



Annexure-A  
(1-14)

**LEGISLATIVE ASSEMBLY  
NATIONAL CAPITAL TERRITORY OF DELHI  
OLD SECRETARIAT, DELHI 110 054**

**CONCEPT NOTE ON SETTING UP OF DELHI ASSEMBLY RESEARCH CENTRE (DARC)**

**I BACKGROUND:**

The primary functions of a Legislature basically is threefold – Legislation, Financial Business and Oversight of the Executive. These functions are conducted either while the House is in session or more effectively during the Committee proceedings. An elected representative cannot do justice to his constituents and the tax payer unless he provides positive contribution while the legislature is performing these functions. Towards this end it is very essential that the Legislator is fully equipped with information regarding the issues being discussed and those which are sought to be decided. With limited resources and time constraint the legislators are hard-pressed to provide valuable inputs in crucial matters. Hence it is imperative that the legislator is provided all the possible assistance to discharge his obligations towards the State. Collation of accurate, reliable and relevant information and data is essential to understand the problem and suggest remedial measures in the general interest of the Public.

The Legislative Assembly in its sitting held on 20.12.2018 agreed that there was an urgent need to set up a research service in the Assembly to assist the Legislators with research and resource material. Shri Somnath Bharti, Hon'ble Member raised this issue in the Assembly which was supported by all the Members. The Hon'ble Member suggested a research services on the lines of LARRDIS(Library and Research, Reference, Documentation and Information Services) functioning in the Lok Sabha and the Fellowship/Associate Fellowship Programme in the US Congress. The Hon'ble Deputy Chief Minister/ Minister-in-Charge of Finance also agreed for the need of this facility and assured the House of budgetary support to set up the research services wing. The General Purposes Committee deliberated on the issue and decided that a separate Delhi Assembly Research Centre be set up to provide research and reference assistance to the Assembly and Hon'ble Members. The Committee chose to adopt procedure followed to engage Fellows / Associate Fellows under the Chief Minister's Urban Leadership

Fellows (CMULF) Programme as far as possible and involve the Delhi Technological University as Knowledge Partner. Keeping in view of the financial constraints and time required to engage permanent staff, as is the case with LARRDIS, the Committee instead decided to engage 50 Fellows and 90 Associate Fellows initially along with requisite support staff for a period of one year on contract basis which could be extended further for another year on the basis of performance and actual requirement.

## **II AIMS OF THE DELHI ASSEMBLY RESEARCH CENTRE (DARC):**

- To create a repository of valuable research and reference material for use of the lawmakers and other stakeholders
- To provide quality research and reference material to the Legislators on demand
- To improve quality of debate and deliberations in the House proceedings and Committee meetings
- To study the best practices in various fields in other legislatures and governments within as well as outside India
- To provide comparative study of existing laws and policies in other states and countries
- To publish Reports and resource material for use of the Legislators, Departments and other interested stakeholders
- To involve youth in the various fields of governance
- To involve youth in the decision making process of legislatures
- To attract best talent available to spearhead the multi-dimensional development of Delhi and India
- To inject fresh thoughts, opinion, innovativeness, improvisation and precise solutions into the decision making process
- To evolve and groom future leaders as valuable assets to the society

## **III OBJECTIVES OF THE DARC FELLOWSHIP/ ASSOCIATE FELLOWSHIP PROGRAMME:**

1. Applications to be invited from meritorious and outstanding youth to work in the Delhi Assembly Research Centre of the Delhi Legislative Assembly for a maximum period of two years as Fellows / Associate Fellows. The applicant should not be above the age of 35 years.
2. Initially 50 Fellows and 90 Associate Fellows are proposed to be engaged for a period of one year, further extendable by another year.



3. Fellows and Associate Fellows will be selected from various range of academic and professional disciplines and assigned work on the following subjects:

Fellows (50)	Associate Fellows (90)
<b>Fifteen Fellows (One each) for:</b> <ol style="list-style-type: none"> <li>1. Art, Culture, Sports and Tourism</li> <li>2. Education &amp; Skill development</li> <li>3. Environment</li> <li>4. Finance and Taxation</li> <li>5. Health Sector</li> <li>6. Human Resources and Reforms in Government Departments</li> <li>7. Information Technology</li> <li>8. Law and Public Safety</li> <li>9. Legislative Practices</li> <li>10. Municipal functions and Local Bodies</li> <li>11. Power and Water Sector reforms</li> <li>12. Social Welfare measures and Women Empowerment</li> <li>13. Trade, Commerce and Industries and Agriculture Reforms</li> <li>14. Transport and Traffic management</li> <li>15. Urban Planning and Public works</li> </ol>	<p>70 Associate Fellows for constituency related works (One for each Assembly constituency)</p> <p>10 Associate Fellows to assist the Assembly Secretariat in Legislation work, Committee work and Information Technology.</p> <p>10 Associate Fellows (Media) to assist in subjects related to Media, Advertisement, and Public Relations</p>
<b>35 Fellows for:</b> Constituency Related Works (One Fellow for Two Assembly Constituencies)	

4. They shall have a clear interest, aptitude and commitment to public service. They will work in coordination with the Hon'ble MLAs and Officers of the Assembly Secretariat as well as various Departments.

5. They shall be responsible for conducting research and providing accurate and relevant information/ data to the Hon'ble Members and Officers of the Assembly and also assist them with resource material and drafting of Reports.
6. They shall be assigned work on any of the subjects mentioned in Para 3. However in emergent conditions they shall be assigned work on one or more subjects or any new subject as may be determined from time to time.
7. They stand to gain valuable first-hand experience of being part of the government system and participate in the decision making and implementation of government policies.

#### **IV BENCHMARKING:**

The Lok Sabha has a dedicated cadre of officers/officials for providing research and reference assistance to the Hon'ble Members viz., LARRDIS (Library and Research, Reference, Documentation and Information Services). Besides LARRDIS, Lok Sabha also engages Associate Fellows under the Speaker's Research Initiative (SRI) since 2015. However these Associate Fellows are engaged on short term basis for a period of one month and three months. Most of the State Legislatures also have research and reference officers. The US Congress too engages Fellows / Associate Fellows / Pages to assist the Congressmen but they are either engaged by the Congressmen themselves or sponsored by institutions. Thus the initiative of the Delhi Assembly for setting up a dedicated Research Centre engaging Fellows / Associate Fellows would be first of its kind in India. The DARC aims to establish itself as a cache of research and reference material which would be of immense value to lawmakers as well as scholars in various fields.

#### **V PROGRAMME DETAILS:**

**1. Administrative Structure:** The DARC will function under an Advisor (to be nominated by the Hon'ble Speaker) who shall be well versed/experienced in parliamentary procedures. He shall be assisted by an officer not below the rank of Deputy Secretary who will work closely with the Advisor, the Hon'ble Members, the Fellows / Associate Fellows and external agencies to ensure the smooth functioning of the Centre.

**2. Selection:** *Delhi Technological University (DTU – formerly Delhi College of Engineering)* has agreed to assist the Delhi Assembly in the recruitment process of Fellows and Associate Fellows including the following:



- Receiving applications online
- Screening and short listing of applications
- Assisting & Conducting the Interview / Personal Interview by a panel constituted for this purpose.
- Declaring the results of the selected candidates
- Further, advertisement in the major Newspapers (both English & Hindi) would be issued by the Assembly Secretariat prior to receiving applications online by DTU to give wide publicity for engagement of Fellows /Associate Fellows.

**3. Induction:** Selected Fellows / Associate Fellows will undergo a structured induction programme over the first two weeks where they will get inputs on Government Structure, its functioning, effective communication, leadership, conflict resolution, working with communities, basics of monitoring and evaluation, legislative processes, committee system, constituency development fund, etc. Lectures will be delivered by subject experts and experienced personnel in various fields.

**VI. SELECTION PROCEDURE** – Selection of Fellows / Associate Fellows will be held in two stages viz., Stage 1: Screening / Shortlisting of Online Applications and Stage2: Personal Interview.

**1. Stage I- Screening / Shortlisting of Online Applications:** Interested applicants will be required to complete an online application form with details on their academic achievements, work experience and leadership initiatives, if any. Each Candidate will be allowed to apply for one post only i.e either Fellow or Associate Fellow. An objective scoring system will be used to score each application on three dimensions.

**a. Academic details:** Sub-components include level of education, credibility of institution (Institutions of National Importance would be identified through the National Institutional Ranking Framework (NIRF) approved by MHRD which have extensive and rigorous parameters for evaluation and Times Higher Education Ratings will be used as basis for Foreign Institutions) and academic performance.

**b. Work experience:** Sub-components include total years of full-time work experience, with extra weightage for work experience in development/social sector/research.

ⓧ deleted. please see Addendum

**c. Essay:** A short essay on the motivation of the person to apply for this programme (around 250 words) to assess both the motivation and his/her writing skills.

On the basis of weighted average of the above mentioned criteria, candidates will be awarded maximum 50 marks (i.e. 40 marks for academic details & work experience + 10 marks for essay). Candidates will be shortlisted for Stage 2 (Interview) in the 1:5 ratio i.e. 250 Candidates will be shortlisted for the position of 50 Fellows and 450 Candidates for the position of 90 Associate Fellows making a total of 700 candidates for 140 position.

**2. Stage II-Personal Interview:** Shortlisted candidates will be invited for personal interviews. A maximum of 50 marks will be awarded for Interview stage. Final selection of Fellows and Associate Fellows shall be done on the basis of 100 marks i.e. 50 marks of Stage-I and 50 marks of Stage-II.

### **3. Eligibility Criteria:**

**a. Age:** Between 21 and 35 years of age as on 01.04.2019 (i.e should be born on or after 01.04.1984 and on or before 31.03.1998)

#### **b. Education Qualification for Fellows:**

- Doctorate/Ph.D with one year full time experience. **OR**
- Post Graduate with minimum 50 % of marks (or equivalent CGPA) with minimum 02 (two) years full time work experience. (Professionals such as MBBS, LLB etc., with minimum 5 year course of study after 12<sup>th</sup> Class will be considered as Post Graduates). **OR**
- Professionals like Chartered Accountants, Architects, Company Secretaries etc., who are registered with their respective professional bodies shall be eligible for Fellowship if they have minimum of 02 (two) years of post-registration work experience. **OR**
- Graduate with minimum 50 % of marks (or equivalent CGPA) with minimum 04(four) years full time work experience.

⊗ deleted. please See Addendum.

**c. Education Qualification for Associate Fellows:**

- Post Graduate with minimum 50 % of marks (or equivalent CGPA). (Professionals such as MBBS, LLB etc., with minimum 05 (five) years course of study after 12<sup>th</sup> Class will be considered as Post Graduates). **OR**
- Professionals like Chartered Accountants, Architects, Company Secretaries etc, who are registered with their respective professional bodies. **OR**
- Graduate with minimum 50 % of marks (or equivalent CGPA) with minimum one year of full time work experience.

**d. Education Qualification for Associate Fellows (Media):**

- Post Graduate Degree or Diploma in Mass Communication or Journalism with minimum 50 % of marks. **OR**
- Graduate in Mass Communication or Journalism with minimum 50 % of marks (or equivalent CGPA) with minimum one year of full time work experience.

**e. Desirable Qualification:**

- Work/Research experience in related fields
- Leadership role in school/college/workplace
- Excellence in extracurricular activities like art, culture and sports
- Track record of public service
- Good oral and written communication skills
- Good computer skills

**f. Character and antecedents:** Candidates convicted or with pending criminal cases shall not be considered and Candidates are required to submit an undertaking to this effect. The Delhi Assembly shall be sending the particulars of the selected candidates to the Police authorities for verification.

**Candidature of applicants who have furnished false information on any of the above requirements shall be summarily cancelled besides legal proceedings and recovery of expenditure already incurred on the candidate including litigation expenses.**



**VII. ABOUT THE PROGRAMME:** The Fellowship / Associate Fellowship Programme to assist the Delhi Assembly Research Centre is a full time programme open for eligible candidates. The important features of the programme are:

**1. Number of Seats:** Initially 50 Fellows and 90 Associate Fellows are proposed to be engaged for a period of one year further extendable by another year.

**2. Tenure:** A maximum tenure of two years, initially one year and extendable for the next year based on the performance of the individual, and subject to mutual agreement, will be allowed to the deserving Fellows / Associate Fellows.

**3. Performance Review:** A performance review will be conducted at the end of one year (on prescribed format- Annexure II), after which the Fellowship may be extended for one more year.

**4. Allocation of Project / Programme/ Scheme:** Depending upon the basic qualification i.e. field of Graduation / Post-Graduation/PhD and the related work/research experience, the candidate will be allotted the project/programme/scheme on any subject as mentioned in Para III 3. However in emergent conditions, besides these subjects, Fellows / Associate Fellows may also be assigned additional tasks on any other issues on which study is to be conducted.

**5. Reporting Structure:** All Fellows / Associate Fellows will work directly under the supervision of the Advisor to the Hon'ble Speaker / Hon'ble Members/ Chairpersons of House Committees/ Officers of Delhi Assembly, depending upon the tasks entrusted to them.

**6. Role of Fellows:** The length of the Fellowship allows Delhi Assembly to allocate a variety of roles to the Fellows /Associate Fellows such as due-diligence, background preparation to launch an ambitious reform, project management to fast-track implementation of priority projects, providing first-hand feedback to Hon'ble Members on progress of key programmes, strengthen concurrent monitoring & evaluation in key programmes etc. The Specific role and responsibilities of the Fellows /Associate Fellows are indicated in **Annexure- I**.

**7. Certificate:** Fellows / Associate Fellows who successfully complete the programme for at least a year will receive a Certificate signed by the Hon'ble Speaker, Delhi Assembly for his/ her duration of engagement.



**8. Programme Mentor:** Hon'ble Speaker, Advisor to the Hon'ble Speaker and the Secretary (Delhi Assembly) will act as Programme Mentor of the Fellows/ Associate Fellows depending on the tasks assigned to them.

**9. Feedback and Performance Appraisal:** The Fellows/ Associate Fellows will interact with the Advisor to the Hon'ble Speaker, Hon'ble Members, Chairpersons of House Committees, Secretary (Delhi Assembly) and give written feedback to them every month with a copy endorsed to the Hon'ble Speaker's Office. Performance of the Fellows/ Associate Fellows will be assessed by the Advisor to the Hon'ble Speaker/ Secretary (Delhi Assembly) annually as per format in **Annexure-II**.

**10. Grievance Redressal:** It is expected that the Fellows/ Associate Fellows will share their issues and concerns with the Advisor to the Hon'ble Speaker/ Secretary (Delhi Assembly) in case of any grievance that cannot be handled by the person to whom they are reporting. In the event of the Fellows / Associate Fellows not being satisfied on the action taken on his grievance they can approach the Office of the Hon'ble Speaker.

**11. Termination and Notice Period:** **The Fellows/Associate Fellows shall be terminated on the following grounds:** The Fellows/Associate Fellows will be on probation for the first three months, and only after successful completion of activities in the probation period, the Fellows/Associate Fellows will be allowed to continue for the full length of the programme, else the fellowship will be terminated. An annual performance appraisal will be conducted at the end of the first year of the programme, and only if the performance is satisfactory, the Fellows/Associate Fellows will be allowed to continue into the second year of the Programme.

- a) On the failure of joining the programme within the prescribed time or unauthorised absence of five continuous working days.
- b) If at any later stage, it is known that the candidate has secured the Fellows hip/ Associate Fellowship by misrepresenting or suppressing of any fact.
- c) If found to be responsible for any act of indiscipline or misconduct or of moral turpitude.
- d) One month prior notice by the Fellow/ Associate Fellow for premature termination of his deployment

- e) In case of failure to give notice, the candidate will be liable to refund one month's stipend paid to him.

**12. Stipend and Facilities:** Consolidated Stipend of Rs.1,00,000/- p.m. (Rupees One Lakh Only) to Fellows and Rs.60,000/- p.m. (Rupees Sixty Thousand Only) to Associate Fellows shall be paid by the Delhi Assembly. No separate allowance shall be paid for their day to day expenses, conveyance expenses etc.

The Fellows / Associate Fellows shall be provided office space with laptop facility in the Delhi Assembly and stationery for official work. They shall also be allowed access to the Delhi Assembly Library.

The Fellows / Associate Fellows shall be allowed to avail one day leave (with prior permission) in a calendar month besides national holidays and Saturday/ Sundays. In the event of urgent and emergent situations, the leave/ holidays can be cancelled.

**VIII. ADVISOR/CONSULTANT/INTERNS:** The Speaker shall appoint/ nominate Advisor and Consultants to supervise the functioning of the Delhi Assembly Research Centre and the Fellows/Associate Fellows. Further, Interns shall also be engaged on short term or project specific basis to assist in the functioning of the DARC as per requirement.

**IX. SUPPORT STAFF:** Support Staff for the Delhi Assembly Research Centre (Translators, Data Entry Operators and Multi Tasking Staff) shall be engaged by the Delhi Assembly after completing the due codal formalities.

**X. FINANCIAL IMPLICATION:** Estimated financial expenditure to the tune of Rs.15.50 Crores (Rupees Fifteen Crores and Fifty Lakhs) is expected in the first year of setting up the DARC. It includes the expenditure on stipend to Fellows /Associate Fellows, remuneration of outsourced staff, installation of IT Equipments and accessories and miscellaneous/ contingency expenses. The Finance Department has been requested to allocate funds to the tune of Rs. 14.50 Crores in the financial year 2019-2020 for this purpose. A breakup of the estimated financial implication is given at **Annexure III**.

**XI. COPYRIGHT:** The Delhi Assembly shall have the copyright to all research papers/ reports/ publications prepared and/ or published by the Delhi Assembly Research Centre and the Fellows /Associate Fellows. Further, no information or data collected / prepared by the Fellows /



Associate Fellows shall be shared with outside agencies without the prior approval / permission of the Secretary (Delhi Assembly).

**XII. DECISION OF HON'BLE SPEAKER TO BE FINAL:** The decision of the Hon'ble Speaker, Delhi Assembly shall be final in all matters relating to the Delhi Assembly Research Centre and the Fellowship/ Associate Fellowship programme.

**ROLES, RESPONSIBILITIES AND EXPECTATIONS FROM FELLOWS / ASSOCIATE FELLOWS**

The Fellows/Associate Fellows shall be responsible for conducting research and providing accurate and relevant information/ data to the Hon'ble Members and Officers of the Assembly and also assist them with research material and preparation of Reports. More specifically, they will be required to perform any/all of the following function(s) for the DARC / Hon'ble Members:

1. Conduct Comparative, Strategical, Technological and Socio-Economic analysis of his allocated Project/ Programme/ Scheme and contribute in ascertaining the felt needs of the people.
2. Visit concerned locations of the programmes/research to see for themselves the local conditions, progress and the impact (or deficit) of governmental interventions.
3. Diagnostic study covering gap analysis, capacity building needs, HR issues, resource envelopes etc.
4. Undertake assessment of development deficit for use in Project/Programme/ Scheme Planning.
5. Understand local dynamics and local problems and issues related to implementation Project/ Programme / Scheme
6. Help the DARC / Member concerned in Project/Programme/ Scheme preparation
7. Facilitating grievance redressal mechanism in his allocated field.
8. Interact with organizations/NGOs involved in issues like awareness generation on entitlements like Food Security Act, Employment Guarantee Act, RTE etc.
9. Suggest measures to promote the agenda of inclusive development especially for vulnerable sections like poor, women, children, dalits, minorities, etc., through different community organizations
10. Suggest measures to help community and administration in objective selection of beneficiaries under various programs and eliminating the possibilities of duplicate/fake/unauthorized beneficiaries etc.
11. Suggest measures to promote community based monitoring tools like Social Audit, surveys etc.
12. Undertake action-research to discover more appropriate ways of doing things at various level of Administration/Assembly.
13. Design and recommend innovative projects. Fellows /Associate Fellows may undertake innovative projects to translate some of their innovative ideas into ground action that have direct implication on the lives of the poor.
14. Study the prevailing practice and procedure in Legislatures world-wide and suggest improvements for quality deliberations in Assembly and Committee proceedings
15. Any Other department/project/programme/scheme specific functions that may be assigned from time to time.



## Annexure-II

### Annual Performance Appraisal Report for Fellows/Associate Fellows

1. Name of the Fellow/Associate Fellows:
2. Name of the project/programme/scheme in which deployed:
3. Period of report:
4. Assessment of work output

Sr.No	Particulars	Score*
A	Accomplishment of work assigned	
B	Quality of output/research	
C	Analytical ability in planning/execution of the tasks	
D	Accomplishment of exceptional works/unforeseen tasks performed	
Overall Score on work output		

#### 5. Assessment of personal attributes

Sr.No	Particulars	Score*
A	Attitude to work	
B	Sense of responsibility	
C	Communication skills	
D	Liaison with target beneficiaries	
E	Leadership qualities	
F	Punctuality in work	
G	Inter-personal relations	
H	Ability to take risk	
Overall Score on personal attributes		

#### 6. Assessment of special attributes\*

Sr.No	Particulars	Score*
A	Sensitivity towards SCs/STs/Women/the vulnerable people	
B	Grasp of the unique aspects of the local situation/tasks in hand	
C	Innovative problem-solving skills	
Overall Score on special attributes		

7. Remarks on outstanding / exceptional achievement (if any): (To be submitted in separate sheet)

8. Overall rating of the Fellow/Associate Fellow ...../175

Date:

Place:

Name:.....

Designation:  
(Signature & seal)

\*(Scores are to be given numerically on a scale of 1 to 10, 10 being the highest score)

Guidelines on rating of Scores – Scores from 9-10 = Outstanding, 7-8 = Very Good, 5-6 = Good, 1-4 = Unsatisfactory.

## Annexure III

## Estimated Financial Implication for setting up of Delhi Assembly Research Centre

**A) Stipend for Fellows /Associate Fellows**

Fellows (50)	(Rs. 1,00,000 x 12 X 50) =	6,00,00,000
Associate Fellows (90)	(Rs. 60,000 x 12 x 90) =	<u>6,48,00,000</u>
		<b>12,48,00,000</b>

**B) Remuneration for Support Staff:**

Translators:	5 (5x40000x12)=	24,00,000
Data Entry Operators:	30 (20000x 30 x12) =	72,00,000
MTS:	30 (18000x 30x12) =	<u>64,80,000</u>
		<b>1,60,80,000</b>

**C) Initial Expense on IT/Office requirement:**

Desktops/ Laptops: 150 (Rs. 60000 x 150)	=	90,00,000
Multi Functional Printers: 20 (Rs.20, 000 x 20)	=	4,00,000
Photocopiers & consumables	=	<u>6,00,000</u>
		<b>1,00,00,000</b>

**D) Training Support/Faculty Fees**

	=	<b>20,00,000</b>
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**E) Miscellaneous/Contingency Expenses**

	=	<u><b>21,20,000</b></u>
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**Grand Total** = **15,50,00,000**

**(Rupees Fifteen Crores Fifty Lakhs)**

**Manpower Breakup**

Associate Fellows:	1 for each constituency	= 70
	10 for Assembly Sectt.	= 10
Associate Fellows (Media)		<u>= 10</u>
		<b>90</b>
Fellows :	1 for two Constituency	= 35
	15 for Assembly Sectt.	<u>= 15</u>
		<b>50</b>
Translators (Common Pool)		=5
Data Entry Operators		=30
(1 for 5 Fellows /Associate Fellows =28		
Secretariat=2)		
Multi Tasking Staff=		=30
(1 for 5 Fellows / Associate Fellows =28		
Secretariat=2)		





**LEGISLATIVE ASSEMBLY SECRETARIAT  
NATIONAL CAPITAL TERRITORY OF DELHI  
OLD SECRETARIAT, DELHI 110 054**

**ADDENDUM**

**VI. SELECTION PROCEDURE** – Selection of Fellows / Associate Fellows will be held in three stages viz., Stage 1: Screening / Shortlisting of Online Applications, Stage 2: Skill Evaluation and Stage 3: Personal Interview.

**1. Stage I- Screening / Shortlisting of Online Applications:** Interested applicants will be required to complete an online application form with details on their academic achievements and work experience. Each Candidate will be allowed to apply for one post only i.e either Fellow or Associate Fellow or Associate Fellow (Media). An objective scoring system will be used to score each application on these dimensions.

**a. Academic details:** Sub-components include level of education, credibility of institution (Institutions of National Importance would be identified through the National Institutional Ranking Framework (NIRF) approved by MHRD which have extensive and rigorous parameters for evaluation and Times Higher Education Ratings will be used as basis for Foreign Institutions) and academic performance.

**b. Work experience:** Sub-components include total years of full-time paid work experience, with extra weightage for work experience in development/social sector/research.

On the basis of weighted score of the above mentioned criteria, candidates will be awarded maximum 20 marks (i.e. 15 marks for academic details + 05 marks for work experience). Candidates will be shortlisted for Stage 2 (Skill Evaluation) in the 1:10 ratio i.e. 500 Candidates will be shortlisted for the position of 50 Fellows and 900 Candidates for the position of 90 Associate Fellows making a total of 1400 candidates for 140 position.

**2. Stage II – Skill Evaluation:** Shortlisted Candidates will be invited to submit Online Assignment. A maximum of 40 marks will be awarded for Skill Evaluation stage. The assignments will analyze the motivation of the candidate towards public service including their essay submitted in the online application along with core skills that are required by the candidates to perform their roles and responsibilities. Now, score of Stage- I and Stage- II will be combined (i.e. total out of 60 marks) and based on this merit, candidates will be shortlisted for Stage- III in ratio of 1:5 for e.g. 250 candidates will be shortlisted for the position of 50 Fellows and 450 candidates for the position of 90 Associate Fellows making a total of 700 candidates for 140 position.

**3. Stage III - Personal Interview:** Shortlisted candidates will be invited for personal interviews. A maximum of 40 marks will be awarded for Interview stage. Final selection of Fellows and Associate Fellows shall be done on the basis of merit out of 100 marks i.e. 20 marks of Stage-I, 40 marks of Stage-II and 40 marks of Stage III.