

**Urban Development and Environment Department
Government of Madhya Pradesh**

Implementing Agency

National Institute of Governance and Urban Management

Camp off: Directorate of Urban Administration & Development,

Palika Bhawan, Shivaji Nagar, Bhopal-462016

Comprehensive Capacity Building Plan (CCBP)

Deliverables and ToR

1. Background

The implementation of Phase-I of JnNURM has led to creation of a large number of assets and induced many urban reforms across the country. However, evaluation studies of Phase-I of JnNURM pointed out a large capacity gap plaguing the Urban Local Bodies. Existing capacity gap was found as the primary impediment to speedy implementation of projects and reforms under the Mission. Therefore, it was suggested to build “soft infrastructure” at State level to improve urban governance and professionalization of municipal bodies/units. The Government of India, Ministry of Urban Development therefore decided to prepare a comprehensive capacity building plan to bridge the capacity gap and enhance the competence of municipal employees to strengthen the urban sector reforms and improve urban service delivery and governance in various States of the country.

Taking note of the Comprehensive Capacity Building Plan (CCBP) of GoI, Urban Development and Environment Department, GoMP prepared and submitted to the GoI a Comprehensive Capacity Building project as part of strengthening the in-house capacity for bridging the capacity gaps of both the Urban Administration and Development Directorate and Urban Local Bodies by establishing State Reform and Performance Management Cell (SRPMC) at the Directorate, City Reforms, Performance Management Cell (CRPMC) at the city level and Urban Management Cell (UMC) at National Institute of Governance and Urban Management (NIGUM) during 12th Plan period (2012-17). The Ministry of Urban Development, GoI approved the proposal submitted by the GoMP with minor modifications vide its letter no F K-14028/27/2013- N-IV(i). dated 12th November 2013.

2. Objectives and Expected Outcomes of CCBP

- ULBs effectively function as an institution of Local Self-Government as per 74th CAA.
- Trained elected and executive wing of ULBs effectively implement various programme and policies.
- Elected and executive wings of ULBs demonstrate effective communication, attitude towards working in team, leadership qualities and decision making abilities within the overall framework of Urban Governance (74th CAA).;

- Develop competencies at all level of urban governance in the areas of procurement, project development, project management, operation and maintenance, financial management, budgeting and accounting;
- Develop institutional capacity to achieve benchmark of reforms on urban management and renewal;
- To provide support for the creation of municipal cadre in the State;
- To create an enabling environment for stakeholder consultation and participation in service delivery;
- To promote the use of Information and Communication Technology and robust information system through e-governance;
- To strengthening the supply side training and capacity building institutions, especially National Institute of Governance and Urban Management (NIGUM)
- Provide support at all level of urban governance to mainstream gender in all its activities;
- Networking with training and research institutions to strengthen local government institutions and provide them a platform to exchange views and ideas related to urban development and administration;
- Urban Local Bodies envision future and promote urban planning as well as sustainable urban habitats in the cities.
- ULBs leverage funds available under JNNURM, RAY and available financial assistance such as debt and equity;
- ULBs use IT in Office management, Service delivery and Governance to promote transparency, accountability and accessibility as well as monitoring and grievance redress to achieve improved efficiency in service delivery system; and
- ULBs demonstrate learnt behavior after visiting domestic and international best practices to improve urban system.

3. Duration

This Comprehensive Capacity Building Plan for urban sector has been approved for the period of 12th Five Year Plan (2012-17) and will be implemented from March 2015.

4. Location of SRPMC and CRPMCs

Sl. No.	Categories of Institutions	Number of Institutions	Manpower Strength	Location
1.	State Level Performance and Monitoring Cell (SRPMC)	01	06	DUAD, (NIGUM) Bhopal
2.	City Level Performance and Monitoring Cell (CRPMC) in Municipal Corporations	10	06	Burhanpur, Khandwa, Satna, Katni, Singarauli, Ratlam, Sagar, Rewa Morena, Dewas
3.	Urban Management Cell (UMC)	01	06	National Institute of Governance and Urban Management, GoMP

5. Objectives of creating SRPMC and CRPMCs

SRPMC and CRPMCs will “equip and empower urban local bodies to discharge their functions effectively as envisaged in 74th Constitutional Amendment Act (CAA),

through right mix of policy and implementation support. It will largely focus in the areas of organizational development, human resource development, urban planning, technology improvement and integration, resource mobilization, municipal finance and revenue management. The specific objective of SRPMC and CRPMC is to help State and ULBs to:

1. Provide support at State, Division and ULB levels for inclusive and sustainable urban planning and habitat;
2. Support ULBs to develop their capability in procurement, project development, project management, operation and maintenance, financial management, budgeting and accounting;
3. Help ULBs in exploring alternative long term municipal finance options available for financing urban infrastructure in cities and leveraging funds through debt and equity;
4. Impart knowledge to functionaries on the latest concepts related to engineering, municipal financial management including PPP for infrastructure development;
5. Prepare guidelines and manuals for ULBs to engage and manage services and contracts, people's participation in planning and service delivery to promote equity for inclusive development;
6. Support the ULBs to develop and use robust Information and Communication Technologies for finance and revenue management, effective e-governance including grievance redress, transparency and accountability;
7. Support ULBs and the Directorate in computerization of existing data, its constant up-dation and its integration with different data sets;
8. Help ULBs in achieving Benchmark of urban reforms and services; and
9. Support State training institution (NIGUM) to provide need based supply side training as well as creating demand for training by ULBs to meet the present and future challenges.

5a. Proposed Team Composition for State RPMC

S. No.	Designation	Number
1.	Urban Planner	1
2.	Municipal Finance Specialist	1
3.	IT cum Monitoring & Evaluation Specialist	1
4.	Solid Waste Management Specialist	1
5.	PPP /Urban Infrastructure Specialist	1
6.	Social Development Specialist	1

5b. Proposed Team Composition for City RPMC

S. No.	Designation	Number
1.	Urban Planner	1
2.	Municipal Finance Specialist	1
3.	IT cum Monitoring & Evaluation Specialist	1
4.	Solid Waste Management Specialist	1
5.	PPP /Urban Infrastructure Specialist	1
6.	Capacity Building/Institutional Strengthening Specialist	1

Note: The consolidated monthly honorarium is negotiable depending on the performance at the time of interview and experience. But it will not exceed more than 55,000 per month for any professionals indicated in table 5a and 5b.

The engagement of the professional will be for a period not exceeding three years, to be renewed annually based on performance, outputs and desired impacts.

6. Roles and Responsibilities of SRPMC and CRPMCs

The primary responsibility of SRPMC and CRPMCs is to focus on capacity gap existing at State and ULBs levels and also to support them in planning, development, implementation and monitoring of programmes, projects and reforms agenda. It will prepare a Comprehensive Capacity Building Plan at ULBs, divisional and State levels and implement the plans prepared effectively. These cells will promote equity, inclusiveness and responsiveness at ULB level. SRPMC and CRPMCs will carry the following activities at state and city levels.

1. Capacity need assessment and preparation of state, regional and city level Capacity Building Plan and impart training;
2. Develop IEC and Training Materials/Modules in Local languages, and undertake sector specific research studies, trainings, workshops and seminars;
3. SRPMC will provide handholding support to ULBs (other than 10 ULBs where CRPMC have not been established) on urban management and related schemes including JnNURM;
4. To consolidate and prepare State CB strategy and CB plan under the guidance of State Level Steering Committee;
5. Coordinate and provide technical support to ULBs to undertake capacity need assessment and to prepare City Capacity Building Plan;
6. Provide latest technical know - how to ULBs on service delivery and urban governance;
7. To provide technical support to ULBs in exploring alternative long term municipal finance options available for financing urban infrastructure in cities and leveraging JnNURM funds;
8. Advice ULBs on innovative financing and financial management strategies, where appropriate;
9. Monitoring the implementation of CB activities under the supervision of the Steering Committee and State Level Nodal Agency;
10. To support UD department to monitor and evaluate the schemes and programmes on urban development; and
11. Any other related activities as decided by the Steering Committee and Secretary, UD Department.

CRPMC will also undertake similar activities under Comprehensive Capacity Building Plan at ULBs and Regional levels.

CRPMCs will submit aggregate quarterly reports to the SRPMC on the basis of progress of reforms, financial disbursement and other relevant indicators and final report after the end of the calendar year. SRPMC will further submit the aggregate quarterly and annual reports to National Institute of Governance and Urban Management (NIGUM), which is designated as State Level

Nodal Agency (SLNA) to implement the CCBP.

7. Urban Management Cell at the NIGUM

To provide policy support and sustenance to urban capacity building plan Urban Management Cell (UMC) will be established in NIGUM with the following objectives and support structure. The indicative list of activities to be undertaken by UMC is given below. However, they can add more activities as per the requirements of ULBs as well as the State UD department.

7a. Objectives of the UMC

- Policy advice and guidance to State government and ULBs;
- Planning and development of CB activities;
- Human resource development;
- Development of innovative methods for training delivery;
- Undertake research for policy analysis /impact assessment studies;
- Knowledge management;
- Training of Trainers (ToT);
- Development CB related toolkits and documents; and
- Foster partnership and networking

7b. Proposed Team Composition for UMC

Sl. No.	Designation	Number
1.	Head of Urban Cell and Urban Planning Specialist	1
2.	Municipal Finance Specialist	1
3.	Monitoring & Change Management Specialist	1
4.	PPP /Urban Infrastructure Specialist	1
5.	Senior Research Associate	2

Note: The consolidated monthly honorarium is negotiable depending on the performance at the time of interview and experience. But it will not exceed more than 40,000 per month for any professionals indicated on serial no 2, 3 and 4 and not more than 25,000 for professional indicated on serial no 5 of the table 7b.

8. Eligibility, Short Listing and Interview

- 8.1 Maximum Age limit for all positions is 40 year as on 1st January 2015.
- 8.2 For each position seven to ten times of the required number of professional shall be shortlisted on the basis of their qualifications and experience.
- 8.3 Only shortlisted candidates shall be called for interview and the expense would be borne by the candidate.

9. Termination

Appointment on contractual basis under this project can be terminated by giving three months notice by either side.

10. How to Apply: Instructions for Applicants

- I. **Application** on plain paper clearly mentioning the **Post** applied for and name of the cell (**SRPMC, CRPMC and UMC**) with candidate's signature, addressed to: **Director**, National Institute of Governance and Urban Management, Directorate of Urban Administration & Development, Palika Bhawan, Shivaji Nagar, Bhopal-462016.
- II. Paste a recent passport size self attested photograph at the right margin of the application.
- III. Separate application should be given in case the candidate is applying for **more than 1 post**.
- IV. Attach following documents with application:-
 - a. A hand written sheet explaining his/her suitability for the post applied in not more than 150 words.
 - b. Detailed CV explaining academic qualification, work experience and other relevant information as they deem fit.
 - c. **Marksheets** (Class 12th, Graduation and Post Graduation), (**Self attested**)
 - d. Copy of **Degree(s)** (**Self attested**)
 - e. **Experience certificate(s)**: From the Employer (**Self attested**)
 - f. Copy of any other **Certificates/ Awards/Achievements** (**Self attested**)
- V. Mention clearly the name of the cell in which you are applying for on the right margin of the envelope.
- VI. Application should be sent through "Registered Post" or can be dropped in sealed box kept at NIGUM's Office for submitting applications. The last date of receiving application is 22/04/2015 till 5 PM.
- VII. The said office shall not be liable to acknowledge the receipt of applications received later than dated and time mentioned above.
- VIII. Demand Draft (DD) of Rupees Five Hundred for General Category candidates and Rupees Two Hundred Fifty for OBC/SC/ST candidates of Nationalized Bank in favor of Director, National Institute of Governance and Urban Management, Bhopal must be attached with the application otherwise application shall be rejected.

Professionals required at SRPMC, CRPMC and UMC (refer table 5a,5b & 7b)
While applying please clearly mention the post and the unit (SRPMC, CRPMC and UMC) on the top of application (right margin)

Professionals required at SRPMC, CRPMC and UMC

Positions	No. of Professionals required	Qualifications and Desirables	Duties
1. Team Leader - Urban Planner. <i>(One each at SRPMC, CRPMCs and UMC)</i>	12	<ul style="list-style-type: none"> • Master's Degree in Urban Planning/ M. Tech Degree in Urban Planning preferably with specialization in Urban Planning or Infrastructure Development • 3-5 years experience in working with Urban Development Projects / Programmes and its Management. • Experience of handling projects/ exposure to Governmental programme policies and legal provisions related to urban planning especially spatial and development plan. • Preference will be given to those who have experience in implementing urban reforms and capacity building programmes for ULBs. • Fluency in English and Hindi Language 	<p>The Team Leader shall support the Urban Development & Environment Department/ULBs to:</p> <ol style="list-style-type: none"> 1) Co-ordinate and support the implementation of Urban Reforms, projects and capacity building activities 2) Prepare integrated City Plans and CB plan, business cum financial plan 3) Prepare reports (including QPRs and Utilisation Certificates) for State and MoUD on progress of implementation of CB programmes as well as other related programmes 4) Coordinate the engagement of service providers and external experts for implementation of CB activities 5) Assist in increasing sources of municipal finance for cities and assist in identifying avenues for leveraging funds for infrastructure development. 6) Any other related activities as decided by the Administrative Head.
2. Municipal Finance Specialist. <i>(One each at SRPMC, CRPMCs and UMC)</i>	12	<ul style="list-style-type: none"> • Master's Degree in Economics with specialisation in Public Finance or a Master's Degree in Commerce or an M.B.A in Finance or a qualified Chartered Accountant with 3-5 yrs. experience • Skills to evaluate urban infrastructure investments, and helping city 	<p>Shall support the Urban Development & Environment Department/ULBs to:</p> <ol style="list-style-type: none"> 1) Prepare Financial Operating Plans for the cities 2) Impart training on finance and related matter to elected representatives and officials of ULBs focusing on resource mobilization 3) Prepare specialised training materials/modules,

		<p>governments to examine and use range of options for financing projects.</p> <ul style="list-style-type: none"> • Advice and train ULB staff in municipal finance, project finance, resource mobilization, public private partnerships etc. • Fluency in English and Hindi Language 	<p>process manuals, procedures, toolkits, guidelines and other related documents for undertaking capacity building programmes on financial management;</p> <ol style="list-style-type: none"> 4) Explore alternate long-term municipal finance options available for financing urban infrastructure and leveraging funds. 5) Review estimates of detailed economic project costs and identify all project economic benefits. 6) Conduct economic and financial viability assessments of the projects. 7) Any other related activities as decided by the Administrative Head.
<p>3. IT cum Monitoring and evaluation Specialist. <i>(One each at SRPMC and CRPMCs)</i></p>	11	<ul style="list-style-type: none"> • Master's degree in Information Technology with experience in Development Communication, Knowledge Management or any related field from a recognized institution. • A minimum of 5-7 years of experience in monitoring and evaluating large projects and programs, preferably in the urban sector. • Develop and strengthening ME system for projects, reforms and capacity building activities at State level • Monitor the status of implementation of Project vis-à-vis approved timelines and key deliverables • Assist the team leader in refining benchmarks and/or indicators against which projects progress can be measured. • Assist in conducting survey to assess the conditions of important reforms at each level of government, as well as the status 	<p>Shall support the Urban Development & Environment Department/ULBs to:</p> <ol style="list-style-type: none"> 1) IT related support for the above components of e-governance and e-Municipalities. 2) Coordination of data entry and file uploads into systems used by the ULB on a regular basis, 3) Coordinate management of electronic data pertaining to the ULB, including soft copies of letters, reports and numerical data. 4) Assist ULB officials in operating IT systems on a daily basis; provide handholding support as and when required. 5) Prepare Quarterly Progress Reports related to status of e-governance reforms 6) Any other related activities as decided by the State Steering Committee and the UD&E Department or by the Administrative Head.

		<p>of the full-range basic services and systems expected to be covered through in the project cities of MP.</p> <ul style="list-style-type: none"> • Update, refine and expand the database at the city level • Set up systems for measuring and monitoring and reporting on service level benchmarks set up by the Ministry of Urban Development, GoI. • Fluency in English and Hindi Language 	
<p>4. Solid Waste Management Specialist. <i>(One each at SRPMC and CRPMCs)</i></p>	11	<ul style="list-style-type: none"> • Environmental Engineering degree with broad range of experience in municipal waste management with 5-7 years experience. • Water and sanitation engineer, environmental health engineer, or a public health expert having an 5-7 years experience in implementation of community based sanitation strategies • Ability to assist ULBs to set standards and procedures for ensuring quality and monitoring compliance on SWM. • Familiarity with Municipal legislative framework as well as environmental law. • Experience of working in multilateral supported projects at ULB level. • Fluency in English and Hindi Language 	<p>Shall support the Urban Development & Environment Department/ULBs to:</p> <ol style="list-style-type: none"> 1) Review and verify designs and needs analysis of proposed and ongoing solid waste management projects. 2) Set monitoring systems for solid waste management projects 3) Provide support on collection and transportation based on detailed and updated city maps; prepare tender specifications for SWM Projects. 4) Provide support to cities in carrying out sample survey to assess options for waste reduction and recycling and the demand and market for composting. 5) Provide support to cities regarding changes in the institutional arrangements for improving collection, transportation, and disposal of solid wastes. 6) Any other related activities as decided by the Any other related activities as decided by the Administrative Head.
<p>5. PPP /Urban Infrastructure Specialist.</p>	12	<ul style="list-style-type: none"> • An Engineering Graduate with 5-7 years experience in formulating and implementing PPP projects for 	<p>Shall support the Urban Development & Environment Department/ULBs to:</p>

<p><i>(One each at SRPMC, CRPMCs and UMC)</i></p>		<p>infrastructure development.</p> <ul style="list-style-type: none"> • Knowledge of government Rules and Regulation related to PPP and familiarity with the formulation, appraisal, and approval procedures for PPP projects (including relevant concession agreements, due diligence processes, value for money audits, etc.) • Familiarity with complex project agreements, tendering arrangements, detailed legal and contractual agreements, risk management and contingent liability issues, and financial analysis of complex project proposals with respect to PPP project. • Fluency in English and Hindi Language 	<ol style="list-style-type: none"> 1) Appraise and structure the project activities for carrying out PPP Projects 2) Review and analyse projects received by PPP Cell 3) Assist in preparing the pre-feasibility reports 4) Help in appointing / selecting consultants to develop the projects 5) Ensure transparent tendering processes 6) Inspect, visit, review any PPP project under implementation and submit report. 7) Any other related activities as decided by the administrative head of the ULB.
<p>6. Social Development Specialist <i>(One at SRPMC,)</i></p>	<p>01</p>	<ul style="list-style-type: none"> • Master's Degree in Sociology/Social work/ Psychology with specialization in community and organization development with 7 - 10 years of experience. • Familiarity with implementing urban development and governance reforms projects and programmes. • Experience in undertaking social analysis w.r.t Resettlement and Rehabilitation • Experience in undertaking social and community development initiatives and its appraisals in the municipal environment. • Fluency in English and Hindi Language 	<p>Shall support the Urban Development & Environment Department/ULBs to:</p> <ol style="list-style-type: none"> 1) Compile and consolidate social analysis of projects proposed under Projectcities 2) Develop social safeguard framework of projects to ensure the needs of the poor set reflected. 3) Assess the social impacts of projects, and monitor their impacts over time. 4) Assist in establishing and institutionalizing systems of participatory decision making and information sharing in ULBs 5) Provide other necessary support as identified by the team leader. 6) Any other related activities as decided by the State Steering Committee and the Secretary, UD department

<p>7. Capacity Building /Institutional Strengthening Specialist (One each at CRPMCs,)</p>	<p>10</p>	<ul style="list-style-type: none"> • Master’s Degree in Sociology/Social work/ Psychology with specialization in community development or an MBA specialization having specialization with 7-10 yrs experience in training and capacity building. • Knowledge of adult learning methodology including experience in capacity assessment, curricula development, course organization, problem-based. • Computer literacy (word processing, presentation). • Ability to work in a high pressure, ethnically diverse, political setting. • Knowledge and experience of government systems and procedures • Fluency in English and Hindi Language 	<p>Shall support the Urban Development & Environment Department/ULBs to:</p> <ol style="list-style-type: none"> 1) Prepare State capacity building strategy and CB plan 2) Advise ULB on matters relating to organisational development and capacity development activities and their effective implementation; 3) Extensive Study of existing work culture in ULBs and need for business process reengineering. 4) Interact with IT specialist to ensure that the approved BPR and Business Rules for ULBs are incorporated in the proposed e-Governance projects. 5) Develop performance indicators and monitoring mechanism to monitor and evaluate the CB activities at State as well as ULB level. 6) Design and develop training modules in consultations with other specialists in the team or 7) Any other related activities as decided by the State Steering Committee and the Secretary, UD department
<p>8. Monitoring and Change Management Specialist (One at UMC,)</p>	<p>01</p>	<ul style="list-style-type: none"> • Professional qualification with a masters degree in social sciences/ MBA from a recognized university. • Minimum 3 years post qualification experience in the management of staff involved in implementing large projects. • Willing to undertake travel as and when required. • Familiarity with Urban Governance system. • Highly motivated and self-starter. • Fluency in English and Hindi Language 	<p>Shall support the UMC to:</p> <ol style="list-style-type: none"> 1) Support capacity building activities at UMC and CRMPCs level. 2) Manage all contracts/activities funded under the project in a timely, correct and efficient manner. 3) Undertake all administrative responsibilities deriving from the implementation of the project to the satisfaction of all project stakeholders. 4) Design appropriate capacity building programs based on the BPR and revised Business Rules and effective service delivery under eGovernance projects for the ULB Staff. 5) Undertake capacity building activities at regional

			and local level. 6) Any other task assigned by the Reporting/ Controlling Authority.
9. Senior Research Associate <i>(Two at UMC,)</i>	02	<ul style="list-style-type: none"> • Master Degree in Economics/ Sociology/ Political Science/ Public Administration/ Master in Social Work/ Geography. • Willing to undertake travel as and when required. • Preference will be given to candidate having M.Phil degree and at least 2 years of Research experience in urban / development sector. • Preference will be given to those who have ability to use SPSS Software for analysis. 	1) Assist in the implementation of capacity building programmes 2) Assist experts to design, and implement the monitoring framework to review capacity building activities 3) Support experts to document best practices on urban development and governance. 4) Assist to develop knowledge management tools and to disseminate information 5) Assisting with data collection; data analysis; and writing and disseminating research results. 6) Appraisal of proposals received from states and cities 7) Assist in developing database for capacity building 8) Any other task assigned by the Reporting/ Controlling Authority.