

**EXPRESSION OF INTEREST
FOR
SELECTION
OF
AGENCY/ INSTITUTE
FOR
EVALUATION OF CAPACITY BUILDING & TRAINING (CB&T)
OF
ELECTED REPRESENTATIVES [ERs] & FUNCTIONARIES
OF
THREE-TIER PANCHAYATS IN WEST BENGAL
UNDER REVAMPED RGSA**

**Society for Training & Research
on
Panchayats & Rural Development
(STARPARD)
Department of Panchayats & Rural Development
Government of West Bengal**



Invitation to Expression of Interest (EOI)

The Society for Training & Research on Panchayats & Rural Development (STARPARD) under the Department of Panchayats and Rural Development, Government of West Bengal is inviting **EXPRESSION OF INTEREST FOR SELECTION OF AGENCY/ INSTITUTE FOR EVALUATION OF CAPACITY BUILDING & TRAINING (CB&T) OF ELECTED REPRESENTATIVES [ERs] & FUNCTIONARIES OF THREE-TIER PANCHAYATS IN WEST BENGAL UNDER REVAMPED RGSA** from willing consultancy firms

Please go through the attached EOI bid document along with Bidder Pre-qualification Criteria for getting shortlisted for Request for Proposal (RFP)

The details of the EOI are given below:

1. EOI No. : No. . EOI / 003 /STARPARD Date 30.06.2025

2. Description of services: **EXPRESSION OF INTEREST FOR SELECTION OF AGENCY/ INSTITUTE FOR EVALUATION OF CAPACITY BUILDING & TRAINING (CB&T) OF ELECTED REPRESENTATIVES [ERs] & FUNCTIONARIES OF THREE-TIER PANCHAYATS IN WEST BENGAL UNDER REVAMPED RGSA**

3. Publication Date & Time for Submission of EOI: 02.07.2025 (Wednesday) at 3 pm

4. Closing Date & Time for Submission of EOI: 11. 07.2025 (Friday) at 3 pm

5. Date & Time of opening of EOI : 14.07.2025 (Monday) at 3 pm

6. Correspondence details: The Member Secretary, STARPARD &
Joint Secretary to the Government of West Bengal
Department of Panchayats & Rural Development
Block: DD, Plot No. 18/9, Sector-I, Bidhannagar, Kolkata.
West Bengal. Pin Code 700064.

STARPARD Helpdesk e-mail id: starpard.procurement@gmail.com
Bid no. & title to be mentioned in the subject of the email.
Phone no. (033) 2985 0203/ 2359 2930
from 10.30 am to 5 pm from Monday to Friday [except: Govt.Holidays]



No. EOI / 003 / STARPARD

Date 30.06 .2025

Expression of Interest (EOI)

Subject: EXPRESSION OF INTEREST FOR SELECTION OF AGENCY/ INSTITUTE FOR EVALUATION OF CAPACITY BUILDING & TRAINING (CB&T) OF ELECTED REPRESENTATIVES [ERs] & FUNCTIONARIES OF THREE-TIER PANCHAYATS IN WEST BENGAL UNDER REVAMPED RGSA

Reference: Finance Department (Audit Branch) Government of West Bengal Memo No. 8385-F(Y) dated 22.11.2013

- A) **BACKGROUND:-** The Society for Training & Research on Panchayats & Rural Development (STARPARD) under the Department of Panchayat and Rural Development (P&RD), Government of West Bengal was set up in 1997-98 with its Registration No. S/86755 of 1997-98, registered under West Bengal Societies Registration Act, 1961 (Act No. XXVI of 1961) with a set of objectives related to training & research on Panchayats & Rural Development. Presently the registered office of the restructured STARPARD is the Department of Panchayats & Rural Development, Government of West Bengal, Joint Administrative Building, HC-7 (6th to 10th Floors), Sector-III, Bidhannagar, Kolkata-700106. Administrative Office & Work Office of STARPARD is located at Mrityika Bhaban, Block DD, Plot: 18/9, Sector-I, Bidhannagar, Kolkata: 700064.
- B) STARPARD, being a registered society, needs to engage **AGENCY/ INSTITUTE FOR EVALUATION OF CAPACITY BUILDING & TRAINING (CB&T) OF ELECTED REPRESENTATIVES [ERs] & FUNCTIONARIES OF THREE-TIER PANCHAYATS IN WEST BENGAL UNDER REVAMPED RGSA**
- C) **INVITATION OF BIDS:-** STARPARD invites EXPRESSION OF INTEREST FOR SELECTION OF AGENCY/ INSTITUTE FOR EVALUATION OF CAPACITY BUILDING & TRAINING (CB&T) OF ELECTED REPRESENTATIVES [ERs] & FUNCTIONARIES OF THREE-TIER PANCHAYATS IN WEST BENGAL UNDER REVAMPED RGSA

This selection shall adopt a two-stage procedure through <https://wbenders.gov.in/> in Combined Quality cum Cost Based System [CQCCBS]

EOI shall be received from the willing BIDDER within seven days, excluding the day on which the Invitation has been floated.

2 Stage Procedure:

- I. Willing Consulting firms shall submit their EOI and subsequent shortlisting of such firms on the basis of



meeting of requirement in EOI.

- II. Those short-listed firms will be invited to submit a Request for Proposal [RFP] mentioning the technical and financial proposals.

The bidder shall be selected based on their technical and financial bids in Combined Quality cum Cost Based System (CQCCBS).

D) Purpose of the External Evaluation of CAPACITY BUILDING & TRAINING [CB&T] under revamped RGSA :

The **primary purpose** of the External Evaluation of CAPACITY BUILDING & TRAINING (CB&T) under revamped RGSA is to identify the key learning outcomes and the intensity of the learning among the learners of the training programmes arranged under Revamped RGSA for three-tier Panchayats particularly the Gram Panchayat with the purpose of better functioning of Panchayats and improved service delivery to the citizens by Panchayats in West Bengal.

The **major objectives** of the External Evaluation of CAPACITY BUILDING & TRAINING [CB&T] under revamped RGSA are to look systematically at the elements of success and failure in the training intervention under Revamped RGSA, to know as objectively as possible the relevance, effectiveness, and impact of training initiatives and to learn how to plan better for the future.

E) SCOPE OF WORK :

The Bidder will work closely with the STARPARD Headquarters and DP&RDOs of all the districts. The persons engaged by the Bidder will interact or consult with different stakeholders involved in the training process.

Major scope of work will include –

- I. Persons engaged in the evaluation process will visit all the districts for the assessment process and attend at least two training sessions at the district level/block level in each district.
- II. Persons engaged in the evaluation process will visit at least five Gram Panchayats, two Panchayat Samitis & Zilla Parishad in each district and interact or consult with the learners of different categories (Pradhans & Upa-Pradhans, Sanchalaks, General Members, etc.) who have attended training programs during last two years (2023-24 & 2024 - 25) and also in the FY 2025 - 26.
- III. Persons engaged in the evaluation process will interact or consult with the Trainers in all the districts.
- IV. Training infrastructure, training designs, training materials, transaction process, methodology, transfer of knowledge in training, retention of knowledge among the learners, and utility of the acquired knowledge in the overall functioning of Panchayats will be taken into consideration in the evaluation process.

As we all know that despite the benefits of well-targeted training, other organizational factors are also very important for better functioning of the Panchayats. It is essential to draw a clear distinction between causes and symptoms. The gap between actual and desired levels of knowledge & skills in a specific Gram Panchayat is a symptom that may have multiple and varied causes. So all these factors must be captured during stakeholder consultation.



F) Expected Outputs and Deliverables :

The key output for the Bidder will be –

- I. The Bidder will share the detailed plan of action with STARPARD before initiating the process.
- II. The Bidder will develop separate interview schedule for each category.
- III. The Bidder will share the draft interview schedule for each category with STARPARD before finalization.
- IV. The Bidder will submit a detailed Report of the Evaluation of Capacity Building & Training (CB&T) with recommendations for further improvement in training intervention under Revamped RGSA.
- V. The Bidder will report to the Member Secretary, STARPARD.
- VI. A detailed presentation of their findings will be made and recommendations will be shared in a state-level seminar. The plan for the seminar will be made in consultation with the Member-Secretary, STARPARD.
- VII. Audio-video documentation film (in vernacular language & English sub-titles) of not more five (05) minutes covering the entire process.

G) Time Frame for the Training Impact Assessment :

The assignment will be for a maximum period of total 120 days from the Date of the Letter of Award. The Bidder will complete their preparatory work in first 30th days, complete their field level study in next 31st to 90th days and prepare report in next 91st to 120th days. The entire process will be completed in 120 days from the Date of the Letter of Award. Final Report shall be submitted within 120 days of the date of issue of the Letter of Award.

Time Frame	Assignment
First 30 th Days	The Bidder will complete their preparatory work.
Next 31 st to 90 th Days	Complete Field level study and data collection.
Next 91 st to 120 th Days:	Situational analysis and preparation of report.

H) Competency and Expertise of the BIDDER:

The following set of competencies will form the basis for selection of the BIDDER -

1. In-depth knowledge on the three-tier Panchayat System in West Bengal
2. In-depth knowledge on both participatory and traditional training process.
3. Ability to complete the assignment within the prescribed time frame.
4. Persons to be deployed by the BIDDER must have good command in writing & communication skill both in Bengali and English.
5. Ability to arrange all kinds of logistical arrangements at their own for the entire assessment process.



I) **Base Price of this EOI – RFP : ₹5,00,000/- only inclusive of all Taxes & Charges**

J) **Payment Terms:**

Milestone	Payment %
Successful and satisfactory Completion of field-level study	50 %
Successful and satisfactory Completion of field-level study and data collection in all Districts	
Submission and Acceptance of Final Report with the fulfillment of all terms and conditions of EOI - RFP	50%

K) **BIDDER PRE-QUALIFICATION CRITERIA FOR REQUEST FOR PROPOSAL:**

The Bidder applying for Eoi must qualify for the following conditions:

1. The Bidder may be a
 - I. Government Undertaking /
 - II. Registered Company /
 - III. Registered Trust /
 - IV. Registered Society/
 - V. Registered Non-Government Organization /
 - VI. Registered Consultancy Firm/
 - VII. Academic Institute/
 - VIII. Management Institute/
 - IX. University
2. The Bidder must be established at least five years back from the date of advertisement.
3. The Bidder must have a minimum of three years experience in Evaluation study or Evaluation (for third party).
4. Experience with completed or ongoing Evaluation assignments for Panchayats & Rural Development (P&RD)/ CAPACITY BUILDING & TRAINING (CB&T) Sector.
5. Experience of Evaluation in projects funded by Central/ State Government.
6. The financial status of the Bidder turnover) must be at least ₹50 lakh and more annually to be supported by audit report of CA.
7. Team Composition with Professionals engaged for evaluation work
 - (a) For Supervisor, Data Analysis, Leading Role: Team Composition with Professionals engaged for evaluation work with minimum qualification of Master degree such as M.Sc., M.A., M.Com., M.S.W, or an equivalent degree that is recognized by the UGC or AICTE.
 - (b) For Field Works, Enumerators, and Others: At least a Graduation degree or an equivalent degree that is recognized by the UGC or AICTE

8. The Bidder must submit GST Return file of the last F.Y. i.e. 2024-25



Agencies would be evaluated based on certain parameters including, experience in conducting similar studies, and experience of project professionals in evaluation studies, etc. as per the evaluation matrix in Table A – Table E and placed on the official letterhead of Bidder with proper seal & signature.

(1) Details of the Bidder :

Evaluation Matrix :

Table A (Produce the document on Bidder's official letterhead)

FORMAT FOR APPLICATION FOR SHORTLISTING OF BIDDERS AGENCIES / INSTITUTES

Sl. No.	Required Document	
(1)	(2)	(3)
a.	Name of the Bidder	
b.	I. Registration No. with Date	
	II. PAN	
	III. GST No.	
	IV. Last Year Income Tax Return (FY: 2024-25) with audited Balance Sheet	
c.	Address with PIN Code & Landmark	
d.	E-Mail ID :	
e.	Phone Number:	
	Mobile:	
	Website (If Available):	

[Relevant supportive documents have to be attached]

(2) Relevant Present Project / Work in hand with the BIDDER:

Table B Relevant project /work undertaken during last three years: (Produce the document on Bidder's official letterhead)

Sl. No.	Name of the Project / Work	Nature of work or Major Activities involved in Project	Period From- To	Team composition & total members involved	Project Cost ₹ in Lakh
(a)	(b)	(c)	(d)	(e)	(f)
1					



2					
...					

[Relevant supportive documents have to be attached]

(3) Relevant project /work undertaken during last three years (2022-23, 2023-24, 2024-25):

Table C: (Produce the document on Bidder's official letterhead)

Sl. No.	Name of Project / Work	Nature of work or major activities involved in project	Period From- To	Team composition & total members involved	Cost of the Project / work Rs. In Lakh	Remarks (If Any)
1						
2						
...						

[Relevant supportive documents / credential certificates/project completion certificates have to be attached]

(4) Annual turnover for last three years

Table D: (Produce the document on Bidder's official letterhead)

Sl. No.	Financial Year	Amount ₹ In Lakh
(a)	(b)	(c)
1	2022-23	
2	2023-24	
3	2024-25	

[Relevant supportive documents have to be attached]

Table E: (Produce the document on Bidder's Official Letter head)

Certificate

It is certified that:

- The information given above is TRUE to the best of my knowledge. As a Bidder My/Our Agency / institute shall stand liable for any information given above which is later found to be FALSE.

Society for Training & Research on Panchayats & Rural Development (STARPARD)

PANCHAYATS & RURAL DEVELOPMENT DEPARTMENT

GOVERNMENT OF WEST BENGAL

Mrittika Bhaban, 8th Floor, DD 18/9, Sector-I, Bidhannagar, Kolkata – 700 064

E-mail: starpardstate@gmail.com / starpardtraining@gmail.com

☎ : 033 – 2985 0203 / 2359 2930



2. Our agency/ institute is interested to undertake the evaluation study as may be required by STARPARD under P&RD Department, Government of West Bengal and I/ We am/ are willing to undertake such study subject to terms and conditions mentioned hereinabove.

3. I am competent to sign this Certificate.

Place:

Signature

Date:

Name:

Designation:

Seal of the BIDDER

Bidders (Consulting Firms) will be shortlisted subject to the submission of the above-mentioned documents in order to qualify for Request For Proposal (RFP).

L) PROCEDURE FOR SUBMISSION OF REQUEST FOR PROPOSAL FROM THE SHORTLISTED FIRMS BASED ON PRE-QUALIFICATION CRITERIA (E):

The Bidders who have satisfactorily submitted the mandatory documents as mentioned in I above shall be considered to submit **Request For Proposal** (RFP) for both technical and financial evaluation.

EOI shall be evaluated both in terms of 'Quality' as well as 'Cost' offered by the bidder i.e. Combined Quality cum Cost Based Selection (CQCCBS) methodology. The weightage for the 'Quality' is 70 (seventy) and the weightage for the 'Cost' is 30 (thirty).

M) INSTRUCTIONS TO THE BIDDERS

I. EOI shall be submitted through the Government of West Bengal e-procurement portal <https://wbenders.gov.in>

The bidder which intends to undertake the job for the proposed study should fulfil the eligibility criteria as specified in the document.

(a) The bidder will confirm in writing to the effect that the terms and conditions contained in this document are acceptable to it herein.

(b) The bidder will have to enter into a contract specifying the terms and conditions with the STARPARD

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before the work order issued by the later.

- (c) If STARPARD is not satisfied with the progress of the study or considers that, the terms and conditions etc. are being violated, it reserves the right to terminate the empanelment/ contract with immediate effect and also take such other action as it deems fit.
 - (d) The bidder shall make suitable arrangements for the confidentiality and preservation of the data, such as filled in schedule tabulation or working sheets, manuscript reports etc. relating to the evaluation Study in digital format, and make it available to STARPARD.
 - (e) The organization shall not publish; disseminate any part / data / the report in any form without a prior written permission of the member-Secretary, STARPARD.
 - (f) Ten copies of the final Evaluation Report have to be supplied to the STARPARD along with a soft copy in Pen drive.
- II. The bidder shall be responsible for all costs associated with the preparation of this proposal, if any regardless of the conduct or outcome of the bidding process.
 - iii. No partner of the Bidder or any qualified employee of the firm is related to any member of the Governing Body or any of the senior management (as applicable) of STARPARD. Relative would mean husband, wife, brother, sister, or any lineal ascendant or descendant
 - iv. Neither the Bidder nor Associates have any interest in the business of STARPARD nor they have conducted any form of activities of STARPARD for F.Y. 2025-26
 - v. In case of any dispute, whatsoever in connection with EOI, the decision of the Member Secretary, STARPARD shall be final and binding.
 - vi. Bidders should ensure that EOI is delivered within the scheduled date, time, and place as per the instructions given at above. EOI submitted after due date shall not be considered. If the date of opening of the EOI happens to be a holiday, the EOI shall be opened on the next working day.
 - vii. The proposal submitted by the bidder should be valid for acceptance for a period of ninety (90) days from the opening date of EOI. In exceptional circumstances prior to expiry of original EOI validity period, STARPARD may extend the period of validity for a specified additional period.
 - viii. STARPARD may seek clarifications on the EOI submitted by the bidders.
 - ix. The Technical Proposals should accompany supporting documents as per eligibility criteria. The Member Secretary, STARPARD has the right to ask for detail documents to clarify the uploaded scanned copies at any point of time. In case of failure to meet the eligibility criteria further evaluation of the bid shall not be done.

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- x Information related to examination, evaluation, comparison, and recommendation shall not be disclosed to bidders or any other persons not officially concerned with the process, until completion of the whole process.
- xi. Bid shall remain valid for a period of not less than 90 days from the date of Submission of bid, or any extensions thereof as specified by STARPARD from time to time.
- xii. Notwithstanding anything stated above, the Member Secretary, STARPARD reserves the right to cancel the engagement of bidder if it deems fit and necessary without assigning any reasons thereof.
- xiii. Credentials submitted by bidders will invariably be verified from the competent authority through formal/ informal ways. If faulty credentials are found at any point of time- before or after Letter of Award, appropriate action in terms of blacklisting/ prohibition of proceeding shall be initiated by the bid inviting authority.
- xiv Time extension on completion of work will not be given in ordinary circumstances. Only the Member Secretary, STARPARD can determine an extraordinary circumstance which may extend the timeline
- xv. **INDEMNIFICATION:** The Bidder shall indemnify the department against any action or proceedings brought against the department by act of commission/ omission or negligence on its part or on the part of its employees/ agents, in the performance of the services under the contract. The Bidder shall be liable for any of its or its employees/ bidder actions that are detrimental to the interest of the department and the quantum of damages for the same will be decided by the department and will be final and binding on the Bidder. The Bidder shall also indemnify the department in respect of any third party claim in respect of any Intellectual Property Rights (IPR) violations alleged or raised on account of the services rendered by the BIDDER to the department.
- xvi The bidders should fill the annexure, enclose necessary documents as mentioned in the bid document and upload in <https://wbenders.gov.in> within the mentioned time & date. Tender application and relevant document(s) received from any bidder after the due date & time shall not be considered.
- xvii. **CORRIGENDUM:** At any time prior to the deadline for submission of bids, Member Secretary, STARPARD may, for any reason, whether at its own initiative or in response to a clarification requested by a prospective bidder, modify the bid documents by corrigendum/amendments.
- xviii. All such amendment will be notified in the online departmental portal <https://prd.wb.gov.in> and <https://wbenders.gov.in>
Such corrigendum issued in the website and online portal will be binding on the bidder. The bidders are requested to regularly visit the above portal/ website for any amendment/ corrigendum.
- xix. All such amendments/corrigendum shall form part of bid documents. Member Secretary, STARPARD shall bear no responsibility or liability arising out of non-receipt of the above in time by the Bidders.



xx.. In order to allow prospective bidders reasonable time in which to take the corrigendum into account in preparing their bids, Member Secretary, STARPARD, at her own discretion, may extend the deadline for the submission and opening of bids.

xxi. Limitation of Liability:

xxi.1.1. Subject to clause xxi.1.2, the total aggregate liability of Bidder arising out of or in connection with this EOI – RFP process and any subsequent contract awarded pursuant to it, whether in Letter of Award. Contract, tort (including negligence), breach of statutory duty, or otherwise, shall be limited to

xxi.1.2. Notwithstanding clause xxi.1.1, the following liabilities shall not be limited or excluded:

- a. Liability for death or personal injury caused by negligence;
- b. Liability for fraud or fraudulent misrepresentation;
- c. Liability for gross negligence or willful misconduct;
- d. Liability for breach of confidentiality obligations;
- e. Any other liability which cannot be excluded or limited under applicable Indian law.

xxi.1.3. In no event shall either party be liable for any indirect, incidental, consequential, special, or punitive damages, including but not limited to loss of profits, loss of business, or loss of opportunity, even if advised of the possibility of such damages.

xxi.1.4. The limitations and exclusions in this clause shall survive the termination or expiry of this tender process and any subsequent contract awarded pursuant to it.

xxi.1.5. The Bidder acknowledges that the limitations of liability set forth in this clause are reasonable and reflect a fair allocation of risk between the parties, taking into account the nature of the tender and the potential liabilities involved.

xxi.1.6. Any claims brought by the tendering authority, must be brought within one year of the event that gave rise to the claim.

xxi.1.7. In the case of government tenders, the bidder agrees to abide by all relevant government regulations, guidelines, and directives concerning the limitation of liability. If any contradictions exist between this clause and government regulations, the regulations will prevail.

xxii. Protection of Intellectual Property

Intellectual Property Rights (IPR):



- (i) To respect each other's Intellectual Property
- (ii) All the information, data, reports, etc. collected by the awarded Bidder will be the joint property of STARPARD & the awarded Bidder.
- (iii) Ensure the confidentiality of such Intellectual Property of the other within their respective organizations.

xxiii. Governing Laws

This contract should be governed by and interpreted by the Arbitration clause in accordance with Laws in force in India. The courts at Kolkata shall have exclusive jurisdiction in all matters arising under the contract. The selected Bidder shall keep himself fully informed of all current national, state and municipal law and ordinances. The selected Bidder shall at their own expense, obtain all necessary permits and license and pay all fees and taxes required by law. These will be selected Bidder's entire obligation regarding any claim of infringement. The selected Bidder hereto agrees that it shall comply with all applicable union, state and local laws, ordinances, regulations and codes in performing its obligations hereunder, including the procurement of licenses, permits certificates and payment of taxes where required. The selected Bidder shall establish and maintain all proper records STARPARD (particularly, but without limitation, accounting records) required by any law, code/practice of corporate policy applicable to it from time to time including records and returns as applicable under labor legislation

xxiv. Termination For Default

STARPARD may without prejudice to any other remedy or right of claim for breach of contract by giving not less than 30 days written notice of default sent to the elected Bidder, terminate the order in whole or in part. If the elected Bidder materially fails to render any or all the services within the time period specified in the contract or any extension thereof granted by STARPARD in writing and fails to remedy its failure within a period of thirty days after receipt of default notice from STARPARD. If the project (delivery, commissioning as well as warranty maintenance support is not carried out according to specification due to deficiency in service as per terms of the contract. In such case, STARPARD will invoke the amount held back from the elected Bidder as EMD.

xxv BANKRUPTCY

If the selected Bidder becomes bankrupt or have a receiving order made against him or compound with his creditors or being a corporation commence to be wound up, not being a voluntary winding up for the purpose only or amalgamation or reconstruction, or carries on their business under a receiver for the benefit of their creditors or any of them, STARPARD shall be at liberty to terminate the engagement forthwith without any notice in writing to the selected Bidder or to the liquidator or receiver or to any person in whom the selected Bidder may become vested and without any compensation to give such liquidator or receiver or other person



the option of carrying out the engagement subject to their providing a guarantee for the due and faithful performance of the engagement up to an amount to be determined by STARPARD.

xxvi. Neither Member Secretary, STARPARD nor any employees will be responsible for any type of server/ system related error(s) of <https://wbtenders.gov.in>.

xxvii. In case of any day, meant for this tender, appears to be an unscheduled holiday, the next working day will be treated as a scheduled/ prescribed day for the same purpose.

xxviii. Bidder should maintain the norms & regulations of <https://wbtenders.gov.in>

xxvix. All the disputes are subject to Kolkata jurisdiction only.

xxx. The Member Secretary, STARPARD reserves to accept or, reject any/ all applications without assigning any reasons thereof.

xxxi. At any time prior to the deadline for submission of EOI, Member Secretary, STARPARD may, for any reason, add/ alter/ delete/ modify any part of this bid document by issuing addenda.

N) CLARIFICATIONS :

Bidder requiring any clarification regarding the EOI may seek clarifications on a query in writing/ electronically from O/o the STARPARD within three days of publication of this invitation.

Contact details:

STARPARD Helpdesk e-mail id: starpard.procurement@gmail.com Eoi no. & title to be mentioned in the subject of the email.

Phone no. (033) 2985 0203/ 2359 2930 from 10.30 am to 5 pm from Monday to Friday [except Govt. Holidays]

Member Secretary, STARPARD &
Joint Secretary to the Govt. of West Bengal
Panchayats & Rural Development Department

Member Secretary, STARPARD
&
Joint Secretary
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Government of West Bengal