

F. No. A-12013/02/2015-Adm.-I  
Government of India  
NITI Aayog  
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NITI Aayog, Sansad Marg,  
New Delhi, 23<sup>rd</sup> July, 2015

**OFFICE MEMORANDUM**

**Sub: - Procedure and Guidelines for engagement of Young Professionals in the NITI Aayog.**

NITI Aayog has replaced Planning Commission with effect from 1<sup>st</sup> January, 2015. Therefore, the guidelines dated 25.07.2014 for engagement of Young Professionals have been reviewed to align with the mandate of NITI Aayog. Now, therefore, in supersession of the previous guidelines of erstwhile Planning Commission for Young Professionals communicated vide Office Memorandum No. A-12012/23/2009-Adm. I dated 25.07.2014 the following guidelines and procedures are being prescribed for the Young Professionals program w.e.f. July, 2015.

2. The NITI-Young Professionals Programme (NITI-YPP) seeks to provide a unique opportunity for persons below the age of 32 years of exposure to Public Policy, Planning and Development. It seeks to engage persons with a passion for development and the potential to become future leaders in their respective fields. The NITI-YPP seeks to provide an opportunity to gain experience in NITI Aayog of policies and programmes of the Government of India. Under this programme, highly qualified, motivated individuals will work in the NITI Aayog in areas that are relevant to development and will provide high quality professional inputs in Economics, Finance, Education, Public Health, Social Sciences, Engineering, Urban Planning and Infrastructure amongst others. This highly selective programme requires candidates to demonstrate proven academic, credentials, professional achievement and leadership qualities. Those who are interested in participating in the programme may apply in response to advertisements to be put in the public domain from time to time.

3. **Eligibility:**

3.1 **Qualifications:**

Essential: Persons having Masters Degree in relevant subject or technical qualifications like B.Tech, MBA or equivalent in relevant field/subject.

Desirable: Persons with M.Phil or additional qualifications, research experience, published papers and post qualification experience in the relevant field would be preferred.

4. **Work Experience:** Minimum of one year of Work Experience relevant to the job description. The broad work experience will be based on the functional areas assigned to NITI Aayog. Preference will be given to persons with work experience in the relevant field supported by published work/ policy papers/appraisal/monitoring of projects & schemes etc.

*Sharma*



5. **Other Attributes:** Candidates should have good working knowledge of technology based skills on the computer and ability to work on ICT applications. They should also possess strong communication and interpersonal skills.
6. **Age limit:** Candidates should be below 32 years of age as on 1<sup>st</sup> July of the year of advertisement.
7. **Remuneration:** A consolidated amount of Rs. 40,000 per month, with ceiling of Rs. 70,000 per month, inclusive of Transport Allowance. There shall be an annual increase of Rs. 5000/- subject to satisfactory performance.
8. **Job Description and Responsibilities:** NITI-YPs will be required to provide high quality inputs in disciplines like Economics/Finance/Education/Public Health/Social Sciences/Engineering/Urban Planning/Infrastructure etc. This would require demonstration of proven academic credentials, professional achievements and leadership qualities on the part of the aspirants.
9. **Rotation:** Depending on the requirements of NITI Aayog and candidate's personal skills, can be rotated to other divisions within NITI.
10. **Place of Posting:** The place of posting will be Delhi
11. **Period of Engagement:** Initially for a period of 2 years, (can be extended upto 5 years - one year at a time, on the recommendations of Performance Appraisal Board). In case a person leaves before completion of one year, he/she will not get any work certificate.
12. **Performance Appraisal Board (PAB):** A Performance Appraisal Board to be chaired by Member NITI Aayog with one outside expert will appraise the work and performance of the YP after two years before the term is extended to the third year & beyond. Administrative support to the Board shall be given by Administration Division, NITI Aayog. The PAB will devise its own procedures based on Annual Performance appraisal of the YPs.
13. **Capacity Building:** NITI-Young Professionals shall be provided orientation training for 4-6 weeks for acquiring job related skills.
14. **Leave:** Leave of 8 days shall be allowed in a year on pro-rata basis.
15. **TA/DA:** YPs shall be allowed to undertake domestic tours for which TA will be allowed for travelling by Air in Economy class or by Rail in AC Two Tier. In emergencies they will be allowed to travel by Air subject to approval of CEO, NITI Aayog.
  - 15.1 Reimbursement for Hotel accommodation of up to Rs. 1500 per day; reimbursement of taxi charges of up to Rs. 150 per diem for travel within the city and reimbursement of food bills not exceeding Rs. 200 per day shall be allowed.
16. **Number of Young Professionals:** The total number of Young Professionals under NITI-YPP at any point of time shall not exceed 60. Whenever the total number crosses 60, consultation with IFD would be necessary on a case to case basis.

*Jalvep*



17. **Procedure for Selection:** Procedure to be followed for selecting candidates for engagement as Young Professionals shall be as follows:

17.1 Divisions in NITI desirous of utilising the YPs shall prepare Terms of Reference for the work and outputs in the format prescribed at Annexure – I ( Format can be expanded by the concerned Division based on their specific requirement) within the framework of provisions contained in GFR 2005 (Rule 163, 165, 166, 170 & 177) (Annexure-II). Chapter VII-selection of Individual Consultants (para 1.2.1, 7.1 & 7.2) of Manual of Policies and Procedure of Employment of Consultants (Annexure-III).

17.2 Based on their requirement, the concerned Division will send a request to Administration division on a half yearly basis i.e. by February and August of every year. The Administration division will invite applications for the available slots and place the same on NITI Aayog website and also in one national newspaper.

18. **Screening Committee:**

18.1 All the applications received in response to the vacancies advertised will be scrutinized and shortlisted by the Administration Division in accordance with eligibility and other conditions prescribed and in the light of Consultancy Guidelines.

18.2 This will be done by a Screening Committee consisting of the following:

Head of the Administration Division - Chairman

Director/Deputy Secretary level officer of 3 Subject Divisions - Member

18.3 Thereafter, the Administration Division would send the shortlisted applications to the concerned Division and the concerned Division would submit a proposal as prescribed in para 1.6 of Manual of Policies and Procedure of Employment of Consultants, which would recommend a panel of 3 names and may include a waitlist of 2 persons, per vacancy.

18.4 The panel would be valid for a period of one year.

18.5 There shall be at least one woman representative in the Committees.

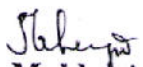
18.6 No reference to the IFD shall be required for case to case engagement of YPs unless there is a deviation/relaxation sought in respect of the guidelines.

19. **Existing Young Professionals:** The Young Professionals currently engaged as on date in the NITI Aayog will continue to be governed by the OM dated 25.07.2014 till 30.09.2015. The Term of all the existing Young Professionals engaged under previous guidelines will come to an end on 30<sup>th</sup> September, 2015 and any of them desirous to being engaged as Young Professionals in NITI Aayog, shall have to apply afresh in response to the advertisement.

*J. K. Jaiswal*

20. **Annual Performance Report:** An annual Performance Appraisal of the Young Professionals would be undertaken through an Annual Performance Report (APR) in the format prescribed at Annexure -IV. In order to bring objectivity, assessment would be done by the reporting officer of the Division and countersigned by the Head of the Division. The Division shall forward the APR for the preceding assessment year to Adm. I within one month prior to complete of term for each year. In case of Young Professionals working with Vice Chairman/Members, the assessment shall be conveyed by them to Administration Division. Thereafter, the APR will be communicated by Administration-I Division to the concerned Young Professionals.

21. This issues in consultation with Integrated Finance vide ID No.Spl. Secy& FA/1463/2015 dated 1.05.2015 and approval of CEO and Vice-Chairman, NITI Aayog.

  
(S. Mukherjee)  
Director(Admn)

To

1. PS to Vice-Chairman
2. PS to MoS (IC), M/o Planning
3. PS to Member (BD)
4. PS to Member (VKS)
5. PPS to CEO
6. PS to Adviser (Admn)
7. All Advisers in NITI Aayog
8. NIC (for circulation through mail in NITI Aayog)



Terms of Reference for the work to be done

- (i) **Precise statement of Objectives:-**  
(Disciplines or the domains where engagement of Young Professionals is required should be indicated)
- (ii) **Outline of the tasks to be carried out:-**  
(Details of work required to be carried out specific tasks/activities to be assigned to Young Professionals should be indicated)
- (iii) **Schedule for completion of Tasks:-**  
(This should be designed in such a manner that both the time frame for the jobs as well as the deliverables are clearly identified and are amenable to periodic monitoring over the duration of the assignment).
- (iv) **The support or inputs to be provided by NITI Aayog to facilitate the Young Professionals:-**  
(Officer who will provide guidance to the Young Professional and to whom reporting is to be done should be specified here)
- (v) **The final outputs that will be required of the Young Professional at the end of the period should be specified.**

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# **EXTRACTS FROM GFR 2005**

## **II PROCUREMENT OF SERVICES**

Rule 163. The Ministries or Departments may hire external professionals, consultancy firms or consultants (referred to as consultant hereinafter) for a specific job, which is well defined in terms of content and time frame for its completion or outsource certain services.

Rule 164. This chapter contains the fundamental principals applicable to all Ministries or Departments regarding engagement of consultant(s) and outsourcing of services. Detailed instructions to this effect may be issued by the



concerned Ministries or Departments. However, the Ministries or Departments shall ensure that they do not contravene the basic rules contained in this chapter.

**Rule 165. Identification of Work / Services required to be performed by Consultants :** Engagement of consultants may be resorted to in situations requiring high quality services for which the concerned Ministry/ Department does not have requisite expertise. Approval of the competent authority should be obtained before engaging consultant(s).

**Rule 166. Preparation of scope of the required work / service :** The Ministries / Departments should prepare in simple and concise language the requirement, objectives and the scope of the assignment. The eligibility and pre-qualification criteria to be met by the consultants should also be clearly identified at this stage.

**Rule 167. Estimating reasonable expenditure :** Ministry or Department proposing to engage consultant(s) should estimate reasonable expenditure for the same by ascertaining the prevalent market conditions and consulting other organisations engaged in similar activities.

**Rule 168. Identification of likely sources :**

(i) Where the estimated cost of the work or service is upto Rupees twenty-five lakhs, preparation of a long list of potential consultants may be done on the basis of formal or informal enquiries from other Ministries or Departments or Organisations involved in similar activities, Chambers of Commerce & Industry, Association of consultancy firms etc.

(ii) Where the estimated cost of the work or service is above Rupees twenty-five lakhs, in addition to (i) above, an enquiry for seeking 'Expression of Interest' from consultants should be published in at least one national daily and the Ministry's web site. The web site address should also be given in the advertisements. Enquiry for seeking Expression of Interest should include in brief, the broad scope of work or service, inputs to be provided by the Ministry or Department, eligibility and the pre-qualification criteria to be met by the consultant(s) and consultant's past experience in similar work or service. The consultants may also be asked to send their comments on the objectives and scope of the work or service projected in the enquiry. Adequate time should be allowed for getting responses from interested consultants

**Rule 169. Short listing of consultants :** On the basis of responses received from the interested parties as per Rule 168 above, consultants meeting the requirements should be short listed for further consideration. The number of short listed consultants should not be less than three.

Committee as per Rule 174 above for further analysis or evaluation and ranking and selecting the successful bidder for placement of the consultancy contract.

**Rule 176. Consultancy by nomination :** Under some special circumstances, it may become necessary to select a particular consultant where adequate justification is available for such single-source selection in the context of the overall interest of the Ministry or Department. Full justification for single source selection should be recorded in the file and approval of the competent authority obtained before resorting to such single-source selection.

**Rule 177. Monitoring the Contract :** The Ministry / Department should be involved throughout in the conduct of consultancy, preferably by taking a task force approach and continuously monitoring the performance of the consultant(s) so that the output of the consultancy is in line with the Ministry /Department's objectives.



**Rule 170. Preparation of Terms of Reference (TOR) :** The TOR should include

- (i) Precise statement of objectives;
- (ii) Outline of the tasks to be carried out;
- (iii) Schedule for completion of tasks;
- (iv) The support or inputs to be provided by the Ministry or Department to facilitate the consultancy.
- (v) The final outputs that will be required of the Consultant;

**Rule 171. Preparation and Issue of Request for Proposal (RFP) :** RFP is the document to be used by the Ministry / Department for obtaining offers from the consultants for the required work / service. The RFP should be issued to the shortlisted consultants to seek their technical and financial proposals. The RFP should contain :

- (i) A letter of Invitation
- (ii) Information to Consultants regarding the procedure for submission of proposal .
- (iii) Terms of Reference (TOR).
- (iv) Eligibility and pre-qualification criteria incase the same has not been ascertained through Enquiry for Expression of Interest.
- (v) List of key position whose CV and experience would be evaluated.
- (vi) Bid evaluation criteria and selection procedure.
- (vii) Standard formats for technical and financial proposal.
- (viii) Proposed contract terms.
- (ix) Procedure proposed to be followed for midterm review of the progress of the work and review of the final draft report.

**Rule 172. Receipt and opening of proposals :** Proposals should ordinarily be asked for from consultants in 'Two-bid' system with technical and financial bids sealed separately. The bidder should put these two sealed envelops in a bigger envelop duly sealed and submit the same to the Ministry or Department by the specified date and time at the specified place. On receipt, the technical proposals should be opened first by the Ministry or Department at the specified date, time and place.

**Rule 173. Late Bids :** Late bids i.e. bids received after the specified date and time of receipt, should not be considered.

**Rule 174. Evaluation of Technical Bids :** Technical bids should be analysed and evaluated by a Consultancy Evaluation Committee (CEC) constituted by the Ministry or Department. The CEC shall record in detail the reasons for acceptance or rejection of the technical proposals analysed and evaluated by it.

**Rule 175. Evaluation of Financial Bids of the technically qualified bidders :** The Ministry or Department shall open the financial bids of only those bidders who have been declared technically qualified by the Consultancy Evaluation

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**Manual of Policies  
and  
Procedure of Employment  
of  
Consultants**





## Chapter - I

### 1.1 Purpose

1.1.1 The purpose of these Guidelines is to define the Government of India's broad policies and procedures for selection, contracting and monitoring of consultants and other professional services providers financed from Govt. of India's resources. *Projects funded partially or in whole by loan/grant from international organizations like International Bank for Reconstruction and Development (IBRD), International Development Association (IDA) or grant from the Bank or trust funds would normally be governed by guidelines agreed to in the respective loan/credit agreement with them.*

1.1.2 For the purpose of these Guidelines, the term consultant(s) includes a wide variety of private and public entities, including consulting firms, engineering firms, construction management firms, management firms, procurement agents, inspection agents, auditors, investment and merchant bankers, universities, research institutions, government agencies, non governmental organizations (NGOs) and individuals/experts. These organizations as consultants could be used for help in a wide range of activities - such as policy advice; institutional reforms; management; engineering services; construction supervision/ project management; feasibility studies, financial services; privatization studies and procedures, procurement services; social and environmental studies; and identification and preparation of projects, development of Computer hardware /software services etc. to complement the capabilities of the Government Ministry / department or other Government authorities( referred as "employer" hereafter).

### 1.2 When and how to engage Consultant

1.2.1 The specific purpose and the specific rules and procedures to be followed for employing Consultants depend on the circumstances of the particular case. However, following main considerations would guide the need and the selection process:-

- (a) Absence of required expertise in-house;
- (b) The need for high quality services;
- (c) The need for economy and efficiency;
- (d) The need to have qualified Consultants for providing the specific services;
- (e) The importance of transparency in the selection process;
- (f) The identification of scope of work and the time frame for which services are to be availed of.

2. Combined Quality Cum Cost Based System (CQCCBS): This method of selection shall be used for highly technical projects where weightage needs to be given to higher technical standards, while finalizing the prices, as per para 3.12 below.

3. Quality Based Selection (QBS): This method of selection may be used under the following circumstances:

(i) the outcome of the assignment will have high impact and hence it is essential to engage most qualified consultant. Examples are national policy formulation; capacity building program etc.

(ii) the assignment is very complex or highly specialized where it is difficult to define scope of work with accuracy. Examples are country specific study; reforms related studies, high precision scientific work etc.

4. Cost Based Selection (CBS): This method of selection may be used for the assignments of following nature: (i) assignment where any experienced consultant can deliver the services without requirement of specific expertise. Examples are traffic surveys, market surveys etc. and (ii) cost of which shall not exceed Rs. Ten lakh.

1.5.3 Selection by direct negotiations: The selection by direct negotiations/nomination is permissible in terms of Rule 176 of General Financial Rules, 2005 under exceptional circumstance such as (a) for tasks that represent a natural continuation of previous work carried out by the firm, (b) in case of emergency situation, situation arising after natural disasters, situations where timely completion of the assignment is of utmost importance, (c) situations where the execution of assignment may involve use of proprietary techniques or only one consultant has requisite expertise. Such selection may normally be restricted to a financial ceiling of Rs. Ten lakh.

#### **1.6 Consultancy Evaluation Committee (CEC)**

For all cases having financial implications of more than Rs. Ten lakh, a CEC comprising of at least three members at appropriate level including Financial Adviser or his representative and also a representative of the user shall be constituted by the employer in order to carry out the consultant selection procedure. The CEC shall be responsible for all aspects and stages of the consultant selection i.e. issuance of EOI, evaluation of EOI, short-listing of consultants, deciding Terms of Reference, issuance of RFP, evaluation of technical and financial proposals, negotiations and final selection of the consultant. Even in case of selection of consultant by direct negotiations having financial implication of more than Rs. 10 lakh, the CEC shall negotiate with the consultant on technical and financial aspects.

[Note: Separate committees may be constituted for separate assignments.]



## Chapter – VII

### Selection of Individual Consultants

- 7.1. Individual consultants are normally employed on assignments for which (a) teams of personnel is not required, (b) no additional outside professional support is required, and (c) the experience and qualifications of the individual are the paramount requirement.
- 7.2. Selection of Individual consultants shall be carried out by advertising the requirement in at least one national newspaper of repute. Selection shall be based on their qualifications for the assignment. They shall be selected through comparison of qualifications of at least three candidates among those who have expressed interest in the assignment or have been approached directly by the Employer. Individuals employed by Employer shall meet all relevant qualifications and shall be fully capable of carrying out the assignment. Capability is judged on the basis of academic background, experience, and, as appropriate, knowledge of the local conditions, such as local language, culture, administrative system, and government organization.
- 7.3. Selection will be carried out by the CEC as mentioned in para 1.6 which will award marks for the educational qualifications and experience and select the most suitable candidate for the assignment. The CEC may also interview the candidates and award marks for their performance in the interview and recommend the remuneration to be paid.
- 7.4. From time to time, permanent staff or associates of a consulting firm may be available as individual consultants. In such cases, the conflict of interest provisions described in these Guidelines shall apply to the parent firm.
- 7.5. Individual consultants may be selected on a direct negotiation basis with due justification in exceptional cases such as: (a) tasks that are a continuation of previous work that the consultant has carried out and for which the consultant was selected competitively; (b) assignments lasting less than six months; (c) emergency situations resulting from natural disasters; and (d) when the individual is the only consultant qualified for the assignment.

## Annual Performance Report of Consultants

Year of Report:

Period: From ..... to .....

## Part-I: Basic Details

|   |  |
|---|--|
| Name  |  |
| Date of Birth   |  |
| Date of Joining   |  |
| Designation   |  |
| Subject Division  |  |
| Reporting Authority (Name and Designation of the Officer) |  |
| Period worked   |  |
| Brief Description of Duties:                              |  |

## Part-II: Performance Appraisal

| Brief Description of task | Deliverables | Actual Achievements |
|---------------------------|--------------|---------------------|
|                           |              |                     |
|                           |              |                     |

III. Please mention significant contribution, personal achievements, other accomplishments, if any.

IV. Remarks.

Name of the Assessing Officer  
Designation

Countersigned by Head of the Subject Division