

# **ASIAN DEVELOPMENT BANK**

TA 7055-IND: Capacity Development of National Capital Region Planning Board (NCRPB) –  
Package 1 (Components A and C)

## **Human Resource Gap Analysis**

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**ACRONYMS**

NCRPB	National Capital Region Planning Board
NCR	National Capital Region
NCT	National Capital Territory
HR	Human Resource
BPR	Business Process Reengineering
ERP	Enterprise Resource Planning
GIS	Geographic Information System
PDF	Project Development Facility
ADB	Asian Development Bank
TA	Technical Assistance
PPP	Public Private Partnership
PMC	Project Management and Coordination
UP	Uttar Pradesh
FAO	Finance and Accounts Officer
PSMC	Project Sanctioning and Monitoring Group
NCRPCC	National Capital Region Planning & Coordination Cell
DD	Deputy Director
JD	Joint Director
AD	Assistant Director

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# 1 The Human Resource Gap Analysis and Findings

This Report deals with human resources of the National Capital Region Planning Board (NCRPB) for (i) analysing the existing gaps in human resources and (ii) suggesting a strategy for its management so that planning for regional development and implementation of the Regional Plan are carried out smoothly and effectively. It needs to be mentioned at the outset that the NCRPB, besides its own staff, also supports National Capital Region Planning and Coordination Cells (here after to be referred to as the NCR Cells). Human resource gap analysis is, however, confined to the human resources of the NCRPB only. The NCR Cells still forms part of the constituent states (States of Haryana, Uttar Pradesh, and Rajasthan), and the National Capital Territory (NCT) of Delhi. Number and the type of staff presently being supported by the Board belong to these states and the NCT of Delhi; cadre management therefore does not form part of the domain of the NCRPB. The present Report, nevertheless, examines the staffing of the NCR Cells and suggests measure for enabling these Cells in performing a much more pro-active role in planning and plan implementation. In order to address the scope of this Report, it is divided into two Parts. Part I of this Report contains analysis of gaps in human resources of NCRPB. This is done by dividing Part I of this Report in six Sections as mentioned below:

**Section I** conceptualises an analytical framework for an analysis of gaps in the human resources of the NCRPB. This will help not only in an analysis of human resource gap but also for putting in place a strategy for human resource planning, management, monitoring and review by integrating HR needs with organisational and business goals of the NCRPB.

**Section II** discusses functional domain of the NCRPB that has important implications for human resource requirements especially because of the fact that the functions required to be performed by an organisation largely reflects the organisational goals and objectives.

**Section III** contains an analysis of Business Plan proposed for the NCRPB for further clarifying organisational goals and objectives of the Board and suggesting a road map for activities to be pursued, increase in its volume of business and institutional preparedness for this.

**Section IV** analyses how the Board is organised into functionally related units such as wings, divisions, branches or sectors for performance of organisational functions and for achieving organisational and business goals.

**Section V** analyses present staffing and workforce of the NCRPB and the NCR Cells for understanding the nature and type of staffing for identifying HR gaps.

**Section VI** of this Report analyses gaps in the present staffing for effective performance of the mandated functions of the Board.

**Part II** of this Report on Human Resource Management Plan contains a strategy for management of human resources of the NCRPB. It also suggests measures required to make the NCR Cells effective not only for planning but also for plan implementation.

## 2 Analytical Framework

An Integrated Approach to human resource planning and management entails that human resources need to be viewed within the context of the business plan of an organisation. A Business Plan provides insights into the trends in nature and volume of business to be transacted within a prescribed period of time. Once clarity about this is discernible, human resources needs and strategic approach to its management can be integrated with the Business Plan. “Integrated Planning” of human resource constitutes an established framework and a primary basis for assessing and understanding current and future human resources needs of departments and agencies. It provides a useful framework which enables recruitment and retention of people needed to meet business requirements. It also helps to establish employee development and succession plans for an organisation and enables to look at the required processes and systems for effective integration and planning of human resources.

Integrated Planning thus helps in analysing the human resource gap in proper relationship with the growing curves of an organisation. It is worth mentioning that the human resource gap analysis forms only a part of an integrated human resource planning that includes other equally important aspects of human resource planning within an appropriate and enabling context. Integrated planning for human resources consists of five basic steps, each linked with each other. These are mentioned below:

- i. Determining business goals;
- ii. Scanning the environment;
- iii. Conduct a gap analysis;
- iv. Set HR priorities to help achieve business goals; and
- v. Measure, monitor and report on progress.

An important precursor to ascertaining of human resource gap is the insights into the business goals of an organisation. Business goals are shaped by an organisation’s business plan that depicts specific contours of business an organisation intends to have over a fixed period of time. This provides the much needed insights for an effective alignment of human resources and business goals. An understanding of work force through scanning of environment in terms of shortage and surplus in specific occupations and skills, competencies, gaps in knowledge, skills and attitudes, and trends in internal work force enables proper human resource planning and management in relation to business goals and plan. Environmental scanning also throws useful light on adequacy of workforce of different types and leads to evaluation of actual and future HR needs

Determination of business goals and scanning of environment help in identification of an organisation’s current and future needs. It helps the HR manager develop mechanisms for tracking and reporting on strengths, weaknesses and result of their integrated planning. It also helps in identification of the nature and the type of intervention required for additional workforce with specific skills for providing the required human resource support to the accomplishment of the business plan. Insights gained on the follow up of the preceding three steps provide useful inputs for planning HR priorities and strategies for ensuring that the right type of workforce with the right skills are placed at the right time to perform the job according to the vision of business objectives.

Gaps in human resources of the National Capital Region Planning Board (NCRPB) is analysed in the context of the framework discussed above. It provides an analytical framework for not only an analysis of human resource gap but also for putting in place a strategy for human resource planning, management, monitoring and review by integrating HR needs with organisational and business goals of the NCRPB. This report therefore takes a holistic view of gaps in human resource of the NCRPB by analysing its (i) functional

domain, (ii) business goals, (iii) present organisational structure for performing the mandated tasks, and (iv) the nature of workforce required for accomplishment of organisational and business goals.

### 3 National Capital Region Planning Board: The Functional Domain

The National Capital Region Planning Board is a statutory body created under the National Capital Region Planning Board Act, 1985 (hereafter to be referred to as the “Act”) enacted by the Parliament (No. 2 of 1985). As the National Capital Region (NCR) is spread into three constituent states and the National Capital Territory (NCT) of Delhi, enactment of this law itself is a commendable step as this required consent of the constitutionally autonomous States for their involvement in planning and development of an inter-state jurisdiction under the aegis of an organisation created by the Central Government. The Act enjoins upon the NCRPB to (i) prepare a plan for the development of the NCR, (ii) coordinate and monitor implementation of the plan, (iii) arrange for financing of the plan, and (iv) evolve harmonised policies for the control of land uses and development of infrastructure in the NCR. Section 7 of the Act mandates the NCRPB to perform the following functions:

- a. To prepare the Regional Plan and the Functional Plans;
- b. To arrange for the preparation of Sub-Regional Plans and Project Plans by each of the participating States and the Union Territory;
- c. To coordinate enforcement and implementation of the Regional Plan, Functional Plans, Sub-Regional Plans and Project Plans through the participating states and the Union Territory;
- d. To ensure proper and systematic programming by the participating States and the Union Territory in regard to project formulation, determination of priorities in the national Capital Region or sub-regions and phasing of development of the National Capital Region in accordance with stages indicated in the Regional Plan; and
- e. To arrange for, and oversee, the financing of selected development projects in the National Capital Region through Central and State Plan funds and other sources of revenue.

In order to enable the NCRPB in effective discharge of these functions, the Act confers certain powers to the Board. These are mentioned below:

- a. Call for reports and information from the participating States and the NCT of Delhi with regard to preparation, enforcement and implementation of Functional Plans and Sub-regional Plans;
- b. Ensure that the preparation, enforcement and implementation of Functional Plan or Sub-Regional Plans, as the case may be, is in conformity with the Regional Plan;
- c. Indicate the stages for the implementation of the Regional Plan;
- d. Review the implementation of the Regional Plan, Functional Plans, Sub-Regional Plans and Project Plans;
- e. Select and approve comprehensive projects, call for priority development and provide such assistance for the implementation of those projects as the Board may deem fit;
- f. Select, in consultation with the State Government concerned, any urban area, outside the National Capital Region having regard to its location, population and potential for growth, which may be developed in order to achieve the objectives of the Regional Plan; and

- g. Entrust such other functions as it may consider necessary to carry out the provisions of this Act.

Powers and functions of the Board as mentioned above have implications for organising and staffing. These implications also flow from (i) a number of surveys and studies to be conducted by the NCRPB as a sequel to plan formulation, (ii) modification of the Regional Plan after its publication for inviting objections and suggestions, and (iii) review and revision of the Plan after every five years from the date of coming into operation of the finally prepared Regional Plan. Planning functions of the Board does not only include formulation of the Regional Plan but also Functional Plans. In addition, it is required to get Sub-Regional Plans and Project Plans prepared by the constituent States and the NCT of Delhi. Human resource requirement of the Regional Plan emanates from these as also from the need for study and expertise in diverse sectors such as land use, transport, power, economic base of the region, water and waste water treatment, solid waste management, telecommunications, social infrastructure, heritage, tourism, environment, disaster management and even irrigation.

Powers and functions of the NCRPB are thus elaborate. These can be grouped into the following distinct tasks required to be performed by the Board:

- Planning including formulation of Regional Plans and Functional Plans by the Board and preparation of Sub-Regional Plans and Project Plans by the constituent States and the NCT of Delhi;
- Systematic programming by the participating States and the National Capital Territory in regard to project formulation, determination of priorities in the national Capital Region or sub-regions and phasing of development of the National Capital Region in accordance with stages indicated in the Regional Plan;
- Arrange financing for implementation of the Regional Plan and the functions incidental to financing such as project appraisal, creation of the National Capital Regional Planning Board Fund and its management, loan management, accounting and auditing;
- Coordinate in implementation of the Plan;
- Monitoring and evaluation of the plan implementation; and
- Review and revision of the Regional Plan.

## 4 Business Plan of the NCRPB

### 4.1 Vision and Mission

Besides the functions mandated to be performed by the NCRPB, the Business Plan and the vision of the Board as well have important bearings on staffing and human resource management. Business Plan indicates the trend in financing of infrastructure projects in the NCR by the Board in the near future. The National Capital Region Planning Board Act, 1985 enjoins upon the Board “to arrange for, and oversee the financing of selected development projects in the National Capital Region through Central and State Plan funds and other sources of revenue”.<sup>1</sup> The vision of the Board is to develop the National Capital and its surrounding areas as a region of global excellence with Delhi-centric emphasis to disperse/reduce pressure on the infrastructure of the National capital.

#### Vision Statement

“To become a sustainable Financial Intermediary that enhances the flow of public & private capital to urban sector in the National Capital Region and facilitates Departments & Urban Local Bodies becoming sustainable organizations through participative and integrated project development, sensitive to stakeholders in providing the highest quality of urban services”.

In order to achieve this vision, the Board since its inception, has been attempting to channelise the flow and direction of economic growth along more balanced and spatially oriented paths, through formulation of Regional Plans and performance of other functions related to the implementation of the Regional Plans. In order to support planned infrastructure development in the region, the Board has also established the NCRPB Fund to provide concessionary finance to infrastructure projects in the region. Promoting balanced development according to the Regional, Functional, Sub-Region, and Project Plans especially in an inter-state jurisdiction entails arranging funds as incentive for the constituent states and the NCT of Delhi to implement the plans effectively. Mobilisation of funds by the NCRPB is necessary also because of astronomical nature of requirement of funds to meet the demand for infrastructure including energy. The Regional Plan 2021 estimates investment requirements to be around Rs. 3, 00,000 crores for the NCR alone. NCRPB is expected to support Rs. 15,000 crores of projects under the Eleventh Five Year Plan ending in 2012.

#### Mission Statement

“To contribute to improvement in urban quality of life in the National Capital Region by facilitating efficient urban infrastructure asset creation and provision of urban services through innovative project development, independent appraisal & sustainable financing”

### 4.2 Suggested Road Map

The Business Plan prepared to suggest a road map for financing the implementation of the Regional Plan 2021, observes that with the available grants and internal accruals of NCRPB, it would be difficult to leverage the NCRPB Fund of Rs. 1800 available as on March 31, 2008 to make a significant impact on developments in the region. There is clearly a need to

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<sup>1</sup> Section 7(e), National Capital Region Planning Board Act, 1985

leverage the available fund of NCRPB through innovative mechanisms rather than pure-play balance sheet exposures. The Business Plan also estimates that the quantum of projects that would need to be supported by NCRPB in the next Five Year Plan is likely to be of a much higher magnitude. It rightly suggests that in order to augment the funds of this magnitude and manage its lending to the implementing states and the agencies, NCRPB needs to transform itself into an institution which not only has the vision for planned development of NCR but possesses the means to provide the entire spectrum of infrastructure development and financial services for translating the vision into reality. The Business Plan rightly notes that a key deterrent to the flow of investments has been the absence of well structured and bankable projects. This is explained largely by the lack of capacity and skills available in the government agencies involved in the implementation of the Regional Plan for project development and preparation of detailed project reports. They neither have the capacity nor the resources – financial and managerial - to support project development for capital intensive infrastructure projects. The Business Plan therefore suggests that NCRPB should use a portion of the grants provided by the Government of India and the Government of Delhi for undertaking project development. This requires project development skills in the functionaries of the NCRPB itself, for even if, project development is outsourced, the Board must have the skills to evaluate it and must ensure that the projects are structured appropriately.

### **4.3 Strategy Suggested in the Business Plan**

With a view to facilitate effective implementation of the Regional Plan through adequate mobilisation of funds, its lending, and loan management, the Business Plan has suggested Short Term, Medium Term, and Long Term strategies for the NCRPB as mentioned below:

#### **4.3.1 Short term Strategy**

In the short term (till 2010), the ongoing technical assistance from ADB would provide NCRPB with a shelf of projects aggregating to a total cost of \$ 130 millions. Business Plan suggests that besides measures for strengthening capacity of NCRPB staff and its implementing agencies for monitoring of project preparation, project appraisal and structuring, operational efficiencies would need to be improved especially in its planning and financing departments through strengthening Project Planning function, Business Process Re-engineering (BPR) and designing specifications for tools such as Enterprise Resource Planning (ERP) and Geographical Information Systems (GIS). It also suggests conceptualising a revolving Project Development Facility (PDF) which will provide technical assistance support to projects identified through regional plans and city development plans.

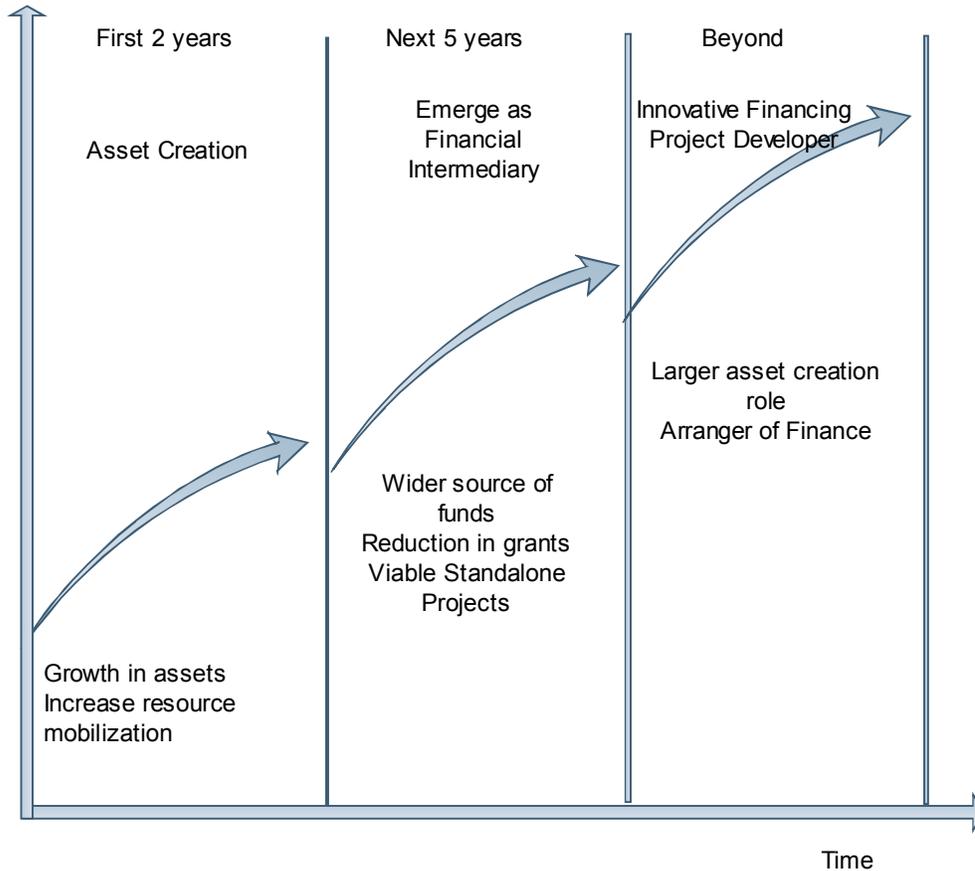
In order to augment the investible funds, Business Plan also suggests NCRPB to explore raising resources through tax-free bonds for reducing financing costs, and lines of credit from commercial banks to tide over temporary mismatches. Other sources such as borrowings from development authorities (Delhi Development Authority) should be explored.

#### **4.3.2 Medium Term Strategy**

In the medium term (from 2010 till 2012), NCRPB is suggested to (i) operationalise project development facility and sanction assistance for development of a few 'iconic' projects in the region, (ii) implement ERP and GIS systems, (iii) sanction assistance to projects appraised under the framework developed under the ADB TA, and (iv) complete loan negotiations with Asian Development Bank for proposed line of credit. Sanction assistance to a few projects under this credit. It also suggests supplementing resources by sourcing long-tenor funds from other international funding agencies. With a view to put in place a system of Project Monitoring and Supervision, it suggests the NCRPB to provide services for project

supervision after financial closure during the construction phase of projects. Such services may include appointment of independent engineer and an auditor for ensuring that the project implementation is progressing in accordance with the agreed work-plan. This service may be provided as part of terms and conditions agreed upon at the time of execution of loan documents.

### TRANSFORMATION OF NCRPB AS VSUALISED IN THE BUSINESS PLAN



#### 4.3.3 Long term Strategy

In the long term (beyond 2012 - co-terminus with the commencement of the Twelfth Five Year Plan), NCRPB should strengthen its position as a catalyst for investments in infrastructure sector in the region. NCRPB would evolve from a pure-play lender to an intermediary which can conceptualise, develop, structure and finance a wide gamut of infrastructure projects in the region. A number of initiatives are suggested in the Business Plan as part of a long term strategy such as co-financing with other institutions, providing fund and non-fund based (Partial / Full Credit Guarantees) products, setting up of dedicated Special Purpose Vehicles for large and inter-state projects, and implementing PPP projects.

Business Plan briefly discussed above corroborates the need for capacity development of the NCRPB as also strengthening of project planning function and its present one-man PMC window. The Business Plan alludes to strengthening especially the capacity for (i) project development, and (ii) Monitoring of Project Implementation. It also suggests putting in place GIS and ERP systems. NCRPB therefore must have the capacity to sustain these systems over the years. Business Plan also suggests measures for strengthening capacity of NCRPB

staff and its implementing agencies especially for monitoring of project preparation, project appraisal and structuring. Capacity development is required also in planning and financing wings of the NCRPB

## 5 Existing Organisational Structure of NCRPB

The activities to be performed by the Board for balanced development of the NCR, are obviously many. These pertain to diverse areas such as regional planning, financing, plan implementation, monitoring and evaluation. Effective performance of these activities requires appropriate organising and staffing of the NCRPB. Appropriate scheme of organisation design and the assignment of work to the functionaries at different levels are important parts of sound human resource (HR) management. These decisions affect the long-term ability of organisations to deliver programs and services, compete for resources and retain competent staff. Therefore, organisational structure would need to be such that has an interface with performance of the myriad activities mentioned above and appropriate for delivery of plans and programmes of the NCRPB for effective planning and plan implementation. Having organised the work into functionally related units, each unit, wing, or division then is staffed appropriately with right type of skills and motivation. Also the managers in these divisions/departments design their own organisational structure and organise and assign the work to officials and staff working at different positions within each division/department. The work assigned to them is then described in job description that forms the basis for evaluation of work performance by the staff. These also constitute important parts of sound HR management. These decisions affect the long term ability of departments to deliver programmes and services, and to compete for resources and retain competent staff.

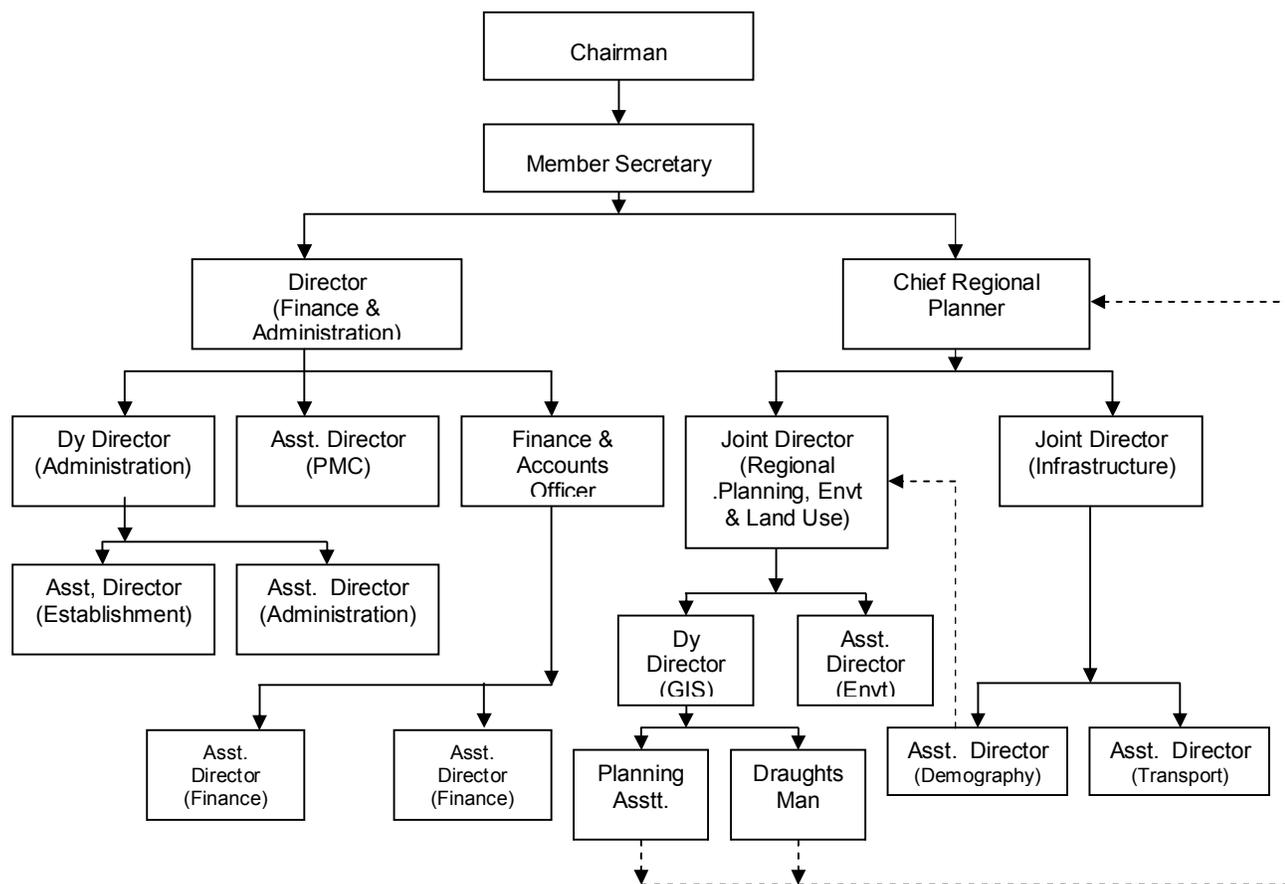
Organisational structure also helps understand if it is amenable to meet present operational needs and also the anticipated needs in foreseeable future. It also helps in understanding the need for suitable adjustments in the organisational structure. The existing organisational structure is presented on the next page.

A look at the existing organisational structure of NCRPB reveals that it is quite simple. It is structured to consist of two wings viz. (i) Planning, and (ii) Administration and Finance. Planning Wing is vested with the responsibility of preparation of the Regional Plan and the Functional Plans. It is also required to prepare Functional Plans and get the Sub-Regional Plans prepared for the sub-regions of the National Capital Region (NCR) along with Project Plans that are detailed plans for implementing one or more elements of the Regional Plan. In order to get the latter two types of plans (Sub-Regional Plans and Project Plans) the Planning Wing works with the NCR Planning Cells that are located in the constituent states.

### 5.1 Planning Function

Planning Wing is headed by the Chief Regional Planner. He is assisted by two Planners presently designated as Joint Director. Both of them are presently vested with a number of responsibilities pertaining not only to planning but other diverse matters as well. One of the Joint Directors is vested with the responsibility of land use planning including changes in land use, settlement pattern, rural development, power, preparation of Functional Plan for Power, legal matters pertaining to the allocated sectors to him, review of the Regional Plan in its relevant sectors, Master Plan for the U.P. region and administrative responsibilities for organising meetings of the Planning Committee etc. He also has the responsibility of following-up on the implementation of the Regional Plan. A Deputy Director dealing with GIS and another Assistant Director dealing with Environment reports to him.

### Organisational Structure of the National Capital Region Planning Board



Another Joint Director deals with planning for infrastructure such as water supply, sewerage, drainage, solid waste management, irrigation, Sub-Regional Plan for the Haryana Sub-Region, Functional Plan for Drainage, and Counter Magnate Areas in the Haryana Sub-Region, legal matters pertaining to his sectors and miscellaneous administrative matters, Planning Commission matters and NCRPB meetings. He is assisted by two Assistant Directors one of whom deals with demography and other with diverse functions. The other Assistant Director though is designated to be in-charge of Transport, but deals with a number of diverse areas of activities. These are contained in Annex –I

A feature of organisational structure of Planning Wing is that of the seven Planners presently working in the Board, four are designated as the Nodal Officers for the four Sub-Regions (Haryana, U.P., Rajasthan, and Delhi) of the NCR. Some of them also have to look into court cases and other miscellaneous work such as organising meetings, and answering of Parliament questions.

Functions for Planners, under the NCRPB Act, involves preparation of (i) Regional Plan, (ii) Functional Plans, (iii) arrange for the Sub Regional and Project Plans by the constituent states and the NCT of Delhi, (iv) coordinate the enforcement and implementation of the Regional Plan, Functional Plans, Sub-Regional Plans and Project Plans through the participating States and the NCT of Delhi and (v) ensure proper and systematic

programming by the participating states and the NCT of Delhi.<sup>2</sup> Barring the preparation of Regional Plan and Functional Plans, Planners of the NCRPB are required to “coordinate” and “ensure” plan implementation and programming for project formulation. This basically involves disaggregating Regional, Functional and Sub-Regional Plans into programmes, programmes in turn to be disaggregated into a set of activities and activities into projects. This has to be followed by phasing of project implementation based on a scheme of prioritisation. Such a process management for plan implementation provides a rational basis for monitoring and evaluation of plan implementation process. This is not happening at the moment either at the NCRPB or in the states. Absence of such a system of desegregation of Plans and their phasing does not provide enough scope to the Planners and the PMC to be engaged in process management for programming, project planning, and phasing for plan implementation.

There are several reasons for this, an important reason being the non-preparation of Functional Plans and Sub-Regional Plans. Out of the four Functional Plans to be prepared for (i) Transport, (ii) Water Supply and Sanitation, (iii) Drainage, and (iv) Power as decided by the NCRPB, only the Functional Plan for Transport has been outsourced. Functional Plan for Water Supply and Sanitation is in the process of outsourcing and Study Groups have been created for the preparation of Functional Plans for Drainage and Power. In the meantime it was decided to prepare Functional Plan for Tourism as well. Preparation of Sub-Regional Plans as well has been lagging behind. The Board has now taken a decision to give financial assistance to the states for this and get the Sub-Regional Plans prepared through outsourcing.

## 5.2 Finance Function

Finance function is presently being performed by the Finance Wing. The Wing is presently an assortment of three functions. These are (i) Administration, (ii) Finance, and (iii) Project Management and Coordination (PMC). The Director who is heading this Wing is designated as the Director of “Administration and Finance”. He thus provides leadership not only in finance but also in day-to-day office administration of the NCRPB, and also in project development, project appraisal, project financing and project monitoring. In discharge of his responsibilities in these three compartments of Finance Wing, he is assisted by three functionaries. In carrying out the day-to-day administration of the Board’s office he is assisted by a full time Deputy Director of Administration who works with a couple of Assistant Directors one of whom looks after Administration and the other deals with all matters relating to office establishment. The Deputy Director, Administration, besides looking after the administrative matters, also looks into administrative matters relating to PMC such as organising project review meetings, acting as a liaison officer for the ADB TA etc.

For performing pure finance functions, Director is assisted by a Finance and Accounts Officer (FAO). Finance and Accounts Officer (FAO) in the Finance Department helps the Director in financing of projects and financial management of the Board. Apart from these overall responsibilities, FAO also helps in planning and mobilisation of financial resources, project financing and monitoring, loan management, short term investments, preparation of performance/outcome budgets, work relating to NCR Planning and Coordination Cells, budgeting and preparation of annual plans, investment planning and overall supervision of finance and accounts functions. In performing this host of finance functions he is assisted by an Assistant Director. Though he works with two Assistant Directors, the other is acting as the Drawing and Disbursement Officer that is not substantially concerned with performance of finance functions in true sense of the term.

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<sup>2</sup> Section 7, The National Capital Region Planning Board Act, 1985.

The position of FAO also provides the much needed institutional memory to the organisation in performance of finance functions as the position of Director is filled up on the basis of deputation. The range of functions entrusted to the FAO also suggests concentration of large number of finance functions at this position. This has the risk of continuity in the event of sudden absence of FAO from duty due to exigencies. It is worth mentioning that the FAO also performs loan documentation function that largely the domain of law.

An analysis of organisational structure for performing finance functions reveals a couple of gaps as mentioned below:

1. First, it relates to the gamut of functions required to be performed by the finance wing. As mentioned before, in the existing structure these functions are largely concentrated with the FAO. He also performs dual functions of (i) finance, and (ii) accounts. Marginal augmentation in the number of finance functionary at the middle level is therefore desirable.
2. Performance of finance functions is presently not informed by the much desired practice of internal financial control through a system of internal audit. An internal control system consisting of policies and procedures needs to be adopted for achieving the objective of ensuring orderly and efficient conduct of business, including adherence to management policies, safeguarding of assets, prevention and detection of fraud and error, accuracy and completeness of accounting records, and timely preparation of reliable financial information. Internal audit function constitutes an important mechanism for ensuring that objective of determining other internal controls are well designed and properly operated. This also constitutes an important concern of the ADB for monitoring of loan portfolio.

### 5.3 Project Management and Coordination Function

PMC constitutes an important organ of the Board as the end result of entire regional planning exercise is critically contingent on the performance of this unit. PMC, in a way, has to function as the mainspring of NCRPB. Implementation processes for implementation of a plan entails that the Plan must be disaggregated into Programmes. Programmes must be broken into Activities and finally, the Activities must be converted into Projects. PMC has to play a pivotal role in this chain of activities. This in a way suggests that PMC must perform a much more pro-active role in promoting project planning and development. The present Job Description of the functionary heading the PMC does not give such an impression. It requires the Assistant Director who is presently heading the PMC to "Receive project proposals from States..." With a view to enable PMC play much more pro-active role, it would need to be strengthened substantially. PMC would need to augment the number of projects rather than just receiving them from the constituent states and the NCT of Delhi.

Other responsibilities to be discharged by PMC include scrutiny of projects received from the NCR to ascertain if the projects have all the required documents, they are structured in a manner required for making it bankable, and getting projects appraised by the national level institutions that are out sourced by the NCRPB for project appraisal. For this, he coordinates with the outsourced national level institutions. After the projects pass through the project appraisal phase, these are submitted to the Project Sanctioning and Monitoring Group (PMSG – I & II) for approval. PMC is also required to monitor progress of projects, compile reports and update the data base, submit periodical reports and project related information as and when required, and organise field visits for the projects,

As mentioned above, PMC is headed by a sole functionary of the rank of Assistant Director. Both in terms of number and the volume of work required to be performed by it, PMC requires substantial strengthening.

The 1985 Act under which NCRPB is created gives it a mandate to prepare regional plan for the development of the NCR and for co-ordinating and monitoring implementation of the regional plan for evolving harmonised policies for the control of land uses and development of infrastructure in the NCR for avoiding haphazard development. As the Board operates in an inter-state jurisdiction, the law has some provisions for enabling the Board to promote compliance to the NCR Planning Board Act, 1985. NCRPB, in the present organisational structure, does not have expertise in law that could help the Board ensure and promote compliance of the constituent states to legal provisions in the Act. Legal expertise is needed also because the Board has to intervene in a number of court cases relating to regional plan and its implementation; occasionally, it is also made a party in a suit filed in the courts of law. Presently, NCRPB out-sources the lawyer for pursuing the court cases and some of the senior planners are providing help in this. Expertise in law is also required for documentation of loans advanced to the implementing agencies.

The NCR Planning Board Act has some of good provisions in it. If pursued with determination on behalf of the NCRPB by a professional lawyer on a sustained basis, compliance to the legal provisions will be of great help in promoting coordinated and effective implementation of the Regional Plan. Some of the good provisions in the 1985 Act are mentioned in Table 1 below:

**Table 1: Provisos in the National Capital Region Planning Board Act, 1985 for Enabling the Board Implement the NCR Plan according to the Plan**

S.N.	Section, Sub-section	Proviso
1	7 (d)	to ensure proper and systematic programming by the participating States and the Union territory in regard to project formulation, determination of priorities in the National Capital Region in accordance stages indicated in the Regional Plan;
2	8 (a)	call for reports and information from the participating States and the Union territory with regard to preparation, enactment and implementation of Functional Plans and Sub-regional Plans;
3	8 (b)	<b><i>ensure that the preparation, enforcement and implementation of Functional plan, or Sub-Regional Plan, as the case may be , is in conformity with the Regional Plan (emphasis added);</i></b>
4	8 (e)	<b><i>select and approve</i></b> comprehensive projects, call for priority development and provide such assistance for the implementation of those projects as the Board may deem fit (emphasis added);
5	10 (2)	The Regional Plan shall indicate the manner in which the land in the National Capital Region shall be used ....
6	17(1)	Each participating State <b><i>shall prepare a Sub-Regional Plan</i></b> within the State and the Union territory shall prepare a Sub-Regional Plan for the sub-region within the Union territory (emphasis added).
7	19(1)	Before publishing any Sub-Regional Plan, <b><i>each participating State or, as the case may be the Union territory, shall refer such plan to the Board to enable the Board to ensure that such Plan is in conformity with the Regional Plan</i></b> (emphasis added);
8	27	The provisions of this Act shall have effect notwithstanding anything inconsistent therewith contained in any other law for the time being in force or in any instrument having effect by virtue of any other than this Act; or in any decree or order of any court, tribunal or other authority.
9	29(1)	... no development shall be made in the region which is inconsistent with the Regional Plan as finally published.

Table 1 given above seemingly depicts that barring the approval of Master Plans prepared by the participating states, the Act has very good provisos that are required for preparation of plans and projects by the sub-national entities and implementation of plans according to the NCR Plan in the region. As is seen in the Table given above, the Act also enables the Board to approve Sub-Regional Plans prepared by the sub-national entities for ensuring compliance of such plans to the grand Plan that the NCR Regional Plan is. The Act under its Section 29(2) also provides for stopping violations of the NCR Plan by the states/NCT of Delhi though the consequence of violation is limited only to withholding financial assistance given by the Board. These provisos need to be pursued on a sustained basis by NCRPB. This is possible not through outsourcing. NCRPB should have its own legal unit to do the needful in these regards. This will also help it ensure compliance to legal aspects of loan documentation.

NCRPB does not have a formal management information system for planning, monitoring of plan implementation and plan review. This substantially constrains regional planning and development especially in an inter-state jurisdiction.

## 6 Staffing

Total sanctioned and the existing positions of staff of the NCRPB are contained in Table 2 below. According to the National Capital Region Planning Board Recruitment and Promotion Rules, 2006, the total sanctioned positions in the NCRPB are 66. This includes three positions sanctioned for the Transport Cell that was proposed but has not actualised. Thus effective sanctioned positions are 63. However, due to various reasons including non-availability of qualified candidates for selection, five sanctioned positions have lapsed.

**Table 2: Details of Sanctioned and Existing Positions at the NCRPB**

S.N.	Position	Sanctioned	Existing	Remarks
1	Member Secretary	1	1	-
<b>A: Planning</b>				
1	Chief Regional Planner	1	1	-
2	Joint Director	2	2	-
3	Deputy Director	2	1	Position of Deputy Director (Power) vacant. Move to get it converted into the position of Urban & Regional Planning
4	Assistant Director	5	4	One post along with the post of Accounts Assistant surrendered to revive the position of Finance & Accounts Officer
5	Planning Assistant	1	1	-
6	Draughtsman	1	1	-
<b>B: Finance &amp; Accounts</b>				
7	Director	1	1	-
8	Joint Director	1	-	Position lapsed
9	Finance & Accounts Officer	1	1	Revived after the position lapsed
10	Assistant Director	2	2	-
11	Accounts Assistant/ Assistant	4	2	One lapsed and another adjusted against revival of the position of FAO
<b>C: Project Management &amp; Co-ordination (PMC)</b>				
12	Joint Director	1	-	Lapsed, an Assistant Director from Planning Section working in the PMC
<b>D: Administration</b>				
12	Deputy Director	1	1	-
13	Assistant Director (Admn & Estt)	2	2	-
14	Hindi Translator	1	-	Approval of the government for recruitment under process
<b>D: Support Staff</b>				
15	Personal Secretary	2	1	1 retired and the process to convert it into the position of Assistant Director, Urban & Regional Planning under process
16	Steno Grade C	6	6	-
17	Assistant Grade II	7	7	-
18	Steno Grade D	7	5	One lapsed, one being adjusted to get a

				position of Asstt Director (technical)
19	Driver	4	3	One post adjusted to get one post of Asstt. Director, Technical
20	Junior Assistant	10	9	One adjusted to get one post of Asst. Director, Technical
	Total	63	50	-
<b>E: Transport</b>				
21	Commissioner	1	-	Lapsed
22	Assistant Director	1	-	Lapsed
23	Personal Secretary	1	-	Lapsed
	Total	66	51	-

Lapsed positions include the positions of (i) Joint Director, Finance, (ii) Joint Director, Project Management & Coordination, (iii) Accounts Assistant Grade I, (iv) Steno, Grade D, and (v) Junior Assistant. Due to lapsing of these positions, the total number of sanctioned positions now stands as 58. These are categorised into Groups 'A', 'B', 'C', and 'D' as depicted in Table 3. It is worth mentioning that out of these 58 sanctioned positions, three positions (one position of Steno Grade 'D', one position of Staff Car Driver, and one position of Junior Assistant) have been surrendered by the Board for creation of an additional position of Assistant Director of Urban and Regional Planning. Thus actual number of sanctioned positions comes to 55 only. The Recruitment Rules (discussed in Part II of this Report) also make mention of a Transport Cell in the NCRPB to be headed by a very senior officer of the rank of Commissioner that is equivalent to the position of the existing Chief Regional Planner. Besides the Commissioner, Transport Cell is also mentioned to have the positions of an Assistant Director, and a Private Secretary. The Recruitment Rules contain eligibility criteria for filling up of these positions. But these positions are not yet filled up and have lapsed. Table 3 is formulated on the basis of sanctioned positions, existing positions and the positions that have lapsed or have been surrendered in exchange for creation of additional new positions. These details are contained in Table 2.

**Table 3: Sanctioned and Existing Staff Positions of the NCRPB**

S.N.	Categories of Staff Positions	Sanctioned Positions	Existing Positions
1	Member Secretary	1	1
2	Group A	13	12 <sup>a</sup>
3	Group B	7	6 <sup>b</sup>
4	Group C	28	24 <sup>c</sup>
5	Group D	10	8 <sup>d</sup>
	<b>Total</b>	<b>58<sup>e</sup></b>	<b>51</b>

Source: Collected from the National Capital Region Planning Board

a: Position of Deputy Director (Power) is vacant;

b: The position of Private Secretary is vacant;

c: Four positions of – two of Stenographers, Grade 'D' and one position each of Staff Car Driver, & Hindi Translator are vacant;

d: Two positions of Junior Assistants are vacant;

e: Vacant positions of Steno Grade 'D', Staff Car Driver and Junior Assistants have been surrendered for creation of one position of Assistant Director (Urban & Regional Planning)

As mentioned above, NCRPB has sanctioned positions of 55. Out of these, five positions (Deputy Director – Power, one position of Private Secretary, one position each of Stenographer, Staff Car Driver, and Hindi Translator) are presently vacant. The number of

filled-up positions is thus 51. These are deployed in different wings/departments/sections as mentioned in Table 4.

NCRPB is staffed under the National Capital Region Planning Board Recruitment Rules, 2006 (to be referred to as the Regulation). This is a Regulation framed by the NCRPB under Section 37 of the National Capital Region Planning Board Act, 1985 with previous permission of the Central Government. It provides for number of posts, their classification, pay scales, prescribed qualifications and experience for each cadre and the modalities for recruitment. Besides these, the Regulation also provides for departmental promotion, creation of Departmental Promotion Committee and related aspects of cadre management of the NCRPB. Even though NCRPB is a statutory body functioning as a Board, it has adopted the Central Government pay scales and service conditions for management of its own cadre. Over all supervision and control of NCRPB is performed by the Union Ministry of Urban Development which also gives it the financial support.

**Table 4: Deployment of Existing Staff in different Wings/Departments of the NCRPB**

S.N.	Wing/Department	No of Existing Staff
1	Member Secretary	1
1	Regional Planning	9 <sup>a</sup>
2	Finance <sup>b</sup>	7
3	Project Management & Coordination	1
4	Administration <sup>c</sup>	3
5	Assistants	7
6	Stenographers	11
5	Staff Car Driver	3
6	Junior Assistants (Peons)	9
Total		51

Source: Collected from NCRPB

a: includes Planning Assistant and Draughtsman

b: includes Director, Administration and Finance

c: excludes Director, Administration and Finance

The number of existing positions is grouped into the following cadres:

1. Technical Cadre consisting of Planners,
2. Administrative and Finance Cadre,
3. Secretarial Cadre, and
4. Lower Subordinate Staff,

**Allocation of Technical Staff:** The Recruitment Rules 2006 referred to above allocates the ten existing positions of Planners (called Technical in the NCRPB parlance)<sup>3</sup> into three broader streams; each of these streams are allocated specific specialities as mentioned in Table 5.

<sup>3</sup> One position of Deputy Director (Power) is presently vacant.

**Table 5: Allocation of Planners into Broader Streams of Planning**

S.N.	Broader Stream	Specialities allocated to Broader Streams
1	Urban and Regional Planning	<ol style="list-style-type: none"> <li>1. Urban Planning;</li> <li>2. Regional Planning;</li> <li>3. Housing;</li> <li>4. Environmental Planning; and</li> <li>5. Transport Planning</li> </ol>
2	Project Development, Appraisal and Management	<ol style="list-style-type: none"> <li>1. Water Resource Management;</li> <li>2. Power Engineering; and</li> <li>3. GIS as applied in Regional Planning &amp; Human Settlements</li> </ol>
3	Demographic Assessment and Social Infrastructure Management	<ol style="list-style-type: none"> <li>4. Economist with experience in demography; and</li> <li>5. Sociologist with experience in informal sector and social housing</li> </ol>

NCRPB's Planning Section is presently not structured according to the scheme of allocation (Table 5) suggested in the Recruitment Rules. In the scheme of allocation suggested above, housing seems to be of little relevance as it does not constitute a major component of the Regional Plan. It is important to note that the NCRPB Act, 1985 provides for preparation of Project Plans. The existing staffing neither has an expertise on this nor is the present staff seized with this function.

#### **National Capital Region Planning and Coordination Cells**

**Functions of the NCR Cells:** With a view to put in place an organisational mechanism for planning and monitoring of plan implementation, NCRPB has created NCR Planning and Coordination Cells (NCRPCC) in the constituent states and in the NCT of Delhi. It supports specified number of staff and also expenditures incurred by the Cells for discharge of their functions. These Cells were created especially in view of the inter-state nature of the region that entails performance of the above mentioned functions on a sustained basis. NCR Cells are required to discharge the following responsibilities:

- Preparation of Sub-Regional Plan;
- Preparation of Master Plan for urban centres falling in the NCR;
- Assistance to the implementing agencies in preparation of projects and schemes and forwarding them to the NCRPB for financing and monitoring of projects; and
- Feed back to the NCRPB in matters relating to planning, development of projects.

Functions assigned to the NCR Cells as mentioned above depicts that the NCR Planning and Coordination Cells (NCRPCC) do not have jurisdiction in implementation of the Regional Plan. Assigned functions require them to prepare Sub-Regional Plans, Master Plans for urban centres included within the NCR, assisting the implementing agencies in project development and to give feed back to the NCRPB on planning and development of projects. Despite the approval of Regional Plan 2021 in the year 2005, Sub-Regional Plans for the four sub-regions have not yet been prepared. The inordinate delay in preparation of Sub-Regional Plans indicates a tardy functioning of the NCR Cells. The NCRPB therefore has taken a decision to get the Sub-Regional Plans prepared through procurement of consultants. The NCRPB is committed to give financial assistance to the Cells. Even the preparation of Master Plans has not yet made much headway. Even when the Master Plans are prepared in the constituent states, these are neither approved by the NCRPB nor is the Board consulted on this by the constituent states. The Cells have not been paying any role in promoting development of projects that forms part of its responsibilities. Also the NCR Cells are not accountable to the Board in any manner. As mentioned before, salaries of the functionaries in the Cells are paid by the NCRPB along with office equipments and office expenses. This constitutes one of the conspicuous gaps in the existing system.

**Composition of NCR Cells:** Before analysing the nature of vacancies in the NCR Cells, it would be desirable to have a look at the composition of the Cells. Number of positions sanctioned and existing along with the type of positions in each NCR Cell is contained in Annex II. A look at the type of positions sanctioned in the NCR Cells reveals that staffing of the NCR Cells is not uniform in terms of type of functionaries required to do the needful. NCRPCC in the State of Uttar Pradesh, for example, has sanctioned position of a Commissioner heading the Cell. The counterpart position in the NCT of Delhi is that of an Additional Secretary. He, however, attends to the NCRPCC matters only on a weekly basis; he gives his major time to the Delhi Jal Board where he sits four days in a week. Thus the NCRPCCs in Uttar Pradesh and the NCT of Delhi have the sanctioned position of bureaucrats as the head. In the States of Haryana and Rajasthan, however, these are headed by a Chief Coordinator Planner. The position of Commissioner in the NCRPCC in Uttar Pradesh is presently vacant.

The sanctioned position of Planners as well is different in different States both in terms number and the type of positions sanctioned. All the three constituent States of Uttar Pradesh, Haryana, and Rajasthan have sanctioned positions of Chief Coordinator Planner. But the Position of Economic Planner is sanctioned only in the State of Uttar Pradesh. It is also the only state to have a position of Assistant Architect. Barring the State of Rajasthan, no other State has the sanctioned position of Senior Planner. As discussed below, only one district of Rajasthan forms part of the NCR. In terms of the number of Planners, Rajasthan has the largest (6) number of sanctioned positions against five each for the States of Uttar Pradesh and Haryana that have larger number of districts forming part of the NCR. As in the case of Additional Secretary heading the NCRPC in Delhi, the Chief Coordinator Planner in the NCRPCC in the State of Uttar Pradesh works primarily at the Ghaziabad Development Authority.

Research staff is another important category next only to Planners especially because of the need for gleaning, collecting and collating socio-economic data , data storage and retrieval for plan formulation and plan review. The position of Research Officer in the Cells is the highest position amongst the research staff. This is sanctioned only in the State of Haryana. All the remaining three states have sanctioned positions of Research Assistant – two each in all the three states. NCT of Delhi does not have any research position on the NCRPCC. Similarly, there are variations in the sanctioned positions of administrative support staff in all the Cells both in terms of type and number (Annex II).

Analysis of the types of staff and their number that are sanctioned in the NCRPCCs thus indicates lack of uniformity in staffing. In order to understand this wide variation, the number of districts forming part of NCR in the constituent States and their physical areas are contained in Table 6. It shows that NCR has the largest (8) number of districts from the state of Haryana. Uttar Pradesh with five districts is next to Haryana and Rajasthan has only one district forming part of the NCR. In terms of physical area as well the same pattern is seen in Table 6. Even though only one district of Rajasthan forms part of the NCR, it has the largest (6) number of Planners in the NCR Cell. The States of Haryana and Uttar Pradesh have five positions of planners sanctioned in their Cells. As mentioned earlier, the positions are of different types.

**Table 6: Number of Districts and the Area carved out of Constituent States to form the NCR**

S.N.	States/NCT	Number of Districts	Area in Sq.Kms
1	Rajasthan	1	7,729
2	Uttar Pradesh	5	10,853
3	Haryana	8	13,413

S.N.	States/NCT	Number of Districts	Area in Sq.Kms
4	NCT of Delhi		1,482
	Total	14	33,577

**Vacant Positions:** Total number of sanctioned and vacant positions is contained in Table 7. It shows that the total number of sanctioned positions in the four Cells is 86. This is larger than the total number of sanctioned positions in the NCRPB. Out of these, as many as 37 positions are presently lying vacant. This is a little less than 50 per cent of the total number of sanctioned positions. The largest number of vacant positions (17) is in the NCRPCC in Uttar Pradesh. The number of vacant positions is more than 50 per cent of the total number of sanctioned positions in the state of Uttar Pradesh. This is 11 in Haryana. In Rajasthan as well the total number of vacant positions is a little less than 50 per cent.

Besides a very large number of vacant positions, some of very important positions are lying vacant. In Uttar Pradesh, the NCRPCC does not have the position of Commissioner – the head of the Cell – in place. Commissioner happens to be a very senior official belonging to the elite Indian Administrative Service who could have provided the required leadership and drive to planning and development of the Uttar Pradesh part of the NCR. Other positions vacant include the positions of Economic Planner, Assistant Architect, and Assistant Planner. The positions of Research Assistant, Investigator, Computer Programmer, Planning Assistant and quite many support staff are vacant indicating a void in sustaining the activities of the Cell. In Haryana the vacant positions include the positions of Assistant Town Planner (2), Research Officer, Research Assistant (2), Computer Programmer and support staff. In the Rajasthan Cell, the positions of Senior Planner, Assistant Town Planner (all the three sanctioned positions), Research Assistant, Computer Programmer, and a few support staff have been lying vacant. The Cell in Delhi has been functioning without a Planner.

**Table 7: Sanctioned and Existing Positions in the NCR Planning and Monitoring Cells**

S.N.	States	Sanctioned	Existing	Vacant
1	Haryana	30	19	11
2	Uttar Pradesh	30	13	17
3	Rajasthan	21	12	9
4	NCT of Delhi	5	4	1
	Total	86	49	37

The analysis of composition of the NCRPCCs, their staffing and vacant positions thus reveals three things as mentioned below:

- Staffing of the NCRPCCs lacks uniformity in the composition of staff as different types of professional, research and administrative staff are presently sanctioned in different Cells;
- Staffing does not have any correlation with the number of districts and the physical areas carved out of the three constituent States and the NCT of Delhi; and
- A very large number of sanctioned positions, some of them key positions in nature, are lying vacant.

## 7 Human Resource Gaps

Analysis of mandated functions of NCRPB, human resource implications of the Business Plan, and how it is presently organised (existing organisational structure) to discharge its mandated functions has yielded useful insights into the existing human resource gaps.

### 7.1 Human Resource Gaps in the Existing Structure

Human resource gaps in the existing situation have been identified in the context of the total number of sanctioned positions and the positions filled up against these. This has been done for all the four sections of the NCRPB viz. (i) Planning, (ii) Finance, (iii) Project Management and Coordination, and (iv) Administration.

**Planning Section:** According to the Recruitment Rules, 2006, the total number of sanctioned positions in the Planning Section is 12 as shown in Table 8 below:

**Table 8: Sanctioned and Filled up positions in Planning Section**

S.N	Position	Sanctioned	Filled up	Gap
1	Chief Regional Planner	1	1	-
2	Joint Director	2	2	-
3	Deputy Director	2	1	1
4	Assistant Director	5	4	2 <sup>a</sup>
5	Planning Assistant	1	1	--
6	Draughtsman	1	1	-
	Total	12	10	3

a: Out of four filled up positions, one is posted in the Project Management and Coordination (PMC) Section

Table 8 shows that out of the 12 sanctioned positions, 10 positions are filled up. The position of Deputy Director (Power) is presently vacant besides a position of an Assistant Director. One Assistant Director out of the four existing positions has been taken away from the Planning Section and posted in the Project Management and Coordination (PMC) section. Hence the total simple gap is three. As discussed in greater detail in Part II of this Report on Human Resource Management, in view of the new organisational structure suggested for NCRPB, the position of Assistant Director presently posted in PMC should be reverted back to the Planning Section.

**Finance:** The existing Finance Section combines also Administration of NCRPB. The Director heading this Section is designated as Director Administration and Finance. Combining finance with administration is not a good practice for an effective financial management in an organisation. We have therefore suggested elsewhere in this Report to segregate administration from finance for enabling a focused attention of the Director on project financing and financial management. Expression "Administration and Finance" also gives an impression that administration, not finance, happens to be the prime responsibility.

Finance Section as well has a sanctioned position of a Joint Director in the Recruitment Rules, 2006. This has as well lapsed. Absence of the position of Joint Director constitutes an important gap especially when the Board is planning to expand its lending operations. Another gap relates to the level of Accounts Assistants. Out of four sanctioned position, one has lapsed and another was surrendered for reviving the position of Finance and Accounts Officer. Human resource gap in the Finance Section is thus three (one Joint Director, two Accounts Assistants/Assistants). A conspicuous gap in the existing system is the absence of

internal financial control system; NCRPB presently does not have the practice of internal audit.

**Administration:** Administration is presently headed by the Director Finance who is assisted by a Deputy Director, Administration. Human resource gap in terms of number of positions in the existing system is primarily four. This includes a position of Hindi Translator. Recruitment to fill up this position is presently in process. Others relate to a position of Personal Secretary (the post became vacant due to retirement of the previous incumbent, and couple of positions of Steno, Grade D.

The total gap between the sanctioned and existing positions is thus 10 (three in Planning, three in Finance, and four in Administration).

## 7.2 Human Resource Gap under a New Scenario

Human resource gap in the NCRPB needs to be analysed also by keeping in view (i) the lags in its existing organisational structure and (ii) the anticipated growth in its activities and lending to the implementing agencies. In view of these two important considerations, the proposed organisational structure and the staffing implications flowing from the new structure is suggested in the form of options. Option I is based on the traditional system of staffing through creation of new positions and recruitment on these positions according to the provisos in the Recruitment Rules presently in force in the NCRPB. However, contemporary concern for the right sizing of government and the Fiscal Responsibility and Budget Management regime, creation of new posts at the scale required under Option I could be quite complex and even difficult. This report therefore suggests another option (Option II) based on outsourcing of the required expertise and specialities in performance of the required functions, barring the ones that would be critically needed for providing continuity in performance of organisational functions and vetting of inputs to be received through outsourcing. An alternative organisational structure is accordingly suggested in Annex III A as Option II with minimal staff many of whom could be outsourced. This is elaborated in Part II of this Report on Human Resource Management Plan.

As mentioned in Section I of this Report, human resource gaps need to be analysed objectively in the context of (i) functions – both existing and anticipated - of an organisation and (ii) how the organisation needs to be organised and structured to effectively perform both the existing and the anticipated functions. In the case of NCRPB, the Business Plan constitutes an important factor that will impact its functions and hence the human resource needs of the Board. Business Plan is already discussed in Section III above. In view of these, NCRPB needs to have altogether a new organisational structure. The proposed structure is guided by gaps and limitations in the existing structure as also the anticipated expansion in the volume of business of the Board. These have been analysed in Section III of this report. These are recapitulated below:

- Absence in the existing structure of legal expertise to ensure compliance of the constituent states and the NCT of Delhi to the legal provisos in the NCR Planning Board Act, 1985, and for loan documentation;
- Lack of capacity for project planning and development;
- Limited capacity in terms of existing number of planners each of whom have to attend to a number of issues and aspects of regional planning and development along with a number of diverse matters that do not pertain to planning as such;
- Weak Project Planning, and Project Management and Coordination section of the Board;
- Limited number of finance functionaries for augmenting financial resources for project financing, financial management and loan management; and
- Weak internal audit based financial control system.

## 7.2.1 OPTION I

### Proposed Organisational Structure

NCRPB intends to transform itself into a financial intermediary. Business Plan conceived for NCRPB envisages measures for strengthening capacity of NCRPB staff and its implementing agencies for monitoring of project preparation, project appraisal and structuring. It also suggests improved capacity in its planning and financing departments through strengthening of Project Planning function, Business Process Re-engineering (BPR) and designing specifications for tools such as Enterprise Resource Planning (ERP) and Geographical Information Systems (GIS). It also suggests conceptualising a revolving Project Development Facility (PDF) which will provide technical assistance support to projects identified through regional plans and city development plans. These suggested initiatives call for altogether new organisational structure. New organisational structure proposed for the NCRPB is contained in Annex III.

**Legal Unit:** New Organisational Structure is proposed to have a legal unit consisting of only one official to be designated as the Law Officer. S/he will be of the rank of Deputy Director. This will address the existing void in the sphere of law. The functions to be discharged by her/him will include the following:

- Advise the Member Secretary on legal aspects of regional planning and development;
- Ensure that the constituent States and the NCT of Delhi conform and comply with the provisos contained in the National Capital Region Planning Board Act, 1985;
- Bring to the notice of the participating States and the NCT of Delhi any deviation from and non-compliance with the legal provisions in the NCRPB Act 1985 for promoting compliance to legal provisos;
- Look into the court cases and give brief to the standing counsel of the NCRPB;
- Ensure compliance to legal aspects in loan documentation.

### Planning

**Project Planning:** Planning wing is presently not in a position to perform project planning and development function. NCRPB, under the Act, is required to get Project Plans prepared by the participating states. The proposed organisational structure will therefore strengthen project planning function of the NCRPB. With this end in view, Planning Wing is proposed to have a Joint Director for Project Planning and Development who will be reporting to the Chief Regional Planner. S/he will help the Chief Regional Planner in project planning and development of projects by the participating states. A Deputy Director (DD) and an Assistant Director will be assisting the Joint Director (Project Planning and Development) in planning for projects; priority based phasing of projects, and project development. Project Planning team in the planning wing of the NCRPB will primarily work on getting the Project Plan prepared by the participating states as is provided for in the NCRPB Act, 1985. For this it will work in close concert with the NCR Cells for preparation of project plan. Functions to be performed by incumbents proposed on new positions are detailed out in Annex V.

**Infrastructure:** Capabilities of the NCRPB for planning and implementation of infrastructure is presently weak. This is proposed to be strengthened by suggesting positions of Deputy Director in the areas of (i) Water Supply and Sanitation, and (ii) Roads and Transport. The Board has outsourced preparation of functional plan for transport. Outsourcing of functions notwithstanding, NCRPB must have in-house capacity to sit in judgement whether the inputs received through outsourcing is relevant and in order. Therefore, it must have the skills in transport planning including roads. Likewise, presently, it does not have hardcore expertise in water supply and sanitation.

The Recruitment Rules 2006 mentions a sanctioned position of Commissioner, Transport with the positions of an AD and a Personal Secretary. These could not be actualised and a comprehensive transport study is presently being conducted through procurement of

consultants. It is felt that outsourcing is a single shot exercise that can not be pursued on a regular and sustained basis. Transport Plan even if submitted by Consultants, will require in-house expertise for its vetting and evaluation. This will be needed also for alterations and changes in transport plan. An in-house expertise will therefore be needed with NCRPB. It is to fill in this existing gap that the position of a DD for Roads & Transport is suggested in the proposed structure.

**Regional Planning:** NCRPB has been engaged in regional planning without having expertise in (i) economic planning, and (ii) environment planning. Interventions required for strengthening of economic base of towns and cities and the NCR assumes importance especially because of the dominant role played by urban settlements in generation of employment and income. Planned intervention for enhancing productivity of towns and cities assumes importance also because of concern of the macro-economic management for enhancing economic growth initiatives and alleviation of urban poverty. Planning Wing of NCRPB is presently weak in analysing the economic base of the NCR and evolving a strategy for strengthening of economic base in the region for enhancing employment and income generation. Lack of expertise in the NCRPB has impelled it to outsource a study on the economic base of the NCR. Similarly, Environment is a new emerging concern for planning especially for regional planning. NCRPB does not have an expertise in environmental planning, conservation and management. In order to ensure preparation of quality Master Plans by the participating states, a new position of Deputy Director is suggested who will assist JD in getting the Master Plans prepared by the participating states.

**Poverty Alleviation:** Urban poverty is rampant across the country and the Central Government has elaborate plans and programmes for alleviation of urban poverty. The Regional Plan for the NCR, however, is silent on this important aspect of planning. A position of AD is therefore suggested to take care of this aspect in regional planning.

Planning Wing presently has five sanctioned positions of Assistant Director (AD). Presently, there are only four of them working in the Planning cell as one post of AD was surrendered for reviving the lapsed position of Finance & Accounts Officer (FAO). Of the four ADs, one is posted in PMC. In the proposed structure, Planning wing will have nine ADs including the three existing AD. These will be in the subject areas of (i) Water Supply and Sanitation, (ii) Road & Transport, (iii) Power, (iv) Economic Planning and Demography, (v) Poverty Alleviation and Social Infrastructure, (vi) Environment, (vii) Master Plan and Land-Use, (viii) GIS, and (ix) Project Planning and Development. Additional positions of AD are suggested for providing NCRPB expertise in the areas mentioned above. Presently, it does not have in-house expertise for planning and development of NCR. The number of Planning Assistant and Draughtsman will continue to be the same as at present.

This is the reason that a position of DD is suggested along with a position of AD having expertise in economic planning and demography.

**Project Management and Coordination:** We have mentioned earlier that PMC is an important wing of NCRPB for effective implementation of the Regional Plan. It is going to be this Wing of NCRPB that will translate the Regional Plan into implementable projects and ensure their implementation. The new structure is proposed to have a strong PMC headed by a Joint Director who will be assisted by three Deputy Directors working on (i) preparation of Detailed Project Reports, (ii) Project Appraisal, and (iii) Monitoring and Evaluation of Projects. Together with a strengthened planning wing, the new organisational structure will thus obviate the existing practice of outsourcing project appraisal. Care has been taken in suggesting the new organisational structure for strengthening the NCRPB in terms of expertise needed in its planning, finance, and PMC wings for project appraisal (technical, financial, economic, environmental, social and institutional). The Joint Director, PMC will overview and provide leadership and advice for development of projects, project structuring and appraisal. For this s/he will closely work with (i) Project Planning section in the Planning wing, (ii) NCR Cells, and (iii) the implementing agencies. Each DD is proposed to be working

with one AD in their respective areas of expertise (DPR, Project Appraisal, and Monitoring and Evaluation).

**Finance:** Regional Plan has gigantic physical spread and extremely large number of potential projects that will need to be funded for implementation. Finance function of NCRPB will therefore expand manifold. This is the perspective visualised and suggested also by the Business Plan that envisages transformation of NCRPB into a financial intermediary around the year 2012. It may be recalled that Finance Section had sanctioned position of a Joint Director that lapsed. As the finance function is to expand in the wake of NCRPB transforming itself into a financial intermediary, Finance Section will have to be strengthened and converted into a Wing of the NCRPB. Therefore, a new position of Joint Director is proposed in the new structure. S/he will provide oversight and professional advice for sound financial management system comprising accounting, financial reporting, internal controls, external audit and budgeting and will also ensure that the benchmarks established for each and every segment of financial management are achieved or even exceeded. S/he will also provide oversight and professional advice on credit appraisal, risk assessment, loan approvals and disbursement, loans monitoring and recovery and resource mobilisation and ensure that the benchmarks and long and short targets are established and achieved for each and every segment of Investments, loans and advances.

Creating a position of Joint Director will have an added advantage of providing motivation to the existing incumbents down below for their vertical movement; they can aspire and be promoted up to the position of Joint Director. AFO and an additional AD will assist the Director, Finance in further strengthening of performance of finance functions.

A new position of Deputy Director is suggested for addressing the existing absence of internal financial control. S/he will report directly to the Member Secretary and will institutionalise and sustain internal financial control through internal audit – a function extremely weak at present.

**Administration:** Business Plan for NCRPB envisages that between 2010 and 2012, NCRPB should have completed the preparatory work and put the systems in place so as to take off after 2012 as a financial intermediary. This entails that it should segregate administration from finance between 2010 and 2012. Functions relating to administration will be taken over fully by DD (Administration). S/he will have added responsibilities of providing oversight to new MIS and ERP systems that will be put in place under this ADB TA. S/he will also act as the HRD and Training manager. In addition to the existing two ADs assisting the DD in administration and establishment respectively, new position of a third AD is proposed for managing and maintaining MIS and ERP systems. AD presently dealing with administration will also deal with Human Resource Development.

**Support Staff:** NCRPB already has too many support staff (37 in number). Barring the Account Assistants, the support staff such as the steno, Assistants, Personal Secretary does not have enough work load for keeping them engaged during the entire office hours. A very large number of functionaries working at senior and middle levels have offered responses in the questionnaire canvassed for ascertaining their training needs that the office is too noisy. This is largely due to noise arising out of chit chatting of the support staff. Use of computers in the wake of revolution in information technology has substantially reduced the need for secretarial assistance. Computerised environment has further minimised the role of support staff. We therefore do not suggest further augmentation of support staff. The existing staff, nevertheless, needs to be deployed effectively for efficiency gains to the organisation. A suggestion has been given in this regard to examine the feasibility of replicating the system of Desk Officers introduced in the Central Government Ministries and departments in the seventies.

**Desk Officer System:** The system of Desk Officers (DO) was introduced in some of the Central Government Ministries in January, 1973 on the recommendation of the Administrative Reforms Commission. A prime objective for this was to facilitate quick decision-making in the government and cutting down the delays. It was introduced on a

priority basis in such Ministries where at least 40 per cent of the work related to policy-making, planning and problem solving. This led to abolition of Sections and unnecessary support staff, reduction in the number of levels, a reduced emphasis on writing and increased stress on oral communication. An underlying purpose was to altogether abolish Sections and the complement of Assistants, Upper Division Clerks, Lower Division Clerks, Daftaries, peons etc. Each desk, under this system, was given a defined area and placed under an Under Secretary or Section Officer who was assisted by an Assistant. Desk Officers were allowed to authenticate orders and sanctions in the name of the President of India and to dispose off cases on their own responsibility. Its weakness, however, lied in having only one Assistant. Working of the desk got disrupted whenever one member proceeded on leave. Moreover, it could not be helpful in down sizing of Sections as the staff already working in them could not be wished away. The system has almost been abandoned in the Central Government.

In view of a very large number of support staff already existing in the NCRPB, the system of Desk Officers will not help in dispensing with the existing staff. We therefore do not favour replication of Desk Officer system in NCRPB.

**Alternative System:** An alternative system worth looking at is the one adopted by new departments such as the Information Technology departments from their very inception. They have adopted an office oriented system that is accompanied by steps to create multi-skilled position of Executive Assistants to replace the posts of clerks and assistants. The 6<sup>th</sup> Central Pay Commission as well has suggested multiskilling of government employees for increasing their operational efficiency and also for substantially optimising the staff strength. The functions presently being discharged by Assistants and Private Secretaries are now suggested to be carried out by Executive Assistants. This entails training for multiskilling and their deployment after the training in other jobs such as file management, accounting, documentation, data collection, storage and management etc.

### **Rationale for the New Structure under Option I**

We propose a new organisational structure of NCRPB for (a) addressing the gaps observed in the existing organisational structure, and (b) accommodating staffing implications arising out of the Business Plan. The proposed organisational structure as Option I is contained in Annex III. Human resource gaps, after taking into consideration the factors mentioned above for the organisation as a whole and in various Wings/Sections are contained in Annex IV. It shows that against an effective sanctioned position of 58, the number of positions existing is 51 including the Member Secretary. Additional positions suggested under Option I are 25 for reasons discussed in Section IV. Rationale for suggesting the additional positions is discussed below.

**Planning:** Regional Plan 2021 contains a proposal for a four fold increase in the existing number of Planner (from 9 to 36). We suggest that the number needs to be increased from the existing sanctioned position of 11 (including the positions of Planning Assistant and Draughtsman) to 23. This requires additional increase of 12 positions. The number and the types of positions to be increased are contained in Annex IV; the reasons and the basis for suggesting the additional positions are discussed in para ----. It needs to be mentioned that at the time of formulation of the Regional Plan, the number of sanctioned position of Joint Director was three. One of the positions lapsed subsequently. Analysis of performance of existing planning function has revealed that the number of planners is on a lower side. Hence one position of Joint Director is suggested for strengthening preparation of Sub-Regional Plans and Project Plans that is presently quite weak due largely to absence of this required expertise in the existing structure. Functions mandated under the 1985 Act as also the scenario presented in the Business Plan for NCRPB suggest the need for strengthening preparation of Sub-Regional Plans and Project Planning function. Joint Director (JD) Project Planning will be working with a Deputy Director and an Additional Director. Strengthening of

project planning function will facilitate PMC in augmenting the number of projects for financing and implementation. JD will follow the logical sequence of converting the Plans into programmes, programmes into activities and activities into projects. The Regional Plan thus disaggregated into projects will be phased for facilitating planned implementation of projects and hence of the Regional Plan. Such sequencing will give useful leads to JD, PMC. Job descriptions for JD, Project Planning and other proposed positions are contained in Annex V.

Besides the Deputy Director (DD) Project Planning, five additional positions of Deputy Director are suggested to fill in the existing void and strengthening of plan (functional plans, oversight of preparation of Sub-Regional Plans) formulation, plan review, mid course correction/addition in planning proposals. The suggested positions of DD pertain to (i) Water Supply & Sanitation, (ii) Roads & Transport, (iii) Environment, (iv) Economic Planning, and (v) Master Plan & Land Use. We have mentioned earlier that lack of expertise in the existing system for strengthening economic base in the NCR is quite conspicuous. So is the absence of a Planner to overview the entire issue of formulation of Master Plan in the NCR cities and towns. The position of DD in functional areas like water supply, sanitation, roads and transport etc will strengthen infrastructure component of regional planning and development. Likewise, five additional positions of AD is proposed to work with the suggested new positions of DD. The suggested new position of an AD for poverty alleviation, social development and social infrastructure including housing will fill in the present void in these aspects of regional planning. It needs to be mentioned that addition of expertise for infrastructure development and strengthening of economic base in the region will help the Board have an in-house expertise for appraisal of projects.

**Project Management and Coordination:** It needs to be emphasised that PMC is the most important organ of NCRPB. Once the Regional Plan is formulated and approved, its implementation is critically dependent on the initiatives to be taken by PMC for translating the plan into implementable projects. In the existing structure this is the weakest part of NCRPB. In view of its paramount importance, we suggest the PMC to be headed by a senior functionary of the rank of a Joint Director (JD). JD will work to promote project development following the leads derived from the Project Planning document. JD, PMC will work closely with the NCR Cells and the State Governments for promoting project formulation and structuring and will appraise technical aspects of the projects developed in different states of the NCR and in different sectors. S/he will have an oversight of preparation of DPR, project appraisal (besides himself/herself appraising the technical aspects of projects), and monitoring and evaluation of projects. JD, PMC will be assisted by three DD, one each engaged in (i) preparation of DPRs in the constituent states, (ii) project appraisal, and (iii) monitoring and evaluation of projects. Each DD will be assisted by an AD in these three areas of expertise. Thus in addition to the only existing AD, six new positions are proposed for the PMC. This will enable the Board to have in-house expertise for project appraisal; the existing practice of outsourcing this function will not be required any more.

**Finance:** The existing practice of combining administration and finance in the office of the Director needs to be reviewed. Finance and administration would need to be segregated once NCPB acquires attributes of a financial intermediary. This, according to the Business Plan should happen around the year 2012.

Finance as well had a position of JD that lapsed due to delay in recruitment on the sanctioned position. This position is proposed to be revived for strengthening oversight and professional advice for sound financial management system consisting of accounting, financial reporting, internal controls, external audit and budgeting. For reasons discussed earlier in this Section, a position of DD is proposed to strengthen internal financial control by means of internal audit, accounting and budgeting. **DD will report directly to the Member Secretary on matters relating to internal audit and financial control.** Objectives for creation of this position are mentioned below:

- Ascertain whether NCRPB's assets are properly safeguarded;

- Assess the reliability and integrity of information and reporting thereof;
- Verify compliance with established NCRPB's policies, procedures, guidelines, agreements, laws, and regulations;
- Identify means to eliminate waste and misuse of resources, abuse, and other risks;
- Ascertain if sanctity of the budgets are kept and actual expenditure remain within respective budgets; and
- Recommend improvements relating to efficiency, economy, and effectiveness in the use of NCRPB resources.

A new position of AD is proposed to assist in audit, accounting and budgeting. Thus in addition to the six existing positions, five new positions are proposed for strengthening finance function. It is worth mentioning that Administration will have to assume new additional responsibilities of managing HR function including training and the proposed new MIS/ERP system that are to be installed in the NCRPB. With a view to enable the Deputy Director in managing MIS/ERP system, an additional position of AD is proposed. The incumbent to this position will be drawn from information technology.

As mentioned above, the human resource gap analysis has revealed that the NCRPB needs an additional position of 25 (Annex IV). This will bring the total number of staff in it to 76. The proposed positions will, however, be filled in stages according to (i) gaps in the existing system, and (ii) expansion in the NCRPB' volume of work as suggested in the Business Plan. Financial implications of increased staff and the scheme of recruitment on the proposed positions are dealt with in Part II of this Report on Human Resource Management Plan.

### **7.2.2 OPTION II**

#### **Scheme of Outsourcing**

Option II is based on the practice of outsourcing. Much of the expertise required for planning and development of NCR, as delineated under Option I, could be outsourced to enhance efficiency and effectiveness in plan implementation. Option II is also guided by the following considerations:

- Contemporary concern of the Government for 'right sizing' of government departments and public organisations that itself is triggered by the concern for effective macro-economic management, fiscal adjustment policy, and Fiscal Reform and Budget Management Act, 2003.
- Stipulation of the Government under the Annual Direct Recruitment Plan for filling up only one-third of the total vacancies that has made creation of additional positions quite complex.
- Sixth Central Pay Commission's suggestion for introduction of contractual appointments for selected posts, particularly those requiring high professional skills and induction of such skill from outside.

It needs to be mentioned, however, that even in a scheme of outsourcing, CRPB will have to go for recruitment of additional staff. But this would be minimal. Recruitment of additional staff is advisable for acquiring bare minimal in-house expertise in the specialities that are to be outsourced. An in-house availability of expertise would enable the Board in vetting of the

outputs procured through outsourcing. In view of these guiding principles, altogether a new organisational structure is suggested in Annex III A. Staffing under Option II and the rationale for this are discussed below:

Positions of (i) DD, Internal Auditor, and (ii) DD, Law would need to be recruited even under Option II for the reasons and rationale discussed under Option I.

**Planning:** Under Option II expertises in the hardcore infrastructure are suggested in Annex III A. These include (i) DD, Water Supply and Sanitation, (ii) DD, Roads and Transport, (iii) DD, Power (already a sanctioned position), and (iv) DD Economic Planning. It would be advisable for NCRPB to have these expertises for two reasons. First, in-house availability of these expertises will provide it skills required for project appraisal that it is being outsourced at the moment. Second, it will enable the NCRPB to evaluate the quality of outputs through outsourcing. Under this scheme of things, NCRPB will outsource the following activities:

1. The entire project planning exercise;
2. Preparation of functional plans;
3. Preparation of Master Plans through financial assistance to the States;
4. Environmental aspects of regional planning; and
5. Poverty alleviation strategy.

The positions suggested under Option I for performance of these activities would not be required to be filled in under this Option.

**Finance:** For effective performance of finance functions, the positions of (i) Joint Director and (ii) Deputy Director will need to be filled in for reasons specified under Option II. The latter would be needed for promoting internal financial control. S/he will be reporting to the Member Secretary in all matters relating to internal audit and financial control. Besides ensuring internal financial control, s/he will also strengthen internal accounting, and budgeting. Functions to be performed by the new incumbent are mentioned under Option I

**Project Management and Coordination Function:** Even under Option II, NCRPB would need to strengthen its PMC functions that are the weakest at the moment. It should therefore have senior functionary of the rank of a Joint Director with specialisation in Civil Engineering and well versed in project planning, management, and implementation. S/he will be assisted by an AD having expertise in Civil Engineering and will overview outsourcing of (i) preparation of DPRs, and (ii) Project Appraisal. In view of the new staffing suggested even under Option II, it would be advisable for the NCRPB to have projects appraised in-house by its own functionaries. This will enable the Board dispense with the existing practice of project appraisal through outsourcing. However, the Board will need to have a DD for Monitoring and Evaluation of project implementation by the implementing agencies. Thus NCRPB will need to have at least three functionaries viz. (i) Joint Director (Projects), (ii) Deputy Director (Monitoring and Evaluation), and (iii) Assistant Director (Projects).

**Administration:** NCRPB would need to segregate administration and Finance functions that are presently jumbled together. However, this will depend on the scaling up of its project financing activities at a scale as visualised in its Business Plan, preferably after 2012 when it is expected to strengthen its position as a catalyst for investments in infrastructure sector in the region and evolve from a pure-play lender to an intermediary which can conceptualise, develop, structure and finance a wide gamut of infrastructure projects in the region. It would need to recruit an AD (Information Technology) for reasons discussed under Option I.

Staffing implications of Option II thus entails that NCRPB would need additional ten staff as mentioned below:

1. Law Officer;
2. DD (water Supply and Sanitation);

3. DD (Roads and Transport)
4. DD (Economic Planning);
5. Joint Director (Finance);
6. DD (Internal Audit, budgeting and Accounts);
7. Joint Director (Projects);
8. DD (Monitoring and Evaluation);
9. AD (Projects)
10. AD (Information Technology)

The modalities for recruitment and outsourcing are discussed in Part II of this Report devoted to Human Resource Management Plan.

## Annexes

### Annex 1: Job Description of Officers and Staff presently working in NCRPB

S.N.	Name	Position	Job Description
<b>A</b>	<b>Technical (Regional Planning) Wing</b>		
1	Rajeev Malhotra	Chief Regional Planner	-
2	J.N.Burman	Joint Director	<ul style="list-style-type: none"> <li>- Land Use Planning and change in Land Use matters;</li> <li>- Settlement Pattern;</li> <li>- Rural Development;</li> <li>- Energy including power;</li> <li>- Nodal Officer for Uttar Pradesh sub- region;</li> <li>- Sub-Region Plan for U.P. Sub-region;</li> <li>- Functional Plan for power;</li> <li>- Legal matters related to relevant sectors;</li> <li>- Follow-up of implementation of Regional Plan – 2021 in his relevant sectors;</li> <li>- Review of Regional Plan – 2021 in his relevant sectors;</li> <li>- Master Plans for U.P. Sub-region;</li> <li>- Coordination work:               <ul style="list-style-type: none"> <li>➤ Master Plans/Zonal Plans of Haryana, Rajasthan, U.P., and Delhi Sub-region;</li> <li>➤ Organise Planning Committee; and meetings; Legal cases of NCR elating to Planning; and</li> </ul> </li> <li>- Any other work assigned MS and CRP.</li> </ul>
3	R.C.Shukla	Joint Director	<ul style="list-style-type: none"> <li>- Sewerage;</li> <li>- Solid waste management;</li> <li>- Drainage;</li> <li>- Irrigation;</li> <li>- Nodal Officer for Haryana Sub-region;</li> <li>- Sub-regional Plan for Haryana Sub-region;</li> <li>- Functional Plan for Drainage;</li> <li>- Legal matters related to relevant sectors;</li> <li>- Follow-up of implementation of Regional Plan - 2021 in his relevant sectors;</li> <li>- Review of Regional Plan-2021 in his relevant sectors;</li> <li>- Master Plan of Haryana Sub-region;</li> <li>- Parliament matters related to relevant sectors;</li> <li>- Counter-magnate Area of Haryana Sub-region;</li> <li>- Coordination work:               <ul style="list-style-type: none"> <li>➤ Parliament matters;</li> <li>➤ Planning Commission matters; and</li> <li>➤ Board meetings relating to planning; and</li> </ul> </li> <li>- Any other work assigned by M.S. and CRP</li> </ul>

S.N.	Name	Position	Job Description
4	Nabil Jafri	Deputy Director (GIS)	<ul style="list-style-type: none"> <li>- All work related to GIS, Remote sensing, etc;</li> <li>- Telecommunications;</li> <li>- Preparation of GIS based maps and drawings;</li> <li>- Capacity building in GIS for officers in NCRPB and NCR states;</li> <li>- Legal matters related to relevant sectors;</li> <li>- Parliament matters related to relevant sectors;</li> <li>- Presentations;</li> <li>- Monthly Progress Review Report for the Secretary (UD) meeting related to Planning;</li> <li>- Management and support for Computer centre for NCR and other related works;</li> <li>- Assist J.N.Burman, JD, in legal matters related to Land Use, Master Plans;</li> <li>- Assist him for following coordination work: <ul style="list-style-type: none"> <li>➤ Organise Planning Commission Meetings;</li> <li>➤ Legal Cases of NCR related to Planning, and</li> </ul> </li> <li>- Any other work assigned by M.S. and JD(B)</li> </ul>
5	Anjali Pancholy Roy	Assistant Director	<ul style="list-style-type: none"> <li>- Demography</li> <li>- Shelter;</li> <li>- Social infrastructure;</li> <li>- Water;</li> <li>- Economic activities;</li> <li>- Nodal officer for Rajasthan Sub-region;</li> <li>- \Development of New Townships in Rajasthan Sub-region;</li> <li>- Sub-regional plan for Rajasthan Sub-region;</li> <li>- Functional Plan for Water;</li> <li>- Follow-up of implementation of Regional Plan – 2021 in her relevant sectors;</li> <li>- Review of Regional Plan-2021 in her relevant sectors;</li> <li>- Master Plans of Rajasthan Sub-region;</li> <li>- Legal matters related relevant sectors;</li> <li>- Parliament matters related to relevant sectors;</li> <li>- Study on Development of New Townships, namely Shajahanpur-Neemrana-Behror in Rajasthan Sub-region*;</li> <li>- Study of Integrated Water Management in NCR;</li> <li>- Coordination work: <ul style="list-style-type: none"> <li>➤ Staff meetings;</li> <li>➤ Development of New Townships; and</li> </ul> </li> <li>- Any other work assigned by M.S., CRP &amp; JD(S)</li> </ul>

S.N.	Name	Position	Job Description
6	Meenakshi Singh	Assistant Director	<ul style="list-style-type: none"> <li>- Environment;</li> <li>- Disaster Management;</li> <li>- Heritage and tourism;</li> <li>- Informal sector;</li> <li>- Nodal officer for Delhi;</li> <li>- Sub-regional Plan for Delhi Sub-region;</li> <li>- Follow-up of implementation of Regional Plan – 2021 of relevant sectors;</li> <li>- Master Plan/Zonal Plans for Delhi Sub-region;</li> <li>- Legal matters related to relevant sectors;</li> <li>- Parliament matters related to relevant sectors;</li> <li>- Presentations;</li> <li>- Training and seminar related to planning wing;</li> <li>- Coordination work: <ul style="list-style-type: none"> <li>➤ Regional Plan and its implementation;</li> <li>➤ Review of Regional Plan-2021;</li> <li>➤ Preparation of Sub-regional Plans - 2021 and</li> </ul> </li> <li>- To assist J.N. Burman, JD, for coordination work of Master Plans/Zonal Plans of Haryana, Rajasthan, U.P. and Delhi Sub – region; and</li> <li>- Any other work assigned by M.S., CRP and JD(B)</li> </ul>
7	Syed Aqeel Ahmed	Assistant Director	<ul style="list-style-type: none"> <li>- Transport;</li> <li>- Functional Plan on Transport;</li> <li>- Follow-up of implementation of Regional Plan 2021 in relevant sectors;</li> <li>- Counter Magnate Areas of Patiala and Gwalior;</li> <li>- Study on Integrated Transport Plan for NCR;</li> <li>- Study on development of Counter-magnate Areas in NCR;</li> <li>- Legal matters related to relevant sectors</li> <li>- Parliament matters related to relevant sectors;</li> <li>- Coordination work: <ul style="list-style-type: none"> <li>➤ Counter-magnate Areas;</li> <li>➤ Chief Coordinator Planners' Meetings; and</li> </ul> </li> <li>- Any other work assigned by M.S., CRP &amp; JD(S)</li> </ul>
B	Finance Wing		
8	R.K.Karna	Director, Administration & Finance	-
9	P.K.Jain	Finance & Accounts Officer	<ul style="list-style-type: none"> <li>- Overall In-charge of finance and Accounts Wing;</li> <li>- Infrastructure Projects: Loan sanction, repayments, loan accounts, and MIS;</li> <li>- Short- term investments;</li> <li>- Plan and Non-Plan budgets including receipt of grants from the MoUD &amp; GNCT of Delhi;</li> <li>- Preparation/follow-up of Performance</li> </ul>

S.N.	Name	Position	Job Description
			<p>Budget/Outcome Budget;</p> <ul style="list-style-type: none"> <li>- Additional sources of funds and Bonds issue, redemption and other related work;</li> <li>- Loans from ADB/World Bank;</li> <li>- Work relating to NCR Cell;</li> <li>- Any other work assigned to him by Member Secretary/Director (A&amp;F).</li> </ul> <p>AFO will report to the Director (A&amp;F). He will be assisted by Atul Choudhary, Accounts Assistant and G.P.Joshi, Stenographer Grade-D for stenographic work. During his absence, Deputy Director (Admn) will look after his work in addition to his own duties.</p>
10	Shirish Sharma	Assistant Director (Finance)	<ul style="list-style-type: none"> <li>- Internal Audit: Audit of Bills/Claims _ TA/DA/LTC, Medical and Third Party Bills including legal fees, checking of annual repayment schedule for loans released by the Board;</li> <li>- All work relating to Bond issue and completion of various pre- and post-Bond formalities including transfer of Bonds, TDS certificates, payment of interest and miscellaneous correspondence regarding allocation of taxable and tax-free Bonds, etc;</li> <li>- All work relating to NCR Cells;</li> <li>- Web site up-dating and maintenance;</li> <li>- MIS related to Finance and Accounts Wing, preparation of Budgets, etc;</li> <li>- Any other work as may be assigned by the Member Secretary, Director, Finance and Finance and Accounts Officer;</li> <li>- Work relating to GIA and Delhi Government.</li> </ul> <p>For Internal Audit and Web Site, he will report directly to Director, Finance and for other to FAO. In his absence, D.K. Verma, AD, Finance will look after his work in addition to his own duties.</p>
11	D.K.Verma	Assistant Director, Finance	<ul style="list-style-type: none"> <li>- Act as Drawing and Disbursing Officer, as per Office Order No. 35021/13/98-NCRPB, dated 5.4.2006;</li> <li>- Accounts keeping and maintenance of Annual Accounts, Audit and Taxation;</li> <li>- Correspondence with the MoUD including personnel matters, grants-in-aid and matters related to Annual Report of MoUD;</li> <li>- Parliamentary/Consultative Committees and Parliament Questions etc;</li> <li>- Laying of Annual Report &amp; Annual Accounts before the Board and the Parliament;</li> <li>- Checking of payments to Lawyers;</li> <li>- Any other work assigned to him by the Member Secretary/ Director (A&amp;F)/FAO.</li> </ul> <p>He will be assisted by Davinder Kumar, Ratan Ninawe. He</p>

S.N.	Name	Position	Job Description
			<p>will be assisted by Ms. Synthia Thakur, Steno Grade D for stenographic work.</p> <p>He will report through FAO in respect of work relating to Accounts, Audit and Taxation. In others, directly to Director (A&amp;F)</p> <p>In his absence, Shireesh Sharma, Assistant Director (Finance) will look after his work except DDO duties in addition to his own duties.</p>
12	Atul Choudhary	Accounts Assistant	<ul style="list-style-type: none"> <li>- Maintenance of loan files, release of loans, maintenance of loan accounts (payment of interest/ repayment of loan/loan register);</li> <li>- Prepare loan schedule, monitor recovery and issue letters to agencies for repayments, resetting of loans. The loan schedule and resettling will be got checked in Internal Audit before put up to Competent Authority;</li> <li>- Preparation/submission of periodical repayment of loan/loan registers;</li> <li>- Investment of funds;</li> <li>- Report and returns of Finance Wing i.e., Standing Order and MIS;</li> <li>- Providing material for Annual Report &amp; Budget, submission of reports &amp; returns etc;</li> <li>- Assist in preparation of Annual Accounts of the Board. For this he will report to AAO (Accounts)/DDO &amp; for remaining work, he will report to FAO;</li> <li>- Any other work as may be assigned by Member Secretary, Director (A&amp;F) &amp; FAO</li> </ul> <p>In his absence, Davinder Kumar will look after his work in addition to his own duties.</p>
13	Davinder Kumar	Assistant Grade I	<ul style="list-style-type: none"> <li>- Maintenance of GPF, &amp; CPF Ledger, Broadsheet statements, calculation of interest, preparation of Pay Bills and working out of recoveries;</li> <li>- Annual Target/ Action Taken Report/Review Meetings;</li> <li>- Monitoring Bank Reconciliation Statement of the NCRPB and maintenance of TDS Register;</li> <li>- Accounts keeping and maintenance of Annual Accounts on Tally;</li> <li>- Compilation/updating of Accounts on monthly basis and preparation of Annual Accounts of the Board;</li> <li>- Any other work assigned by Member Secretary/Director (A&amp;F)/DD(A).</li> </ul> <p>In his absence, Atul Kumar Choudhary will look after his work relating to Finance, and Om Prakash relating to Administration Branch, in addition to his own duties.</p>
14	Ratan Ninawe	Assistant Grade II	<ul style="list-style-type: none"> <li>- Handling of cash and cheques and their payments etc.;</li> <li>- Assist Assistant Grade I (Davinder Kumar) in preparation of Salary Bills on computer and pay</li> </ul>

S.N.	Name	Position	Job Description
			<p>slips, monitoring bank reconciliation statements of the Board, register of TDS deduction/exemption certificate;</p> <ul style="list-style-type: none"> <li>- Payment of Newspaper Bills and conveyance claims through DDO;</li> <li>- Library work (through Assistant Director (Admn), S.K. Kataria;</li> <li>- Any other work as may be assigned by the Member Secretary, Director (A&amp;F), FAO &amp; AAO(A/C/DDO).</li> </ul> <p>In his absence, Davinder Kumar will look after his work in addition to his own duties.</p>
<b>C</b>	<b>Administration Wing</b>		
15	Jitendra Agrawal	Deputy Director (Administration)	<p>Direct administration Wing:</p> <ul style="list-style-type: none"> <li>- Custodian of ACRs;</li> <li>- Nodal Officer for Parliamentary Questions;</li> <li>- All work relating to Board meetings;</li> </ul> <p>Direct PMC Wing:</p> <ul style="list-style-type: none"> <li>- Work relating to PSMG Meetings;</li> <li>- Work relating to Review Meeting of Projects – Coordinate and organise review meetings of the Projects;</li> <li>- Liaison Officer for ADB project on capacity building;</li> <li>- Any other work assigned by Member Secretary/Director (A&amp;F)</li> </ul> <p>He will be assisted by G.P.Joshi for stenographic work; During his absence, FAO will look after his work in addition to his own duties.</p>
16	Harsh Kalia	Assistant Director, Administration	<ul style="list-style-type: none"> <li>- LTC/GPF/HBA/TA/Medical claims/Conveyance advance/ Computer advance/OTA/Telephone Bills/uniform purchase etc;</li> <li>- Pension and Terminal Benefits Claims;</li> <li>- IHC payment/courier bills;</li> <li>- Issue of I-Card to Pensioners;</li> <li>- Leave/Training and other miscellaneous service matters including punctuality and attendance;</li> <li>- Processing of Annual Property Returns;</li> <li>- Work relating of Official Language - Hindi (till appointment of Hindi Translator);</li> <li>- RTI/VIP References;</li> </ul> <p>He will function as Vehicle Controlling Officer, hiring of Taxi.</p> <p>Any other work assigned by Member Secretary/ Director (A&amp;F)/DD(A).</p>

S.N.	Name	Position	Job Description
			<p>He will report to DD (A). He will be assisted by Reeto Sharma for stenographic and Hindi work.</p> <p>During his absence, S.K.Kataria, Assistant Director (Establishment) will look after his work in addition to his own duties.</p>
17	S.K.Kataria	Assistant Director (Establishment)	<ul style="list-style-type: none"> <li>- Disciplinary cases/vigilance cases including Reports/returns, replies to various letters received from Ministry.</li> <li>- /Central Vigilance Commission etc.;</li> <li>- Engagement of Legal Consultants/Court matters concerning Administration Branch;</li> <li>- Recruitment/promotion/probation/confirmation;</li> <li>- Maintenance of personal files, Service Books, files relating to ACRs and submission of their reports in the prescribed proforma;</li> <li>- Pay fixation, periodic increment cases;</li> <li>- Amendments and work relating to Recruitment Rules/Assessment Scheme;</li> <li>- Housekeeping/computer (hardware) &amp; other items, hiring of agencies Labour for housekeeping and related work;</li> <li>- Work related to Library;</li> <li>- He will also function as caretaker;</li> <li>- Any other work assigned by the Member Secretary/Director (A&amp;F)/DD(A)</li> </ul> <p>AD (Estt) will report to DD(A). He will be assisted by Reeto Sharma for stenographic work and by Kartar Singh, AG-II in housekeeping work.</p> <p>During his absence, Harsh Kalia, AD (ADMN) will look after his work in addition to his own duties.</p>
18	Anika Kushwaha	Assistant Grade II	<ul style="list-style-type: none"> <li>- Dak dairy, receipt and dispatch of Dak, computerised diary;</li> <li>- Maintenance of files relating to Republic Day and Independence Day etc;</li> <li>- Processing of files related to liveries of Group _ C&amp;D employees, and checking uniforms and submit weekly report to Director (A&amp;F)/DD(A) through AD (A);</li> <li>- Processing of OTA Bills/tuition fee reimbursement claims;</li> <li>- Any other work assigned by Member Secretary/ Director (A&amp;F)/DD(A)/AD(A);</li> </ul> <p>She will submit files through AD(A).</p> <p>During her absence, Mamta Rana AG-II will look after her work in addition to her own duties.</p>
19	Mamta Rana	Assistant Grade II	<ul style="list-style-type: none"> <li>- Telephone Bills of Officers/office, and maintenance of their files;</li> <li>- IHC payments, maintenance expenditures of</li> </ul>

S.N.	Name	Position	Job Description
			<p>office accommodation/IHC membership;</p> <ul style="list-style-type: none"> <li>- Initiation of retirement dues;</li> <li>- Maintenance of files relating to RTI matters and VIP references;</li> <li>- Maintenance of service books and personal files and periodical increment cases;</li> <li>- Issue of Bank ACR forms, before closing of financial year and maintenance of related file;</li> <li>- Any other work assigned by Member Secretary./Director (A&amp;F)/DD(A)/AD(A).</li> </ul> <p>She will submit files through AD(A). During her absence, Anika Kushwaha, AG-II will look after her work in addition to her own duties.</p>
20	Rupa Bhatnagar	Assistant Grade II	<ul style="list-style-type: none"> <li>- Purchase/keeping stock/distribution of stationery items;</li> <li>- Engagement of agencies for housekeeping work;</li> <li>- Maintenance office equipments and annual maintenance contract;</li> <li>- Work related to canteen/arrangement for meetings etc;</li> <li>- Any other work assigned by Member Secretary/Director (A&amp;F)/DD(A)/AD(A).</li> </ul> <p>She will submit files through AD(E). During her absence, Om Prakash AG- II will look after her work in addition to his own work.</p>
21	Om Prakash	Assistant Grade II	<ul style="list-style-type: none"> <li>- Initiating of all types of advances/withdrawals such as LTC/GPF/HBA/TA etc;</li> <li>- Processing of Medical Claim cases;</li> <li>- Maintenance of office vehicles, hiring of private taxis;</li> <li>- Processing of all cases of forwarding of applications of officers/officials of the Board;</li> <li>- Any other work assigned by the Member Secretary/Director (A&amp;F)/DD(A)/AD(A).</li> </ul> <p>He will submit his files through AD(A). During his absence, Roopa Bhatnagar AG- II will look after his work in addition to to her own work.</p>
22	Kartar Singh	Assistant Grade- II	<ul style="list-style-type: none"> <li>- Dak/Diary and other miscellaneous work of M.S.Section;</li> <li>- Files related to procurement of consumable/non-consumable items, except stationery;</li> <li>- Record management, keeping record of assets of the Board, and matters related to stores;</li> <li>- Any other work assigned by Member Secretary/Director (A&amp;F)/DD(A)/AD(E).</li> </ul> <p>He will submit his files through AD(E) for SI.Nos ii and iii.</p>

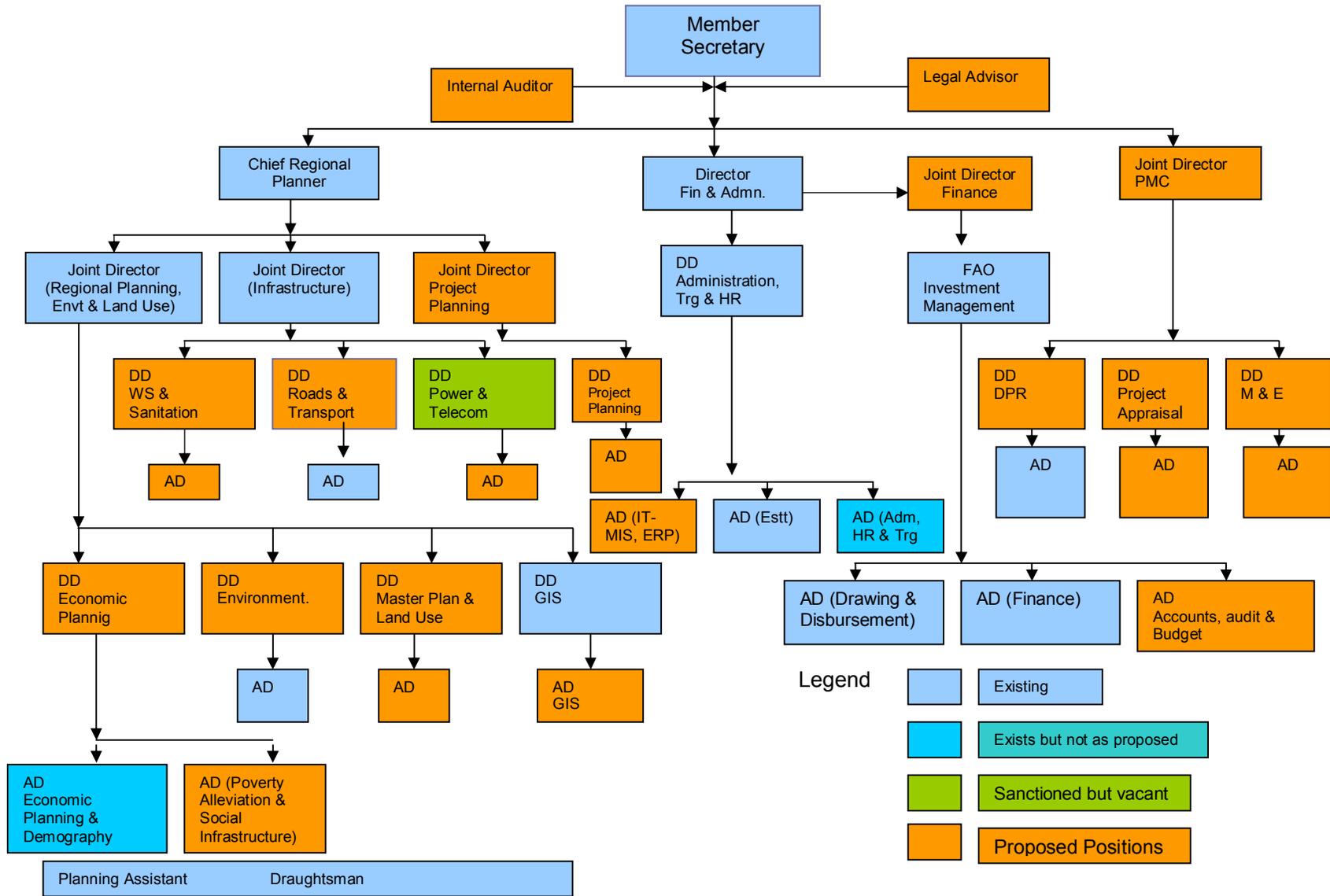
S.N.	Name	Position	Job Description
			During his absence, Om Prakash AG –II will look after his work in addition to his own work.
23	Shashi Bisht	Assistant Grade- II	<ul style="list-style-type: none"> <li>- Hindi typing;</li> <li>- Processing of training cases;</li> <li>- Identity cards;</li> <li>- All types of leave;</li> <li>- Maintenance of file movement register of Establishment Wing;</li> <li>- Maintenance of Guard Files;</li> <li>- Any other work assigned by Member Secretary/Director(A&amp;F)/ DD(A)/AD(E)/</li> </ul> <p>She will submit files through AD(A). During her absence, Kartar Singh AG – II will look after her work in addition to his own duties.</p>
<b>D</b>	<b>Project Management and Coordination</b>		
24	Abhijit Samanta	Assistant Director (PMC)	<ul style="list-style-type: none"> <li>- Receive project proposals form States CMAs etc (In case of States, the projects to be routed through NCR Planning &amp; Monitoring Cells);</li> <li>- Scrutinise projects to ensure receipts of completed DPRs along with all relevant documents;</li> <li>- Project appraisal through NIs and Planning wing;</li> <li>- Coordinate all work relating to NIs;</li> <li>- Submit proposals to Project Appraisal Committee and PSMG-I and II for their approval;</li> <li>- Monitoring progress of projects - compile periodic reports and update database;</li> <li>- Submit periodical reports and project related information as and when required;</li> <li>- Organise field visits for the projects, submit tour reports and carry out follow up action;</li> <li>- Any other work assigned by the Member Secretary/Director (A&amp;F)/F&amp;AO).</li> </ul> <p>AD(PMC) will report to Director (A&amp;F). During his absence, F&amp;AO will look after his work in addition to his own duties. He will be assisted by Neeraj Gulani for stenographic work.</p>

**Annex 2: Sanctioned and Existing Positions in the National Capital Region Planning and Monitoring Cells located in the Constituent States and the NCT of Delhi**

S.N.	Position	Rajasthan			Uttar Pradesh			Haryana			Delhi		
		Sanctioned	Existing	Vacant	Sanctioned	Existing	Vacant	Sanctioned	Existing	Vacant	Sanctioned	Existing	Vacant
	Additional Secretary	-	-	-	-	-	-	-	-	-	1	1	-
	Commissioner	-	-	-	1	-	1	-	-	-	-	-	-
	Chief Coordinator Planner	1	1	-	1	1	-	1	1	-	-	-	-
	Senior Town Planner	1	-	1	-	-	-	-	-	-	-	-	-
	Deputy Town Planner	1	1	-	-	-	-	-	-	-	-	-	-
	Associate Planner	-	-	-	1	1	-	2	2	-	1	-	1
	Economic Planner	-	-	-	1	-	1	-	-	-	-	-	-
	Asst. Town Planner	3	-	3	2	2	-	3	1	2	-	-	-
	Assistant Architect	-	-	-	1	-	1	-	-	-	-	-	-
	Research Officer	-	-	-	-	-	-	1	-	1	-	-	-
	Research Asst.	2	1	1	2	-	2	2	-	2	-	-	-
	Computer Programmer	1	-	1	1	-	1	1	-	1	-	-	-
	Senior Stenographer	-	-	-	-	-	-	-	-	-	-	-	-
	Jr. Stenographer	-	-	-	3	1	2	2	-	2	-	-	-
	Planning Assistant	1	1	-	2	1	1	2	2	-	-	-	-
	Jr. Engineer	1	1	-	1	1	-	1	1	-	-	-	-
	Investigator, Grade I	1	1	-	2	1	1	2	2	-	-	-	-
	Senior Draughtsman	2	2	-	-	-	-	-	-	-	-	-	-
	Planning Draughts man	-	-	-	2	1	1	2	2	-	-	-	-
	Head Clerk-cum-Accountant	-	-	-	1	-	1	-	-	-	-	-	-
	Deputy Superintendent	-	-	-	-	-	-	1	1	-	-	-	-

S.N.	Position	Rajasthan			Uttar Pradesh			Haryana			Delhi		
		Sanctioned	Existing	Vacant	Sanctioned	Existing	Vacant	Sanctioned	Existing	Vacant	Sanctioned	Existing	Vacant
	Upper Division Clerk	1	1	-	-	-	-	-	-	-	-	-	-
	Assistant	-	-	-	-	-	-	1	1	-	1	-	-
	Senior P.A.	1	1	-	-	-	-	-	-	-	-	-	-
	Personal Assistant	1	-	1	-	-	-	1	1	-	-	-	-
	Lower Division Clerk	2	1	1	1	1	-	2	1	1	-	-	-
	Steno, Grade II	-	-	-	-	-	-	-	-	-	1	1	-
	Steno Grade III	-	-	-	-	-	-	-	-	-	1	1	-
	Typist	-	-	-	1	-	1	1	-	1	-	-	-
	Driver	1	1	-	2	1	1	-	-	-	-	-	-
	Ferro Printer	-	-	-	1	1	-	1	-	1	-	-	-
	Watchman	-	-	-	1	-	1	1	1	-	-	-	-
	Class IV (Peon)	1	1	-	3	2	1	3	3	-	1	1	-
	Total	21	13	8	30	14	16	30	19	11	5	4	1

**Annex 3: Proposed Organisational Structure of the National Capital Region Planning Board**



**Annex 4: Human Resource Gaps in the Proposed New Structure of the NCRPB**

S.N.	Position	Number of Sanctioned Positions	Number of Existing Positions	Number of Positions demanded by the NCRPB	Number of Positions Proposed under the New Structure	Additional Positions Required
1	Member Secretary	1	1	-	1	-
<b>A: Planning</b>						
2	Chief Regional Planner	1	1	1	1	-
3	Additional Chief Regional Planner	-	-	1	-	-
4	Joint Director	2	2	4	3	1
5	Deputy Director	2	1	8	8	6
6	Assistant Director	4	3	16	9	5
7	Planning Assistant	1	1	4	1	-
8	Draughtsman	1	1	2	1	-
	<b>Total (Planning)</b>	<b>11</b>	<b>9</b>	<b>36</b>	<b>23</b>	<b>12</b>
<b>B: Project Management and Coordination (PMC)</b>						
9	Joint Director	-	-	-	1	1
10	Deputy Director	-	-	-	3	3
11	Assistant Director	-	1	-	3	2
	<b>Total PMC</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>7</b>	<b>7</b>
<b>C: Finance</b>						
12	Director	1	1	-	1	-
13	Joint Director	-	-	-	1	1
14	Finance & Accounts	1	1	-	1	-

S.N.	Position	Number of Sanctioned Positions	Number of Existing Positions	Number of Positions demanded by the NCRPB	Number of Positions Proposed under the New Structure	Additional Positions Required
	Officer					
15	Deputy Director	-	-	-	1	1
16	Assistant Director	2	2	-	3	1
17	Accounts Assistants/Assistants	2	2	-	4	2
	<b>Total (Finance)</b>	<b>6</b>	<b>6</b>	<b>-</b>	<b>11</b>	<b>5</b>
<b>D: Administration</b>						
18	Deputy Director	1	1	-	1	-
19	Assistant Director	2	2	-	3	1
20	<b>Total Administration</b>	<b>3</b>	<b>3</b>	<b>-</b>	<b>4</b>	<b>1</b>
<b>E: Support Staff</b>						
21	Personal Secretary	2	1	-	2	1
22	Hindi Translator	1	-	-	1	-
23	Assistants, Grade II	7	7	-	11	4
24	Steno Grade C	6	6	-	9	3
25	Steno, Grade D	7	5	-	7	1
26	Driver	4	3	-	4	-
27	Junior Assistant	10	9	-	10	-
	<b>Total Support Staff</b>	<b>37</b>	<b>31</b>			<b>9</b>
	<b>Grand Total</b>	<b>58</b>	<b>51</b>	<b>36</b>	<b>44</b>	<b>34</b>

### Annex 5: Job Description of Additional Proposed Positions

<b>A. Functional Area: Urban and Regional Planning, Project Planning</b>	
<b>Position</b>	1. Joint Director, Project Planning
<b>Job Description</b>	<p>As Joint Director, Project Planning, s/he will:</p> <ul style="list-style-type: none"> <li>• Report to the Chief Regional Planner of the NCRPB on preparation of Sub-Regional and Project Plans;</li> <li>• Overview preparation of Sub-regional and Project Plans by the participating states as provided for in the NCRPB Act, 1985;</li> <li>• Give guidelines to the participating states for preparation of Sub-Regional Plans and Project Plans</li> <li>• Interact with the participating states and the NCT of Delhi and the NCR Planning and Coordination Cells located in the participating states and in NCT of Delhi for ensuring preparation of Sub-Regional Plans and Project Plans;</li> <li>• Review the status of preparation of Sub-Regional and Project Plans by the participating states and the NCT of Delhi;</li> <li>• Review and evaluate the Sub-Regional Plans and Project Plans prepared by the participating states and the NCT of Delhi;</li> <li>• Hold review meetings with the participating states for expediting planning of projects progress made in preparation of Sub-Regional Plans; and</li> <li>• Work closely with the Joint Director, PMC for picking up projects by the latter for processing.</li> </ul>
<b>Qualification and Experience</b>	<ul style="list-style-type: none"> <li>• Should hold a basic degree of BE in Civil Engineering and a Post-Graduate degree in Planning with minimum of 55% marks;</li> <li>• Should have at least nine years' experience in preparation and implementation of Regional Plans;</li> <li>• Preference will be given to those having hands on experience of project planning and implementation.</li> </ul>
<b>Position</b>	2. Deputy Director, Project Planning
<b>Job Description</b>	<p>As Deputy Director, Project Planning, s/he will:</p> <ul style="list-style-type: none"> <li>• As Deputy Director, s/he will report to the Joint Director, Project Planning for planning of projects and preparation of Sub-Regional Plans by the participating states;</li> <li>• Assist the Joint Director in preparation of Project Plans and oversight of Sub-regional Plans;</li> <li>• Liaise with the participating states and the NCT of Delhi for preparation of planning a shelf of projects and preparation of Sub-regional Plans</li> <li>• Pick up promising projects for processing by the PMC;</li> <li>• Work in close coordination with the PMC for processing of identified projects for funding and implementation; and</li> <li>• Advise the participating states in project planning and implementation.</li> </ul>
<b>Qualification and Experience</b>	<ul style="list-style-type: none"> <li>• Should hold a bachelor's degree in Civil Engineering (BE);</li> <li>• Should have a Post-Graduate Degree of Planning with minimum 55% marks;</li> <li>• Should have at least seven years' experience in preparation and implementation of Regional Plans;</li> <li>• Preference will be given to those having hands on experience of project planning and implementation.</li> </ul>

<b>Position</b>	<b>3. Assistant Director, Project Planning</b>
	<p>As Assistant Director, Project Planning, s/he will:</p> <ul style="list-style-type: none"> <li>• Report to the Deputy Director, Project Planning on matters relating to project planning and preparation of Sub-Regional Plans by the participating states;</li> <li>• Visit the participating states for preparation of projects in various sectoral programmes identified in the Regional Plan;</li> <li>• Work with the participating states in preparation of Sub-Regional Plans and identification of projects for implementation of Sub-Regional Plans;</li> <li>• Organise meetings with the participating states to review the progress made in identification of projects and preparation and implementation of Sub-Regional Plans; and</li> <li>• Work in close coordination with the PMC for processing of identified projects for funding and implementation.</li> </ul>
<b>Qualification and Experience</b>	<ul style="list-style-type: none"> <li>• Should hold a bachelor's degree in Civil Engineering (BE);</li> <li>• Should have a Post-Graduate Degree of Planning with minimum 55% marks;</li> <li>• Should have at least two years' experience in preparation and implementation of Regional Plans; and</li> <li>• Preference will be given to those having hands on experience of project planning and implementation</li> </ul>
<b>B. Functional Area</b>	<b>Urban and Regional Planning, Infrastructure</b>
<b>Position</b>	<b>4. Deputy Director, Water Supply and Sanitation</b>
<b>Job Description</b>	<p>As Deputy Director, Water Supply and Sanitation (WSS) , s/he will:</p> <ul style="list-style-type: none"> <li>• Report to the Joint Director, Infrastructure on matters relating to planning, implementation and review of Infrastructure situation in the NCR;</li> <li>• Review the water supply and sanitation situation in the NCR and assist the Joint Director, Infrastructure in planning for provision of these services;</li> <li>• Address the planning issues arising in implementation of projects in the participating states;</li> <li>• Organise meetings/ workshops for addressing Issues in WSS in the NCR;</li> <li>• Review water supply and sanitation situation in review of the Regional Plan suggest appropriate solutions; and</li> <li>• Collate and collect data on water supply and sanitation in the NCR for up-dating the data base for planning and plan review.</li> </ul>
<b>Qualification and Experience</b>	<ul style="list-style-type: none"> <li>• Should hold a bachelor's degree in Civil Engineering (BE);</li> <li>• Should be M.Tech with minimum 55% marks; and</li> <li>• Should have at least two years' experience in planning, execution; and monitoring of water supply and sanitation and solid waste management projects.</li> </ul>
<b>Position</b>	<b>5. Assistant Director, Water Supply and Sanitation</b>
	<p>As Assistant Director, Water Supply and Sanitation (WSS), s/he will :</p> <ul style="list-style-type: none"> <li>• Report to Deputy Director, Water Supply and Sanitation on all matters relating to planning, review and monitoring;</li> <li>• Assist the Deputy Director (WSS) in addressing the planning issues relating to provision of Water Supply and Sanitation in the NCR;</li> <li>• Assist the Deputy Director (WSS) in review of Regional Plan with</li> </ul>

	<ul style="list-style-type: none"> <li>respect to WSS;</li> <li>Collect, collate and store the data on WSS and up-date them on a sustained basis; and</li> <li>Work with the participating states for addressing the issues relating to WSS.</li> </ul>
<b>Qualification and Experience</b>	<ul style="list-style-type: none"> <li>Should hold a bachelor's degree in Civil Engineering (BE);</li> <li>Should be M.Tech with minimum 55% marks;</li> <li>Should have at least seven years' experience in planning, execution; and monitoring of infrastructure projects relating to management of water supply, sewerage, and solid waste management.</li> </ul>
<b>Position</b>	6. Deputy Director, Roads & Transport
	<p>As Deputy Director, Roads and Transport, s/he will:</p> <ul style="list-style-type: none"> <li>Report to the Joint Director, Infrastructure on all matters relating to planning, review and monitoring of Roads and transport in the NCR;</li> <li>Design, implement, strengthen and sustaini effective and efficient modes of transport systems.</li> <li>Conceptualise and develop other efficient and integrated modes of transport and provide technical hand-holding support to the ULBs / project implementing agencies and the state government in implementation.</li> <li>Develop plans for road and transport network in the NCR as inputs to the Regional Plan, Functional Plans and Project Plans;</li> <li>Review road and transport sector periodically for addressing the emerging issue;</li> <li>Advise the participating states on developing roads and transport networks; and</li> <li>Hold meetings and workshops for addressing the roads and transport issues in the NCR.</li> </ul>
<b>Qualification and Experience</b>	<ul style="list-style-type: none"> <li>Should hold a bachelor's degree in Civil Engineering (BE);</li> <li>Should have M.Tech with 55% marks with specialisation in Transport Planning;</li> <li>Should have seven Years experience in planning, execution, and monitoring of roads and transport projects.</li> </ul>
<b>C. Functional Area: Urban and Regional Planning: Economic Planning</b>	
<b>Position</b>	7. Deputy Director, Economic Planning
<b>Job Description</b>	<p>As Deputy Director, Economic Planning, s/he will:</p> <ul style="list-style-type: none"> <li>Report to the Joint Director, Regional Planning, Environment and Land Use on all matters relating to planning, review and monitoring of plans for strengthening the economic base and social infrastructure in the NCR;</li> <li>Conduct economic base studies in the NCR and develop strategies for strengthening the economic base in the NCR;</li> <li>Develop and suggest strategies for balance development of the NCR;</li> <li>Examine the fiscal issues and suggest fiscal policy for balanced development of NCR; and</li> <li>Give guidelines to the participating states on economic and fiscal issues for incentivising strengthening of economic base.</li> </ul>
<b>Qualification and Experience</b>	<ul style="list-style-type: none"> <li>Should possess B.A.(Hons) in economics and a Master's degree in Economic with minimum 55% parks;</li> <li>Should have at least seven years experience in planning and</li> </ul>

	<p>development of human settlement;</p> <ul style="list-style-type: none"> <li>• Preference will be given to candidates having degree in urban and regional Planning.</li> </ul>
<b>Position</b>	8. Assistant Director, Poverty Alleviation and Social Infrastructure
<b>Job Description</b>	<p>As Assistant Director, Poverty Alleviation and Social Infrastructure (including Housing) s/he will:</p> <ul style="list-style-type: none"> <li>• Report to the Deputy Director, Economic Planning on all matters relating to poverty alleviation including housing and social infrastructure provision in the NCR;</li> <li>• Assist the Deputy Director, Economic Planning (DD-EP) and the participating states in planning and implementation of poverty reduction schemes in the NCR;</li> <li>• Provide support to the participating states and the Implementing agencies in slum improvement and redevelopment;</li> <li>• Collect, collate, store and up-date the socio-economic data for planning of NCR;</li> <li>• Help the DD-EP in planning for basic municipal services for poor communities;</li> <li>• Coordinate with other state government departments for convergence of resources for poverty reduction and implementation of urban poverty alleviation schemes; and</li> <li>• Monitor implantation of urban alleviation programmes by the ULBs.</li> </ul>
<b>Qualification and Experience</b>	<p>Should have B.A (Hons) in sociology;</p> <p>Should have Master's degree in Sociology, Social work with minimum 55% marks;</p> <p>Should have at least two years of experience in planning/execution and monitoring of social infrastructure projects.</p>
<b>D. Functional Area: Urban and Regional Planning, Environmental Improvement</b>	
<b>Position</b>	9. Deputy Director, Environment
<b>Job Description</b>	<p>As Deputy Director, Environment, s/he will</p> <ul style="list-style-type: none"> <li>• Report to the Joint Director, Regional Planning, Environment and Land Use on all matters relating to planning, review, and monitoring of plans for conservation/improvement of environment in the NCR;</li> <li>• Develop plans and strategies for conservation/improvement of environment in the NCR;</li> <li>• Advise and guide the participating states in environmental improvement in NCR;</li> <li>• Address environmental issues in planning for NCR; and</li> <li>• Review and monitor environmental improvements initiatives carried out for NCR.</li> </ul>
<b>Qualification and Experience</b>	<ul style="list-style-type: none"> <li>▪ Should have M Tech in environmental management or M.Tech with 55% marks in civil engineering or chemical engineering with certification courses in Environmental Engineering/ Environmental Management;</li> <li>▪ Should have at least seven years' experience in planning/ executing and monitoring of environmental improvement projects.</li> </ul>

<b>E. Functional Area: Urban and Regional Planning: Master Plan and Land Use</b>	
<b>Position</b>	10. Deputy Director, Master Plan and Land Use
<b>Job Description</b>	<p>As s/he will:</p> <ul style="list-style-type: none"> <li>▪ Report to the Joint Director, Regional Planning, Environment and Land Use on all matters relating to preparation of Master Plans/ land use plans in the NCR towns and cities;</li> <li>▪ Give advice and guidelines to the participating states in preparation and execution of Master Plans;</li> <li>▪ Monitor preparation of Master Plans by the participating states and expedite the process of preparation of Master Plans;</li> <li>▪ Offer expert advice to the participating states on land use; and</li> <li>▪ Review Master Plans prepared by the participating states for ensuring compliance with the policy stance contained in the Regional Plan for NCR;</li> </ul>
<b>Qualification and Experience</b>	<ul style="list-style-type: none"> <li>▪ Should hold Bachelor's degree in Civil Engineering/M.A. in Geography/B. Arch/ Bachelor of Planning and Masters in Planning with minimum 55% marks;</li> <li>▪ Should have at least seven years' experience in preparation, implementation, and monitoring of Master Plans.</li> </ul>
<b>Position</b>	11. Assistant Director, Master Plan and Land Use
<b>Job Description</b>	<p>As Assistant Director, Master Plan and Land Use, s/he will:</p> <ul style="list-style-type: none"> <li>▪ Report to the Deputy Director, Master Plan and Land Use on all matters relating to Master Plans and Land Use Plans in the NCR;</li> <li>▪ Assist the DD, Master Plan and Land Use in monitoring the reparation of Master Plans in the Participating states;</li> <li>▪ Work with the participating states for expediting the preparation of Master Plans;</li> <li>▪ Assist the DD in reviewing the progress made in preparation of Master Plans; and</li> <li>▪ Collect, collate and store data for urban and regional planning.</li> </ul>
<b>Qualification and Experience</b>	<ul style="list-style-type: none"> <li>▪ Should hold Bachelor's degree in Civil Engineering/M.A. in Geography/B. Arch/ Bachelor of Planning and Masters in Planning with minimum 55% marks;</li> <li>▪ Should have at least two years' experience in preparation, implementation, and monitoring of Master Plans.</li> </ul>
<b>F. Functional Area: Regional Planning: GIS</b>	
<b>Position</b>	12. Assistant Director, GIS
<b>Job Description</b>	<p>As Assistant Director, GIS, s/he will:</p> <ul style="list-style-type: none"> <li>▪ Report to the Deputy Director, GIS on all matters relating to GIS as tool for urban and regional planning for the NCR;</li> <li>▪ Assist the participating states in GIS bases planning for regional development;</li> <li>▪ Assist in matters relating to GIS, Remote sensing, etc for urban and regional planning;</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Preparation of GIS based maps and drawings as part of urban and regional planning; and</li> <li>▪ Capacity building in GIS for officers in NCRPB and NCR states.</li> </ul>
<b>Qualification and Experience</b>	<ul style="list-style-type: none"> <li>• Should have Bachelor's degree in civil engineering/ M.A, in Geograpy/ B. Arch/ Bachelor of Planning, and M.Sc in GIS/M.Tech with minimum 55% marks;</li> <li>• Should have at least two years' experience in GIS as a tool for planning.</li> </ul>
<b>G. Functional Area: Law</b>	
<b>Position</b>	13. Legal Advisor
<b>Job Description</b>	<p>As legal advisor, s/he will:</p> <ul style="list-style-type: none"> <li>▪ Report to the Member Secretary on all matters relating to enforcement of provisions in the NCRPB Act, 1985 and on interventions in the court of la from time to time;</li> <li>▪ Ensure that the participating states are made aware of legal provisions in the law for harmonised development of NCR;</li> <li>▪ Work with the states in improving compliance to the legal provisions in the 1985 NCRPB Act;</li> <li>▪ Advise the Member Secretary on legal intervention for compliance to the legal provisions;</li> <li>▪ Advise the Member Secretary on interventions in the litigation inn the courts of law;</li> <li>▪ Pursue court pending in the courts of law; and</li> <li>▪ Give appropriate briefs to the lawyers on cases in the courts of law.</li> </ul>
<b>Qualification and Experience</b>	<p>Should hold an LL.M. degree with minimum 55% marks;</p> <p>Should have at least seven years experience in offering legal advice especially to planning and/or development authorities</p> <p>Preference will be given to candidate having experience in Planning legislation.</p>
<b>H. Functional Area: Finance and Accounts</b>	
<b>Position</b>	14. Joint Director, Finance
<b>Job Description</b>	<p>As Joint Director, Finance, s/he will:</p> <ul style="list-style-type: none"> <li>▪ Report to the Director, Finance on all matters relating to finances of NCR and project finance;</li> <li>▪ Provide oversight and professional advice to financial management unit comprising Accounting, Financial Reporting, Internal controls , External Audit and Budgeting and ensure that the benchmarks established for each and every segment of financial management are achieved or exceeded;</li> <li>▪ Provide oversight and professional advice to Investment Unit comprising credit appraisal, risk assessment, loans approvals and disbursement, loans monitoring and recovery and resource mobilization and ensure that the benchmarks and long and short targets established for each and every segment of Investments, loans and advances are achieved or exceeded;</li> <li>▪ Ensure continuous strengthening of internal controls in NCRPB;</li> <li>▪ Perform lead role in the Board's Budget Committee set up for annual or long-term planning and budgeting;</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Monitor performance of Business Plans of NCRPB and report progress against business plan on periodic basis;</li> <li>▪ Liaise with multi-lateral and bi-lateral institutions like ADB, World Bank, JBIC etc.</li> <li>▪ Liaise with Audit Committee on the implementation of recommendations from Internal auditor and external auditors;</li> <li>▪ Initiate and implement capacity building of staff in Finance department;</li> <li>▪ Keep updated Board's Financial Management and Treasury Management and Risk Management Manuals;</li> <li>▪ Ensure transparency of financial operations through timely publishing of actual financial reports against respective budgets; and</li> <li>▪ Perform other duties as assigned by Director, Administration &amp; Finance.</li> </ul>
<b>Qualification and Experience</b>	<ul style="list-style-type: none"> <li>▪ Should have Bachelor or Masters 's degree with major course work in accounting or related field <b>and</b> MBA in Finance <b>or</b> Associate or Fellow Member of Institute of Chartered Accountants of India/ Institute of Cost and Works Accountants of India;</li> <li>▪ Should have ten years of progressively responsible accounting and finance experience;</li> <li>▪ Should have experience of working with Infrastructure Finance or Rating Agencies;</li> <li>▪ Should have knowledge of accounting principles (GAAP), Accounting Standards ( AS) Internal Audit standards, accrual based accounting systems in an EDP environment and raising of funds through Bonds, multi-lateral financial institutions.</li> </ul>
<b>Position</b>	15. Deputy Director, Accounts, Audit, and Budgeting
<b>Job Description</b>	<p>As Deputy Director, Accounts, Audit, and Budgeting, s/he will:</p> <ul style="list-style-type: none"> <li>▪ Report to the Member Secretary on matters relating to internal audit and internal financial control;</li> <li>▪ Conduct Internal audit following internal audit guidelines issued by the Institute of Chartered Accountants of India;</li> <li>▪ Review compliance with policies, procedures enshrined in its various manuals and state and central laws and regulations including NCRPB Act and Rules and report on the deviations, if any;</li> <li>▪ Report on the integrity and accuracy of financial information if the same comply with rules, instructions and guidelines as per General Financial Rules, Accounting standards, Uniform Format of Accounts as per CA&amp;G and Prudential Norms on Income Recognition, Asset Classification &amp; Provisioning on advances by Reserve Bank of India.</li> <li>▪ Carry out an independent appraisal of the effectiveness of the policies, procedures and standards by which the Board 's financial, physical and information resources are managed.</li> <li>▪ Add value by acting as a facilitator in business risk management and carrying out value for money reviews, thereby assisting the management and the members of the Board in the effective discharge of their responsibilities.</li> <li>▪ Report on adequacy or otherwise of internal controls of Public Financial Management and Accountability (PFMA) systems viz preventative controls and detective controls.</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Ensure that all payments ( above Rs. XXXXX) are in accordance with Board's defined budgets, rules, policies and procedures.</li> <li>▪ Review the implementation aspects of internal control relating to debtors and loans and advances ( detailed in the Financial Management Manual).</li> <li>▪ Evaluate the efficient and effective use of resources at the Board.</li> <li>▪ Participate in process and internal control improvement initiatives.</li> <li>▪ Assist the NCRPB carry out their fiduciary responsibilities.</li> <li>▪ Confer with management staff and meet with other employees on a wide range internal audit issues.</li> <li>▪ Assist management with identifying and assessing strategic risks.</li> <li>▪ Incorporate training, continuous improvement and accountability into the management of the NCRPB.</li> <li>▪ Assist individuals who perform operational and financial activities with risk assessments and action plans in their responsibility areas to heighten awareness of major exposures, loss potential, and /or transactional anomalies and facilitate discussions of practical ways to manage or avoid them.</li> <li>▪ Maintain a working relationship with external auditors.</li> <li>▪ Demonstrate high standards of conduct and ethics as well as appropriate judgment, independence and discretion.</li> <li>▪ Follow up on the progress of implementation of recommendations to the Member Secretary and the Audit Committee.</li> <li>▪ Attend senior staff meetings, Board meetings, and various system meetings.</li> <li>▪ Compose, type, and maintain correspondence, reports, and various other materials. Submit reports and documents as deemed necessary.</li> <li>▪ Attend training, seminars and workshops as deemed necessary; and</li> <li>▪ Perform other related duties as assigned.</li> </ul>
<p><b>Qualification and Experience</b></p>	<ul style="list-style-type: none"> <li>• Should have Masters's degree with major course work in accounting or related field <b>and</b> Associate or Fellow Member of Institute of Chartered Accountants of India;</li> <li>• Should have seven years of progressively responsible accounting and auditing experience;</li> <li>• Should have experience with public entities and Boards. Knowledge of accounting principles (GAAP), Accounting Standards (AS) Internal Audit standards, General Financial Rules (GFR) and accrual based accounting systems in an EDP environment.</li> <li>• Should have ability to understand and apply state laws, regulations and Central Govt. compliance requirements will be preferred.</li> </ul>
<p><b>Position</b></p>	<p>16. Assistant Director, Accounts, Audit &amp; Budget</p>

<b>Job Description</b>	<p>As Assistant Director, Accounts, Audit &amp; Budget, s/he will:</p> <ul style="list-style-type: none"> <li>• Report to the Finance &amp; Accounts Officer in all matters relating to accounts, audit and budgeting;</li> <li>• Assist the F&amp; AO in financial management (Financial Reporting, Internal controls , External Audit and Budgeting and ensure that the benchmarks established for each and every segment of financial management are achieved;</li> <li>• Assist FAO in credit appraisal, risk assessment, loans approvals and disbursement, loans monitoring and recovery and resource mobilization;</li> <li>• Keep updated Board's Financial Management and Treasury Management and Risk Management Manuals;</li> <li>• Assist the FAO in preparation of financial reports against respective budgets; and</li> <li>• Prepare outcome/performance budget of the Board.</li> </ul>
<b>Qualification and Experience</b>	<p>Should have Master's degree with major course work in accounting;</p> <p>Should have at least two years experience of accounting and budgeting in reputed organization.</p>
<b>I. Functional Area: Project Management and Coordination</b>	
<b>Position</b>	17. Joint Director, PMC
<b>Job Description</b>	<p>AS joint Director, PMC, s/he will:</p> <ul style="list-style-type: none"> <li>• Report to the Member Secretary on all matters relating to project development, project appraisal and implementation;</li> <li>• Work closely with the participating states to expedite the process of project development and structuring on the basis of project plans prepared by the Project planning wing of NCRPB;</li> <li>• Advise the participating states and the NCR Planning Cells located in the constituent states for development of projects, and project structuring, and project management;</li> <li>• Ensure project appraisal (technical, financial, economic, environmental, social and institutional).</li> <li>• Perform financial appraisal of the projects;</li> <li>• Present the appraised projects before the Project Sanctioning and Monitoring Group;</li> <li>• Maintain a project monitoring information system; and</li> <li>• Monitor the implementation of projects on a systematic and sustained basis and take corrective action in ensuring timely implementation of projects.</li> </ul>
<b>Qualification and Experience</b>	<ul style="list-style-type: none"> <li>▪ Should be an MBA with strong background in finance;</li> <li>▪ Should have at least nine years' experience in a managerial position, preferably in managing civil works;</li> <li>▪ Should have strong project management skills;</li> <li>▪ Demonstrated leadership skills with good communication and good team management abilities</li> <li>▪ Strong computer skills.</li> </ul>
<b>Position</b>	18. Deputy Director, Detailed Project Report (DPR)
<b>Job Description</b>	As Deputy Director, DPR s/he will:

	<ul style="list-style-type: none"> <li>• Report to the Joint Director, PMC in all matters relating to preparation of DPRs;</li> <li>• Process the DPRs prepared by the implementing agencies and evaluate the same for addressing any gaps in DPRs;</li> <li>• Ensure that the DPR is completed in all respects with required documents and the project is structured in a manner that it is a bankable project.</li> <li>• Advise and give guidelines to the implementing agencies and the participating states in preparation of DPRs;</li> <li>• Develop the capacity of implementing agencies in preparation of DPRs;</li> <li>• Perform technical appraisal of projects and advise the implementing agencies in further improving the quality of DPR if needed;</li> <li>• Monitor project implementation by the implementing agencies; and</li> <li>• Maintain a project monitoring system</li> </ul>
<b>Qualification and Experience</b>	<ul style="list-style-type: none"> <li>• Should have a bachelor' Civil engineering with minimum 55% marks;</li> <li>• Should have at least seven years of working experience of project development and execution.</li> </ul>
<b>Position</b>	19. Deputy Director, Project Appraisal
<b>Job Description</b>	<p>As Deputy Director, Project Appraisal, s/he will:</p> <ul style="list-style-type: none"> <li>• Report to the Joint Director, PMC in all matters relating to project appraisal;</li> <li>• Take the projects for which DPRs are fully complete through the process of technical, financial, economic, environmental, social and intuitional appraisal;</li> <li>• Pursue the projects during appraisal for expediting it;</li> <li>• Assist the Joint Director, PMC in financial appraisal of projects;</li> <li>• Ensure that the project appraisal is complete in al respects; and</li> <li>• Present the appraised projects before the Project Sanctioning and Monitoring Group.</li> </ul>
<b>Qualification and Experience</b>	<ul style="list-style-type: none"> <li>• Should be an MBA in finance with 55% marks;</li> <li>• Should have at least seven years experience of project planning and execution;</li> <li>• Should have strong project management skills.</li> </ul>
<b>Position</b>	20. Deputy Director, Monitoring and Evaluation
<b>Job Description</b>	<ul style="list-style-type: none"> <li>• As Deputy Director, Monitoring and Evaluation, s/he will Report to the Joint Director, PMC in all matters relating to monitoring and evaluation of projects;</li> <li>• Monitor the execution of projects as part of Regional Plan implementation;</li> <li>• Advise and give guidelines to the Implementing Agencies for project implementation;</li> <li>• Develop tools for monitoring of projects on a sustained basis; and</li> <li>• Prepare reports on project for the Joint Director.</li> </ul>
<b>Qualification and Experience</b>	<ul style="list-style-type: none"> <li>• Should have Master's degree in civil engineering with 55% marks;</li> <li>• Should have at least seven years' experience in project</li> </ul>

	<p>execution, monitoring and evaluation of projects;</p> <ul style="list-style-type: none"> <li>• Should strong skills in project planning and management.</li> </ul>
<b>Position</b>	Assistant Director, MIS, ERP
<b>Job Description</b>	<p>As Assistant Director, MIS, ERP, s/he will:</p> <ul style="list-style-type: none"> <li>• Report to the Deputy Director, Administration in all matters relating to maintenance of MIS, ERP systems;</li> <li>• Up-date the information on a regular and sustained basis;</li> <li>• Generate reports and data/information as required from time to time;</li> <li>• Ensure that the MIS and ERP systems are kept in operational fitness;</li> <li>• Add the required filed for additional information as and when required; and</li> <li>• Suggest to the Deputy Director, Administration on additional support systems required form time to time.</li> </ul>
<b>Qualification and Experience</b>	<ul style="list-style-type: none"> <li>• Should have a B. Tech degree with at least 55% mark;</li> <li>• At least five years experience in database management in reputed organisations.</li> </ul>