

17 May 2012

Government of India
Ministry of Urban Development



Jawaharlal Nehru National Urban Renewal Mission

**Staff Support Unit for Capacity Building Activities of
JnNURM and other Schemes of the
Ministry of Urban Development**

I. Background

The Ministry of Urban Development (MoUD), Government of India launched the Jawaharlal Nehru National Urban Renewal Mission (JnNURM) in December 2005, to develop urban infrastructure and improve basic services, across Mission cities. The objective of JNNURM is to ensure integrated, planned and sustainable development of financially self-reliant, economically vibrant local bodies and achieve equitable development of cities by providing substantial central assistance and encourage instituting mandated reforms to improve urban governance. Further details of the program and progress to date can be seen at the website <http://www.jnnurm.nic.in/nurmudweb/defaultud.aspx>

Capacity building of Urban Local Bodies (ULB) to take up the challenging task of implementing projects and reforms under JnNURM is recognised as a priority of the Mission. Accordingly, the MoUD launched a massive capacity building program under JnNURM in response to an urgent need to professionalize and strengthen the skills of municipal functionaries. Moreover, MoUD has constituted a separate division for capacity building for the management and coordination of the capacity building activities under JnNURM.

As part of strengthening the in-house capacity in the Ministry, especially that of the newly created Capacity Building Division, it is proposed to select an agency /firm to act as Support Unit for Capacity Building (SUCB) under the control of the Mission Directorate. It is envisaged that the SUCB under the control of the Mission Directorate will provide support to manage the capacity building activities of JnNURM in particular and capacity building activities of other schemes of the Ministry in general.

The indicative list of activities of the SUCB includes:

- Planning and roll out of the capacity building initiatives under JnNURM and other programmes and projects being implemented by the MoUD, Government of India
- Coordination, monitoring and evaluation of the ongoing capacity building activities of JnNURM and other divisions of the Ministry

- Develop and maintain a database of Urban Local Bodies- human resources – staff & elected representatives and training infrastructure facilities in ULBs and state level
- Develop and maintain an inventory of training/research institutes working in urban sector in India.
- Establishment of E- library and its monitoring
- Advise the Mission Directorate on new areas of capacity building activities
- Undertake research studies and publication of reports
- Any other activities related to capacity building as directed by the Mission Director

II. The proposed composition of SUCB

1. Team Leader- Senior Capacity building specialist - 1 No;
2. ICT and Knowledge Management Specialist - 1 No;
3. Institutional and organisation strengthening specialist - 1 No;
4. Monitoring and evaluation specialist - 1 No;
5. Research Associates - 2 Nos;

The ToR for the proposed positions is at **Annexure I**.

Expressions of Interest (EOI) are invited from suitably qualified agencies/firms for undertaking the responsibility of the operationalisation of the SUCB. An Agency may form a consortium with other suitably qualified agencies in order to express their interest. The EOI should clearly state the lead agency in case of a consortium.

Interested firms/organizations should submit their EOI in the prescribed format (**Annexure II**) at the address below at or before 21 days from the date of publishing of this request. The response to this EOI must be submitted in not more than 20 pages. Half a mark will be deducted for each additional page.

The agencies willing to bid should meet the following criteria:

- The agencies should have been in existence for at least five years with a notable urban focus and portfolio
- The Agencies should have a minimum annual turnover of Rs. One crore during each of the last three years.

Details to be furnished:

The details, format and terms of reference (TOR) are available at www.jnnurm.nic.in. Interested consultant may obtain further information at the address below during office hours.

Evaluation Criteria for Short Listing:

The consultant will be selected in accordance with Ministry of Finance, Government of India Guidelines: Manual of Policies and Procedure of Employment of Consultants. The evaluation shall be based on

- Experience in developing and implementing national level capacity building programme in the urban sector

- Experience of playing a lead role in training in urban sector development and governance; experience of working across states in the country, and specifically in partnership with other urban training institutions.
- Track record of innovation and leading in development of portfolio to respond to emerging needs in the sector, and support government activities, at national or state level
- Adequate managerial and administrative capacities to plan, implement, monitor and document training experiences.

The details of evaluation criteria are as follows:

<u>S.No.</u>	<u>Criteria</u>	<u>Weightage</u>
1	Past experience of the firm:	60%
	• Number of years' experience	20%
	• Past experience of studies of similar nature.	50%
	• Past experience in carrying out studies in related sectors.	20%
	• Studies carried out with Government and PSU within India	10%
2	Personnel	25%
	• Organisational Structure	60%
	• Experience of Key Personnel	40%
3	Financial Strength of the Consultant:	15%
	• Turnover figure for last three years	50%
	• Net Profit figure for last three years	50%

Applicants will be judged by the Evaluation Committee on merits of their technical and institutional capacities. The short listed agencies will be requested to submit detailed Technical proposal and Financial Proposals for the respective regions in response to TORs to be provided by MOUD.

EOI should be sent to the Director (N IV) at the address mentioned below within fifteen days from the date of publication.

Director (N IV)
Ministry of Urban Development
Room No. 134 – C Wing
Nirman Bhawan
Maulana Azad Road
New Delhi 110011

(Nisha Singh)
Joint Secretary and Mission Director

Annexure I

Detailed Terms of Reference for the proposed professionals under Support Unit

S. No	Subject Expert	No. Of Posts	Desirable Qualifications & Experience	Duties
1	Team Leader-Senior Capacity building specialist	One	<ul style="list-style-type: none"> • Should have Master's degree in the development field (urban development or social development) • 10 or more years' experience in training, capacity building, governance reform and institutional development as well as competence in urban sector issues in India • Knowledge of adult learning methodology and capacity building experience within the urban sector, including experience in areas such as capacity assessment, curricula development, course organization, problem-based (and not only content-based) training, and training impact 	<ul style="list-style-type: none"> • Advise and support the Director, JnNURM-IV on matters relating to CB activities and their effective implementation; • Guide, supervise and ensure implementation of the ongoing CB activities of the Mission Directorate in collaboration with the States, Cities and ATIs/Training Institutions; • Advise and support the Mission Directorate to design and implement capacity building programmes; • Undertake a rapid training needs assessment and identify areas of capacity strengthening • Ensure that the proposals for CB are submitted by the ULBs and the training institutions according to the stipulations of the Tool Kit developed for CB activities • Appraise the proposals submitted by States, Mission cities, ATIs/ Training Institutions • Evaluate training modules developed by the training institutions for conducting training programmes and suggest improvements/modifications in it; • Review CB implementation processes and address bottlenecks, if any, in the project cities and at the state level;

S. No	Subject Expert	No. Of Posts	Desirable Qualifications & Experience	Duties
			<p>evaluations</p> <ul style="list-style-type: none"> • Computer literacy (word processing, presentation). • Ability to work in a high pressure, ethnically diverse, political setting. • Knowledge and experience of government systems and procedures 	<ul style="list-style-type: none"> • Support the Mission Directorate to organise quarterly meetings with States, ULBs/ ATIs/Training Institutions; • Monitor progress and provide one-on-one support to select cities, as required, to meet their capacity building targets. • Obtain progress reports on implementation of CB activities from the members of the SSU? training institutions and the ULB; and • Perform any other activity that is incidental to Capacity Building either at the State or ULB.
2	ICT and Knowledge Management Specialist	One	<ul style="list-style-type: none"> • Master's degree IT with experience in in a development communication , Knowledge Management or any related field from a recognized institution • A minimum of 3-5 years of experience in a similar position • Proven experience in building, strengthening and sustaining institutional linkages. 	<ul style="list-style-type: none"> • Promote information exchange and experience sharing among local governments (policy reforms, new technologies, performance monitoring, and innovative service delivery options) • Provide inputs into developing, institutionalising and strengthening the knowledge management system within the Ministry • Establishment of e- library/e documentation data bank and its monitoring • Provide inputs and contribute to further developing the PEARL programme • Support the Mission Directorate, States and cities to document and disseminate best practices

S. No	Subject Expert	No. Of Posts	Desirable Qualifications & Experience	Duties
			<ul style="list-style-type: none"> • Strong knowledge of knowledge management strategies and methods, translating results into strategic recommendations. • Extensive practical experience in applying information technology to the implementation of knowledge management and knowledge sharing strategies • Knowledge and experience of government systems and procedures 	<ul style="list-style-type: none"> • Support in development of knowledge products to capture on-going policy innovations. • Support Ministry in organizing thematic workshops at national and regional levels • Support Ministry in organizing knowledge exchange domestic study tours Support the Mission Directorate, States and cities to develop knowledge management networks (international and national and city level) • Support Monitoring & Evaluation Expert in developing a methodology and formats for collecting and tracking data • Assist, Capacity building expert/TL in the development of knowledge infrastructure and selection of knowledge management instruments, ranging from off-the-shelf e-mail packages to sophisticated collaboration tools designed to support learning, knowledge dissemination and information sharing • Contribute to the preparation of articles, features and briefs for various knowledge management programmes • Any other responsibilities as assigned by the Mission Directorate
3.	Institutional and organisation strengthening specialist	One	<ul style="list-style-type: none"> • Master's degree in social sciences preferably in Public Administration or an MBA with specialisation in organisation development; 	<ul style="list-style-type: none"> • Support Capacity building expert to undertake Training Needs Assessment and Capacity Gap Assessments of ULBs/States and training institutions • Advise State Government on approaches and interventions for institutional strengthening of ULBs; • Advise ULBs on organizational development issues

S. No	Subject Expert	No. Of Posts	Desirable Qualifications & Experience	Duties
			<ul style="list-style-type: none"> • S/he should have minimum of five years of working experience; a • Preference will be given to those who have experience of working in urban sector; • Knowledge and experience of government systems and procedures 	<ul style="list-style-type: none"> • Develop handouts for use in the training events on institutional strengthening; • Work with the State Governments for creation of cadres in the required areas of municipal management and service delivery; and • Perform any other activity relating to institutional strengthening of ULBs and urban and local government departments of the state governments.
4.	Monitoring and evaluation specialist	One	<ul style="list-style-type: none"> • Masters Degree or equivalent in Economics, Social Sciences, or related field • 3-5 years of professional experience in planning and implementation of M&E systems; • Experience in information analysis and report writing. • Experience in data processing or analysis and M&E design experience • Knowledge and experience of government systems and 	<ul style="list-style-type: none"> • Establish tools and mechanisms for monitoring the ongoing capacity building programmes of the Ministry • Maintain a calendar of capacity building activities • Develop and maintain database of training and capacity building programmes • Identify and prepare key performance questions and parameters for monitoring the progress of capacity building activities • Design the framework for the physical and financial monitoring of capacity building activities • Collect, compile and analyse progress reports submitted by RCBHs, ATIS, RCUES and CoEs and prepare consolidated reports • Preparation of periodic progress reports of the ongoing capacity building programmes

S. No	Subject Expert	No. Of Posts	Desirable Qualifications & Experience	Duties
			procedures	<ul style="list-style-type: none"> • Under the supervision of Capacity building expert, draw up the TOR for, design and cost out for baseline survey, impact assessment studies and need assessment survey. • Submit aggregate quarterly/annual reports to the Mission Directorate on the progress of capacity building initiatives, and other relevant indicators. • Design the format for performance evaluation reports • Review monitoring reports, analyse them for impact evaluation and to identify the causes of potential bottlenecks in the implementation of capacity building programmes
5.	Research Associates	Two	<ul style="list-style-type: none"> • Masters degree in Economics 	<ul style="list-style-type: none"> • Assist in the implementation of ongoing capacity building programmes of the Ministry • Assist the Capacity building expert to design and implement new capacity building programmes • Assist the M& E expert to design, and implement the monitoring framework to review ongoing capacity building activities • Support the M &E expert to document best practices on urban development • Assist the Knowledge management expert to develop knowledge management tools and disseminate information • Assistance with the dissemination of research information and materials • Assisting with data collection; data analysis; and writing and disseminating research results

S. No	Subject Expert	No. Of Posts	Desirable Qualifications & Experience	Duties
				<ul style="list-style-type: none">• Appraisal of proposals received from states and cities• Assist in developing database for capacity building

Format for Expression of Interest (EOI)

Please enter the information requested in the spaces provided. Application from separate firms, or individuals or from consortia are acceptable.

APPLIED FOR **CONTRACT NO.....**

I. Basic Information

1. APPLICANT DETAILS

Name of Firm making this application	Parent Company (if applicable)

**Add / delete additional lines for consortium partners as appropriate. Note that a sub-consultant is not considered to be a consortium partner for the purposes of this application form.*

2 CONTACT PERSON (for this application)

Name	
Organisation	
Address	
Telephone	
Fax	
e-mail	

3 REGISTERED ADDRESS

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4. YEARS IN BUSINESS AND NATIONALITY

Year of Establishment	Country of Registration

5 Organisational Structure

- Provide structure in tabular/ tree form
- Provide Note on Organisational structure describing number of Offices in India and International presence (Not more than One page)
- Manpower strength

Average manpower	Year before last	Last year	This year
Permanent staff			
Total related to this Sector			

Provide list of present 'Permanent staff' and 'Total related to this Sector' (max of 100 staff)

6. TOTAL TURNOVER AND NET PROFIT

The organization's **Total annual turnover** for the last three financial years is as follows:

Name of Firm	FY 2009	FY 2010	FY 2011	Average

The organization's **Net Profit** for the last three financial years is as follows:

Name of Firm	FY 2009	FY 2010	FY 2011	Average

II. Technical Competence

7. EXPERIENCE IN PROJECTS OF A SIMILAR NATURE

List projects in the last ten years (max 10 in total) which are similar (Urban Infrastructure, capacity building, training, education & research in urban development & municipal services) to that in the EOI is in Appendix 1.

8. KEY PERSONNEL

For key personnel, relevant to the services to be provided, please provide a key paragraph outlining core areas of expertise, related project experience, regional experience, years of relevant experience, employment status and education background, and any other relevant information.

Project Sheets

Indicate up to 10 reference projects from the past 10 years that the firm/association/joint venture feels are relevant.

Project 1 of ___

• Project Name			
• Name of Client			
• Country		Project location within Country	
• Participation		<input type="checkbox"/> As lead firm <input type="checkbox"/> As associate firm	
• Value of Total Services		(In INR)	Value of Services Provided by your firm (in INR)
• Source of Financing			
• Consultancy Services		Total	Contribution of your Firm
(i) No. of Key Expert			
(ii) No. of Key person months			
• Length of Consultancy Assignment			
• Start Date			(dd/mm/yyyy)
• Completion Date			(dd/mm/yyyy)
• Name of Associate Firms (if any)			
• Detailed Narrative Description of the Project			
• Detailed Description of the Actual Services Provided by your Firm			