No.K-13012/101(16)/2015-SCM-III-V
Government of India
Ministry of Urban Development
Smart Cities Division-III
*****

Nirman Bhavan, New Delhi
Dated: 18th August 2015

OFFICE MEMORANDUM

Subject: **Re-aligning of Comprehensive Capacity Building Programme (CCBP) with Smart Cities Mission and AMRUT**

A sound institutional structure is the foundation to make the Smart Cities Mission and AMRUT Mission achieve their goals. Guideline no. 13.1 of AMRUT requires States to undertake extensive Capacity Building Activities for their ULBs to achieve urban reforms and implement projects in Mission mode. For this, the Comprehensive Capacity Building Programme (CCBP) has to be realigned towards the priorities of the new Missions by the Mission Director. One component of the institutional development of ULBs and States is to have human capital on ground. Therefore, the following institutional structures will replace all existing ones to enhance the capacity of ULBs and States/UTs in AMRUT Mission cities only (Annexure I).

A. **City Level: City Mission Management Units (CMMUs)[1]**

i. Functionaries: The City CMMUs[2] will be set-up in AMRUT Mission Cities. They will report to ULB Head/ Commissioner. The number of human resources, already approved in the CCBP, to be positioned in ULBs is based on the ULB population and is given below:

Sl. No.	Population	Human Resources Nos.	Types of Human Resources
1	Less than 10 lakhs	2	✓ Urban Planner ✓ Urban Infrastructure Expert
2	10 to 100 lakhs	4	✓ Urban Planner ✓ Urban Infrastructure Expert ✓ Other two from indicative list provided in CCBP Toolkit[3]
3	More than 100 lakhs	6	✓ Urban Planner ✓ Urban Infrastructure Expert ✓ Other four from indicative list provided in CCBP Toolkit

ii. Functions: will provide technical/ handholding support and coordination to the ULB and carry out the following functions:
   ▪ Preparation of Service Level Improvement Plan (SLIP).

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[1] For States/ UTs having only 1 City under AMRUT, City MMU will not be admissible
[2] Under CCBP Toolkit, April 2013; they were called City Reforms and Performance Management Cells (RPMCs)
[3] Toolkit for Comprehensive Capacity Building Programme (CCBP), April 2013; Page 7 and 28-32.

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- Assist in preparation of Smart City Proposal (SCP) for SmartCities selection competition.
- Implementation of Reforms agenda focusing on outcomes.
- Enabling coaching and mentoring as set out in AMRUT Guidelines.
- Coordination for Individual Capacity Building programmes of the ULB conducted by training institutions as discussed in Annexure 7 of AMRUT.
- Undertaking ULB data collection, checking for its reliability and validity and documentation of ULB level practices.
- Monitoring, for example, external monitoring report by IRMA (quarterly), reform implementation appraisal report by IRMA (half yearly), Quarterly Score Card by Cities for HPSC (AMRUT/ SCM).
- Preparation of ULB level IEC materials, viz., e-newsletters, brochures, etc.
- Maintenance and up-gradation of multi-layer GIS maps.
- Revision of ULB policies for implementing AMRUT Reform Agenda.
- Promote the use of online instructional programmes for ULB functionaries.

B. **State Level**: **State Mission Management Units (SMMUs)**[4]

i. Functionaries: State MMUs will be set-up in all States and UTs. They will report to the State Mission Director. The number of human resources, as approved in CCBP, is given below:

Human Resources Nos.	Types of Human Resources
6	To be selected from indicative list of professionals provided in CCBP Toolkit[5]

ii. Functions: will provide technical/ handholding support and coordination to the State UD Department/ SLNA and carry out the following functions:
- Preparation of State Annual Action Plan (SAAP) including CB Plan
- Coordinate and monitor City MMUs/ Cities in the preparation of SLIPs and implementation of reforms
- Support in selection of handholding agencies/ consulting firms for preparation of Smart City Proposal for Smart Cities competition
- Support in selection of handholding agencies/ consulting firms for end-to-end assistance (planning, design, supervision and project management) in AMRUT
- Support in the establishment of Special Purpose Vehicle (SPV) under the Smart City Mission
- Support in selection of training institutions for conducting Individual Capacity Building programmes for municipal functionaries and elected representatives
- Plan and assist the training institutions for Individual Capacity Building programmes[6] focusing on the four departments in ULBs.

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[4] Under CCBP Toolkit, April 2013; they were called State Reforms and Performance Management Cells (RPMCs)
[5] Toolkit for Comprehensive Capacity Building Programme (CCBP), April 2013; Page 13 and 33-38.
[6] As per Annexure 7, AMRUT Guidelines, page 65-66.

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- Develop Urban Database Repository, viz., i) data on service level benchmarks (SLBs) of ULBs/State and Thrust Areas of AMRUT, ii) data on components of Smart Cities, iii) Other data requirements of urban sector, iv) data bank on best practices on thrust areas/reforms, resource institutions/ experts, programmes/schemes, etc.
- Monitoring, for example, IRMA reports (quarterly), RARs by IRMA (half yearly), quarterly Score Card by States/Cities for HPSC (AMRUT/ SCM)
- Revision of State Laws & Rules for implementing AMRUT Reform Agenda

2. **Funds**: As in CCBP toolkit norms on pages 9 and 14 also given in Annexure-II.

3. The NIUA is the strategic partner to the MoUD. Therefore, the functionaries will also assist the NIUA to provide single window services to the MoUD/ State/ ULBs. The State level functionaries will submit a quarterly report on the Score Card to the NIUA for capacity building (Annexure-III).

4. Reforms and Performance Management Cells (RPMCs) already set-up or sanctioned under the CCBP at non-AMRUT cities would be discontinued with immediate effect. The RPMCs set-up already in the AMRUT cities will be re-aligned/ renamed as City Mission Management Units (CMMUs) and State Mission Management Units (SMMUs).

5. No structures of earlier Missions such as PMU/ PIU will be supported.

6. Individual Training Programmes already sanctioned under CCBP stands discontinued with immediate effect.

7. The funds released under CCBP would be allowed to be spent on City MMUs and State MMUs only. Any amount lying unspent after carrying out the approved activities (to support the establishment of human capital on ground; viz., salary and support cost) would be adjusted while releasing funds on the basis of SAAP. All other expenditure incurred for the Capacity Building will be met from the 8% Administrative and Office Expenses (A&OE) fund for State/ ULB.

8. The functionaries in SMMUs and CMMUs will not be used by States/ULBs for any other purposes or activities.

9. These instructions for realignment will be reviewed during March 2017.

(Ajit Kumar)
Under Secretary to the Govt. of India
Tel. No. 23061081

To

The Principal Secretaries (UD) of all States/ UTs

Realignment of Professionals in the Institutional Structures at City and State levels for AMRUT

Sl. No.	Name of the State	Classification of AMRUT Cities based on population			Total AMRUT Cities	Professionals to be placed under AMRUT		
		< 10 lakhs	10-100 lakhs	> 100 lakhs		City MMU	State MMU	Total
1	Andhra Pradesh	29	2		31	66	6	72
2	Andman & Nicobar				1		6	6
3	Arunachal Pradesh				1		6	6
4	Assam	4			4	8	6	14
5	Bihar	25	1		26	54	6	60
6	Chandigarh				1		6	6
7	Chattishgarh	8	1		9	20	6	26
8	Dadar & Nagar Haveli				1		6	6
9	Daman & Diu				1		6	6
10	Delhi #	1	3		4	14	6	20
11	Goa				1		6	6
12	Gujarat	27	4		31	70	6	76
13	Haryana	19	1		20	42	6	48
14	Himachal Pradesh				1	0	6	6
15	Jammu & Kashmir	2	1		3	8	6	14
16	Jharkhand	5	2		7	18	6	24
17	Karnataka	26	1		27	56	6	62
18	Kerala	7			7	14	6	20
19	Lakshadweep				1		6	6
20	Madhya Pradesh	28	4		32	72	6	78
21	Maharashtra	33	9	1	43	108	6	114
22	Manipur				1		6	6
23	Meghalaya				1		6	6
24	Mizoram				1		6	6
25	Nagaland	2			2	4	6	10
26	Odisha	9			9	18	6	24
27	Puducherry	2			2	4	6	10
28	Punjab	14	2		16	36	6	42
29	Rajasthan	25	3		28	62	6	68
30	Sikkim				1		6	6
31	Tamil Nadu	29	3		32	70	6	76
32	Telangana	10	1		11	24	6	30
33	Tripura				1		6	6
34	Uttar Pradesh	53	7		60	134	6	140
35	Uttarakhand	6			6	12	6	18
36	West Bengal	57	2		59	122	6	128
	Total	421	47	1	482	1036	216	1252

[ ] Consists of non Class I Capital City / HRIDAY City
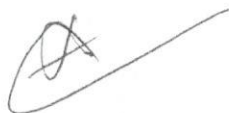
MMU   Mission Management Unit

*   Number of Human Resources to be placed at City MMUs under AMRUT; viz., i) Population less than 10 lakhs - 2 Nos., ii) Population between 10 to 100 lakhs - 4 Nos., and Population more than 100 lakhs - 6 Nos. Types of Human Resources should include
- one Urban Planner and one Urban Infrastructure Specialist
- other professionals can be selected from indicative list provided in the CCBP Toolkit as per the ULB requirement

\#   With no population details of 3 new M Corporations of Delhi, assumed that all 3 Municipal Corporations fall under > 10 lakhs & < 100 lakhs population category

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Financial Support for Human Resources for AMRUT Institutional Structures as per CCBP norms

Component	Unit Cost (Rs.in lakhs)		
A. City Mission Management Units (CMMUs)	Human Resources		
	2 Nos.	4 Nos.	6 Nos.
1. Staff salary @ Rs.55000 / person / month	1.10/month	2.20/month	3.30/month
2. Supporting cost includes local travel & stationery	0.55/month	1.10/month	1.65/month
Total	1.65/month	3.30/month	4.95/month
B. State Mission Management Units (SMMUs)	Human Resources 6 Nos.		
1. Staff salary @ Rs.55,000 / person/ month	3.30 / month		
2. Supporting cost includes local travel & stationery	1.65 / month		
Total	4.95 / month		

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MONTHLY SCORE CARD FOR MISSION MANAGEMENT UNIT
Physical and Financial Progress (Consolidated)

Name of State: ....
Total Number of ULBs: ....
Month ending: ....

Activity Number	Activity	Physical Target (AMRUT Cities / Specialists) (No. of Programs /Participants)	Amount Approved (Rs. in lakhs)	* Physical progress (no. / Units)			Amount utilised (Rs. in lakhs)			Balance (Rs. In lakh)	Remarks
				Upto the Beginning of the Month	During This Month	Cumulative Till the End of this Month	Upto the Beginning of the Month	During This Month	Cumulative Till the End of this Month		
i	ii	iii	iv	v	vi	vii=v+vi	viii	ix	x=viii+ix	xi=iv-x	xii
Human Capital on Ground											
1	Establishment of City Mission Management Units (CMMUs) - Staff Salary & Support Cost	No. of AMRUT Cities	0.00	0	0	0	0.00	0.00	0.00	0.00	For States/ UTs having only 1 City under AMRUT, City MMU will not be admissible
		No. of Professionals		0	0	0					
2	Establishment of State Mission Management Unit (SMMU) - Staff Salary & Support Cost	6 Professionals	0.00	0	0	0	0.00	0.00	0.00	0.00	For all States and UTs
3	Office Administration support to Purchase Office Equipment - City MMUs	No. of AMRUT Cities	0.00	0	0	0	0.00	0.00	0.00	0.00	
Institutional Capacity											
4	Preparation of Service Level Improvement Plan (SLIP)	No. of AMRUT Cities	0.00	0	0	0	0.00	0.00	0.00	0.00	Through handholding agencies and / or consulting firms
5	Preparation of State Annual Action Plan (SAAP) including CB Plan	1	0.00	0	0	0	0.00	0.00	0.00	0.00	Through handholding agencies and / or consulting firms
6	Preparation of Smart City Proposal (SCP) for Smart Cities selection competition	No. of Smart Cities	0.00	0	0	0	0.00	0.00	0.00	0.00	Through handholding agencies and / or consulting firms
7	Urban Database Repository	Nos. (Specify details)	0.00	0	0	0	0.00	0.00	0.00	0.00	Gathering of State or local government data, correlate data with National level data and data from reliable sources in private sector for creating a single window source for data and to produce regular data handbooks
8	Development of multi layer GIS maps connected to Data	No. of AMRUT Cities need this service	0.00	0	0	0	0.00	0.00	0.00	0.00	- to enable ULBs to use GIS for decision making. - through handholding agencies and / or consulting firms
9	Revision of Laws and Rules for implementing AMRUT Reform Agenda	No. of ULBs + State require this service	0.00	0	0	0	0.00	0.00	0.00	0.00	- ex: Land pooling - through handholding agencies and / or consulting firms
10	Improvement of internal resouce generation of ULBs	No. of ULBs require this service	0.00	0	0	0	0.00	0.00	0.00	0.00	- ex: Monetize land, preparing TIF proposals, obtain private funding, credit rating for issuing bonds, etc. - through external resources
11	Implemention of Reforms agenda focusing on outcomes	Nos.	0.00	0	0	0	0.00	0.00	0.00	0.00	- identified indicators in the CCBP Toolkit - pg 41, Annexure7, Performance criteria / benchmark - through handholding agencies and / or consulting firms

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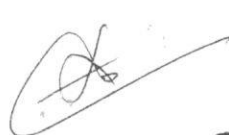भारत सरकार/Govt. of India
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Activity Num.	Activity	Physical Target (AMRUT Cities / Specialists) (No. of Programs /Participants)	Amount Approved (Rs. in lakhs)	* Physical progress (no. / Units)			Amount utilised (Rs. in lakhs)			Balance (Rs. In lakh)	Remarks
				Upto the Beginning of the Month	During This Month	Cumulative Till the End of this Month	Upto the Beginning of the Month	During This Month	Cumulative Till the End of this Month		
i	ii	iii	iv	v	vi	vii=v+vi	viii	ix	x=viii+ix	xi=iv-x	xii
Administrative Capacity (AMRUT)											
12a	Training programmes - Municipal Functionaries (3 capsules in a year)	No. of Programs	0.00	0	0	0	0.00	0.00	0.00	0.00	3 days residential Training capsule repeated after 4 months of application of learnings in their work. (3 years period till Jun 2018)
		No. of participants		0	0	0					
	Capsule 1 (Jun-Sep)	NA	NA	0	0	0	0.00	0.00	0.00	0.00	
	Capsule 2 (Oct-Jan)	NA	NA	0	0	0	0.00	0.00	0.00	0.00	
	Capsule 3 (Feb-May)	NA	NA	0	0	0	0.00	0.00	0.00	0.00	
12b	Training programmes-Elected Representatives (once)	No. of Programs	0.00	0	0	0	0.00	0.00	0.00	0.00	One Training Programme including a site visit to learn from best practices in India
		No. of participants		0	0	0					
13	Workshops / Seminars - (State / Regional / National Level)	No. of Workshops	0.00	0	0	0	0.00	0.00	0.00	0.00	
		No. of participants		0	0	0					
14	Exposure Visits (National)	No. of visits	0.00	0	0	0	0.00	0.00	0.00	0.00	
		No. of participants		0	0	0					
15	Research Studies and	Nos.	0.00	0	0	0	0.00	0.00	0.00	0.00	
16	Preparing IEC materials	Nos.	0.00	0	0	0	0.00	0.00	0.00	0.00	Publications (e-News Letter, guidelines, brochures, etc.)
Monitoring & Evaluation											
17	External monitoring Report by Independent Review and Monitoring Agency (IRMA) - Quarterly	20	0.00	0	0	0	0.00	0.00	0.00	0.00	IRMA submit the observations report to ULB / SLTC
18	Reform Implementation appraial report by IRMA - Half yearly	10	0.00	0	0	0	0.00	0.00	0.00	0.00	
19a	Score Card for State / Cities by State HPSC- AMRUT (Quarterly)	20	NA	0	0	0	NA	NA	NA	NA	Progress on Mission Objectives (State Level), Resorce mobilization (City wise), Implementation Status (Project wise) and Funds Flow (City wise)
19b	Score Card for State / Cities by State HPSC- Smart Cities (Quarterly)	20	NA	0	0	0	NA	NA	NA	NA	
	Total		0.00				0.00	0.00	0.00	0.00	

Note: Fill in Remarks Column with qualitative information regarding status of Institutional Structures and Other Activities

Columns related to Physical progress will show only completed activities

Opening Balance at the Beginning of the Quarter (Rs. In lakhs):	0.00	Rupees
Amount Released during this Quarter (Rs in Lakh):	0.00	Rupees
Amount Spent During this Quarter (Rs in Lakh):	0.00	Rupees
Closing Balance at the End of the Quarter (Rs in Lakh):	0.00	Rupees

Signature-Principal Secretary/Secretary (UD)...............................

Date: ....

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