



STATE SUPPORT MISSION

— GUIDELINES —

JULY 2023



NITI Aayog

STATE SUPPORT MISSION

Guidelines of the Mission

JULY 2023

List of Abbreviations

SSM	:	State Support Mission
SIT	:	State Institution for Transformation
SETU	:	State Economic Transformation Unit
LKI	:	Lead Knowledge Institution
MSC	:	Mission Steering Committee
MIC	:	Mission Implementation Committee
PIU	:	Programme Implementation Unit
PMU	:	Programme Management Unit

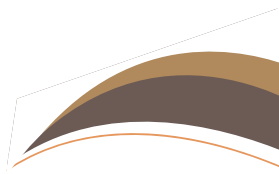
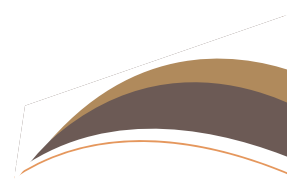


Table of Contents

<i>List of Abbreviations</i>	<i>iii</i>
1. Background	1
2. Mission Objective	2
3. Mission Period	2
4. Mission Structure	2
4.1 Mission Steering Committee	2
4.2 Mission Implementation Committee	3
5. Components of State Support Mission	3
5.1 Support to States/UTs	3
a. <i>Setting up of State Institution for Transformation (SIT)</i>	3
b. <i>Monitoring & Evaluation and Data Analytics Unit</i>	4
c. <i>Milestone based rewards/incentives/recognition</i>	4
d. <i>Capacity Building</i>	4
5.2 Support to Lead Knowledge Institutions	4
5.3 State Economic Transformation Unit (SETU), NITI Aayog	5
6. Disbursal of Funds	5
7. Relaxation/Modification	5
8. Annexures	7
Annexure-A: Indicative Terms of Reference for Hiring of Professional for the Programme Implementation Unit (PIU)	8
Annexure-B: Component wise breakup of proposed outlay of State Support Mission (SSM)-(2022-2025)	13
Annexure-C: Details of Milestone based rewards/incentive/recognition to States/UTs	14
Annexure-D: Process of fund flow to Lead Knowledge Institutions	15
Annexure-E: Structure of fund release to States/UTs	16
Annexure-F: Indicative Guidelines for strengthening Monitoring & Evaluation unit in the State/UT	17
Annexure-G: Indicative Action Plan Matrix for State Institution for Transformation (SIT)	20



1. Background

- 1.1** The National Institution for Transforming India (NITI) Aayog serves as Government of India's think tank, providing strategic and technical advice across a spectrum of key elements of the policy process. Over the years, since its inception, NITI Aayog has evolved as a multi-disciplinary resource centre with knowledge and skills that enable it to act efficiently, promote research and innovation, provide strategic policy vision for the government, monitor and evaluate the implementation of programmes and initiatives to strengthen programme delivery, and deal with contingent issues.
- 1.2** Reinvigorating cooperative and competitive federalism to achieve national developmental priorities is the core mandate of NITI Aayog. With the aspiration of becoming a *Viksit Bharat* (Developed Nation) by 2047 assuming center stage of the National Development Agenda, NITI Aayog intends to be proactive in its role to bring together all stakeholders—States/UTs, Central Government Ministries/ Departments, development partners, civil society, academia, and other think tanks for the development of a shared vision of national priorities and strategies in critical areas of socio-economic development.
- 1.3** State/UT Governments have a major role in creating an enabling environment to ensure sustainable and inclusive growth. Major levers of development such as health, education, skill development, infrastructure development, land administration, urbanization, and credit flows are vital growth factors which are primarily driven by State/UT Governments. In order to achieve the shared vision of inclusive growth for the next 25 years of *Amrit Kaal*, there is a need to have collective institutional and socio-economic transformational efforts by the Centre and States/UTs.
- 1.4** While States/UTs follow different paths for development, these paths are to be aligned with national priorities for achieving inclusive development of the country. India's aspiration to become a developed country can only be achieved if national priorities are driven by the States/UTs. Better governance and stronger institutions in the States/UTs are crucial for India to achieve high and inclusive growth over a sustained period.
- 1.5** States have varying capacities in driving socio-economic reforms. There is scope for the States'/UTs' Planning Departments to reinvent themselves as State Institutions for Transformation (SIT) that can play a crucial role in galvanizing partnerships, resources, ideas and synergies to drive inclusive growth. The SITs should eventually be all-encompassing resource centres which will design strategic and development strategies and implement them with a vision of achieving medium term Sustainable Development Goals (SDG) 2030 and a long-term vision of India @ 2047.
- 1.6** The 'State Support Mission (SSM)' has been conceived with the primary objective of supporting States/UTs to establish SITs which can act as multi-disciplinary resource centers to steer their development strategies. SITs may comprise of officials from State/UT governments and lateral entrants with sector specific expertise. All interested States and UTs will be covered under the Mission.

2. Mission Objective

The objective of SSM is to strengthen and institutionalize the on-going engagement of NITI Aayog with States and UTs. NITI Aayog will assist interested States/UTs to establish State Institution for Transformation (SIT) or reimagine the role of existing State Planning Departments/Boards, that can act as a multi-disciplinary resource to steer the development strategies in the States/UTs. Following are the objectives of the State Support Mission:

- ▶▶ To support interested States/UTs to either establish SITs or strengthen their existing Planning Departments/Boards
- ▶▶ To work with States/UTs in identifying key growth drivers and enablers, and leverage them to boost their economic growth.
- ▶▶ To support States/UTs to leverage expertise of knowledge institutions, development partners, multi-lateral agencies, civil society, academia, etc.
- ▶▶ To enable States/UTs to strengthen the Monitoring & Evaluation ecosystem and data analytical systems for evidence-based decision making
- ▶▶ To create a knowledge platform to enable States/UTs to learn from peers and share good governance and policy practices

3. Mission Period

All interested States and UTs will be covered under the Mission. A total outlay of Rs. 237.5 crores will be available till FY 2024-2025.

4. Mission Structure

4.1 Mission Steering Committee

A Mission Steering Committee (MSC) will provide overall guidance and direction for the implementation of the Mission. The Committee will review the progress of the Mission on a quarterly basis.

Composition of Mission Steering Committee*		
1.	CEO, NITI Aayog	Chairperson
2.	Chief Secretaries or their representatives from participating States/UTs	Member
3.	State Nodal Advisers, NITI Aayog	Member
4.	Additional Secretary, NITI Aayog	Member Secretary

* The Chairperson can co-opt any expert as a special invitee for a committee meeting.

4.2 Mission Implementation Committee

A Mission Implementation Committee (MIC) will be set up in NITI Aayog to monitor various activities of the SSM and examine proposals received from the States/UTs and Lead Knowledge Institutions (LKI).

Composition of Mission Implementation Committee*		
1.	Additional Secretary, NITI Aayog	Chairperson
2.	State Nodal Adviser Concerned	Member
3.	State Planning Secretary Concerned	Member
4.	Mission Director, SSM	Member Secretary

* The Chairperson can co-opt any expert as a special invitee for a committee meeting.

The Mission Implementation Committee will be responsible for the following:

- i. To oversee overall implementation of the Mission
- ii. To provide progress report to Mission Steering Committee
- iii. To coordinate with States and Lead Knowledge Institutions
- iv. To examine research/study/other proposals received from the States/Lead Knowledge Institutions under SSM and sanctioning the same
- v. Any other matter incidental to the implementation of the Mission

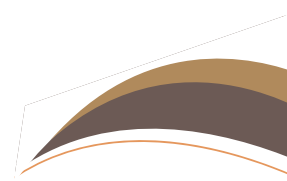
5. Components of State Support Mission

5.1 Support to States/UTs

a. Setting up of State Institution for Transformation (SIT)

The States/UTs can either establish SITs or reimagine the role of their existing institutions, such as Planning Departments and Boards, with the support of NITI Aayog. A multi-disciplinary Programme Implementation Unit (PIU), an embedded team consisting of up to 9 sectoral experts including a Team Leader as required by the States/UTs, will be deployed in the States/UTs to facilitate establishment of SIT funded under the Mission. The embedded team of experts will work under the supervision of the State/UT Government.

An indicative Terms of Reference (TOR)/guidelines for hiring the PIU is attached as **Annexure - A**. The number of sector professionals (maximum up to 9, including team lead) and remuneration of the professionals mentioned in the indicative TOR may vary as per the discretion of the respective State/UT. Expenses of hiring professionals for PIU along with its administrative expenses will be covered under SSM as per permissible limits. States/UTs are required to submit a proposal for hiring experts according to which remuneration of these professionals will be released by NITI Aayog. While hiring the professionals, a State/UT can choose the profiles as per the sectors/areas critical for their respective State's/UT's growth and development. States/UTs may hire Professionals either directly or through agencies empaneled by NITI Aayog.



b. Monitoring & Evaluation and Data Analytics Unit

Monitoring and Evaluation (M&E) Unit and Data Analytics Unit constitute an integral part of the SIT which facilitates evidence-based policy making and data driven governance. Monitoring and Evaluation enables policy makers to assess the efficacy of the programs and also carry out any mid-course correction. States/UTs can either establish a new Monitoring and Evaluation Unit /Data Analytics Unit or can strengthen their existing units. The expenses for these will be covered under SSM as per the permissible fund allocated under the Mission (**Annexure - B**). States/UTs need to submit an action plan for utilization of the fund (**Annexure - G**). States/UTs can also utilize this fund for hiring professionals for their Monitoring &Evaluation Unit / Data Analytics Unit, conduct surveys, develop a dashboard, data collection, establishing state knowledge repository etc.

c. Milestone based rewards/incentives/recognition

Milestone based rewards/incentives/recognition will be provided to States/UTs to encourage them in achieving the objectives of the Mission. The details of the same are provided in **Annexure - C**.

d. Capacity Building

States/UTs are encouraged to undertake capacity building exercises and sensitization of officials in their respective State/UT. States/UTs can conduct research studies, projects, workshops, conferences, etc. in line with SSM objectives. The expenses for these activities will be covered under SSM as per the permissible fund allocated under the Mission (**Annexure - B**).

5.2 Support to Lead Knowledge Institutions

The Mission recognizes the crucial role of cross-sectoral partnerships to bring expertise and sectoral domain knowledge to support the SIT. To foster such partnerships, States/UTs are encouraged to designate a Lead Knowledge Institution (LKI) by onboarding institutions such as IIMs/ IITs/ Central and State Universities/ any research-based organization of excellence in the State/UT/region.

The LKI may bring the expertise of other institutions by way of institutional collaboration to assist the States in this endeavor. The role and responsibilities of the LKI are as follows:

- ▶ Provide research inputs for the preparation of development strategies, economic goals, and State Vision@2047
- ▶ Facilitate institutional collaboration among other academic institutions, research institutions and think tanks to leverage their expertise and domain-specific knowledge for achieving the objectives of the Mission
- ▶ Organize capacity-building workshops and training of concerned stakeholders, as required
- ▶ Assist States/UTs in collecting and collating best practices and success stories of the State

The expenses for these requirements will be covered under SSM as per the permissible fund allocated under the Mission (**Annexure - B**) and the flow of fund to LKIs will be done as per Annexure D.

5.3 State Economic Transformation Unit (SETU), NITI Aayog

A State Economic Transformation Unit (SETU) will be set up in NITI Aayog to implement the Mission. The SETU will be responsible for the following:

- i. Digital Knowledge Repository
A central knowledge repository would be set up as a single source of government resources, knowledge assets and good governance practices for policy makers at the Central level, State/UT level, district and block level, frontline workers and functionaries, public policy researchers and academia.
- ii. Organize meetings/workshops/conferences/consultation with key stakeholders in line with SSM objectives
- iii. Bring expertise and sectoral domain knowledge from other institutions, think tanks, multi-lateral agencies, civil society, etc. to support the Mission
- iv. Programme Management Unit (PMU) may be setup for effective implementation of the Mission
- v. Perform such other functions as may be necessary in the interest of the Mission

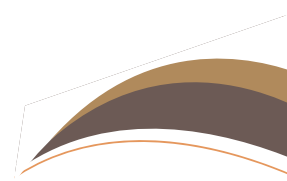
The expenses for these requirements along with administrative expenses of SETU will be covered under SSM as per the permissible fund allocated under the Mission (**Annexure - B**).

6. Disbursal of Funds

To undertake various activities envisaged under the Mission, financial assistance will be provided to the States, the LKIs, and SETU under the budgetary allocation. Flow of funds under this Mission will happen as per the guidelines of the Department of Expenditure (F.No. 1(18)/PFMS/FCD/2021, dated 9th March 2022). Details of fund allocation is attached as **Annexure - B**. Each State/UT has to submit a detailed action plan to NITI Aayog while raising fund request under the scheme. Action plan has to be made as per Budget Head; defined under the mission. States/UTs can submit the Action Plan accordingly; as and when required. An indicative Action Plan is attached as **Annexure - G**.

7. Relaxation/Modification

Relaxation/modification in any of the clauses of the guidelines for the SSM as detailed above will be made with the approval of CEO, NITI Aayog.



ANNEXURES

Annexure-A

(This document is for indicative purpose only: States/UTs may change as per their requirements)

Indicative Terms of Reference for Hiring of Professional for the Programme Implementation Unit (PIU)

File No -
Government of "State Name"

Dated: _____

Subject: Indicative Terms of Reference for engagement of professionals (for SIT embedded team) under State Support Mission on short term contract basis for the duration of 2 years

State Support Mission has been conceived with the objective of strengthening State's/UT's partnership with NITI Aayog. Under this Mission, a State Institution for Transformation (SIT) will be established, or the existing planning department will be strengthened to act as a multi-disciplinary resource centre to steer the development strategies of the States/UTs.

In this regard, the <Name of State/UT> will be hiring sector professionals <maximum 9 people comprising of 1 Team Leader and up to 8 sector experts> as mentioned below. The sectors may vary as per State's/UT's requirements.

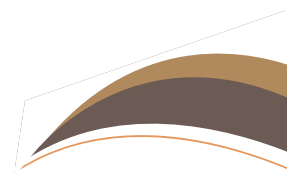
S. No	Position	Role	No of Positions
1.	Team Leader	Overall Coordination (preferably with M&E background)	1
2.	Sector Expert (Sectors may vary as per State requirements)	Economics and Finance	1
3.		Agriculture and Allied Sectors	1
4.		Infrastructure and Industry	1
5.		Social Sectors (Education and Health)	1
6.		Technology and Entrepreneurship	1
7.		Urban Development	1
8.		IT and Data Analytics	1
9.		Human Resources and Capacity Building	1

These job roles are indicative. States/UTs can decide the job role as per their own requirements subject to maximum number of human resources not exceeding nine.

1. Name of the position – Team Leader

(These are minimum criteria which any State Government will have to adhere to in the process of hiring professionals for deployment in the State under SIT. In addition to these, they can modify any criteria of selection as per States' requirements and guidelines).

1	Name of position	Team Lead
2	Number of positions	1 (One)
3	Method of recruitment	Contractual through Open Market
4	Age Limit	Candidates should be below 50 years of age as on the date of advertisement.
5	Period of Contract	For a period of 2 years.
6	Location of Posting	State Headquarters
7	Remuneration (per month)	Rs 1,50,000/- (Consolidated inclusive of all)
8	Education qualification	<p>Essential</p> <p>Masters in Economics or MBA in Finance or Post Graduate Diploma in Management with considerable amount of field experience post highest qualification</p> <p>Desirable</p> <p>Persons with advanced diploma or degree in M&E, Project Appraisal & Risk Management, additional qualifications, and published papers in the relevant field would be preferred.</p>
9	Experience	<p>Minimum 10 (ten) years' experience relevant to the job description.</p> <p>Preference will be given to persons with on-field experience with State government, work experience in project management, project appraisal, monitoring & evaluation, policy advocacy in the areas of governance, development-related projects, and programme implementation.</p> <p>Candidates should also have demonstrated experience relating to leading teams, managing projects, as well as conducting stakeholder engagement.</p> <p>The experience of internship/training will not be considered.</p>
10	Job description/ Duties & Responsibilities	<ul style="list-style-type: none"> • Maintain synergy between the State Planning Department, LKI and NITI Aayog • To assist SIT in achieving its objectives in collaboration with NITI Aayog and the LKI • Preparation of development strategies, sectoral targets, socio economic goals and State Vision@ 2047, as per the State's requirements and roadmap to achieve the same



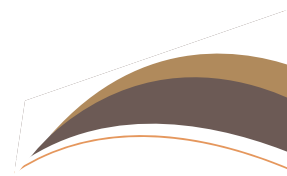
10	Job description/ Duties & Responsibilities	<ul style="list-style-type: none"> • Draft policy briefs, presentations and other documents. • Coordination with development partners and technical agency concerned • Support mechanisms for strengthening horizontal and vertical coordination within Government. • Assist State in strengthening the innovation ecosystem • Assist State in strengthening the monitoring & evaluation ecosystem • Create and facilitate cross learning platforms • Documentation of activities performed under SIT • Preparation of the State, regional and sectoral reports on regular basis • Regular update on progress in State using the dashboard/ portal maintained by NITI Aayog • Plan and organise workshops and other events related to the SIT, including preparation of inputs for the workshop • Perform such other functions as may be necessary for the interest of the Mission
11	Knowledge and Skills	<ul style="list-style-type: none"> • Experience in stakeholder management • Experience in drafting reports and reviewing detailed project reports • Prior experience with Government, UN agencies and other international organizations is desirable • Knowledge and experience related to National/State planning • Excellent Analytical and Problem-solving skills
12	Language Requirements	Excellent verbal and written English and <i>State-specific language skills</i> and demonstrate ability to communicate effectively in a multi-cultural environment
13	Leave	<ul style="list-style-type: none"> • Entitled to have State government enlisted holidays • Individuals will be entitled to leaves of 18 days in the entire year.
14	How to apply	<p>Eligible candidates may apply online using the link provided within 30 days from the date of publication of the advertisement in the newspaper.</p> <p>Applications are to be submitted online only</p>

The terms and conditions of engagement of the professionals will be according to *the State Government Guidelines O.M. no. _____*. The guidelines are placed on State Government's website _____.

2. Name of the position – Sector Expert

(These are minimum criteria which any State Government will have to adhere to in process of hiring sector professionals for deployment in the State under SIT. In addition to these, they can add any criteria of selection as per States' requirements and guidelines).

1	Name of position	Sector Expert <Sector Name>
2	Number of positions	Maximum 8 (Eight)
3	Method of recruitment	Contractual through Open Market
4	Age Limit	Candidates should be below 50 years of age as on the date of advertisement.
5	Period of Contract	For a period of 2 years.
6	Location of Posting	State Headquarters
7	Remuneration (per month)	Rs 1,00,000/- (Consolidated inclusive of all)
8	Education qualification	<p>Essential</p> <p>Masters <Subject specialist>, MBA or Post Graduate Diploma in Management in the specified sector with considerable amount of field experience post highest qualification</p> <p>Desirable</p> <p>Persons with advanced diploma or degree in (the specified sector), published papers in the relevant field would be preferred.</p>
9	Experience	<p>Minimum 8 (eight) years' experience relevant to the job description.</p> <p>Preference will be given to persons with work experience in <i>specified sector</i>, implementation of programmes.</p> <p>Candidates should also have demonstrated experience relating to leading teams, managing projects, as well as conducting stakeholder engagement.</p> <p>The experience of internship/training will not be considered.</p>
10	Job description/ Duties & Responsibilities	<ul style="list-style-type: none"> • Maintain synergy between the State Planning Department, LKI and NITI Aayog • To assist SIT in achieving its objectives in collaboration with NITI Aayog and the LKI • Evaluation and assessment of existing strategies, methodologies, and systems to improve the socio-economic condition of the State • Preparation of development strategies, sectoral targets, socio economic goals and State Vision@ 2047, as per the State's requirements and roadmap to achieve the same • Draft policy briefs, presentations and other documents.



10	Job description/ Duties & Responsibilities	<ul style="list-style-type: none"> • Coordination with development partners and technical agency concerned • Support mechanisms for strengthening horizontal and vertical coordination within Government. • Coordinate with State/UT officials for preparation of project proposals to be taken up for implementation by the State Government. • Assist State in strengthening the innovation ecosystem • Assist State in strengthening the monitoring and evaluation ecosystem • Create and facilitate cross learning platforms • Documentation of activities and emerging good practices performed by the SIT • Support in preparation of State, regional and sectoral reports on regular basis. • Support regular updates on progress in State using the dashboard/portal maintained by NITI Aayog • Support in organizing workshops and other events related to the SIT, including preparation of inputs for the workshops • Any other tasks assigned by the supervisor (Team Leader) as may be necessary in the interest of the Mission
11	Knowledge and Skills	<ul style="list-style-type: none"> • Experience in stakeholder management • Experience in carrying out research and preparing policy briefs • Experience in drafting reports and reviewing detailed project reports • Prior experience with Government, UN agencies and other international organizations is desirable • Knowledge and experience related to National/State planning • Excellent Analytical & Problem-solving skills
12	Language Requirements	Excellent verbal and written English and <i>State specific language skills</i> and demonstrated ability to communicate effectively in a multi-cultural environment
13	Leave	Entitled to have State government enlisted holidays Individuals will be entitled to leaves of 18 days in the entire year.
14	How to apply	Eligible candidates may apply online using the link within 30 days from the date of publication of the advertisement in the Newspaper. Applications are to be submitted online only

The terms and conditions of engagement of the sector professionals will be according to the State Government Guidelines O.M. no. The guidelines are placed on State Government's website _____.

Annexure-B

Component wise breakup of proposed outlay of State Support Mission (SSM)-(2022-2025)

S. No	Components of the Mission	Support to	Proposed outlay (Rs in crores) [per State/UT]				Total Proposed outlay (for all States/UTs) 2022-2025
			2022-23	2023-24	2024-25	Total for 2022-2025	
1	Support to States/UTs for Programme Implementation Unit (PIU-Embedded Team) - 9 people	State/UT	0.91	1.37	2.28	82.08	
2	Support to States for establishing and strengthening M&E System and Data Analytics Platform	State/UT	-	0.4	1.00	36.00	
3	Support to States for undertaking studies, projects, workshops, conferences, etc. concerning priority sectors and milestone-based rewards/Incentives/Recognition to States/UTs	State/UT	-	0.25	0.50	36.00	
4	Administrative Expenditure of PIU including travel	State/UT	-	0.4	1.00	36.00	
5	Support to the Lead Knowledge Institutions for undertaking studies, stakeholder consultations, workshops, conferences, etc. as required by States/NITI	Lead Knowledge Institution	-	0.25	0.50	18.00	
6	Support to SETU for digital repository, experience centre, studies, projects, trainings, workshops, conferences, Programme Management Unit, including administrative expenses	SETU, NITI Aayog	1.00	14.34	14.08	29.42	
Total						₹ 237.50	

*Note - Structure of fund release to States/UTs will be as per Annexure-E

Annexure-C

Details of Milestone based rewards/incentive/recognition to States/UTs

Milestone (in order)	Eligibility criteria	Reward/Incentive/Recognition
Establishment of SIT* (within 5 months from issuance of SSM guidelines)	<ul style="list-style-type: none"> Official communication/ Govt. Order for SIT Deployment of embedded team (Programme Implementation Unit) 	<ul style="list-style-type: none"> First 7 States/UTs to do so will get Rs. 1 crore each to rollout projects (to be submitted to the Mission Implementation Committee for approval) One of these States/UTs will lead Regional/Sectoral Workshop on SSM
Establishment of M&E Unit/ strengthening existing M&E Systems	<ul style="list-style-type: none"> Setup of M&E unit as per indicative standard issued by SSM (Annexure-F) States/UTs will be selected as per proposals submitted to the Mission Implementation Committee 	<ul style="list-style-type: none"> First 3 States/UTs to receive Rs 1 crore each for further strengthening their M&E systems (Annexure-F) One of these States/UTs will lead National/Regional Workshop on M&E
Establishment of Data Analytics Unit	<ul style="list-style-type: none"> Setup of Data Analytics Unit States/UTs will be selected as per proposals submitted to the Mission Implementation Committee 	<ul style="list-style-type: none"> First 3 States/UTs to receive Rs. 1 crore each for further strengthening Data Analytics systems One of these States/UTs will lead Regional/Sectoral Workshop on Data Analytics
Development of comprehensive development strategies/roadmap	<ul style="list-style-type: none"> Outcome-based roadmap Criteria to be decided by the Mission Steering Committee 	<ul style="list-style-type: none"> First 5 States/UTs to achieve this, will get Rs. 1 crore each to rollout projects (to be submitted to the Mission Implementation Committee for approval) One of these States/UTs may also act as the National Resource SIT.

*Every SIT may comprise of officials from State's/UT's government and lateral entrants with sector specific expertise and must contain departments/units addressing priority sectors of the respective State/UT such as M&E and Data Analytics unit, capacity building & training unit.

Note:

- i. Mission Steering committee can modify the eligibility criteria
- ii. Projects under reward money will be evaluated by Mission Implementation Committee and other incentives, as mentioned above, will be decided by SETU.
- iii. The table above is indicative and may change as per the development in the Mission implementation and involvement of the States/UTs. Any change will be communicated to States/UTs beforehand.

Annexure - D

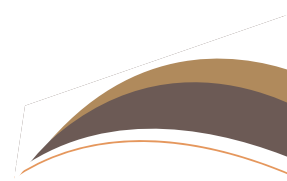
Process of fund flow to Lead Knowledge Institutions

- i. For conducting stakeholder consultations, trainings and workshops concerning priority sectors of the State–All such proposals should be submitted to the Mission Implementation Committee for approval.
- ii. For conducting stakeholder consultations, trainings and workshops–50% of the fund proposed for the activity will be released after sanctioning and remaining shall be released after submission of the utilization certificate for previously sanctioned amount.
- iii. For undertaking research studies as required by States/NITI Aayog concerning priority sectors of the State–The proposals relating to such studies shall be submitted by the LKI to SETU, NITI Aayog. After the preliminary examination of the proposals by SETU, the same will be placed before the Mission Implementation Committee for its recommendation. Thereafter, sanction orders will be issued and funds will be released as per the following payment schedule:

Installment	% of release (out of total sanctioned amount)	Stage
1st	40%	Upon submission of plan for conducting the research by the Lead Knowledge Institution and approval by the Mission Implementation Committee
2nd	30%	After submission of draft paper/study. The final authority for releasing 2 nd installment will be Mission Director, SSM, upon concurrence of the Mission Implementation Committee.
3rd	30%	After acceptance of Project Completion Report having Disclaimer and Acknowledgement with (i) incorporating all the suggestions given by NITI Aayog (and the Administrative Ministry, if consulted, before final printing of the report); (ii) receiving of (a) Requisite copies of Project Completion Report (Final Report of the study) and (b) Utilization Certificate of Funds & Statement of Expenditure of total amount spent on the study as per the standard Utilization Certificate. If there is any shortcoming in the Project Completion/ Final Report, then the 3 rd installment would be withheld till such time the observations are addressed properly by the LKI.
Total	100%	Closing the study

Note:

- i. The LKI will have to submit Utilization of Funds & Statement of Expenditure (standard Utilization Certificate as prescribed by DoE) along with the Project Completion Report at the end for releasing the final installment. No Utilization Certificate would be required for releasing the 1st and 2nd installment.
- ii. If there are any unutilized funds, then it shall be refunded to NITI Aayog by bank drafts payable to Pay and Accounts Office, NITI Aayog.



Annexure-E

Structure of fund release to States/UTs-(2022-2025)

S. No	Components of the Mission	Support to	Condition for release of fund release per State/UT		
			2022-23	2023-24	2024-25
1	Support to States/UTs for Programme Implementation Unit (PIU-Embedded Team)	State/UT	-	As per the action plan submitted by State/UT	As per the action plan submitted by State/UT
2	Support to States for establishing and strengthening M&E Systems and Data Analytics Platform	State/UT	-	100% post establishment of SIT [Clause 5.1 (b)]	As per the action plan submitted by State/UT
3	Performance-based Rewards/Incentives/Recognition to States/UTs	State/UT		As per Clause 5.1 (c) and Annexure-C	
4	Support to States for undertaking studies, projects, workshops, conferences, etc. concerning priority sectors	State/UT	-	As per requirement and approval of Mission Implementation Committee [Clause 5.1]	As per requirement and approval of Mission Implementation Committee [Clause 5.1]
5	Administrative Expenditure of PIU including their travel	State/UT	-	As per the action plan submitted by State/UT	As per the action plan submitted by State/UT
6	Support to the Lead Knowledge Institutions for undertaking studies, stakeholder consultations, workshops, conferences, etc. as required by States/UTs/NITI	LKI	-	As per clause 5.2 and Annexure-D	
7	Support to State Economic Transformation Unit (SETU)	SETU, NITI Aayog	As per the action plan	As per the action plan	As per the action plan

***Note** - Fund details are attached in Annexure - B and indicative Action Plan is attached as Annexure - G.

States/UTs has to submit Utilization Certificate for every release of fund (tranche) and audited Utilization Certificate at the end of financial year to be eligible for release of fund for next financial year.

Annexure - F

Indicative Guidelines for strengthening Monitoring & Evaluation unit in the State/UT

M&E ensures accountability in programme implementation and is an integral part of evidence-based policy making. A dedicated M&E Cell/Unit/Authority assisted by State Institution for Transformation (SIT) at the State level will support improvements in effectiveness, efficiency, and sustainability of service delivery, outcomes and impacts of programmes/schemes. The M&E unit within the SIT should focus on strengthening the capacities through institutional re-alignment, building internal capabilities and external partnerships, strengthening procurement capacities, and incorporating a culture of monitoring, evaluation and learning. The M&E Unit should also be closely involved in formulating an Output Outcome Monitoring Framework (OOMF) for the State Departments along the lines of the initiative in the Central Government. Every scheme above a particular threshold should be monitored and evaluated within a specific timeframe. The M&E Unit should support the State Government in the following areas:

- a. **Development of M&E Strategy:** A three-year Monitoring and Evaluation Strategy should be drafted for monitoring and evaluating departmental schemes/programmes/policies in consultation with relevant stakeholders, particularly the finance department.
- b. **Development of Output Outcome Monitoring Framework for the State:** The current emphasis on monitoring inputs and expenditure, and to some extent, outputs, would need systematic emphasis around outcomes monitoring, where the M&E unit can play an important catalytic role. The State Government should commit to the ex-ante articulation of a logical framework and clearly defined outputs and outcomes to be achieved by various State schemes.
- c. **Development and implementation of the evaluation plan:** This will include the following:
 - a. Multi-year evaluation plans at the departmental levels covering key aspects- Analysis of scheme/ programme/ policy budgetary outlays, beneficiary coverage, logical framework, OOMF outcomes, indicators, targets, implementation design, alignment with national development goals and SDGs, work plan, timelines, etc.
 - b. Setting benchmarks, practice standards, and guidelines for all topics related to evaluation. To achieve this task, the M&E unit can circulate digital and paper-based manuals, terms and definitions, guidelines, toolkits, technical guidance notes on all stages of evaluations. This will also include standard Terms of Reference, template for survey schedules, processes for quality checks, management response, improvement plan, Action Taken Report templates, etc.
 - c. Translating evaluation findings into practice, implications, etc. for further dissemination. This includes consultation with key stakeholders, publication guidelines and Action Taken Reviews. A communication plan for the dissemination

of evaluation findings should be drafted for wider dissemination of evaluation findings through multiple platforms. Evaluation findings and digitized reports can be made public through the Department website.

d. **Building data systems:**

- a. The Data Governance Quality Index (DGQI) championed by the Government of India to improve the quality of administrative data can be contextualized and implemented by the State M&E unit.
- b. Formulate a plan of action for collecting outcome-level data at least once in three years through evaluations/ surveys or by integration of outcome-level questions into existing periodic government surveys. This requires building Computer-Assisted Personal Interviews (CAPI) tools, use of geospatial tools and cloud services for monitoring real-time data collection and storage, in-built data validation and quality checks, data privacy controls, OLAP capabilities.
- c. Leverage new and emerging technologies for M&E such as the use of big data, AI, statistical processing, and predictive analytics in performance measurement. This requires strengthening of the infrastructural, data, and technological systems for monitoring and evaluation.

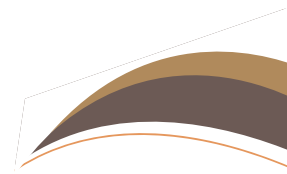
e. **M&E Capacity Building**

- a. Training Needs Assessment should be conducted within the relevant State Departments. Periodic trainings/workshops for existing resources need to be organized in various domains of monitoring and evaluation along with hands-on training.
- b. The training capacities may be further added by development of standard M&E content, collaboration with knowledge institutions, partnership with State's ATI and other training institutes.
- c. Procurement of technical services: Existing capacities can be supplemented by outsourcing the work to knowledge institutions like think tanks, universities, consulting firms, etc. This requires capabilities to draft the terms of reference and manage the procurement of technical consultants. The procurement process can be standardized and simplified by adopting standard bidding documents and standardized procedures. To encourage the engagement of universities, academic institutions, and survey agencies as part of evaluations, the M&E unit can undertake empanelment of such agencies as knowledge/ survey institutions based on government guidelines.

f. **Knowledge Network & Outreach**

- a. Build strong partnerships with government and non-governmental development institutions with experience, expertise, and capacity in M&E such as national and international development organizations in the evaluation space, UN and multilateral development agencies, evaluation networks, VOPEs, reputed academic and research institutions in India and other countries, private sector, etc.

- b. Champion M&E and use of evidence-based policy making in the State ecosystem and disseminate best practices within the State to the district and sub-district level. The unit can undertake workshops, seminars, learning events, and other such platforms for dissemination purposes. Social media can be used for generating wider awareness and dissemination.
- c. Facilitate intra- and inter-State knowledge exchange through field visits, webinars, etc. for State officials.
- d. Adapting best practices in M&E from States/UTs.



Annexure-G

Indicative Action Plan Matrix for State Institution for Transformation <State Name>

Major Budget Head - State Institution for Transformation (SIT)

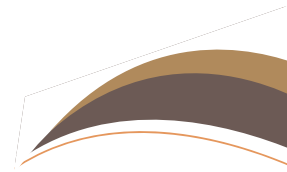
This is an indicative Action Plan; which States/UTs need to submit while raising fund request under State Support Mission. This document has 6 separate indicative Action Plans for each of the major financial heads defined under SSM. States/UTs can send Actions Plans individually or together as per their requirement.

States/UTs may ensure following before raising request for any of the six mentioned budget head

- ▶▶ Official communication to NITI Aayog regarding establishment of SIT or reimagining the role of existing department/board concerned; as per the SSM Guidelines
- ▶▶ Every State/UT should submit an Annual Action Plan highlighting the major tasks planned, expected output and outcome; separately for each of the financial year.
- ▶▶ Prepare and communicate the structure of SIT established or the structure of existing Department/Board which will drive the State Support Mission in the State/UT
- ▶▶ Identify and communicate the priority sectors to NITI Aayog for which State/UT desire to hire human resource (Project Implementation Unit; PIU)
- ▶▶ Final Terms of Reference (TOR)/guidelines for hiring the PIU need to be sent along with the fund request for the budget head concerned.
- ▶▶ All communications from States/UTs regarding SSM must be done on **ssm-niti@gov.in** and **ssm.nitiaayog@lsmgr.nic.in**.

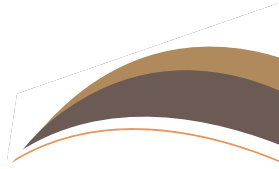
Action Plan to be submitted while raising fund request* under the Budget Head–State Institution for Transformation (SIT):

Fund request for FY 2023-24								
A. Programme Programme Implementation Unit (PIU); embedded team to SIT**								
S. No	Budget Sub-Head	Per unit cost	Duration for which fund is sought (in months)	Past payment done (in months)	Whether Utilisation Certificate submitted (Yes/No)	Total financial requirement (in Rs)	Budget requirement under SSM (in Rs)	Remarks
		[monthly salary of the member has to be mentioned]	[time period for which fund has been sought to be mentioned]	[mention the number of months for which payment has already been done to the member; applicable from 2 nd fund request]	[mention the status of UC of previously released fund under this head]	[mention total fund State/UT is allocating for the activity]	[mention total fund expected from permissible fund, allocated under this head in SSM]	[mention any additional information related to the head]
1	Salary of Team Leader							
2	Salary of <sector name> expert							
3								



B. Administrative expenditure of Programme Implementation Unit (PIU)								
S. No	Budget Sub-Head	Brief description	Per unit cost	Total financial requirement (in Rs)	Budget requirement under SSM (in Rs)	Past expenses done (in Rs)	Whether Utilisation Certificate submitted (Yes/No)	Remarks
		<i>[highlight the purpose/ need for this expense]</i>	<i>[mention per unit cost of the head concerned]</i>	<i>[mention total fund State/UT is allocating for the head concerned]</i>	<i>[mention total fund expected from permissible fund, allocated under this head in SSM]</i>	<i>[mention the amount which has already been allocated by SSM under this head; applicable from 2nd fund request]</i>	<i>[mention the status of UC of previously released fund under this head]</i>	<i>[mention any additional information related to the head]</i>
1	Travel Expenses							
2	Office Expenses							
3	Publications							
4	Advertising and Publicity							
5	Other Administrative Expenses							
6	Any other Sub-head							

C. Monitoring & Evaluation and Data Analytics Unit									
S. No	Budget Sub-Head	Brief description	Expected Output	Major process/activates planned	Total financial requirement (in Rs)	Budget requirement under SSM (in Rs)	Past expenses done (in Rs)	Whether Utilisation Certificate submitted (Yes/No)	Remarks
		<i>[highlight the purpose/need for this activity]</i>	<i>[mention specific outputs expected; if any under this head]</i>	<i>[mention major activities planned to achieve the mentioned outputs]</i>	<i>[mention total fund State/UT is allocating for the activity]</i>	<i>[mention total fund expected from permissible fund, allocated under this head in SSM]</i>	<i>[mention the amount which has already been allocated by SSM under this head; applicable from 2nd fund request]</i>	<i>[mention the status of UC of previously released fund under this head]</i>	<i>[mention any additional information related to the head]</i>
1	Salary of M&E Professionals/ Consultants								<i>[provide ToR for hiring of M&E Professionals/ Consultants; as applicable]</i>
2	Software procurement								<i>[provide detail of equipment required]</i>
3	Hardware procurement								<i>[provide detail of equipment required]</i>
4	Surveys/ Studies								
5	Dashboard development								
6	Any other Sub-head								



D. Projects, Research Studies, Workshops, Conferences and any other Capacity Building activities***										
S. No	Budget Sub-Head	Brief description	Expected Output	Major process/ activities planned	Number of participants	Total financial requirement (in Rs)	Budget requirement under SSM (in Rs)	Past expenses done (in Rs)	Whether Utilisation Certificate submitted (Yes/No)	Remarks
		<i>[highlight the purpose/ need for this activity]</i>	<i>[mention specific outputs expected; if any under this head]</i>	<i>[mention major activities planned to achieve the mentioned outputs]</i>	<i>[mention number of participants to be benefitted from this activity]</i>	<i>[mention total fund State/UT is allocating for the activity]</i>	<i>[mention total fund expected from permissible fund, allocated under this head in SSM]</i>	<i>[mention the amount which has already been allocated by SSM under this head; applicable from 2nd fund request]</i>	<i>[mention the status of UC of previously released fund under this head]</i>	<i>[mention any additional information related to the head]</i>
1	Workshop									
2	Conference									
3	Research Study									
4	Project									
5	Any other Sub-head									

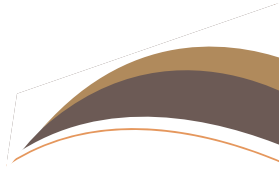
E. Milestone based Incentive/reward/recognition					
S. No	Milestone****	Eligibility Criteria	Date of achievement of milestone	Whether proposal submitted to MIC (Yes/No)	Remarks
		<i>[mention the status of State/UT against each of eligibility criteria for the milestone concerned]</i>	<i>[specify the date when State/UT achieved the milestone concerned]</i>	<i>[Specify whether State/UT has submitted proposal to MIC regarding achievement of the milestone]</i>	<i>[mention any additional information related to the head]</i>
1	Establishment of SIT (within 5 months from issuance of SSM guidelines)				
2	Establishment of M&E Unit/ strengthening existing M&E Systems				
3	Establishment of Data Analytics Unit				
4	Development of comprehensive development strategies/roadmap				

* Fund requests must be made within the prescribed limit of the head in the SSM Guidelines

** Salary of each member of SIT need to be specified separately

*** Proposal for any such activity has to be submitted to NITI Aayog and will be approved by Mission Implementation Committee (MIC); as specified in the SSM Guidelines.

**** Milestones as defined in SSM Guidelines (Annexure - C)



**Indicative Action Plan Matrix for Lead Knowledge Institutions
(LKI) <State with which LKI is associated with>
Major Budget Head - State Institution for Transformation (SIT)**

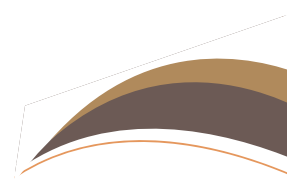
Lead Knowledge Institution may ensure following before raising request for mentioned budget head

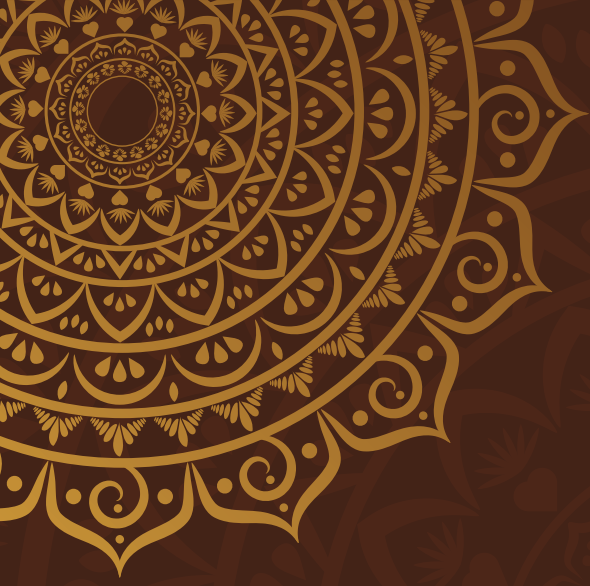
- ▶ Any official communication to NITI Aayog regarding association with States/UTs for State Support Mission; for the roles and responsibilities as described in the SSM Guidelines
- ▶ Communicate the team structure of the Institution; who will be driving the proposed activities under the State Support Mission

All communications regarding SSM must be done on **ssm-niti@gov.in** and **ssm.nitiaayog@ismgr.nic.in**.

Action Plan to be submitted while raising fund request* under the Budget Head – Support to Lead Knowledge Institution:

Support to Lead Knowledge Institutions										
S. No	Budget Sub-Head	Brief description	Expected Output	Major process/ activities planned	Number of participants	Total financial requirement (in Rs)	Budget requirement under SSM (in Rs)	Past expenses done (in Rs)	Whether Utilisation Certificate submitted (Yes/No)	Remarks
		[highlight the purpose/ need for this activity]	[mention specific outputs expected; if any under this head]	[mention major activities planned to achieve the mentioned outputs]	[mention number of participants to be benefitted from this activity]	[mention total fund State/UT is allocating for the activity]	[mention total fund expected from permissible fund, allocated under this head in SSM]	[mention the amount which has already been allocated by SSM under this head; applicable from 2 nd fund request]	[mention the status of UC of previously released fund under this head]	[mention any additional information related to the head]
1	Workshop									
2	Conference									
3	Research Study									
4	Project									
5	Salary of Staff/ Research Officers				NA					[provide ToR for hiring of staff/ Research Officers; as applicable]
6	Any other Sub-head									





NITI Aayog

