

Jawaharlal Nehru National Urban Renewal Mission

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

Improving Implementation Capacity of SLNA

Toolkit for Programme Management Unit (PMU) for BSUP/ IHSDP

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Jawaharlal Nehru National Urban Renewal Mission

Sub -Mission Basic Services to Urban Poor (BSUP) **Integrated Housing and Slum Development Programme (IHSDP)**

1. The Toolkit

Under the sub-mission Urban Infrastructure and Governance there is a provision for setting up of Project Management Units (PMU) at the level of State Level Nodal Agency (SLNA). The purpose of this toolkit is to guide the SLNAs in engaging additional experts in the PMU to effectively co-ordinate implementation of projects and reforms under BSUP/ IHSDP components of JNNURM. The SLNAs desirous of seeking financial support for this purpose may use this toolkit as reference for preparing proposals.

2. Improving Implementation Capacity of SLNA:

2.1 Introduction / Need for PMU

State Level Nodal Agencies are expected to play a key role in implementation of JNNURM. Following key functions are expected to be undertaken by SLNA:

1. Appraisal of projects submitted by Urban Local Bodies (ULBs)/ Para-statal Agencies. This could be undertaken in-house or through empanelled agencies;
2. Obtaining sanction of State Level Steering Committee for seeking assistance from Central Government under JNNURM ;
3. Management of Additional Central Assistance (ACA) & grants received from Central and State Government ;
4. Release of funds to ULBs/ Para-statal Agencies either as grant, or soft loan or grant cum loan ;
5. Management of Revolving Fund , BSUP fund ;
6. Monitoring physical and financial progress of sanctioned projects ; and
7. Monitoring implementation of reforms at state and ULB level, as committed vide Memorandum of Agreement (MoA) with government of India

Currently the Institutional capacities of SLNAs vary significantly across various states. The relative role and position of SLNAs within the overall institutional structure at the state level varies considerably. Therefore to strengthen the capacity of SLNA to manage and implement the composite array of tasks associated with JNNURM, the Government of India provides support to a Programme Management Unit (PMU) at the SLNA. To enable the PMUs to focus on BSUP/IHSDP and other poverty alleviation programmes, the Ministry of Housing and Poverty Alleviation proposes to support upto 5 additional experts.

2.2 Objective of PMU

To assist the SLNAs in discharging their roles and responsibilities assigned as per the JNNURM guidelines.

2.3 Expected Outcomes

1. Effective implementation and increased outreach of the Mission including public participation for providing the following basic amenities and services to the urban poor and slum dwellers under BSUP/ IHSDP:
 - Security of tenure at affordable prices
 - Improved Housing
 - Water supply
 - Sanitation
 - Education
 - Health; and
 - Social Security
2. Enhanced capacity within SLNA to extend technical and advisory support to state government and ULBs in implementing reforms and projects envisaged under JNNURM, especially in provision of basic services and housing to the urban poor and other poverty alleviation schemes including SJSRY etc..

3. Higher private sector investment in infrastructure development for urban poor by leveraging JNNURM funds to explore other instruments of financial assistance like debt or equity.
4. Increase in public participation in infrastructure development and management of facilities for urban poor
5. Effective monitoring and reporting including Quarterly Progress Reports, Monthly Progress Reports , reports of Management Information System and Poverty Monitoring System to Mission Directorate, MoHUPA, Government of India.
6. Effective transfer of lessons on improvement of living conditions of urban poor to non JNNURM cities in the state.

2.4 Roles and Responsibilities of the Specialists assigned to PMU by MoHUPA

The Programme Management Unit is designed to provide the requisite technical and managerial support to SLNA to ensure effective implementation of the programme at State level. The PMU would operate as a unit under the overall supervision and guidance of SLNA. There will be only one PMU in a State for JNNURM activities. Focus of the role is mainly on Programme Management and Monitoring. The role of the Specialists placed at PMU and supported by MoHUPA would encompass ,but not be limited to the following :

2.4.1 Overall Strategic Support

- Facilitate processes to ensure that the requirements of urban poor are adequately reflected in the CDPs prepared by cities within the State.
- Enhance ownership through consultative processes as envisaged under JNNURM
- Ensure that infrastructure development projects are in line with the proposed investment plan of the CDP, and the needs of the urban poor are adequately provided for
- Encourage cities to formulate strategies to serve the under served and urban poor while designing and implementing infrastructure development projects
- Disseminate good practices relating to urban poor developed across the state
- Coordinate with State Technical Advisory Group (TAG) and City Technical Advisory Group (CTAG) in Mission cities to effectively implement projects under the Community Participation Fund.
- Facilitate adequate and timely release of funds to BSUP/IHSDP projects
- Co-ordinate with various implementing agencies and state departments
- Liaison with state and central government Technical Support
- Support and monitor JNNURM projects under BSUP/IHSDP in the State
- Support and monitor SJSRY and other poverty alleviation schemes
- Monitor implementation of JNNURM mandated reforms, particularly those related to BSUP and IHSDP:
 - 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.

- Provide technical hand-holding support to the ULBs / project implementing agencies and state government in issues relating to urban poor
- Facilitate selection of quality Specialists for DPR preparation, or any other activity by empanelling qualified firms, sharing information etc
- Coordinate all capacity building programmes in the context of JNNURM / Urban Poverty Alleviation
- Implementation of Integrated Poverty Monitoring system

2.4.2 Monitoring & Reporting Support

- Appraise and monitor efficient utilisation of funds disbursed
- Report on progress of BSUP/IHSDP projects and other poverty alleviation schemes (SJSRY etc.) in the state, covering status of City Development Plans, Detailed Project Reports, Utilisation Certificates, Quarterly Progress Reports etc
- Ensure effective and timely reporting of progress of implementation of reforms and BSUP/IHSDP projects to MoHUPA, via the web based MIS being developed.

2.4.3 Capacity Building support

- Support initiatives for capacity building as necessary
- Coordinate Capacity Building programmes

2.5 Suggested Key Personnel

The PMU is envisaged to play a critical role in enhancing overall efficiency of implementation of JNNURM. The number of experts required by the SLNA would depend on the existing institutional capacity. However, a team of six positions were suggested for a typical PMU by the Ministry of Urban Development. It is proposed that **five additional experts, supported by the Ministry of Housing & Urban Poverty Alleviation**, be engaged by the PMUs for focusing on activities relating to urban poor. Two experts (out of 5) will undertake and coordinate research & capacity building activities at the State level. 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. All 5 experts would closely work with other experts who would focus on infrastructure and governance , supported by MoUD (UIG sub-mission).

The experts should preferably be hired from open market. In exceptional cases specialists having core competence and relevant experience may be taken on deputation. All recruits from the open market shall have an experience of five to ten years, with Fixed Term Contracts. As far as possible all competencies should be procured under a single contract, to ensure that the PMU team is well coordinated and remains accountable as a whole to the SLNA. To the extent feasible the SLNA should nominate counterpart staff to work alongside the specialists in the PMU.

The broad roles and specific essential competencies for each of the five positions proposed for BSUP/IHSDP/ urban poverty / Research & Training Activities related activities are given below. In addition, all experts should have a strong background,

knowledge and base competencies in the areas of urban infrastructure especially related to urban poor, concepts of City Development Plans (CDP), Detailed Project Report (DPRs), slum development , basic amenities and familiarity with objectives and scope of JNNURM. Knowledge of state specific scenario for all 5 experts and knowledge of computers and internet will be added advantage. Following paragraphs enlist the scope of activities and deliverables for suggested key personnel.

2.5.1. Project Specialist (Housing and Slum Development)

The incumbent will have 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:

- Provide overall leadership and 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 and implementation of housing and infrastructure projects in slums and urban reforms, issues of sustainability of created assets, and other social and institutional risks at state and ULB level
- 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.
- Advice on Construction Management : Assistance to SLNA in obtaining requisite clearances; detailed planning for implementation; material & supply chain management; quality assurance and benchmarking
- Advice on financial Aspects of Project Management: Fund flow management; monitoring and managing leakages, tender float and award, 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 state and ULB level

Qualifications

- Senior engineer (B.E or M.E – Civil) / town planner (degree in town planning) with at least 7-10 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.

2.5.2. Specialist (Social Development)

The Specialist (Social Development) 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.

2.5.3. Specialist (Community Mobilization and MIS)

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;, Operationalising the DPR, Activity Planning and Scheduling, Monitoring physical progress. The Specialist will also support speedy internalization of the MIS of JNNURM and accurate reporting through the same and strive to improve the IT systems of JNNURM proactively.

Building capacity and skills of municipal staff is a priority of the Mission. The Specialist will constantly assess the training needs at the ULB level and assist ULBs to access quality training on site or at recognized centres of excellence, encourage use of IT to produce training materials and manuals; increasingly impart an understanding and use of e-learning among staff ; stay abreast of latest developments in the IT sector and transfer emerging technology as relevant to both to the SLNA and the ULBs. 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 Specialist 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, SJSRY 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

Qualifications

- Degree in Sociology/ Social Work/ Communication
- Degree / Advanced Diploma in Computer Programming
- 7-10 years experience in a responsible position in issues relating to urban poor / slum dwellers.
- Experience in the field of education, health, community mobilization, poverty alleviation, monitoring & evaluation, MIS etc.
- Experience in designing capacity building activities, preferably in the municipal environment
- Any earlier involvement with JNNURM will be an added advantage

NOTE: In case of smaller States the positions of Specialist (Social Development and Specialist (Community Mobilization and MIS) could be combined

2.5.4. Urban Poverty/ Management Specialist

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. Again, as stated above, building capacity and skills of municipal staff is a priority of the Mission. The specialist will mentor and develop work plans to ensure capacity within States and ULB beyond the lifespan of this project (JNNURM). 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 degree in Social Sciences/Development Science/ Economics/ Management/ Urban Management, with practical experience of working in areas related to urban poor
- 5-8 years experience in a responsible position in issues relating to urban poor / slum dwellers.
- Experience in the field of Housing, 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.

2.5.6 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 State/ULB level. The expert will coordinate all training & capacity building programmes for the state & ULB staff in the areas of Urban poverty including JNNURM projects & livelihood programmes and assist State/SLNA/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 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

[This Section of the toolkit can serve as model Terms of Reference for the PMU.]

3 Sanction of Proposal for PMU

3.1 Criteria / Eligibility

- Only states which have signed the MoU with the Government of India (through MoUD) are eligible for support for PMU
- To create greater synergy between various components of the Mission it is recommended to constitute a single State Level Nodal Agency for JNNURM for every state. Therefore states with a single SLNA for JNNURM would only be eligible for support of a Programme Management Unit. *The five positions identified in this Tool kit would be eligible for support from Ministry of Housing & Poverty Alleviation as follows:*
 - (i) Ministry of HUPA would support only the remuneration of the specialists working on BSUP & IHSDP projects and reforms in PMU and activities undertaken by them as per actuals, with a cap of Rs.40 lakhs annually
 - (ii) The selection and recruitment of candidates for the PMU would be done by the SLNAs through a reputed institution.
 - (iii) The Mission Directorate will provide necessary inputs to the States in the form of Terms of Reference (TOR) for the experts.
 - (iv) Funds for PMU (BSUP/IHSDP) would be met out of 4% A&OE
 - (v) There would be only one PMU per State for both sub-missions .
 - (vi) Ministry of HUPA's support to the PMU would be for a period of 3 years, without any increase in remuneration from year to year.
 - (vii) The specialists dealing with BSUP and IHSDP would also 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

3.2 Components admissible

The support from MoHUPA for the PMU would be limited to:

- Professional fee of the experts and support staff, limited to Rs50000/- (Fifty Thousand) per month for each specialist working on BSUP & IHSDP projects except Research & Training Coordinator whose remuneration will be limited to Rs. 40,000 per month in a large state.
- For smaller states, the remuneration will be limited to Rs. 50,000 per month for first 3 experts and Rs. 40,000 per month for Urban Poverty/Management Specialist. For Research & Training Coordinator , the monthly remuneration will be limited to Rs. 30,000.
- 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 (based on actuals) will be in following ratio
 - Staff Remuneration 60%
 - Travel Expenses 20%
 - System Support 10%
 - Overheads & Miscellaneous 10%

- Total 100%
- Following states/UTs are categorized as smaller states. All other states/UTs are in the category of larger states.
 - o Tripura
 - o Meghalaya
 - o Manipur
 - o Nagaland
 - o Goa
 - o Arunachal Pradesh
 - o Puducherry
 - o Chandigarh
 - o Mizoram
 - o Sikkim
 - o Andaman & Nicobar Islands
 - o Dadra & Nagar Haveli
 - o Daman & Diu
 - o Lakshadweep

The following items are *ineligible* for support from the Mission:

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

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

3.3 Process of sanction of proposal for creation of PMU

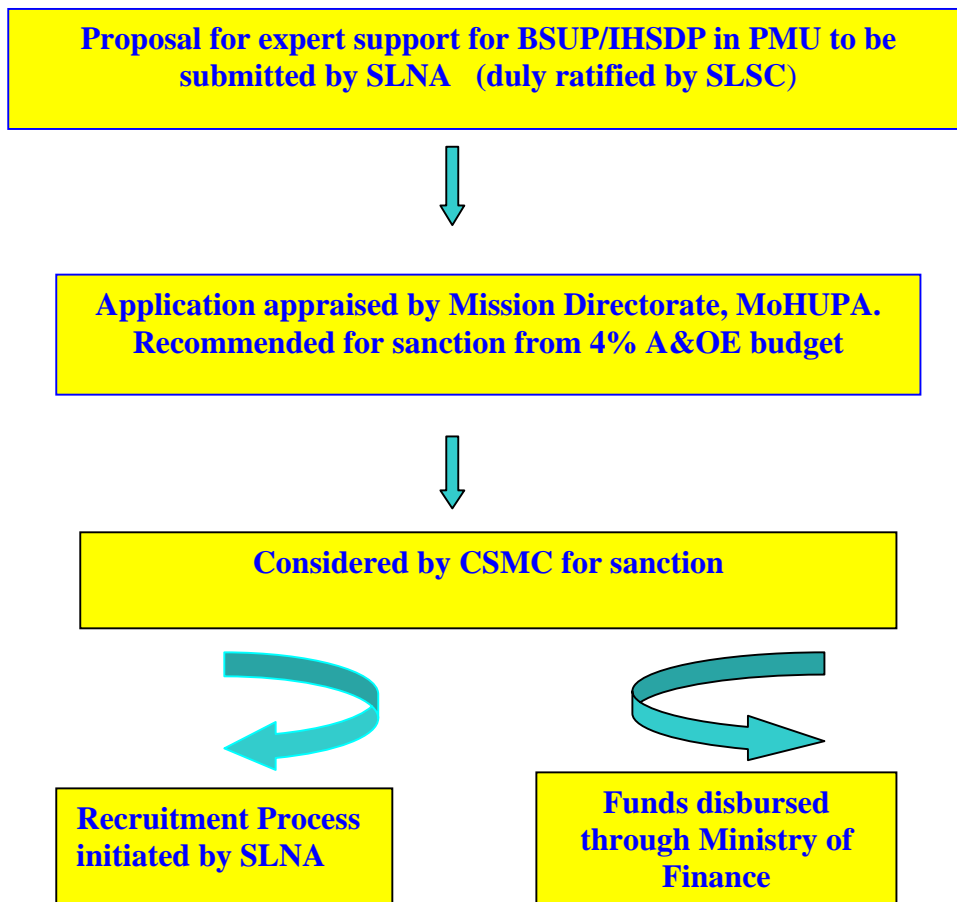
The SLNAs will send Proposal for engagement of experts for BSUP & IHSDP in the PMU based on the guidelines issued by the MoHUPA. The proposal should also justify the need for specific skills and competencies as against the role envisaged for the experts. The proposal for engaging the experts must be approved by the respective SLSC before submission.

The proposal would be examined by the Mission Directorate at MoHUPA and would be recommended to CSMC for approval and sanction after examination. On approval of assistance for engaging the experts, the SLNA can initiate the recruitment process.

Selection and recruitment of the experts for PMU is recommended to be undertaken by the SLNAs / state departments as per their respective recruitment guidelines.

The SLNAs are recommended to submit utilization certificates (UCs)/reimbursement claims for PMU every six months.

Figure 1: Process flow for PMU sanction



The proposal must contain the details of

- Profile of PMU
- Recruitment Process
- Financial Support (Estimated costs for experts)
- Present Status of PMU
- Existing Composition
- Office infrastructure for PMU
- Need for PMU
- Present Status of JNNURM projects
- Projects to be implemented in future

3.4 Financing of experts for BSUP & IHSDP in PMU

It is proposed to draw the budget for financing of experts for BSUP & IHSDP in PMU from JNNURM allocation of 4% for administration and other expense (A & OE) sanctioned, under the Mission. The Ministry of HUPA proposes to support remuneration of the Specialists engaged by PMU for BSUP/IHSDP related work, as per actuals, with a cap of Rs. 40 lakhs per annum (Forty Lakhs). The Ministry of HUPA's support to the PMU is proposed for a period of 3 years, without any increase in remuneration.

Annexure I

Draft Model Contract

Jawaharlal Nehru National Urban Renewal Mission

Basic Services for the Urban Poor
Integrated Housing & Slum Development Programme

CONTRACT AGREEMENT FOR FIXED TERM TECHNICAL SERVICES

BETWEEN

[Name of the hiring Authority (State)]

AND

[Name of Professional Being Contracted]

Date

TECHNICAL SERVICES FIXED TERM CONTRACT

BETWEEN [HIRING AUTHORITY -STATE]
AND [NAME OF PROFESSIONAL]
TO BE ASSIGNED TO: [STATE of xxxxx.]
AS: [Designation e.g Project Specialist (Housing
and Slum Development)]
DATED: (dd/mm/yy)

AGREEMENT between HIRING AUTHORITY (STATE of ...), Address ... (hereinafter called the State)

AND

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

IT IS HEREBY AGREED THAT the State of..... appoints Mr/ Mrs/ Msas a [title of position e.g. Project Specialist (Housing and Slum Development)], 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 State Government in carrying out her/his assignment, and under the direction of the** on a day to day basis.
(*The designation of the Officer in-charge of SLNA)
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 State Government 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 State Government, to join duty and to return to her/his point of recruitment, on completion of the assignment

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

3. INSURANCE: The State Government 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 State Government'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 State Government cannot be held responsible, will give rise to the right of the State Government to terminate this contract.
- b. Further, State Government 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 State Government, may bring the State Government 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 State Government.

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 State Government may specifically agree in writing:

1. The Officer shall work exclusively for the State Government 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 State Government to do so.

4. The Officer shall not make any commitments that may be construed as being on behalf of the State Government.
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 State Government 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 State Government 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 State Government which may in its absolute discretion reassign or decline such involvement and in the event of the latter the State Government forfeits its rights in respect of the latter.

D. CONFIDENTIAL INFORMATION

1. Except with the prior written consent of the State Government 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 State Government of any information received that could affect the business or well being of the State Government.
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 State Government or the persons doing business with the State Government 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 State Government 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 State Government or other person or persons having dealings with the State Government 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 State Government.

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 (STATE)-----

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. Project Specialist (Housing and Slum Development)

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 State Government 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 State Government 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 State Government.

-Payment will be made monthly in arrears.

-The final payment due under this contract will not be made until the State Government 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 State Government at admissible rates for a Class I*/II* Officers. (strike off what is not applicable)

6. REPORTING: The Officer shall report to the (The designation of the Officer in-charge of SLNA)** 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 Section 2 of this Toolkit for TORs)

SCHEDULE 'C'

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

Emergency contact details.

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

Signed:_____

Date:_____

Template for Proposal for additional Specialists in PMU

1. Introduction

1.1 State profile

1.2 Institutional set up at State level

1.3 Profile of PMU

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

2. Status of JNNURM

2.1 Programme Status – JNNURM Projects and Reforms

2.2 Projects planned to be implemented by the ULBs in the State

3. Project Management Unit

3.1 Role of existing PMU

3.2 Composition of existing PMU

3.3 Need for additional Specialists in PMU

3.4 Recruitment Process

3.5 Estimated cost of additional Specialists

3.6 Details of Office infrastructure for PMU to be provided by the SLNA