MAHAPREIT

Mahatma Phule Renewable Energy & Infrastructure Technology Limited

(A Government of Maharashtra Undertaking, subsidiary of MPBCDC)

EXPRESSION OF INTEREST (EOI)

Selection of a Project Management Consultant (PMC) for Identification, Development and Implementation of New Business Avenues and Institutional Processes for Primary Agricultural Cooperative Societies (PACS) in Maharashtra, in line with the Model Bye-Laws and the Multi-State Cooperative Societies (Amendment) Act, 2023 of the Government of India

EOI Reference No.: MAHAPREIT/PACS-PMC/2026-27

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Issued by

Mahatma Phule Renewable Energy & Infrastructure Technology Limited (MAHAPREIT)

Registered & Corporate Office: 501, Pinnacle Corporate Park next to Trade Centre, BKC Bandra, Mumbai, Maharashtra – Pin Code:400051.

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Disclaimer

This Expression of Interest (EOI) document is issued by Mahatma Phule Renewable Energy & Infrastructure Technology Limited (“MAHAPREIT” or the “Company”), a Government of Maharashtra undertaking, for the sole purpose of inviting interest from eligible and experienced consulting organisations for engagement as Project Management Consultant (PMC) for the assignment described herein. This document is not an offer and is issued with no commitment. MAHAPREIT reserves the right to withdraw this EOI and/or change or vary any or all of the terms without assigning any reason.

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Interested parties are advised to inform themselves adequately regarding all aspects of this EOI, including the applicable laws, rules and regulations, before submitting their response. MAHAPREIT reserves the right to reject any or all responses without assigning any reason and without being liable for any loss or cost that may be incurred by the respondent in this regard, including but not limited to the cost of preparation of the response to this EOI.

1. Background

1.1 National Cooperative Reform Context

The Government of India constituted a separate Ministry of Cooperation in July 2021 to provide a distinct administrative, legal and policy framework for strengthening the cooperative movement in the country, under the vision of "Sahkar Se Samriddhi" (Prosperity through Cooperation). Primary Agricultural Credit Societies (PACS), being the last-mile grassroots institutions of the three-tier short-term cooperative credit structure, have been placed at the centre of these reforms.

Parliament enacted the Multi-State Cooperative Societies (Amendment) Act, 2023, which strengthened governance, transparency and accountability in the cooperative sector through measures such as reserved board representation for women and Scheduled Caste/Scheduled Tribe members, an Election Authority for cooperative elections, a Co-operative Ombudsman and Information Officer for grievance redressal, a Co-operative Election Fund, a Sahkar Rehabilitation and Reconstruction Fund, and transparent, merit-based recruitment norms for cooperative societies. In parallel, the Central Government circulated Model Bye-Laws for PACS, which have since been adopted, with State-specific adaptation, by the large majority of States and Union Territories, including Maharashtra.

The Model Bye-Laws mark a fundamental shift in the character of PACS – from single-purpose credit-disbursing societies to multi-service, multi-purpose rural business institutions. PACS adopting the revised bye-laws are now enabled, subject to eligibility and regulatory approvals, to diversify into more than twenty-five (25) additional business activities, including (illustratively):

- Pradhan Mantri Kisan Samriddhi Kendras – retail of fertilizers, seeds, agro-chemicals and soil health testing services
- Common Service Centres (CSC) for delivery of e-governance, banking, insurance and other citizen services
- LPG distributorships, retail petrol/diesel outlets and fair price shops under the Public Distribution System
- Jan Aushadhi Kendras for affordable generic medicines
- Custom Hiring Centres for farm machinery, and community-level warehousing, godowns and cold storage under the Agriculture Infrastructure Fund / PM Kisan SAMPADA / PMKSY
- Business Correspondent / Business Facilitator arrangements for cooperative and scheduled commercial banks, and micro-insurance distribution
- Water ATMs, milk procurement and dairy/fishery federation linkages, and other need-based rural enterprises identified locally

These reforms are supported at the national level by the PACS Computerisation Project (NABARD-led ERP implementation covering functional PACS across the country) and by targeted convergence with schemes of the Ministries of Agriculture, Petroleum & Natural Gas, Consumer Affairs, Fisheries, Animal Husbandry & Dairying, and Rural Development, as well as NABARD and NCDC financing windows.

1.2 Maharashtra Context

Maharashtra has the largest network of PACS of any State in the country – in excess of 20,000 societies (RBI/NAFSCOB data) – forming the backbone of rural credit and agri-input delivery in the State. A significant proportion of these societies, however, remain financially weak, are dependent overwhelmingly on seasonal crop-loan business, and have limited managerial, technical and digital capacity to identify, appraise and operate new business lines on their own.

The Government of Maharashtra, Cooperation, Marketing and Textiles Department (Sahakar Vibhag), in line with the national policy direction, intends to catalyse the diversification of PACS in the State into viable, sustainable and locally-relevant new business avenues, while strengthening their governance, financial management, digitisation and human resource processes in accordance with the amended Act and the State-adapted Model Bye-Laws.

1.3 About MAHAPREIT

Mahatma Phule Renewable Energy & Infrastructure Technology Limited (MAHAPREIT) is a Government of Maharashtra undertaking, incorporated as a subsidiary of the Mahatma Phule Backward Class Development Corporation (MPBCDC), engaged in the development, financing and implementation of renewable energy, infrastructure, agro-processing and allied rural development projects across Maharashtra. Given its experience in structuring and implementing multi-stakeholder rural infrastructure and livelihood projects in partnership with cooperative institutions, financial institutions such as NABARD, and Central/State line departments, MAHAPREIT has been entrusted with the role of implementing/nodal agency for structuring and rolling out the PACS new-business-avenue diversification initiative in the State, in coordination with the Sahakar Vibhag, District Central Cooperative Banks (DCCBs) and the Registrar of Cooperative Societies.

To support this mandate, MAHAPREIT invites Expressions of Interest from experienced, professionally competent and financially sound consulting organisations for engagement as Project Management Consultant (PMC) for the assignment described in Section 3 below.

2. Objectives of the Assignment

The broad objectives of engaging a Project Management Consultant are to:

1. Undertake a diagnostic assessment of the operational, financial, managerial and digital status of PACS across Maharashtra (on a sample/cluster and district-wise basis) and identify their readiness for diversification into new business activities permissible under the amended Cooperative Societies Act and Model Bye-Laws;
2. Identify and prioritise viable, demand-driven new business avenues for PACS (or clusters/federations of PACS) based on local agro-economic potential, market linkages, competing infrastructure, and convergence opportunities with Central and State schemes;
3. Develop bankable business plans / detailed project reports (DPRs), financial models and implementation roadmaps for the selected business avenues, including capital expenditure, working capital, revenue and financing structure (equity, term loan, NABARD/NCDC refinance, subsidy/scheme convergence);
4. Support MAHAPREIT and the Sahakar Vibhag in designing the institutional, legal, governance and process framework (including amendments to bye-laws, board resolutions, statutory approvals, licences and regulatory clearances) required for PACS to undertake the new activities;
5. Facilitate convergence and formal linkages with financing institutions (NABARD, NCDC, DCCBs, scheduled banks), oil marketing companies, pharmaceutical distribution agencies, CSC-SPV, State line departments and other relevant agencies/programmes;
6. Design and deliver capacity-building, training and handholding programmes for PACS boards, secretaries and staff on business operations, financial management, digital tools and compliance;
7. Establish a project monitoring, MIS and dashboard framework to track physical and financial progress of PACS diversification across the State, and to report periodically to MAHAPREIT and the Government of Maharashtra;
8. Provide ongoing project management, quality assurance and hand-holding support during the pilot roll-out and State-wide scale-up phases of the initiative.

3. Indicative Scope of Work

The assignment is envisaged in the following broad, indicative phases. The final, detailed scope of work, deliverables and timelines will be set out in the subsequent Request for Proposal (RFP) / Terms of Reference (ToR), and may be refined based on responses received to this EOI and consultations with the Sahakar Vibhag.

Phase I – Inception, Diagnostic Study and Business Potential Mapping

- Inception report, work plan and stakeholder mapping (MAHAPREIT, Sahakar Vibhag, Registrar of Cooperative Societies, DCCBs, NABARD, District Administration)
- District/cluster-wise diagnostic assessment of PACS – financial health, governance, staffing, digitisation status (PACS computerisation/ERP coverage), existing infrastructure and assets
- Agro-economic and market potential assessment for candidate new business activities, cluster-wise, including demand assessment, competition mapping and infrastructure gap analysis
- Shortlisting and prioritisation of PACS/clusters and business avenues for Phase-wise (pilot and scale-up) implementation, in consultation with MAHAPREIT and Sahakar Vibhag

Phase II – Business Plan / DPR Development and Institutional Structuring

- Preparation of activity-wise and PACS/cluster-wise business plans and DPRs, including techno-economic feasibility, capex/opex estimates, revenue models, and financing structure
- Support for statutory, legal and regulatory requirements – bye-law amendments, board approvals, licences/NOCs (e.g., LPG distributorship, petrol pump dealership, Jan Aushadhi, FSSAI, drug licence, CSC registration, warehousing registration under WDRA, as applicable)
- Facilitation of financial closure – liaison with NABARD, NCDC, DCCBs and scheduled banks for term loans, refinance and subsidy/scheme convergence (e.g., Agriculture Infrastructure Fund, PM-KUSUM, PM Formalisation of Micro Food Processing Enterprises, PMFME, PACS computerisation scheme funds)
- Design of a standard operating framework (SOPs), governance checklist and model MoUs/agreements for each business activity

Phase III – Capacity Building, Roll-out and Handholding

- Training and capacity-building modules and delivery for PACS board members, secretaries, and operational staff – covering business operations, book-keeping/accounting, digital tools, compliance and customer service
- Handholding support during pilot implementation in selected districts/clusters, including vendor/partner selection support, procurement guidance and commissioning support
- Change management and communication support, including IEC (information, education and communication) materials for PACS members and farmers

Phase IV – Monitoring, Evaluation and State-wide Scale-up Support

- Development of a web-based MIS/dashboard for real-time monitoring of physical and financial progress across PACS and business verticals
- Periodic progress reporting, mid-term review and impact assessment, and course-correction recommendations

- Preparation of a State-wide scale-up strategy and roadmap, including recommendations on institutional architecture (e.g., a dedicated PACS Business Diversification Cell/SPV, if warranted), sustainability and replication

4. Deliverables and Indicative Timelines

Sr.	Key Deliverable	Indicative Timeline*
1	Inception Report & Work Plan	T + 3 weeks
2	District/Cluster-wise Diagnostic & Business Potential Assessment Report	T + 8 weeks
3	Shortlist of PACS/Clusters & Prioritised Business Avenues	T + 10 weeks
4	Business Plans / DPRs for Prioritised Activities (batch-wise)	T + 16 weeks
5	Institutional & Regulatory Framework Note (bye-laws, licences, SOPs)	T + 18 weeks
6	Financing Convergence & Facilitation Report	T + 22 weeks
7	Capacity-Building Plan and Training Completion Report	T + 26 weeks
8	MIS/Dashboard Deployment	T + 24 weeks
9	Pilot Implementation Handholding & Quarterly Progress Reports	Quarterly, through project duration
10	State-wide Scale-up Strategy & Final Report	T + 30 weeks / end of contract

**Timelines are indicative and reckoned from the effective date (T) of the PMC contract; these will be finalised in the RFP/ToR and the signed contract.*

[Estimated total assignment duration: 24–30 months, with an initial pilot phase of approximately 9–12 months in selected districts, followed by State-wide scale-up – exact duration to be specified in the RFP]

5. Eligibility / Pre-Qualification Criteria (Indicative)

The indicative eligibility criteria for responding to this EOI are set out below. Interested parties should note that these are indicative at the EOI stage; final, binding eligibility and evaluation criteria will be notified in the RFP that follows this EOI.

Sr.	Criterion	Requirement
1	Legal Status	Company registered under the Companies Act, 2013 (or 1956) / LLP / Partnership firm / Registered Society or Trust engaged in management/development consulting, in India for at least 5 years
2	Average Annual Turnover	Minimum ₹[25] crore average annual turnover from consulting services in the last 3 financial years (FY 2022-23, 2023-24, 2024-25)
3	Relevant Experience	Minimum 3 assignments in the last 7 years involving project management/institutional strengthening/business diversification for cooperative societies, rural livelihoods, agri-business, FPOs, or PSU/Government rural development programmes, of value not less than ₹[3] crore each
4	Domain Experience	Demonstrated experience of working with State/Central Government departments, cooperative institutions (PACS/DCCB/State Cooperative Bank), NABARD or NCDC-funded programmes
5	Manpower & Presence	Adequate qualified professional staff (minimum [10] full-time consultants with relevant qualifications) and a functional office in Maharashtra (or willingness to establish one within 30 days of award)
6	Financial Standing	Positive net worth in each of the last 3 financial years; not blacklisted/debarred by any Central/State Government department, PSU or statutory body as on the date of submission
7	Certifications (desirable)	ISO 9001 (or equivalent quality certification); empanelment with NABARD/NCDC/State Cooperation Department (if any) will be an added advantage

6. Instructions for Submission of EOI

6.1 Documents to be Submitted

- Covering letter on the respondent's letterhead (format at Annexure A)
- Organisation profile, including registration/incorporation certificates, PAN, GST registration (Annexure B)
- Statement of relevant experience/similar assignments in the last 7 years, with client certificates/work orders (Annexure C)
- Audited financial statements/turnover certificate from a Chartered Accountant for the last 3 financial years (Annexure D)
- Self-declaration of not being blacklisted/debarred, and of accuracy of information furnished (Annexure E)
- Brief profile of the proposed core team, if available at this stage (Annexure F)
- Any other document supporting eligibility or capability relevant to this assignment

6.2 Mode and Address for Submission

Responses to this EOI must be submitted in the manner specified below on or before the last date and time indicated in Section 7 (Key Dates). Late submissions will not be considered.

- Mode of Submission: [Online through MAHAPREIT e-tendering portal / GeM / e-mail, as applicable – to be specified]
- Address: The Managing Director, MAHAPREIT, [Registered Office Address], Maharashtra
- Email (for queries only): [eoi.pacs@mahapreit.in]

6.3 General Conditions

9. This is an EOI and not a tender/RFP. It does not bind MAHAPREIT to select any respondent or to proceed with the assignment, and does not entitle respondents to any compensation for the cost of preparing and submitting their response.
10. Based on responses received, MAHAPREIT will shortlist eligible parties who will subsequently be invited to participate in a formal Request for Proposal (RFP)/tender process, which will include detailed scope of work, terms of reference, eligibility criteria, evaluation methodology (technical and financial), EMD/tender fee and contractual terms.
11. MAHAPREIT reserves the right to accept or reject any or all EOIs, to modify the process, timelines or requirements, or to cancel this EOI at any stage, without assigning any reason and without liability.
12. Respondents may be required to make a presentation to MAHAPREIT/Sahakar Vibhag as part of the shortlisting process.
13. Consortiums/joint ventures of maximum 2 (two) entities may be permitted, subject to conditions to be specified in the RFP; the lead member must independently meet at least 60% of the financial/experience eligibility criteria (indicative).
14. Any effort by a respondent to influence MAHAPREIT's evaluation process may result in disqualification.

7. Key Dates (Indicative)

Activity	Date/Timeline
Date of Issue of EOI	28 August 2026
Last date for submission of pre-bid queries (if any)	05 September 2026
Pre-bid meeting/clarification (if held)	07 September 2026, [venue/virtual]
Response to queries	09 September 2026
Last date and time for submission of EOI	15 September 2026, 17:00 hrs

MAHAPREIT reserves the right to revise the above schedule; any revision will be communicated through the MAHAPREIT website (www.mahapreit.in) and, where applicable, the e-tendering portal.

8. Basis of Shortlisting

Responses to this EOI will be evaluated on the basis of the eligibility criteria set out in Section 5, and the following indicative parameters, to arrive at a shortlist of parties to be invited to the RFP stage:

- Relevance and depth of experience in cooperative sector / rural business / agri-business project management (weightage: high)
- Experience with Government/PSU-funded institutional strengthening or diversification programmes (weightage: high)
- Financial capacity and organisational strength (weightage: medium)
- Availability and quality of proposed team and Maharashtra/regional presence (weightage: medium)
- Approach and understanding of PACS reform context demonstrated in the covering letter/concept note, if submitted (weightage: medium)

MAHAPREIT's decision on shortlisting shall be final. The detailed technical and financial evaluation methodology, including QCBS (Quality and Cost Based Selection) or equivalent weightages, will be specified in the RFP.

Annexure A: Format of Covering Letter

[On respondent's letterhead]

To, The Managing Director, MAHAPREIT, [Address]

Subject: Expression of Interest for engagement as Project Management Consultant (PMC) for PACS Business Diversification, Maharashtra – EOI Ref. No. MAHAPREIT/PACS-PMC/2026-27

Dear Sir/Madam, Having examined the EOI document, we, the undersigned, offer to submit our Expression of Interest for the above-referenced assignment. We hereby confirm that we meet the eligibility criteria specified in the EOI and enclose the required documents in support thereof. We confirm that the information furnished is true and correct to the best of our knowledge, and that our organisation is not blacklisted or debarred by any Central/State Government department, PSU or statutory body as on the date of this submission. We understand that MAHAPREIT is not bound to accept any EOI, and reserves the right to reject any or all EOIs without assigning any reason. Yours faithfully, (Authorised Signatory) Name: Designation: Organisation: Seal:

Annexure B: Organisation Profile

Particulars	Details
Name of organisation	
Legal status / date of incorporation	
Registered office address	
PAN	
GST registration number	
Year of establishment	
Name & designation of authorised signatory	
Contact number & email	
Website	

Annexure C: Statement of Relevant Experience / Similar Assignments (last 7 years)

Sr.	Name of Assignment/Client	Period	Value (₹)	Brief Scope
1				
2				
3				

Note: Please attach work orders/completion certificates/client references in support of each assignment listed.

Annexure D: Financial Capability

Financial Year	Annual Turnover (₹ crore)	Net Worth (₹ crore)
2025-26		
2024-25		
2023-24		

(To be supported by a certificate from a practising Chartered Accountant, and audited financial statements/balance sheets.)

Annexure E: Self-Declaration

We hereby declare that:

15. Our organisation, or any of its partners/directors, is not currently blacklisted or debarred by any Ministry/Department of the Central or State Government, any PSU, or any statutory/regulatory authority in India;
16. No investigation by any regulatory/statutory authority is pending against our organisation which could impact our ability to perform this assignment;
17. All information and documents furnished in response to this EOI are true, complete and accurate to the best of our knowledge; and
18. We agree to abide by the terms of this EOI and any subsequent RFP issued by MAHAPREIT in this regard.

Signature: ______________________ Name & Designation: ______________________ Organisation: ______________________Date & Place: ______________________

Annexure F: Indicative Core Team Profile (if available at EOI stage)

Sr.	Proposed Role	Name	Qualification	Relevant Experience (yrs)
1	Team Leader			
2	Cooperative/Institutional Expert			
3	Financial/DPR Expert			
4	Agri-Business Expert			
5	MIS/Digital Expert			