

No. K-14022/1/2012-NURM IV(i)
Government of India
Ministry of Urban development (MoUD)
NirmanBhawan, New Delhi

Date: 01 February 2013

Invitation to Expression of interest (EOI)

1. The Jawaharlal Nehru National Urban Renewal Mission (JnNURM) is an initiative of the Government of India (GoI), which aims at providing incentives to cities, to undertake institutional, structural and fiscal reforms necessary, to improve service delivery systems that are sustainable, enhance the local economic performance, and bring about transparency and accountability in the functioning of municipal governments.
2. In view of the above initiative, the Mission Directorate of JnNURM, Ministry of Urban Development, Government of India invites EoI from suitable institutions for appointment as 'Regional Capacity Building Hubs' and undertake the following work for Mission Cities/Towns:

Preparation of training modules, conducting training programs, and hand holding support for preparation of model DPRs for Class I cities/towns under Jawaharlal Nehru National Urban Renewal Mission (JNNURM)

3. Interested institutions may download the document from www.jnnurm.nic.in and at the Central Public Procurement Portal at URL www.eprocure.gov.in . The EoI may be submitted latest by 3 PM on 04 March 2013 at the address given below. The EOI could also be mailed electronically to dineshk.55@nic.in
4. The EoIs may be submitted in a cover superscripted the "EoI for Regional Hub for Training Program"

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1. Terms of Reference (TOR)

1.1 Background

This TOR is with reference to the ongoing MoUD's efforts to systematically expand, strengthen and energize the Capacity Building Framework for Action (FFA). One of the biggest challenges in improving urban service delivery and Governance is capacity constraint. Building adequate capacity in this sector requires immense efforts as there are constraints on both supply side and demand side. This is critical as ULBs meet the challenges of their expanded role in infrastructure development and improvement of services within a framework of enforcement of a set of municipal reforms mandated under JNNURM.

Capacity Building of Urban Local Bodies:

The objectives of 74th Constitutional Amendment Act (CAA) cannot be achieved, unless the ULBs have skilled manpower to undertake the various additional tasks entrusted to them. At present, many of the ULBs have only one or two engineers for preparing projects and almost no town planner for preparing City Development Plan, Detailed Project Reports, etc. The capacities are very weak for project development and implementation. A review of ongoing JNNURM project shows that ULBs are not able to develop and implement projects even if funds are made available. The capacity of the local urban bodies in India varies widely across States and cities. The issues that need attention are as follows:

- a) **Lack of personnel with appropriate skill sets:** The specific areas identified for attention are Non Revenue Water Reduction (NRW), Waste Water Reuse and Recycle (WWRR), Sewerage and Sewage Treatment, Solid Waste Management (SWM), Implementation of Urban Plans (as per UDPFI guidelines), Common Mobility Plans and concepts like Transit Oriented Development (TOD) in Urban Planning and Management.
- b) **Inadequate skill sets of personnel already deployed:** Learning from training and capacity building programmes shows that many of the functionaries of the ULBs have never received any training in their career. There are no programmes for facilitating cross learning and exposure to best practices in innovative technologies etc. The problem is indeed acute in smaller ULBs for whom hardly any programmes exist as of now.

Considering the current limited capacity of the supply side institutions (institutions which are providing capacity building support / training programs) in the sector, and based on current national level scenario, a key strategic issue is to create a functional network of institutions with varied capacities and areas of focus, to collectively respond to the demand from ULBs. It is hence proposed to draw in six(6) institutions to operate as Regional Capacity Building (technical) Hubs (also referred as Regional Hubs), to expand, deepen and energize the training & skill development in partnership with a range of Network Institutions (NIs)

1.2 Objective

The primary objective of establishing the Regional Capacity Building Hubs is to strengthen and develop a network of Institutions, which specialize in education and training across a range of themes for urban sector professionals. Each Regional Hub would work in partnership with a range of NIs for addressing capacity building needs of each region. This approach is expected to help overcome the existing gaps on the supply side and accelerate

skill development and improvement in technical issues of ULBs nationally. The institutions will also assist ULBs through hand holding support in DPR preparation in the specified themes/areas.

1.3 Implementation Approach and Methodology

The central principle of the JNNURM Capacity Building Framework for Action (FFA) is ‘**TASK TO COMPLETION**’ Approach i.e. Capacity Building programmes undertaken should not just target training delivery and accessing training, but should result in **tangible skill development of the ULBs**. Keeping this in mind, a model of decentralized capacity building and skill development of the ULBs through a partnership of six (6) Regional Hubs and a range of Network Institutions (NIs), including State Level Training Institutions and other specialised technical institutions is proposed. Considering the absolute urgency to move forward significantly on the capacity building fronts, the proposed program is intended to be activity and time bound to be completed by November 2015.

The states have been categorized into six groups as given below to ensure customized training for each region.

Name of Region	Associated States in the Region
Region – I	Jammu and Kashmir, Himachal Pradesh, Punjab and Chandigarh
Region – II	Delhi, Haryana, Rajasthan and Uttarakhand
Region – III	Uttar Pradesh , Gujarat and Madhya Pradesh
Region – IV	Andhra Pradesh ,Bihar, Jharkhand, Chhattisgarh, and Orissa
Region – V	Karnataka, Kerala, Tamil Nadu , Maharashtra, and Puducherry, and Goa
Region- VI	West Bengal, Assam, Arunachal Pradesh, Manipur, Meghalaya, Mizoram, Nagaland, Sikkim and Tripura

The diagram below defines the schematic model to energize the supply side of the capacity building equation. The Model in the long run aims to decentralize training delivery based on a strong relationship between clients (States and ULBs) and service providers (Hub, Specialized and Network Institutions).

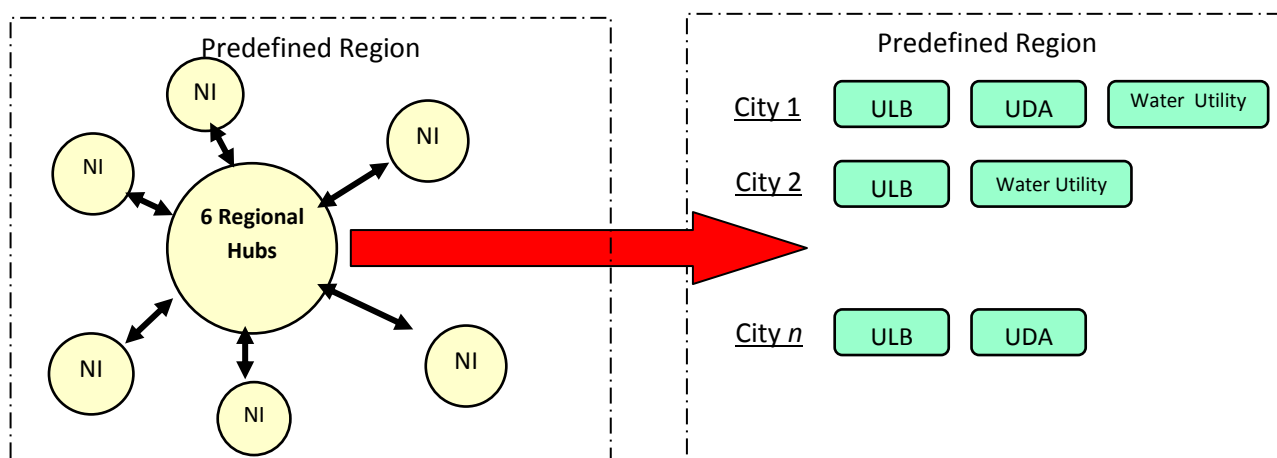


Figure 1 – Schematic Representation of the Arrangements for Delivery of Capacity Building Services

- This model of Hub and Network Institutions is expected to prepare modules, and provide synergy among other hub institutes, training and research institutes and bring on board reputed institutions of national as well as international standing that are currently not involved in the capacity building initiative.
- **The Regional Hubs are envisaged as key players in the above institutional scheme for delivery of capacity building services. The primary responsibility of developing the program for defined regional catchments and managing delivery of training will be that of the Hub Institutions** but in case they are not able to do it on their own they can network with other institutions like IITs, IIMs, NITs, ATIs etc (Network Institutions) for the purpose. Each Hub institutions may associate with more than one Network Institutions (NIs) so as to strengthen its team, widen its subjects of training delivery, improve its geographic coverage and infrastructure facilities, etc.
- Network Institutions could be government or government aided institutions engaged in research and training of specific areas related to the urban sector e.g. IITs, IIMs, NITs, and Regional Engineering Colleges, other specialised institutions, etc.
- By and large the Administrative Training Institutes (ATIs) have excellent infrastructure facilities. It is mandated to engage them as Network Institutional partners in training delivery and thereby also **strengthen their capacities for skill development in the urban sector.**
- The entire program shall be executed in Three parts which includes – (a) development of the course content and (b) delivery of training (c) hand holding support for preparation of DPRs in given modules as desired by the states. The course content for training shall be developed by the Regional Hubs and the Network Institutions, with specialisation in specific themes listed in the following section.
- The responsibility of preparing training material / modules would be shared by all the selected institutions. **Each Hub Institution will have a mandate to prepare a maximum of two (2) training modules based on their competencies on the subject and resource availability. The Hub Institutions must clearly mention the preferential sequence of all the six (6) training modules that they intend to prepare. Each Hub Institution will be awarded a maximum of two (2) Regions for the purpose of Capacity Building and delivery of Training Programmes. However they must specify three preferential Regions for delivery of training as well as providing handholding support towards DPR preparation.**
- The training material shall be prepared and peer reviewed within 6 months of the signing of the contracts agreement. All modules shall be shared among the Hub Institutions prior to training delivery to ensure same modules are delivered to all the regions
- The course content, course delivery and training needs to be delivered not only in English but usage of local/ vernacular languages (like Hindi, Marathi, Bengali etc) should be explored where ever required. The Hub institutions can budget for cost of translating training material into vernacular languages.
- Training should be a mix of on-site and institution-based depending upon the course and number of participants.
- It is proposed to cover **all ULBs in the designated states of the proposed regions.**

1.4 Scope of Work

The primary responsibility of the Regional Hub and Network Institutions is strategic programme module preparation, co-ordination, training delivery based on the specific needs of all ULBs in the region, and hand holding support in model DPR preparation. The role would encompass the following, but not be limited to:

- a. **Finalise Regional Capacity Building Action Plan:** The Action Plan proposed during the proposal stage may be discussed with all stakeholders – the Regional Hub Institution, the identified NIs and the participating ULBs, and finalised. Based on Regional Action Plan a Training Calendar may be prepared for the ULBs in the region.
- b. **Programme Management:** The Regional Capacity Building Hubs would be responsible for management of the program for the allotted region to ensure timely progress, and completion of the Action Plan. Immediately after selection, the Regional Capacity Building Hubs should finalise the working arrangements with Network Institutions.
- c. **Develop Training material, Manuals etc:** Training material should be developed on the following themes listed below to address the specific skill development needs of the Mission cities. The list of topics have been proposed based on consultations with the ULBs for upgrading skills among municipal/ parastatal functionaries at various levels.
 - a. Non Revenue Water Reduction (NRW);
 - b. Waste Water Reuse and Recycle (WWRR);
 - c. Sewerage and Sewage Treatment;
 - d. Solid Waste Management (SWM);
 - e. Urban Plans; and
 - f. Common Mobility plans/ Transit oriented Development (TOD).

All training modules will be based on Tool Kits, Guidelines and Manuals published by Ministry time to time.

The training courses could be developed either by the Hub institution on its own or in partnership with Network Institutions. However the responsibility of preparing the course material on time lies with the Regional Hubs. The responsibility of preparing the course material would be shared among the selected Regional Hubs, i.e. each Regional Hub may be assigned to prepare training material a maximum to 2 (two) modules and get it approved from the Ministry within a period of **six months** of signing the contract. The training material prepared would be peer reviewed and rectified accordingly to ensure quality standards. **The training material thus prepared would be the property of MoUD and would be used by all the Regional Hubs to impart training across the Mission cities.**

- d. **Training Delivery:** Simultaneous, to their strategic role in expanding the resources on the supply side, the Regional Hub institution would conduct customised training programmes for the cities in the region as per the training calendar. The training courses prepared by the Regional Hubs would have to be customised and simplified based on the requirement of the target group and wherever necessary the training material (including presentations and hand outs) would have to be translated into vernacular languages. The training programmes should be made interesting through discussions on good practices, group exercises, use of audio-visual tools, talks by senior leaders / officers and experts beside class-room lectures.

- e. **Handhold ULBs in preparation of DPRs in aforementioned themes:** The Regional Capacity Building Hubs so formed will assist and handhold ULBs in developing DPRs in the specified themes after the ULB Staff has been trained in the specified areas. The handholding support shall be done in areas of DPR preparation and review as per JNNURM's guidelines and available toolkits. The Regional Capacity Building Hubs shall be responsible for development of a maximum of three (3) DPRs for each State pertaining to the themes provided in the previous sections.

1.5 Outputs

Regional Hubs for each of the six regions will be responsible for the following outputs:

- a. Training material for the proposed modules should be submitted for peer review and approval from the Mission Directorate within six months of signing the contract. Peer Review will be done to evaluate the documents with respect to its ability to deliver the desired capacity, with ease of understanding and quality of material developed. The peer review will be done by associated authorities with the Mission Directorates having specialization in the required fields.
- b. Training Calendar for 24 months for Mission cities in the region should be submitted to the Mission Directorate prior to commencement of training.
- c. Database of participants: including name, designation, contact details should be submitted prior to commencement of training.
- d. Schedule for providing hand holding support to the states for preparing DPR in each module should be submitted before commencement.
- e. A copy of each such DPR should be submitted to Mission Directorate after completion of the activity within a period of 30 months from the signing of contract.

The Regional Hubs will be required to submit Reports:

- **Inception Report** covering the Final Regional Capacity Building Action Plan and a two year Training Calendar for the region prepared in consultation with the ULBs, to be submitted within one month of signing the contract.
- **Quarterly Progress Reports** covering the following:
 - Activities planned for the Quarter
 - Activities undertaken during the quarter
 - Activities proposed for the following quarter
 - Issues and constraints
- **Annual Report** (at the end of 12 months from the start of the program) summarizing activities, achievements, issues, lessons learnt during training programs and plan for next year. In this way the Hub institutions have to prepare 2 Nos of Annual Report during the period of the assignment.
- **Project Completion Report** (*at the end of the 24 months of training period*) Documenting activities undertaken, impact of the training programme and lessons learnt.

Annual/periodical review of performance of the Regional Hubs will be undertaken by the Mission Directorate to assess the performance of the overall capacity building initiatives and also the outcomes achieved. Documentation of the lessons learnt and dissemination of the same is also a critical element of implementation of this Action Plan.

1.6 Time Frame for the assignment

- The Regional Capacity Building Hubs will be appointed for a period of 30 months duration from the signing of contract.
- The Regional Capacity Building Action Plan would be prepared for a period of twenty four months (24 months) duration and the trainings would be delivered upto November, 2015.

1.7 Eligibility Criteria

The institutions eligible for bidding should meet the following criteria:

- The institutions should have been in existence for at least ten (10) years;
- At least five years of experience of playing a lead role in module development, training in technical issues and handholding support in DPR preparation; experience of working across states in the country, and specifically in partnership with other urban training institutions;
- Infrastructure to train a minimum batch of 25-30 participants e.g. hostel, auditoriums, state-of-the-art audio-visual facilities, computer workstations, etc.;
- Minimum 5 full time faculty members with extensive experience of developing training modules and conducting training programmes for ULBs and parastatal agencies; and
- The Institutions should have an average annual turnover of Rs. One Crore during the last three (3) years.

1.8 Payment Schedule

The price quoted for the task will include cost incurred for networking with the Network Institutions, and shall not entail additional expenditure on the part of MoUD. All payments will be made by the Mission Directorate to the Hub Institutions and all onward payments to Network Institutions will be made by the Hub Institutions. The Mission Directorate will not be making any payments directly to the NIs. **The Hub Institutions may be liable for a penalty in case of failure or delays in the delivery of outputs envisaged.**

The payment terms for the Regional Capacity Building Hubs would be based on the milestones mentioned below.

1.8.1 Payment Milestones

Milestones	Payment Schedule
Advance Payment, on signing of the contract	10% of 'Total Approved Cost' against a Bank Guarantee of matching amount.
Quarterly payments	70% of 'Total Approved Cost' – divided into 7 quarterly payments, subject to achievement of milestones indicated in para 1.5 of this document.
Submission and acceptance of Project Completion Report – at the end of period	Balance 20% of the 'Total Approved Cost'

1.8.2 Evaluation Criteria:

The institutions responding to this EoI will be evaluated on the basis of the following evaluation criteria and marking. The institutions shall be shortlisted subjected to achievement of cut off marks of 60% for the said criteria.

S. No	Criteria	Weightage	Max Marks
1.	Past experience of the Institution	60%	
	<ul style="list-style-type: none">Numbers of years experience	20%	12
	<ul style="list-style-type: none">Past experience of capacity building /module development of similar nature	50%	30
	<ul style="list-style-type: none">Past experience in carrying out capacity building/ module development in related sector	20%	12
	<ul style="list-style-type: none">Studies carried out in India	10%	6
2.	Experience of Key personnel	25%	
	<ul style="list-style-type: none">Qualification	30%	8
	<ul style="list-style-type: none">Relevant experience such as capacity building, module development in similar sector and hand holding support in DPR preparation	70%	17
3.	Financial strength of the Institution	15%	
	<ul style="list-style-type: none">Turnover figure for last three years	100%	15
	Max marks including all criteria		100

Annexure: 1

Format for Providing InstitutionDetails:

S.No	Detail Head	Specific Information
1.	Name of the Institution	
2.	Legal Status (Institution/ Company/Public/Private, Partnership, Limited Liability, Sole Proprietorship, etc.)	
3.	Country of Incorporation	
4.	Date of Establishment of the Entity (in DD/MM/YY format)	(provide evidentiary document)
5.	Principal place of Business	
6.	Contact Details of Designated Representative <ul style="list-style-type: none">• Name• Designation• Address• Phone no./Fax/E - mail	

Format for Providing Details of Experience:

Name of the Project	
Name of the Client/ Public Authority	
Description of the project/capacity building activity	Specify if the project has been developed from Government Funding of National or International Stature.
Date of completion of the project/ capacity building activity (in DD/MM/YY format)	(provide evidentiary document in the form of Completion Certificate)
Scale of the Project/ Capacity Building Activity(provide detail about planned capacity of the project)	
Capital cost of the project / capacity building activityin INR. (if the scope of work includes setting up of the facility for the project)	
Brief Scope of work	
Does the scope of work include detailed design and development of project documents(Y/N)	

Name of the Project	
Does the scope of work include independent review of the project as a third party agency -(Y/N)	

Format for Providing Detail of Key Staff:

Name of Staff	Key Qualification	Years of Experience	Area of Relevant Experience	Experience of working with State Governments / Urban Local Bodies / Parastatal agencies

Statement of Finance: Provide detail of Annual Turn Over:

Year	Annual Turn Over(in Crores)*
2009-10	
2010-11	
2011-12	

*Financial capability based on its own financial statements.