

M-17/20/2024-O/o UNDER SECRETARY ARWING
GOVERNMENT OF PUDUCHERRY
ADMINISTRATIVE REFORMS WING
CHIEF SECRETARIAT

Puducherry, dt. 15.10.2025

To
The Registrar
Indian Institute of Public Administration (IIPA)
IP Estate
Ring Road
New Delhi 110 002
Sir,

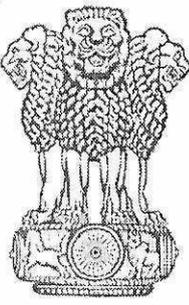
Sub: ARW-Conduct of Human Recourse in
Departments/Organisations in the UT of Puducherry and TNA
for the Officials of Puducherry by consultancy services-
Execution of Contract agreement-Forwarded-Reg.

The signed copy of the contract agreement executed between AR Wing,
Chief Secretariat, Puducherry and IIPA New Delhi for Conduct of "Human
Recourse in Departments/Organisations in the UT of Puducherry and TNA
for the Officials of Puducherry" by consultancy services is forwarded
herewith.

Yours faithfully,



(N. UDAYAKUMAR)
UNDER SECRETARY TO GOVT.(ARW)



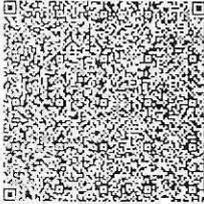
सत्यमेव जयते

INDIA NON JUDICIAL

Government of National Capital Territory of Delhi

e-Stamp

Certificate No. : IN-DL66455919035581X
Certificate Issued Date : 03-Oct-2025 02:39 PM
Account Reference : IMPACC (IV)/ dl830503/ DELHI/ DL-CTD
Unique Doc. Reference : SUBIN-DL83050363165167588643X
Purchased by : MOU INDIAN INSTITUTE OF PUBLIC ADMINISTRATION IIPA
Description of Document : Article 5 General Agreement
Property Description : Not Applicable
Consideration Price (Rs.) : 0
(Zero)
First Party : MOU INDIAN INSTITUTE OF PUBLIC ADMINISTRATION IIPA
Second Party : MOU ADMINISTRATIVE REFORMS WING CHIEF SECRETARIAT GOVT OF PUDUCHERRY
Stamp Duty Paid By : MOU INDIAN INSTITUTE OF PUBLIC ADMINISTRATION IIPA
Stamp Duty Amount(Rs.) : 100
(One Hundred only)



Please write or type below this line

Contract for Consultant's Services

Between

Administrative Reforms Wing (ARW), Government of Puducherry

AND

Indian Institute of Public Administration (IIPA), New Delhi

FOR

Appointment for conduct of Human Resource in Departments/Organisations and Training
Need Analysis for the Officials in Government of Puducherry by consultancy service


PANKAJ KUMAR JHA, IAS.,
Secretary of Govt. (AR Wing),
Chief Secretariat,
Puducherry


AMITABH RANJAN
Registrar
Indian Institute of Public Administration
New Delhi

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Dated: 3rd October 2025

4/10

This CONTRACT (hereinafter called the 'Contract') is made on the 3rd October 2025 between **Shri. Pankaj Kumar Jha, Secretary (AR) Administrative Reforms Wing (ARW), Government of Puducherry** having its office at the Chief Secretariat, Puducherry —605 001 (hereinafter called the "Client" or "ARW" or the 'Authority' which expression shall, unless it be repugnant to the context or meaning thereof, include its administrators, successors and assigns) of the First Part

AND

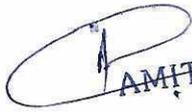
Shri Amitabh Ranjan, Registrar, Indian Institute of Public Administration (IIPA), New Delhi, having its Registered Office at Indraprastha Estate, Ring Road, New Delhi -110002 (hereinafter called the "Consultants" or "Agency" which expression shall include their respective successors and permitted assigns) on the Second Part

ARW and Consultants are collectively referred to as **Parties**" and individually as **Party**'

WHEREAS

1. The Client has proposed to select a qualified Consultant for "APPOINTMENT OF CONSULTANT FOR Conduct of work study on Human Resource in the Departments/Organizations and Training Need Analysis for the Officials in Government of Puducherry by Consultancy services for the period agreed (hereinafter referred to as the "Project"). In this regard, the Client has issued the Request for Proposal (hereinafter referred to as the "RFP") having dated 15.04.2025.
2. The Client has requested the Consultants to provide certain consulting defined in the RFP to this Contract (hereinafter called the services as "Services").
3. The Consultants, having represented to the Client that they have the required professional skills, and personnel and technical resources, have agreed to provide the Services on the terms of reference and terms and conditions set forth in RFP.
4. The Client after careful evaluation of proposals/bids received, has accepted the proposal submitted vide by the Consultants and awarded to the Consultant vide it's Letter of Award (hereinafter called the "LoA") bearing number. M-17/20/2024-O/o UNDER SECRETARY ARWING dated 26-09- 2025.


PANKAJ KUMAR JHA, IAS.,
Secretary of Govt. (AR Wing),
Chief Secretariat
Puducherry


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Indian Institute of Public Administration
New Delhi

5. In pursuance of the LoA, the Parties have agreed to enter into this Contract.

NOW THEREFORE the Parties hereby agree as follows:

1. The contents of the following documents attached hereto shall be deemed to form part and parcel of this Contract:

Annex A: Terms of Reference of RFP

Annex B: Letter of Award issued by Client

Annex C: Guarantee for Performance Security (Bank Guarantee)

2. The mutual rights and obligations of the Client and the Consultants shall be as set forth in the Contract, in particular:

- a. The Consultants shall carry out the Services in accordance with the provisions of the Contract; and
- b. The Client shall make payments to the Consultants in accordance with the provisions of the Contract

IN WITNESS WHEREOF, the Parties hereto have caused this Contract to be signed in their respective names as of the day and year first above written.

FOR, AND ON BEHALF OF

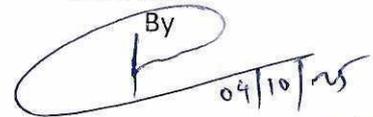
Administrative Reforms Wing,
Government of Puducherry
By



PANKAJ KUMAR JHA, IAS.,
Secretary of Govt. (AR Wing),
(Pankaj Kumar Jha)
Chief Secretariat
Secretary ARW, Govt. of Puducherry

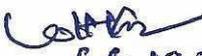
FOR, AND ON BEHALF OF

Indian Institute of Public Administration,
New Delhi

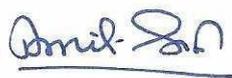


AMITABH RANJAN
Registrar
(Amitabh Ranjan)
Indian Institute of Public Administration
Registrar New Delhi

WITNESS

1.  (N. UDAYA KUMAR)
2.  (C.S. MUTHUKUMAR)

WITNESS

1.  (Mantarathana)
2.  (Amit Kumar Singh)

AMITABH RANJAN
Registrar
Indian Institute of Public Administration
New Delhi

PANKAJ KUMAR JHA

Annexure-A
Terms of Reference

Objective:

The objective of this consultancy is to:

- a. Conduct a comprehensive work study on Human Resource in the departments/organizations of the Government of Puducherry to identify areas of improvement and optimize resource utilization.
- b. Conduct a Training Need Analysis (TNA) for the officials of the Government of Puducherry to identify training requirements and develop a comprehensive training plan.

Scope of Work:

The scope of the project is to conduct work study on Human Resource in Departments /Organisations with a view to eliminate waste in whatever format exists, reduce costs, simplify and standardize work procedures and improve the efficiency, effectiveness, quantity and quality of service. It would include study of manpower assessment with reference to future needs, qualifications and skill requirements, restructuring of existing manpower and posts available in order to meet the futuristic growth of the following Departments/Organizations:

- i. Department of Social welfare,
- ii. Adi-Dravidar Welfare and Scheduled Tribe Welfare Department
- iii. Directorate of Backward Classes & Minorities Welfare
- iv. Department of Revenue & Disaster Management
- v. Public Works Department
- vi. Electricity Department
- vii. Department of Art & Culture
- viii. Directorate of Rural Development
- ix. Animal Husbandry & Animal Welfare Department
- x. Agriculture and Farmers Welfare Department
- xi. Department of Personnel & Administrative Reforms
- xii. Department of Civil Supplies & Consumer Affairs
- xiii. Co-operative Department
- xiv. Department of Information and Publicity
- xv. Puducherry Municipality


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- xvi. Oulgaret Municipality
- xvii. Karaikal Municipality
- xviii. Ariankuppam Commune Panchayat
- xix. Bahour Commune Panchayat
- xx. Mannadipet Commune Panchayat
- xxi. Nettapakkam Commune Panchayat
- xxii. Villianur Commune Panchayat
- xxiii. T.R. Pattinam Commune Panchayat
- xxiv. Neravy Commune Panchayat
- xxv. Thirunallar Commune Panchayat Karaikal
- xxvi. Nedungadu Commune Panchayat
- xxvii. Kottucherry Commune Panchayat

The work study on Human Resource of Department/ Organization is to be undertaken with the help of following tools:

Sr. No.	Name of the tool	Description of Tool
1.	Activity List	Major activities of an organization or apart thereof drawn in order of their importance
2.	Duty List	Duties of an individual in an organization and percentage of time devoted by the individual to Each task and the work count
3.	Organization chart (Positional & Functional)	Graphic Presentation in which the work is divided among the functions/ officials in an organization
4.	Work Distribution Chart	Indicates the distribution of work among different persons in a section/unit

Training Need Analysis shall be done for the conduct of training to the Officers of UT of Puducherry Department/Cadre wise and not for individual wise as per The Puducherry Training Policy, 2012, as may be modified from time to time, the following kinds of training should be given to all cadres:


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A	Induction Training Program	Covering all the service rules relating to the job
B	Mid-Career Training Program	With the objective of next level competencies at 4 levels
C	Refresher Training	Compulsory promotion on completion course on promotion

Therefore, the Administrative Reforms Wing seeks the assistance of reputed Training Institutes for offering Consultancy Services at the following areas:

- a. Conduct a thorough review of the existing HR systems, processes, and policies in the departments/organizations of the Government of Puducherry.
- b. Conduct of work study involving human resource to assess job requirement, skill requirement/development, re-organization of staffing pattern/organizational structure with respect to manpower and requirement of rationalization of various posts, under the administrative control of Secretariat Departments of Government of Puducherry.
- c. Identify areas of improvement and optimize resource utilization through a comprehensive work study.
- d. Conduct a Training Need Analysis (TNA) for the officials of the Government of Puducherry using a structured approach.
- e. Identification of Nature of training required to the various stake holders in the Government departments for capacity building according to the nature of duties and role of the officials.
- f. Training related to Induction/Orientation as well as Refresher training for Group A, B and C staff by utilizing national resources such as Mission Karmayogi and iGot Karmayogi platform.
- g. Duration of training viz. Long term, Short Term, Induction/Orientation & Refresher
- h. Stakeholders who should be imparted training, identification of suitable Resource Persons within the departments and outside faculties.
- i. Develop a comprehensive training plan based on the TNA findings.
- j. Submit a detailed report for implementation of recommendation


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 Secretary of Govt. (AR Wing),
 Chief Secretariat


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