



STATE HEALTH SYSTEMS RESOURCE CENTRE, MEGHALAYA

Document no: DHS/MCH/NHM/SHSRC/2025-26 (LXXIX)

Dated: 21st January 2026



STATE HEALTH SYSTEMS RESOURCE CENTRE, MEGHALAYA

REQUEST FOR PROPOSAL (RFP)

State Health Systems Resource Centre (SHSRC), National Health Mission, Government of Meghalaya, invites RFP (Single Stage-Two Envelope System) for the following assignment:

Selection of Technical Agency to conduct Annual Health Survey of Meghalaya under State Health Systems Resource Centre (SHSRC)

Detailed Request for Quotation and Scope of Work are available at www.meghssp.org – Notice Board – Tender

The quotations must be submitted in a sealed envelope to the Mission Director, National Health Mission, Meghalaya, 1st Floor, State Medical Guest House Building, Directorate of Health Services, Health Complex, Red Hill Road, Laitumkhrah, Shillong-793003. Phone: 9089031225, 9540095776.

The participants are requested to keep checking the aforementioned website for any updates. Last date for submission of RFP is on or before **20th February 2026**

Sd/-

Ramakrishna Chitturi, IAS
Mission Director
National Health Mission, Meghalaya

Request for Proposal

Memo No: DHS/MCH/NHM/SHSRC/2025-26 (LXXIV)

Date: 21st January, 2026

Request for Proposal for Selection of Technical Agency to conduct Annual Health Survey of Meghalaya under State Health Systems Resource Centre (SHSRC)

- i. The **State Health Systems Resource Centre (SHSRC), Meghalaya**, is the Government of Meghalaya's dedicated technical support agency for strengthening the state's health system, advancing public health reforms, and institutionalizing evidence-based planning. SHSRC provides analytical, operational, and capacity-building support to the Health & Family Welfare Department and collaborates closely with district health teams, development partners, and cross-sectoral departments.
- ii. SHSRC invites Request for Proposal for the Selection of a suitable partner to conduct the Annual Health Survey of Meghalaya for the Department of Health & Family Welfare, Government of Meghalaya, which must be submitted in a sealed envelope as below:

ONE SINGLE ENVELOPE comprising of two separate sealed envelopes, duly marked “Cover A: Technical Proposal” and “Cover B: Financial Proposal”, and both envelopes in a single outer Master Envelope from duly registered/reputed Entities for the above-mentioned assignment

- iii. Interested Entities may obtain further information from the office of SHSRC during office hours on all working days.
- iv. The Entities may download the RFP Documents from <https://www.meghssp.org> in the tender section.
- v. The Entities shall be solely responsible for checking the above website for any Corrigendum/Addendum/Amendment issued subsequent to publication of this NIT and take the same into consideration while preparing and submitting their Proposals.
- vi. The Proposals must be submitted on or before the Bid Due Date.

The last date of receipt of proposals in the prescribed format provided in the RFP document is
20th February 2026 till 4.00 p.m.

Sd/-
Mission Director
National Health Mission,
Government of Meghalaya
Laitumkhrah
Shillong - 793003

Data Sheet

Sl. No.	Particulars	Descriptions
1.	Date of publishing of RFP & other documents (online)	21st January 2026
2.	Method of selection	Quality & Cost Based Selection (QCBS) (70:30, i.e 70% for Quality and 30% for Cost)
3.	Last date of receipt of any query	4th February, 2026
4.	Pre-Proposal Meeting	4th February 2026 - 2:00 PM. The link for the meeting is: https://us06web.zoom.us/j/83209523948?pwd=v6YTwfRYlPezyntYwNrBb5elwqOrqz.1
5.	Proposal submission Start Date	21 st January, 2026
6.	Proposal Closing Date	20 th February, 2026
7.	Date of Opening of Technical Proposal	20 th February, 2026 at 4:30 PM
8.	Date of opening of Financial Proposal	To be intimated later
9.	Authority	State Nodal Officer, SHSRC, Department of Health & Family Welfare, Government of Meghalaya.
10.	Address for Communication	State Health Systems Resource Centre, 1st Floor, State Medical Guest House, Health Complex, Red Hill Compound, Laitumkhrah, Shillong, Meghalaya Phone: Ph: +919540095776; +916009433372 Email: meghalayashsrc@gmail.com ; procurement.megh@mehssp.org
10.	Validity of Proposal	120 (one hundred twenty) days from the Proposal Due Date
11.	Estimated input of Key Experts' time-input	32 person weeks

GOVERNMENT OF MEGHALAYA.

REQUEST FOR PROPOSAL NO.: DHS/MCH/NHM/SHSRC/2025-26 (LXXIV)

**REQUEST FOR PROPOSAL
Lumpsum Contract**

For

**SELECTION OF TECHNICAL AGENCY TO CONDUCT ANNUAL
HEALTH SURVEY OF MEGHALAYA UNDER STATE HEALTH
SYSTEMS RESOURCE CENTRE (SHSRC)**

Issued By:

State Health Systems Resource Centre (SHSRC)

Department of Health & Family Welfare

Government of Meghalaya

Email: meghalayashsrc@gmail.com;

procurement.megh@meghssp.org

Phone No: +91-9540095776; +91-9089031225

Website: <https://www.meghssp.org>

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Instructions To Consultants

(A) DEFINITIONS:

- (1) **Client**" will refer to SHSRC that signs the Contract for the assignment with the selected entity.
- (2) "**Entity**" means a legally-established professional consulting firm or an entity that may provide or provides the Services to SHSRC under the Contract.
- (3) "**Contract**" means a legally binding written agreement signed between SHSRC and the Entity.
- (4) "**Day**" means a calendar day, unless otherwise specified as "**Business Day**". A Business Day is any day that is an official working day of SHSRC. It excludes the SHSRC's official public holidays.
- (5) "**Experts**" means, collectively, Key Experts, Non-Key Experts, or any other personnel of the entity, Sub-entity or Joint Venture member(s).
- (6) "**Government**" means the government of the Client's country.
- (7) "**in writing**" means communicated in written form (e.g. by mail, e-mail, fax, including, distributed or received through the electronic-procurement system used by the Client) with proof of receipt.
- (8) "**Joint Venture (JV)**" means an association with or without a legal personality distinct from that of its members, of more than one entity where one member has the authority to conduct all business for and on behalf of any and all the members of the JV, and where the members of the JV are jointly and severally liable to the Client for the performance of the Contract.
- (9) "**Key Expert(s)**" means an individual professional whose skills, qualifications, knowledge and experience are critical to the performance of the Services under the Contract and whose CV is taken into account in the technical evaluation of the entity's proposal.
- (10) "**Non-Key Expert(s)**" means an individual professional provided by the entity or its Sub-entity and who is assigned to perform the Services or any part thereof under the Contract and whose CVs are not evaluated individually.
- (11) "**Proposal**" means the Technical Proposal and the Financial Proposal of the entity
- (12) "**Services**" means the work to be performed by the entity pursuant to the Contract.
- (13) "**SPD - RFP**" means the Standard Procurement Document - Request for Proposals, which must be used by the Client as the basis for the preparation of the RFP.
- (14) "**Sub-consultant**" means an entity to whom the key entity intends to subcontract any part of the Services while the key entity remains responsible to the Client during the whole performance of the Contract.
- (15) "**Terms of Reference (TORs)**" means the Terms of Reference that explains the objectives, scope of work, activities, and tasks to be performed, respective responsibilities of the Client and the entity, and expected results and deliverables of the assignment.

B. GENERAL PROVISIONS

- 1) The information contained in this Request for Proposal ("**RFP**") or subsequently provided to Entity(s), whether verbally or in documentary or any other form by or on behalf of SHSRC, Department of Health & Family Welfare, Government of Meghalaya, Shillong (referred to as "**SHSRC**") is provided to interested parties on the terms and conditions set out in this RFP and such other terms and conditions subject to which such information is provided.

- 2) The Entities are invited to submit a Technical Proposal and a Financial Proposal for the assignment. The Proposal will be the basis for negotiating and ultimately signing the Contract with the selected Entity.
- 3) The entities should familiarize themselves with the local conditions and take them into account in preparing their Proposals, including attending a pre-proposal conference if required. Attending any such pre-proposal conference is optional and is at the Entities' expense.
- 4) The client may, in its absolute discretion but without being under any obligation to do so, update, amend or supplement the information, assessment or assumptions contained in this RFP.
- 5) The issue of this RFP does not imply that the client is bound to select any entity(s) for any project. It reserves the right to reject all or any of the Entities without assigning any reason whatsoever.
- 6) The entities are prohibited from any form of collusion or arrangement in an attempt to influence the selection and award process of the Proposal. Giving or offering of any gift, bribe or inducement or any attempt to any such act on behalf of the Entity towards any officer/employee/ advisor/ representative of the client or to any other person in a position to influence the decision of the client for showing any favor in relation to this RFP or any other contract, shall render the entity to such liability/penalty as the Department of Health & Family Welfare may deem proper, including but not limited to rejection of the Proposal of the entity.
- 7) The entity is required to provide professional, objective, and impartial advice, at all times holding the Client's interests paramount, strictly avoiding conflicts with other assignments or its own corporate interests, and acting without any consideration for future work.
- 8) The entity has an obligation to disclose to the client any situation of actual or potential conflict that impacts its capacity to serve the best interest of its client. Failure to disclose such situations may lead to the disqualification of the entity or the termination of its Contract.
- 9) Government officials and civil servants of the client's country are not eligible to be included as Experts.
- 10) Laws of the Republic of India are applicable to this RFP.

C. PREPARATIONS OF PROPOSALS

- 1) In preparing the Proposal, the entity is expected to examine the RFP in detail. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposal.
- 2) The entity shall bear all costs associated with the preparation and submission of its Proposal, and the Client shall not be responsible or liable for those costs, regardless of the conduct or outcome of the selection process. 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 entity.
- 3) The Proposal, as well as all correspondence and documents relating to the Proposal exchanged between the Entity and the Client, shall be written in ENGLISH ONLY.
- 4) The Entity (including the individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture in another Proposal. If an Entity, including any Joint Venture member, submits or participates in more than one proposal, all such proposals shall be

disqualified and rejected. This does not, however, preclude a Sub-entity or the Entity's staff from participating as Key Experts and Non-Key Experts in more than one Proposal when circumstances justify.

- 5) Proposals shall remain valid until 120 days from the due date or any extended date if amended by the Client.
- 6) During this period, the Consultant shall maintain its original Proposal without any change, including the availability of the Key Experts, the proposed rates and the total price.
- 7) If it is established that any Key Expert nominated in the Entity's Proposal was not available at the time of Proposal submission or was included in the Proposal without his/her confirmation, such Proposal shall be disqualified and rejected for further evaluation, and may be subject to sanctions.
- 8) The Client will make its best effort to complete the negotiations and award the contract prior to the date of expiry of the Proposal validity. However, should the need arise, the Client may request, in writing, all Entities who submitted Proposals prior to the submission deadline to extend the Proposals' validity.
- 9) If the Entity agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal and with the confirmation of the availability of the Key Experts.
- 10) The Entity has the right to refuse to extend the validity of its Proposal in which case such Proposal will not be further evaluated.
- 11) If any of the Key Experts become unavailable for the extended validity period, the Entity shall seek to substitute another Key Expert. The Entity shall provide a written adequate justification and evidence satisfactory to the Client together with the substitution request. In such a case, a substitute Key Expert shall have equal or better qualifications and experience than those of the originally proposed Key Expert. The technical evaluation score, however, will remain to be based on the evaluation of the CV of the original Key Expert.
- 12) If the Entity fails to provide a substitute Key Expert with equal or better qualifications, or if the provided reasons for the replacement or justification are unacceptable to the Client, such Proposal will be rejected.
- 13) The Consultant shall NOT subcontract the whole of the Services.
- 14) At any time before the proposal submission deadline, the Client may amend the RFP by issuing an amendment which will be uploaded on the website provided.
- 15) If the amendment is substantial, the Client may extend the proposal submission deadline to give the Entities reasonable time to take an amendment into account in their Proposals.
- 16) The Entity may submit a modified Proposal or a modification to any part of it at any time prior to the proposal submission deadline. No modifications to the Technical or Financial Proposal shall be accepted after the deadline.
- 17) While preparing the proposal, the Entity may enhance its expertise for the assignment by associating with other consultants in the form of a Joint Venture or as Sub-consultants.
- 18) The estimated Key Experts' time input (expressed in person-month) is indicative and the Proposal shall be based on the Consultant's own estimates for the same.
- 19) The Technical Proposal shall be prepared using the SPDs provided **as annexures** and shall comprise all the relevant documents. The Technical Proposal shall not include any financial information. A Technical Proposal containing material financial information shall be declared non-responsive.
- 20) Entity shall not propose alternative Key Experts. Only one CV shall be submitted for each Key Expert position. Failure to comply with this requirement will make the Proposal non-responsive.
- 21) The Financial Proposal shall be prepared using the SPDs provided **as annexures** of the RFP. It shall

list all costs associated with the assignment, including (a) remuneration for Key Experts and Non-Key Experts, (b) reimbursable expenses.

- 22) The duration of the assignment is 32 weeks. However, the contract can be extended on mutual agreement between the parties.
- 23) The Entity and its Sub-consultants and Experts are responsible for meeting all tax liabilities arising out of the Contract.
- 24) The currency of the proposal shall be in Indian Rupees Only and payment shall be made in Indian Rupees Only.

D. SUBMISSION, OPENING AND EVALUATION

- 1) The Entity shall submit a signed and complete Proposal comprising the documents and forms attached therein. Entities shall mark as "**CONFIDENTIAL**" information in their Proposals which is confidential to their business. This may include proprietary information, trade secrets or commercial or financially sensitive information. The submission can be done ONLY by hand or post.
- 2) An authorized representative of the Entity shall sign the original submission letters in the required format for both the Technical Proposal and the Financial Proposal and shall initial all pages of both. The authorization shall be in the form of a written power of attorney attached to the Technical Proposal.
- 3) A Proposal submitted by a Joint Venture shall be signed by all members so as to be legally binding on all members, or by an authorized representative who has a written power of attorney signed by each member's authorized representative.
- 4) Any modifications, revisions, interlineations, erasures, or overwriting shall be valid only if they are signed or initialed by the person signing the Proposal.
- 5) **The signed Proposal shall be marked "ORIGINAL", and its copies marked "COPY" as appropriate. The number of copies is TECHNICAL PROPOSAL: - (a) ONE ORIGINAL (a) ONE COPY OF THE ORIGINAL (C) PENDRIVE (soft copy of the technical proposal). FINANCIAL PROPOSAL: - (1) original (HARD COPY ONLY).**
- 6) All copies shall be made from the signed original. If there are discrepancies between the original and the copies, the original shall prevail.
- 7) The original and all the copies of the Technical Proposal shall be placed inside a sealed envelope clearly marked "**TECHNICAL PROPOSAL**", "[Name of the Assignment]", [reference number], [name and address of the Entity], and with a warning "**DO NOT OPEN UNTIL [INSERT THE DATE AND THE TIME OF THE TECHNICAL PROPOSAL SUBMISSION DEADLINE]**."
- 8) Similarly, the original Financial Proposal and its copies shall be placed inside of a separate sealed envelope clearly marked "**FINANCIAL PROPOSAL**" "[Name of the Assignment]", [reference number], [name and address of the Entity]", and with a warning "**DO NOT OPEN WITH THE TECHNICAL PROPOSAL**."
- 9) The sealed envelopes containing the Technical and Financial Proposals shall be placed into one outer envelope and sealed. This outer envelope shall be addressed to the Client and bear the submission address, RFP reference number, the name of the assignment, the Entity's name and the address, and shall be clearly marked "Do Not Open Before **[INSERT THE TIME AND DATE OF THE SUBMISSION DEADLINE]**".
- 10) If the envelopes and packages with the Proposal are not sealed and marked as required, the Client will assume no responsibility for the misplacement, loss, or premature opening of the Proposal.

- 11) The Proposal or its modifications must be sent to the address indicated in the **Data Sheet** and received by the Client no later than the deadline indicated in the **Data Sheet**, or any extension to this deadline. Any Proposal or its modification received by the Client after the deadline shall be declared late and rejected, and promptly returned unopened.
- 12) From the time the Proposals are opened to the time the Contract is awarded, the Entity should not contact the Client on any matter related to its Technical and/or Financial Proposal. Information relating to the evaluation of Proposals and award recommendations shall not be disclosed to the Entities who submitted the Proposals or to any other party not officially concerned with the process. Exceptions to this clause are where the Client notifies Entities of the results of the evaluation of the Technical Proposals.
- 13) Any attempt by Entities or anyone on behalf of the Entity to improperly influence the Client in the evaluation of the Proposals or Contract award decisions may result in the rejection of its Proposal.
- 14) The Client's evaluation committee shall conduct the opening of the Technical Proposals in the presence of the Consultants' authorized representatives who choose to attend (in person, or online if this option is offered in the **Data Sheet**). The opening date, time and the address are stated in the **Data Sheet**. The envelopes with the Financial Proposal shall remain sealed and shall be securely stored with the Client until they are opened (to be informed at a later stage).
- 15) At the opening of the Technical Proposals the following shall be read out: (i) the name and the country of the Entity or, in case of a Joint Venture, the name of the Joint Venture, the name of the lead member and the names and the countries of all members; (ii) the presence or absence of a duly sealed envelope with the Financial Proposal; (iii) any modifications to the Proposal submitted prior to proposal submission deadline; and (iv) any other information deemed appropriate.
- 16) The Entity is not permitted to alter or modify its Proposal in any way after the proposal submission deadline.
- 17) While evaluating the Proposals, the Client will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals.
- 18) The Client's evaluation committee shall evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and the RFP, applying the evaluation criteria, sub-criteria, and point system accordingly. Each responsive Proposal will be given a technical score. A Proposal shall be rejected at this stage if it does not respond to important aspects of the RFP or if it fails to achieve the minimum technical score.
- 19) After the technical evaluation is completed, the Client shall notify those Entities whose Proposals were considered non-responsive to the RFP and TOR or did not meet the minimum qualifying technical score.
- 20) The Client shall simultaneously notify in writing those Entities whose Proposals were considered responsive to the RFP and TOR, and that have achieved the minimum qualifying technical score. Their Financial Proposal will be opened on the notified date, time and location of the public opening and invite them for the opening of the Financial Proposals.
- 21) The Entity's attendance at the opening of the Financial Proposals is optional.
- 22) Activities and items described in the Technical Proposal but not priced in the Financial Proposal, shall be assumed to be included in the prices of other activities or items, and no corrections are made to the Financial Proposal.
- 23) The Entity is deemed to have included all prices in the Financial Proposal, so neither arithmetical corrections nor price adjustments shall be made. The total price, net of taxes understood specified in

the Financial Proposal shall be considered as the offered price. Where there is a discrepancy between the amount in words and the amount figures, the amount in words shall prevail.

- 22) The Client's evaluation of the Consultant's Financial Proposal shall exclude taxes and duties.
- 23) Since the selection is through QCBS Method, the total score is calculated by weighting the technical and financial scores and adding them accordingly. The Entity with the Most Advantageous Proposal, which is the Proposal that achieves the highest combined technical and financial scores, will be invited for negotiations.

E. EVALUATION CRITERIA:

Sl.	Description	Maximum Points
	Specific experience of the Entity (as a firm) relevant to the Assignment:	
(A)	The firm should have conducted a minimum of two large-scale population surveys (>5,000 households) in the last 5–7 years. (<i>Full Work Orders, Scope of Work, Value of Contract to be submitted</i>)	5
(B)	Worked with state government health departments, NHM, MoHFW, MoSPI, or development partners such as UNICEF, WHO, World Bank, or the Gates Foundation	5
(C)	Proven track record in: <ul style="list-style-type: none"> ● Multi-district field management ● Quality assurance and real-time monitoring ● Advanced analytics, report writing, and index development 	5
	Adequacy and quality of the proposed methodology, and work plan in responding to the Terms of Reference (TORs):	
	<i>Technical Approach and Methodology</i>	5
	<i>Data Management Plan</i>	10
	<i>Demonstrated mastery of NFHS-like survey methodologies</i>	10
	Key Experts' qualifications and competence for the Assignment:	
	<i>Position K-1 Team Leader</i>	15
	<i>Position K-2 Sampling & Statistics Expert</i>	15
	<i>Position K-3 Field Operations Manager</i>	10
	<i>Position K-4 Data Manager/Systems Lead</i>	10
	<i>Position K-5 Public Health/Analytics Expert</i>	10

	<p><i>The number of points to be assigned to each of the above positions (K-1 to K-6) shall be determined considering the following three sub-criteria and relevant percentage weights:</i></p> <ul style="list-style-type: none"> a. <i>General qualifications (general education, training, and experience): 20%</i> b. <i>Adequacy for the Assignment (relevant education, training, experience in the sector/similar assignments): 70%</i> c. <i>Relevant experience in the northeast region (working level fluency in local language(s)/knowledge of local culture or administrative system, government organization, etc.): 10%</i> 	
	Total point for the three criteria:	100
	The minimum technical score (St) required to pass is:	70

The lowest evaluated Financial Proposal (Fm) is given the maximum financial score (Sf) of 100.

The formula for determining the financial scores (Sf) of all other Proposals is calculated as following:

$Sf = 100 \times Fm / F$, in which “Sf” is the financial score, “Fm” is the lowest price, and “F” the price of the proposal under consideration.

The weights given to the Technical (T) and Financial (P) Proposals are:

T = 70%

P = 30%

Proposals are ranked according to their combined technical (St) and financial (Sf) scores using the weights (T = the weight given to the Technical Proposal; P = the weight given to the Financial Proposal; $T + P = 1$) as following: $S = St \times T\% + Sf \times P\%$.

F. PAYMENT CRITERIA (As per ToR)

S. No.	Deliverable	Expected Output	Indicators for Payment Release	Timeline	Payment (% of Contract Value)
1.	Inception Report	Finalised survey methodology Draft questionnaires & wellness score indicator list Field plan & staffing plan Ethical clearance plan	Inception Report approved by SHSRC, based on: Sampling plan demonstrates district-level representativeness Tools aligned with NFHS & SDG indicators Population Health & Wellness Score integration plan validated	Within 4 weeks of contract signing	30%
2.	Training & Pilot Completion Report	Training modules & completion summaries Pilot dataset and analysis Revised tools post-pilot	≥90% field investigators pass competency evaluation Pilot data quality report approved by SHSRC Final tools approved by SHSRC	Within 12 weeks of contract signing	20%
3.	Survey Completion Report & Raw Data Submission	Household listing & data collection completed Submission of raw, uncleaned datasets Field monitoring reports	≥95% target sample achieved GPS & timestamp validation for ≥90% of interviews Biomarker & anthropometry indicators fully captured SHSRC certification of field survey completion	Within 24 weeks of contract signing	15%

4.	Cleaned & Anonymised Data Repository	Fully cleaned datasets Metadata, codebooks, and scripts Data anonymised & packaged in open formats	Dataset completeness validated Reproducibility checks passed Open-data compliant formats submitted	Within 28 weeks of contract signing	15%
5.	District Health & Wellness Profiles (12) & Final State Report	District analytical reports including scorecards Final consolidated State Report Presentation to State Leadership	Approval of District & State Reports by SHSRC Wellness Score validated	Within 32 weeks of contract signing	20%

G. NEGOTIATIONS AND AWARD

- 1) The negotiations will be conducted with the Entity's representative(s) who must have written power of attorney to negotiate and sign a Contract on behalf of the Entity.
- 2) The Client shall prepare minutes of negotiations that are signed by the Client and the Entity's authorized representative.
- 3) The invited Entity shall confirm the availability of all Key Experts included in the Proposal as a pre-requisite to the negotiations, or, if applicable, a replacement. Failure to confirm the Key Experts' availability may result in the rejection of the Entity's Proposal and the Client may proceed to negotiate the Contract with the next-ranked Entity.
- 4) The negotiations include discussions of the Terms of Reference (TORs), the proposed methodology, the Client's inputs, the special conditions of the Contract, and finalizing the "Description of Services" part of the Contract. These discussions shall not substantially alter the original scope of services under the TOR or the terms of the contract, lest the quality of the final product, its price, or the relevance of the initial evaluation be affected.
- 5) The negotiations include the clarification of the Entity's tax liability in the Client's country and how it should be reflected in the Contract.
- 6) Financial Proposal for a Lump-Sum contract shall not be negotiated.
- 7) The negotiations are concluded with a review of the finalized draft Contract, which then shall be initialed by the Client and the Entity's authorized representative.
- 8) If the negotiations fail, the Client shall inform the Entity in writing of all pending issues and disagreements and provide a final opportunity to the Entity to respond. If disagreement persists, the Client shall terminate the negotiations informing the Entity of the reasons for doing so. The Client will invite the next-ranked Entity to negotiate a Contract. Once the Client commences negotiations with the

next-ranked Entity, the Client shall not reopen the earlier negotiations.

9) The Contract shall be signed prior to the expiry date of the Proposal validity or any extension thereof.

10) The Consultant is expected to commence the assignment within 10 days of signing the contract.

ANNEXURES (SPDs)

1. Terms of Reference (Detailed Scope of Work)

2. Technical Submission Forms

3. Financial Submission Forms

1. Fraud and Corrupt Practices

- 1.1. The Entity and their respective partners, officers, employees, agents, Selected Entity and advisers shall observe the highest standard of ethics during the RFP Process and Contractual Period. Notwithstanding anything to the contrary contained herein, the Client shall reject the proposal/terminate the Contract Agreement without being liable in any manner whatsoever to the Entity if it determines that the Entity has directly or indirectly or through an agent, engaged in corrupt practice, fraudulent practice, coercive practice, undesirable practice, or restrictive practice in the RFP Process and during the Contract Period.
- 1.2. Furthermore, the Entity shall not be eligible to participate in any Bidding Process for any other project of the Client for a period of three (3) years from the date such Entity, as the case may be, is found by the Client to have directly or indirectly or through an agent, engaged or indulged in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice and the Entity shall be blacklisted for three (3) years
- 1.3. For the purposes of this section, the following terms shall have the meaning hereinafter respectively assigned to them:
 - 1.3.1. **“corrupt practice”** means the offering, giving, receiving, or soliciting, directly or indirectly, anything of value to influence the actions of any persons connected with the RFP Process for or on behalf of the Client;
 - 1.3.2. **“coercive practice”** means impairing or harming or threatening to impair or harm, directly or indirectly, any person or the property of that person to influence improperly the actions of a person involved in the RFP Process;
 - 1.3.3. **“collusive practice”** means an arrangement between two or more persons involved in the RFP Process designed to achieve an improper purpose, including influencing improperly the actions of another person;
 - 1.3.4. **“fraudulent practice”** means any act or omission including a misrepresentation that knowingly or recklessly misleads or attempts to mislead a person involved in the RFP Process to obtain a financial or other benefit or to avoid an obligation;
 - 1.3.5. **“obstructive practice”** means (i) deliberately destroying, falsifying, altering or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede an investigation into allegations of a corrupt, fraudulent, coercive or collusive practice; and/or threatening, harassing or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation, or (ii) acts intended to materially impede the exercise of the inspection and audit rights of the Client, or financier/s of the Project including any development partner of the financier/s.
 - 1.3.6. **“restrictive practice”** means forming a cartel or arriving at any understanding or arrangement among the Entities with the objective of restricting or manipulating a full and fair competition in the RFP Process; and

1.3.7. “**undesirable practice**” means (i) establishing contact with any person connected with or employed or engaged by the Client with the objective of canvassing, lobbying or in any manner influencing or attempting to influence the RFP Process; or (ii) having a Conflict of Interest.

1.4. Necessary action shall be taken against the Entity for any corrupt practice, fraudulent practice, coercive practice, undesirable practice, or restrictive practice, under applicable laws.

CHECKLIST OF REQUIRED FORMS

FORM	DESCRIPTION	<i>Page Limit</i>
TECH-1	As prescribed	NA
Power of Attorney	No pre-set format/form. In the case of a Joint Venture, several are required: a power of attorney for the authorized representative of each JV member, and a power of attorney for the representative of the lead member to represent all JV members	1 page
TECH-2	Entity's Information and Experience.	
TECH-2A	A. Consultant's Organization	Maximum 3 pages
TECH-2B	B. Consultant's Experience	Maximum 10 pages
TECH-3	Description of the Approach, Methodology, Data Management Plan and staffing for Performing the Assignment and comments on the ToR (if any)	Maximum 25 pages
TECH-4	Work Schedule and Planning for Deliverables	Maximum 10 pages
TECH-5	Team Composition, Key Experts Inputs, and attached Curriculum Vitae (CV)	Each CV should contain a maximum of 3 pages
FIN-1	As prescribed	NA
FIN-2	As prescribed	NA
FIN-3	As prescribed	NA
FIN-4	As prescribed	NA

All pages of the original Technical and Financial Proposal shall be initialed by the same authorized representative of the Entity who signs the Proposal

FORM TECH-I
Technical Proposal Submission Form
Dated:

To,
The Mission Director
National Health Mission
Department of Health & Family Welfare
Government of Meghalaya

Sub: Submission of Proposal for Conducting Annual Health Survey of Meghalaya

Dear Sir

1. With reference to your RFP/ no..... dated..... We, the undersigned, offer to provide the consulting services for *[Insert title of assignment]*. We are hereby submitting our Proposal, which includes this Technical Proposal and a Financial Proposal.

We hereby declare that

- (a) All the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification by the Client. This statement is made for the express purpose of appointment as the proposed partner for the aforesaid subject.
- (b) We have no conflict of interest
- (c) We shall make available to the Client any additional information it may deem necessary or require for supplementing or authenticating the Proposal.
- (d) We have not directly or indirectly or through an agent engaged or indulged in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice.
- (e) We further certify that in regard to matters relating to security and integrity of the country, we have not been charge-sheeted by any agency of the Government or convicted by a Court of Law for any offence committed by us or by any of our Associates.
- (f) A Power of Attorney in favour of the authorized signatory to sign and submit this Technical and Financial Proposal and documents is attached herewith.
- (g) We have studied the Terms of Reference and all other documents carefully.
- (h) The Technical Proposal read with the Financial Proposal shall constitute the Final Proposal which shall be binding on us.
- (i) We agree and undertake to abide by all the terms and conditions of the Contract Agreement.
- (j) Our Proposal is binding upon us and subject to any modifications resulting from the Contract negotiations

RFP for Selection of Suitable Partner for Re-designing, Constructing and Equipping 5 Health Facilities into fully functioning FRUs in Meghalaya

We understand that the Client is not bound to accept any Proposal that the Client receives.

In witness thereof, we submit this Final Proposal.

Yours faithfully,

(Signature, name, and designation of the authorized signatory)
(Name and seal of the Entity)

Date:

FORM TECH-2

A - Entity's Information

- 1) Provide here a brief description of the background and organization of your company, and – in case of a joint venture – of each member for this assignment.
- 2) Include organizational chart, a list of Board of Directors, and beneficial ownership

B - Consultant's Experience

- 1) List only previous similar assignments successfully completed in the last *[5-7]* years
- 2) List only those assignments for which the Entity was legally contracted by the Client as a company or was one of the joint venture members. Assignments completed by the Entity's individual experts working privately or through other consulting firms cannot be claimed as the relevant experience of the Entity, or that of the Entity's partners or sub-consultants, but can be claimed by the Experts themselves in their CVs. The Entity should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references if so requested by the Client

Duration	Assignment name/& brief description of main deliverables/outputs	Name of Client & Country of Assignment	Approx. Contract value (in Rs.)/ Amount paid to your firm	Role on the Assignment
{e.g., Jan.2009– Apr.2010}	{e.g., “Improvement quality of.....”: designed master plan for rationalization of; }	{e.g., Ministry of, country}	{e.g., Rs.1 mill/Rs. 0.5 mill}	{e.g., Lead partner in a JV A&B&C}
{e.g., Jan– May 2008}	{e.g., “Support to sub-national government....”: drafted secondary level regulations on.....}	{e.g., municipality of....., country}	{e.g., Rs. 0.2 mil/Rs. 0.2 mil}	{e.g., sole Consultant}

FORM TECH-3

A description of the approach, methodology and work plan for performing the assignment, including a detailed description of the proposed methodology and staffing.

DESCRIPTION OF APPROACH, METHODOLOGY, AND WORK PLAN FOR PERFORMING THE ASSIGNMENT

{Suggested structure of your Technical Proposal}

- a) **Technical Approach, Methodology, and Organization of the Consultant's team.** {Please explain your understanding of the objectives of the assignment as outlined in the Terms of Reference (TOR), the technical approach, and the methodology you would adopt for implementing the tasks to deliver the expected output(s); the degree of detail of such output; and describe the structure and composition of your team. Please do not repeat/copy the TORs in here.}
- b) **Data Management Plan and Staffing.** {Please outline the plan for the implementation of the main activities/tasks of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and tentative delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible working plan and work schedule showing the assigned tasks for each expert. A list of the final documents (including reports) to be delivered as final output(s) should be included here. The data management plan should be consistent with the Work Schedule Form.}
- c) **Comments (on the TOR and on counterpart staff and facilities)**
{Your suggestions should be concise and to the point, and incorporated in your Proposal. Please also include comments, if any, on counterpart staff and facilities to be provided by the Client. For example, administrative support, office space, local transportation, equipment, data, background reports, etc.}

FORM TECH-4
WORK SCHEDULE AND PLANNING FOR DELIVERABLES

Nº	Deliverables ¹ (D-..)	Months											
		1	2	3	4	5	6	7	8	9	n	TOTAL
D-1	Inception Report												
	Finalised survey methodology												
	Draft questionnaires & wellness score indicator list												
	Field plan & staffing plan												
	Ethical clearance plan												
D-2	Training & Pilot Completion Report												
	Training modules & completion summaries												
	Pilot dataset and analysis												
	Revised tools post-pilot												
D-3	Please refer to the ToR												

- 1 List the deliverables with the breakdown for activities required to produce them and other benchmarks such as the Client's approvals. For phased assignments, indicate the activities, delivery of reports, and benchmarks separately for each phase.
- 2 Duration of activities shall be indicated in the form of a bar chart.
3. Include a legend, if necessary, to help read the chart.

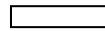
FORM TECH-5
TEAM COMPOSITION, ASSIGNMENT, AND KEY EXPERTS' INPUTS

Nº	Name	Expert's input (in person/month) per each Deliverable									Total time-input (in Months)				
		Position		D-1		D-2		D-3		D-...			Home	Field
KEY EXPERTS															
K-1	{e.g., Mr. Abbbb}	[Team Leader]	[Home] [Field]	[2 month] [0.5 m]	[1.0] [2.5]	[1.0] [0]									
K-2															
K-3															
n															
												Subtotal			
NON-KEY EXPERTS															
N-1			[Home] [Field]												
N-2															
n															
												Subtotal			
												Total			

- 1 For Key Experts, the input should be indicated individually for the same positions as required in the Terms of Reference.
- 2 Months are counted from the start of the assignment/mobilization. One (1) month equals twenty two (22) working (billable) days. One working (billable) day shall be not less than eight (8) working (billable) hours.
- 3 "Home" means work in the office in the expert's state/country of residence. "Field" work means work carried out in the Client's state/country or any other country outside the expert's country of residence.



Full time input



Part time input

CURRICULUM VITAE (CV)

Position Title and No.	{e.g., K-1, TEAM LEADER}
Name of Expert:	{Insert full name}
Date of Birth:	{day/month/year}
Country of Citizenship/Residence	

Education: {List college/university or other specialized education, giving names of educational institutions, dates attended, degree(s)/diploma(s) obtained}

Employment record relevant to the assignment: {Starting with present position, list in reverse order. Please provide dates, name of employing organization, titles of positions held, types of activities performed and location of the assignment, and contact information of previous clients and employing organization(s) who can be contacted for references. Past employment that is not relevant to the assignment does not need to be included.}

Period	Employing organization and your title/position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
[e.g., May 2005-present]	[e.g., Ministry of, advisor/consultant to... For references: Tel...../e-mail.....; Mr. Hbbbb, deputy minister]		

Membership in Professional Associations and Publications:

Language Skills (indicate only languages in which you can work): _____

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
{List all deliverables/tasks in which the Expert will be involved}	

Expert's contact information: (e-mail , phone.....)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available, as and when necessary, to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client.

{day/month/year}

Name of Expert	Signature	Date
----------------	-----------	------

{day/month/year}

Name of authorized Representative of the Entity (the same who signs the Proposal)	Signature	Date
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Financial Proposal Format

FORM FIN-I Covering Letter for Financial Proposal

(To be submitted on letterhead of the applicant)

Dated:

To,
The State Nodal Officer
State Health Systems Resource Center (SHSRC)
Department of Health & Family Welfare
Government of Meghalaya

Sub: **Submission of Proposal for** Conducting Annual Health Survey of Meghalaya

Dear Sir/Ma'am,

We, the undersigned, offer to provide the services for the above project in accordance with the Terms of Reference dated _____ our Financial Proposal [Insert "including" or "excluding"] of all indirect local taxes. The estimated amount of local indirect taxes is Rs. _____ {Insert amount in words and figures} which shall be confirmed or adjusted, if needed, during negotiations.

We understand you are not bound to accept our Proposal

We remain,

Yours sincerely,

Signature (of Entity's authorized representative) {In full and initials}:

Full name: {insert full name of authorized representative}
Title: {insert title/position of authorized representative}

Name of Firm:

Capacity: {insert the person's capacity to sign for the firm}

Address: {insert the authorized representative's address}

Phone: {insert the authorized representative's phone and fax number, if applicable}

Email: {insert the authorized representative's email address} _____

FORM FIN 2 - SUMMARY OF COSTS

Item	Cost
	In Indian Rupees (Rs.)
Cost of the Financial Proposal	
Including:	
(1) Remuneration	
(2) Reimbursables	
Total Cost of the Financial Proposal: {Should match the amount in Form FIN-1}	
Indirect Local Tax Estimates – to be discussed and finalized at the negotiations if the Contract is awarded	
Total Estimate for GST:	

FORM FIN-3 BREAKDOWN OF REMUNERATION

A. Remuneration _____					
No.	Name	Position (as in TECH-6)	Person-month Remuneration Rate	Time Input in Person/Month (from FORM TECH-3)	Total in Rs.
Key Experts					
K-1			[Home] [Field]		
K-2					
Non-Key Experts					
N-1			[Home] [Field]		
N-2					
Total Costs (Rs.)					

FORM FIN-4 BREAKDOWN OF REIMBURSABLE EXPENSES

B. Reimbursable Expenses					
Nº	Type of Reimbursable Expenses	Unit	Unit Cost	Quantity	In Indian Rupees (Rs.)
	{e.g., Per diem allowances**}	{Day}			
	{e.g., International flights}	{Ticket}			
	{e.g., In/out airport transportation}	{Trip}			
	{e.g., Communication costs between Insert place and Insert place}				
	{e.g., reproduction of reports}				
	{e.g., Office rent}				
				
	{Training of the Client's personnel – if required in TOR}				
Total Costs					

Legend:

“Per diem allowance” is paid for each night the expert is required by the Contract to be away from his/her usual place of residence. Client can set up a ceiling

TERMS OF REFERENCE
FOR
For Selection of Technical Agency to Conduct Annual Health Survey of Meghalaya

**1. State Health Systems Resource Center (SHSRC):
Purpose & Mandate**

The **State Health Systems Resource Centre (SHSRC), Meghalaya**, is the Government of Meghalaya's dedicated technical support agency for strengthening the state's health system, advancing public health reforms, and institutionalising evidence-based planning. SHSRC provides analytical, operational, and capacity-building support to the Health & Family Welfare Department and collaborates closely with district health teams, development partners, and cross-sectoral departments.

Its mandate includes:

- Strengthening data systems and analytical capacities across the state.
- Supporting the design, rollout, and evaluation of public health programs.
- Facilitating capacity-building, technical training, and systems improvement.
- Providing policy advice and technical inputs to enhance service delivery and governance.

2. Background and Rationale

The Government of Meghalaya, through SHSRC, is committed to strengthening evidence-based decision-making in the health sector. Robust, timely, and high-quality population-level data are essential to monitor the health and well-being of citizens, assess program performance, and inform future policy priorities.

While national surveys such as the **National Family Health Survey (NFHS)** and other large-scale datasets provide valuable insights, these are conducted at multi-year intervals and often lack the timeliness and district-level granularity required for local planning. Similarly, routine data systems such as the **Health Management Information System (HMIS)**, while improving, face limitations related to coverage, completeness, and validation.

To bridge this gap, SHSRC intends to commission a **comprehensive Annual Health Survey (AHS)** to be conducted across all **12 districts of the state**, focusing on indicators aligned with the **National Family Health Survey (NFHS)** and **Sustainable Development Goals (SDGs)**.

In addition, the AHS will generate the data foundation for developing a **Population Health & Wellness Score** for each district in Meghalaya. This composite score, to be assessed annually, will enable the state to shift from measuring service delivery outputs to assessing whether populations are actually becoming healthier and whether their well-being is improving.

The Population Health & Wellness Score will integrate **five key dimensions**:

1. **Individual Wellness** – prevalence and control of major risk factors such as hypertension, anaemia, diabetes, and other relevant clinical indicators.
2. **Environmental Determinants** – measures of water availability, sanitation, and other local environmental health factors.

3. **System Responsiveness** – indicators reflecting timeliness, continuity, and reliability of health services as experienced by citizens.
4. **System KPIs** – core outcome measures such as maternal mortality ratio, infant and under-five mortality, and mortality due to major NCDs.

Together, these dimensions will create a rounded and credible picture of population health and wellness in each district, promoting accountability and healthy competition among districts.

Additionally, the data collected through the AHS will serve as the foundation for developing **District Health Profiles** to track progress on priority health and development indicators and to inform district planning and resource allocation.

3. Objectives of the Assignment

The objective of this assignment is to engage a qualified third-party technical agency to design and implement an **Annual Health Survey** across all 12 districts of Meghalaya and to develop and operationalise the **Population Health & Wellness Score** framework. The specific objectives are to:

1. Generate reliable, representative, and comparable estimates for key NFHS and SDG-aligned indicators at the district level.
2. Establish a consistent baseline and trend monitoring mechanism to track annual progress across health, nutrition, livelihood, sanitation, gender, and social determinants of health.
3. Develop, validate, and report a Population Health & Wellness Score at district level, disaggregated by the five wellness dimensions.
4. Build capacity within SHSRC, line departments and district teams to use the Population Health & Wellness Score for planning, prioritisation, and course correction.
5. Support evidence-based planning and program management at the district and state level through validated and disaggregated data.

4. Scope of Work

4.1. Survey Design and Planning

- Develop a detailed survey protocol, sampling strategy, and implementation plan consistent with NFHS methodology and representativeness at the district level.
- Design survey instruments aligned with existing NFHS domains and relevant SDG indicators covering maternal and child health, nutrition, sanitation, education, and social inclusion.
- Design survey instruments covering Population Health & Wellness Score indicators.
- Obtain ethical approvals as required.
- Pilot-test the survey instruments and data collection tools.

4.2. Data Collection

- Conduct household and individual-level surveys across all 12 districts using a multi-stage stratified random sampling approach.
- Collect biometric, clinical, and environmental data needed to populate the wellness score indicators.
- Ensure inclusion of both rural and urban areas, covering key respondent categories.
- Adhere to data quality assurance protocols through field audits and weekly progress reporting.

4.3. Data Management and Analysis

- Develop a comprehensive Data Management Plan (DMP) ensuring confidentiality, secure data storage, and cloud-based data backup.
- Clean, validate, and analyze the collected data.
- Generate analytical tables for all indicators, prepare district-level datasets, and district data profiles.
- Develop algorithms and composite index methodology for computing the Population Health & Wellness Score at district level.
- Create scorecards visualising performance across districts.

4.4. Integration of the Population Health & Wellness Framework

- Operationalise the Population Health & Wellness Score as a structured output of the Annual Health Survey.
- Establish standard definitions, data sources, and computation methods for each of the five score dimensions.
- Prepare a Population Health & Wellness Score Manual describing the indicators, weights, data sources, and verification approach.
- Conduct inter-district workshops to validate the score and build consensus among key stakeholders.
- Support SHSRC in linking the wellness score to ongoing district performance reviews, rankings, and incentive frameworks.

4.5. Deliverables & Payment Mechanism

Payments to the selected entity shall be performance-based, linked to the following deliverables, timelines, and verification mechanism:

S. No.	Deliverable	Expected Output	Indicators for Payment Release	Timeline	Payment (% of Contract Value)
1.	Inception Report	Finalised survey methodology Draft questionnaires & wellness score indicator list Field plan & staffing plan Ethical clearance plan	Inception Report approved by SHSRC, based on: Sampling plan demonstrates district-level representativeness Tools aligned with NFHS & SDG indicators Population Health & Wellness Score integration plan validated	Within 4 weeks of contract signing	30%
2.	Training & Pilot	Training modules & completion	≥90% field	Within 12 weeks of	20%

	Completion Report	summaries Pilot dataset and analysis Revised tools post-pilot	investigators pass competency evaluation Pilot data quality report approved by SHSRC Final tools approved by SHSRC	contract signing	
3.	Survey Completion Report & Raw Data Submission	Household listing & data collection completed Submission of raw, uncleaned datasets Field monitoring reports	≥95% target sample achieved GPS & timestamp validation for ≥90% of interviews Biomarker & anthropometry indicators fully captured SHSRC certification of field survey completion	Within 24 weeks of contract signing	15%
4.	Cleaned & Anonymised Data Repository	Fully cleaned datasets Metadata, codebooks, and scripts Data anonymised & packaged in open formats	Dataset completeness validated Reproducibility checks passed Open-data compliant formats submitted	Within 28 weeks of contract signing	15%
5.	District Health & Wellness Profiles (12) & Final State Report	District analytical reports including scorecards Final consolidated State Report Presentation to State Leadership	Approval of District & State Reports by SHSRC Wellness Score validated	Within 32 weeks of contract signing	20%

5. Criteria for Agency Selection

SHSRC seeks an experienced technical agency with proven capability to deliver high-quality, large-scale demographic and health surveys under challenging field conditions.

5.1. Required Technical Expertise

- Demonstrated mastery of **NFHS-like survey methodologies**.
- Strong public health, epidemiology, NCDs, nutrition, and SDG indicator expertise.
- Capability in biometric, anthropometric, and environmental data collection.
- Strong CAPI data systems and data management expertise.
- Ability to work with government systems and meet reporting timelines.

5.2. Prior Experience

- Has conducted a minimum of **two** large-scale population surveys (>5,000 households) in the last 5–7 years.
- Worked with state government health departments, NHM, MoHFW, MoSPI, or development partners such as UNICEF, WHO, World Bank, or the Gates Foundation.
- Proven track record in:
 - Multi-district field management
 - Quality assurance and real-time monitoring
 - Advanced analytics, report writing, and index development

5.3. Team Structure & Expertise

The proposal must include **dedicated key personnel** with minimum qualifications, years of experience, man-day commitments, and physical presence requirements:

S. No.	Designation of Key Personnel	Minimum Qualification	Experience	Expected Man-Days & Physical Presence Requirement
1.	Team Leader	Master's in Public Health, Statistics, Demography, Social Sciences.	≥10 years leading national/state surveys.	<p>Minimum 60 days, of which at least 40 days in Meghalaya.</p> <p>Mandatory presence in Meghalaya for:</p> <ol style="list-style-type: none"> 1. Inception phase 2. Training & Pilot 3. First month of fieldwork 4. Final validation workshops

2.	Sampling & Statistics Expert	Master's in Statistics/Biostatistics/Demography.	≥7 years in large-scale survey sampling.	Minimum 30 days , with 10 days in Meghalaya . Mandatory presence in Meghalaya for: methodological workshops and sample finalisation meetings.
3.	Field Operations Manager	Graduate. Master's preferred.	≥8 years managing >100 field staff.	Minimum 90 days , with 70+ days physically in Meghalaya . Continuous in-state presence during fieldwork.
4.	Data Manager/ Systems Lead	Master's in Data Science/ Statistics/ Computer Science.	≥5 years with CAPI systems.	45 days , with 15 days on-site .
5.	Public Health/ Analytics Expert	Master's in Public Health/ Epidemiology/ Social Sciences.	≥5 years in public health data analytics.	40 days , with 15 days in Meghalaya for stakeholder consultations .

6. Governance Mechanism

To ensure results-driven management and continuous quality improvement, the following governance mechanisms will be established:

- **State Coordination Committee:** Chaired by the Principal Secretary to the Government of Meghalaya, and composed of representatives from Health & Family Welfare department, Social Welfare Department, Community & Rural Development Department, Education Department, Meghalaya State Rural Livelihoods Society (MSRLS), NHM, SHSRC, and the Regional Health & Family Training Center (RHFVTC) to provide strategic oversight and quarterly review of progress.
- **SHSRC** to facilitate day-to-day coordination, monitor data collection progress, review survey tools, sampling, and the Population Health & Wellness Score methodology, and ensure timely resolution of implementation issues.