



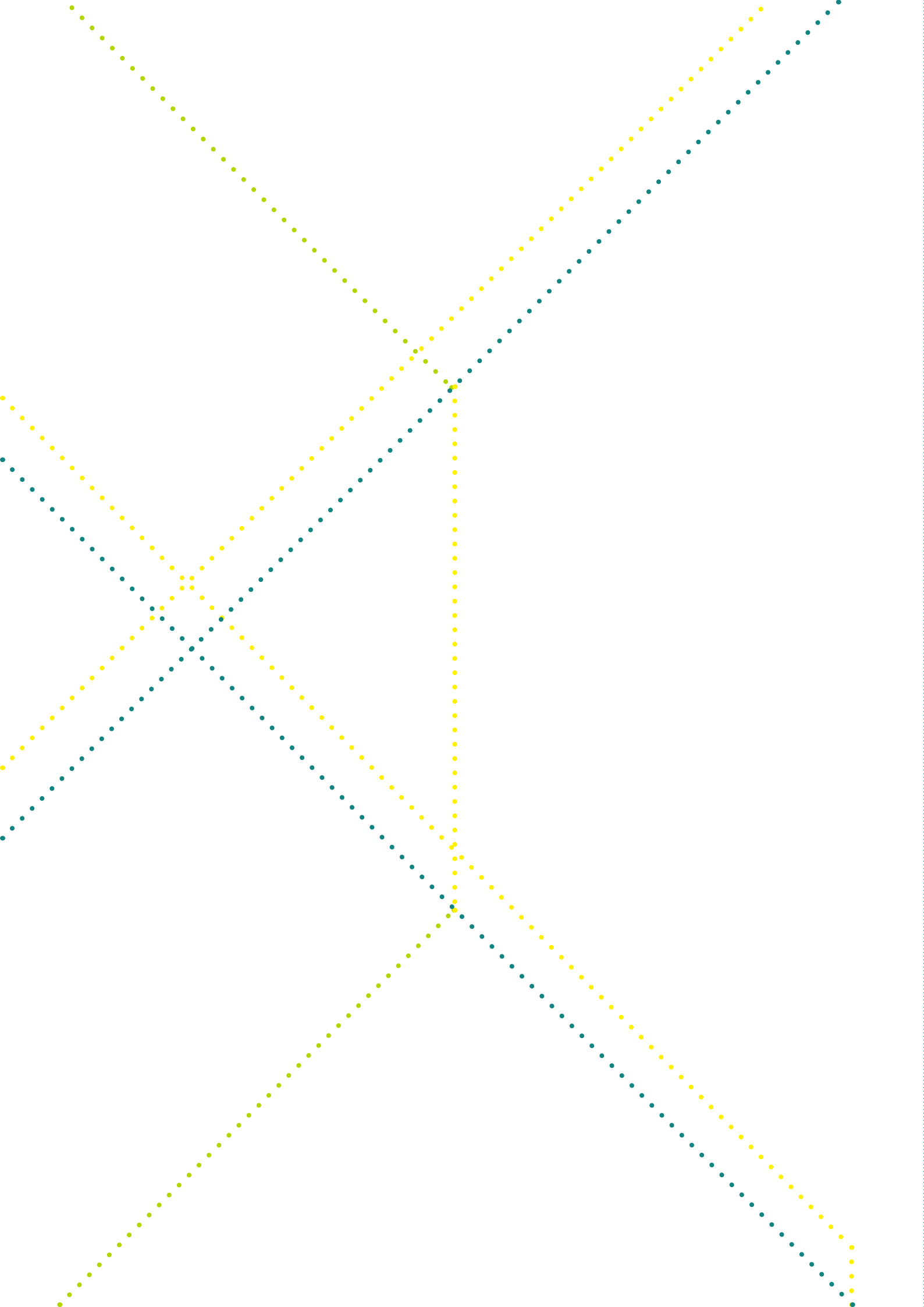
Ministry of Housing and Urban Affairs
Government of India



TULIP
· LEARN · GROW · CHANGE ·

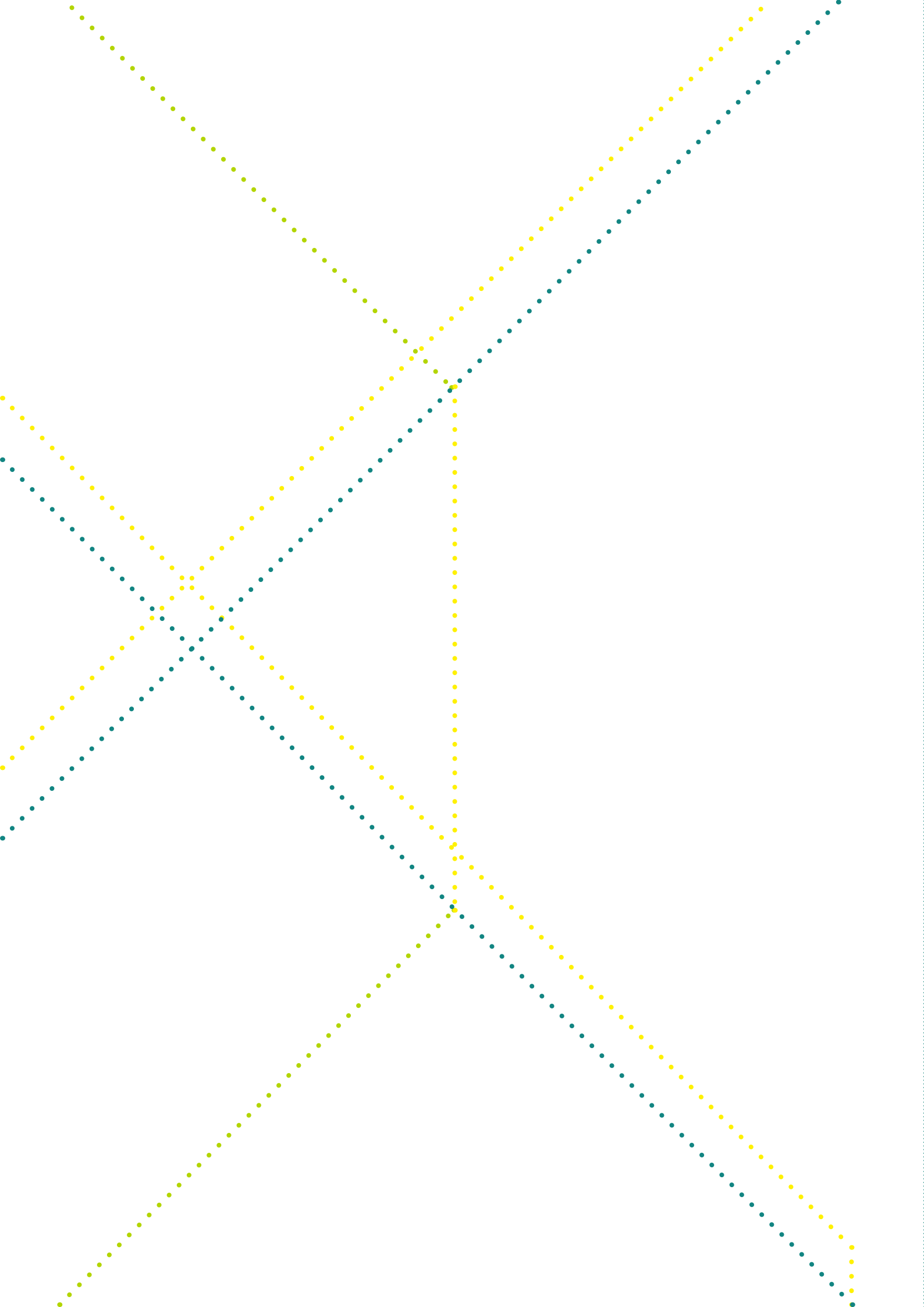
The Urban Learning Internship Program

Handbook



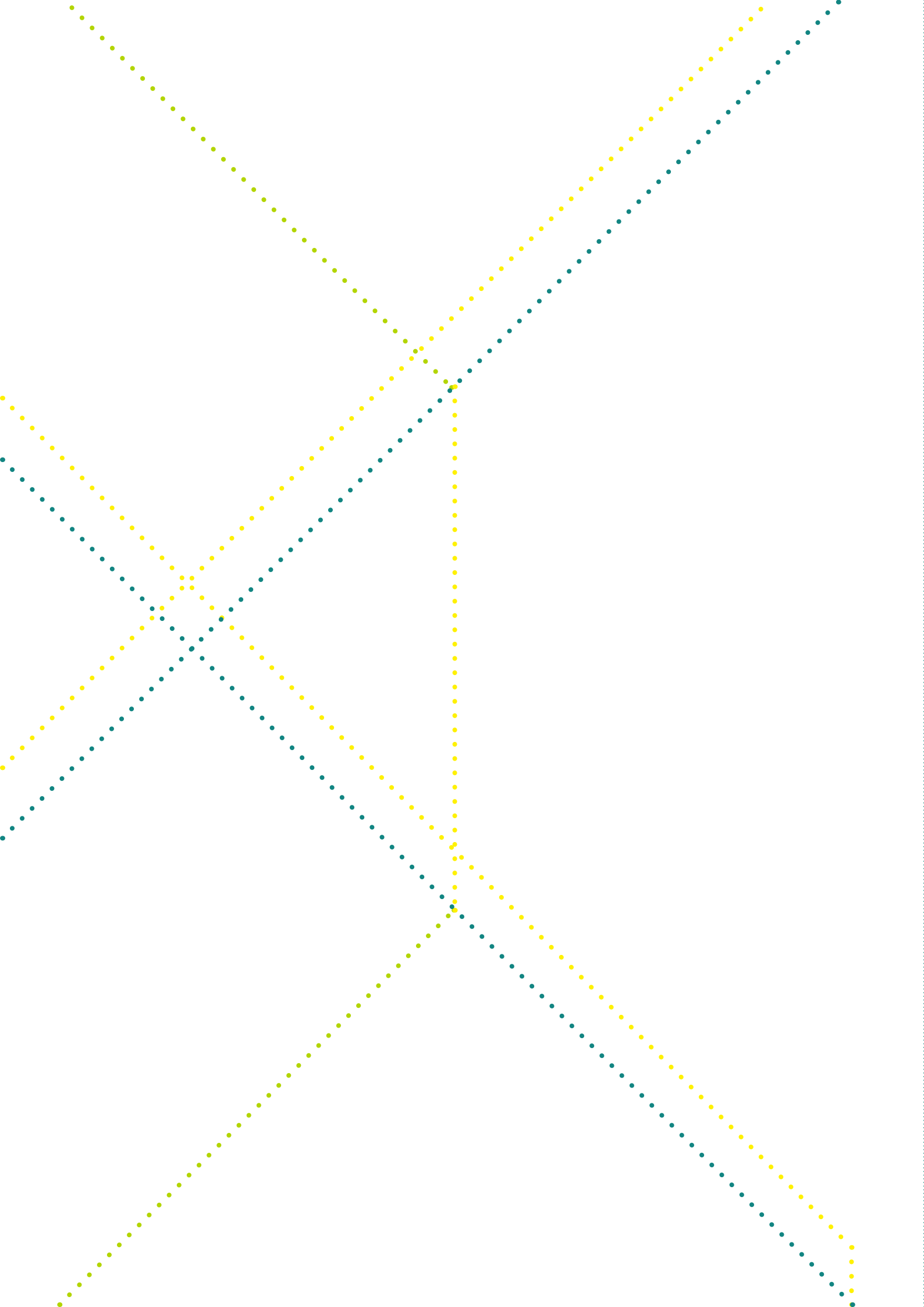
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Glossary

MoHUA	Ministry of Housing and Urban Affairs, Government of India
MHRD	Ministry of Human Resource Development, Government of India
AICTE	All India Council for Technical Education
SCM	Smart Cities Mission
AMRUT	Atal Mission for Rejuvenation and Urban Transformation
PMAY-U	Pradhan Mantri Awas Yojana- Urban
SBM-U	Swachh Bharat Mission – Urban
ULB	Urban Local Bodies such as Municipal Corporations (Nagar Nigam), Municipalities (Municipal Council, Municipal Board, Municipal Committee) (Nagar Parishads), Town Area Committees, Notified Area Committees or equivalent as may be notified by respective State Governments
TULIP	The Urban Learning Internship Program
B. Plan.	Bachelor of Planning
B. Arch	Bachelor of Architecture
B.Tech.	Bachelor of Technology
B.Sc.	Bachelor of Science
B.A.	Bachelor of Arts
L.L.B.	Bachelor of Law
B.BA	Bachelor of Business Administration
GDP	Gross Domestic Product
EoDB	Ease of Doing Business



CHAPTER I : Introduction to TULIP



Urban ecosystems with their complexities are spaces for the discovery, learning and design of new solutions that require a steady stream of fresh minds to infuse creative and dynamic thinking. Globally, local governments engage with academic institutions by providing students and fresh graduates internship opportunities to assist in research and fieldwork, thus creating the lab-to-land transfer of innovative solutions. This is mutually beneficial to students in gaining exposure to the functioning and governance of cities and also to local governments and industry as new solutions evolve for the city and a pool of talent gets created for absorption in the market. Activating this triple helix of stakeholders can go a long way in India's economic growth and liveability. It is further known that graduates to a large extent in India have largely become passive holders of academic degrees displaying inability to functionally equip themselves with critical skills. These skills are essential in making the graduate productive in his/her tasks and make them more market ready.

Education (AICTE) with the intention to match opportunities in ULBs and smart cities with learning needs of fresh graduates. TULIP is designed to provide hands-on experience to youth interested in the urban sector and will bring in new ideas, passion and energy to the challenging but exciting work of implementing cutting edge, high-impact solutions to key urban problems. The digital platform powering TULIP enables discovery, engagement, aggregation, amplification and transparency. MoHUA will provide programmatic guidance, facilitation of stakeholders and jointly coordinate with AICTE in managing and operationalising the TULIP portal. It would motivate and reach out to State Governments to help boost internships in their cities. MoHUA will also undertake capacity building initiatives in partnerships with State Governments to enable participation of ULBs and smart cities under TULIP. As States & UTs have a deeper understanding of the regional challenges and opportunities at the urban level, they can effectively implement TULIP by matching needs of the with skills developed through such internships.

It is in this background that MoHUA has launched 'The Urban Learning Internship Program (TULIP)' in association with All India Council for Technical

States and Union Territories (UTs) play a very important role in supporting ULBs/smart cities in performance of their urban development functions. As they have a deeper understanding of the regional challenges and opportunities at the urban level, they can effectively assess needs and support implementation of TULIP in sync with those needs. MoHUA will work closely with States/UTs in building capacity of the ecosystem to implement the program.

TULIP interns would get exposure in a large number of areas including but not limited to urban planning, urban design, different branches of engineering, information and technology, mobility, finance, social sector issues and environmental issues. The program will provide them with insight into policy formulation and implementation. On a day-to-day basis, they will interact with city officials/ members of the civil society. They will be oriented towards best practices, knowledge sharing and project implementation on ground. The interns will carry with them a rich experience in urban governance which will help them in their future endeavours. As urbanization and emerging technologies become important fields, TULIP will be invaluable in enabling fresh graduates learn about how Government functions in urban areas.

TULIP is powered through an integrated digital platform which allows interns and all ULBs/smart cities to interact and engage under one roof. This implementation handbook offers a set of principles for the ULBs/smart cities and interns participating in the program to successfully achieve maximum benefit from the program.

ULBs/smart cities can use this binder as a step-by-step guide for designing customized programs for fresh graduates based on their individual organizational needs. Within this handbook, they will find step-by-step instructions for beginning internship programs including areas like planning, implementation and evaluation. Each step is discussed in greater detail in later sections. Prospective and interns already onboarded will also find a lot of value through the contents of this handbook. It will not only enable them to plan their internship period better, but would help them maximize the benefits that they can get from such programs

TULIP Internships are a win-win situation for ULBs/ smart cities and fresh graduates, and we invite you to utilize TULIP Handbook to begin your internship program



1.1 What is an Internship under TULIP?

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Generally, internships may be considered as educational and career development opportunities, providing practical experience in a field or discipline. They are structured, short-term, supervised placements often focused around particular tasks or projects with defined timescales.

As part of TULIP, the intern gets an opportunity to apply their academic learnings in the complex dynamics of urban India, with excellent potential for professional development. The program is designed such that ULBs/smart cities have incentives to offer a structured working and learning experience for their own benefit and have complete flexibility in offering competitive stipends to deserving interns.



1.2

How does TULIP benefit ULBs and Smart Cities?

.....

Interns bring knowledge, skills, and enthusiasm that augments capacity and rejuvenates the ULBs. Interns can both be engaged in existing projects of the ULB as well as tasked with scoping or analyzing problems on the urban agenda of the city. Thus, an internship program can bring numerous benefits to the ULB/smart city including:

- Gaining short term talent to assist current employees and increase productivity
- Attracting enthusiastic workers who can contribute new ideas and bring fresh, innovative

perspectives

- Evaluating a potential future employee and create a pipeline for candidates
- Increasing diversity in the ULB/smart city and access candidates with special skills and/or knowledge
- Offering management experience to mid-level employees working as intern supervisors and mentors
- Providing full-time employees more time to focus on other essential tasks
- Building local community capacities by building local workforce and helping young graduates develop their career path goals
- Strengthening relationships with local universities and colleges.



1.3

How does TULIP benefit interns?

.....



As a TULIP intern, the intern gets to be mentored by seasoned municipal/smart city officials with experience of large-scale public-serving projects. Among other things, they will:

- **Gain an insider and realistic view of the urban government system and acquire hands-on work experience:** The intern may participate in official work, which will afford him/her an overall perspective on the challenges and rewards of working in the municipal field, gaining extensive knowledge of municipal management, finance and/or planning.
- **Be able to integrate academic coursework with practical application and skill development:** The ULB/smart city hosting interns will provide

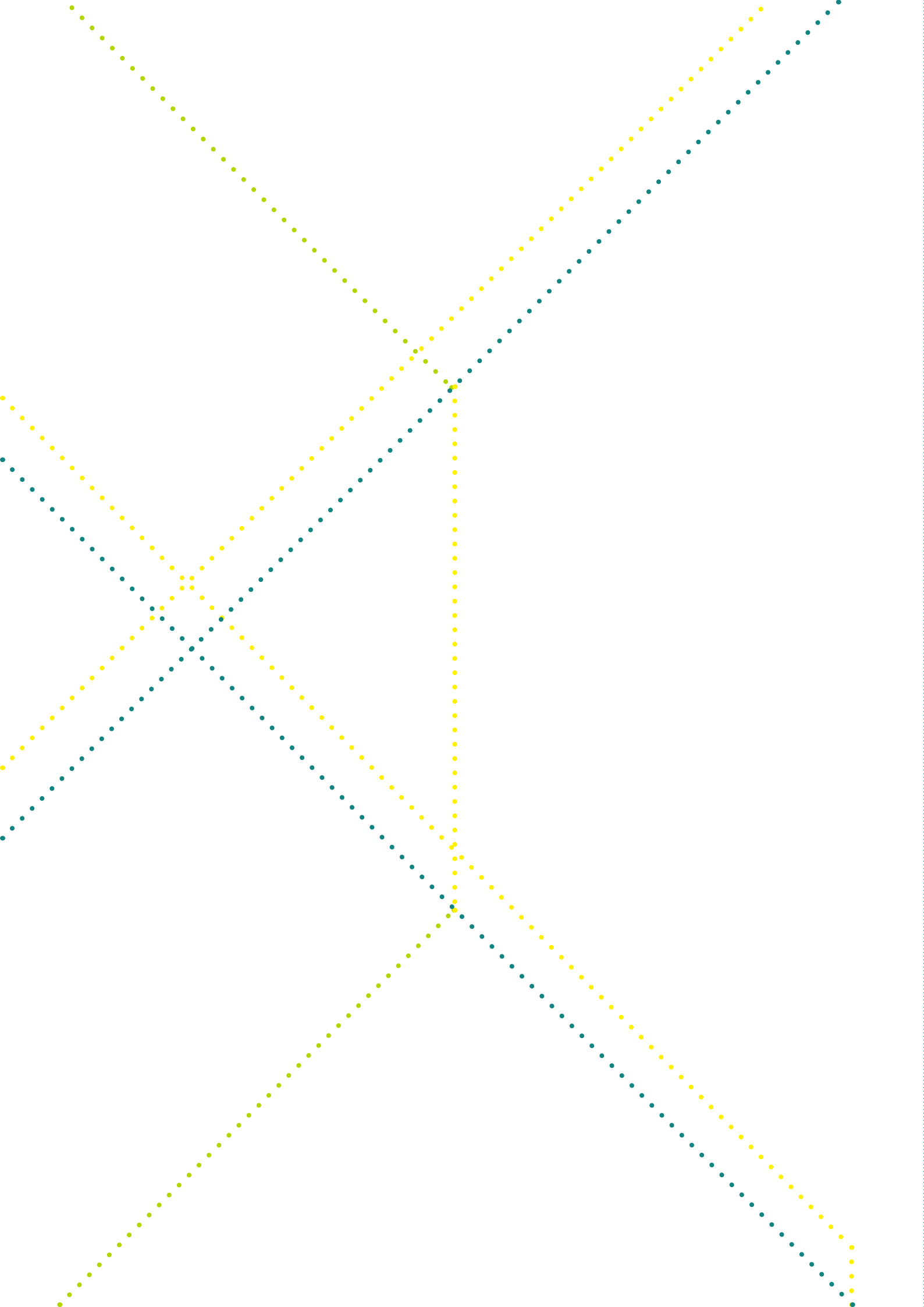
learning experiences in key skill areas that will be critical to success in one's career.

- **Network with professionals in intern's field of interest:** Through the program, the intern will connect with municipal staff & other sector experts both within and outside the ULB/ smart

city, and also with other interns in the program cohort, alumni interns, municipal staff, consultants and other professionals who can help support them in their work and career.

Although the program does not guarantee the interns a position after their internship, there is high demand for more people to enter exciting fields related to urbanization. TULIP experience will help prepare them for the challenges in the field as well serve to validate their academic learning in a real-world environment.





CHAPTER II : Institutionalizing TULIP



TULIP guidelines set the broader framework to facilitate an internship program at ULB/ smart city level. It lays down basic criteria with regards to eligibility, terms of engagements, tentative internship profiles etc. which help ULBs/ smart cities to kick start the program. It provides flexibility to ULBs/smart city to precisely define or modify the internship role as per an individual city's

requirement. The platform further provides an easy bridge between ULBs & interns, allowing interns to access opportunities in 4000+ ULBs and smart cities across India and in turn ULBs and smart cities gain access to All India Council for Technical Education (AICTE) pool of technical institutions hosting 30 lakh+ students as potential interns.

2.1

What should be the endeavour of ULBs/ smart cities as they host internships under TULIP?

providing a framework of activities and experiences to assist hosts and interns while ensuring a wide variety of work experience. The workplan may be created by municipal professionals in the field such that the recommended activities provide interns a solid introduction to municipal government operations and management. Hosts are expected to implement the Internship workplan and to supplement it with activities, projects, and experiences unique to their organizations.



Under TULIP, the ULB/smart city play hosts to interns and should endeavor to ensure that interns are able to:

- **Appreciate Municipal Governance and Urban Management:** The intern gains an understanding and appreciation of urban governance and, depending on the stream of the program, the roles and responsibilities related to the chief administrative authority, finance officer, or planner.

Interns may also learn about the relationship between the different departments and functions of the ULB/smart city and how each contributes to the ULB/smart city as a whole. Interns may not expect to become “experts” in any one area of municipal administration/finance/planning during their internship. Therefore, interns may rotate to various functional areas in the organization to help develop a broad understanding of municipal government.

- **Work as per a structured workplan:** The ULB may develop an exhaustive internship workplan

- **Undergo experiential learning:** When determining the intern’s activities, it is important to remember that while taking part in specific hands-on activities is an effective method of teaching the intern about municipal operations, it is essential that such hands-on experiences are related back to the overall management perspective. Understanding why things are done and their impact on the organization as a whole is valuable for the interns’ learning. Having time to reflect on experiences is as important as the experiences themselves.
- **Undergo professional development:** Interns may build competencies, networking, and career development. They should be encouraged to pursue projects in areas of interest that also benefit the ULB/smart city. Learning and development opportunities can help build capacity and develop networks.

2.2

What are the steps ULBs/ smart cities may take to adopt TULIP approach?

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ULBs and smart cities are offered flexibility in adopting TULIP guidelines if they meet their requirements. ULBs/smart cities can also take the following approach to implement TULIP:

- Consider the needs of the ULB/smart city in terms of the mode of internships (full-time, part-time or virtual) and special knowledge and skills necessary to accomplish meaningful work.
- Frame ULB/smart city internship policy as per their respective needs which may govern

- processes such as selection process, intern vacancies, stipend matrix, eligible supervisors etc.
- If required, allocate budget for TULIP expenses.
 - Encourage departmental heads to identify roles for interns where they may add innovation, energy & support existing projects,

- Prepare outcome-based internship engagement format for the roles to evaluate the performance of interns as well address proper functional learning on skills based on their academic background,

- Develop an exit interview mechanism for feedback from interns,

For further implementation details refer to Chapter 3 of the handbook.



2.3

Which funds can be used to meet expenses for TULIP?

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As per the guidelines, ULBs/smart cities are allowed to bear expenses from administrative expenses applicable under State & MoHUA schemes. However, ULBs are encouraged to generate revenues from their own sources to bear expenses for engagement of skilled interns from reputed institutions.

The stipend and perks to be paid should be benchmarked with the talent and similar engagements in other ULBs/ smart cities.

Finding the correct level of compensation will directly impact the performance and experience for

the intern and employer. Must you pay an intern? While the guidelines do not require that interns be paid, practical considerations weigh heavily in favor of providing paid as opposed to unpaid internships, including:

- Paid internships will expose the ULB/smart city to a broader pool of intern candidates. The reality is that many candidates cannot afford to forgo paid work to gain the valuable experience an internship may offer. If an organization limits its candidates to only those fortunate enough to have adequate financial resources to be able to consider an unpaid internship, the organization will be severely limiting its pool.
- Pay makes it easier to place expectations on and require specific deliverables from interns.

However, the final decision regarding compensation is subjected to the understanding and discretion of the ULB/ Smart city considering various factors mentioned above.



2.4

Role of States & UTs in Implementing TULIP

States & Union Territories play a very important role in supporting ULBs/Smart Cities in performance of their urban development functions. As they have a deeper understanding of the regional challenges and opportunities at the urban level, they can effectively assess needs and support implementation of TULIP in sync with those needs. The experience in Start-Up India & Invest India where nodal departments have helped drive change to improve Ease of Doing

Business (EoDB) has been very positive and States could adopt a similar approach in driving TULIP.

Going forward, as the line departments for urban development in States/UTs may act as nodal department in extending interns to the fellow departments. They will work closely with departments overseeing infrastructure development such as roads and public works. Further, as the State higher education departments oversee their own technical institutions, they may advise them to boost TULIP internships as part of their academic programs. State Governments will play a crucial role in building capacities within their ULBs and smart cities to undertake the TULIP program. They would also translate TULIP documents (guidelines, brochure, handbook, certificate etc.) into local language(s) and make available for circulation in appropriate mediums as deemed fit.



2.5

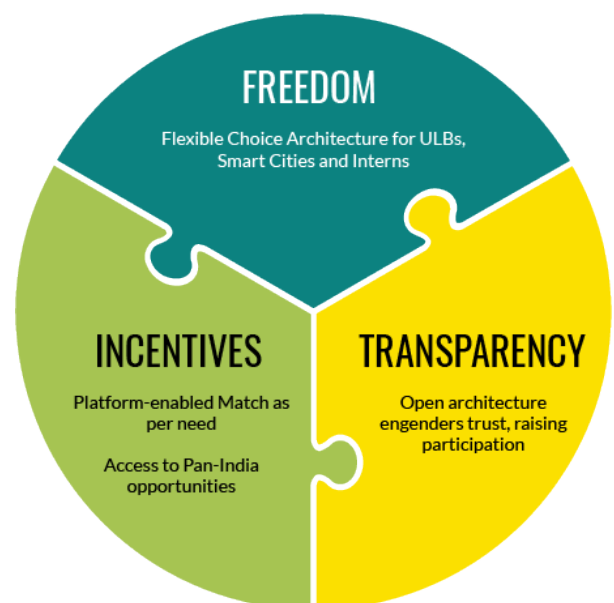
Role of MoHUA in Implementing TULIP

As the nodal Ministry for urban affairs in India, MoHUA's role in operationalizing TULIP is that of a facilitator, coordinator, catalyst and aggregator. MoHUA has developed an open platform approach which allows for collaboration among various constituents of the urban ecosystem.

It envisions an approach based on the tenets of freedom, incentives and transparency. The Ministry is giving life to these tenets through three mechanisms: the TULIP guidelines, handbook and platform.

MoHUA will continuously engage with States and ULBs/smart cities to understand gaps and support capacity building in the implementation of the program, wherever required. It will also support alliance building in order to add capacity and resources for better outcomes.

MoHUA will put in place a dedicated team to address all programmatic issues and coordinate with AICTE to help resolve technical issues in connection to the platform.



2.6

Possible Legal Considerations

While internships in India have a flexible landscape, in designing your organization's internship program, you may need to consider the impact of at least the following impact legal consideration:

- **Intellectual Property:** In some cases, interns may work on projects where intellectual property rights are a concern for your organization. As ULBs/smart cities are governmental entities, the intellectual property created by interns may well be vested with the ULB/smart city, and the appropriate clause may be added to the intern's offer letter/contract. A sample offer letter is enclosed in **Appendix 9**, where **para 3** addresses the same.

- **Confidential and Sensitive Information:** As the interns may be accessing confidential documents and information during the course of their internship, it is prudent that they are covered by a confidentiality agreement to protect the interest of the ULB/smart city. A sample confidentiality agreement is enclosed in **Appendix 10** for your ready reference.
- **Benefits:** Since TULIP internships are short-term in nature and learning oriented, benefits payable are left to the discretion of the ULB/smart city and they may be unpaid as well if they so decide. It has been seen however that competitive stipends and benefits attract more committed interns.
- **Inclusive & Safe Workplace:** This involves laying the groundwork for an inclusive internship program ensuring that workplace culture embraces diversity in all forms, including disability and gender. To meet this goal, coordinator(s) should assess the extent to which the ULB /smart city already promotes inclusion within its workplace culture and hiring strategies, while also identifying where there is room for improvement.

Further, the ULBs and smart cities are advised to ensure compliance with national, state/UT and local statutes/guidelines regarding workplace standards and safety, prevention of sexual harassment (Vishakha Guidelines), access to sanitary facilities and other norms as applicable according to the law of the land.

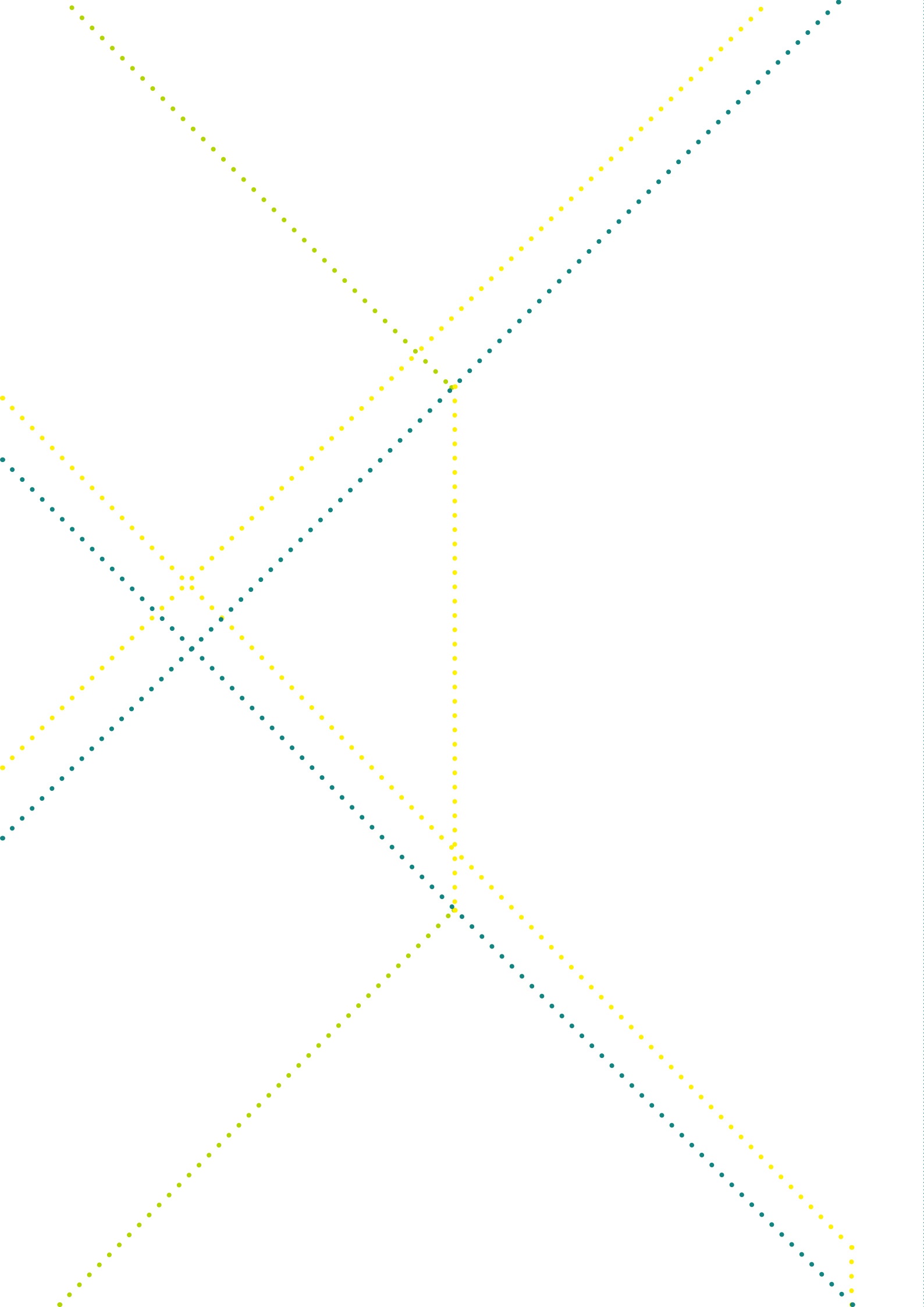
Dismissal of an intern

Dismissal of interns may need to be considered in cases of major misconduct (theft, assault, use of controlled substances in the workplace, etc.) or instances of significant willful violation of the ULB/smart city's policy after prior instruction, or as the ULB/smart city so deems fit. Adherence to fair & transparent practices under such circumstances is advisable.

Interns, for the most part, are young people who may not have the same level of maturity and judgment as those in your regular workforce. Accordingly, there should be a high level of patience for their adjustment to the workplace during the internship. Internships

are a very brief period of time, and interns should be given a fair opportunity to become part of the organizational culture.

The intern's supervisor has a responsibility to give clear, accurate direction and to follow up with corrective feedback if the work is unsatisfactory. At the conclusion of the internship, there is no obligation to ask the intern to return for another internship or extend an offer of regular employment. Contemplated dismissal of an intern should be reviewed in advance by the competent authority.



CHAPTER III : Implementing TULIP



There are many questions you may ponder when your organization first considers the idea of developing an internship program. This section will also offer step-by-step instructions for developing your successful internship program.

Isn't it a lot of work to develop an internship program? No, though it does require good planning. Proper planning will lead to the successful launch of your internship program, and ongoing evaluation can help you improve your program once you have begun.



3.1

Planning for TULIP kick-off

One critical element in developing a successful internship program is planning. These planning elements include identifying project work, lining up a mentor/supervisor, and evaluating opportunities for experiential learning. Ongoing evaluation of your internship program will allow you to improve it. Planning ahead is critical to successful implementation.

The broad steps of planning include:

- **Identification of internship coordinator:** The first step is to identify the person within your company or organization who will coordinate your internship program
- **Assessment of internal needs:** The next step in designing your internship program is an assessment of internal projects or staff needs. The internship coordinator should work with staff to assess current projects and workload to determine appropriate situations where an intern might contribute, considering
 - What ongoing tasks take place in my department or organization?
 - What is the workload of our department or organization?
 - What projects are currently on the “back burner?”
- **Allocation of resources:** Long before your intern’s first day with your organization, you should consider the allocation of resources. You may need to allocate financial resources, as well as resources of time and materials, in order to create an environment where your intern can succeed.

- How many of each type of candidate based on the roles and skills will you need?
- What does your organization hope to achieve from the program?
- When will the interns be needed?
- In which wards/areas of the ULB/smart city will the interns work?
- Will this internship(s) encompass one major project or a variety of small projects?

One great use of an intern is to devote time to projects that might currently be on the “back burner” due to insufficient time or talents among existing full-time staff. For example, do you have new innovative ideas you would like to develop, or existing brochures you would like to have updated? Would you like to redesign your organization’s website, but just do not have the time? Interns can be a great source of assistance, given proper supervision, within these labor - intensive tasks. Similarly, an intern might conduct research for a report that another staff member will write. An assessment of internal needs will uncover the “back burner” projects, as well as identify the ongoing projects and tasks where an intern can contribute to your organization.

Once you have defined these aspects of your internship, you can develop and post a description and recruit your interns on TULIP Portal. Finally, ongoing evaluation of your internship program should offer opportunities for continuous improvement.



Further ULBs/smart cities may need to determine specific program needs along the following questions:

3.2

How can ULBs/smart cities onboard themselves on the TULIP Portal?

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- Enter ULB/ smart city email Id and password and click on the “Login” tab.

- After successful login, you will be directed to the ULB/ smart city dashboard.



The ULBs/smart cities have been provided a simple sign-on process for the portal. A detailed video has been created and a step-by-step guide has also been made available. For reference, the brief steps are also detailed below.

Registration of the ULB/ smart city on the Portal

- Click on the link: <http://intern.aicte-india.org>
- Click on the “Register” button on the top right corner of the screen.
- Click on the “Register” option under “Government Agency” tab displayed on the screen.
- Fill the details in the form and upload the logo (ULB/ smart city) and appointment certificate (of concerned authority) as shown in the image below.
- Click on the “Register” tab at the end of the form to complete the registration process on the portal.

Steps to sign onto the ULB/ smart city tab

- Click on the “Urban Local Body/ smart city” Login tab.

Navigating through various functions of the ULB/ smart city tab

The options for the following functions will appear on the side panel:

- Offer Internship
 - To post internship opportunity, click on the “Offer Internship” tab.
 - Under Offer Internship, the following form (as shown in the image) will appear:
 - In the form, provide the details of the internship type, internship title, description, number of interns required, location, state, department, qualifications, specialization, stipend and allowance, eligibility, terms of engagement, logistics, guidelines, duration of internship, phone number, email id.
- In addition to offer internship tab TULIP Portal allows other functionalities such as *Total Interns Applied, Interview Management, Internships, Report and Admin Management.*

- For detailed steps, refer to user guide on the platform.



3.3

Offering Departmental Roles/Specializations for Internship

Based on local requirements and discretion, ULBs/smart cities are encouraged to look at diverse areas and qualifications according to which internships are offered on TULIP platform. The platform enables the addition of degrees and specialisation required

of interns and selects candidates accordingly.

ULBs are expected to carry out 18 functions as per the 12th schedule (Article 243 W) of the Constitution of India. As per these functions, various illustrative areas of work and expected

qualifications are illustrated below. The indicated areas and qualifications are **illustrative only** and not limited to the ones mentioned. The roles are further detailed in terms of desired skills and work areas in **Appendix-1** for your reference.

S No	Department	Minimum Qualification/ Specialization
1	Urban planning including town planning.	B. Plan/Equivalent
2	Building and Lay outs	B. Plan/Equivalent B. Tech – Civil / Equivalent B. Arch / Equivalent
3	Economic and social development	B. Tech (CS/IT) B.A./B.Sc. (Economics, Sociology, Statistics, Management Sciences) / Equivalent
4	Roads and bridges	B. Tech - Civil / Equivalent
5	Water supply	B. Tech - Civil, Chemical / Equivalent
6	Public health, sanitation conservancy and solid waste management	B. Tech- Civil/ CS/IT/ Mechanical / Equivalent
7	Urban forestry, protection of the environment and promotion of ecological aspects	B. Plan B.A./B.Sc. Environmental Studies / Equivalent
8	Slum improvement and upgradation	B. Arch / Equivalent B. Tech - Civil / Equivalent B.A./B.Sc. Sociology / Equivalent
9	Provision of urban amenities and facilities such as parks, gardens, playgrounds	B. Arch / Equivalent B. Tech - Civil, Electrical, Mechanical / Equivalent B.Sc. Horticulture / Equivalent
10	Promotion of cultural, educational and aesthetic aspects	B. Arch / Equivalent
11	Cattle pounds; prevention of cruelty to animals	B.A./B.Sc. Veterinary Sciences / Equivalent
12	Statistical analysis & data analytics	B.A., B.Sc. – Statistics, Mathematics, Economics / Equivalent B. Tech – CS/IT/ Equivalent

S No	Department	Minimum Qualification/ Specialization
13	Public amenities including street lighting, parking lots, bus stops and public conveniences	B. Arch / Equivalent B. Tech – Civil/ Electrical / Equivalent
14	Development of digital tools and Apps for e-governance. Assisting in ICCC operations	B. Tech CS/IT/EC / Equivalent
15	Research on transport and urban mobility	B. Plan B. Tech Mechanical/ Electrical / Civil Equivalent
16	Workshop Operation & Maintenance	B. Tech (Mech)
17	Store & Logistics Management	B. Tech (Mech)
18	Project Management	B. Tech
19	Special Purpose Interns	B. Tech
20	Municipal Finance	B. Com/ BBA
21	MIS (IT)	B. Tech/BBA/BCA
22	Procurement	B. Tech/BBA/BCA
23	Legal	L.LB



3.4 Selection and Placement of Interns

that candidates will not have the same level of work experience listed on their resumes. Candidates may instead list relevant coursework or academic projects they have completed, as well as skills or experience gained through extracurricular or community activities. Asking about these types of experience in the interview will allow the intern candidate to make the connection to the internship for which he/

Once the internship offer is posted on the portal, a matching algorithm will shortlist the applicants on the basis of their skills, desired role and locational preferences. After this, an interview would have to be carried out to select the desired candidate(s) and release the offer letter on the platform to commence the internship. In this section we detail the steps to be taken post the shortlisting of the intern on the portal.

The interview process for intern candidates may be similar to that of a potential new employee. You may arrange telephone or personal interviews, and one or more individuals from your organization may be involved with the interview process. One difference you will notice in evaluating intern candidates is

she is applying and demonstrate why he/she would be a top candidate choice. Taking interns in the ULB/ smart city ultimately depends on the needs of the organization and the skills and experiences that interns bring to the table. Hiring should be a good fit for both parties involved.

A standardized list of questions should be used in all interviews and should gauge the strengths, interests, skills, and experiences of candidates. Questions can be tailored to specific duties or follow-up from answers given during the interview, and interviewers should always give candidates an opportunity to ask questions of their own. ULBs can enlist and include any number of questions in standardized list of question. However, for the purpose of reference, following standardized list of questions is prepared:

- What do you know about our ULB/smart city?
- Why are you interested in interning here?
- What strengths and/or weaknesses do you see in yourself?
- How would you describe your ability to work on a team?
- How will this internship align with your personal and professional goals moving forward?
- Do you have any questions for us?

After concluding the interviews and follow-up discussions, employers are prepared to make final selections and placements. Notifying selected candidates can include the following information:

- Offer letter (Sample offer letter is enclosed in **Appendix 9**)
- Contract (if any)
- Contact information for workplace supervisor
- Orientation agenda (Sample Orientation Agenda is enclosed in **Appendix 2**)
- Organizational regulations
- Dress code and work schedule
- Logistics



3.5

TULIP

Orientation

at the ULB

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Internship programs of all sizes should open with an orientation that helps to acclimate interns to the workplace and clarify expectations from the start. Coordinator(s) and other stakeholders should present an overview of the workplace structure and culture, and they should also detail important milestones during the program, like events or evaluations. Because orientation sets the tone for new interns, it should be carefully planned and reflective of the culture of ULBs/smart cities as a whole.

This might take the form of a conventional orientation program or merely a walk around the office, depending on the size of the ULBs/smart cities. Give interns an overview of the organization and give talks or hand out information about the ULB/smart city's history, vision and services.

The intern may also be briefed on other Government Missions anchored in ULBs/smart cities such as Smart City Mission, Swachh Bharat Mission or AMRUT among others. Coordinator(s) should also encourage interns to get involved in affinity groups or outside organizations that meet their personal and/or professional interests. In addition, orientation can serve as a time for interns to complete a self-assessment of their personal and professional goals, which they can then use to track their accomplishments during the internship. (A sample self-assessment proforma is enclosed in **Appendix-3**)

Please refer to **Appendix 2** for a sample orientation agenda.



3.6

Creation of Internship work plan and its objectives



The internship workplan should be a guiding document to help supervisors plan their intern’s engagement over the course of their internship. Supervisors will structure their general plans for their intern based on current needs and work being carried out in the ULB/smart city. Once an intern has started his/her internship, the supervisor and intern will review the workplan to edit and customize it to a plan that can be used both as a guide and a means to track activities.

The workplan may be created with input from municipal professionals in the ULB/smart city. It may include key tasks and topics in functional areas of ULBs/smart cities to help interns understand municipal government.

The workplan (a sample is enclosed in **Appendix 4**) may be designed keeping in mind the following objectives among others:

- Provide a document to record projects the intern will be working on;
- Track professional development (courses and conferences) and other hands-on training through involvement with other municipal staff, site visits to surrounding municipal offices and municipal experts;
- Ensure interns are exposed to key functional areas within the ULBs;
- Serve as reference for inter-supervisor one-to-one meetings; and
- Establish expectations of completing the internship and outline competencies and skills that will be developed through the internship experience.

Guidance/ Regular Feedback: Lastly, it is important to give interns lots of feedback. If interns have never done the kind of work before, they will want to know if their work is measuring up to organizational expectations.



3.7

Training supervisors for interns and its execution



Given their day-to-day interaction with interns, workplace supervisors play a central role in any successful program. For this reason, training workplace supervisors prior to the internship ensures a more productive experience overall as expectations are laid out clearly from the beginning.

consider giving interns the opportunity to identify their own developmental goals, and to the extent feasible provide them with assignments compatible with working towards those goals. Supervisors should be prepared to communicate information about the intern’s work assignments in an initial meeting with the intern.

Depending on the ULB/smart city, this could consist of completing a formal work plan or a more informal list of tasks that can be edited or added to throughout the program. All intern assignments should be connected to both clear and concrete learning objectives and core competencies, which professionals in that particular field of work need.

In setting work assignments, supervisors should also

Some supervisors may require guidance on managing interns, which could also be covered during in-house training or through a supplementary leadership training session carried out by a third party. These trainings often cover management strategies that:

- Support the professional growth of the ULB/ smart city employee who will act as supervisor
- Create a medium for regular communication between supervisors and interns
- Promote opportunities for praise and encouragement of excellence
- Set high expectations from the beginning
- Establish expectation of accountability
- Instill some level of independence and autonomy within interns
- Reinforce the importance of professional relationships within and outside of the office.

3.8

Mentorship for successful implementation of TULIP

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Including mentorships as a part of the internship program can help make the program attractive to prospective talent. It is a common practice in private and public sector workplaces—not only for interns, but also for newer employees or employees being trained for a new or specialized job. Employees who receive ongoing training, support, and encouragement from a mentor report greater job satisfaction, an important factor in increasing employee retention and productivity.

The practice of reverse mentoring can also benefit existing staff, especially those further along in their careers, by giving them access to young interns with “fresh eyes, open minds, and instant links to the technology of our future.” In this way, mentoring can be a valuable part of the recruitment of employees and interns and can set some internship programs apart from others. In addition, mentors and mentees form positive workplace relationships, often across generations and peer groups, which makes mentoring a valuable component of any diversity strategy as it can bring together people from

different backgrounds or departments. While some programs may have formal matching components and a required number of interactions between mentors and mentees others are much less formal.

Monitoring of intern’s progress every day: Interns need to maintain a Daily Diary/Daily Log. The supervisor of the intern can demand to produce all daily log from the first day of internship at any point of time. Maximum use of short-term internship has to be ensured for the intern as well as the ULB/smart city. Supervisor should periodically examine what the intern has produced so far and should give suggestions accordingly. Weekly supervision meetings can help to monitor the intern’s work.



3.9

Insights from internship experiences across domains

Many organizations, across India in various sectors & roles, have launched exceptional internship programs which provide great learning opportunities for graduates & benefits to the host organization. We believe reading these best practices would give you some creative ideas for your own internship program under as per TULIP approach and help you create a meaningful win-win proposition for your ULB/ smart city and the fresh graduates. We take a look at five such sectors and some specific examples of set of activities undertaken by them. So, let us begin!



Hospitality: Several food-service chains across India have developed a unique summer management internship program. This internship program aims to provide students with hands-on experience in operations, and also includes classroom instruction in addition to a four-week experiential learning opportunity with a regional division team.

Each student and supervisor select a project that the student will carry out during the summer, considering both the student's educational goals and the needs of the company.

This project is carried out throughout the summer, and the intern is given an opportunity to present his/her project results at an internship conference at corporate headquarters during the final week of the internship experience.

In addition to presenting their summer projects, students are given the opportunity to interact with and make recommendations to senior management during the internship conference. The conference also features workshops to promote the interns' professional development. This unique summer program offers students a great opportunity to tailor their internship experiences to their own interests and academic goals. In addition, presenting results to senior management provides invaluable practice for future business interaction.

presenting their summer projects, students are given the opportunity to interact with and make recommendations to senior management during the internship conference.



Financial Services: Many national leaders in the financial services industry have developed an internship program where the intern's responsibilities are closely aligned with those of a financial representative. Interns begin with preparatory training courses, to learn about the company's various products, policies and procedures.

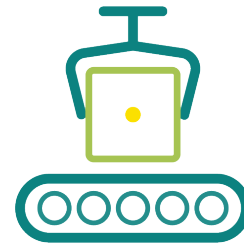
In addition, interns are taught to analyze sales data and are given preparation for establishing a clientele. Corporate training allows interns to see the "real world" application of the concepts they may have learned in college or university coursework. Following the training component, interns are matched with a mentor, and the intern is given the opportunity to shadow the mentor in his/her daily activities and observe how the mentor works. After shadowing his/her mentor for a period of time, interns are challenged to set out on their own to establish a clientele. Interns meet with new clients and work with these clients to analyze the clients' financial needs and goals.

Interns continue to develop and maintain these client relationships throughout the internship period. This internship program seeks to equip interns with the knowledge and experience they need to be successful. Classroom instruction combined with shadowing mentors allows interns to make the connection between theory and practice.



Retail: Many national retail pharmacy chains offer several summer internship program options, designed to meet the needs of different groups of students. Retail interns work with experienced store managers to learn about store operations, management responsibilities, merchandising, advertising, inventory bookkeeping, and human resources. IT interns participate in technical projects which impact the company and expose students to the latest technology. Pharmacy interns learn to apply their knowledge of prescription and over-the-counter medications, and they study regulatory guidelines and delve into patient counselling guidelines. **Corporate interns rotate through various departments at the corporate headquarters**, such as pharmacy operations, recruitment, governmental affairs, and systems technology.

Manufacturing: International manufacturing



companies also offers varied internship opportunities for students. Interns in consumer brand management are directly involved in corporate marketing efforts, including analysis of consumer target groups and development and presentation of strategic recommendations. Interns in operations solve customer problems, analyze and improve processes, and research IT systems. Engineering interns gain hands-on experience inside manufacturing facilities. **This company also offers a scholarship program for top students who come from targeted colleges and universities and selected majors often recruited by the company.** This scholarship, awarded upon successful completion of an internship, offsets the student's tuition and builds an ongoing relationship between the company and the student, opening the door for future recruitment after students have graduated.

Not-For Profit: Many national not-for-profit organizations working with youth in the community offers internships to students interested in learning about fundraising and program development. Interns play a role in organizing fundraising and donor cultivation events. Interns may develop materials and interact with donors. Many students already volunteer with community organizations, and an internship can be a great opportunity to learn about the career possibilities offered by these organizations.



3.10

Formative steps to establish TULIP in ULBs/ smart cities

The following is a broad list of important steps, internship program coordinator(s) should follow as they establish and implement the program. Depending on the size of the ULB/ smart city and the internship program, some steps may need to be modified or rearranged under the overall guidance of TULIP guidelines.

Initial Steps:

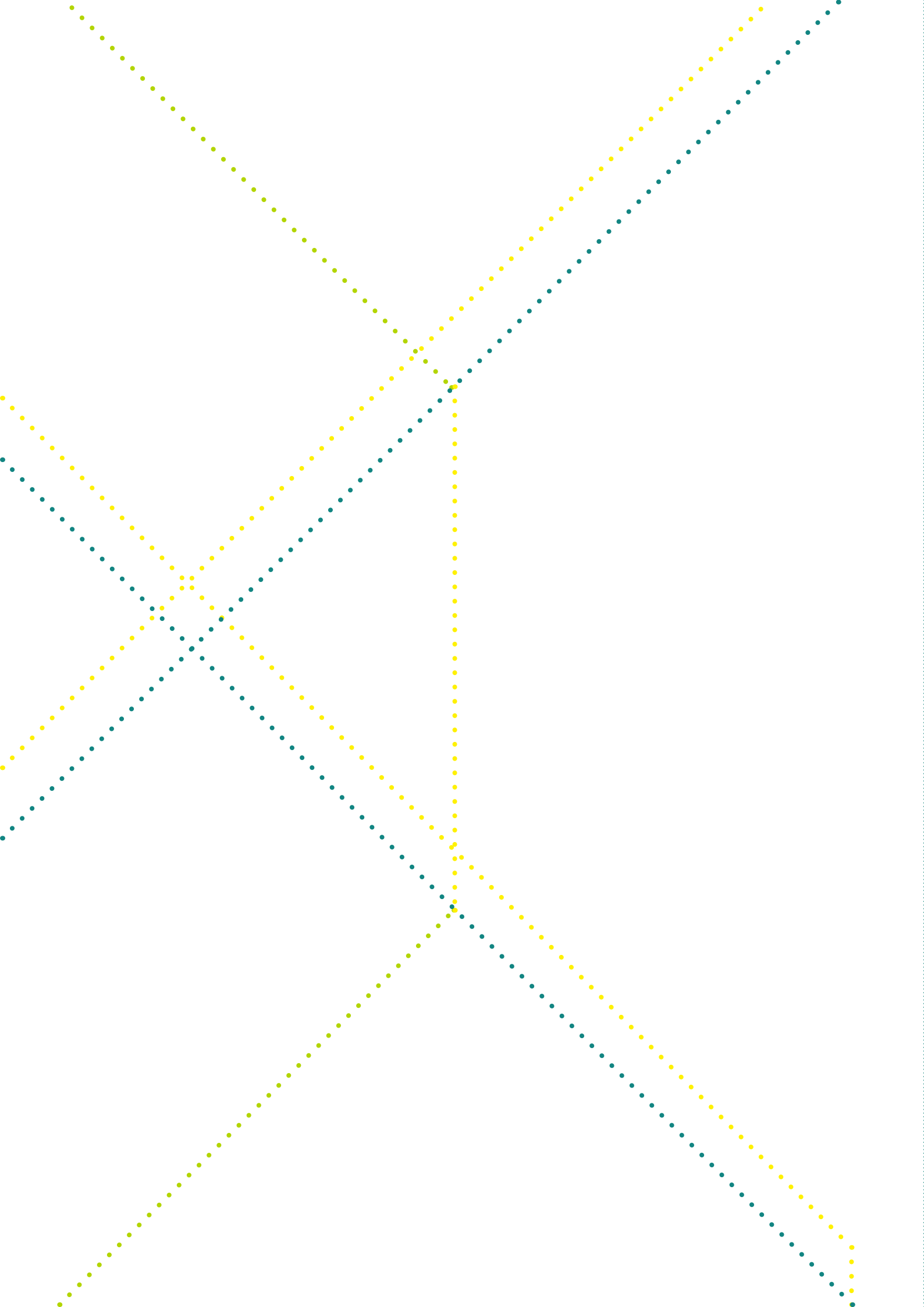
- Consider hosting an internship at ULB/smart city level. In doing so, consult top officials of ULB/ smart city, if they are not already involved, to begin exploring the possibility of an initiative.
- Identify coordinator(s) to lead the initiative from beginning to end.
- Remember to promote the ULB/smart city's inclusive workplace strategy from the start.
- Determine the goals for your internship program, which should be in line with values and expectations of the concerned ULB/ smart city under the overall umbrella of TULIP.
- Determine the need and available resources for the program, including budgetary allocation (if any), staff capacity to oversee interns on a daily basis, and areas where interns could be most useful..
- Pay particular attention to factors such as pay, working space, supervision, and technical support provided for interns.
- Present the above findings to top officials of ULB/ smart city, if they are not coordinator(s) themselves, to officially decide the size and scope of the initiative and that the needs and available resources are compatible.
- Finalize which staff members will serve as workplace supervisors for interns.

Launching TULIP:

- Register & comply with the internship application package on TULIP Portal.
- Disseminate the package to targeted stakeholders through the portal.
- Ensure the workplace is inclusive and accessible for everyone. Adjust, as necessary.
- Close the application period and review candidates with input from stakeholders like workplace supervisors on the portal.
- Schedule phone interviews to screen candidates and establish systemized interview process via the portal to ensure consistency & transparency in the process.
- Schedule additional rounds of phone or in-person interviews, as necessary.
- Notify selected interns via portal.
- Train workplace supervisors on managing interns and finalizing the tasks they will work with interns to accomplish.
- Compile and disseminate program and logistical information to interns with input from key stakeholders via portal.
- Prepare workplaces and orientation materials for interns.
- Welcome interns and conduct orientation and a first meeting between supervisors and interns. Expectations and regular communication should be laid out clearly from the start.
- Maintain communication with interns as necessary, including the promotion of opportunities for interns to take advantage of outside the program.
- Conduct mid-term feedbacks between interns and supervisors.

Final Steps:

- Conduct final evaluations, exit interviews, and anonymous surveys. (Appendices 6 & 7 detail sample evaluation proformae).
- Conduct formal evaluation process with reviewer and plan changes to your future ULB/ smart city internship programs under the overall guidance of TULIP umbrella.



CHAPTER IV : Concluding the Internship Program



Once your first internship has begun, you can develop a process to evaluate your internship program. You may consider how the internship program is meeting your organization's needs, and how your program is meeting the needs of your interns. You may evaluate your selection process and internship descriptions.

As your internship program grows, you may offer opportunities more often and develop a timeline to find interns throughout the year. You may seek input on how well your internship program is meeting the organization's needs from various department heads, mentors, intern supervisors, and other employees. Perhaps you will return to your first internal needs

assessment and determine if interns were assigned to appropriate projects or evaluate if new project needs exist. How well is our internship program meeting the needs of our interns? You may develop an "exit survey" to gather input from your interns to evaluate their experience. What new skills did they learn? Did they receive consistent feedback about their work throughout the internship? Do they view the urban domain favorably as a potential employer in future? We have provided a step by step process to guide through the process. Let us begin!

4.1

Evaluating internships

completed under

TULIP

Formally concluding the cycle of internships under TULIP is important for instilling a sense of appreciation within interns and for acknowledging the important contributions they have made. This chapter focuses on how ULBs and smart cities can evaluate implementation of TULIP at their level. To the extent feasible, the evaluation should assess the success of the program by examining its impact on key stakeholders, including interns, workplace supervisors, other staff, and ULBs/smart cities as a whole.

The following exit checklist may support evaluation:

- Facilitating an exit interview between interns and supervisors with the completion of a final self-assessment

- Asking interns to rate the internship on the platform in the spirit of continuous improvement (A sample evaluation proforma is enclosed under **Appendix 7**)
- Documenting a summary of the status of all projects, especially those which interns were unable to wrap up
- Maintaining contact information for future communication with past interns

Evaluating TULIP implementation on a regular basis will help ULBs/smart cities course correct and ensure continuous mutual benefits for ULBs and interns, connecting them more effectively with citizens. A high-quality internship experience will raise the profile of the ULB/smart city and attract the best talent to them. The evaluation process should finally lead to issue of the Certificate of Internship via the platform. (A sample certificate of internship is enclosed in **Appendix 11**)



4.2

What are the steps involved

in designing, constructing

and implementing an

evaluation of TULIP?

A well-designed evaluation should meet the reporting, accountability, and continuous improvement needs of ULBs/smart cities, and it can prevent the overlap of tasks, limit data duplication, and improve reporting

capacity. As part of the initial planning, coordinator(s) should consider how to construct and implement evaluations to best meet the needs of the ULB/smart city hosting the program.

The following steps can help guide this process:

- Understand city leadership's objectives in driving TULIP in the ULB/smart city
- Determine which evaluation measures to track.
- Develop a system or method for collecting and managing the results of evaluations, also known as evaluation data.
- Synthesize evaluation data for future use.



4.3

What measures can be adopted by ULBs for evaluation under TULIP?

For both formal and informal evaluations, success hinges upon the identification and tracking of certain measures. These measures offer insight into how TULIP implementation meets or falls short of expectations and are thus critical to program improvement.

Some qualitative measures include:

- **Intern Evaluations:** Allow interns to assess the program, their supervisor, and the ULB/smart city as a whole. Giving them an opportunity to reflect, can help future internships formats better meet the needs of interns. (A sample intern evaluation proforma is enclosed in **Appendix 5**)

- **Supervisor Evaluations:** Measure how a program can more effectively meet the needs of ULB staff through factors like increased morale, productivity, and flexibility to take work in new directions. Use data to fine-tune professional development and training needs for staff involved in future programs. (A sample supervisor evaluation proforma is enclosed in **Appendix 6**)
- **Outcomes:** Determine how the program achieved or fell short of stated goals.
- **Quality of hire (from manager perspective):** at the conclusion of the internship, collect and review feedback from supervisor.
 - Was this candidate a good recruit?
 - Would you recommend the candidate for future openings?
 - Are there developmental areas for this intern?

Some quantitative measures to consider while evaluating may include:

Application Rate	Measure the extent to which application rates increase or decrease.
Retention Rate	Measure the rate at which interns have completed the internships.
Cost per hire	the total cost for hiring one intern.
Applicants vs. Interviews	difference between those who apply and those the company determines are the best fit for an interview - shows effectiveness of candidate identification.
Interviews vs. Offers	difference between those who interview and those who are offered positions - shows the effectiveness of candidate screening.
Offers vs. Accepted offers	the difference between those who are offered positions and those who accept them - shows competitiveness of role conditions (stipend, type of work, location, match to role).

For a sample of final evaluation forms for both the intern and the workplace supervisor, see **Appendix 5** and **Appendix 6**.

4.4

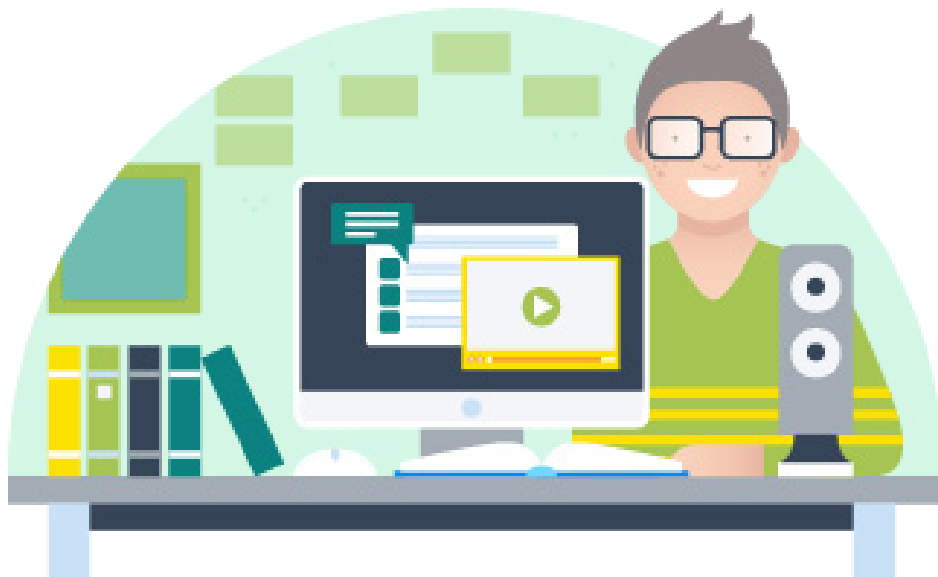
Way Forward

As TULIP internships in your organization grow, we invite you to think about how further value may be derived from the program, though they may be beyond the scope of the handbook. We offer the following ideas to think about:

- **Partnerships with quadruple helix of stakeholders:** ULBs/smart cities may choose to partner with industries, academic institutions and citizens groups to help interns co-create solutions as well support the interns with expertise.

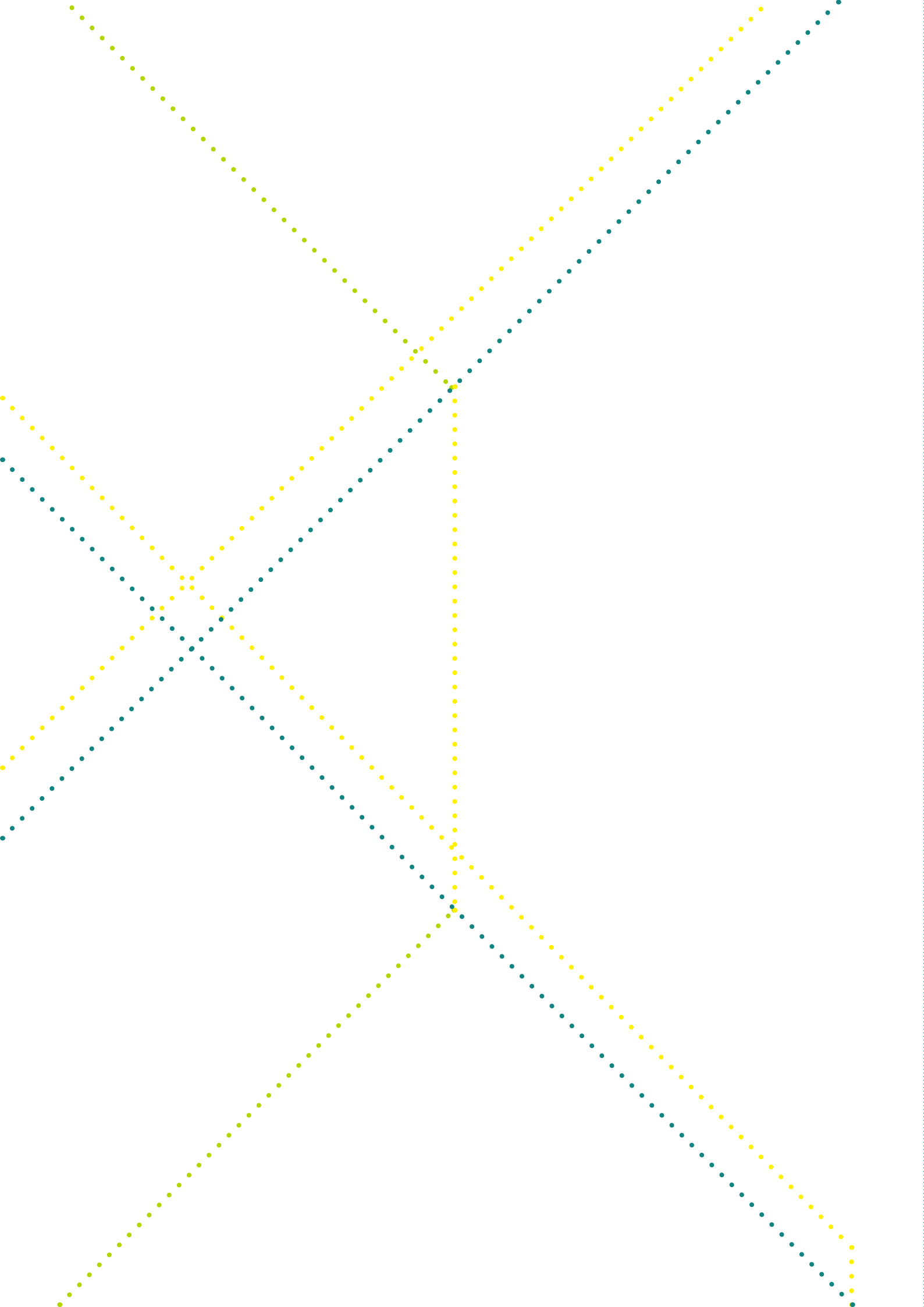
- **National, State and Local Synergies:** While interns may normally be engaged in MoHUA programs and ULB/smart city initiatives, they may be encouraged if they wish to explore convergent programs with other state and national bodies that serve citizen needs.
- **Widen recruitment pool:** The intern alumni can serve as a talented and experienced recruitment pool, with proven credentials and interest in the urban sector. The ULBs/smart cities are encouraged to consider recruiting employees from this pool.





*With these considerations, we hope you are able to craft a **well-rounded** internship program that serves the needs of your ULB/ smart city unlocking **multifarious benefits** for all citizens of the country.*





Appendices

Appendix – 1 Illustrative Department Roles

The following role descriptions are *illustrative only* and not limited in any manner. ULBs/smart cities based on their requirements and discretion, can create or update roles to be advertised on the platform. The actual roles may vary and ULBs are encouraged to design them as per need of local context.

S.No	Line Department	Minimum Qualification/ Specialization	Role Description
1	Urban planning including town planning.	B. Plan/Equivalent	<ul style="list-style-type: none"> Assisting in preparation and analysis of planning initiatives, contributing to preparation of documents, preparation of presentations and other dissemination material; The implementation of field projects of the planning department. The development of new initiatives by participating in identification activities and development of project proposals. Co-coordinating with state and central bodies for various schemes such as Smart Cities Mission, PMAY-U, AMRUT etc. Perform such other duties as the supervisor may from time to time deem necessary. <ul style="list-style-type: none"> Assist in City Street Planning. Assist in GIS mapping & Remote Sensing Skills/Competencies – Proficiency in GIS.
2	Building and Layouts	B. Plan/ Equivalent	<ul style="list-style-type: none"> Assisting in preparation, execution and monitoring of planning projects, contributing to preparation of documents, preparation of presentations and other dissemination materials; Carry out field surveys, identify issues, formulate and carry out research to prepare proposals. Co-coordinating with state and central bodies for various schemes such as Smart Cities Mission, PMAY-U, AMRUT etc. Perform such other duties as the supervisor may from time to time deem necessary. Support development of structural plans and DPR Support contract management and PPP Desirable skills – Proficiency in GIS.

S.No	Line Department	Minimum Qualification/ Specialization	Role Description
		B. Tech – Civil / Equivalent	<ul style="list-style-type: none"> Analyse survey reports, maps, and other data to plan projects. Consider construction costs, government regulations, potential environmental hazards, and other factors in planning stages and risk analysis. Provide cost estimates for materials, equipment, or labour to determine a project's economic feasibility. Perform such other duties as the supervisor may from time to time deem necessary. Desirable skills – Proficiency in STAAD, AutoCAD.
		B. Arch / Equivalent	<ul style="list-style-type: none"> Performing basic architectural/engineering calculation and design. Maintaining liaison with design and drafting groups. Preparing, reviewing, and approving drawings as required. Under the direction of the Supervising Architect, may perform technical assignments of moderate complexity within approved schedules and budgets. May coordinate technical and administrative activities with other departments participating on an assigned project. Perform such other duties as the supervisor may from time to time deem necessary.
3	Economic and social development.	B. Tech (CS/IT) / B.A. /B.Sc. (Economics, Sociology, Statistics, Management Sciences) / Equivalent	<ul style="list-style-type: none"> Coordinating ULB or smart city's role in advising and negotiating development initiative proposals on public participation, site selection, financing opportunities. May conduct economic, thematic and sector work in the context of sustainable economic development and poverty reduction. Intern may be involved in research, policy planning and implementation relating to: <ol style="list-style-type: none"> Inclusive Urban Economic Development Skill Development Education Health Systems

S.No	Line Department	Minimum Qualification/ Specialization	Role Description
			<ul style="list-style-type: none"> Co-coordinating with state and central bodies for various schemes such as DAY-NULM, PMAY-U, AMRUT etc. Carry out field surveys, identify issues, formulate and carry out research to prepare proposals. Perform such other duties as the supervisor may from time to time deem necessary. May perform financial analysis, feasibility studies and other research. Compiling data and preparation of reports reflecting implementation recommendations. Research to identify various issues with respect to economic growth and poverty in the ULB or smart City and design a strategy or a policy framework for poverty alleviation. Assisting in work on urban community development including programs related to Self Help Groups (SHGs) and the National Urban Livelihood Mission (NULM). This would require analysis of past financial records of the ULB or smart city. Perform such other duties as the supervisor may from time to time deem necessary. <p>Skills/Competencies:</p> <ul style="list-style-type: none"> Econometrics, Economic Analysis, Statistical and Financial Modelling, Proficiency in local language.
4	Roads and bridges.	B. Tech - Civil / Equivalent	<ul style="list-style-type: none"> Analyse structure drawings, reports, geological maps, and other data to plan projects. Consider construction costs, government regulations, potential environmental hazards, and other factors in planning and execution stages and risk analysis. Provide cost estimates for materials, equipment, or labour to determine a project's economic feasibility. Perform such other duties as the supervisor may from time to time deem necessary. Desirable skills – Proficiency in STAAD, AutoCAD.

S.No	Line Department	Minimum Qualification/ Specialization	Role Description
5	Water supply	B. Tech - Civil, Chemical / Equivalent	<ul style="list-style-type: none"> Assisting in producing designs, both initial outlines and full plans, of sewerage, water treatment and flood defence structures such as pump systems and pipe networks. May assist in managing and maintaining water and sewerage infrastructure operations. Presenting project details and technical information to reporting officer, writing reports. Monitoring flood levels and supervising staff and site workers. Coordinating with state and central bodies for various water related schemes like AMRUT, Smart Cities Mission, Swachh Bharat etc. Perform such other duties as the supervisor may from time to time deem necessary. Desirable skills – Proficiency in aspects of water engineering, water quality assessment.
6	Public health, sanitation conservancy and solid waste management.	B. Tech- Civil/ CS/ IT/ Mechanical / Equivalent	<ul style="list-style-type: none"> Conduct assessment sessions with solid waste management stakeholders that include field surveys and research. Assist in planning for new opportunities to improve solid waste management and incorporate the needed activities. Introduce methods, manuals, tools, guidelines, standards and processes for ensuring efficient management of solid waste. Designing and executing citizen awareness and engagement programs. Assist in collecting information on designs, proposals, technical drawings regarding solid waste treatment, recycling, disposal & management projects in accordance with the relevant codes and sustainable environmental practices. Coordinating with state and central bodies for various schemes like Swachh Bharat etc. Perform such other duties as the supervisor may from time to time deem necessary.

S.No	Line Department	Minimum Qualification/ Specialization	Role Description
7	Urban forestry, protection of the environment and promotion of ecological aspects	B. Plan B.A./B.Sc. Environmental Studies / Equivalent	<ul style="list-style-type: none"> Assisting in preparation and analysis of planning projects, contributing to preparation of documents, preparation of presentations and other dissemination materials; May review development plans and its impact on the ecological resources. May participate in identification activities and development of project proposals. Co-coordinating with state and central bodies for various schemes such as Smart Cities Mission, PMAY U, AMRUT. Perform such other duties as the supervisor may from time to time deem necessary. Desirable skills – Proficiency in GIS.
8	Slum improvement and upgradation.	B. Arch / Equivalent	<ul style="list-style-type: none"> Performing basic architectural/engineering calculation and design. Preparing, reviewing, and approving drawings as required. Under the direction of the Supervising Architect, may perform technical assignments such as condition analysis of the structures. May coordinate technical and administrative activities with other departments participating on an assigned project. May assist in urban design, upgradation, restructuring, redevelopment plan. Perform such other duties as the supervisor may from time to time deem necessary. Co-coordinating with state and central bodies for various schemes such as DAY-NULM, PMAY, AMRUT etc. Desirable skills- Proficiency in AutoCAD and Sketchup.
		B. Tech - Civil / Equivalent	<ul style="list-style-type: none"> Analyse structure drawings, reports, geological maps, and other data to plan projects. Consider construction costs, government regulations, potential environmental hazards, and other factors in planning and execution stages and risk analysis.

S.No	Line Department	Minimum Qualification/ Specialization	Role Description
			<ul style="list-style-type: none"> • Provide cost estimates for materials, equipment, or labour to determine a project's economic feasibility. • Coordinating with state and central bodies for various schemes such as DAY-NULM, PMAY-U, AMRUT etc. • Perform such other duties as the supervisor may from time to time deem necessary. • Desirable skills – Proficiency in STAAD, AutoCAD.
		B.A./B.Sc. Sociology / Equivalent	<ul style="list-style-type: none"> • Conducting economic, thematic and sector work in the context of sustainable economic development and poverty reduction. • Co-coordinating with state and central bodies for various schemes such as DAY-NULM, PMAY, AMRUT etc. • Carrying out field surveys, identify issues, formulate and carry out research to prepare proposals. • Performing such other duties as the supervisor may from time to time deem necessary.
9	Provision of urban amenities and facilities such as parks, gardens, playgrounds.	B. Arch / Equivalent	<ul style="list-style-type: none"> • Performing basic architectural/engineering calculation and design. • Preparing, reviewing, and approving drawings as required. • Under the direction of the Supervising Architect, may perform technical assignments such as identification of various green areas and development of design proposals. • Coordinating technical and administrative activities with other departments participating on an assigned project. • Assist in urban design, urban conservation or heritage restoration projects. • Performing such other duties as the supervisor may from time to time deem necessary.

S.No	Line Department	Minimum Qualification/ Specialization	Role Description
			<ul style="list-style-type: none"> Coordinating with state and central bodies for various schemes such as DAY-NULM, PMAY-U, AMRUT etc. Desirable skills- Proficiency in AutoCAD and Sketchup.
		B. Tech - Civil, Electrical, Mechanical / Equivalent	<ul style="list-style-type: none"> Preparing infrastructure layout drawings and looking after the operation and maintenance of various services under the guidance of the assigned officer. Consider construction costs, government regulations, potential environmental hazards, and other factors in planning and execution stages and risk analysis. Providing cost estimates for materials, equipment, or labour to determine a project's economic feasibility. Coordinating with state and central bodies for various schemes such as Smart Cities Mission.
		B.SC Horticulture / Equivalent	<ul style="list-style-type: none"> Undertake work on the research of vernacular species available and maintenance of parks, gardens and playgrounds. Performing such other duties as the supervisor may from time to time deem necessary.
10	Promotion of cultural, educational and aesthetic aspects.	B. Arch / Equivalent	<ul style="list-style-type: none"> Performing basic architectural/engineering calculation and design. Preparing, reviewing, and approving drawings as required. Under the direction of the Supervising Architect, may perform technical assignments such as identification of various green areas and development of design proposals. Coordinating technical and administrative activities with other departments participating on an assigned project. Assisting in urban design, urban conservation or heritage restoration projects. Performing such other duties as the supervisor may from time to time deem necessary. Coordinating with state and central bodies for various schemes such as smart cities.

S.No	Line Department	Minimum Qualification/ Specialization	Role Description
			<ul style="list-style-type: none"> Desirable skills- Proficiency in AutoCAD and Sketchup.
11	Cattle pounds; prevention of cruelty to animals.	B.A./B.Sc. Veterinary Sciences / Equivalent	<ul style="list-style-type: none"> Carry out field surveys, strategize, implement and manage vaccines and veterinary services to animals in the city. Assisting in creating awareness in the ULB or smart city and preventing cruelty against animals. Performing such other duties as the supervisor may from time to time deem necessary.
12	Statistical analysis & data analytics	B.A., B.Sc. – Statistics, Mathematics, Economics / Equivalent B. Tech – CS/IT/ Equivalent	<ul style="list-style-type: none"> Designing and maintaining data systems and databases. Assist in using statistical tools to interpret data sets, paying attention to trends and patterns that could be valuable for diagnostic and predictive analytics efforts. Collaborating with programmers, engineers, and organizational leaders to identify opportunities for process improvements, recommend system modifications, and develop policies for data-driven governance. Perform such other duties as the supervisor may from time to time deem necessary.
13	Public amenities including street lighting, parking lots, bus stops and public conveniences.	B. Arch / Equivalent	<ul style="list-style-type: none"> Performing basic architectural/engineering calculation and design. Preparing, reviewing, and approving drawings as required. Under the direction of the Supervising Architect, may perform technical assignments such as identification of various green areas and development of design proposals. Coordinate technical and administrative activities with other departments participating on an assigned project. Assist in urban design, urban conservation or heritage restoration projects. Performing such other duties as the supervisor may from time to time deem necessary.

S.No	Line Department	Minimum Qualification/ Specialization	Role Description
			<ul style="list-style-type: none"> Coordinating with state and central bodies for various schemes such as Smart Cities Mission, PMAY-U, AMRUT etc. Desirable skills - Proficiency in AutoCAD and Sketchup.
		B. Tech Civil Electrical / Equivalent	<ul style="list-style-type: none"> Assist in the design, operation and maintenance of streetlights, parking, bus stops and public conveniences. Consider construction costs, government regulations, potential environmental hazards, and other factors in planning and execution stages and risk analysis. Providing cost estimates for materials, equipment, or labour to determine a project's economic feasibility. Coordinating with state and central bodies for various schemes such as Smart Cities Mission Performing such other duties as the supervisor may from time to time deem necessary.
14	Development of digital tools and apps for e-governance. Assisting in ICCC operations	B. Tech CS/IT/EC / Equivalent	<ul style="list-style-type: none"> Designing and developing digital tools or mobile apps for e-governance, surveys, public awareness etc. Support engineer in IT related functions like ICCC, ITMS and other digital platforms.
15	Research on transport and urban mobility	B. Plan B. Tech Mechanical/ Electrical / Civil Equivalent	<ul style="list-style-type: none"> Research and study on urban mobility and inform on design, enhancing public ridership etc. Research on new and upcoming ideas on transport – EV, shared mobility etc.
16	Workshop Operation & Maintenance	B. Tech (Mech)	<ul style="list-style-type: none"> Assist in preparing plan for asset management, allocation of items, maintenance timelines etc. Maintenance engineer in vehicles and machineries related to ULBs.
17	Store & Logistics Management	B. Tech (Mech.)	<ul style="list-style-type: none"> Prepare asset allocation plan Maintain stock register
18	Project Management	B. Tech	<ul style="list-style-type: none"> Analyse project management cycle. Prepare progress report of projects Submit report regarding compliance of project timelines and terms and condition

S.No	Line Department	Minimum Qualification/ Specialization	Role Description
19	Special Purpose Interns	B. Tech	<ul style="list-style-type: none"> Preparing documents for MPI, EOL, DMAF, Climate change Review the progress, identifying gaps & suggesting remedies in above mentioned data sets. Coordinate & Contribute in election and census related work. Assist in city drainage plan, city sanitation plan, city mobility plan, city environmental plan, city Advertisement plan etc.
20	Municipal Finance	B. Com/ BBA	<ul style="list-style-type: none"> Assist in Legislative Framework and Accounting Standards Assist in Budget and Financial Planning Assist in Property Assessment and Taxation Maintain record of Municipal Expenses Analyze Borrowing and Debt Analyze and propose Investments Analyze Financial Statements and Reports Assist in achieving and improving Municipal Credit ratings. Assist in issuing Municipal Bonds
21	MIS (IT)	B. Tech/BBA/BCA	<ul style="list-style-type: none"> Develop effective MIS for running projects and government schemes Update all MIS Ensure timeliness of projects
22	Procurement	B. Tech/BBA/BCA	<ul style="list-style-type: none"> Contract Management Use of "GEM" Procurement Plan for ULBs
23	Legal	LLB.	<ul style="list-style-type: none"> Assist in all legal matters regarding ULBs/ smart cities like Land related or any other.

The remunerations are the sole prerogative of host ULBs/smart cities, which may offer them commensurate to market standards.

Appendix - 2 Orientation Agenda

Organizational Background	
<History>	
<Values>	
<Structure>	
<Aspects that set this organization apart from others with similar missions>	
<Population targeted by the work of this ULB/smart city>	
<Common acronyms in day-to-day work>	
Organizational Culture	
<Overview>	
<Time and attendance>	
<Dress code>	
<Holidays and closures>	
<Lunch and other breaks>	
<Sick leave policy>	
<Emergency evacuation protocols>	
<Pay and reimbursement procedures>	
<Codes for building entry or operating machines like copiers>	
<IT assistance>	
<Confidentiality/security policies>	
<Policies on sexual harassment, personal calls/emails, appropriate relationships/behaviors>	
Tour of the space as necessary	

Internship Program Structure	
<Expectations for interns>	
<Pertinent dates and events>	
<Guidance for interacting with supervisors>	
<Details one valuation and exit interviews>	

Intern Development Activities	
<Self-Assessment forms>	
<Resume writing>	
<Networking>	
<Mentoring>	
<Skills acquisition>	
<Trainings available>	

Appendix - 3 Sample Self-Assessment Form

Interns may complete this self-assessment form on their own during orientation. They may choose to seek input from their supervisors as it relates to professional development needs and goals but doing so is not necessary. The purpose of this activity is to help interns identify how their goals translate into expectations for the work of the internship and

other opportunities like mentoring. Coordinator(s) of programs without formal mentor matching components may choose to exclude the column on mentoring or frame it in such a way that interns understand mentoring is still a valuable activity they can pursue on their own.

Intern's Goals	Expectations for the Internship/ Supervisor	Expectations for Mentoring
My immediate professional goal is:		
What I need to learn right now to succeed at work is:		
What I want to do at work right now is:		
My long-term career interest or aspiration is:		
What I need to pursue this long-term career interest is:		

My primary expectations for my internship are to:

My primary expectations for mentoring are to:

Appendix - 4 Sample Internship Work Plan

Name of ULB: _____

Intern's Name:	
Start Date:	
End Date:	
Expected Work Schedule:	
Course:	
Graduation Date:	
Hours per Week:	
Supervisor's Name:	
Days per Week:	

Goals:

1.

2.

3.

Short-term Assignments:

1.

2.

3.

Long-term Assignments:

1.

2.

3.

Suggested topics for follow-up conversations:

1.

2.

3.

Final Evaluation Due Date: _____

Intern’s signature: _____ Date: _____

Supervisor’s signature: _____ Date: _____

Work Plan Management:

Task	Assigned By	Due Date	Reviewed	Completed

Intern’s signature: _____ Date: _____

Supervisor’s signature: _____ Date: _____

Appendix - 5 Sample Intern Final Evaluation

Date: _____

Intern's Name: _____

Workplace Supervisor's Name: _____

Course: _____ Graduation Date _____

Describe your current internship responsibilities: _____

Evaluate on a scale from 1 (never) to 5 (always) how much you agree with the following statements.

Evaluation Questions	1	2	3	4	5
There is a good balance between menial tasks (administrative work) and content- focused assignments.					
The internship experience is consistent with how it was described to me by the supervisor and/or coordinator(s).					
Multiple individuals seem invested and interested in my progress and learning.					
I feel like I can ask questions and get the answers I need to do my job.					
I have been able to stretch myself and take opportunities to work outside of my comfort zone.					
I receive feedback frequently and in a constructive format.					
I feel valued by my team, supervisor, and the organization.					
I feel like I am making valuable connections to use in my future career or jobs.					
I feel supported by the internship coordinator(s).					
I feel supported by my workplace supervisor.					
I feel supported by my mentor (if any).					

1. What overall challenges did you face in your internship?

2. What was the most rewarding aspect of your internship experience?

3. How, if at all, can this internship program be improved for future interns?

Intern's signature: _____ Date: _____

Supervisor's comments (to be completed separately):

Supervisor's signature: _____ Date: _____

Appendix - 6 Sample Supervisor Final Evaluation

Date: _____

Intern Name: _____

Supervisor's Name: _____

Supervisor's E-mail: _____

Supervisor's phone: _____

Internship Start Date: _____ Internship End Date: _____

Please rate the following statements below based on the intern. Check the appropriate rating from 1 (poor) to 5 (excellent):

Intern's Performance Review	1	2	3	4	5
Intern's overall performance					
Intern's attendance					
Intern's attitude					
Supervisor availability to answer intern's questions					
Regularly scheduled meetings with intern					
Intern's willingness to ask for help					
Job duties in line with original objectives					
Interning developed skills related to career field of interest					
Intern was challenged by work					
Intern met all expectations					
Intern received necessary training/ resources to do the job well					

Discuss the improvements made by the intern: Additional comments or concerns:

Intern's signature: _____ Date: _____

Supervisor's signature: _____ Date: _____

Appendix - 7 Intern Feedback

Intern Name: _____

Supervisor Name: _____

This experience has:	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
Given me the opportunity to explore a career field					
Allowed me to apply classroom theory to practice					
Helped me develop my decision-making and problem-solving skills					
Expanded my knowledge about the work world prior to permanent employment					
Helped me develop my written and oral communication skills					
Provided a chance to use leadership skills (influence others, develop ideas with others, stimulate decision-making and action)					
This experience has:	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
Expanded my sensitivity to the ethical implications of the work involved					
Made it possible for me to be more confident in new situations					
Given me a chance to improve my interpersonal skills					
Helped me learn to handle responsibility and use my time wisely					
Helped me discover new aspects of myself that I did not know existed before					
Helped me develop new interests and abilities					
Helped me clarify my career goals					
Provided me with contacts which may lead to future employment					
Allowed me to acquire information and/or use equipment not available at my Institute					

Under TULIP, ULB/smart city officials may serve as mentors or supervisors for interns. Do you feel that your supervisor served such a function? Why or why not?

How well were you able to accomplish the initial goals, tasks and new skills that were set down in your learning contract? In what ways were you able to take a new direction or expand beyond your contract? Why were some goals not accomplished adequately?

In what areas did you most develop and improve?

What has been the most significant accomplishment or satisfying moment of your internship?

What did you dislike about the internship?

Considering your overall experience, how would you rate this internship? (Circle one).

(Satisfactory/ Good/ Excellent)

Give suggestions as to how your internship experience could have been improved. (Could you have handled added responsibility? Would you have liked more discussions with your professor concerning your internship? Was closer supervision needed? Was more of an orientation required?

Intern's Signature_____ Date_____

Appendix – 8 How TULIP can support virtual internship?

Virtual internship is a class of internships where you do not have to be physically present in the office or site while doing the internship. Intern may even do the internship while in a remote location as long as there is a computer and an internet connection. There are many different professions where virtual internships are possible. These may include data entry jobs, jobs related to web development, graphic designing jobs, web content writing jobs and SEO related jobs. The virtual internships offers you the

basic experience required to do well in a particular job

The TULIP platform supports provision of providing virtual internships in the normal and in the times of crisis such as the Corona Virus Disease 2019 response, providing opportunities for the fresh graduates in augmenting ULB/smart city capacity while at the same time providing the following mutual benefits:

Benefits to Interns:

- Avoid the hassle of a commute, without having to move to another state or limit your search to your city to gain the experience you need for a competitive edge.
- The portal allows interns to work on cases studies and innovative ideas in a “work from home” format.
- Virtual internships provide flexibility & motivate interns to utilize his/her time in productive way which in-turn reduces stress and anxiety.
- “Virtual Internship” may be utilized as a mode for providing financial assistance to the interns of remote areas for their contribution to host ULB/smart city.

Benefits to ULBs/smart cities:

- Larger applicant pool: Hiring virtual interns allows you an almost endless choice of candidates. No longer are you limited to only those interns who live nearby or—in the case of unpaid internships—to those who can afford to work for free
- Space and equipment savings. Since virtual interns don’t work at your office, you don’t have to allocate additional workspace.
- It will bring innovative ideas & solutions to municipal services so that they may run effectively even during the crisis conditions.

Appendix - 9 Sample Offer Letter

I, _____ son/daughter of _____ R/O _____ who is undergoing an internship at _____ Urban Local Body/smart city, do hereby undertake on this the _____ (day), of _____ (month) _____ (year), the following:

1. I will be present at the premises of the urban local body/smart city or any other venue, as notified by the nodal officer/authorized officer of ULB/smart city, to undertake tasks assigned to me for the duration of the internship. I will communicate to the nodal officer/authorized officer should there be any reason or inability to be present.
2. I will communicate regularly with the said nodal officer/authorized officer on the progress of the tasks undertaken and furnish the monthly progress report to be evaluated by the said nodal officer/authorized officer.
3. I understand that any work products/IPR produced during the internship is a property of the ULB / smart city and the terms of its use shall be decided at the discretion of the ULB / smart city.
4. I declare that, I will neither join in any coercive agitation/strike for the purpose of forcing the concerned authorities to solve any problem, but amicably resolve the same through the nodal officer or appropriate grievance redressal mechanisms.
5. I will adhere to workplace norms and abide by ethical standards followed in the ULBs / smart cities. In the instance of a professional misdemeanour or misconduct I understand that the concerned authorities shall terminate my internship and may take appropriate legal recourse as provided under the law of land.
6. I declare that, I shall be solely responsible for any act/actions of disrepute and shall be liable for punishment as per the law of the land. I further understand that the ULB / smart city or concerned authorities shall in no way provide any legal support to me and will not be held responsible.
7. I declare that I have not been convicted or found guilty of any criminal offence or associated with or accomplice to an ongoing criminal investigation.
8. I declare that I am not suffering from any serious/contagious ailment and/or psychiatric/psychological disorder which may hinder my performance as intern.
9. I further declare that, my internship shall be terminated forthwith at any stage, if I am found to be ineligible and/or the information provided by me are found to be incorrect or on grounds of misconduct etc. as came to the notice of ULB/smart city.
10. I hereby undertake to inform the ULB or smart city and concerned authorities, about my changes in information submitted by me, in the application and any other documents, including changes contact details/addresses/phone nos. etc., from time to time.

Date:

Signature of Candidate:

Appendix - 10 Confidentiality Agreement for Interns

I _____ son/daughter _____ of R/O _____ who is undergoing internship in _____ Urban Local Body / smart city for the period from _____ to _____ understand that “Confidential Information” means any information of a secret or confidential nature relating to the internship workplace, which may include methods, documents, data, drawings, manual, notebooks, reports, processes, software, information systems, contracts, proposals and training materials. I agree to the following:

I have read and understood the above definition of “Confidential Information”. I agree that I will not at any time, both during and after completion of internship, communicate or disclose confidential information to any person, corporation or entity unless required by applicable law or legal process failing which I shall be liable to legal remedies as per law.

Date

(Signature)

Full Name

Appendix - 11 Certificate of Internship

This is to certify that <Mr./Ms.> _____ a graduate of <University/institution> has successfully completed <his/her> Internship with <Urban Local Body/ Smart City> from____ to _____. During the period of Internship, he/ she worked and assisted the ULB/Smart City in research/design/fieldwork related to_____with due diligence and commitment.

Date: (Signature)

Place: <Municipal Commissioner/CEO>

Contact us



Ministry of Housing and Urban Affairs
Government of India

Ministry of Housing and Urban Affairs,
Nirman Bhawan, Maulana Azad Road,
New Delhi-110001

Website: www.mohua.gov.in
E-mail: tulip-support-mohua@gov.in



AICTE, Nelson Mandela Marg,
Vasant Kunj,
New Delhi-110070

Website: www.aicte-india.org
E-mail: internship@aicte-india.org



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