3. Broadly, evaluation of schemes can be categorised into six - relevance, coherence, effectiveness, efficiency, impact and sustainability.² It is important that the definitions of the criteria are understood within the broader context to make evaluation useful and of high quality. There are two basic guiding principles which must be applied to any evaluation-

- a. that it should be contextualized (what is that the evaluation is trying to find out and what is the intended purpose of evaluation?)
- b. time and resources may be deployed based on the purpose of evaluation which may take into account data availability, timing and methodological considerations.

Relevance - Relevance is a pertinent consideration across the programme or policy cycle from design to implementation. It can be analysed via four potential elements for analysis: relevance to beneficiary and stakeholder needs, relevance to context, relevance of quality and design, and relevance over time. They should be included as required for the purpose of the evaluation and are not exhaustive.

¹ Budget Speech 2016 (Para 110)

² <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

The evaluation of relevance should start by determining whether the objectives of the intervention are adequately defined, realistic and feasible, and whether the results are verifiable and aligned with current international standards for development interventions.

Coherence – Coherence brings in increased focus on the synergies (or trade-offs) between policy areas and the growing attention to cross-government co-ordination. It identifies situations where duplication of efforts or inconsistencies in approaches to implementing policies across government or different institutions can undermine overall progress. This criterion also encourages evaluators to understand the role of an intervention within a particular system (organisation, sector, thematic area, country), as opposed to taking an exclusively intervention- or institution-centric perspective.

Effectiveness - Effectiveness helps in understanding the extent to which an intervention is achieving or has achieved its objectives. It can provide insight into whether an intervention has attained its planned results (OOMF), the process by which this was done, which factors were decisive in this process and whether there were any unintended effects.

Efficiency - This criterion is an opportunity to check whether an intervention's resources can be justified by its results, which is of major practical and political importance. Efficiency is about choices between feasible alternatives that can deliver similar results within the given resources. Before cost-effectiveness comparisons can be made, alternatives must be identified that are genuinely feasible and comparable in terms of quality and results.

Impact - Under this criteria ToRs must be designed so as to allow for such information to be captured as to whether or not the intervention created change that really matters to people. It is an opportunity to take a broader perspective and a holistic view.

Questions that the impact criterion might cover include:

- Has the intervention caused a significant change in the lives of the intended beneficiaries?
- How did the intervention cause higher-level effects (such as changes in norms or systems)?
- Did all the intended target groups, including the most disadvantaged and vulnerable, benefit equally from the intervention?
- Is the intervention transformative – does it create enduring changes in norms – including gender norms – and systems, whether intended or not?

- Is the intervention leading to other changes, including “scalable” or “replicable” results?
- How will the intervention contribute to changing society for the better?

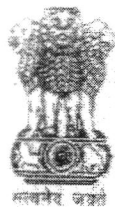
Sustainability - The role of evaluation here can be to scrutinise assumptions in the theory of change for how sustainability is achieved. One important question which needs to be asked is whether the impact will be sustainable once fiscal support from the government is removed.

Evaluation of Schemes – DoE’s specific requirements

4. Evaluation of public interventions and policies needs to recognize the scarcity of resources and fiscal affordability. An evaluation which concludes that more financial support for a scheme would make it effective in achieving its outputs and outcomes, misses the core point of limitation of resources and the ‘zero sum game’ that plays out in resource allocation. In a developing country like ours which faces multiple social, economic and environmental challenges, availability of public resources amongst competing demands will always be limited. Priority setting and resource allocation are vital questions to be addressed, and evaluation needs to assist in this. While interventions may be chosen to maximize specific objectives, they all are constrained with respect to practical and budgetary issues. Hence, evaluation recommendations should, at least as a base case, assume constant real level of budget and should not assume enhanced funding. If felt essential, alternative non-base case recommendations may be made separately.
5. The evaluation exercise should, *inter alia*, aim at reducing/ rationalising excessive number of Centrally Sponsored Schemes and other schemes (also recommended by Expenditure Management Commission and Finance Commission), avoiding waste arising from duplication and ‘opening of shops’ by each Ministry, reduction in wasteful expenses (including excessive use of consultants, administrative overheads etc.). Managing of funds that flow from the Centre to the States for implementation of CSSs and implementing agencies under CSs also needs to be factored to avoid parking of funds by agencies/ states. While the template ToR attempts to capture the essence of all the above listed concepts, DoE recommends that ToRs for evaluation of schemes may be modified to adequately reflect these issues enabling the evaluation process to capture such data/information.
6. Hence, apart from fiscal affordability, evaluation of schemes should focus on:

- i. Improving value for money through identification of avoidable duplication and overlaps between different schemes
 - ii. Assessing the continued relevance and their effectiveness and efficiency in achieving the intended objectives
 - iii. Reduction in the number of schemes, especially schemes of small size, through closure/ merger of irrelevant/ low value-adding schemes
 - iv. Reduction in avoidable overhead expenditure on consultants, programme management, administration etc.
7. Based on the data/information captured during the evaluation process the following must be identified and appropriate action taken:
- Schemes with similar objectives/overlaps (intra/inter Ministry/Department) must be considered for merger/closure
 - Schemes having backward and forward linkages (schemes, which are presently being implemented independently, but will be more effective if they are combined/merged) must be considered for merger.
 - Schemes which have lost relevance over the period of its implementation (this may include a component of the scheme as well) must be considered for closure.
 - Schemes with minimal prima facie impact on account of inadequate budget must be considered for closure.
 - Schemes with low budgetary utilization must be considered for closure.

प्र. कुमार सिन्हा
PRADEEP K. SINHA



मंत्रिमंडल सचिव
भारत सरकार
CABINET SECRETARY
GOVERNMENT OF INDIA

D.O No. 1/50/1/2016-Cab



19th December, 2017

Dear Secretary,

This is regarding proposals submitted by various Ministries/ Departments relating to continuation of Centrally Sponsored Schemes beyond the 12th Plan Period and till the term of the 14th Finance Commission (i.e. from 2017-18 to 2019-20). The following points have emerged during their consideration:

- (i) Continuation of Schemes/ Programmes should not be undertaken as a routine exercise and any extension beyond 2016-17 should be proposed only after appropriate evaluation.
- (ii) A restructuring of the Scheme/ Programme needs to be considered on the basis of evaluation report and giving it a new nomenclature accordingly may also be explored.
- (iii) In Schemes/ Programmes where unspent balances at the State level or at the implementing agency level have come to notice, the extension of the term and the justification for enhancement of annual allocation would need to be properly scrutinized.

2. It has also been observed that many Ministries/ Departments have already released budgetary funds during the year 2017-18 without following the prescribed procedure and obtaining authorization of expenditure beyond the 12th Plan period. This may not only create an anomalous situation but may also present a *fait accompli* for extension of such Schemes/ Programmes upto the year 2019-20.

3. In this context, I would like to re-emphasize that proposals of this nature should be preceded by an appropriate evaluation of the Scheme/ Programme and necessary restructuring carried out in them so as to achieve the desired results. It may be noted that non-compliance with the above would delay the processing of such proposals for approval by Cabinet/ CCEA.

4. You are, therefore, requested to ensure necessary compliance in this regard.

With regards,

Yours sincerely,

(P. K. Sinha)

Shri Ajay Narayan Jha
Secretary,
Department of Expenditure
New Delhi

Appendix-I**List of CS being evaluated by NITI Aayog**

S.No.	Name of the Ministry/Department	Name of the Scheme
1.	M/o Parliamentary Affairs	National e-Vidhan (NeVA)
2.	M/o Health and Family Welfare	Ayushman Bharat - HWC (AAM)
3.	M/o Agriculture and Farmers Welfare	PM Kisan
4.	D/o Financial Services	PM Stand up India
5.	D/o Financial Services	PM Jan Dhan Yojana
6.	D/o Financial Services	PM Jeevan Jyoti Yojana (PMJJY)
7.	D/o Financial Services	PM Suraksha Bima Yojana (PMSBY)
8.	Department for Promotion of Industry and Internal Trade (DPIIT)	Refund of CGST and IGST to Industrial Units in NE region and Himalayan States
9.	M/o Petroleum and Natural Gas (MoPNG)	PM Ujjwala Yojana

No.01(01)/PFC-II/2025
Government of India
Ministry of Finance
Department of Expenditure
PFC-II Division

North Block, New Delhi
24th April, 2025

OFFICE MEMORANDUM

Subject: - Appraisal/Approval of the Schemes for continuation beyond 31.03.2026-reg.

Reference is invited to DoE's OM No.42(02)/PF-II/2014 dated 23.02.2017 wherein schemes were made co-terminous with the Finance Commission cycle in order to align the public funded schemes with the finance resource cycle of Central and State Governments. Further, reference is invited to DoE's OM No.42(02)/PF-II/2014 dated 08.12.2020 wherein guidelines for appraisal/ approval of public funded schemes were issued for continuation of schemes over 15th FC period. Accordingly, the schemes were appraised and approved for 15th FC period.

2. The 15th Finance Commission Cycle will end on 31.03.2026. Schemes that have to continue over the 16th FC cycle will require fresh appraisal by DoE.

3. Therefore, all the Ministries/Departments are requested to provide the following information in the format attached positively by 05.05.2025: -

(i) Schemes desired for continuation beyond 31.03.2026 (and therefore requiring appraisal by DoE).

(ii) Schemes which already have been approved for a period beyond 31.03.2026 or draft proposal of a Scheme already submitted and having period beyond 31.03.2026.

4. This issues with the approval of the Secretary (Expenditure).

Encl: As above.

Hema Jaiswal
24/04/2025

(Hema Jaiswal)
Dy. Director General (PFC-II)

To,

All the Financial Advisers to the Government of India

Annexure-I**List of Schemes desired for continuation beyond 31.03.2026 (and therefore requiring appraisal by DoE)**

S.No.	Name of the Ministry/Department	Name of the Scheme	Whether IPA of DoE obtained (Yes/No)	Approved Period*	Approved Outlay

*Format- 20xx-xx to 20xx-xx. Example-2021-22 to 2025-26

Annexure-II**List of Schemes which already have been approved for a period beyond 31.03.2026 or draft proposal of a Scheme already submitted and having for a period beyond 31.03.2026**

S.No.	Name of the Ministry/Department	Name of the Scheme	Whether IPA of DoE obtained (Yes/No)	Approved/Proposed Period*	Approved/Proposed Outlay

*Format- 20xx-xx to 20xx-xx. Example-2021-22 to 2025-26

Hyain
24/04/2024