SUSTAINABLE RESOURCES FOR NATURE FOUNDATION (SRNF)

EXPRESSION OF INTEREST (EOI)

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Invitation for Selection of District-Level Implementing Agencies / Programme Organising Partners
Project Title: PROJECT UDAAN – DIGITAL LEARNING MISSION
Strengthening Government School Education through Smart Classrooms, Digital Libraries, Teacher Capacity Building and Free Medical and Engineering Entrance Examination Preparation Support.
Project Implemented By: Sustainable Resources for Nature Foundation (SRNF)
With Proposed Financial Support From: Sustainable Development Foundation (SDF)
Project Duration: 12 Months
Proposed Project States: Maharashtra, Bihar, Chhattisgarh, Jharkhand and Odisha
Total Districts: 10
Budget per District: ₹65,00,000
Total Programme Budget: ₹6,50,00,000
Earnest Money Deposit: 10% of the proposed district project value

INVITATION FOR EXPRESSION OF INTEREST

Sustainable Resources for Nature Foundation (SRNF) invites Expressions of Interest from eligible, experienced, technically competent and financially sound registered non-governmental organisations, charitable trusts, societies, Section 8 companies and other eligible not-for-profit institutions for selection as **District-Level Implementing Agencies / Programme Organising Partners** under Project UDAAN – Digital Learning Mission.

The proposed initiative will be implemented in 10 Aspirational Districts across five Indian states during a period of 12 months, subject to necessary financial sanction, administrative approvals and execution of appropriate partnership agreements.

Project UDAAN aims to improve access to quality education among children and young people from economically disadvantaged, rural, tribal and underserved communities by establishing modern digital learning facilities in government schools.

The project integrates four principal interventions:

1. Establishment and operationalisation of smart classrooms in government schools.
2. Development of digital libraries and supervised digital learning facilities.
3. Capacity building of government-school teachers in digital pedagogy, blended learning and technology-enabled assessment.
4. Provision of structured, free after-school academic preparation for economically disadvantaged students aspiring to pursue medical, engineering and other science-based higher education.

The intervention will also include student mobilisation, career guidance, parent engagement, digital literacy, monitoring, evaluation, school-level ownership and sustainability planning.

The selected implementing agencies will be responsible for district-level coordination, school identification, baseline assessments, approved infrastructure development, teacher training, student mobilisation, delivery of after-school academic support, community participation, reporting and achievement of agreed project outputs.
SRNF will act as the overall programme implementing and coordinating organisation, while Sustainable Development Foundation (SDF) is proposed to provide financial support in accordance with the applicable funding arrangement.

The EOI aims to identify organisations with demonstrated field capacity, familiarity with government education systems, experience in community mobilisation and the operational resources necessary to deliver a multidisciplinary education programme.

Organisations may apply for one or more districts. However, applicants must establish their capacity, institutional resources and operational readiness for each district separately.

Selection under this EOI shall not automatically constitute award of a contract or entitlement to project funding. Final engagement will be subject to due diligence, approval, execution of agreements and fulfilment of all prescribed conditions.

BACKGROUND AND RATIONALE

India has made substantial progress in expanding access to school education. Nevertheless, educational inequities persist in several rural, tribal and economically disadvantaged regions. Many students attending government schools in Aspirational Districts experience limited access to interactive digital learning technologies, updated reference materials, structured academic support, skilled digital educators and career guidance.

These challenges affect classroom engagement, conceptual understanding, digital literacy and access to higher-education opportunities. The limitations are particularly significant for students preparing for national and state-level medical and engineering entrance examinations. Students from financially secure households can generally access private coaching institutions, specialised faculty, digital learning subscriptions, reference books, mock tests and individual mentoring.

In contrast, students from low-income families often depend entirely on government-school teaching and freely available educational resources. As a result, talented students may be unable to compete effectively for admission to professional courses, not because of insufficient ability, but because of unequal access to educational opportunities.

Project UDAAN has been conceptualised to address these interconnected challenges through a school-based digital education and career preparation model. The project will strengthen existing government-school infrastructure rather than create parallel educational institutions. It will use school facilities during normal teaching hours for regular academic learning and, subject to permission, after school hours for competitive-examination preparation and career support. The programme will encourage the productive use of public educational infrastructure and build local capacity to sustain the facilities beyond the project period.

PROJECT GOAL

To improve equitable access to quality, technology-enabled school education and higher-education preparation among students from underserved communities in Aspirational Districts through smart classrooms, digital libraries, teacher capacity building, structured after-school academic support and sustainable school-level learning systems.

SPECIFIC PROJECT OBJECTIVES

The objectives of Project UDAAN are:

Objective 1: Digital Education Infrastructure

To establish and operationalise modern smart classrooms in selected government schools, enabling interactive and technology-supported teaching.

Objective 2: Digital Libraries

To develop accessible digital libraries providing curriculum-linked educational materials, reference resources, e-books, online and offline learning content and independent study facilities.

Objective 3: Teacher Training

To strengthen teachers' competencies in digital pedagogy, blended learning, classroom technology, content development, competency-based assessment and student engagement.

Objective 4: Educational Equity
To improve access to digital educational opportunities for students from economically disadvantaged, tribal, rural and socially marginalised households.

Objective 5: Competitive Examination Support
To provide free after-school academic preparation for meritorious and financially disadvantaged students interested in NEET, JEE Main and relevant engineering entrance examinations.

Objective 6: Career Guidance
To improve students' awareness of medical, engineering, science, technology and alternative higher-education pathways through counselling, mentoring and scholarship information.

Objective 7: Community Participation
To involve parents, School Management Committees, teachers and local education authorities in the planning, delivery and sustainability of project interventions.

Objective 8: Monitoring and Sustainability
To establish effective monitoring, quality assurance, asset management, reporting and sustainability mechanisms.

GEOGRAPHICAL COVERAGE AND DISTRICT-WISE PROJECT ALLOCATION
The project proposes implementation in two Aspirational Districts in each participating state.

Sl. No.	State	Proposed District	Schools	District Budget
1	Maharashtra	Gadchiroli	5	₹65,00,000
2	Maharashtra	Nandurbar	5	₹65,00,000
3	Bihar	Muzaffarpur	5	₹65,00,000
4	Bihar	Begusarai	5	₹65,00,000
5	Chhattisgarh	Bastar	5	₹65,00,000
6	Chhattisgarh	Kanker	5	₹65,00,000
7	Jharkhand	Gumla	5	₹65,00,000
8	Jharkhand	Sahibganj	5	₹65,00,000
9	Odisha	Koraput	5	₹65,00,000
10	Odisha	Nabarangpur	5	₹65,00,000

Note:

1. The district coverage may be modified with appropriate approval. The final list of beneficiary schools will be determined after consultation with the concerned District Education Authorities and completion of a documented needs assessment.
2. Each selected agency will ordinarily be allotted one district. SRNF may assign multiple districts to an agency where sufficient technical, financial and field capacity is demonstrated.

DISTRICT-LEVEL PROGRAMME TARGETS
Each District-Level Implementing Agency shall be responsible for the following indicative targets.

Sl. No.	Programme Component	Target per District
1	Government schools projected	5
2	Smart classrooms established	5
3	Digital libraries established	5
4	Teachers trained	50
5	Students accessing digital education	Approximately 2,000
6	Students receiving intensive after-school preparation	250
7	School-level digital learning committees	5
8	District-level baseline assessments	1 consolidated assessment
9	School digital infrastructure assessments	5
10	Career guidance and awareness sessions	At least 10
11	School-level sustainability plans	5
12	Project completion and asset handover reports	5 school reports and 1 consolidated district report

Consolidated Programme Targets

Indicator	Total Target
Aspirational Districts	10
Government schools	50
Smart classrooms	50
Digital libraries	50
Teachers trained	500
Students reached	20,000
Intensive medical/engineering preparation beneficiaries	2,500

The intensive academic support beneficiaries are a subset of the overall student population and shall not be counted as additional unique school students unless separately verified.

DETAILED SCOPE OF WORK AND PROJECT ACTIVITIES

Activity 1: District Coordination, Institutional Consultation and School Finalisation
The selected agency shall initiate programme implementation in consultation with SRNF and the concerned district authorities.

Activities and Responsibilities

1. Conduct introductory meetings with the District Collector/Deputy Commissioner, District Education Officer and other relevant stakeholders.
2. Present the programme objectives, proposed deliverables and implementation methodology.
3. Obtain necessary administrative permissions and school-level consent.
4. Identify eligible government secondary and higher secondary schools.
5. Conduct preliminary school-mapping exercises.
6. Review enrolment, educational disadvantages and existing ICT facilities.
7. Assess electricity, internet, furniture, building security and available learning spaces.
8. Identify schools capable of operating after-school learning sessions.
9. Give preference to schools serving rural, tribal and economically disadvantaged communities.
10. Consult School Management Committees and school leadership.
11. Prepare school-wise baseline profiles.
12. Submit the proposed list of five schools to SRNF for approval.
13. Prepare signed school-readiness and implementation plans.

Deliverables

- District consultation report;
- Five verified school profiles;
- School readiness assessment;
- Signed school participation and consent documentation;
- Baseline infrastructure photographs;
- Proposed school-level implementation schedule; and
- Approved list of beneficiary schools.

No capital expenditure should be incurred on a school before completion of the required approvals.

Activity 2: Establishment of Smart Classrooms
Each agency shall establish five functional smart classrooms in the selected district.

Minimum Functional Requirements
Each smart classroom shall include an approved combination of:

- Interactive smart display or flat panel;
- Computing system;
- Audio output system;

- Microphone, where required;
- Digital learning and presentation software;
- Teacher interface and control system;
- Offline/online curriculum-linked content;
- Secure network connectivity;
- Power backup;
- Electrical safety systems;
- Suitable classroom furniture and fixtures;
- Cable management;
- Basic equipment security;
- Installation and commissioning;
- User manuals; and
- Warranty and technical support.

A 65-inch or larger interactive panel may be adopted as the planning benchmark, subject to room dimensions, technical specifications and approved procurement rates.

Implementation Activities

1. Conduct technical site surveys.
2. Prepare school-wise infrastructure requirements.
3. Obtain approval of technical specifications.
4. Finalise procurement through the prescribed competitive procedure.
5. Arrange transportation and safe storage.
6. Undertake approved electrical and minor site-readiness work.
7. Install interactive display systems and associated devices.
8. Load approved digital educational content.
9. Conduct electrical, functional and connectivity tests.
10. Orient nominated teachers in classroom operation.
11. Demonstrate teaching applications.
12. Create equipment inventories and asset registers.
13. Obtain school-level installation acceptance certificates.
14. Provide technical support throughout the agreed project period.

Expected Outputs

Five functioning smart classrooms per district, supported by trained teachers and documented usage arrangements.

Activity 3: Establishment of Digital Libraries

The agency shall establish five digital libraries to provide students with access to quality educational resources.

Proposed Facilities

Each library may include:

- Student desktop or thin-client computers;
- Shared digital learning devices;
- Offline educational content storage;
- Secure local network;
- Digital library software;
- Educational e-books;
- NCERT and State Board reference materials;
- Science and mathematics resources;
- Virtual laboratory content;
- Learning videos;
- Career information resources;
- Entrance-examination practice materials;

- Headphones and peripherals;
- Computer furniture;
- Electrical and internet facilities; and
- Secure storage arrangements.

Detailed Activities

1. Identify and assess suitable library rooms.
2. Determine student seating and device requirements.
3. Prepare the digital library layout.
4. Procure approved equipment and learning resources.
5. Install computers, networking systems and software.
6. Load offline curriculum-linked learning content.
7. Establish digital library usage registers.
8. Prepare library operating schedules.
9. Nominate school digital library coordinators.
10. Orient staff on device management and cyber safety.
11. Establish procedures for regular student access.
12. Support students in basic digital literacy and independent learning.
13. Provide technical troubleshooting and maintenance.
14. Monitor library usage and resource accessibility.

Expected Outputs

Five operational digital libraries per district offering supervised access to students and teachers.

Activity 4: Digital Literacy Development for Students

The implementing agency shall introduce practical digital literacy activities within participating schools.

Proposed Training Areas

- Introduction to computers and operating systems;
- Use of keyboards, mouse and basic interfaces;
- Digital documents and productivity tools;
- Internet navigation;
- Online information search;
- Use of government educational platforms;
- Online and offline learning resources;
- Digital communication;
- Introduction to online assessments;
- Cyber safety;
- Password protection;
- Recognition of misleading online information;
- Responsible use of digital devices; and
- Digital citizenship.

Delivery Method

The agency shall arrange supervised practical sessions using the established library and classroom facilities. The programme shall accommodate students with varying levels of prior exposure to digital devices.

Deliverables

- Digital literacy lesson plans;
- Session registers;
- Student participation records;
- Practical exercises;
- Basic pre- and post-assessment results; and

- School-wise digital literacy progress reports.

Activity 5: Teacher Training and Capacity Building
The selected agency shall facilitate structured training for 50 teachers in each district.

Training Structure
Initial Training: Five days of structured induction training per teacher.
Follow-Up: Practical mentoring, peer-learning activities and refresher support during implementation.
Module 1: Digital Pedagogy
Introduction to technology-enabled classroom teaching and effective integration of digital tools.
Module 2: Smart Classroom Operation
Operation of interactive displays, computing systems, annotation tools and classroom presentation applications.
Module 3: Blended Learning
Integration of conventional classroom teaching with online and offline digital educational resources.
Module 4: Digital Content Development
Development of presentations, worksheets, quizzes, digital notes and interactive academic materials.
Module 5: Subject-Specific Digital Teaching
Application of digital methods to mathematics, science, social science and language instruction.
Module 6: Competency-Based Assessment
Use of digital assessment tools, quizzes, student-performance records and differentiated instruction.
Module 7: Inclusive Digital Education
Adapting instruction for students with different learning needs, disadvantaged backgrounds and limited digital familiarity.
Module 8: Digital Safety and Ethics
Responsible technology usage, child protection, safe internet practices and student-data confidentiality.
Module 9: Digital Library Management
Support for electronic resources, student access systems and guided digital study.
Module 10: Classroom Mentoring and Sustainability
Practical classroom observation, troubleshooting, maintenance coordination and long-term teacher support.

Agency Responsibilities
- Prepare the training calendar;
- Engage qualified trainers;
- Develop teaching and training materials;
- Coordinate teacher nominations;
- Conduct training;
- Assess participants;
- Provide attendance and training reports;
- Conduct demonstration lessons;
- Facilitate refresher sessions; and
- Document training outcomes.

Expected Outputs
Fifty trained teachers in each district, with evidence of improved familiarity and practical use of digital educational technologies.

Activity 6: Student Mobilisation, Identification and Enrolment
The agency shall conduct structured outreach to ensure that eligible students benefit from the programme.

Activities

1. Organise school awareness sessions.
2. Conduct parent orientation meetings.
3. Inform students about available digital education facilities.
4. Identify students requiring additional academic support.
5. Promote the participation of girls and disadvantaged communities.
6. Identify students interested in medical and engineering careers.
7. Facilitate student applications.
8. Conduct academic interest and baseline assessments.
9. Verify economic vulnerability through approved documentation.
10. Prepare merit-cum-means beneficiary lists.
11. Obtain parental consent for after-school participation.
12. Establish attendance and follow-up systems.
13. Maintain a waiting list for eligible students.
14. Provide induction and counselling.

Priority Beneficiaries

Special consideration will be given to:

- Students from low-income households;
- Scheduled Tribe and Scheduled Caste students;
- Students from socially disadvantaged communities;
- Girls and first-generation learners;
- Students from remote and tribal habitations;
- Students with disabilities who require reasonable accommodation;
- Children from single-parent households; and
- Students unable to afford commercial coaching.

All selection procedures shall be transparent, non-discriminatory and documented.

Activity 7: Free After-School Medical and Engineering Entrance Examination Preparation

Each district agency shall facilitate structured preparation support for approximately 250 economically disadvantaged students.

Programme Purpose

To assist eligible students in developing stronger scientific concepts, examination readiness, problem-solving abilities and awareness of professional education opportunities.

Academic Streams

A. Foundation Stream — Classes IX and X

The foundation programme shall focus on:

- Mathematics fundamentals;
- Basic physics;
- Chemistry foundations;
- Biology foundations;
- Analytical reasoning;
- Problem-solving;
- Scientific aptitude;
- Learning strategies; and
- Awareness of higher-education pathways.

B. Medical Preparation Stream

The medical preparation programme shall provide academic guidance in:

- Physics;
- Chemistry;
- Biology;

- NCERT-based conceptual preparation;
- Topic-wise practice;
- Previous examination questions;
- Objective-type assessments;
- Time management; and
- NEET examination awareness.

C. Engineering Preparation Stream

The engineering preparation programme shall focus on:

- Physics;
- Chemistry;
- Mathematics;
- Problem-solving;
- Numerical applications;
- Concept-based questions;
- Previous-year examination practice;
- Mock examinations; and
- JEE Main and relevant state engineering entrance examination guidance.

Academic Delivery Methodology

The selected agency shall arrange an approved blended programme incorporating:

1. Recorded expert lectures;
2. Live online sessions where feasible;
3. Qualified local academic facilitators;
4. Printed and digital practice materials;
5. Structured self-study;
6. Regular subject-wise assignments;
7. Weekly doubt-clearing sessions;
8. Periodic mock examinations;
9. Analysis of individual performance;
10. Group mentoring;
11. Academic improvement planning;
12. Parent interaction;
13. Examination calendar guidance; and
14. Scholarship and college application information.

Indicative Academic Timetable

After-school support should ordinarily be scheduled for two hours per session, up to five days a week, with flexibility for weekends, examinations, school holidays, connectivity and student safety.

The precise timetable and number of sessions will be approved through a district academic plan and must be compatible with the ₹65 lakh allocation.

Programme Conditions

- Coaching and academic support shall be free for approved beneficiaries.
- No compulsory paid subscription shall be imposed on students.
- No agency shall make guaranteed admission claims.
- Students shall not be required to purchase expensive books or personal devices.
- All sessions involving minors shall comply with applicable safeguarding requirements.
- Examination registration fees are not automatically included unless expressly provided under the approved support budget.

Expected Outputs

Two hundred and fifty students per district receiving structured academic and career-preparation assistance.

Activity 8: Career Guidance, Counselling and Mentorship
The implementing agency shall establish a career guidance mechanism in participating schools.

Scope
- Career-awareness workshops;
- Higher-education pathways;
- Medical and engineering courses;
- Polytechnic and diploma education;
- Science and technology careers;
- Government college admissions;
- Entrance examination eligibility;
- Scholarship schemes;
- Financial-aid information;
- Career aptitude and interest mapping;
- Mentorship by professionals;
- Interaction with medical and engineering students;
- Application guidance;
- Parent counselling; and
- Career-planning support for girls and disadvantaged students.

The agency shall conduct at least 10 career-guidance sessions per district and maintain participant and activity records.

Activity 9: Community Engagement and School Ownership
The agency shall facilitate regular interaction with parents, teachers, community institutions and School Management Committees.

Activities
- Community orientation meetings;
- Parent–teacher interaction;
- Digital education awareness;
- Promotion of girls' participation;
- Encouragement of student attendance;
- Awareness about cyber safety;
- Identification of barriers affecting participation;
- Mobilisation of local mentors;
- School-level digital education committee meetings;
- Preparation of facility usage schedules; and
- Local sustainability planning.

Activity 10: Monitoring, Evaluation, Documentation and Reporting
The implementing agency shall establish systematic monitoring arrangements.
Monitoring Requirements
- Baseline assessment;
- School infrastructure reports;
- Geo-tagged asset documentation where permissible;
- Monthly activity reporting;
- Smart classroom usage reports;
- Digital library usage records;
- Teacher-training attendance and assessments;
- Student enrolment and attendance records;
- Academic test results;
- Coaching participation reports;

- Financial expenditure records;
- Asset registers;
- Technical maintenance records;
- Safeguarding incident reporting;
- Parent and student feedback;
- Quarterly progress reviews;
- Endline assessment; and
- Final completion documentation.

Periodic Reporting
The selected agency shall submit:
Monthly: Physical progress, activity completion, student participation, financial expenditure and key issues.
Quarterly: Consolidated programme performance, academic progress, implementation challenges and corrective actions.
At Completion: Final technical report, financial statement, asset verification, beneficiary achievements, school acceptance documentation and sustainability plans.

Activity 11: Sustainability and Handover
The agency shall prepare and implement a sustainability plan for all project schools.
Activities shall include:
- Nomination and training of school ICT coordinators;
- Preparation of equipment maintenance manuals;
- Warranty documentation;
- Preventive-maintenance schedules;
- Transfer of digital content access;
- Preparation of recurring connectivity plans;
- School-level management committee orientation;
- Asset-register reconciliation;
- Secure transfer of project records;
- Final technical inspection; and
- Signed handover certificates.

All project assets shall be held, managed and transferred in accordance with the approved project agreement and applicable government requirements.

8. IMPLEMENTATION PERIOD AND WORK PLAN
The proposed district project duration is 12 months from the effective date of the implementation agreement.

Month	Major Activities	Key Deliverables
Month 1	District consultation, school mapping, initial approvals, baseline assessment, staffing	Inception report and school shortlist
Month 2	School finalisation, technical assessments, specifications, procurement planning	Approved school list and technical plan
Month 3	Procurement, site readiness, outreach and teacher training preparation	Procurement and site progress report
Month 4	Smart classroom installation, digital library setup, teacher induction	Initial commissioned facilities
Month 5	Complete remaining installations, teacher training, student screening	Five facilities per category and enrolment records
Month 6	Digital teaching, library use, after-school coaching and digital literacy	Operational facilities and first academic report
Month 7	Regular coaching, career sessions, mentoring and assessments	Monthly academic progress report

Month 8	Teacher refresher support, student mock tests and field reviews	Teacher follow-up and test analysis
Month 9	Academic support, parent engagement and facility monitoring	Quarterly performance and corrective-action report
Month 10	Academic reinforcement, career support and sustainability planning	School sustainability draft plans
Month 11	Learning assessments, teacher mentoring, maintenance checks	Endline preparations and asset review
Month 12	Endline evaluation, audit, completion reporting and handover	Final completion and handover package

The after-school support programme shall commence as early as practicable after school approval, teacher orientation and establishment of safe learning facilities.

9. IMPLEMENTATION RESPONSIBILITIES

9.1 Responsibilities of SRNF

SRNF shall:

- Serve as the overall programme implementation and coordination agency;
- Finalise district agency selection;
- Approve district implementation plans;
- Coordinate the overall programme framework;
- Supervise technical and financial compliance;
- Establish common reporting formats;
- Review deliverables and milestones;
- Coordinate with the proposed financial supporting organisation;
- Undertake programme monitoring and quality assurance;
- Facilitate periodic review meetings;
- Approve corrective actions;
- Verify completed project outputs; and
- Ensure programme closure and reporting.

9.2 Role of Sustainable Development Foundation

SDF is proposed to provide financial support for the programme, subject to formal approval and a separate funding arrangement.

Its role may include:

- Review and approval of the overall programme budget;
- Financial oversight;
- Disbursement of approved project funds through the agreed mechanism;
- Review of physical and financial reports;
- Monitoring and audit support;
- Assessment of programme outcomes; and
- Oversight of financial accountability and sustainability.

No applicant should presume that SDF has issued an unconditional funding commitment solely because its name appears in this EOI.

9.3 Responsibilities of the Selected District Agency

Each selected agency shall:

- Maintain a functional district office or field coordination arrangement;
- Deploy competent personnel;
- Obtain necessary local permissions;
- Facilitate school selection and baseline verification;
- Execute approved project activities;
- Maintain coordination with education authorities;
- Ensure quality procurement and installation;

- Conduct teacher training;
- Organise student mobilisation;
- Facilitate free after-school academic support;
- Maintain beneficiary records;
- Provide safeguarding arrangements;
- Monitor project implementation;
- Submit reports and expenditure records;
- Facilitate verification and audit;
- Ensure proper maintenance and asset security; and
- Complete handover procedures.

The agency shall not transfer or subcontract its core implementation responsibilities without prior written approval from SRNF.

10. HUMAN RESOURCE REQUIREMENTS

The selected agency shall demonstrate access to the following minimum functions, whether through approved dedicated staff, shared personnel or contracted specialists.

Position / Function	Indicative Requirement	Responsibility
District Project Coordinator	1	Overall district coordination and implementation
Digital Education / ICT Facilitator	1 shared or dedicated	Equipment usage, content and technical support
Academic & Teacher Training Resource Person	As required	Teacher training and academic quality
Community Mobiliser / Field Facilitator	As required	Student mobilisation and community coordination
Subject Mentors / Coaching Facilitators	Approved part-time/shared arrangement	After-school academic support
Finance & Documentation Support	Shared or part-time	Financial reporting, documentation and compliance
Technical Service Provider	Service contract	Installation and maintenance

The agency may propose a cost-effective staffing model. All staffing expenditures must remain within the approved district budget.

11. ELIGIBILITY CRITERIA FOR APPLICANTS

Applications shall be invited from eligible institutions capable of undertaking education and community-development projects.

11.1 Legal Eligibility

The applicant should ordinarily be:

- A registered charitable trust;
- A registered society;
- A Section 8 company; or
- Another legally eligible not-for-profit institution.

The applicant must possess a valid legal registration certificate and organisational PAN.

11.2 Institutional Experience

The applicant should preferably have:

- At least three years of relevant operational experience;
- Experience in government-school education or digital education;
- Experience in teacher training, community mobilisation or youth development;
- Experience implementing institutional or CSR-funded programmes;
- Demonstrated ability to work with public authorities; and
- Documented completion of comparable projects.

11.3 Financial Capacity
Applicants should submit:

- Audited financial statements for the last three completed financial years;
- Income-tax returns or acknowledgements, where applicable;
- Details of major ongoing grants and projects;
- A statement of financial capacity;
- Details of any material pending financial liabilities; and
- Bank account confirmation in the organisation's registered name.

For a proposed ₹65 lakh district project, agencies with average annual receipts of at least ₹30 lakh over the past three completed financial years may be given preference. This proposed screening benchmark should be approved by SRNF before publication.

Smaller grassroots organisations with strong district experience may be considered through consortium or partner arrangements where expressly approved.

11.4 Local Presence
Preference will be given to organisations having:

- Registered or operational presence in the proposed state;
- Experience in the applied district;
- Local-language capability;
- Familiarity with district administration;
- Access to qualified local staff; and
- Established relationships with government schools and communities.

11.5 Statutory and Regulatory Compliance
Applicants should provide applicable registrations and declarations, including:

- PAN;
- 12AB/12A registration, where applicable;
- 80G registration, where applicable;
- CSR-1 acknowledgement, where relevant to the funding structure;
- GST registration, where applicable;
- Labour and statutory compliance documents, where applicable; and
- Declaration of compliance with relevant legal requirements.

11.6 Integrity Requirements
Applicants must declare that they:

- Have not submitted false or fabricated documentation;
- Have disclosed material litigation and regulatory proceedings;
- Have not been barred from participation in relevant government or institutional procurements;
- Have no undisclosed conflict of interest; and
- Will comply with the approved procurement, financial and safeguarding procedures.

Any material misrepresentation may result in disqualification or contractual action.

12. APPLICATION PACKAGE AND REQUIRED DOCUMENTS
Interested applicants shall submit a complete application package containing:

Sl. No.	Required Document
1	Signed application letter
2	Completed EOI Application Form — Annexure I
3	Organisation registration certificate
4	PAN card of the applicant institution
5	Applicable 12A/12AB, 80G and CSR-1 documents

6 Governing Board / Trustees / Directors list
7 Organisation profile and relevant experience
8 Audited financial statements for three completed financial years
9 Income-tax returns or acknowledgements, where applicable
10 Copies of relevant project agreements or work orders
11 Project completion or satisfactory-performance certificates
12 Proposed district implementation strategy
13 Detailed 12-month district implementation calendar
14 Proposed staffing structure and key personnel CVs
15 District-specific technical proposal
16 Financial proposal consistent with the prescribed ceiling
17 Child safeguarding and data protection declaration
18 No-blacklisting and conflict-of-interest declaration
19 EMD instrument or proof of authorised deposit
20 Board resolution or authority letter for the signatory
21 Organisational bank confirmation
22 Any additional documentary evidence of technical capacity

Incomplete or unsigned applications may be rejected.

13. EARNEST MONEY DEPOSIT (EMD)

13.1 EMD Amount

An EMD equivalent to 10% of the proposed district project value is prescribed under this draft EOI.

Particulars	**Amount**
Project value per district	₹65,00,000
EMD percentage	10%
EMD per district	**₹6,50,000**

For applications covering multiple districts, the aggregate EMD shall ordinarily be calculated at ₹6,50,000 per district unless SRNF issues an approved alternative arrangement.

13.2 Purpose

The EMD is intended to support the seriousness of applications and compliance with the published selection process.

It is not an application fee, grant contribution, donation or payment for obtaining a project award.

13.3 Acceptable Instruments

Subject to approval of the final EOI terms, SRNF may permit:

- Refundable bank transfer to a verified institutional bank account;
- Bank guarantee from a scheduled commercial bank; or
- Another formally approved refundable security instrument.

Cash, transfers to personal accounts and payments to unverified third-party intermediaries shall not be accepted.

13.4 Validity

Any bank guarantee must remain valid for the published EOI validity period and an additional claim period prescribed in the final EOI.

13.5 Refund of EMD

The following proposed framework shall apply:

- All EMD will be done by NEFT/RTGS (BG/OD/CHEQUE/CASH WILL NOT BE PERMISSABLE)
- EMD of unsuccessful applicants will ordinarily be refunded or guarantees released within 45 working days after formal publication of the final selection result.

- EMD of the selected applicant will be refunded or the guarantee released within 15 working days after execution of the agreement and completion of any separately approved performance-security requirement.
- If the EOI is withdrawn or cancelled before award, all eligible EMDs will be refunded or released within 65 working days of the cancellation notice.
- No interest shall be payable on cash EMD unless expressly required by applicable law or prescribed in the final terms.

EMD Payment, Retention, Refund and Forfeiture Conditions

1. Mandatory Submission of EMD
All applicant organisations participating in the EOI selection process shall be required to deposit an refundable Earnest Money Deposit (EMD) equivalent to 10% of the proposed district project cost along with their application.

The EMD shall serve as a financial commitment towards the applicant's participation in the selection process and, in the case of selected agencies, fulfilment of contractual and implementation obligations.

Applications received without the prescribed EMD or valid proof of payment shall not be considered for technical evaluation, unless specifically exempted by SRNF through a written notification.

2. Refund of EMD to Unsuccessful Applicants
Organisations that participate in the EOI process but are not selected for project implementation shall be eligible for a full refund of their EMD.
The EMD shall be refunded within 45 calendar days from the date of receipt of the applicant's complete application, including the prescribed EMD, irrespective of the completion date of the overall selection process.
The refund shall be made through electronic bank transfer to the verified bank account of the applicant organisation, without any deduction or interest, except where a lawful deduction is applicable.

3. Refund Where SRNF Fails to Release the Project Advance
Following selection, SRNF shall execute a formal implementation agreement with the selected agency specifying the sanctioned project budget, approved activities, implementation schedule, advance amount, payment milestones, reporting obligations and conditions for commencement.

If SRNF fails to release the agreed initial project advance within the period stipulated in the signed agreement, and the selected agency is consequently unable to commence activities, the agency shall be entitled to a full refund of its EMD within 30 calendar days from the expiry of the agreed advance-release deadline.

No EMD forfeiture shall be imposed on the agency solely because the project could not commence due to SRNF's failure to release the agreed advance.

4. Refund After Successful Project Implementation
For selected agencies that receive the agreed project advance and commence implementation, the EMD shall ordinarily be retained by SRNF throughout the implementation period as performance security.
The EMD shall be refunded following successful completion of the 12-month project, subject to:

1. Completion of all approved project activities and deliverables.
2. Submission and acceptance of the final project completion report.
3. Submission of required financial statements, utilisation certificates and supporting expenditure documentation.

4. Verification of project assets, beneficiary records and implementation outputs.
5. Completion of monitoring, evaluation and financial reconciliation.
6. Resolution of any documented outstanding contractual obligations.
7. Issuance of a project completion and performance acceptance certificate by SRNF.

The EMD shall be refunded within 30 calendar days after formal acceptance of successful project completion and settlement of contractual obligations.

5. EMD Forfeiture

SRNF may initiate partial or full forfeiture of the EMD only in cases of established material contractual default, including fraudulent documentation, deliberate misappropriation of project funds, unjustified abandonment of the programme or material non-performance not remedied within the contractual cure period.

Before any forfeiture, SRNF shall issue a written notice specifying the alleged default and provide the agency an opportunity to respond and rectify the matter within 15 calendar days, where rectification is possible.

Any forfeiture must be proportionate, supported by documentary evidence and consistent with the signed agreement and applicable Indian law. Unforeseeable events, force majeure and delays attributable to SRNF shall not automatically constitute grounds for forfeiture.

6. EMD Refund Summary

Applicant Status	**EMD Refund Condition**	**Refund Timeline**
Not selected	Full EMD refundable	Within 45 calendar days from receipt of the complete application and EMD
Selected, but SRNF fails to release the agreed project advance	Full EMD refundable	Within 30 calendar days after expiry of the agreed advance-release deadline
Selected and project successfully completed	Full EMD refundable after completion acceptance and settlement	Within 30 calendar days after formal completion acceptance
Selected agency commits a material contractual default	Possible partial or full forfeiture, subject to notice, verification and applicable law	As determined under the signed agreement

7. EMD Payment and Refund Administration

All EMD payments shall be made only through the officially designated bank account notified by Sustainable Resources for Nature Foundation. Payments to personal accounts, field representatives or unauthorised third parties shall not be accepted.

Applicants must submit the transaction reference number, payment acknowledgement, bank account details, cancelled cheque and other prescribed documents to facilitate verification and eventual refund.

SRNF shall maintain an EMD register showing the applicant's name, district applied for, amount received, date of receipt, transaction reference, selection status, refund due date and date of actual refund.

No interest shall be payable on the EMD during the retention period.

BANKING DETAILS FOR EMD

Name of the Account Holder:	Sustainable Resources for Nature Foundation
Account Number:	2502252365190596 (Current A/c)
Bank:	AU Small Finance Bank
Branch:	Palam Vihar Gurgaon
IFSC Code:	AUBL0002523

13.6 Forfeiture

EMD may be subject to forfeiture, in whole or in part as expressly authorised by the final EOI terms and applicable law, for material misrepresentation, submission of forged documents or unjustified refusal by the selected agency to execute the approved agreement within the specified period.
Forfeiture shall require a documented decision, written notice and an opportunity for the affected applicant to respond.

Mandatory safeguard: SRNF shall publish complete verified beneficiary bank details, the approved security-instrument format and the refund/grievance contact before inviting or collecting EMD. Applicants should independently verify the published payment instructions. No EMD should be solicited until these details and the legal terms have been finalised.

14. EVALUATION AND SELECTION PROCESS

Applications will be evaluated through a transparent multi-stage process.

Stage 1: Administrative Scrutiny

SRNF will verify:

- Timely receipt of application;
- Completeness of required documents;
- Legal registration;
- Signatory authority;
- EMD compliance;
- Required declarations; and
- Eligibility criteria.

Incomplete or materially non-compliant applications may be rejected.

Stage 2: Technical Evaluation

Technically eligible applicants shall be evaluated on the following criteria.

Evaluation Parameter	**Maximum Marks**
Relevant experience in school education and digital learning	20
District presence and experience with government authorities	15
Technical implementation methodology	20
Teacher training and academic support capability	15
Institutional staffing and management systems	10
Financial capacity and past project performance	10
Monitoring, safeguarding and sustainability approach	10
Total	**100**

Applicants scoring at least 70 marks may be shortlisted for online presentation, subject to due diligence and competition.

Stage 3: Online Technical Presentation

Shortlisted agencies will be invited to deliver an online presentation before the SRNF Selection Committee.

The presentation shall ordinarily cover:

1. Organisation background and field experience;
2. Proposed district and school coverage;
3. Digital education infrastructure methodology;
4. Smart classroom technical configuration;
5. Digital library model;
6. Teacher training strategy;
7. After-school NEET/JEE preparation model;
8. Student selection and inclusion approach;
9. Staffing and local coordination capacity;
10. Detailed activity calendar;
11. District budget and financial management;
12. Monitoring and evaluation framework;
13. Key risks and mitigation; and
14. Sustainability and handover arrangements.

Presentation Format

- Maximum 20 minutes of presentation;
- Up to 15 minutes of committee questions;
- PowerPoint or equivalent slide presentation;
- Attendance of the authorised signatory or project lead;
- Additional technical experts where necessary.

The Committee may seek clarifications, additional documents or evidence of previous project performance.

Stage 4: Presentation Assessment

Presentation Criterion	**Marks**
Clarity and feasibility of implementation methodology	25
Technical knowledge of smart classrooms and digital libraries	20
Teacher training and after-school academic support design	20
District operational readiness and staffing	15
Financial feasibility, accountability and risk management	10
Sustainability and expected learning outcomes	10
Total	**100**

Stage 5: Final Ranking

The proposed final combined score shall be:

- Written technical evaluation: 70%;
- Online presentation: 30%.

Only technically acceptable, financially compliant proposals within the approved budget ceiling will be considered for selection.

Stage 6: Due Diligence and Award

Before final award, SRNF may:

- Verify submitted credentials;
- Contact project references;
- Review financial statements;
- Verify district-office capacity;
- Validate selected staff credentials;
- Confirm statutory compliance;
- Verify safeguarding systems; and
- Seek supporting documentation.

Final selection shall be communicated through a written Letter of Selection, followed by an agreement.

No agency shall commence implementation or incur reimbursable expenditure before written authorisation.

15. FINANCIAL PROPOSAL AND BUDGET CONDITIONS

The maximum indicative district-level project budget is ₹65,00,000.

Applicants shall submit:

1. A detailed itemised district budget;
2. Equipment specifications and rates;
3. Proposed staffing and academic-delivery costs;
4. Teacher-training budget;
5. Coaching support budget;
6. Activity-wise implementation expenditure;
7. Taxes and statutory costs, where applicable;
8. Technical maintenance and connectivity costs;
9. Monitoring and reporting costs; and
10. Cost assumptions and justification.

The prescribed budget is an upper ceiling, not an assured advance payment.

The selected agency must execute the approved scope within the sanctioned financial envelope.

All expenditure must be supported by appropriate procurement, accounting, payment and verification records.

Any significant deviation from approved budget heads shall require prior written approval.

16. PROPOSED FUND RELEASE MECHANISM

Fund release shall be based on the executed agreement, availability of approved funds, verified progress and submission of required reports.

An indicative milestone structure is proposed below.

Instalment	**Percentage**	**Amount per District**	**Proposed Milestone**
First	25%	₹16,25,000	Agreement execution, approved work plan and inception requirements
Second	30%	₹19,50,000	Approved procurement and verified installation/site-readiness milestones
Third	25%	₹16,25,000	Operational facilities, teacher training, student enrolment and academic delivery
Fourth	15%	₹9,75,000	Verified programme delivery and satisfactory monitoring reports
Final	5%	₹3,25,000	Completion, financial reconciliation, verification and handover
Total	**100%**	**₹65,00,000**	

The final agreement shall specify whether payments are advances, reimbursements or milestone-based instalments, including adjustment and recovery conditions.

Release of any instalment shall not be automatic. The agency must fulfil the agreed reporting and verification requirements.

17. PROCUREMENT, QUALITY ASSURANCE AND ASSET OWNERSHIP

All equipment must meet approved technical specifications and be acquired through transparent procurement.

The selected agency shall not purchase obsolete, refurbished or materially inferior equipment unless specifically authorised.

Minimum procurement controls shall include:

- Approved bills of quantities;
- Technical specification review;
- Comparative quotations or tendering, as prescribed;
- Disclosure of related-party relationships;

- Quality inspection;
- Serial number recording;
- Supplier warranty documentation;
- Installation certification;
- Asset tagging;
- Delivery challans and tax invoices;
- School acceptance certificates; and
- Post-installation maintenance provisions.

SRNF may independently inspect any equipment or completed installation.
Asset ownership, custody, insurance, warranty rights, permitted use and eventual handover must be expressly defined in the project agreement.

18. SAFEGUARDING, ETHICS AND DATA PROTECTION

Selected agencies shall maintain appropriate child protection and data security practices.
Mandatory requirements include:

- Written parental consent where required;
- Safe after-school schedules;
- Staff identity verification;
- Appropriate supervision of minors;
- Protection against discrimination and harassment;
- Safe digital content;
- Restricted access to student information;
- Secure use and storage of beneficiary data;
- Grievance-reporting procedures;
- Respect for privacy and dignity;
- Appropriate accommodation for students with disabilities; and
- Compliance with applicable education and child protection laws.

Failure to maintain child-safeguarding standards may constitute grounds for suspension or termination.

19. EXPECTED PROJECT OUTCOMES

The programme is expected to achieve:

1. Increased access to digital and interactive learning;
2. Greater availability of educational reference resources;
3. Improved teacher confidence and digital teaching competence;
4. Increased student participation in technology-enabled learning;
5. Improved basic digital literacy among participating students;
6. Increased academic guidance for poor medical and engineering aspirants;
7. Better awareness of scholarships and professional education;
8. Greater inclusion of tribal, rural, low-income and first-generation learners;
9. Improved use of existing government-school facilities;
10. Stronger school-level technology management; and
11. Sustainable institutional arrangements for digital education.

Actual examination success, admissions and learning gains shall be documented as measured outcomes rather than represented as guaranteed results.

20. GENERAL TERMS AND CONDITIONS

1. SRNF reserves the right to accept or reject applications in accordance with the published evaluation procedure.
2. Issuance of this EOI does not constitute a funding commitment or contract award.
3. Applicants shall bear their own costs of preparing and submitting proposals.
4. Providing false information may result in disqualification or contractual action.
5. Selected agencies shall comply with approved project guidelines.
6. District allocations may be modified before award through a formal amendment.

7. Implementation shall commence only after execution of the agreement and issuance of written instructions.
8. SRNF may inspect implementation records, facilities and financial documentation.
9. Agencies shall maintain complete accounting records.
10. Project funds shall be used exclusively for approved activities.
11. Programme activities shall not be used for political campaigning, religious proselytization or unrelated commercial promotion.
12. Confidential programme information shall not be disclosed without authorisation.
13. All public communication and branding shall require applicable approvals.
14. Significant programme changes shall be approved in writing.
15. Disputes shall be addressed through the agreed contractual grievance and dispute-resolution process.
16. Any changes to the EOI shall be communicated through an official corrigendum made available to all applicants.
17. The applicable law, dispute venue, termination provisions and detailed contractual remedies shall be specified in the final agreement.
18. No individual or intermediary is authorised to promise selection in exchange for money or other benefits.
19. SRNF shall not be obligated to appoint an agency in every district if suitable applications are not received.
20. Selection shall remain conditional upon final programme approval and availability of the proposed funding.

21. EOI SCHEDULE

Particulars	**Date / Details**
EOI Publication	11 November 2026
Application Start Date	11 November 2026
Last Date for Submission	23 November 2026
Submission Closing Time	5:00 PM IST
Preliminary Scrutiny	After application deadline
Online Technical Presentation	To be communicated to shortlisted applicants
Final Selection	Following evaluation and due diligence
Agreement Execution	Following approval and selection
Implementation Commencement	As stated in the agreement
Project Duration	12 months

SRNF shall notify shortlisted organisations of their presentation date, time, online meeting platform and instructions through the verified official communication channel.

22. APPLICATION SUBMISSION PROCEDURE

Applications shall be submitted electronically in PDF format through the official submission email or online application portal notified by SRNF.

Official EOI Submission Email / Portal: To: srnfindia@gmail.com, cc:hr@sdftrust.org

Suggested Email Subject:

EOI Application – Project UDAAN – District Name – State Name – Applicant Organisation

Submission Note: Only applications received through the officially notified email or online portal, accompanied by all mandatory documentation and valid EMD compliance, shall be considered. Applications received after 5:00 PM IST on 23 November 2026, or submitted through unauthorised channels, may be rejected.

Clarification Contact: Bighnaraj Behera, CEO, Contact No: 7303803439, 9777969060

Issued By

Authorised Signatory
Sustainable Resources for Nature Foundation (SRNF)
Annexure A: Detailed district-level project budget

The following is the standard indicative budget for implementation in one Aspirational District, covering five schools over 12 months. The same budget ceiling applies to each of the 10 proposed districts. All estimates are planning provisions, not verified vendor quotations. Unit rates, taxes, specifications and costs must be validated before award.

5 schools · 50 teachers · 2,000 students · 250 aspirants

Sl.	Budget component	Quantity / Basis	Amount (₹)
A	**Smart Classroom Establishment**		
1	Interactive digital panels with approved integrated features	5 × ₹2,40,000	12,00,000
2	Teacher computing systems and audio-video accessories	5 × ₹80,000	4,00,000
3	Digital teaching content, installation, configuration and commissioning	5 × ₹60,000	3,00,000
4	UPS, classroom fixtures, training accessories and basic equipment security	5 × ₹60,000	3,00,000
	Subtotal A		**22,00,000**
B	**Digital Library Development**		
5	Student computers/thin-client workstations and peripherals	5 × ₹1,80,000	9,00,000
6	Offline content storage, network equipment and digital resources	5 × ₹80,000	4,00,000
7	Library furniture, secure cabinets and installation	5 × ₹60,000	3,00,000
	Subtotal B		**16,00,000**
C	**Site Readiness and Electrical Support**		
8	Electrical safety, minor room preparation, cabling and related site works	5 × ₹80,000	4,00,000
	Subtotal C		**4,00,000**
D	**Teacher Training**		
9	Induction, materials, trainer costs, assessment and follow-up mentoring	50 × ₹8,000	4,00,000
	Subtotal D		**4,00,000**
E	**After-School Academic Preparation**		
10	Shared expert faculty, digital coaching content, local mentoring, mock tests and doubt-clearing	5 centres × ₹1,80,000	9,00,000
	Subtotal E		**9,00,000**
F	**Student Learning Support**		
11	Printed learning kits, practice materials and academic support	250 × ₹1,000	2,50,000
	Subtotal F		**2,50,000**
G	**Project Operations**		
12	District coordination, field travel, documentation and administrative staffing	Lump sum	3,00,000
13	Baseline, monitoring, evaluations and outcome documentation	Lump sum	1,50,000
14	Connectivity, routine technical support and maintenance provision	Lump sum	1,50,000
15	Awareness, enrolment, community mobilisation and career guidance	Lump sum	50,000
16	Financial audit, accounts verification and asset reporting	Lump sum	50,000
17	Contingency for approved unforeseen expenditure	Lump sum	1,00,000

	Subtotal G		**8,00,000**
	TOTAL PROJECT COST PER DISTRICT		**65,00,000**

Annexure B: EOI application form

ANNEXURE I

APPLICATION FORM FOR DISTRICT-LEVEL IMPLEMENTING AGENCY

Project: UDAAN – Digital Learning Mission

EOI Reference: SRNF/EOI/EDU/2026-27/001

A. Organisation Details

Particulars	**Information to be Filled**
Name of applicant organisation	
Nature of registration	
Registration number and date	
Registered office address	
State and district of registered office	
PAN	
12A/12AB registration details	
80G registration details	
CSR-1 registration details, if applicable	
GST number, if applicable	
Organisation website	
Official email address	
Contact number	
Name of authorised signatory	
Designation	
Years of operational experience	
Proposed state and district	
Number of districts applied for	

B. Relevant Experience

Project Name Location Funding Agency Value (₹) Duration Key Outputs

C. Financial Capacity

Financial Year	**Total Receipts (₹)**	**Total Expenditure (₹)**	**Audit Completed**
FY 2023–24			
FY 2024–25			
FY 2025–26			

Where FY 2025–26 accounts have not yet been audited, the applicant shall identify that fact and submit the latest available audited accounts and relevant provisional statements.

D. Proposed District Technical Plan

The applicant shall attach a district-specific technical plan containing:

1. District education context and proposed coverage.
2. School identification and selection methodology.
3. Proposed smart classroom configuration.
4. Digital library design and student access arrangements.
5. Teacher training modules and delivery calendar.
6. Digital literacy activities.
7. Medical and engineering preparation programme.
8. Student identification and screening methodology.
9. Academic monitoring and mock-test strategy.

10. Career counselling and parent engagement.
11. Human resources and technical partners.
12. Twelve-month implementation schedule.
13. Risk-management and safeguarding plan.
14. Monitoring, evaluation and reporting arrangements.
15. Sustainability and handover plan.
16. Detailed project budget.

E. EMD Declaration

Proposed District: _____
Proposed Project Value: ₹65,00,000
EMD Percentage: 10%
EMD Amount: ₹6,50,000
Instrument / Transaction Reference: _____
Date: _____
Issuing Bank / Institution: _____
The applicant confirms that the EMD is submitted in accordance with the officially published EOI conditions.

F. Applicant Declaration

We hereby declare that the information and documents submitted with this application are true and complete to the best of our knowledge.

We have reviewed the project scope, district-level targets, implementation responsibilities, financial ceiling, EMD conditions and evaluation process.

We understand that submission of this EOI does not guarantee selection or release of project funds.
If selected, we undertake to comply with the approved implementation agreement, quality standards, financial procedures, child-safeguarding requirements and reporting obligations.

Name of Organisation: _____
Name of Authorised Signatory: _____
Designation: _____
Signature: _____
Official Seal: _____
Date: _____