

GOVERNMENT OF ODISHA
FINANCE DEPARTMENT

OFFICE MEMORANDUM

No. 14491 /F, dated 04/06/2026
FIN-OBFA-MISC-0003-2024

Sub: Empanelment of Consulting Agencies/Institutions to undertake Rapid Survey Based Assessment of Government schemes and activities.

Effective resource utilisation and the success of Government schemes and activities depend on timely and accurate assessment. While full-fledged third-party evaluations often take a considerable time to complete, there is a frequent need for quicker, concurrent feedback to improve program outcomes. To bridge this gap, State Government has recognized the importance of rapid survey based assessment that offer immediate feedback for informed decision-making and prompt corrective measures. Accordingly, Government in Finance Department is pleased to empanel seven (7) specialized consulting agencies and institutions, as detailed in **Annexure-I**, to undertake Rapid Survey Based Assessment of Government schemes and activities.

2. The Key Objectives and Purpose:

The primary objective of the Rapid Survey-Based Assessment is to provide a swift, evidence-based analysis of scheme performance. The findings shall serve the following purposes:

- **Immediate Action:** To provide recommendations for urgent implementation to address operational bottlenecks.
- **Mid-Course Corrections:** To offer insights for re-orienting implementation strategies to improve efficiency.
- **Policy and Planning:** To assist the Government in formulating robust policies and planning for future scheme cycles.

3. Scope of Work and Methodology:

The assessment shall cover both existing and newly launched schemes.

- **For Existing Schemes:** The assessment shall focus on scheme design, monitoring systems, and gap mapping to determine implementation effectiveness.



- **For New Schemes:** The focus shall be on initial on-ground activities, output delivery, and early beneficiary perceptions.
- **Methodology:** Consulting agencies/Institutions shall employ a mix of qualitative and quantitative methods, including desk reviews, field surveys and comprehensive data analysis and sharing of key findings of the study.

4. Roles and Responsibilities:

A. Finance Department:

- **Selection of Scheme or activities:** Schemes or activities for Rapid Survey-Based Assessment may be identified by the concerned Administrative Departments based on strategic importance, implementation requirements, emerging policy concerns, or the need for evidence-based review. Such proposals, along with appropriate justification, may be recommended to Finance Department for consideration and obtaining necessary approval of the competent authority. Finance Department may also initiate Rapid Survey-Based Assessments based on directions or guidance received from higher authorities from time to time. The concerned Budget Expenditure Branches of Finance Department shall process such proposals through the OB & FA Branch, Finance Department, which shall function as the nodal branch for the purpose.
- **Selection of Agency:** The third-party agency/institution shall be selected strictly from the approved empanelled list, based on its demonstrated capability and relevant experience for undertaking the proposed Rapid Survey-Based Assessment in accordance with the terms and conditions stipulated in this Office Memorandum for the proposed study.
- Accordingly, Finance Department shall select schemes or activities and the agencies for rapid survey-based assessment with approval of the competent authority.
- **Monitoring and Compliance:** Finance Department shall monitor the follow-up actions taken by Administrative Departments. This oversight shall focus on the practical integration of feasible study recommendations into the scheme's design or implementation framework.

B. Administrative Departments:

- Upon selection of a scheme or activity for **rapid survey based assessment**, the concerned implementing department shall act as the focal point for the execution of the assignment.



- **Project Design and Engagement:** The Administrative Departments shall design the study and define the specific survey modalities, including scope, objective, sample size, timelines, deliverables, and reporting formats in consultation with the agencies/institutions selected for the purpose.
- **Administrative Support:** They shall appoint a Nodal Officer to coordinate the study and provide the selected agency with all necessary scheme guidelines/documents and Management Information System (MIS) data. They shall facilitate field-level coordination and data collection to ensure smooth conduct of the study.
- **Monitoring and Funding:** They shall provide the necessary funding for the study, monitor progress, and formally accept the deliverables.
- **Implementation of Findings:** They shall share the study findings with the respective Budget Expenditure Branches in Finance Department and subsequently submit an Action Taken Report (ATR) demonstrating how the recommendations have been integrated into the scheme. They must provide a clear justification for any recommendations of the study report that cannot be implemented due to technical or any other administrative constraints.

C. **Consulting Agencies/Institutions:**

- The selected consulting agency/institution from the empanelled list shall be responsible for the end-to-end execution of the rapid survey based assessment in adherence to the defined scope and stipulated timelines.
- They shall assist the administrative departments in designing the study and defining the specific survey modalities, including scope, objective, sample size, timelines, deliverables, and reporting formats.
- **Quality and Ethical Standards:** The selected Agencies/Institutions must maintain required quality and ethical standards throughout the data collection and report writing processes.
- **Technical Expertise:** The agencies/institutions shall deploy a specialized and competent survey team, including a Project Manager, Domain Expert, and Data Analysis Expert as well as adequate support staff to ensure technical accuracy and quality of the assessment.
- **Accountability:** Any non-compliance with prescribed quality standards or failure to meet the agreed upon deliverables shall result in the agency being debarred from future assignments.
- **Key Deliverables:** The agencies/institutions shall submit the following deliverables to the concerned Administrative Department:




- **Inception Report:** A detailed document including the work plan, methodology, proposed survey team and sampling design.
- **Survey Tools:** Finalized questionnaires, checklists, and standardized digital data collection formats.
- **Field Execution:** Completion of field surveys and data collection as per the approved sample size.
- **Data Analysis:** Delivery of a clean dataset accompanied by summary tables and comprehensive analysis.
- **Reporting:** Submission of a Draft Report followed by a Final Report containing evidence-based, actionable recommendations.
- **Stakeholder Presentation:** A formal presentation of findings and insights to the Administrative Department and relevant stakeholders.

5. Financial Structure and Payment:

To ensure high-quality deliverables and prevent the submission of unworkable rates typical of competitive bidding, a fixed-cost payment system is hereby adopted. All payments shall be governed by the following provisions:

- **Standardized Costing Model:** Agencies shall be remunerated based on a fixed amount per assessment, determined by the total number of sample size as detailed in the standardized costing model at **Annexure-II**. All rates specified therein are inclusive of GST.
- **Fund Management:** The concerned Administrative Department shall ensure the timely release of payment to the consulting agencies/institutions so as to facilitate the smooth and uninterrupted execution of the assessment.
- **Installment-Based Payment:** Payment shall be released by the Administrative Department in installments, linked to the achievement of key deliverables. The Administrative Department shall verify the quality of each deliverable and formally accept the same prior to the release of payment. The following instalment schedule is hereby recommended.
 - **First Instalment (20%):** Upon submission of the Inception Report and finalized survey tools.
 - **Second Instalment (40%):** Upon completion of field data collection and submission of the clean dataset along with draft report.
 - **Final Instalment (40%):** Upon formal acceptance of the Final Report and successful presentation of findings to stakeholders.



- **Administrative Flexibility:** However, the concerned Administrative Department shall have the discretion to modify the instalment percentages or milestones, provided the changes are based on the specific nature, complexity, and requirements of the study. The Administrative Department must ensure that no payment is released without a formal quality review and acceptance of the respective milestone deliverables.

6. **Timelines for completion of study:**

The **Rapid Survey-Based Assessment** for any selected scheme or activity shall be completed within a maximum duration of four (4) months. The consulting agencies may adhere to the following phased schedule:

- **Weeks 1–2 (Inception & Design):** Preparation and submission of the Inception Report, finalization of survey tools, and obtaining necessary approvals from the Administrative Department.
- **Weeks 3–6 (Field Execution):** Training of field staff, conducting pilot tests, and completion of field data collection.
- **Weeks 7–10 (Data Management):** Comprehensive data cleaning, validation, and advanced statistical analysis.
- **Weeks 11–16 (Reporting & Presentation):** Submission of the Draft Report, incorporation of feedback, formal presentation to stakeholders, and submission of the Final Report.

The concerned Administrative Department shall closely monitor milestones achievements to ensure compliance with the agreed delivery schedule and shall take appropriate corrective measures in the event of any delay.

7. **Validity of Empanelment:** This empanelment shall remain valid for an initial period of 3 years from the date of issue of this Office Memorandum, which may be further extended, if required.

8. **Data Ownership and Ethics:** All survey datasets, reports and publication generated under the assignment shall remain as exclusive property of the Government. Consulting Agencies/Institutions shall adhere to ethical standards during data collection and report writing.

By order of the Governor


Principal Secretary to Government

Memo No. 14492 Dt. 04/06/2026

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Joint Secretary to Government

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Memo No. 14496 Dt. 04/06/2026

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Joint Secretary to Government

Memo No. 14497 Dt. 04/06/2026

Copy forwarded to All Officers of Finance Department/All Branches of Finance Department for information and necessary action.

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Joint Secretary to Government

Memo No. 14498 Dt. 04/06/2026

Copy forwarded to Sri Tapan Kumar Pattanaik, Sub Nodal Officer (Gazette), FID, Finance Department for uploading the OM in the Finance Department website.

MEM

Joint Secretary to Government

Annexure-I

DETAILS OF THE EMPANELLED CONSULTING AGENCIES/INSTITUTIONS TO CONDUCT RAPID SURVEY BASED ASSESSMENT OF GOVERNMENT SCHEMES AND ACTIVITIES				
Sl. No.	Name of the Consulting Agencies /Institutions	Address for communication	Name and designation of the contact official	Contact Number and Email ID
1	Odisha University of Agriculture & Technology (OUAT),	O/o the Dean (Extension), OUAT, Siripur, Unit-8, Bhubaneswar, Khordha, Odisha, 751003, Telephone Number: 0674-2397970 / 2397818	Dr Prasanjeet Mishra, Dean Extension, OUAT	Mob:9437406114 dee@ouat.ac.in
2	Utkal University	O/o the Vice Chancellor, Utkal University, Vani Vihar, Bhubaneswar-751004, Telephone Number:0674-2567700, Email: vc@utkaluniversity.ac.in	Dr. Himanshu Sekhar Rout, Department of A & A Economics, Utkal University.	Mob: 8895389346 hsrout@utkaluniversity.ac.in
3	IIT, Bhubaneswar	O/o the Director, IIT, Bhubaneswar Telephone number: 0674-7134448 / 7134449 Email:director@iitbbs.ac.in	Dr Dukhabandhu Sahoo, Associate Professor	Mob: 9348178437 dsahoo@iitbbs.ac.in
4	NISER, Bhubaneswar	O/O the Director, NISER, Bhubaneswar, P.O. Jatni, Khurda 752050, Odisha, Telephone No.0674-2494002/2494003 director@niser.ac.in	Dr. Amarendra Das, Associate Professor	Mob:9439923626 amarendra@niser.ac.in
5	XIM University, Bhubaneswar	O/o the Vice Chancellor, XIM University, Bhubaneswar vc@xim.edu.in	Prof. Sarat Kumar Jena	Mob:9800126695 saratjena@xim.edu.in
6	NABARD	NABCONS Regional Office, Address:2/1, Ankur, Nayapalli, civic Centre, P.B. No.179, Bhubaneswar, Odisha -751015	Anamika Panda, Senior Consultant / AGM	Mob:9004005571 Anamika.panda@nabard.org
7	NIT, Rourkela	O/o the Director, National Institute of Technology Rourkela, Sector 1, Rourkela, Odisha, India – 769008 director@nitrkl.ac.in	Dr. Jalandhar Pradhan, Professor and HoD	Mob:8984360073 Hod-hs@nitrkl.ac.in



Costing Models for Conducting Rapid Survey Based Assessment of Government Schemes

The study team will generally include a Project Manager, Domain Expert, Data Analysis Expert, Field supervisors and Field investigators. Costing models are proposed taking into consideration different sample size and coverage, remuneration of study team, Computer Assisted Personal Interviewing (CAPI), training of field team, travel and logistics cost, and other associated costs to conduct the rapid survey based assessments.

The following table summarizes the costing models:

Sample Size (HHs)	Total Cost (INR)
Up to 300	10,59,522
Up to 600	15,96,540
Up to 900	19,88,418
Up to 1200	22,35,156
Up to 1500	24,81,894

The details of Costing Models are given below.

Different costing models have been proposed to reduce the time required for selecting agencies. The following key aspects have been taken into consideration for determining cost models:

Key Cost Components:

- 1. Allocation of Sample Size and Coverage:** Surveys will target sample sizes ranging from 300 to 1,500 households, depending on scheme's beneficiary coverage. Resource deployment and other associated costs vary according to sample size and coverage.
- 2. Proposed Study Team:** The study team typically includes a Project Manager, Domain Expert, Data Analysis Expert, Field Supervisor, and Field Investigators.



Depending on the sample size and coverage requirement, the person-days requirement varies for all resources except Data Analysis Expert.

3. **Remuneration of the Personnel Resources:** The proposed remuneration of the resources is arrived taking into consideration of the previous contracts for the studies undertaken by various Departments under State Government, the Guideline of NITI Aayog issued regarding long term engagement of Consultants with adjustments for very short nature of the requirement and discussion with some of the agencies who have shown interest to conduct rapid survey based assessment. The proposed remuneration of the personnel resources is presented below:

Sl no	Position	years of experience	Proposed remuneration (per day in Rs.)
1	Project Manager	More than 10 years	10,000.00
2	Domain Expert	8 to 10 years	8,000.00
3	Data Analysis Expert	3 to 5 years	5,000.00
4	Field Supervisor	At least 5 years	3,000.00
5	Field Investigator	At least 3 years	2,000.00

4. **Expenses towards Travel and Logistics:** The cost of travel and logistics is derived on the basis of location of the survey site and the coverage of the proposed sample size as per the mandate of the study.
5. **Procurement of Survey Tool:** Charges towards customization of the survey application software- Kobo Toolbox and CAPI (Computer Assisted Personal Interviewing) - for the purpose of real time data collection and its analysis.
6. **Training of Field Team:** Two (2) days training of the field investigators and supervisors which includes orientation regarding survey methodologies (1 day),



pilot testing of survey tool and its revalidation (1 day). The cost for conducting the training will vary depending upon the proposed sample size and requirement of field investigators and supervisors to conduct the survey work.

7. **Organisation Expenses:** This includes administrative, infrastructure, supervision and the study management costs calculated at 23% of the total budget of personnel resources, travel and logistics, training of investigators/supervisors and CAPI.

The table below provides estimate for different Costing Models for rapid survey based assessment.



Costing Model For Rapid Survey Based Assessment

SL.No.	Personnel/Activity	Remuneration per person-day (Rs.)	Up to 300 HHs		Up to 600 HHs		Up to 900 HHs		Up to 1200 HHs		Up to 1500 HHs	
			Person Days	Total Amount (Rs.)	Person Days	Total Amount (Rs.)	Person Days	Total Amount (Rs.)	Person Days	Total Amount (Rs.)	Person Days	Total Amount (Rs.)
1	Project Manager	10000	10	100000	15	150000	18	180000	18	180000	18	180000
2	Domain Expert	8000	15	120000	20	160000	20	160000	20	160000	20	160000
3	Data Analysis Expert	5000	10	50000	10	50000	10	50000	10	50000	10	50000
4	Field Supervisor	3000	20	60000	40	120000	60	180000	60	180000	60	180000
5	Field Investigator	2000	60	120000	120	240000	180	360000	240	480000	300	600000
6	Travel / Logistics Expenses			200000		300000		350000		400000		450000
7	Kobo Toolbox/ CAPI			50000		50000		50000		50000		50000
8	Training of Field Investigators (2 days)			30000		30000		40000		40000		40000
A	Sub Total			730000		1100000		1370000		1540000		1710000
9	Organisation Expenses at an average from 20% to 25% of total amount say @23%			167900		253000		315100		354200		393300
B	Sub Total			897900		1353000		1685100		1894200		2103300
C	GST @18%			161622		243540		303318		340956		378594
D	GRAND TOTAL			1059522		1596540		1988418		2235156		2481894

