

Jawaharlal Nehru National Urban Renewal Mission

Sub-Mission Basic Services to Urban Poor **Integrated Housing & Slum Development Programme**

Toolkit for Project Implementation Units (PIUs) –
Improving Implementation Capacity of ULBs

Table of Contents

1 The Toolkit	2
2 Improving Implementation Capacity of ULBs	3
2.1 Introduction	3
2.2 Eligibility	3
2.3 Roles and Responsibilities of PIU	3
2.4 Composition of PIU	4
2.5 Recruitment Process	5
2.6 Terms of Engagement	5
3 Sanction of Proposals for additional Professionals for PIU	5
3.1 Structure of Proposal	5
3.2 Admissible components	6
3.3 Appraisal and Sanction	6
3.4 Financing of Additional Professionals for PIUs	8
Annexure 1. -Terms of Reference of Professionals	9
A. Project Coordinator (Housing & Slum Development)	9
B. Social Development Officer	10
C. Livelihood Development Specialist	11
D- Research Officer	12
E- Research & Training Coordinator	13
Annexure 2. -Draft Model Contract	14
Annexure 3. -Template for Proposal for PIU	23

Sub-Mission Basic Services to Urban Poor
Integrated Housing & Slum Development Programme

1 The Toolkit

Under the Sub-mission Urban Infrastructure and Governance there is a provision for setting up of Project Implementation Agency / Project Implementation Unit (PIA/ PIU) to enhance the capability of ULBs to effectively implement projects and reforms under JNNURM. The purpose of this toolkit is to guide the ULBs in engaging additional experts in the PIA/ PIU to effectively co-ordinate implementation of projects and reforms under BSUP/ IHSDP components of JNNURM. The ULBs desirous of seeking financial support for this purpose may use this toolkit as reference manual for preparing proposals for seeking financial support.

2 Improving Implementation Capacity of ULBs

2.1 Introduction

There is an imperative need for enhancing the capacity of ULBs in Mission cities to implement projects and reforms envisaged under JNNURM. Most cities find it difficult to meet these challenges due to limited professional capacity. It is therefore proposed to assist the ULBs to meet the challenges of implementation of the Sub-Mission BSUP and IHSDP by augmenting the capacity of PIUs. Under the scheme, to be supported by Ministry of HUPA, ULBs may engage upto five additional Specialists in the PIA/PIU for meeting the special requirements of designing and implementing BSUP/ IHSDP projects. These five experts include two experts to strengthen Research & Training activity at city/ULB level.

2.2 Eligibility

- All JNNURM mission cities(BSUP) that have signed the MoAs with the Government of India;
- All IHSDP towns/cites (on the basis of size & geographical location several IHSDP towns may be clubbed) that have signed MOA with the Government of India ;
- The MoHUPA reserves the right to withdraw support if it is established that a particular PIU is not functioning effectively.

2.3 Roles and Responsibilities of PIU

The PIU is meant to be an operations unit supplementing and enhancing the existing skills of the ULB, rather than a supervisory body. It is expected to work in tandem with the existing staff with focus on strengthening implementation of JNNURM. The focus of PIU is to enhance the pace and quality of implementation of the Mission activities. The additional Specialists engaged will work in close co-ordination with the other members of the PIU to ensure that the needs of the urban poor are catered to and that the urban poor are not overlooked in project formulation / implementation.

The Specialists shall assist the PIU/ ULB in carrying out the following activities, *ensuring that the needs of the urban poor are not overlooked:*

- Project management, co-ordination and technical support for implementation of JNNURM Reforms and Projects
- Ensuring optimal technical quality in project implementation and service delivery
- Monitoring project progress in co-ordination with other departments including parastatals
- Monitoring project progress and co-ordination with departments (eg. Revenue, Accounts, Engineering, Health etc.) for projects being implemented by the ULB
- Preparation of reports (including QPRs and Utilisation Certificates) for SLNA and MoHUPA on progress of implementation of JNNURM projects and reforms .
Facilitate implementation of JNNURM MIS (Management Information System)

- Engaging and managing service providers and external experts for implementation of JNNURM projects and reforms
- Staying abreast with latest developments in the area of expertise and facilitate transfer of relevant information and best practices, especially in areas relating to urban poor, to staff for use in ULB functioning . Coordinate all capacity building programmes in the context of JNNURM / Urban Poverty Alleviation
- Monitoring of the three key reforms relating to urban poor
 - Internal earmarking within local body budgets for basic services to the urban poor (in proportion to the share in total city/ town population)
 - Implementation of 7 Point Charter i.e. provision of basic services to the urban poor including security of tenure at affordable prices, improved housing, water supply, sanitation and ensuring delivery of already existing universal services of the Government for education, health and social security within the mission period as per agreed timelines
 - Earmarking at least 20-25% of developed land in all housing projects (both public and private agencies) for EWS/ LIG category with a system of cross-subsidization.

These experts shall pay special attention to the programmes under BSUP, IHSDP, SJSRY and other poverty alleviation initiatives relating to employment generation, skill development, education, health etc to ensure convergence between JNNURM and other Government initiatives. The PIU experts shall report to designated senior officers and discuss day-to-day issues proactively. PIU team shall liaise with Mission Directorate, MoHUPA, state government and SLNA regularly through emails and other means.

2.4 Composition of PIU

In addition to the professionals engaged under Sub-Mission Urban Infrastructure and Governance (of MoUD), the Project Implementation Unit may engage additional professionals for activities related to urban poor:

1. Project Coordinator (Housing & Slum Development)
2. Social Development Officer
3. Livelihoods Development Specialist
4. Research Officer
5. Research & Training Coordinator

The ULBs shall assess their requirement based on their existing staffing pattern and the workload. Terms of Reference for these positions are attached in Annexure 1. The professionals shall be hired from the open market on contractual basis. Deputation may also be considered for the personnel with high qualifications and relevant experience.

These professionals shall work as a close team, in co-ordination with the other members of the PIU and ULB staff, sharing work programs, implementation issues, outcomes, areas of attention etc.

2.5 Recruitment Process

The recruitment process would be carried out by a reputed institution which would empanel potential candidates in subject areas, preferably from the same region. One month gross salary plus advertisement cost would be paid to the institution.

2.6 Terms of Engagement

PIA/PIU would comprise professional; hired from market on contractual basis. No permanent staff would be engaged. Deputation of highly qualified professionals with core competence and relevant experience could also be considered. The engagement of the professionals will be for a period not exceeding three years, to be reviewed annually based on performance, outputs and desired impacts. The financial support from MoHUPA for contractual hiring of the individual professionals for first three positions will be limited as follows:

1. Cities with more than 1 million population - Rs.50,000/- p.m.
2. Cities with population between 5 lakhs and 10 lakhs - Rs.40,000/- p.m.
3. Cities with population below 5 lakhs - Rs.30,000/- p.m.

For Research officer the support will be Rs. 30,000 per month. For Research & Training coordinator, support will be Rs. 20,000 per month.

Funding to the PIUs would be on a tapering basis i.e., first year 100%, second year 75% and third year 50%.

The cities may supplement the above amount with their own resources if necessary, for highly qualified candidates. The employment will be governed by standard Contractual Agreement.

The actual expenditure incurred by the ULBs, consistent with the guidelines contained in this Toolkit, shall be eligible for reimbursement.

The ULBs may consider the need for all five positions and may engage fewer / part-time professionals. For smaller ULBs position 2 and 3 may be combined. Similarly position 4 % may be combined.

3 Sanction of Proposal for additional professionals for PIU

3.1 Structure of Proposal

The ULBs may send proposals for funding of additional professionals for BSUP/ IHSDP related work in already established PIU. The Proposal must clearly indicate existing composition of PIU and justify the need for engaging additional professionals. The proposal must be supported by details of the existing organisation profile of the

ULB. The proposals must be approved by the respective State Level Steering Committee (SLSC).

3.2 Admissible components

The support from MoHUPA would be limited to financial support for contractual hiring of the three experts for work relating to urban poor and would be limited to:

- Reimbursement of professional fee of the experts as at 2.6 above
- Travel expenses incurred by the PMU team for BSUP & IHSDP related visits / meetings etc.
- System Support cost plus stationary, documentation and printing etc.
- Overheads & other Miscellaneous expenses
- The support for various components will be in following ratio
 - Staff Remuneration 60%
 - Travel Expenses 20%
 - System Support 10%
 - Overheads & Miscellaneous 10%
 - Total 100%

The following items are *ineligible for support* from MoHUPA:

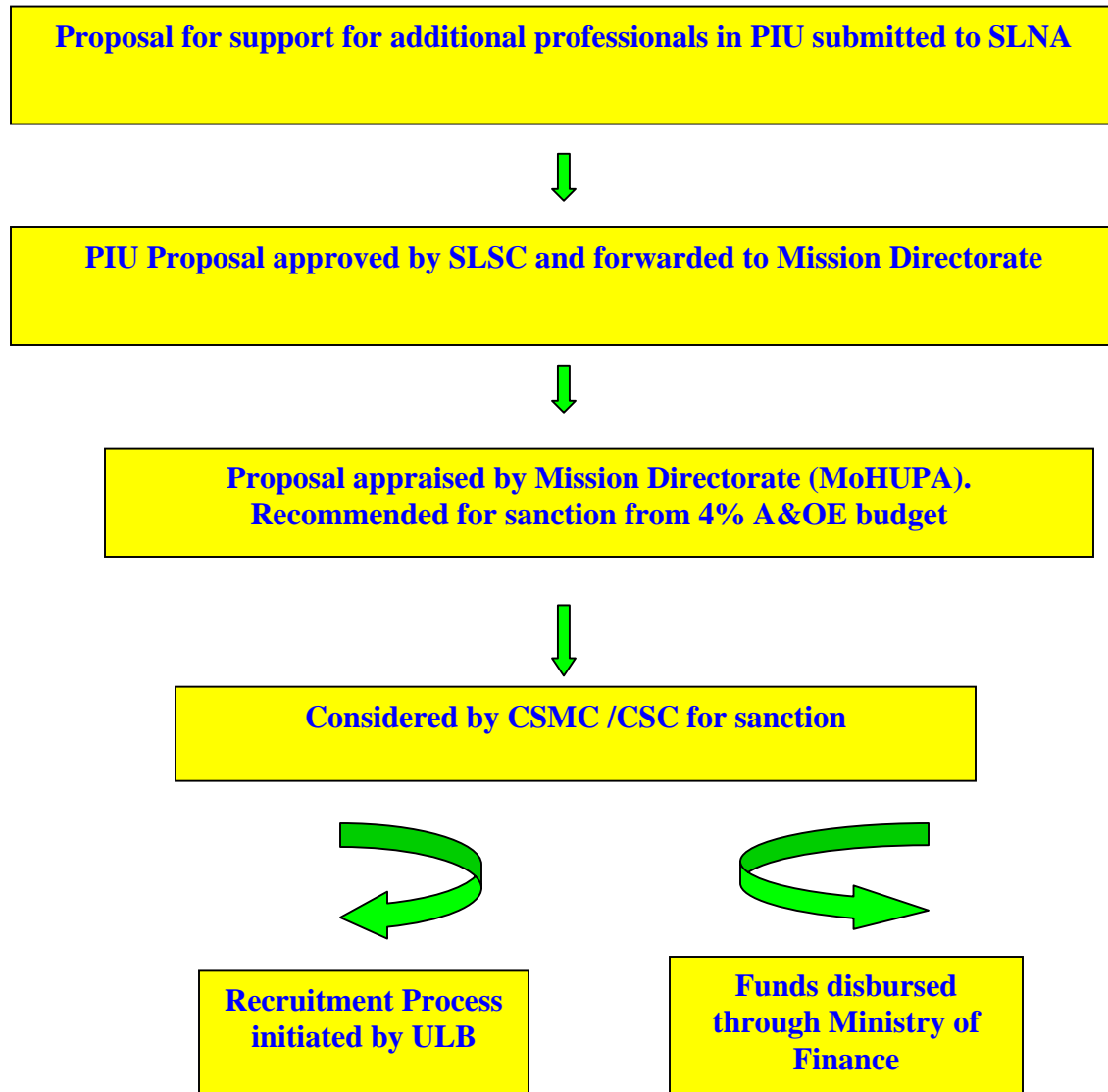
- Capital expenditure on equipment like photo copier, lap- top etc.
- Construction / renovation of office space / office furniture
- Purchase of vehicles
- Regular salary
- Development / maintenance of websites.

The above items and other administrative costs will have to be borne by the ULBs.

3.3 Appraisal and Sanction

The proposal for engaging additional professionals for work related to urban poor in the PIU shall be endorsed by the ULB and submitted to the SLNA for review. On approval from the SLSC, the proposal shall be submitted to the Mission Directorate, MoHUPA. The PIU proposals shall be reviewed by the Mission Directorate and placed before the CSMC for approval and sanction after examination. The ULBs shall engage additional professionals after receiving approval from the Mission Directorate. As a part of the proposal, the ULBs should send a copy of the contracts for the professionals along with a request for advance for costs for 6 months, to the Mission Directorate. On receipt of request for reimbursement of professional fee of the experts, the Mission Directorate shall examine the claims and sanction it. The flow of funds and utilization for PIU shall be as per JNNURM guidelines.

Figure1: Process flow for sanction



3.4 Financing of additional professionals for work related to urban poor in PIUs

The assistance for additional professionals for work related to urban poor in PIUs shall be met out of JNNURM allocation of 4% for administration and other expenses (A&OE) .The financial support shall be provided biannually, subject to submission of utilization certificates. ULBs shall submit utilization certificates after six months. The functioning of the PIU shall be closely monitored by the concerned ULB, State government and MoHUPA. The continuation of support shall depend on satisfactory performance of PIU. This financial support for PIU shall be gradually reduced to 75% in second year and 50% in third year.

Terms of Reference of Professionals

1. Project Coordinator (Housing & Slum Development)
2. Social Development Officer
3. Livelihoods Development Specialist
4. Research Officer
5. Research & Training Coordinator

1. Project Coordinator (Housing & Slum Development)

Scope of Work

The incumbent has a broad based role in improving quality of project design, implementation and reporting by providing intellectual leadership and inputs on social needs of the urban poor. This includes but is not limited to:

- Support in Project Planning: Supervision of preparation of DPR keeping in view the specific requirements of (a) the area being developed and (b) the intended beneficiaries;
- Ensuring that the designs of houses, lay outs etc are of acceptable standards
- Identification of beneficiaries and their needs through socio economic surveys.
- Operationalising the DPR- ensuring connectivity with city wide infrastructure facilities especially in areas of water supply, sanitation and drainage
- Activity Planning and Scheduling to avoid time & cost over runs
- Monitoring physical progress.
- To implement infrastructure projects in slums and urban reforms
- Design & monitor implementation of City Development Plan, Detailed Project Reports etc. with focus on housing for urban poor, slum development, and provision of infrastructural facilities to urban poor. etc
- Advice on Construction Management : Assistance to SLNA in obtaining requisite clearances; detailed planning of implementation; material & supply chain management; quality assurance and benchmarking
- Advice on Financial Aspects of Project Management: Fund flow management; monitoring and managing leakages, cost overruns etc; work completion certificates and Payment certificates; preparation of utilization certificates; financial closure of project account etc.
- Issues of sustainability of created assets, and other social and institutional risks at ULB level
- Look after works related to SJSRY and other poverty alleviation initiatives relating to employment generation, skill development, education, health etc to ensure convergence between JNNURM and other Government initiatives

Qualifications

Senior engineer (B.E or M.E – Civil) / town planner (degree in town planning) with at least 5-10 years experience in a managerial position in a large State Government/ PSU in the area of township planning, lay-out designing etc.

- Experience in slum development and local infrastructure, including in-situ slum development
- Strong communication and computer skills
- Any earlier involvement with JNNURM will be an added advantage.

2. Social Development Officer

Scope of Work

The Social Development Officer plays a key role in taking forward the core principles of JNNURM with regard to appreciation and implementation of the reforms, internalizing stakeholder consultations into the operating procedures and practices of infrastructure development and optimizing the community participation in urban governance. He shall render Advisory Support in the following areas, with focus on urban poor:

- Assess barriers and constraints, demand problems, institutional weaknesses, absorptive capacity constraints
- Render advice on all matters pertaining to social development, community participation and urban poverty alleviation
- Guide and support implementation of mechanisms for pre-project community consultations, design & develop socio-economic surveys for beneficiary identification and need assessment. Streamlining their inputs into evolving versions of the CDP and [DPR preparation for the purpose of inclusion of socioeconomic infrastructure by ULBs in the State.](#)
- Guide and support effective and transparent use of the Community Participation Fund (CPF) by user groups in the select cities and to ensure that the urban poor also derive the benefits from the Fund
- Assist ULBs to identify and address gender gaps in coverage of basic services, access to training and opportunities for economic activities with focus on urban poor women.
- Oversee the timely preparation and periodic updating of city's poverty profile, in tandem with the Basic Services for Urban Poor (BSUP) and other poverty focused programs of the State.
- Establish Networks with civil society and private sector, and other line departments such as health, education and social welfare in order to bring convergence of their schemes/ leverage their schemes with projects under BSUP/IHSDP
- [Look after SJSRY and other poverty alleviation initiatives relating to employment generation, skill development, education, health etc to ensure convergence between JNNURM and other Government initiatives](#)

- **Monitor, Evaluate and facilitate Systematic Learning** - Most infrastructure project monitoring and evaluation systems (PMES) measure strictly quantifiable, technology-dependent variables, such as the number of systems installed, number of household water or sewerage connections etc. They typically are not designed to measure social development impacts, often resulting in the masking of consumer choices and perceptions of the level of service, tariffs, etc. of the users, particularly the under served. The Specialist will need to:
 - Ensure that information related to social development indicators/elements are adequately captured in data bases, analyzed and the emerging findings applied in practice;
 - Design and implement consumer satisfaction surveys periodically;
 - Monitor the expenditure on improvement of urban services to the poor and overall social impact of projects implemented under JNNURM;
 - Monitor and report to the Mission Directorate on the progress of pro-poor reforms listed above;
 - Organize studies, surveys etc. to document lessons and disseminate good practices across the state.

Qualifications

- Masters or doctoral degree in Social Sciences, with practical experience of working in areas related to urban poor
- **7-10 years experience** in a responsible position in issues relating to urban poor / slum dwellers.
- Experience in designing & conducting socio economic surveys/ social development projects in the field of education, health, community mobilization, poverty alleviation etc.
- Training in organizational behaviour and management of change processes
- Any earlier involvement with JNNURM will be an added advantage.

3. Livelihoods Development Specialist

Scope of Work

The incumbent has a broad based role in improving quality of project design, implementation and reporting by providing intellectual leadership and inputs on social needs of the urban poor. This includes but is not limited to ensuring that the development plans are tailor made for each slum keeping in view the occupation pattern and socio-economic milieu of the incumbents. In case of relocation, the Specialist will ensure that the livelihoods of the displaced persons are not affected.

In addition will render Advisory Support relating to:

- Devising communication strategies to make the communities aware of their responsibilities in keeping cities/ colonies clean, preserving and helping in making the investments secure and complying with requirement of the reforms.

- Assist ULBs to identify and address gender gaps in coverage of services, access to training and opportunities for economic activities with focus on urban poor women.
- In the wake of decentralization effective interface among staff of ULB and associated parastatal institutions is critical. The Consultant shall help establish mechanisms for dialogue between elected representatives, staff and clients.
- Oversee the timely preparation and periodic updating of city's poverty profile, in tandem with the BSUP/IHSDP and other poverty focused programs of the State.
- Oversee preparation & implementation of projects related to Community Development Network (CDN) to access Community Participation Fund (CPF)
- Establish Networks with civil society and private sector, and other line departments such as health, education and social welfare in order to bring convergence of their schemes/ leverage their schemes with projects under BSUP/IHSDP
- Look after SJSRY and other poverty alleviation initiatives relating to employment generation, skill development, education, health etc to ensure convergence between JNNURM and other Government initiatives
- Coordinating vocational training to youth , women etc. under various schemes of Government of India and State Government

Qualifications

- Degree in Sociology/ Social Work/ Communication/Entrepreneurship development
- 5-7 years experience in a responsible position in issues relating to urban poor / slum dwellers/Micro finance/ Micro enterprise.
- Experience in designing & conducting socio economic surveys/ social development projects in the field of education, health, community mobilization, poverty alleviation, monitoring & evaluation etc.
- Any earlier involvement with JNNURM will be an added advantage

4. Research Officer

The incumbent has a broad based role in strengthening the capacity of personnel at State & ULB levels in the context of BSUP/IHSDP and Urban Poverty. The expert will undertake studies of Best Practices in the field of Urban Poverty, Housing for poor , provision of Basic Services to the Urban poor, Urban reforms & Inclusive city planning. The expert will facilitate preparation of livelihoods improvement plans, roadmaps for pro-poor reform, and internalizing new approaches (“best practices”) at State and ULB levels.

The expert will support in improving quality of Socio-economic surveys of the Urban Poor, preparing urban poverty profile of the state & cities, integration of employment generation, skill development and programmes related to Health, Education & Social Security with the BSUP & IHSDP projects. The expert will identify challenges for

policy & implementation of Urban Poverty Alleviation programmes including provision of basic amenities to the poor at the State/ULB level and suggest tools / e-tools for meeting those challenges.

Qualifications

- Masters or doctoral degree in Social Sciences/ Economics, with practical experience of working in areas related to urban poor
- 3-7 years experience in area of research relating to urban poor / slum dwellers.

5. Research & Training Coordinator

The incumbent has a role in putting in place core research, advocacy and coordination capacity , build database in the areas of urban poverty, slums, skill development, housing and construction , develop concept notes and undertake research and guidance tasks in areas of urban poverty. The Specialist will constantly assess the training needs at the ULB level. The expert will coordinate all training & capacity building programmes for the ULB staff in the areas of Urban poverty including JNNURM projects & livelihood programmes and assist ULBs to access quality training on site or at recognized centres of excellence.

The expert will develop & coordinate Annual Training Programs in the area of implementation of JNNURM, Urban Reforms, Livelihood programmes & other poverty alleviation schemes. He will also continually implement effective induction programmes including orientation on JNNURM . The expert will closely work with MIS expert in SLNA to develop a data base on assessment of skill requirement of staff at local level and update it regularly.

Qualifications

- Masters or doctoral degree in Social Sciences/ Economics/Statistics/ management , with experience of research in areas related to urban poor
- Coordination skills , Ability to work in a team with other professionals
- Experience in dealing with State Government/ Local Bodies/ Resource Centres / NGOs / Communities
- Any experience in computers will be added advantage

Annexure 2

Draft Model Contract

Jawaharlal Nehru National Urban Renewal Mission

Sub -Mission Basic Services for the Urban Poor

CONTRACT AGREEMENT FOR FIXED TERM TECHNICAL SERVICES

BETWEEN

[Name of the hiring Authority (ULB/SLNA)]

AND

[Name of Professional Being Contracted]

Date

TECHNICAL SERVICES FIXED TERM CONTRACT

BETWEEN [HIRING AUTHORITY (ULB)]
AND [NAME OF PROFESSIONAL]
TO BE ASSIGNED TO: [xxxxxx. MUNICIPALITY]
AS: [Designation e.g Social Development Officer]
DATED: (dd/mm/yy)

AGREEMENT between HIRING AUTHORITY (ULB), Address of ULB (hereinafter called the Municipality)

AND

NAME OF OFFICER (hereinafter called the Designation), Address of Officer.

IT IS HEREBY AGREED THAT theMunicipality appoints Mr./ Mrs./ Msas a (title of position e.g. Social Development Officer), under Terms and Conditions of this Fixed Term Contract, with the following specifications:

A. DUTIES

1. The Officer shall undertake the work described in the Terms of Reference as set out in attached SCHEDULE 'B'.
2. The Officer shall, during the course of this contract or such other period as may be mutually agreed to, work under the direction of the Municipality in carrying out her/his assignment, and under the direction of the Commissioner** on a day to day basis.
(*The designation may be changed as needed)
3. The work performed by the Officer shall be of a standard consistent with that normally expected from professionals engaged from the open market on a competitive basis.

B. TERMS OF ENGAGEMENT

1. REMUNERATION: The Municipality shall pay the Officer for the agreed time spent in carrying out her/his assignment as per norms set out in the attached SCHEDULE 'A'. In addition, the Officer will be entitled to travel costs, by the shortest

route, as per eligibility of a Class I/Class II Officer(to be specified) of the Municipality, to join duty and to return to her/his point of recruitment, on completion of the assignment

2. TRAVEL AND PER DIEM: The Municipality shall reimburse the Officer for all reasonable official travel and other related expenses properly incurred by her/him in accordance with the details in the attached SCHEDULE ' A'.

3. INSURANCE: The Municipality undertakes no responsibility in respect of life, accident, travel or any other insurance coverage for the Officer.

4. TERMINATION:

- a. The premature termination or the suspension of the Municipality's engagement, in respect of the funds with which the Officer has been engaged, or significant change in the requirements of the job, for which the Municipality cannot be held responsible, will give rise to the right of the Municipality to terminate this contract.
- b. Further, Municipality reserves the right to terminate this contract for any of the following reasons:
 - Absence of the Officer from duty except as a result of sickness or accident;
 - Unsatisfactory performance by the Officer ;
 - Misconduct by the Officer or breach of the terms of this contract or any act or omission which in the reasonable opinion of the Governing Body of the Municipality, may bring the Municipality into disrepute;
 - Significant incompatibility of the Officer with local personnel/officials or public/consumers.
- c. Conversely, the incumbent may terminate the contract with one month Notice to the ULB.

In respect of termination under both (a) and (b) above the Officer will be paid in accordance with this contract for work performed up to the time of termination of the engagement of the Officer.

C. RESTRICTIONS

Except as the Municipality may specifically agree in writing:

1. The Officer shall work exclusively for the Municipality during the term of this contract and not engage in any other occupational calling whether or not for profit or payment of any kind.
2. The Officer will not become involved in any political or sectarian organizations.
3. The Officer shall not participate in any radio, television or like programme; or contribute to any newspaper journalistic articles or group discussions, unless called upon by the Municipality to do so.

4. The Officer shall not make any commitments that may be construed as being on behalf of the Municipality.
5. The Officer shall at all times comply with the civil and criminal laws and regulations of the country, state or place to which she/he may be domiciled or through which she/he may travel during the term of this contract.
6. The Officer appreciates and accepts that:
 - (a) the standard of her/his conduct whilst working in the engagement of the Municipality must be and remain high in all respects and that she/he has a duty not to indulge in any behaviour which gives offence to the public and to other Municipality personnel.
 - (b) that any extensions to the existing contract or directly related follow up opportunities offered to or solicited by the Officer as a direct result of her/his engagement under this contract shall be directed through and administered by the Municipality which may in its absolute discretion reassign or decline such involvement and in the event of the latter the Municipality forfeits its rights in respect of the latter.

D. CONFIDENTIAL INFORMATION

1. Except with the prior written consent of the Municipality the Officer shall not at any time communicate to any person or entity any information acquired during the term of this contract.
2. The Officer shall immediately advise the Municipality of any information received that could affect the business or well being of the Municipality.
3. That any information acquired by the Officer in the course of her/his engagement regarding the projects, policies, processes, trade secrets, finances or other affairs of the Municipality or the persons doing business with the Municipality shall be treated by the Officer as secret and confidential and shall not be disclosed by the Officer to any other person, firm, or organisation either during her/his engagement with the Municipality or thereafter.
4. The Officer will not at any time either during her/his engagement under this contract or thereafter, utilise any information or any trading advantage coming to her/his knowledge in the course of her/his duties as Officer or otherwise disclosed or communicated to him by a client of the Municipality or other person or persons having dealings with the Municipality except in the proper course of her/his duties as an Officer. Any such trading advantage or information shall be the exclusive property of the Municipality.

E. JURISDICTION

This Contract shall be entirely governed by the laws of..... (Name of state) and no action, claim or legal proceeding shall be brought in respect of this Contract or rights arising under this contract except within the appropriate jurisdiction.

SIGNED BY THE OFFICER -----

IN THE PRESENCE OF -----

FOR AND ON BEHALF
OF HIRING AUTHORITY (ULB)-----

SCHEDULE 'A'

These TORs are pertaining to the attached Contract dated (dd/mm/yy) relating to the engagement of (Name of Officer) by (HIRING AUTHORITY (ULB/SLNA))

1. JOB TITLE: e.g. Social Development Officer

2. DURATION OF CONTRACT: Duration of the Contract shall be for a period of xxx year/years, commencing from(Date). Any extension to the Contract shall be mutually agreed between the Municipality and the Officer, at least one month prior to the termination date.

3. LEAVE: The Officer will be entitled to the Gazetted holidays at the Municipality and 12 days of annual leave. Any other leave will be treated as un-paid.

4.REMUNERATION: Payment shall be a lump sum of Rs.....(Rupees...(in words).....).per month for the period of engagement under this contract, commencing on dd/mm/yy and terminating on completion of one/two years/three years of this assignment. All extensions and revisions of remuneration will be based on annual performance reviews by the Municipality.

-Payment will be made monthly in arrears.

-The final payment due under this contract will not be made until the Municipality is satisfied that all reports required to be submitted by the Officer have been lodged as required in the Terms of Reference.

5. TRAVEL: For this assignment, travel or other incidental travel costs will be paid to the Officer by the Municipality at admissible rates for a Class I*/II* Officers. (strike off what is not applicable)

6. REPORTING: The Officer shall report to the Commissioner** or such Officer assigned by her/him.

7. TOOLS OF TRADE: The Officer will be provided office space, furniture, computer etc. as necessary for fulfilling the Terms of Reference in Schedule B.

**May be changed as needed

SCHEDULE 'B'

Relevant Terms of Reference by Functional Domain/Expertise

(Please refer to Annexure 1 of this Toolkit for TORs)

SCHEDULE 'C'

Pertaining to the attached Contract dated relating to the engagement of
(Name of Officer) byULB.

Emergency contact details.

	(a)	(b)
Name	-----	-----
Address	----- ----- -----	----- ----- -----
Telephone	-----	-----
Email	-----	-----
Relationship	-----	-----

Signed: _____

Date: _____

Template for Proposal for additional Specialists in PIU

1. Introduction

1.1 City profile

1.2 Institutional set up at city level

1.3 Profile of ULB

- Organisation Structure of the ULB
- Class-wise staffing pattern

2. Status of JNNURM

2.1 Capital Investment Plan of the city as recorded in the CDP

2.2 Programme Status – JNNURM Projects and Reforms

2.3 Projects planned to be implemented by the ULB

3. Project Implementation Unit

3.1 Role of existing PIU

3.2 Composition of existing PIU

3.3 Need for additional Specialists in PIU

3.4 Recruitment Process

3.5 Estimated cost of additional Specialists

3.6 Details of Office infrastructure for PIU to be provided by the ULB