



Government of India
Ministry of Housing & Urban Poverty Alleviation



Pradhan Mantri Awas Yojana (Urban) – Housing for All

SOCIAL AUDIT GUIDELINES

2017

Pradhan Mantri Awas Yojana (urban) – Housing for All

Social Audit Guidelines

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I. INTRODUCTION

Pradhan Mantri Awas Yojana (PMAY) Housing for All (HFA) - Urban mission is being systematically monitored by the Ministry of Housing and Urban Poverty Alleviation (MoHUPA) at various levels. Constitution of *Third Party Quality Monitoring Agencies (TPQMA)* is one of the monitoring mechanisms used by the Ministry. Besides the data generated through systematic assessments of quality of construction work, the Ministry tracks 'social impact' of the HFA Mission - especially the relevance of the Mission, from the point of view of the beneficiaries and other stakeholders. *"Mission, at its discretion, will also assist State/UT Governments in undertaking social audit of the projects being implemented under the mission. Such social audit would be carried out by State/UT Government and ULBs through credible institutions including technical institutions (IITs, NITs etc.) and architectural and design institutes and through students of such institutions. Mission will provide 100% financial assistance for social audit with the approval of CSMC¹."* Social Audit provides the beneficiaries and other stakeholders an opportunity to scrutinize the procedures and benefits of the Mission. It effects better implementation, ensures accountability, transparency and participation.

II. WHAT IS SOCIAL AUDIT?

Social audit has origin in the democratic values and principles of transparency and accountability. It helps to measure, understand, report and improve the Mission's social and ethical performance. Social Audit is a participatory monitoring exercise used to systematically assess the progress of the PMAY mission. It is not just an information gathering exercise, but a tool for social mobilization and sensitization of the Mission objectives to a wide range of stakeholders. Social Audit should be conducted in a non-threatening environment by making everyone involved in the process fully aware of the Mission objective. It values the voice of all stakeholders, especially the marginalized and poor beneficiaries.

III. SCOPE AND OBJECTIVES OF SOCIAL AUDIT

The social audit will focus on obtaining feedback of the beneficiaries and stakeholders. The scope primarily covers but is not restricted to: selection of beneficiaries; quality of the construction; effectiveness of pro-poor basic services provided; dealing with officials; satisfaction of the targeted beneficiaries. The key objectives of Social Audit of PMAY Mission are:

1. Increase efficacy of the Mission by understanding any issues and gaps, as perceived by the project stakeholders and take timely remedial action.
2. Contribute to facilitating participation of the beneficiaries and other stakeholders at

¹ Para 12.6 of Pradhan Mantri Awas Yojana (PMAY) Housing for All (HFA) - Urban Scheme Guidelines, March, 2016, Ministry of Housing and Urban Poverty Alleviation, Government of India.



every stage of the project implementation.

3. Improve the social performance of the HFA mission by making it inclusive, participatory, and transparent and give voice to the vulnerable people, including women.
4. Assessment of impact of beneficiary sensitisation on project about the benefits and enhance the visibility of the project among the general public.
5. Broaden the understanding of the social impact of the HFA Mission, particularly its reach and relevance to the beneficiaries by supplementing the information received from other monitoring and evaluation mechanisms.

IV. SOCIAL AUDIT PROCESS AT A GLANCE

1. State Level Nodal Agency submits Social Audit plan along with other required documents, as explained in section IX.
2. The State Level Nodal Agency hires a 'credible' institution as an Independent Facilitating Agency, as per the process explained in section V.
3. State Level Nodal Agency forms a *Social Audit Facilitating Team*, consisting of a designated expert from the Independent Facilitating Agency and the Social Development Specialist (or any other appropriate specialist) based in the State Level Technical Cell.
4. *Social Audit Facilitating Team* finalizes list of projects and dwelling units to be audited, based on the process explained in section VI.
5. The IFA meets the 'senior management team' of selected Urban Local Bodies along with City Level Technical Cell members and brief them about the Social Audit plan.
6. Independent Facilitating Agency forms a Social Audit Committee as per the process mentioned in section VI.
7. The Independent Facilitating Agency designs tools for Social Audit, as per the details given in section VI.
8. The Social Audit Committee conducts social audit as per the process explained in Section VII.

The process involved in conducting Social Audit is depicted in the flow diagram-1.

The audit process explained here is for 'one audit cycle', which might take 3-6 months for completion. The process should be repeated in the next audit cycle, by selecting a different set of projects, other than the ones audited in previous audit cycles. A state may opt to have one or two audit cycles in a year as indicated in the approved Annual Social Audit Plan.

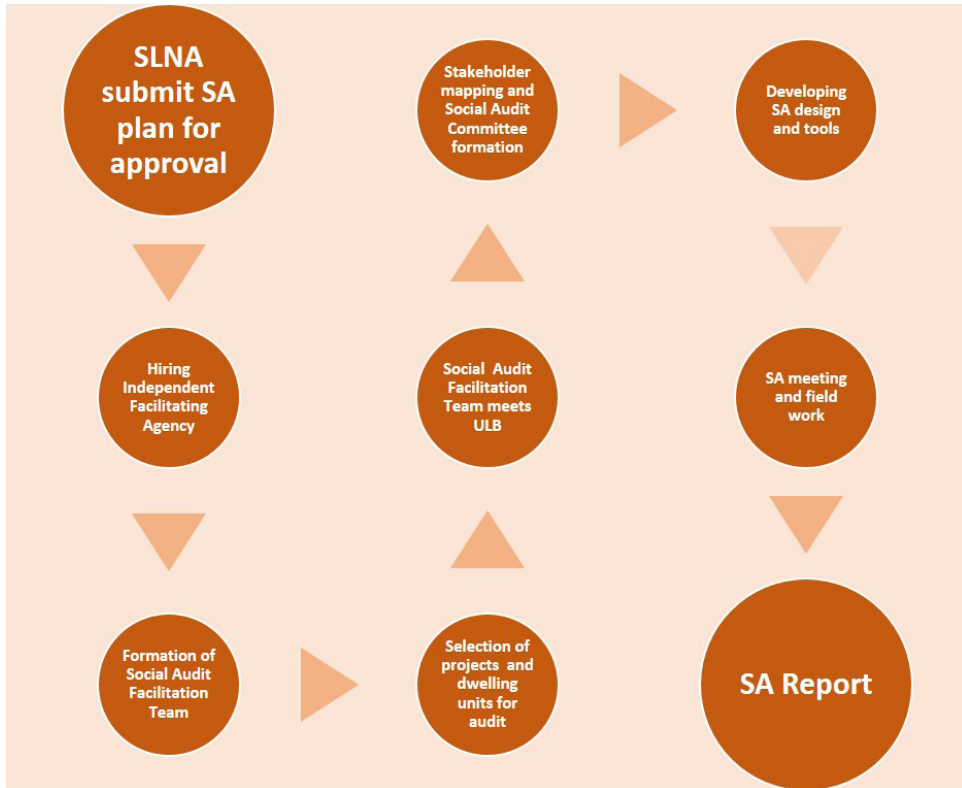


Diagram 1: Process involved in Social Audit

V. INSTITUTIONAL MECHANISM FOR SOCIAL AUDIT

The State Level Nodal Agency (SLNA) of the Mission will engage a reputed and experienced institution with proven track record for integrity as an Independent Facilitating Agency (IFA) to conduct social audit, through a transparent, competitive bidding process by sending out an Expression of Interest (Eoi) and subsequent signing of Memorandum of Agreement (MoA) between the SLNA and the hired institution.

The institution engaged should be able to mobilize dedicated experts to effectively complete the social audit process on time. They should ideally be based (or should have a local office) in the state where the Mission's projects are being implemented and should have worked in that state and are well conversant with the language and culture of the state where the audit will be held. If a competent agency is not

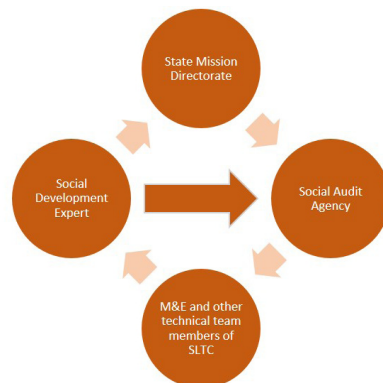


Diagram 2: Institutional Mechanism for Social Audit



available within the state, SLNA can hire agencies from neighboring states, as per the suggested qualifications in section V.2.

The IFA will designate consultant/staff with the required expertise to work closely with the Social Development Specialist or a staff who is in charge of the social mobilization in SLTC. The team of these two professionals will spearhead the process of Social Audit.

V.1. Responsibilities of State Level Nodal Agency

The State Level Nodal Agency (SLNA) is the overall coordinating unit of the Social Audit in all the project cities in a state. The SLNA will be responsible for overall coordination, planning, and execution of the Social Audit. Though the Social Development Specialist in the State Level Technical Cell (SLTC) along with the IFA designated expert will lead the social audit process, all other specialists based in SLTC and City Level Technical Cells (CLTC) will provide technical inputs and advice to the social audit process and will also join the exercise as and when required. Key roles of SLNA include:

1. Develop and submit the 'audit plan' and budget for the approval by the Ministry
2. Support, co-ordinate, and monitor the implementation of Social Audit
3. Hire an Independent Facilitating Agency (IFA) through an open bidding process for undertaking Social Audit
4. Help IFA to identify projects and dwelling units for Social Audit, and form Social Audit Committee through SLTCs/CLTCs
5. Ensure compilation of Social Audit report by IFA and submit the report to the Ministry
6. Analyse and follow up Social Audit findings

V.2. Independent Facilitating Agency (IFA)

While hiring the IFA, the SLNA should ensure the following qualifications and experience:

1. Experience of using social accountability/participatory tools/methodologies including experience of conducting Social Audit of housing projects in the urban sector
2. Experience of working with a variety of stakeholders including state governments and city level administrative bodies.
3. Experience of engaging CBOs and NGOs
4. Suitable human resources to undertake the required number of social audits
5. The Agency should be registered under Indian Societies Registration Act/Indian Trust Act/ Indian Religious and Charitable Act as a non-profit institution or a company registered under the Companies Act or under relevant state acts for at least three years.

The IFA will undertake the following activities:

1. Provide dedicated Social Audit expert/s to conduct Social Audit
2. Complete Desk Research/Documents Audit using all relevant HFA Project related reports
3. Select projects and dwelling units for Social Audit, as per the process outlined in the Guidelines
4. Develop city wise plans and calendar for Social Audit, in consultation with Urban Local Bodies (ULB)
5. Design tools for Social audit, form and train Social Audit Committee members, facilitate all social audit related meetings, and ensure systematic data collection during the field work by efficiently guiding the process
6. Facilitate the formation of Social Audit Committee (SAC) in consultation with the ULB to conduct social audit in the identified cities
7. Complete Social Audit process by being sensitive to local socio-cultural context and by ensuring the democratic spirit and underlying principles of social audit.
8. Prepare Social Audit report and share it with the ULB, SLNA, and to any other stakeholders, as advised by SLNA.

V.3. Urban Local Bodies and their Responsibilities

Key responsibilities of ULBs include:

1. Support formation of Social Audit Committees by the IFA
2. Create enabling environment for social audit
3. Share all relevant and available Mission related information/documents required for social audit
4. Provide feedback, suggestions, on the resource materials, tools, checklists, formats, and approve the report prepared by the IFA
5. Participate in all relevant public meetings on Social Audit and share Social Audit findings to important stakeholders
6. Analyse social audit findings and address the issues and gaps identified by the Social Audit Committee

V.4. Role of SLTCs and CLTCs

1. SLTCs and CLTCs should depute their Social Development Specialist or any other appropriate specialist to work closely with the Social Audit Expert from the IFA, not only in an advisory capacity but also as support to the entire Social Audit process.
2. Specialists from SLTC/CLTC should assist the social audit in identification of projects and dwelling units for audit, liaison with the ULB senior management team, accessing



relevant documents, form Social Audit Committees, and organising public meetings and group discussions in the field.

VI. PREPARATION FOR SOCIAL AUDIT

Preparatory activities of Social Audit are:

1. Creating an enabling environment for Social Audit
2. Systematic selection of projects and dwelling units
3. Stakeholder Mapping
4. Formation of Social Audit Committee
5. Formation of 'task based' sub-committees, and assigning a Documents Auditor,
6. Identification of issues for audit
7. Development of Social Audit tools

VI.1. Creating Enabling Environment for Social Audit

1. ULBs must create beneficiary awareness on the services, cost, standards, procedures, time frames, available mechanisms for grievance redressal by conducting meetings and through use of locally available media.
2. ULBs should encourage stakeholders in the project area to take part in consultations about the project implementation.
3. Capacity building and orientation of various stakeholders and agencies involved in the audit process is necessary. An initial orientation on Social Audit to the officials to be made by the IFA in the first meeting with the ULB. This will be followed up by further orientation training during the social audit meeting, as explained in section IX
4. Beneficiary members from the marginalized communities should be treated as equal partners throughout the social audit process.

VI.2. Systematic Selection of Projects and Dwelling units

The selection of projects and dwelling units for audit should be done systematically.

1. To begin with 5-10% of the approved projects are selected for social audit, using random sampling technique. All projects selected for audit should have at least 100 dwelling units grounded for construction with beneficiaries identified. If any selected project does not meet this requirement of 'minimum 100 dwelling units', it should be replaced with another project with required number of dwelling units, through random sampling.
2. The sampling process should also ensure 'purposive' inclusion of a cross section of projects belonging various 'verticals', 'durations', 'levels of completion', and 'population

2 *Affordable Housing in Partnership* projects should be considered only after the identification of beneficiaries.



groups' for audit.

3. Projects with maximum number of beneficiaries from SC, ST, minority, transgender and differently abled person backgrounds should be preferred for including in Social Audit.

VI.3. Stakeholder Mapping

IFA in consultation with the CLTC will do 'stakeholder³ mapping' of the project at the city level. An indicative list of stakeholders of the HFA Mission should include:

1. Direct beneficiary groups of all the available 'verticals' of the HFA
2. Elected Representatives/ MLAs/MPs/other Local Self Government bodies
3. Staff of ULB, CLTC and other state level agencies responsible for project implementation in the project area
4. Private Agencies/Contractors/Lending Institutions associated with the project
5. Citizen Organizations, Community Groups, and RWAs Voluntary organizations/ institutions/CSOs/CBOs and other similar groups
6. Students of architectural/design institutes, universities, social science research and training institutions in the district where the projects and dwelling units are located
7. Any other relevant stakeholder groups from the project area

VI.4. Formation of Social Audit Committee

From the list of stakeholders, IFA in consultation with CLTC will form a Social Audit Committee (SAC) by including people of integrity, good reputation and interested in joining the social audit process.

1. The strength of SAC should not be more than 30 members or less than 20 members.
2. The Social Audit Committee should ensure representation from the beneficiary community and from institutions/CBOs having prior experience in conducting social audit related exercises.
3. There should be adequate representation of women, minority and backward castes, transgender and differently abled person in the Committee.
4. *Members of SAC should receive only TA and DA, as budgeted and will not receive any honorarium for their participation in the Social Audit.*

Key responsibilities of the Social Audit Committee are:

1. Create awareness among stakeholders and encourage participation of beneficiaries
2. Collect, examine and verify relevant information related to the implementation of the HFA projects and dwelling units

3 Stakeholders are those who are likely to control the implementation and instruments of the project, as their interests are affected by the project or their activities might strongly affect the project. They possess information, resources and expertise needed for strategy formulation and implementation of project.



3. Record information collected through consultations and discussions
4. Prepare reports based on the information gathered through the audit process by incorporating various issues, facts, and complaints that came up during the audit process
5. Support IFA in Organising public/community meetings and in informing the beneficiaries and other stakeholders on the audit outcomes
6. Support IFA to prepare Social Audit Reports
7. Support ULB to follow up the audit report

VI.5. Formation of 'Task Based' Sub-committees and Assigning a 'Documents Auditor' within SAC

1. The Social Audit Committee should be further divided into sub groups to undertake tasks such as collection of information through interviews, conducting group discussions and *Jan Sunwais*, and compilation of report etc.
2. One expert member of SAC should act as 'Documents Auditor' for verifying financial statements and other records.
3. IFA should equip the 'Documents Auditor' with 'check list' to be used for documents audit and through ULB should provide access to all the relevant records required to complete his task.
4. 'Documents Auditor' should complete review of all relevant documents prior to the 'social audit meeting' as explained in section IX.

VI.6. Identification Issues for Social Audit

The broad issues/parameters of Social Audit are around *awareness, inclusion, participation, efficiency, effectiveness transparency, quality, and accountability* of the project being implemented and these should be examined based on the indicators listed in Table 1 below. However, based on the socio-cultural context of the city, the implementation stage of the project, and the feedback from stakeholders, the IFA may further extrapolate key issues/parameters to be included in the social audit.

VI. 7. Developing Tools for Social Audit

Besides an information gathering exercise, Social Audit is a tool for social mobilization and sensitization of Mission objectives to a wide range of stakeholders. Though the focus is not entirely on the rigor of methods and validity of the data to be collected, SLNA, ULBs and IFA should ensure that the audit is done using systematic methods and tools. Table 2 lists the tools to be used for Social Audit.



Table 1: Issues/Parameters and indicators to be used for Social Audit

Parameter	Indicators
Awareness	Awareness of beneficiaries about their entitlements from the HFA Mission
Inclusion	Proportion of marginalized communities: SC/ST/OBC/minorities/differently abled person/transgender manual scavengers/women (with overriding preference to widows) etc. among beneficiaries
Participation	Involvement of beneficiaries, CBOs/CSOs/ co-implementing agencies (e.g. banks/builders) in project related consultations and nature and frequency of consultations with these groups
Effectiveness and Efficiency	Identification of right beneficiaries Whether the construction activities are being completed as per the planned duration, specifications and standards. Satisfaction about Project related services in meeting beneficiary's requirements
Transparency	Proactive disclosures of project details including financial details by ULBs in the public domain
Quality Monitoring	Existence of any technical group/committee with members different from those involved in project implementation. Periodic reviews of project activities and actions taken on gaps found. Visits by ULB/CLTC staff to project sites.
Accountability	Measures taken to avoid malpractices and corruption Mechanisms on grievance redressal and awareness of mechanisms for grievance redressal. Instances of grievances/complaints escalated to ULB authorities and duration of resolving those grievances/complaints
Issues/complaints	Any unresolved issues and complaints

**Table 2: Tools to be used for social audit**

Review of Documents
All relevant project documents should be reviewed, based on a Checklist. IFA expert with the help of a Documents Auditor (deputed by the Social Audit Committee) should gather all required information prior to the Social Audit Meeting. Besides Project's relevant financial statements, the Documents Review should include Housing for All Plan of Action (HFAPoA), Detailed Project Report (DPR), Annual Implementation Plan (AIP), Quarterly Progress Report (QPR), and any other relevant documents including media reports about the Project/Mission.
Jan Sunwai/Public Hearing
Jan Sunwai (also called Public Hearings) should be conducted at a public place, accessible to everybody in the city, where the audit happens. Beneficiaries of the selected projects as well as those belonging to all verticals of PMAY in the city/ULB where Social Audit takes place should be invited and encouraged to participate in Jan Sunwai. Prior to scheduling Jan Sunwai, the beneficiaries and stakeholders should be suitably informed through leaflets/pamphlets and/or newspaper advertisements. Ideally Jan Sunwai should be scheduled on a public holiday or any other convenient day as per the area involved in the Audit. The parameters on which auditors may gather feedback from the beneficiaries through Jan Sunwai must include all the relevant issues listed Table 1 in section VI.6.
Key Informant Interviews with Service Providers
Semi-structured questionnaires should be used to collect relevant information from the concerned ULB officials on the projects and dwelling units to be audited.
Group Discussions
Group discussions with invited members of the beneficiary communities should be done to understand community perspective/perception about the project, especially gaps in the project implementation process.
In-depth Interviews
Interviews should be conducted with beneficiaries to gain first-hand information on the working of the project, the issues and challenges faced at a personal level.

1. Out of the five tools listed above, the first three, namely, Documents Review, Jan Sunwai/Public Hearing and Key Informant Interviews are essential and should be used in all Social Audits.
2. Group discussions and in-depth interviews with beneficiaries are also very important tools to understand nuances of issues and these should also be used, though these two tools maybe excluded in rare cases, depending on the issues included in the Social Audit.
3. IFA expert should develop *checklists* for Documents Review and Jan Sunwai, and group discussions.
4. IFA Expert should develop *interview guides* (for in-depth interviews and for Key-informant interviews) and should also identify respondents, using systematic sampling techniques, generally used in qualitative research.

VII. SOCIAL AUDIT MEETING

After completing all the preparatory works as discussed above, IFA should invite the SAC for an intensive 2-day meeting cum field work, preferably on a weekend/holiday at a centrally located place (like a town hall) where participants could easily come in. SAC should be given at least a week's notice for the event.

Day 1:

1. On the first half of the first day of the Meeting, participants should be thoroughly oriented on the project, its objectives, sensitive aspects of the audit process and how to handle these sensitive aspects with care, the process to be followed, and the tools to be used. The Documents Reviewer will also make a very brief presentation on his findings.
2. The second half of first day will be used for explaining the process of social audit and the methods to be used for the field work.
3. Towards the end of the first day, participants will be grouped into 'task based sub-committees' - ideally into *five sub committees* (one each for using each of the five tools listed in section VIII). IFA will ensure that the sub-committees will have experienced experts who will ensure systematic information gathering, during the audit process.

Day 2

1. During the first half of day-two of the Social Audit meeting, sub-committees will go directly to their assigned Project related sites and collect the required information, using the checklists/guides given to them. All information gathering exercises including Jan Sunwai should be concluded before lunch time and all the Social Audit team members will re-assemble to complete the Audit process.
2. The first half of the afternoon should be used for compilation and presentation of reports by the subcommittees. A consolidated brief report will then be presented in a plenary and should get the approval of SAC members as well as of the ULB representative present at the Meeting.
3. The senior representative of the ULB present in the plenary has the right to embargo/withheld the brief consolidated Audit report from public dissemination, if the report has any sensitive information hostile to the Mission's success. However, S/he will have no right to influence the content of the report which was discussed and approved by the SAC in the plenary meeting. All such reports should be sent to MoHUPA through SLNA for immediate review and follow up.
4. At the end of the plenary, a brief consolidated report with key findings of each of the sub groups, should be ready for public dissemination.
5. A larger public meeting and/or a press release (optional) may be organized towards



the end of the second day to let everyone know the preliminary findings of the social audit.

In addition to sharing the Social Audit findings in the public meeting and optional press release on the second day of the social audit workshop, Social Audit reports should be further disseminated to stakeholders for feedback. This dissemination can be within additional meetings, through newspaper reports, hoardings, local cable TV/local radio, in ULB's website etc. Based on the issues raised in the Social Audit Report, the ULB shall frame its future course of action. ULBs are responsible for the follow up of various actions to be taken.

VIII. SOCIAL AUDIT REPORTS

A detailed city level report as per the format given in Annexure 1 should be submitted to the Municipal commissioner/appropriate authority of the ULB within a week after the Social Audit. This report must also be circulated among all the stakeholders of the project, especially among the SAC members. Upon receiving the report, the Municipal Commissioner of the ULB may take actions as deemed fit for correction or improvement of the Project's social performance indicators. A *consolidated state level report*, duly signed by the state Mission Director/competent authority should be sent to the MoHUPA. Though a similar format of city level report given in Annexure 1 can be used for preparing the state level report, it should be written as a consolidated state level report. Ministry may ask city level reports later, in case there is need. Any Body formed by the Government of India, such as District Level Advisory and Monitoring Committee (DLAMC) has the right to review social audit reports. Upon receiving and reviewing the state level report, the CSMC reserves the right to take any appropriate action regarding release of instalments for funding of the project or any other measure as deemed necessary.

IX. FINANCIAL NORMS

Mission will provide 100% financial assistance to State/UT Governments to conduct Social Audit with the help of an independent agency, selected through a competitive bidding process. To avail this financial assistance, states should submit their social audit plans with proposed budget in the format mentioned in Annexure 2. Indicative cost of conducting social audit in a state is given in Table 3. Costs mentioned in the table are indicative and states should prepare their budgets based on actual cost involved.

Social Audit Committee members including Documents Reviewer will not receive any remuneration for their work, except travel allowance, as per the norms followed by the ULB who facilitate the Social Audit at city level. Funds to the States/UTs for Social Audit will be released as per the details given in Table 4.

Table 3: Indicative cost of social audit (INR)

Expenditure	Cost for social audit involving up to 5 cities, as per approved Annual Social Audit Plan	Cost for social audit involving 6 or more cities, as per the approved Annual Social Audit Plan =
Independent Facilitating Agency (Expert/s+ Project Execution)	2,60,000	Actual expenses up to Rs. 3,50,000 (for 5 cities) plus Rs. 50,000 per additional city and up to Rs. 5,50,000 for audits which involve up to 9 or more cities
Travel and Accommodation (including Travel for workshop)	40,000	
Workshop logistics	30,000	
Documentation	20,000	
Total	3,50,000	

Table 4: Fund release Schedule and requirements

Installment	Requirement for fund release
First (50%)	<ol style="list-style-type: none"> 1. Social Audit Plan with SLSMC approved budget 2. Copy of EoI not for cat on used for Selection of IFA 3. City wise list of Projects along with number of dwelling units selected
Final (50%)	<ol style="list-style-type: none"> 1. City wise list of Social Audit Committee members 2. Copy of sample tools used for social audit 3. State level social audit report, duly signed by the state Mission Director/competent authority

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**AnnExuRE 1****Pradhan Mantri Awas Yojana (urban) – Housing for All****Social Audit Report Format**

<i>Name of the State:</i>	<i>Name of the City/Cities selected:</i>	<i>Name of the State Level Nodal Agency:</i>	<i>Name of Urban Local Bodies involved:</i>
<i>Names of verticals included:</i>			
1	Awareness Awareness of beneficiaries about their entitlements from the Mission:		
2	Inclusion Proportion of marginalized communities [SC/ST/OBC/minorities/differently abled person / transgender/manual scavengers/women (with overriding preference to widows) etc.] among beneficiaries:		
3	Participation a) Involvement of beneficiaries, CBOs/CSOs/ co-implementing agencies (e.g. banks/builders) in project related consultations b) Nature and Frequency of consultations with these groups:		
4	Effectiveness and Efficiency a) Identification of right kind of beneficiaries b) Whether the construction activities are being completed as per the planned duration, specifications and standards c) Satisfaction about Project related services in meeting beneficiary requirements		

5	<p>Transparency</p> <p>Proactive disclosures of project details including financial details by ULBs in the public domain:</p>
6	<p>Quality Monitoring</p> <p>a) Existence of any technical group/committee with members different from those involved in project implementation:</p> <p>b) Review of project activities and actions taken on gaps found:</p> <p>c) Visits by ULB/CLTC staff to project sites:</p>
7	<p>Accountability</p> <p>a) Measures taken to avoid malpractices and corruption:</p> <p>b) Mechanisms on grievance redressal and awareness of mechanisms present for grievance redressal:</p> <p>c) Instances of grievances/complaints escalated to ULB authorities and duration of resolving those grievances/complaints:</p>
8	<p>Issues/complaints</p> <p>Any unresolved issues and complaints:</p>
9	<p>Recommendations</p>
10	<p>name and Contact Details of the Independent Facilitating Agency:</p>

**AnnExuRE 2**

**Pradhan Mantri Awas Yojana (urban) – Housing for All
Format for applying for Financial Assistance for Social Audit**

1	Name of State/UT		
2	Total number of projects approved under HFA Mission in the state		
3	Total number of projects selected for Social Audit		
4	Number of dwelling units covered in the social audit		
6	Name and address of the Independent Facilitating Agency shortlisted		
7	Tentative schedule of audit meetings	City	Date
		1.	
		2.	
		3.	
		4.	
		5.	
8	Budget requirement	Item	Amount
		Independent Facilitating Agency (Expert, Project Execution)	
		Travel and Accommodation (including Travel for workshop)	
		Workshop cost (venue, refreshments, logistics)	
		Documentation and IEC	
		Total	
Signature of the competent authority with date			

