

**REQUEST FOR EXPRESSIONS OF INTEREST (CONSULTING SERVICES)**  
**Tamil Nadu State Rural Livelihood Mission (TNSRLM),**

**Assignment Title:** Procurement of a Consulting firm for developing and implementing a comprehensive digital ecosystem to strengthen Panchayat Level Federations / Area Level Federations (PLFs/ALFs) in Tamil Nadu through Digital Tools

**Reference No.** 205/B2/2025

The consulting services (“the Services”) include a Consulting firm for developing and implementing a comprehensive digital ecosystem to strengthen Panchayat Level Federations / Area Level Federations (PLFs/ALFs) in Tamil Nadu through Digital Tools as below;

1. Develop and deploy a scalable, user-friendly digital ecosystem for institutional assessments, performance monitoring, and livelihood planning of PLFs/ALFs.
2. Generate PLF/ ALF scorecards, dashboards and analytical insights to support decision-making.
3. Build field capacities and ensure continuous technical support.
4. Ensure data integrity, interoperability, and compliance with TNCDW data norms.
5. The duration of the services will be twelve (12) months from the date of commencement of the assignment.

The detailed Terms of Reference (TOR) for the assignment can be found at <https://tncdw.org/>.

Tamil Nadu State Rural Livelihood Mission (TNSRLM) now invites eligible consulting firms (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services.

**The shortlisting criteria are:**

- 1. Relevant Experience in Community Institutional Strengthening & Financial Inclusion:** The consulting firm should have at least 5 years of experience in rural livelihoods / PLF strengthening and with NRLM / SRLM or similar Government programs.
- 2. Experience in Data Analytics & Digital Systems:** The consulting firm should have at least 5 years' experience in data analytics, MIS, or digital platforms, and completed at least one NRLM/SRLM or Government digital project in the last 5 years
- 3. Proposed Digital Solution & Demonstration:** The proposal will be evaluated based on how well the digital solution fits the ToRs, how user-friendly it is for field and community users, the quality of analytics and reports, and the effectiveness of the demo shown.
- 4. Team Lead/Principal Expert:** The Team Leader should have at least 15 years of proven experience in rural livelihoods or institutional strengthening, Technology, and Data analytics, and implementation of performance monitoring systems.

**5. Financial Capacity & Legal Status Eligibility:** The consulting firm should have minimum turnover criteria met— Rs.100 lakhs in the last 3 years or Rs.50 lakhs if it is a startup registered with DIPP (now DPIIT) and should have a valid legal registration (Private Limited / MSME / Section 8 / Society / Trust).

**The list of documents to be submitted along with the EoI are:-**

1. Name, address, e-mail, telephone along with a note on the ownership, organisational structure and core business area of the consulting firm.
2. Document (s) to demonstrate the firm's experience in rural livelihoods, microfinance, SHG/PLF/ ALF strengthening, or financial inclusion.
3. Document (s) to demonstrate experience in data analytics, digital systems, and performance monitoring platforms.
4. Certificate from the statutory auditors / Chartered Accountant stating the year-wise annual turnover during the last 3 (three) financial years (i.e., 2022-23, 2023-24 & 2024-25 )
5. A short write-up on the technical and managerial capability of the firm for undertaking the assigned but without the submission of individual key experts' biodata. Key Experts will not be evaluated at the shortlisting stage. However, a short profile of firm employees with relevant experience should be included.

**Note:**

The consultant firm may submit other documents considered important, which are not listed above, to justify general qualifications and qualifications relevant to the assignment.

A Consultant will be selected in accordance with the Quality and Cost Based Selection (QCBS) method set out in the Procurement Regulations.

Further information can be obtained at the address below during office hours i.e., 10:00 AM to 5:00 PM. (Except holidays)

Expressions of interest must be delivered along with necessary enclosures to the address below (by post or in person) by 22.01.2026 up to 4:00 PM. Public opening of proposals at 4.30 PM on the same day.

**Attention**

The Managing Director,  
Tamil Nadu Corporation for Development of Women Ltd,  
Mother Teresa Women's Complex  
I Floor, Valluvar Kottam High Road, Nungambakkam,  
Chennai-600 034.

**Sd/XXXX.,**  
**Managing Director**  
**TNCDW**

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**Assistant Director(CBO)**  
**TNCDW**

*QTY*

## Terms of Reference (ToR)

### Procurement of a Consulting firm for developing and implementing a comprehensive digital ecosystem to strengthen Panchayat Level Federations / Area Level Federations (PLFs/ALFs) in Tamil Nadu through Digital Tools

#### 1. Introduction

The Government of Tamil Nadu (GoTN), through the Tamil Nadu Corporation for Development of Women (TNCDW) and the Tamil Nadu State Rural Livelihood Mission (TNSRLM), supports Panchayat Level Federations (PLFs/ALFs) in rural areas and ALFs in urban areas and Self-Help Groups (SHGs) in promoting inclusive development and enhancing access to credit, subsidies, livelihood measures and social security services. PLFs/ALFs function as critical community institutions that anchor welfare delivery and enable economic empowerment. To fully unlock their potential in driving local economic growth, PLFs/ALFs require strengthened governance systems, financial sustainability, and alignment with public, private, and community-sector expectations.

To achieve this, GoTN aims to introduce a comprehensive data-driven digital ecosystem that supports institutional assessment, livelihood planning, performance monitoring, and enhanced access to credit and financial services.

#### Location:

TNCDW is operational in all 38 districts, covering all rural and urban areas of Tamil Nadu. TNCDW aims to promote self-help group women, inclusive rural livelihood, urban livelihood, inclusive entrepreneurship and create employment opportunities, economic inclusion of the ultra-poor and vulnerable households to promoting business.

#### 2. Objectives

TNCDW seeks a competent agency/ firm to develop and deploy a comprehensive digital ecosystem for PLF/ ALF assessment, monitoring, and capacity building initially for 388 PLF/ALF. The agency will work with SMMU, DMMU and BMMU teams to operationalise digital tools, ensure high-quality data collection and build field-level capacities.

1. Develop and deploy a scalable, user-friendly digital ecosystem for institutional assessments, performance monitoring, and livelihood planning of PLFs/ALFs.
2. Generate PLF/ ALF scorecards, dashboards and analytical insights to support decision-making.
3. Build field capacities and ensure continuous technical support.
4. Ensure data integrity, interoperability, and compliance with TNCDW data norms.

### 3. Scope of Work

#### A. Digital Institutional Assessment & Scorecard Development

- **Design and Deployment of Digital Assessment Tools (Web + Mobile):**
  - Develop a secure, multi-platform digital tool (accessible via web browser and dedicated mobile app for offline data collection) for conducting institutional assessments of all PLFs/ALFs.
  - The tool must support multi-lingual interfaces, photo and GPS location capture, and robust data validation at the point of entry.
- **Comprehensive Assessment Framework:**
  - Incorporate detailed modules to cover key performance areas: Governance (e.g., meeting frequency, leadership structure), Financial Management (e.g., savings, bookkeeping, audit compliance), Inclusion (e.g., representation of vulnerable groups), Digital Adoption (e.g., usage of digital tools, bank account linkage), Credit Linkage (e.g., utilization, repayment), and Sustainability (e.g., corpus fund growth, future planning).
- **Automated PLF/ALF Scorecard Generation:**
  - Implement an algorithm to automatically calculate and generate standardized, easy-to-read scorecards immediately upon assessment completion.
  - Scorecards must include a composite score, sectional scores, and a visual representation (e.g., radar chart, progress bar) for quick status identification.
- **Development of PLF-specific Technical Assistance (TA) Plans:**
  - Based on the automated scorecard results, the system must generate a customized, prioritized Technical Assistance (TA) Plan for each PLF/ALF, detailing specific, measurable interventions required to address identified weaknesses.

#### B. Development of Mobile App & Web Portal

- **Mobile App for CPs/Field Facilitators:**
  - Develop a user-friendly mobile application specifically for Community Professionals (CPs) and field facilitators to conduct assessments, collect real-time data, and access their TA plan implementation guides.
  - The app must feature secure user authentication, an intuitive dashboard, and synchronization capabilities for seamless offline-to-online data transfer in open source software and tools.
- **Web Portal for Analytics, MIS, Reports, and Dashboard Visualizations:**
  - Develop a central, role-based access web portal for higher-level management to view real-time Management Information System (MIS) data, run analytical

queries, and access comprehensive reports and interactive dashboard visualizations, in open source software and tools.

- **Integration via APIs:**

- Ensure the system is designed with open, secure Application Programming Interfaces (APIs) to integrate with existing state/national-level MIS platforms or future new systems (e.g., financial systems, training platforms).

- **Admin Panel for Customization, Monitoring, and Approvals:**

- Build a dedicated super-admin panel with capabilities for granular user role management, form customisation, real-time data monitoring, and workflow management for approval processes (e.g., TA plan sign-off, data verification).

## **C. Dashboard Development**

- **Multi-Level, Hierarchical Dashboards:**

- Design and deploy interactive, comprehensive dashboards for monitoring at every administrative level: PLF, ALF, district, and state.

- **Key Performance Indicators (KPI) Coverage:**

- The dashboards must track and display indicators across critical domains: Governance (e.g., compliance rates), Credit (e.g., loan disbursement, outstanding portfolio), Livelihoods (e.g., enterprise creation, income impact), Financial Performance (e.g., profit/loss, cost of operations), and Inclusion (e.g., gender, caste representation).

- **Drill-Down and Comparative Analytics:**

- Enable drill-down functionality from state to block to ALF/PLF level.
- Incorporate comparative analytics features (e.g., peer-to-peer comparison, comparison against state average, time-series analysis) to highlight performance gaps and best practices.

## **D. Monthly Performance Tracking**

- **Automated Performance Tracking:**

- Implement mechanisms for continuous, automated monthly tracking of PLF/ALF functionality, financial metrics (e.g., loan portfolios, repayment rates), enterprise performance, and inclusion indicators.

- **Automated Alerts and Data Validation Workflows:**

- Establish a system for automated alerts to Nodal Officers for critical deviations (e.g., repayment falling below a threshold, delayed reporting, non-compliance).
- Implement robust data validation workflows and checks to ensure data integrity and quality, flagging or rejecting submissions with inconsistencies.

## **E. Field Facilitation & Capacity Building**

- **Onboarding and Digital Adoption Support:**
  - Develop a structured plan and materials for the onboarding and successful digital adoption of approximately 500 PLFs/ALFs and their respective field teams onto the new digital platform.
- **Tiered Training Program:**
  - Design and execute a comprehensive training program for various stakeholders: 388 block-level teams, 112 ALFs Teams, 37 district units, and State Project Management Unit (SPMU) staff or selected staff. Training must cover system usage, data interpretation, and TA plan implementation.
- **Continuous Handholding and Technical Assistance:**
  - Commit to providing continuous on-the-ground and remote handholding support and technical assistance to all field staff to ensure sustained usage and resolve operational issues.
- **Support for TA Plan Implementation:**
  - Actively support the implementation of the digitally generated TA plan for each individual PLF/ALF through monitoring, resource provision, and issue resolution guidance.

## **F. Documentation, Reporting & Insights**

- **Monthly Data Reports and Insights Production:**
  - Produce and disseminate standardized, high-quality monthly data reports and actionable insights for all administrative levels, highlighting trends, key achievements, and persistent challenges.
- **Development of Operational and Training Documents:**
  - Develop comprehensive user manuals, Standard Operating Procedures (SOPs), detailed guidelines, and structured training modules for all components of the new system.
- **Continuous Improvement Based on Field Feedback:**
  - Establish a formal feedback loop with field teams and stakeholders to systematically collect, review, and integrate user feedback for continuous, iterative improvements and bug fixes to the platform and process.

## **G. Technology Support**

- **Dedicated Helpdesk with Ticketing System:**

- Establish a dedicated, multi-channel (phone, email, app/web-based) helpdesk with a formal ticketing system for tracking, prioritizing, and resolving all user issues within defined Service Level Agreements (SLAs).
- **Regular Backups and Security Protocols:**
  - Ensure the implementation of regular, automated data backup protocols and adherence to stringent security policies, including disaster recovery plans and compliance with relevant data privacy regulations.
- **Server, Hosting, Maintenance, and Upgrades:**
  - Provide comprehensive server management, secure cloud hosting, routine platform maintenance, and timely operating system/software upgrades to ensure 24/7 availability and optimal performance.
- **Bug Fixes and Incremental Improvements:**
  - Allocate dedicated resources for rapid bug fixes and planned incremental improvements and feature enhancements based on user feedback and evolving program needs.

#### 4. Deliverables (Detailed)

S. No	Phase	Timeline (T)	Key Deliverables and Milestones
1	<b>Inception &amp; Project Setup</b>	<b>T1 = 15 days from DOC</b>	Includes final project plan, detailed resource allocation, communication protocol, and risk mitigation strategy. Finalised Detailed System Requirements and FRS.
2	<b>Design &amp; Architecture</b>	<b>T2 = T1 + 15 days</b>	<b>Comprehensive Assessment Framework:</b> Finalized modules, scoring logic, and KPIs for Governance, Financial Management, Inclusion, etc.
			<b>Technical Architecture &amp; Data Model:</b> Finalized design for Mobile App, Web Portal, APIs, Hosting/Security protocols, Database structure and SRS.
			<b>Draft Operational &amp; Training Documents:</b> Initial drafts of User Manuals, SOPs, and Training Modules.
3	<b>Phase II: Core Development &amp; Pilot</b>	<b>T3 = T2+30 days</b>	<b>Web Portal &amp; Admin Panel (Beta Launch):</b> Functional modules for role-based access, MIS data viewing, and workflow management.
			<b>Mobile App (Beta Launch):</b> Functional app for CPs in pilot regions with offline data collection.
			<b>Automated Scorecard &amp; TA Plan Logic:</b> Algorithm implemented and tested.
			<b>Pilot Phase Execution:</b> Deployment and testing in <b>5 selected regions</b> , including initial user training for CPs/Field Facilitators.
			<b>Pilot Phase Completion Report (Mandatory Deliverable):</b> Detailed findings, performance metrics (KPIs, response time, data integrity), and list of required bug fixes/improvements.

S. No	Phase	Timeline (T)	Key Deliverables and Milestones
4	<b>Deployment &amp; Capacity Building</b>	$T4 = T3 + 30$ Days	<p><b>Final, QA-Approved Digital Platform:</b> Deployment of the final, production-ready Mobile App and Web Portal to all users (Bug Fixes &amp; Incremental Improvements ).</p> <p><b>Full Documentation Suite:</b> Final, approved User Manuals, SOPs, and Structured Training Modules.</p> <p><b>Tiered Training Program Execution:</b> Completion of training for 388 block-level teams and SPMU staff.</p> <p><b>Mass Onboarding Completion:</b> Successful digital adoption and initial setup for all approximately 388 (1 per block) PLFs/ALFs and field teams.</p>
5	<b>Phase III: Maintenance &amp; Continuous Improvement</b>	$T5 = 4^{\text{th}}$ Month – $12^{\text{th}}$ Month (9 Months)	<p><b>Monthly Performance Tracking Reports:</b> Production of standardised data reports and actionable insights for all administrative levels.</p> <p><b>Technology Support &amp; Maintenance:</b> Full operation of the Dedicated Helpdesk with ticketing system.</p> <p><b>Regular Backups and Security Protocol Audits:</b> Weekly data backups and a quarterly security audit report.</p> <p><b>Continuous Improvement Reports:</b> Quarterly report on bug fixes and implemented feature enhancements based on the formal field feedback loop.</p> <p><b>Continuous Handholding Support:</b> On-the-ground and remote technical assistance to field staff and support for TA Plan implementation.</p>

## 5. Core Team Members and Qualifications

Position	Education	Experience Requirements
<b>Project Manager</b>	Master's degree in Business Administration, Rural Management, IT Management, or a related field. PMP/PRINCE2 certification is desirable.	10+ years' experience in managing large-scale, multi-stakeholder projects, particularly in the e-Governance or Development/Livelihood sector. Proven ability to manage timelines and high-level stakeholder engagement (State/District levels).
<b>Data Analyst</b>	Master's degree in Statistics, Data Science, Economics, or a quantitative field. Proficiency in statistical software, data visualization tools, and BI platforms.	4+ years of experience in data modelling, KPI development, implementing analytical algorithms (like scorecard logic), and generating actionable, periodic data reports and insights for management.

Position	Education	Experience Requirements
<b>Technical Support / Helpdesk Team</b>	Diploma or Bachelor's degree in a technical or IT-related discipline. Strong communication and problem-solving skills.	2+ years experience in a formal helpdesk or customer support role, preferably supporting a large user base (e.g., 14,000+ field users) using a ticketing and SLA-based system.
<b>MIS and Reporting Specialist</b>	Bachelor's/Master's degree in IT, Statistics, or MIS. Strong foundation in data structure, integrity, and reporting principles.	5+ years of experience in designing and implementing Management Information Systems (MIS), developing data validation workflows, and creating standardized reporting formats and dashboards for project monitoring.

## 6. Duration

The period of this Agreement shall be for an initial term of one (1) year commencing from the date of commencement of services. During the said period, the Agency/Firm shall provide the services in all identified PLF/ALFs, numbering approximately 500. Upon expiry of the initial term, the Agreement may, at the sole discretion of TNSRLM, be extended for a further period of one (1) year or such period as may be deemed necessary, subject to the continued requirement of TNSRLM and satisfactory performance of the Agency/Firm.

## 7. Review and Reporting

- The project Manager has to coordinate with the district-level officer on a regular basis and fortnightly review with the SMMU officials.
- Monthly and Quarterly reports about the progress must be submitted to SPMU, TNCDW.
- The agency must be available throughout the contract period for any in-person meeting or review.

## 8. Ownership and Data Rights

All data, software code, dashboards, manuals, and outputs will be the property of TNCDW.

**Sd/XXXX.,  
Managing Director  
TNCDW**

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*Sub: 21/26*

**Assistant Director(CBO)  
TNCDW**

*21/26*