



Government of Tamil Nadu
Commissionerate of Municipal Administration
Tamil Nadu Urban Development Project III
Ezhilagam Annexe, Chepauk, Chennai – 600 005
Phone No: (044) 28550200, 28555775, 28549921
Fax: (044) 28549924, E-mail: cma@cma.gov.in

INDIA
Tamil Nadu Urban Development Project III
Loan No: 4798-IN

Request for Expression of Interest

The State of Tamil Nadu, India, has received a loan from the International Bank for Reconstruction and Development (IBRD), and intends to apply a part of the loan proceeds to make payments under the contract for imparting training programmes for the Elected Representatives, Officials and Staff of the Urban Local Bodies (ULBs) of Tamil Nadu.

The services include; design and development of training modules, planning and implementing the following training programmes.

1. Three days training programme on Human Resources Development for the Elected Representatives of the ULBs covering 500 participants in 20 batches.
2. Three days training programme on Human Resources Development for the Officials of the ULBs covering 500 participants in 20 batches.
3. Five days training programme on Human Resources Development for the Staff of the ULBs covering 1000 participants in 40 batches

The Terms of Reference for the above assignments are available from the Commissionerate of Municipal Administration, Chepauk, Chennai – 05 and in the Website <http://www.tn.gov.in/cma>. (Please check in 'Whats New' Section in the Website.)

Sd/- Dr.P.Senthilkumar
Commissioner of Municipal Administration

The Commissioner of Municipal Administration now invites Training Institutions, Consultancy firms and Individual Consultants to register their interest for providing the services by sending the following information.

a.	Name, address and fax number of Consultancy firm
b.	Ownership and Organizational Structure of the firm
c.	Financial Statement for the last three years
d.	Name and short CVs of Key Staff
e.	Details of Experience in Similar nature of the assignment.

Expression of Interest must be submitted separately for each training programme during office hours on or before **05.09.2011** to the above address. Documents received thereafter will not be accepted.

On the basis of obtained information from interested Consultants, the Commissioner of Municipal Administration will prepare and short-list of Six Consultants who will be invited to submit their proposals.

Interested parties may obtain further information about the Consultancy assignment from the following officers at the address mentioned below:

Contact personnel:

1. Thiru.V.Pitchai, Additional Director of Municipal Administration, O/o.CMA
2. Thiru.R.Lingasamy, Procurement & Administrative Officer (i/c), TNUDP-III, O/o.CMA, Mobile No: 9444343063
3. Thiru.M.Manikandan, Training and Institutional Development Specialist, TNUDP-III, O/o.CMA at Mobile No: 8056166655

Contact hours: 10:00 am to 5.45pm

Sd/- Dr.P.Senthilkumar
Commissioner of Municipal Administration

TERMS OF REFERENCE FOR

HUMAN RESOURCE DEVELOPMENT

TRAINING PROGRAMME FOR THE ELECTED REPRESENTATIVES OF
URBAN LOCAL BODIES

1. Background:

The 74th Constitutional Amendment provides for more devolution of functions and finances to ULBs. The ULBs have to prepare for challenge of their new and expanded roles under the 74th Constitutional Amendment. The Elected Representatives and Municipal Elected Representatives of the ULBs are meeting these new challenges. The Right to Information Act which is recently introduced also adds to their regular functioning.

The HRD proposed is a systematic attempt to diagnose the changing work requirements and to develop creative responses as and when they emerge. In the present context of providing better services to the citizens of Urban Local Bodies, the Human Resource Development as a core aspect of motivating the Elected Representatives of ULBs is necessitated. Professional Management of Cities, Efficient Service Provision, Leveraging all the resources available in the ULBs for optimal utilization and adapting to the emerging technologies, schemes and trends in the Urban Areas require the overall development of the Human Resources available in the ULBs across the spectrum. The HRD training programmes i.e. Personality Development, Motivation, Leadership, Communication Skills, Team Building etc. envisaged to be undertaken for fulfilling the above goals is aimed at motivating the Elected Representatives to perform amidst all the pressures, Holistic visioning for the development of cities and overall image and character enhancement/building self esteem of being service facilitators in ULBs.

2. Objectives:

The main objective of this training programme is:

To impart Human Resources Development techniques to refresh & motivate the Elected Representatives of the ULBs for efficient Urban Management.

3. An outline of the tasks to be carried out:

The scope of training would include the following:

- 3.1 The training is designed to be imparted to the *Elected Representatives* of the ULBs. There are about **500 persons** to be trained under this programme.
- 3.2 They need to be trained in **20 batches** of about **25 participants** per batch.
- 3.3 The duration of the training programme will be **3 days**
- 3.4 The training programme should ensure achievements of the objectives set out above.
- 3.5 The training would be through hands on and interactive discussions.

3.6 Scope of work of the assignment shall include:

- i. Preparation of course material for the training programme provided in Attachment-I and obtaining the approval of the same from the Commissioner of Municipal Administration, TNUDP III, Chennai-05 prior to the commencement of the first batch of the training programme. At the end of the programme the course material and other reports should be submitted in the form of a CD for the purpose of information exchange and putting it in the website in addition to 5 hard copies of the course material for reference.
- ii. Course materials to contain both reading material and hands out in the form of learners note, guidelines, quick reference guide etc. All the material developed as part of course kit should be in **Tamil**
- iii. You may offer comments, suggestions and improvements with justification on the TOR
- iv. Each participant will be evaluated using a short test before and after the training (**pre and post evaluation**). The difference between the two tests can be considered as training gain.
- v. Submission of documentation report at the end of the programme comprising the salient features of the training activity under this programme, suggestions and recommendations emerging from the participants, compilation and an analytical note of the evaluation sheet (pre evaluation and post evaluation) submitted by the participants and over all summary report on completion of the entire programme.
- vi. The course materials should be provided to participants along with scribbling pad, pen, folders, bag etc
- vii. Instructors / Coaches with relevant specific experience and expertise be selected for each specific session given in the training module.
- viii. The session activities should provide more scope for teamwork, discussion and interaction of the participants.
- ix. The presentation shall be made using Power Point slides / Overhead projector.
- x. Arrangement of hall with training accessories and provision of working lunch (vegetarian and non-vegetarian) with tea and snacks in the morning and in the evening.
- xi. Provision of **A/c. accommodation on double occupancy basis** for the outstation participants with arrangements for the breakfast and the dinner. It is preferable to have these arrangements in the same institution where the training programme is held.

4. Schedule for completion of tasks:

- 4.1 The training programme may commence in **October 2011** and be completed before **January 2011**. The duration of batch is **7 to 8 hours per day** with tea / lunch break.
- 4.2 The training shall be organized in a suitable training venue that may include training institutions provided necessary infrastructure available to the satisfaction of the Elected Representatives of the TNUDP-III and the CMA.

5. The Commissioner of Municipal Administration shall furnish the list of participants for each batch to the consultancy firm.

6. Final outputs required of the consultancy firm:

- i. The Consultancy firm / Institute is expected to give a set of course material comprising the reading material, brief summary note on each session for reference of the participants and trainers note for each session. This output should be produced and got approved by the Review Committee of the O/o. the CMA before commencement of the session.
- ii. A report on the evaluation (including pre evaluation with a set of 'knowledge questions' and post evaluation to see 'knowledge gain') of each batch and a comprehensive evaluation report of the entire programme giving the evaluation of various aspects of the programme from the point of view of the participants emerged as part of feedback and various suggestions and comments which will be useful as input for the future programmes and improve their performance in the working environment.
- iii. At the end of each training programme the Consultancy firm / the institute will identify **one or two trainers** from each batch who can be utilized as resource persons in future.

7. Composition of the Review Committee and the review procedure to monitor the consultants work:

- 7.1.1. The committee consisting of the following officers will review and evaluate the training proposal, the coverage and quality of the course material, the progress and the quality of the training programme as and when necessary. (The firm or the institutions is expected to prepare a comprehensive feedback report of the participants with over all the final bill. The review committee will review the same before releasing the final payment. In case of any deficiency found in the content of the course material, feedback and the course completion report, the consultant will be requested to revise it suitably).

- (1) Commissioner of Municipal Administration or his nominee
- (2) Managing Director & Chief Executive Officer, TNUIFSL or his Nominee.
- (3) Additional Director of Municipal Administration, O/o.CMA
- (4) Financial Adviser, O/o CMA.

- 7.2 The Commissioner of Municipal Administration reserves the right to cancel the training programme at any point of time, if the performance is to be not satisfactory.

7.3 Terms of Payment

The mode of payments to be made in consideration of the work to be performed by the consultant shall be as follows:

- (i) 40% of contract value - After acceptance of the Letter of Award and acceptance of the course material
- (ii) 25% of contract value - On successful completion of 7 batches of training programme.
- (iii) 25% of contract value - On successful completion of 14 batches of training programme
- (iv) 10% of contract value - On successful completion of all batches of the training and submission of all relevant reports / documents and after the Review Committee reviewed the comprehensive feed back of the participants.

Note: All payments shall be made on submission of pre-receipted bills by the consultants in quadruplicate for respective stages.

8. List of Key Positions:

The list of resource persons (for preparation of course material and of the session) whose CV and experience would be evaluated.

S.No	Key Personnel	Minimum Qualification	Minimum Experience
1.	Programme Coordinator - 1	Masters Degree in Human Resource Management	10 years experience in teaching / conducting HRD training programmes in recognized institutions/professional experience
2.	Instructors (2 Nos)	Masters Degree in Human Resource Management	The coach should be an individual having minimum 5 years experience in HRD training programmes with minimum 1 year experience with the ULB programmes.

9. COURSE CONTENTS

I. INTRODUCTION TO LIFE SKILLS

Self-Awareness,

Empathy

Problem Solving

Decision making

Communication skills

Critical Thinking

Creative Thinking

Inter-personal Relation

Coping with Emotion and

Coping with Stress

II. COMMUNICATION SKILLS

Communication for Professional Effectiveness.

Structure and Process of Communication, Verbal and Non Verbal Communication

Listening and Understanding, Questioning, Assertive Communication

Listening Skills, Barriers to Communication

Effective Writing and Presentation, Fundamental of Written Communication

Body language & Proximics

Communication - Clarity, Completeness,

Conciseness, Consistency, Correctness.

Transactional Analysis

Ten Rules for Effective Communication, Public Speaking, Phone Etiquettes, Email Writing

III. LEADERSHIP AND MANAGEMENT

Definitions of Leadership

Major Theories (especially "Overviews of Major Theories")

Overview of Leadership Approaches

Conventional Traits and Styles (especially "Overview of Conventional Styles")

Is Leading Different than Managing? (pros and cons of this debate)

Understanding Leadership Competencies and Qualities

Leading Yourself

Leading Other Individuals

Leading Groups and Teams

Skills in Management and Supervision

How to Set Relevant and Realistic Goals with Your Employees

SMARTER (Specific, Measureable, Achievable, Relevant, Timely, Extending capabilities and Rewarding).

IV. PROBLEMS SOLVING AND DECISION MAKING

Steps to Better Decision Making

Define the problem.

Examine all potential causes for the problem.

Identify all alternatives to resolve the problem.

Carefully select an alternative.

Develop an orderly implementation plan to implement that best alternative.

Carefully monitor implementation of the plan.

Verify if the problem has been resolved or not.

Tips for making better decisions.

V.MOTIVATION AND SELF-CONFIDENCE

A. Helping People to Motivate Themselves and Others

Understanding Motivation

Clearing Up Common Myths About Employee Motivation

Basic Principles to Remember About Motivation

Steps You Can Take to Support the Motivation of Others

Various Theories About Motivation.

B. Nurturing Self-Confidence

Ways to Instantly Build Self Confidence

What Is Self-Empowerment?

Five Steps Towards Greater Self Confidence

How to Teach Yourself to Trust Yourself

VI.STRESS MANAGEMENT AND TIME MANAGEMENT

What is stress?

Causes of stress.

Myths About Stress and Time Management

Major Causes of Workplace Stress

Common Symptoms of Poor Stress and Time Management

Wise Principles of Good Stress and Time Management

Simple Techniques to Manage Stress

Simple Techniques to Manage Time

The mode of delivery of this training programme includes participatory exercises, Role plays, debates, management games, yoga, interactive sessions etc...

Sd/- Dr.P.Senthilkumar
Commissioner of Municipal Administration

TERMS OF REFERENCE FOR

HUMAN RESOURCE DEVELOPMENT TRAINING PROGRAMME FOR THE OFFICIALS OF URBAN LOCAL BODIES

1. Background:

The 74th Constitutional Amendment provides for more devolution of functions and finances to ULBs. The ULBs have to prepare for challenge of their new and expanded roles under the 74th Constitutional Amendment. The Elected Representatives and Municipal officials of the ULBs are meeting these new challenges. The Right to Information Act which is recently introduced also adds to their regular functioning.

The HRD proposed is a systematic attempt to diagnose the changing work requirements and to develop creative responses as and when they emerge. In the present context of providing better services to the citizens of Urban Local Bodies, the Human Resource Development as a core aspect of motivating the officials of ULBs is necessitated. Professional Management of Cities, Efficient Service Provision, Leveraging all the resources available in the ULBs for optimal utilization and adapting to the emerging technologies, schemes and trends in the Urban Areas require the overall development of the Human Resources available in the ULBs across the spectrum. The HRD training programmes i.e. Personality Development, Motivation, Leadership, Communication Skills, Team Building etc. envisaged to be undertaken for fulfilling the above goals is aimed at motivating the staffs and officials to perform amidst all the pressures, Holistic visioning for the development of cities and overall image and character enhancement/building self esteem of being service facilitators in ULBs.

2. Objectives:

The main objective of this training programme is:

To impart Human Resources Development techniques to refresh & motivate the Officials of the ULBs for efficient Urban Management.

3. An outline of the tasks to be carried out:

The scope of training would include the following:

- 3.1 The training is designed to be imparted to the *Officials* of the ULBs. There are about **500 persons** to be trained under this programme.
- 3.2 They need to be trained in **20 batches** of about **25 participants** per batch.
- 3.3 The duration of the training programme will be **3 days**
- 3.4 The training programme should ensure achievements of the objectives set out above.
- 3.5 The training would be through hands on and interactive discussions.

3.6 Scope of work of the assignment shall include:

- i. Preparation of course material for the training programme provided in Attachment-I and obtaining the approval of the same from the Commissioner of Municipal Administration, TNUDP III, Chennai-05 prior to the commencement of the first batch of the training programme. At the end of the programme the course material and other reports should be submitted in the form of a CD for the purpose of information exchange and putting it in the website in addition to 5 hard copies of the course material for reference.
- ii. Course materials to contain both reading material and hands out in the form of learners note, guidelines, quick reference guide etc. All the material developed as part of course kit should be in **English / Tamil**.
- iii. You may offer comments, suggestions and improvements with justification on the TOR
- iv. Each participant will be evaluated using a short test before and after the training (**pre and post evaluation**). The difference between the two tests can be considered as training gain.
- v. Submission of documentation report at the end of the programme comprising the salient features of the training activity under this programme, suggestions and recommendations emerging from the participants, compilation and an analytical note of the evaluation sheet (pre evaluation and post evaluation) submitted by the participants and over all summary report on completion of the entire programme.
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- vii. Instructors / Coaches with relevant specific experience and expertise be selected for each specific session given in the training module.
- viii. The session activities should provide more scope for teamwork, discussion and interaction of the participants.
- ix. The presentation shall be made using Power Point slides / Overhead projector.
- x. Arrangement of hall with training accessories and provision of working lunch (vegetarian and non-vegetarian) with tea and snacks in the morning and in the evening.
- xi. Provision of **A/c. accommodation on double occupancy basis** for the outstation participants with arrangements for the breakfast and the dinner. It is preferable to have these arrangements in the same institution where the training programme is held.
- xii. The consultant is to identify 3 to 5 prospective participant in each batch for further training and to utilize as TOT

4. Schedule for completion of tasks:

- 4.1 The training programme may commence in **October 2011** and be completed before **January 2011**. The duration of batch is **7 to 8 hours per day** with tea / lunch break.

4.2 The training shall be organized in a suitable training venue that may include training institutions provided necessary infrastructure available to the satisfaction of the officials of the TNUDP-III and the CMA.

5. The Commissioner of Municipal Administration shall furnish the list of participants for each batch to the consultancy firm.

6. Final outputs required of the consultancy firm:

- i. The Consultancy firm / Institute is expected to give a set of course material comprising the reading material, brief summary note on each session for reference of the participants and trainers note for each session. This out put should be produced and got approved by the Review Committee of the O/o. the CMA before commencement of the session.
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- (4) Financial Adviser, O/o CMA.

7.2 The Commissioner of Municipal Administration reserves the right to cancel the training programme at any point of time, if the performance is to be not satisfactory.

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8. List of Key Positions:

The list of resource persons (for preparation of course material and of the session) whose CV and experience would be evaluated.

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Is Leading Different than Managing? (pros and cons of this debate)

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Common Symptoms of Poor Stress and Time Management

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The mode of delivery of this training programme includes participatory exercises, Role plays, debates, management games, yoga, interactive sessions etc...

Sd/- Dr.P.Senthilkumar
Commissioner of Municipal Administration

TERMS OF REFERENCE FOR

**HUMAN RESOURCE DEVELOPMENT
TRAINING PROGRAMME FOR THE STAFF OF URBAN
LOCAL BODIES**

1. Background:

The 74th Constitutional Amendment provides for more devolution of functions and finances to ULBs. The ULBs have to prepare for challenge of their new and expanded roles under the 74th Constitutional Amendment. The Elected Representatives and Municipal Staff of the ULBs are meeting these new challenges. The Right to Information Act which is recently introduced also adds to their regular functioning.

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2. Objectives:

The main objective of this training programme is:

To impart Human Resources Development techniques to refresh & motivate the Staff of the ULBs for efficient Urban Management.

3. An outline of the tasks to be carried out:

The scope of training would include the following:

- 3.1 The training is designed to be imparted to the **Staff** of the ULBs. There are about **1000 persons** to be trained under this programme.
- 3.2 They need to be trained in **40 batches** of about **25 participants** per batch.
- 3.3 The duration of the training programme will be **5 days**
- 3.4 The training programme should ensure achievements of the objectives set out above.
- 3.5 The training would be through hands on and interactive discussions.

3.6 Scope of work of the assignment shall include:

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- xi. Provision of **A/c. accommodation on double occupancy basis** for the outstation participants with arrangements for the breakfast and the dinner. It is preferable to have these arrangements in the same institution where the training programme is held.
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4. Schedule for completion of tasks:

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6. Final outputs required of the consultancy firm:

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- (3) Additional Director of Municipal Administration, O/o.CMA
- (4) Financial Adviser, O/o CMA.

7.2 The Commissioner of Municipal Administration reserves the right to cancel the training programme at any point of time, if the performance is to be not satisfactory.

7.3 Terms of Payment

The mode of payments to be made in consideration of the work to be performed by the consultant shall be as follows:

- (i) 40% of contract value - After acceptance of the Letter of Award and acceptance of the course material
- (ii) 25% of contract value - On successful completion of **15** batches of training programme.
- (iii) 25% of contract value - On successful completion of **30** batches of training programme
- (iv) 10% of contract value - On successful completion of all batches of the training and submission of all relevant reports / documents and after the Review Committee reviewed the comprehensive feed back of the participants.

Note: All payments shall be made on submission of pre-receipted bills by the consultants in quadruplicate for respective stages.

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ice breaker games

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Empathy

Problem Solving

Decision making

Communication skills

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Inter-personal Relation

Coping with Emotion and

Coping with Stress

II. COMMUNICATION SKILLS

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Listening Skills, Barriers to Communication

Effective Writing and Presentation, Fundamental of Written Communication

Body language & Proxemics

Communication - Clarity, Completeness,

Conciseness, Consistency, Correctness.

Transactional Analysis

Ten Rules for Effective Communication, Public Speaking, Phone Etiquettes, Email Writing

Communication games and activities.

DAY - TWO

III. LEADERSHIP AND MANAGEMENT

Definitions of Leadership

Major Theories (especially "Overviews of Major Theories")

Overview of Leadership Approaches

Conventional Traits and Styles (especially "Overview of Conventional Styles")

Is Leading Different than Managing? (pros and cons of this debate)

Understanding Leadership Competencies and Qualities

Leading Yourself

Leading Other Individuals

Leading Groups and Teams

Skills in Management and Supervision

How to Set Relevant and Realistic Goals with Your Employees

SMARTER (Specific, Measureable, Achievable, Relevant, Timely, Extending capabilities and Rewarding).

indoor / outdoor [team building games and activities](#)

Yoga / Meditation

DAY - THREE

IV. PROBLEMS SOLVING AND DECISION MAKING

Steps to Better Decision Making

Define the problem.

Examine all potential causes for the problem.

Identify all alternatives to resolve the problem.

Carefully select an alternative.

Develop an orderly implementation plan to implement that best alternative.

Carefully monitor implementation of the plan.

Verify if the problem has been resolved or not.

Tips for making better decisions.

Problem solving – exercises, activities / role-plays

Yoga / Meditation

DAY - FOUR	V. MOTIVATION AND SELF-CONFIDENCE
	A. Helping People to Motivate Themselves and Others
	Understanding Motivation
	Clearing Up Common Myths About Employee Motivation
	Basic Principles to Remember About Motivation
	<u>Steps You Can Take to Support the Motivation of Others</u>
	Various Theories About Motivation.
	B. Nurturing Self-Confidence
	Ways to Instantly Build Self Confidence
	What Is Self-Empowerment?
DAY - FIVE	Five Steps Towards Greater Self Confidence
	How to Teach Yourself to Trust Yourself
	Management games
	Yoga / Meditation
	VI. STRESS MANAGEMENT AND TIME MANAGEMENT
	What is stress?
	Causes of stress.
	Myths About Stress and Time Management
	Major Causes of Workplace Stress
	Common Symptoms of Poor Stress and Time Management
Wise Principles of Good Stress and Time Management	
Simple Techniques to Manage Stress	
Simple Techniques to Manage Time	
Management games	
Yoga / Meditation	

The mode of delivery of this training programme includes participatory exercises, Role plays, debates, management games, yoga, interactive sessions etc...

Sd/- Dr.P.Senthilkumar

Commissioner of Municipal Administration