

## **REQUEST FOR EXPRESSION OF INTEREST (CONSULTING SERVICES-FIRM SELECTION FOR GARHWAL REGION)**

**Name of the Country:** India  
**Name of Project:** Uttarakhand Workforce Development Project (UKWDP)  
**Consulting Service:** Hiring of Job Placement agency/firm for placement support to pass-out trainees of Govt. ITIs located in Garhwal Region(Uttarakhand)  
**Period of Consultancy:** 12 months  
**Project No:** P-154525  
**Reference No:** UKWDP/CONS/PA-G dated 06/12/2021

### **Expression of Interest:**

1. The Project Director, Uttarakhand Workforce Development Project (UKWDP), Government of Uttarakhand has received a loan from the International Bank for Reconstruction and Development (IBRD), and intends to apply part of the loan proceeds to make payments under the contract for Uttarakhand Work Force Development Project.
2. The Project Director, Uttarakhand Workforce Development Project (UKWDP) now invites eligible Firms/agencies to indicate their interest in providing the Services for Placement agency/firm for placement support to pass-out trainees of Govt. ITIs located in Garhwal Region(Uttarakhand).
3. The UKWDP is a Workforce Development Project for improving the comprehensive quality and relevance of 24 priority Govt. ITIs spread across the 13 districts of the state. The period of the project is from 2018 to 2023.
4. The Project Director, UKWDP proposes to engage Job Placement agency/firm to provide placement support to the pass-out candidates across the Govt. ITIs in Garhwal Region (Annexure-1(a) with the overall objective of enhancing the employment outcomes for ITI graduates. Apart from primary assignment of providing placement support to pass-out trainees of 14 Project ITIs in Garhwal Region, the selected Firm can also extent services related to placement support to rest of the 32 GITIs across Garhwal Region of the State, As detailed in Annexure-1(b)
5. The Job Placement agency/firm selected should commence the engagement as per the signed contract. The total period of engagement will be 12 months.
6. The evaluation criteria for selecting the Job Placement agency/firm is Annexed as **Annexure-3**
7. **Terms of Reference** is Annexed as **Annexure-4**
8. It is hereby mentioned that the staffing schedule and deliverables mentioned in this EoI may be modified to some extent depending upon their suitability in the consulting assignment.
9. The attention of interested consultants is drawn to paragraph 1.9 of the World Bank's Guidelines: *Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers (January 2011, revised July 2014) ("Consultant Guidelines)*, setting forth the World Bank's policy on conflict of interest. In addition, please refer to the following specific information on conflict of interest related to this assignment: conflict between consulting activities and procurement of goods, works or non-consulting services; conflict among consulting assignments; and relationship with Borrower's staff.
10. Consortium or Joint venture is not allowed by the consulting firm.

11. All the key experts (as detailed in the Terms of Reference) proposed for this engagement by the firm shall be on the payrolls of the participating firm and will not be sub-contracted to other agencies / 3<sup>rd</sup> parties.
12. A consultant will be selected in accordance with the QCBS method in the ratio 80:20 i.e. 80% weightage to the technical score and 20% weightage to the financial score.
13. Further information can be obtained at the address below during office hours from 10:00 to 17:00 hours or by attending a pre-consultation meeting to be held on **14.12.2021 at 1500 Hrs.** at SPIU Conference Hall, Govt. ITI (Women), 26 EC Road, Dehradun. Queries shall be forwarded on email [spiuukwdp@gmail.com](mailto:spiuukwdp@gmail.com) by the prospective consultants prior to the Pre-Consultation meeting. If any prospective consultants are unable to attend the Pre-Consultation meeting mentioned above due to unavoidable circumstances, they may attend the virtual pre-consultation meeting. The details of the meeting shall be shared on the email through which queries are received from the Consultants. Attending the pre-consultation meeting is not mandatory. The minutes of this meeting can be viewed by all on the website- [www.uksdm.org](http://www.uksdm.org)
14. Expressions of interest (EoI) must be delivered in a written form and should include firm's demonstrated capacity to provide the required expertise. Expressions of interest must be delivered to the address below through post/ speed post/courier/by-hand by till **22.12.2021; 1700 hrs.**

**Uttarakhand Workforce Development Project**  
**The Project Director**  
**State Project Implementation Unit (Govt. Girls ITI Campus),**  
**26 EC Road, Near Survey Chowk, Dehradun, 248001, Uttarakhand**  
**e-mail: [spiuukwdp@gmail.com](mailto:spiuukwdp@gmail.com)**

**List of 14 priority Govt. ITIs in Garhwal Region of Uttarakhand(UKWDP)**

<b>S.No.</b>	<b>Name of the institute</b>	<b>District</b>	<b>Mandal / Region</b>
1	GITI, Karanprayag	Chamoli	Garhwal
2	GITI(B), Dehradun	Dehradun	
3	GITI Vikasnagar, Dehradun	Dehradun	
4	GITI (G), Dehradun	Dehradun	
5	GITI, Rajpur Road, Dehradun	Dehradun	
6	GITI Vishist Haridwar	Haridwar	
7	GITI, Pirankaliyar	Haridwar	
8	GITI, Delna, Haridwar	Haridwar	
9	GITI, Narsan, Haridwar	Haridwar	
10	GITI, Srinagar	Pauri	
11	GITI, Duggada	Pauri	
12	GITI, Rudraprayag	Rudraprayag	
13	GITI, Barkot	Uttarkashi	
14	GITI, New Tehri	Tehri	

## List of rest Govt. ITIs located in Garhwal Region of Uttarakhand

S.No.	Name of the institute	District	Mandal / Region
1	GITI,Gopeshwar	Chamoli	Garhwal
2	GITI,Gairsain	Chamoli	
3	GITI,Tapovan	Chamoli	
4	GITI,Pokhri	Chamoli	
5	GITI,Narayanbagar	Chamoli	
6	GITI,Nandasain	Chamoli	
7	GITI,Kalsi	Dehradun	
8	GITI,Mussoorie	Dehradun	
9	GITI,Tyuni	Dehradun	
10	GITI,Haridwar	Haridwar	
11	GITI,Khanpur	Haridwar	
12	GITI,Laksar	Haridwar	
13	GITI,Sikroda	Haridwar	
14	GITI,Tahlisain	Pauri	
15	GITI,Sald Mahadev	Pauri	
16	GITI,Jehrikhal	Pauri	
17	GITI,Pokhra	Pauri	
18	GITI,Kotdwar	Pauri	
19	GITI,Eikeshwar	Pauri	
20	GITI,Ukhimath	Rudraprayag	
21	GITI,Chamba	Tehri	
22	GITI,Munikireti	Tehri	
23	GITI,Bauradi	Tehri	
24	GITI,Devprayag	Tehri	
25	GITI,Chamiyala	Tehri	
26	GITI,Thatud	Tehri	
27	GITI,Rajakhet	Tehri	
28	GITI,Anjanisain	Tehri	
29	GITI,Purola	Uttarkashi	
30	GITI,Chinyalisaur	Uttarkashi	
31	GITI,Uttarkashi	Uttarkashi	
32	GITI,Tunda	Uttarkashi	

## List of trades in Govt. ITIs in Uttarakhand

S.No.	Name of trade
1	Basic Cosmetology
2	carpenter
3	COPA
4	Data Entry Operator
5	Draughtsman Civil
6	Draughtsman Mechanical
7	Electrician
8	Electronics-Mechanic
9	Fashion Design and Technology
10	Fitter
11	HR executive
12	ICTSM
13	Industrial Painter
14	Instrument Mechanic
15	Mechanic-Tractor
16	Machinist
17	Mechanic - Auto body Painting
18	Mechanic - Auto body Repair
19	Mechanic - Motor Vehicle
20	Mechanic - RAC
21	Mechanic Consumer Electronics appliances
22	Mechanic-Diesel
23	Painter General
24	Plumber
25	Sewing Technology
26	Stenographer & Secretarial Assistant (English)
27	Stenographer & Secretarial Assistant (Hindi)
28	Surveyor
29	Turner

**EVALUATION CRITERIA FOR SELECTION OF JOB PLACEMENT AGENCY/FIRM**  
**Evaluation Criteria (Job Placement agency/firm)**

S.No.	Basic Criteria	Evaluation Criteria	Mandatory Documents to be submitted with the EoI
1	Legal Entity	The firm should be in business in India for the last 5 years.	Copies of Registration, PAN, GST.
2	Turnover	The firm should have an average annual turnover of at-least <b>INR 50 lakh</b> in the last three financial years.	Audited Financial reports for FY 2017-18, 2018-19 & 2019-20
3	Specific Experience	The Firms must have placed at least 500 graduates from ITIs/Polytechnics/Engineering Colleges etc during the last five years in similar trades (as per list enclosed in <b>Annexure-2</b> ), in different organizations/Industries till the last date of submission of the EOI.	Bidder to enclose details as per <b>Annexure-6</b> supported by Proof of Placement
4	Office Set-up	The firm must have an office in any city of Garhwal Region	Self-declaration on letter head conforming that the consultant will either establish an office in any city of the Garhwal region, if the contract is awarded to the firm or that the office already exists in any city of the Garhwal Region. In case the firm has office in the Garhwal region proof of same should be enclosed.
5	Employees on Payroll	The firm shall have at-least 10 employees on its payrolls.	Self-declaration on letter head with all the details in <b>Annexure-5</b>
6	Blacklisting	The firm should not have unsatisfactory track record resulting in adverse action taken by Central/ State Govts.	An undertaking must be submitted and signed by the authorized person of the firm

**NOTE**

- It is mandatory for the Job Placement agency/firm to meet all the evaluation criterion points as listed above. If any one or more of the evaluation criteria is not met, then in that case the applicant Job Placement agency/firm shall be declared ineligible.
- The nature of employment must be Apprenticeship/ Wage Employment/ Contract Employment.

**Government of Uttarakhand**  
**Uttarakhand Workforce Development Project (UKWDP)**  
**Terms of Reference for**

*Engagement of a placement agencies/ firm in providing placement support across ITIs in the Garhwal Region*

## **I – Background**

The state was carved out of Uttar Pradesh in the year 2000 and since then it has seen tremendous growth and development. The state offers diverse agro-climatic zones making it an ideal destination for high value-added niche agro-based industry, horticulture and floriculture. With its pristine mountains and presence of many spiritual destinations, the state's tourism sector has been seeing a good growth. Other relevant industry sectors in Uttarakhand include automotive, hydropower, engineering and allied industries, electronics & ESDM, healthcare, etc. The Govt's State Infrastructure and Industrial Development Corporation (SIDCUL) has mega industrial zones across the state with some of the biggest names such as TATA, Hero Honda, Nestle, Ashok Leyland, etc. having large scale industrial activity. Between 2011-12 and 2018-19, the Gross State Domestic Product (GSDP) expanded at a Compound Annual Growth Rate (CAGR) of 10.85%. The state's multiple incentives, concessions, subsidies to the industries, makes it one of the best Himalayan states in attracting the private sector investment. The state also concluded a very successful investor summit in 2018 which focused on bringing huge investments across 12 identified sectors. Initiatives like these will further accelerate the pace of economic development in the state.

While the industrial growth scenario looks bright, there are challenges when it comes to relevant employment opportunities for the people of the state. The heavy migration from the hills to the plains and further towards Delhi NCR continues at an alarming rate. As per the UNDP report published in 2017, the unemployment rate in the state has doubled from 2.1% in 2004-05 to 4.2% in 2017. The numbers are even higher when we consider the youth in the age bracket 15-29 years.

On considering these 2 aspects, it is very evident that there is a need to bridge this gap through concerted efforts in a more structured and concise manner. Keeping this in mind, the state desires to work towards improving the ITI ecosystem, creating a workforce that will be address the manpower needs of the industries. State is keen to develop a 'Partnership Framework' with selected placement agencies/Firm which will provide a holistic placement support to the pass-out trainees of Govt. ITIs. The efforts to strengthen the placement activities will result in improved employment outcomes for the ITI graduates.

The UKWDP project aims to improve the overall quality and relevance of the ITI ecosystem in the state. One of the key factors to achieve the objective is to enable and strengthen strong industry linkages. These industry linkages are aimed at facilitating better on-the-job trainings to the ITI trainees, provide industry relevant learning & development opportunities to the ITI staff. Enabling these collaborative efforts between the ITI ecosystem and the Industry will ultimately lead to better employment outcomes for the ITI graduates.

This EoI seeks to hire a Job Placement agency/firm that will provide placement to pass-out students to Industrial Trainings Institutes across State.

## **II - Objectives**

To scale up the placement performance of ITIs under Uttarakhand Workforce Development Project. UKWDP intends to identify and select suitable firm as Placement agency/firm who can provide placements to skilled manpower trained through Govt. ITIs and perform their role as prescribed below effectively.

Through this Expression of Interest, UKWDP invites Proposals for the Identification and selection of Placement agency/firm. The Placement agency/firm are expected to play one of the most critical roles in providing placement to skilled manpower.

### III- Summary of process of selection and disbursement of Placement incentive

The following arrangements/approaches can be made after successful identification and selection of Placement agency/Firm

#### A) Allocation of work to Placement agency/Firm by UKWDP for placing pass-out trainees within 90 days from date of certification

UKWDP allocates the work of placing unplaced Trainees to selected agencies and disburses basis per Trainee successful placement. A review of performance of Placement Agencies will be conducted periodically. The key features of this approach are as below:

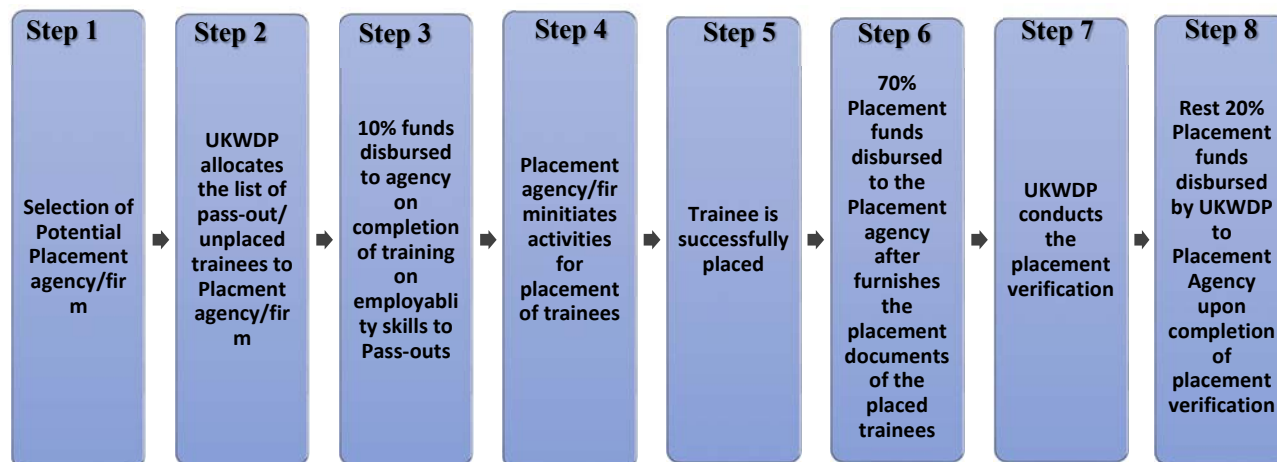
#### B) Disbursement to Placement agency/Firm:

Per Trainee placement incentive paid by UKWDP basis per Trainee costing proposed by the agency and meeting the criteria of “successful placement”

#### C) Periodic performance Monitoring:

By UKWDP team

#### D) Path flow for selected agencies/Firm:



#### Note:

In case of Project ITIs placement verification will be conducted either by Third Party or SPIU officials, ITI Principals are also authorised to conduct verification of their placed students

Through this consulting assignment, the client desires to create an enabling ecosystem for employment generation for the Pass-out ITI trainees of the state.

### IV - Broad Roles and Responsibilities of Placement agency/Firm

The selected Placement agency/firm will facilitate the outcomes of the scope of services mentioned below using the best of its global knowledge base for benchmarking, domain expertise to place the Trainees trained across sectors. The total number of students passing out from the Garhwal region is 2500 approx. The broad Scope of Services include the following, but not limited to:

#### a) Pre-Placement Activities

- Preparation and approval of time bound “placement plan” along with the details of geographical and sectorial coverage for placing the Trainees and in consultation and agreement with the Project Director, UKWDP



- Trade wise finalizing the number of Trainees to be placed across sectors and geography within defined timelines
- Finalizing the reporting format as per the requirement of UKWDP
- Liasoning with prospective employers for the placement of skilled manpower
- Map the Skilled Trainees with the Employment Opportunities
- Coordinating with UKWDP/ Deputy Director Apprenticeship at DTEU Haldwani /Respective ITIs (as applicable) for the placement of the Trainees trained by them as per demand of employers
- Assisting Trainees through the recruitment process (train students on job hunting skills including social and professional networking skills and help the students improve CV writing and interviewing skills)

**b) Placement Activities**

- Organizing Placement Melas/Job fairs, campus interviews and other modes of placement drives at various locations at Kumaon Region, ensuring participation of employers and Trainees Identifying suitable Trainees with the help of ITIs and connecting the suitable Trainees with the employers (provide job matching service i.e. identify relevant job roles for specific group of trainees and connect them with the employer)
- Ensuring successful placement of Trainees
- The firm should focus on Female pass-out trainees and provide them equal employment opportunities in their specialization area
- Coordinating with employers, ITIs and Trainees for facilitating smooth joining process of the selected Trainees

**c) Post-Placement Activities**

- Coordinating with employers to provide the mandatory documents of selected Trainees such as appointment letter/letter from the employer/offer letter with acceptance of Trainee etc. The documents must be aligned to the list of documents considered as valid proof of employment as per UKWDP guidelines which shall be communicated to the agency from time to time.
- Coordinating with employers to periodically provide pay slips and other necessary documents to UKWDP/DTEU/ITIs as proof of employment
- Conducting 1<sup>st</sup> Level placement verification, as agreed with UKWDP
- Resuming channel for communication with Trainees who quit their jobs and provide alternate employment if the Trainee wishes to work further
- Supporting career counselling and retention management for Trainees by constant dialogue with Trainees and employers

**d) Reporting and Handholding**

- Periodic reporting of Trainees placed as per the reporting format designed during the planning stage
- The selected firm/agency will work in close coordination with the Placement Cell/Industrial linkage cell in the ITIs/Project ITIs and provide handholding support, trainings and knowledge to the ITI staff to successfully conduct placement activities in a longer run
- Coordination with various stakeholders in the UKWDP/ DTEU Haldwani/ Principal ITIs
- Submission of report to UKWDP/ DTEU Haldwani/ Principal ITIs consisting of insights from data analysis, project performance as against defined timelines, etc.
- Periodically updating UKWDP/ DTEU Haldwani/ Principal ITIs on key performance metrics such as average retention of trainees recruited through them, dropout factors, employer feedback etc.
- Adhering to all guidelines/ rules or regulations released by UKWDP/ DTEU Haldwani with reference to Placement agency/firm

The broad roles and responsibilities of UKWDP/ DTEU Haldwani include the following but not limited to:

**a) Monitoring and Evaluation**

- Monitoring the operations and results of placements through the support of Placement agency/firm, in accordance with the guidelines and defined rules and regulations
- Formulating and releasing the Operating guidelines to be adhered to by the Placement agency/Firm which is empanelled. The Guidelines shall be framed under the guidance of DSDE.
- Provide necessary guidance and supervision to the empanelled Placement agency/Firm for any procedures/guidelines/rules/regulations with respect to the skilling schemes implemented by UKWDP/ DTEU Haldwani
- Conducting investigation of the empanelled Placement agency/Firm from time to time through surprise visits to employers' locations, call verification to placed Trainees etc.
- Provide periodic reports to DSDE about the performance, progress and monitoring aspects of Placement agency/Firm
- Performing other roles and responsibilities that may be enforced to carry out the implementation and monitoring of Placements, as desired by DSDE

**VI -Funding Mechanism and Payment schedule**

The funding mechanism and incentives for Placement agency/Firm is defined below:

**A). Placement incentive paid by UKWDP:** Payment per Trainee successful placement will be given basis the per Trainee quote received (and agreed upon) from the Agency. The payment will be directly made to the Placement agency/Firm by UKWDP as per terms agreed between them

**Table-1**

S.No.	Milestones/Deliverables	Payment Percentage	Timelines
1	Target allocation to Placement Firm	0%	T month
2	Training on Employability skills to Pass-outs	10%	T+1 month
3	Placement activity initiated for pass-out trainees	0%	T+1.5 months
4	Trainees successfully placed	0%	T+3 months
5	Placement agency furnishes placement document of placed Trainees	70%	T+3.5 months
6	Verification of placement by IVA	20%	T+4.5 months

T= Project commencement date

- All the reports shall be ensured and duly submitted to the SPIU as per the timelines mentioned above for the release of the payments against the invoice(s). A quarterly review between the client and the firm shall be held to ensure clear understanding of tasks required to be undertaken.
- For the period beyond 2 years, the contract between the SPIU and the Job Placement agency/firm can be further extended for the additional duration until 31st March 2023 on mutual agreement

**Note:**

All management and operational expenses of Placement agency/Firm or expenses of any activity related to the placement / facilitation of placement of Trainees under UKWDP, incurred by the Placement agency/Firm, as per the scope of work defined in the ToR. Responsibility for these expenses and their amounts shall be borne by the Placement agency/firm.

**B) Defining successful placement of a Trainee:**

- Trainees are placed under the category of wage employment and apprenticeships

- Trainees are placed within timeframe as agreed upon between UKWDP and Placement agency/firm
- The remuneration paid to the placed Trainee in wage employment/apprenticeships should be equal to or above the state wise minimum wages as defined in the annual report of Ministry of labour & Employment.
- Placed Trainee is in continuous employment for a minimum period of 3 months from date of first employment with the same employer, or another employer
- Relevant placement documents considered as valid proof of wage employment are periodically furnished
- The Trainee successfully clears placement verification

**Note:**

- Agencies are also advised to keep themselves abreast of any other guidelines OR operating manual OR any other communication to be released by UKWDP or DSDE from time to time.

**Table-2- Field-based activities expected from the firm to achieve the tasks as mentioned above**

S.No	Activity Type	# (count)	Frequency
1	Placement drives	In all ITIs at Garhwal Region	Quarterly(After passing of trainees)
2	Mega Job Fair	At any 1 location <sup>1</sup> (Dehradun/Haridwar/Chamoli/Pauri )	Semi-annually (Should ensure minimum 20 Companies participation)

**Table-3 – Project Development Objective Indicator**

S.No.	Indicator Name	Baseline	Year 2020-21	Year 2021-22	Year 2022-23
1	Job placement rate among graduates of priority ITIs within 6 months of training completion	21%	27%	29%	32%
2	Job placement rate among men (%)	21.50%	28%	30%	33%
3	Job placement rate among women (%)	4%	10%	12%	15%

*These are minimum % as per the UKWDP engagement; however, efforts will be made to enable a much higher % on all the indicators.*

**VII - Key Experts required for the assignment**

**A) Resource requirement matrix**

**Table-4**

S.No.	Level / # of positions	Desired Qualification and Experience
1	Project Leader Garhwal (1)	MBA/PGDM/PG with at-least 10 years of total work experience. Demonstrated experience of at-least 6 years working on state/central govt. placement-oriented programs in a managerial capacity with entire project management responsibilities. Experience of working with the Industry for skill development/TVET ecosystem enhancement is required. Should have experience of working in Uttarakhand and should have considerable experience of TVET space (ITI/Polytechnics)

<sup>1</sup> One Mega Job Fairs should be organised in each of the given district.

2	Placement coordinator (7) {One for each District of Garhwal region}	Bachelors' degree with at-least 4 years of development sector experience (central / state Govt. funded skill development /TVET / Higher Education programs on project design/implementation and monitoring aspects). The Trainee should have demonstrated experience of working with the industries and should understand the skill development/TVET ecosystem in the country. Experience in similar geographies shall be preferred. They are expected to undertake regular interactions with the industry, facilitate visit of ITI staff/trainees to Industry, conduct placement drives and vice-versa.
3	Research Analyst (1)	B.Tech /BE/MCA or other relevant degree in analytics / data with at-least 5 years of work- experience in data analytics field. Working knowledge of data analytics tools / mobile and other technology applications that concern learning & development/placements would be highly desirable. The Trainee should have strong technical report writing experience in the past.

*Serial No. 1 to 3 are key experts*

NOTE: Firm may propose additional experts as Non-Key experts who may be required to accomplish the assignment, however the CVs of only key experts as mentioned in the table above will be evaluated during the technical evaluation of proposals.

#### **B) Estimated Efforts**

The resources (experts) as highlighted in the above table shall have to be deployed by the Job Placement agency/firm for the entire duration of the engagement i.e. 12 months. The project leader and Research analyst will be positioned at the Dehradun office while the remaining resources shall be expected to be based in defined location.

#### ***VIII - Support that will be facilitated by the Client***

- Data points w.r.t ITI students (course details, contact details, academic background, etc.)
- SPIU shall facilitate in holding the consultation meetings with all required Govt. officials, ITI staff etc.
- SPIU shall facilitate visits to the respective ITIs/ training centres and facilitate interactions with the trainees / graduates.
- Make relevant expenditure in organizing job- fairs by industry representatives or individuals, however the agency shall have to provide the necessary planning and strategic support.

**(No of Staff on Payroll)**  
*[To be signed by the Proposer]*

<b>Sl #</b>	<b>Name of the Employee</b>	<b>Designation</b>	<b>No of Years employed with the organization</b>
1	-	-	-
2	-	-	-
3	<i>Add Rows to fill the details</i>		

**Note:-**

- a) Firm to enclose the details of Employees/Staff on Payroll working with the organization.

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**(Authorised Signatory of the Proposer)**

**(Details of candidates placed)**

[To be jointly signed by Employer (Where Candidates are placed) and the Consultant]

<b>S I #</b>	<b>Name of the Candidate</b>	<b>Name &amp; Address of the GITIs/Polytechnics/ Engineering Colleges</b>	<b>Name of the Organization where candidate is placed</b>	<b>Date of Placement</b>	<b>Proof of Placement Submitted</b>
1	-	-	-		
2	-	-	-		
3	<i>Add Rows to fill the details</i>				

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Name of the Official:

Designation of the Official:

Name of the Employer:

(Where Candidate is placed )

Address and Contact Details of the Employer:

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(Authorised Signatory of the Proposer)

**Note:-**

- a) Firm to enclose the details of graduates (from ITIs/Polytechnics/Engineering Colleges) placed during last five years till the last date of submission of the EOI.
- b) The firm should submit a relevant proof of placement such as Joining or Offer Letter/Salary Slip to the satisfaction of the employer that proves that the candidate has been successfully placed.
- c) The above format should be duly signed by the employer and Proposer jointly. Supporting Documents such as MOU/Contracts/Email/Letter issued by the employer to the consultancy firm shall be enclosed with this format.