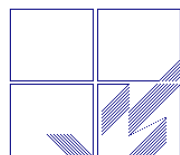


# PROFILE

**INFORMATION, EDUCATION AND COMMUNICATION**



**JPS Associates (P) Ltd**  
**New Delhi**



**ABOUT JPS ASSOCIATES**

JPS Associates is a consulting firm specializing in management, development, agriculture & natural resources management, and engineering. The company was founded in 1979 and incorporated as private limited company in 1995. JPS has amassed a reputation for improving and enhancing performance excellence of some of the most reputed clients and has been working in development projects directly with and funded by international and bi-lateral development agencies like the World Bank, Asian Development Bank (ADB), United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), International Labour Organisation (ILO), Global Environment Facility (GEF), European Union (EU), United States Agency for International Development (USAID), Department for International Development (DFID), Japan Bank for International Cooperation (JBIC), Japan International Cooperation Agency (JICA), French Development Agency (Agence Française de Développement- AFD), Canadian International Development Agency (CIDA), Australian Agency for International Development (AusAID), Kreditanstalt für Wiederaufbau (KfW), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and Norwegian Agency for Development Cooperation (NORAD). Our government clients include national institutions, central government, state government, local government and parastatals such as public sector undertakings and public sector banks.

We are a team with diverse range of expertise and experience. The Head Office in New Delhi is the driving force behind the Company activities, centralising the management specialists and design staff and providing overall direction and supervision to the on-going projects. We also have an extensive network of retained experts, who add strength to our team in sharing commitment to deliver exceptional results for our clients.

We leverage our more than 30 years of experience, deep knowledge of processes, insights, and best practices internalised through implementing about 900 projects. These are supported by strong IT/technology, reengineering, analytics and global delivery capabilities to deliver a comprehensive client solution. From strategy through implementation, our hands-on approach has achieved success in delivering quantifiable and value-driven results. Our partnership with our clients ensures a lasting effect which is ultimately their asset and knowledge. Our reputation for being leaders in specialised fields of central and local government has built us a solid clientele in our home base India, and a reach into the international arena.

JPS is an ISO 9001: 2008 certified company. We pursue our quality policy and all business units integrate the policy and further strengthened by quality surveillance and project monitoring team.





## FIELDS OF SPECIALIZATION

### Management

- Financial Management and Accounting
- Governance, Public Services and Policy
- Organisation Development & Institutional Strengthening
- Information Management & E-Governance

### Development

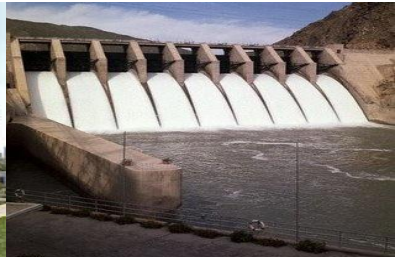
- Social Development & Surveys
- Public Health
- Urban Development Planning
- Regional and Rural Development Planning
- Tourism

### Agriculture & Natural Resources

- Natural Resource Management
- Environmental Management
- Agriculture and Agri-Business

### Engineering

- Water & Environment Engineering
- Transportation
- General Engineering



**RANGE OF SERVICES:**

JPS provides specialist sector specific services which are presented under each business units. The general services include the following:

- Policy
- Project Planning and Preparation
- Program Management Consultancy Services
- Master Planning & Conceptual Designs
- Field Surveys & Investigations
- Pre-Feasibilities and Feasibilities Studies
- Detailed Designs/ Detailed Project Reports
- Financial Management & Accounting Services
- Modelling for PPP, BOT/BOOT projects
- Project/Program Monitoring & Evaluation
- Capacity Development and Institutional Strengthening
- Human Resources Planning
- Manpower Analysis
- Business Planning
- Information Management Services/ Management Information System (MIS)
- Environmental Impact Assessment And Management
- Socio-Economic Studies& Social Impact Assessment
- Community Development
- Resettlement & Rehabilitation
- Livelihoods and Sustainable Development
- Efficiency Improvement/ Cost Reduction Study/ Profitability Improvement Studies
- Tender Documentation
- Concession Agreements
- Bid Processing
- Procurement Assistance
- Owner's Engineers and Independent Engineers Services
- Project Management / Construction Supervision
- Third Party Quality Control/ Quality Assurance
- Impact Assessment Studies



**INFORMATION, EDUCATION AND COMMUNICATION (IEC) SERVICES:**

- Communication Research;
- Development Communications;
- Mass Media;
- Public Relations;
- Strategic Public Consultations, Review of Existing Mechanisms and Comparative Analysis for Determining the Communication Gaps and IEC Needs;
- Recommendations on Appropriate Channels of Communication and Design of Communication Materials;
- Conceptualization and Development of IEC Templates/Software for Audio Visual, Print, Press, Outdoor Outreach Modes, New and Emerging Media;
- Design of IEC Strategy Implementation Plan and Process;
- Execution and Supervision of all Production Related Work of Radio/ TV Programmes;
- Development of Tools for Monitoring and Evaluation of Strategy; and
- Institutional Strengthening & Capacity Development





**Location:** Bihar

**Client:** Bihar Rural Development Society, Department of Rural Development, Government of Bihar

**Funding Agency:** World Bank

**Period:** September, 2015 – Ongoing

**RELEVANT EXPERIENCE**

**Development of Communication Strategy and Design of Communication Materials Under Bihar Integrated Social Protection Strengthening Project for Bihar Rural Development Society, Department of Rural Development, Government of Bihar**

**Brief Description of Project:**

In the last decade, Bihar has made impressive improvements in human development outcomes in terms of access to schooling and health. Despite the impressive growth, the share of the rural population living below the poverty line witnessed little change from 55.7% in 2004-05 to 55.3% (approximately 54 million) in 2009-10. Certain groups including persons with disabilities (PWDs), older persons and widows are especially vulnerable to economic shocks and rising living costs. These groups are likely to experience multiple deprivations on account of poor support systems, rising health expenditures, and declining incomes.

Social protection (SP) spending is fairly high in Bihar (INR 62.04 billion in 2010-11) and there are several programs in place to meet the needs of the poor and vulnerable. The three main social assistance programs include (i) Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) – a rights-based, demand-driven public works program that guarantees all rural households up to 100 days annually of unskilled public works employment on demand; (ii) Indira Awaas Yojana (IAY) - cash transfers to poor rural households for building houses; and (iii) Social pensions - cash transfers for older persons, widows and persons with disabilities.

The Rural Development Department (RDD) of Bihar, implements MGNREGS and IAY as well as the Below Poverty Line (BPL) list, which is used across several SP programs to identify poor households in rural areas.

The Bihar Integrated Social Protection Strengthening Project is being implemented in Bihar with support from the World Bank with the objective of strengthening institutional capacity of the Department of Social Welfare and the Rural Development Department to deliver social protection programs and services and expand outreach of social care services for poor and vulnerable households, persons with disabilities, older persons and widows in the state. The project is to be implemented over a period of six years (2014-2020) and will systematically strengthen institutions for improved and expanded service provision for social protection programs and services, including the programs administered by the Rural Development Department, thus supporting the Government of Bihar's core agenda of promoting better governance and service delivery in the state.

**Objective**

BRDS seeks to hire an agency to support it in developing and deploying an informed, targeted communication strategy and plan of action to:

- Enhance clarity within the RDD administration regarding goals, standard operating procedures, roles, responsibilities, authority, and service standards for efficient and effective deployment of RDD schemes and entitlements;
- Increase awareness and information available to citizens of Bihar, especially the vulnerable groups comprising rural poor, women and scheduled castes/scheduled tribes on major entitlements and schemes of the Rural Development Department; and
- Motivate vulnerable groups to enroll in RDD entitlements and schemes and avail benefits.

**Services Provided:**

The first area of work involves formative research to develop a comprehensive communications strategy for the project. This involves the following tasks:



- Desk review of existing Information, Education and Communication materials relevant to social protection programs available in the India/Bihar, including materials which may have been developed/used by the Department of Rural Development;
- Reviewing available information (reports/studies/assessments/impact evaluations) on the effectiveness/efficiency/impact of IEC materials developed and deployed for social protection programs;
- Undertaking a participatory communications needs assessment with various stakeholders including vulnerable groups in Bihar (including rural poor, women and scheduled castes/scheduled tribes), Rural Development Department, NGOs/CBOs, Panchayati Raj Institution members etc.;
- Developing a two pronged communication strategy with the objective of (i) increasing awareness and information available to citizens of Bihar on major entitlements and schemes of the Rural Development Department, and (ii) enhancing clarity within the RDD administration regarding goals, standard operating procedures, roles, responsibilities, authority, and service standards for efficient and effective deployment of RDD schemes; and
- Developing a comprehensive detailed communication plan, leveraging interpersonal, print and electronic media interactions towards implementation of the communication strategy.

The second area of work involves designing and pre-testing of communication materials in support of the communication strategy. These materials are envisaged to leverage interpersonal, print, and electronic interactions and are to include:

- Materials for use at BRDS; and
- Materials for use at community level

Electronic versions of all materials are envisaged to be refined and finalized based on the pre-test and submitted to BRDS in a format which will allow for easy reproduction.

The third area of work involves facilitating development of communication materials and their deployment as per the detailed communication plan.

The fourth area of work involves building capacity of BRDS to monitor and evaluate the effectiveness of the communication strategy in educating target groups on RDD entitlement and schemes. Towards this objective, JPS is envisaged to:

- Develop indicators and identify mechanisms for monitoring and evaluating the communications plan; and
- Support BRDS in establishing reporting and monitoring mechanisms for reviewing performance of the communications plan.

The fifth area of work involves maintenance and management of a repository of communications materials developed for social protection programs deployed in the state of Bihar. Overall, JPS is envisaged to coordinate closely with BRDS, district and block RDD /BRDS apparatus to ensure the relevance, feasibility and acceptability of deliverables.



**Location:** Bihar, Patna  
**Client:** Flood Management Improvement Support Centre, Water Resources Department, Government of Bihar  
**Funding Agency:** World Bank  
**Period:** 27 Nov. 2014 – Ongoing  
**Associate Firm:** Nil

**Consultancy Services for Developing Approach, Protocols and Mechanisms for Community Participation in Embankment Surveillance and Piloting in Select Communities in Kosi River Basin, Flood Management Improvement Support Centre, Water Resources Department, Government of Bihar**

**Brief Description of Project:**

The Government of Bihar intends to strengthen the flood management and flood forecasting system (consequent to the impact of Kosi Flood 2008) under the 'Bihar Kosi Flood Recovery Project' (BKFRP) through a credit from the International Development Association (IDA). The credit amount of US\$220 million is envisaged to be used for the payments for goods, works, related services and consulting services to be procured under this project. The overall project objective is to support the flood recovery as well as future oriented risk reduction efforts of GoB through (i) reconstruction of damaged houses and road infrastructure (ii) strengthening the flood management capacity in the Kosi basin (iii) enhancing livelihood opportunities of the affected people and (iv) improving the emergency response capacity for future disaster.

The objectives of captioned consultancy assignment are as follows:

- To review past community involvement in embankment surveillance and protection, and identify reasons for subsequent failure of the involvement;
- To recommend the most effective modalities to effectively associate the communities for embankment surveillance in normal time and during flood, to patrol and send localized embankment reports to EAMS, support WRD flood fighting efforts, etc;
- To plan and conduct workshops in select communities to develop consensus on suggested modalities;
- Develop plan for basin-wise implementation and piloting in Kamla-Kosi basin; and
- Pilot Implementation in select field divisions to demonstrate and finalize strategy.

The scope of work includes the following:

- Interact with selected communities on sample basis (making sure that the sample represents the varying degree and nature of flood hazard in the project area). The sample size and selection of communities is envisaged to be designed by JPS based on sound statistical principles, and shall cover the embankments along Kosi and Kamla rivers. JPS, as part of sample survey, will also interact with concerned field divisions for suggestions on how the community feedback can effectively supplement field staff surveillance;
- Evaluate community participation modes for embankment surveillance in normal times and during flood to supplement the institutional efforts. JPS is envisaged to recommend how the existing Panchayati Raj Institutions would be involved;
- Suggest types of embankment information to be transmitted in real-time and on need basis (as requested by the WRD) for integration in EAMS. The embankment information may include visual observation of river flow close to embankment, dramatic changes in river alignment, damage to river training works and embankment structures, wave action damaging the river-side slope of the embankment, seepage of water through embankment, rat holes, rapidly rising river water level, miscreants trying to cut the embankment, etc. In case of embankment failure, JPS to envisaged to report about the status of breach such as location, time, and approximate length. JPS to envisaged to take note of the means of community participation, the communication infrastructure at the community level, functional status and efficiency, and community skill sets. JPS is envisaged to recommend whether the existing communication means will be utilized or new infrastructure will be needed;
- Evaluate typical communication infrastructure at the community level, functional





status and efficiency, and community skill sets. JPS is envisaged to recommend how the existing communication means will be utilized and recommend additional capacity building that will be needed;

- Recommend information flow to different identified recipients including BAPEPS, FMISC- EAMS, FMC, and field WRD Offices during normal and emergency situations;
- To sustain the community participation, JPS to envisaged to develop community feedback mechanism by which the community can be kept informed about the action being taken by the department based on and after their reporting;
- Hold workshops in selected communities in the basin area to reach consensus on the proposed participation modalities;
- Develop a plan for the annual pre-season workshops for ensuring community preparedness;
- Assess financial implications of community participation, recommend whether the participation would be voluntary or funded and assess the fund requirement;
- International experience would be reviewed to further support the development of community participation mechanism. JPS is envisaged to also interact with the stakeholders and the consultant undertaking Establishment of Embankment Asset Management System to augment findings and recommendations;
- Develop the action plan for implementation in the whole basin and also a plan for piloting it in a selected portion (say, one WRD Division) in Kosi Basin; and
- The plan will be piloted in select field divisions to demonstrate and finalize strategy.

**Services Provided:**

➤ **Review of Current Status in Community Participation and Develop Plan for Consultancy:**

- To review international, national and Bihar experience in community participation for embankment surveillance and identify possible approaches;
- To review past community involvement in Bihar in embankment surveillance and protection, and identify reasons for subsequent failure; and
- Develop plan for sample survey of communities to evaluate community capacity, and potential for optimal participation in embankment monitoring. The sample size and selection of communities will be designed by JPS based on sound statistical principles, and shall cover the whole length of embankments along Kosi-Kamla.

➤ **Develop Approach, Protocols and Mechanisms for Community Participation:**

- Conduct sample surveys of communities along embankments, and concerned field divisions, on the most effective modalities for community participation in embankment surveillance in normal times and during flood, to patrol and send localized embankment reports to EAMS. The survey may include community level flood risk, motivation for participation, institutional set-up, communication infrastructure at the community level, functional status and efficiency, community skill sets, etc;
- To suggest community participation modes in embankment surveillance in normal times and during flood to supplement the institutional efforts, and recommend how the Panchayti Raj Institution would be involved;
- To recommend the nature, contents and format for the community reports, based on visual observations of embankment condition and river flow. Community reported embankment and river status data will be integrated with EAMS for developing the maintenance and planning module. JPS would refer Bihar Checklist finalized for inspection of embankments;
- To recommend the modes and information flow to different identified recipients including BAPEPS, EAMS, FMISC, FMC, and field WRD Offices during non-flood and emergency situations;
- To develop community feedback mechanism and formats by which the community



**Location:** Meghalaya, Mizoram, Nagaland, Tripura and Sikkim

**Client:** Ministry of Urban Development (MoUD), Government of India

**Funding Agency:** Asian Development Bank

**Period:** 2015 - 2017

**Associate Firm:** Nil

can be kept informed about the action being taken by the department after their reporting; and

- To assess financial implication of community participation and recommend whether the participation would be voluntary or funded.

➤ **Conduct workshop, training and piloting in select communities:**

- Conduct workshops in select communities, along with concerned field division staff, to develop consensus on community participation modalities, and finalize in stakeholder workshop in WRD in Patna;
- Develop a plan for the annual pre-season workshops for ensuring community preparedness, and conduct pilot workshops to improve plan. The plan would include training material to be used in workshop;
- Develop a plan for implementing recommended approach in the basin and to pilot in select communities; and
- Pilot in select field divisions to demonstrate and finalize strategy.

➤ **Place of Performance for Different Tasks:**

- Area Covering Kamla-Kosi Basin and Patna

**Program Management and Monitoring Consultants (PMMC) for the North Eastern Region Urban Development Programme (MFF 0030 – North Eastern Region Capital Cities Development Investment Program - Phase – III) for Ministry of Urban Development, Government of India**

**Brief Description of Project:**

The Government of India is implementing an investment program to improve urban conditions in North Eastern Region capital cities, namely, Agartala, Aizawl, Gangtok, Kohima and Shillong. The expected impact of the Investment Program is improved environment and well-being of urban residents in the five capital cities. The expected outcomes of the Investment Program are increased access to better urban services for the 1.5 million people expected to be living in the Investment Program cities by 2014. To this end, the Project envisages (i) improving urban infrastructure and services and (ii) strengthening urban institutions for better service delivery by building management and implementation capacity.

**The Project comprises of two parts:**

Part A covers urban infrastructure and services improvement including the rehabilitation, improvement and expansion of (i) water supply (ii) sewerage and sanitation and (iii) solid waste management.

Part B covers Investment Program management and implementation support and a comprehensive capacity building assistance to support the accomplishment of the urban institutional and financial reform agenda, and enhance planning, operation and maintenance (O & M), revenue mobilization and financial management capabilities of service providers.

**Services Provided:**

**JPS are envisaged to support MOUD's IPCC in undertaking its management, monitoring and coordinating functions.**



**Support is to be provided for:**

- Reviewing the subprojects submitted by States in accordance with subproject selection criteria, and processing of the periodic financing requests by the States;
- Monitoring overall Program implementation and compliance with the agreed timelines;
- Reporting to the Investment Program Coordination Cell (IPCC) and supervision of the progress of work by State Investment Project Management Implementation Units (SIPMIUs); and
- Consolidating payment/reimbursement requests received from the respective States.

**The scope of work includes the following broad activities:**

**Urban Governance and Financial Reform:**

- Provide direct support to all States in relation to the implementation of the reform agenda paying particular attention to ensuring compliance with program covenants and the timely submission of associated documentation;
- For the States of Meghalaya and Tripura, where IDCs are recruited from Part 1, closely monitor and guide the implementation of the urban governance and finance program; and
- For the States of Mizoram, Nagaland and Sikkim, directly provide guidance and support on activities relating to the municipalization process and ensure that all actions necessary to successfully implement and IDC consultancy in Part 2 are met.

**Program Management and Monitoring:**

- Prepare a common program management system (framework) for all tranches and States and detail out all activities under Tranche 1 (given distance and communication constraints, web-based system was envisaged to be most appropriate with MOUD/States access and selected sections for public disclosure);
- Prepare common guidelines for benefit monitoring and evaluation and train all State SIPMIUs accordingly;
- Support the States in structuring and conducting baseline surveys;
- Prepare a common repository system within IPCC for secondary data across the program (with primary data being maintained at the State level);
- Prepare and agree common frameworks for reporting (a) progress (physical and financial), (b) accounts, (c) procurement, (d) safeguards compliance and (e) covenant compliance, etc; and
- Support with any other activities relating to management and monitoring of the program.

**Periodic Finance Request Preparation and Coordination:**

- Coordinate and provide support to Program States in the preparation of PFR (tranche) 2;
- Review all documentation prepared in relation to PFR 2, including technical, economic/financial and social/environmental safeguards and provide feedback to State Governments; and
- Coordinate with ADB and DEA the submission of PFR 2 for consideration and approval.

**Design and Supervision Engineering Services**

- Assist the Investment Program Manager with day-to-day coordination, monitoring and approval activities;
- Coordinate planning, control and management of the work of a multidisciplinary team;
- Develop overall Investment Program Performance Monitoring System (PIMMS) in the



- form of an MIS system, agree on the most adequate platform and reporting system with the States, ensure its smooth transfer and monitor regular information inputs;
- Monitor progress, evaluate results and support the States in the identification and resolution of constraints;
  - Provide long-term input to the development of project methodologies;
  - Confirm that demand is adequately determined in proposals as per existing guidelines;
  - Oversee the quality of designs, selection of appropriate technologies, equipment and materials by the States;
  - Oversee the overall quality of construction and States/Contractor compliance with requirements, including compliance with design parameters and materials, occupational health and safety standards, environmental and social safeguard requirements;
  - Assist/advise the States in conducting procurement activities in compliance with ADB and GoI requirements and assist them in resolving matters pertaining to disagreement/arbitration with contractors;
  - Review updated costs and economic and financial information (including rates of return) prepared by the States for Tranches 2 and 3 prior to submission to ADB;
  - Prepare and update overall program implementation schedule and resource requirements;
  - Define quality control mechanisms and parameters applicable to all States and coordinate/discuss implementation with SIPMIUs;
  - Assist the Investment Program Coordination Cell (IPCC) of MoUD in all coordination matters with ADB, including (a) submission of monthly and quarterly reports and (b) accounting and disbursement matters;
  - Assist the IPCC during ADB missions;
  - Assist the IPCC in the review and preparation of documentation for Tranches for ADB's approval; and
  - Assist the IPCC in providing overall guidance to the States in the implementation of urban governance and financial reform agenda, including (a) providing all necessary support to State governments in drafting of documentation for compliance with prescribed covenants and (b) ensuring the timely submission to ADB after review.

**The specific domain-related tasks under the above consultancy assignment, comprise of the following:**

**Disbursement:**

- Provide direct support to the IPCC Accounts Manager;
- Liaise with senior accountants in SIPMIUs;
- Establish a sound accounting practice and systems to manage resources available;
- Develop budgetary control processes, design budget procedures and budget formats common to all SIPMIUs;
- Review payment submissions from the States and their compliance with program objectives, and recommend payments;
- Prepare consolidated cash flows for States/MoUD for submission to DEA/ADB for immediate payments;
- Train the SIPMIUs in the preparation of annual budget estimates and disbursement plans;
- Prepare consolidated Investment Program projections and support States/MoUD in the budgetary exercise;
- Together with the IT Specialist, develop IT-based systems in new offices, including means and methods to conduct cost accounting and tracking expenditure;
- Prepare manuals for use by IPCC/SIPMIUs as necessary and conduct hands-on training; and
- Prepare sections of monthly/quarterly reports pertaining to (a) compliance with ADB/GoI accounting/disbursement requirements (b) compliance with quarterly annual



targets (contract awards and disbursements) and (c) compliance with recommendations prescribed at both MoUD and State level by program auditors.

**Benefit and Monitoring:**

- Assist the SIPMIUs and agree on a framework for common M&E procedures, indicators, and reports under the Investment Program;
- Assist the SIPMIUs' specialist in identifying physical, institutional, and financial data to be analyzed to monitor sustainability and impact of project services;
- Together with the Team Leader, develop an Investment Program Performance Monitoring System, agree this with SIPMIUs and submit within the three months of loan effectiveness to ADB;
- Support the development of an IT/web-based computerized system that enables States/MOUD uploading of program and monitoring information (some for internal access, some for disclosure to the public);
- Support the SIPMIUs in the preparation of surveys and collection of baselines and subsequent levels of information;
- Commission and review third-party independent assessments and discuss with IPCC/SIPMIUs/ADB; and
- Support the preparation of the Investment Program Completion Reports (per Tranche and final)

**IT/MIS:**

- Review information and communication systems available on MOUD/States and make necessary recommendations for the establishment of IT-based monitoring/program communication systems;
- Together with the Disbursement Specialist, prepare IT –based systems in SIPMIUs/IPCC, including means and methods to conduct cost accounting and tracking expenditure;
- Together with the Benefit Monitoring and Evaluation Specialist, prepare an Investment Program Performance Monitoring System (IPPMS)/ MIS IT-based system to track Program Implementation at IPCC/SIPMIU level; and
- If the above is not web-based, prepare an investment program webpage that enables access for upload to the different States.

**Water Supply and Waste Water:**

- Review detailed designs prepared by SIPMIUs relating to water supply and waste water prior to tranche approval to ensure compliance with all applicable guidelines;
- Provide recommendations/guide SIPMIUs accordingly;
- As part of program implementation, specifically monitor the overall progress at State level of NRW monitoring and rectification programs;
- As part of implementation, monitor overall quality of construction of water and wastewater facilities and compliance with agreed designs by contractors, conducting audits together with SIPMIUs as necessary;
- Support the Team Leader in monitoring the implementation of water and wastewater utility programs, particularly in matters pertaining to metering, rationalization of charges, creation of databases and GIS systems etc; and
- Prepare sections of monthly/quarterly reports pertaining to overall implementation of water and wastewater components.

**Solid Waste Management:**

- Review detailed designs prepared by SIPMIUs relating to solid waste management prior to tranche approval and ensure compliance with all applicable guidelines;
- Provide recommendations/guide SIPMIUs accordingly;





- As part of program implementation, specifically monitor the overall progress at State level of waste segregation, issuing of applicable legal bylaws; and solid waste monitoring and rectification programs;
- As part of implementation, monitor overall quality of construction of solid waste management facilities and compliance with agreed designs by contractors, conducting audits together with SIPMIUs as necessary;
- Support the Team Leader in monitoring the implementation of the solid waste management utility programs, particularly in matters pertaining to compliance with contractual targets (for compost operations), rationalization of charges, creation of databases and GIS systems etc; and
- Prepare sections of monthly/quarterly reports pertaining to overall implementation of solid waste management components.

**Environmental Safeguards:**

- Prepare internal environmental guidelines for the homogeneous preparation, implementation, monitoring and reporting of environmental documents across all States;
- Review IEEs/EIAs and other environmental safeguards documents prepared by SIPMIUs in relation to the program prior to tranche approval to ensure compliance with State/GOI/ADB guidelines;
- Provide recommendations/guide SIPMIUs accordingly and make necessary changes prior to submission to ADB/DEA - ensure consistency in the level of proficiency and presentation of the documentation;
- As part of implementation, support SIPMIUs in the review of documentation pertaining to environmental compliance (including bidding documents, reviews on-site, reports from contractors etc);
- Conduct audits jointly with SIPMIUs' expert in matters pertaining to on-site Occupational Health and Safety; and
- Prepare sections of monthly/quarterly reports pertaining to overall implementation of environmental requirements under the Investment Program.

**Social Safeguards:**

- Prepare internal guidelines for the homogeneous preparation, implementation, monitoring and reporting of resettlement and indigenous peoples documents across all States;
- Review RPs/IPDPs and other social safeguards documents prepared by SIPMIUs in relation to the program prior to tranche approval to ensure compliance with State/GOI/ADB guidelines;
- Provide recommendations/guide SIPMIUs accordingly and make necessary changes prior to submission to ADB/DEA - ensure consistency in the level of proficiency and presentation of the documentation;
- As part of implementation, support SIPMIUs in the review of documentation pertaining to social safeguards compliance (including bidding documents, reviews on-site, reports from contractors etc.);
- Conduct audits jointly with SIPMIU's expert in matters pertaining to timely payments, provision of temporary measures to affected persons by the contractor during construction etc; and
- Prepare sections of monthly/quarterly reports pertaining to overall implementation of environmental requirements under the Investment Program.

**Poverty and Community Development:**

- Assist SIPMIUs/IPPC in the design, preparation, planning and management of the community participation and awareness program;
- Prepare guidelines for the application of a consistent framework across all States;



**Location:** Meghalaya, Mizoram, Nagaland, Tripura and Sikkim

**Client:** Ministry of Urban Development (MoUD), Government of India

**Funding Agency:** Asian Development Bank

**Period:** 2013-2015

**Associate Firm:** Nil

- Support the IPCC in any matters that may relate to Public Relations at the Central level and support SIPMIUs and Community Awareness and Participation Specialist at State level to address matters that may arise at local level;
- Prepare materials and training programs for SIPMIUs to apply through Information, Education and Communication (IEC) at State levels;
- Together with the Team Leader, prepare governance reform programs and training modules to aid SIPMIUs/States support (a) the implementation of urban poverty alleviation functions at ULB level, (b) the preparation of a community participation law, (c) introduce services to the urban poor (including earmarking of funds); and
- With guidance from the Benefit Monitoring and Evaluation Specialist, select adequate indicators and ensure progress reporting in IPPMS and quarterly reports.

**Capacity Building:**

Comprehensive capacity building of the ULBs to plan, implement and manage similar projects.

**Program Management and Monitoring Consultants (PMMC) for the North Eastern Region Urban Development Programme(MFF 0030 – North Eastern Region Capital Cities Development Investment Program - Phase – II) for Ministry of Urban Development, Government of India**

**Brief Description of Project:**

The Government of India is implementing an investment program to improve urban conditions in North Eastern Region capital cities, namely, Agartala, Aizawl, Gangtok, Kohima and Shillong. The expected impact of the Investment Program is improved environment and well-being of urban residents in the five capital cities. The expected outcomes of the Investment Program are increased access to better urban services for the 1.5 million people expected to be living in the Investment Program cities by 2014. To this end, the Project envisages (i) improving urban infrastructure and services and (ii) strengthening urban institutions for better service delivery by building management and implementation capacity.

**The Project comprises of two parts:**

Part A covers urban infrastructure and services improvement including the rehabilitation, improvement and expansion of (i) water supply (ii) sewerage and sanitation and (iii) solid waste management.

Part B covers Investment Program management and implementation support and a comprehensive capacity building assistance to support the accomplishment of the urban institutional and financial reform agenda, and enhance planning, operation and maintenance (O & M), revenue mobilization and financial management capabilities of service providers.

**Services Provided:**

**JPS are envisaged to support MOUD’s IPCC in undertaking its management, monitoring and coordinating functions.**

**Support is to be provided for:**

- Reviewing the subprojects submitted by States in accordance with subproject selection criteria, and processing of the periodic financing requests by the States;
- Monitoring overall Program implementation and compliance with the agreed timelines;
- Reporting to the Investment Program Coordination Cell (IPCC) and supervision of the progress of work by State Investment Project Management Implementation Units (SIPMIUs); and



- Consolidating payment/reimbursement requests received from the respective States.

**The scope of work includes the following broad activities:**

**Urban Governance and Financial Reform:**

- Provide direct support to all States in relation to the implementation of the reform agenda paying particular attention to ensuring compliance with program covenants and the timely submission of associated documentation;
- For the States of Meghalaya and Tripura, where IDCs are recruited from Part 1, closely monitor and guide the implementation of the urban governance and finance program; and
- For the States of Mizoram, Nagaland and Sikkim, directly provide guidance and support on activities relating to the municipalization process and ensure that all actions necessary to successfully implement and IDC consultancy in Part 2 are met.

**Program Management and Monitoring:**

- Prepare a common program management system (framework) for all tranches and States and detail out all activities under Tranche 1 (given distance and communication constraints, web-based system was envisaged to be most appropriate with MOUD/States access and selected sections for public disclosure);
- Prepare common guidelines for benefit monitoring and evaluation and train all State SIPMIUs accordingly;
- Support the States in structuring and conducting baseline surveys;
- Prepare a common repository system within IPCC for secondary data across the program (with primary data being maintained at the State level);
- Prepare and agree common frameworks for reporting (a) progress (physical and financial), (b) accounts, (c) procurement, (d) safeguards compliance and (e) covenant compliance, etc; and
- Support with any other activities relating to management and monitoring of the program.

**Periodic Finance Request Preparation and Coordination:**

- Coordinate and provide support to Program States in the preparation of PFR (tranche) 2;
- Review all documentation prepared in relation to PFR 2, including technical, economic/financial and social/environmental safeguards and provide feedback to State Governments; and
- Coordinate with ADB and DEA the submission of PFR 2 for consideration and approval.

**Design and Supervision Engineering Services**

- Assist the Investment Program Manager with day-to-day coordination, monitoring and approval activities;
- Coordinate planning, control and management of the work of a multidisciplinary team;
- Develop overall Investment Program Performance Monitoring System (PIMMS) in the form of an MIS system, agree on the most adequate platform and reporting system with the States, ensure its smooth transfer and monitor regular information inputs;
- Monitor progress, evaluate results and support the States in the identification and resolution of constraints;
- Provide long-term input to the development of project methodologies;
- Confirm that demand is adequately determined in proposals as per existing guidelines;
- Oversee the quality of designs, selection of appropriate technologies, equipment and



materials by the States;

- Oversee the overall quality of construction and States/Contractor compliance with requirements, including compliance with design parameters and materials, occupational health and safety standards, environmental and social safeguard requirements;
- Assist/advise the States in conducting procurement activities in compliance with ADB and Gol requirements and assist them in resolving matters pertaining to disagreement/arbitration with contractors;
- Review updated costs and economic and financial information (including rates of return) prepared by the States for Tranches 2 and 3 prior to submission to ADB;
- Prepare and update overall program implementation schedule and resource requirements;
- Define quality control mechanisms and parameters applicable to all States and coordinate/discuss implementation with SIPMIUs;
- Assist the Investment Program Coordination Cell (IPCC) of MoUD in all coordination matters with ADB, including (a) submission of monthly and quarterly reports and (b) accounting and disbursement matters;
- Assist the IPCC during ADB missions;
- Assist the IPCC in the review and preparation of documentation for Tranches for ADB's approval; and
- Assist the IPCC in providing overall guidance to the States in the implementation of urban governance and financial reform agenda, including (a) providing all necessary support to State governments in drafting of documentation for compliance with prescribed covenants and (b) ensuring the timely submission to ADB after review.

**The specific domain-related tasks under the above consultancy assignment, comprise of the following:**

**Disbursement:**

- Provide direct support to the IPCC Accounts Manager;
- Liaise with senior accountants in SIPMIUs;
- Establish a sound accounting practice and systems to manage resources available;
- Develop budgetary control processes, design budget procedures and budget formats common to all SIPMIUs;
- Review payment submissions from the States and their compliance with program objectives, and recommend payments;
- Prepare consolidated cash flows for States/MoUD for submission to DEA/ADB for immediate payments;
- Train the SIPMIUs in the preparation of annual budget estimates and disbursement plans;
- Prepare consolidated Investment Program projections and support States/MoUD in the budgetary exercise;
- Together with the IT Specialist, develop IT-based systems in new offices, including means and methods to conduct cost accounting and tracking expenditure;
- Prepare manuals for use by IPCC/SIPMIUs as necessary and conduct hands-on training; and
- Prepare sections of monthly/quarterly reports pertaining to (a) compliance with ADB/Gol accounting/disbursement requirements (b) compliance with quarterly annual targets (contract awards and disbursements) and (c) compliance with recommendations prescribed at both MoUD and State level by program auditors.

**Benefit and Monitoring:**

- Assist the SIPMIUs and agree on a framework for common M&E procedures, indicators, and reports under the Investment Program;
- Assist the SIPMIUs' specialist in identifying physical, institutional, and financial data to



- be analyzed to monitor sustainability and impact of project services;
- Together with the Team Leader, develop an Investment Program Performance Monitoring System, agree this with SIPMIUs and submit within the three months of loan effectiveness to ADB;
- Support the development of an IT/web-based computerized system that enables States/MOUD uploading of program and monitoring information (some for internal access, some for disclosure to the public);
- Support the SIPMIUs in the preparation of surveys and collection of baselines and subsequent levels of information;
- Commission and review third-party independent assessments and discuss with IPCC/SIPMIUs/ADB; and
- Support the preparation of the Investment Program Completion Reports (per Tranche and final)

**IT/MIS:**

- Review information and communication systems available on MOUD/States and make necessary recommendations for the establishment of IT-based monitoring/program communication systems;
- Together with the Disbursement Specialist, prepare IT –based systems in SIPMIUs/IPCC, including means and methods to conduct cost accounting and tracking expenditure;
- Together with the Benefit Monitoring and Evaluation Specialist, prepare an Investment Program Performance Monitoring System (IPPMS)/ MIS IT-based system to track Program Implementation at IPCC/SIPMIU level; and
- If the above is not web-based, prepare an investment program webpage that enables access for upload to the different States.

**Water Supply and Waste Water:**

- Review detailed designs prepared by SIPMIUs relating to water supply and waste water prior to tranche approval to ensure compliance with all applicable guidelines;
- Provide recommendations/guide SIPMIUs accordingly;
- As part of program implementation, specifically monitor the overall progress at State level of NRW monitoring and rectification programs;
- As part of implementation, monitor overall quality of construction of water and wastewater facilities and compliance with agreed designs by contractors, conducting audits together with SIPMIUs as necessary;
- Support the Team Leader in monitoring the implementation of water and wastewater utility programs, particularly in matters pertaining to metering, rationalization of charges, creation of databases and GIS systems etc; and
- Prepare sections of monthly/quarterly reports pertaining to overall implementation of water and wastewater components.

**Solid Waste Management:**

- Review detailed designs prepared by SIPMIUs relating to solid waste management prior to tranche approval and ensure compliance with all applicable guidelines;
- Provide recommendations/guide SIPMIUs accordingly;
- As part of program implementation, specifically monitor the overall progress at State level of waste segregation, issuing of applicable legal bylaws; and solid waste monitoring and rectification programs;
- As part of implementation, monitor overall quality of construction of solid waste management facilities and compliance with agreed designs by contractors, conducting audits together with SIPMIUs as necessary;
- Support the Team Leader in monitoring the implementation of the solid waste management utility programs, particularly in matters pertaining to compliance with





contractual targets (for compost operations), rationalization of charges, creation of databases and GIS systems etc; and

- Prepare sections of monthly/quarterly reports pertaining to overall implementation of solid waste management components.

**Environmental Safeguards:**

- Prepare internal environmental guidelines for the homogeneous preparation, implementation, monitoring and reporting of environmental documents across all States;
- Review IEEs/EIAs and other environmental safeguards documents prepared by SIPMIUs in relation to the program prior to tranche approval to ensure compliance with State/GOI/ADB guidelines;
- Provide recommendations/guide SIPMIUs accordingly and make necessary changes prior to submission to ADB/DEA - ensure consistency in the level of proficiency and presentation of the documentation;
- As part of implementation, support SIPMIUs in the review of documentation pertaining to environmental compliance (including bidding documents, reviews on-site, reports from contractors etc);
- Conduct audits jointly with SIPMIUs' expert in matters pertaining to on-site Occupational Health and Safety; and
- Prepare sections of monthly/quarterly reports pertaining to overall implementation of environmental requirements under the Investment Program.

**Social Safeguards:**

- Prepare internal guidelines for the homogeneous preparation, implementation, monitoring and reporting of resettlement and indigenous peoples documents across all States;
- Review RPs/IPDPs and other social safeguards documents prepared by SIPMIUs in relation to the program prior to tranche approval to ensure compliance with State/GOI/ADB guidelines;
- Provide recommendations/guide SIPMIUs accordingly and make necessary changes prior to submission to ADB/DEA - ensure consistency in the level of proficiency and presentation of the documentation;
- As part of implementation, support SIPMIUs in the review of documentation pertaining to social safeguards compliance (including bidding documents, reviews on-site, reports from contractors etc.);
- Conduct audits jointly with SIPMIU's expert in matters pertaining to timely payments, provision of temporary measures to affected persons by the contractor during construction etc; and
- Prepare sections of monthly/quarterly reports pertaining to overall implementation of environmental requirements under the Investment Program.

**Poverty and Community Development:**

- Assist SIPMIUs/IPPC in the design, preparation, planning and management of the community participation and awareness program;
- Prepare guidelines for the application of a consistent framework across all States;
- Support the IPCC in any matters that may relate to Public Relations at the Central level and support SIPMIUs and Community Awareness and Participation Specialist at State level to address matters that may arise at local level;
- Prepare materials and training programs for SIPMIUs to apply through Information, Education and Communication (IEC) at State levels;
- Together with the Team Leader, prepare governance reform programs and training modules to aid SIPMIUs/States support (a) the implementation of urban poverty alleviation functions at ULB level, (b) the preparation of a community participation law, (c) introduce services to the urban poor (including earmarking of funds); and



**Location:** West Bengal, India

**Client:** West Bengal Pollution Control Board, Government of West Bengal

**Funding Agency:** World Bank

**Period:** June 2013- May 2015

**Associate Firm:** Nil

- With guidance from the Benefit Monitoring and Evaluation Specialist, select adequate indicators and ensure progress reporting in IPPMS and quarterly reports.

**Capacity Building:**

Comprehensive capacity building of the ULBs to plan, implement and manage similar projects.

**Social and Communication Aspects under Capacity Building for Industrial Pollution Management (CBIPM) Project for West Bengal Pollution Control Board, Government of West Bengal**

**Brief Description of Project:**

The scope of consultancy covers three projects of WBPCB under CBIPMP, namely (1) Remediation of Dhapa MSW Dumpsite, (2) Remediation of seven contaminated sites in Hooghly District and (3) Assessment and preparation of remediation plan for five contaminated sites at Khardah, Durgapur (2 sites), Dankuni&Belda.

The role of JPS is to act as an extended arm of WBPCB to tackle the social and communication aspects of the above Projects.

**Services Provided:**

- Develop communication and awareness strategy for stakeholders;
- Define the criteria for PAPs in the project impact area;
- Define communication strategy of PAPs;
- Design all types of media releases and information and communication materials/documents/programmes, including trainings manuals, press releases, information booklets, speeches, etc.;
- Review relevant studies, plans and proposals submitted by the various assessment and design consultants with respect to the social and communication issues
- Define scope of detailed social impact assessment in consultation with the Design Consultant;
- Development of social management plan;
- Execute the social management plan and prepare ToRs for the engagement of agencies/ NGOs required to support this task;
- Facilitate preparation of necessary documents related to the social assessment and impact mitigation of the project such as livelihood restoration/enhancement plan for ragpickers, community development plan;
- Monitor implementation of the social plans;
- Organise the stakeholder consultations (at least 6 per site), workshops/seminars (6 per site) and training of stakeholders (3 per site) and prepare the proceedings of the same;
- Act as an interface between the PAPs and project authority;
- Maintain contact with all stakeholders and respond to all queries related to the project;
- Follow-up on complaints/feedbacks received by PIU and prepare resolution report; and
- Perform any other relevant work related to the project assigned by the Project Director.

**The above scope covers three Projects of WBPCB as per details below:**

- Assessment of contamination, Design of Remediation Plan and Remediation for the Dhapa Municipal Dumpsite in Kolkata, West Bengal;
- Assessment of contamination, Design of Remediation Plan and Remediation of a group of seven contaminated sites along Delhi Road in Hooghly District, West Bengal; and



- Assessment of Contamination and Design of Remediation Plan for five contaminated areas in West Bengal

**JPS is required to broadly provide the following outputs:**

**During site assessment stage:** Prepare all the outputs linked to the social aspects as part of the studies including communication, facilitating setting up of institutional arrangements for implementation of social management plans, communication and public participation action plan. While delivering these outputs, the consultant will submit interim outputs such as inception, interim, draft and final social assessment / RAP reports.

**During site remediation stage:** Supervision of implementation of social management plans and communication and public participation plans. During this stage, the consultant shall submit monthly progress reports on the implementation of social management plans including the status of RAP implementation.

**Program Management and Monitoring Consultants (PMMC) for the North Eastern Region Urban Development Programme, North Eastern Region Capital Cities Development Investment Program (Phase-I) for Ministry of Urban Development, Government of India**

**Brief Description of Project:**

The Government of India is implementing an investment program to improve urban conditions in North Eastern Region capital cities, namely, Agartala, Aizawl, Gangtok, Kohima and Shillong. The expected impact of the Investment Program is improved environment and well-being of urban residents in the five capital cities. The expected outcomes of the Investment Program are increased access to better urban services for the 1.5 million people expected to be living in the Investment Program cities by 2014. To this end, the Project envisages (i) improving urban infrastructure and services and (ii) strengthening urban institutions for better service delivery by building management and implementation capacity.

**The Project comprises of two parts:**

Part A covers urban infrastructure and services improvement including the rehabilitation, improvement and expansion of (i) water supply (ii) sewerage and sanitation and (iii) solid waste management.

Part B covers Investment Program management and implementation support and a comprehensive capacity building assistance to support the accomplishment of the urban institutional and financial reform agenda, and enhance planning, operation and maintenance (O & M), revenue mobilization and financial management capabilities of service providers.

**Services Provided:**

**JPS are envisaged to support MOUD's IPCC in undertaking its management, monitoring and coordinating functions.**

**Support is to be provided for:**

- Reviewing the subprojects submitted by States in accordance with subproject selection criteria, and processing of the periodic financing requests by the States;
- Monitoring overall Program implementation and compliance with the agreed timelines;
- Reporting to the Investment Program Coordination Cell (IPCC) and supervision of the progress of work by State Investment Project Management Implementation Units

**Location:** Meghalaya, Mizoram, Nagaland, Tripura and Sikkim

**Client:** Ministry of Urban Development (MoUD), Government of India

**Funding Agency:** Asian Development Bank

**Period:** 2010-2013

**Associate Firm:** Nil



- (SIPMIUs); and
- Consolidating payment/reimbursement requests received from the respective States.

**The scope of work includes the following broad activities:**

**Urban Governance and Financial Reform:**

- Provide direct support to all States in relation to the implementation of the reform agenda paying particular attention to ensuring compliance with program covenants and the timely submission of associated documentation;
- For the States of Meghalaya and Tripura, where IDCs are recruited from Part 1, closely monitor and guide the implementation of the urban governance and finance program; and
- For the States of Mizoram, Nagaland and Sikkim, directly provide guidance and support on activities relating to the municipalization process and ensure that all actions necessary to successfully implement and IDC consultancy in Part 2 are met.

**Program Management and Monitoring:**

- Prepare a common program management system (framework) for all tranches and States and detail out all activities under Tranche 1 (given distance and communication constraints, web-based system was envisaged to be most appropriate with MOUD/States access and selected sections for public disclosure);
- Prepare common guidelines for benefit monitoring and evaluation and train all State SIPMIUs accordingly;
- Support the States in structuring and conducting baseline surveys;
- Prepare a common repository system within IPCC for secondary data across the program (with primary data being maintained at the State level);
- Prepare and agree common frameworks for reporting (a) progress (physical and financial), (b) accounts, (c) procurement, (d) safeguards compliance and (e) covenant compliance, etc; and
- Support with any other activities relating to management and monitoring of the program.

**Periodic Finance Request Preparation and Coordination:**

- Coordinate and provide support to Program States in the preparation of PFR (tranche) 2;
- Review all documentation prepared in relation to PFR 2, including technical, economic/financial and social/environmental safeguards and provide feedback to State Governments; and
- Coordinate with ADB and DEA the submission of PFR 2 for consideration and approval.

**Design and Supervision Engineering Services**

- Assist the Investment Program Manager with day-to-day coordination, monitoring and approval activities;
- Coordinate planning, control and management of the work of a multidisciplinary team;
- Develop overall Investment Program Performance Monitoring System (PIMMS) in the form of an MIS system, agree on the most adequate platform and reporting system with the States, ensure its smooth transfer and monitor regular information inputs;
- Monitor progress, evaluate results and support the States in the identification and resolution of constraints;
- Provide long-term input to the development of project methodologies;
- Confirm that demand is adequately determined in proposals as per existing guidelines;



- Oversee the quality of designs, selection of appropriate technologies, equipment and materials by the States;
- Oversee the overall quality of construction and States/Contractor compliance with requirements, including compliance with design parameters and materials, occupational health and safety standards, environmental and social safeguard requirements;
- Assist/advise the States in conducting procurement activities in compliance with ADB and Gol requirements and assist them in resolving matters pertaining to disagreement/arbitration with contractors;
- Review updated costs and economic and financial information (including rates of return) prepared by the States for Tranches 2 and 3 prior to submission to ADB;
- Prepare and update overall program implementation schedule and resource requirements;
- Define quality control mechanisms and parameters applicable to all States and coordinate/discuss implementation with SIPMIUs;
- Assist the Investment Program Coordination Cell (IPCC) of MoUD in all coordination matters with ADB, including (a) submission of monthly and quarterly reports and (b) accounting and disbursement matters;
- Assist the IPCC during ADB missions;
- Assist the IPCC in the review and preparation of documentation for Tranches for ADB's approval; and
- Assist the IPCC in providing overall guidance to the States in the implementation of urban governance and financial reform agenda, including (a) providing all necessary support to State governments in drafting of documentation for compliance with prescribed covenants and (b) ensuring the timely submission to ADB after review.

**The specific domain-related tasks under the above consultancy assignment, comprise of the following:**

**Disbursement:**

- Provide direct support to the IPCC Accounts Manager;
- Liaise with senior accountants in SIPMIUs;
- Establish a sound accounting practice and systems to manage resources available;
- Develop budgetary control processes, design budget procedures and budget formats common to all SIPMIUs;
- Review payment submissions from the States and their compliance with program objectives, and recommend payments;
- Prepare consolidated cash flows for States/MoUD for submission to DEA/ADB for immediate payments;
- Train the SIPMIUs in the preparation of annual budget estimates and disbursement plans;
- Prepare consolidated Investment Program projections and support States/MoUD in the budgetary exercise;
- Together with the IT Specialist, develop IT-based systems in new offices, including means and methods to conduct cost accounting and tracking expenditure;
- Prepare manuals for use by IPCC/SIPMIUs as necessary and conduct hands-on training; and
- Prepare sections of monthly/quarterly reports pertaining to (a) compliance with ADB/Gol accounting/disbursement requirements (b) compliance with quarterly annual targets (contract awards and disbursements) and (c) compliance with recommendations prescribed at both MoUD and State level by program auditors.

**Benefit and Monitoring:**

- Assist the SIPMIUs and agree on a framework for common M&E procedures, indicators, and reports under the Investment Program;





- Assist the SIPMIUs' specialist in identifying physical, institutional, and financial data to be analyzed to monitor sustainability and impact of project services;
- Together with the Team Leader, develop an Investment Program Performance Monitoring System, agree this with SIPMIUs and submit within the three months of loan effectiveness to ADB;
- Support the development of an IT/web-based computerized system that enables States/MOUD uploading of program and monitoring information (some for internal access, some for disclosure to the public);
- Support the SIPMIUs in the preparation of surveys and collection of baselines and subsequent levels of information;
- Commission and review third-party independent assessments and discuss with IPCC/SIPMIUs/ADB; and
- Support the preparation of the Investment Program Completion Reports (per Tranche and final)

**IT/MIS:**

- Review information and communication systems available on MOUD/States and make necessary recommendations for the establishment of IT-based monitoring/program communication systems;
- Together with the Disbursement Specialist, prepare IT –based systems in SIPMIUs/IPCC, including means and methods to conduct cost accounting and tracking expenditure;
- Together with the Benefit Monitoring and Evaluation Specialist, prepare an Investment Program Performance Monitoring System (IPPMS)/ MIS IT-based system to track Program Implementation at IPCC/SIPMIU level; and
- If the above is not web-based, prepare an investment program webpage that enables access for upload to the different States.

**Water Supply and Waste Water:**

- Review detailed designs prepared by SIPMIUs relating to water supply and waste water prior to tranche approval to ensure compliance with all applicable guidelines;
- Provide recommendations/guide SIPMIUs accordingly;
- As part of program implementation, specifically monitor the overall progress at State level of NRW monitoring and rectification programs;
- As part of implementation, monitor overall quality of construction of water and wastewater facilities and compliance with agreed designs by contractors, conducting audits together with SIPMIUs as necessary;
- Support the Team Leader in monitoring the implementation of water and wastewater utility programs, particularly in matters pertaining to metering, rationalization of charges, creation of databases and GIS systems etc; and
- Prepare sections of monthly/quarterly reports pertaining to overall implementation of water and wastewater components.

**Solid Waste Management:**

- Review detailed designs prepared by SIPMIUs relating to solid waste management prior to tranche approval and ensure compliance with all applicable guidelines;
- Provide recommendations/guide SIPMIUs accordingly;
- As part of program implementation, specifically monitor the overall progress at State level of waste segregation, issuing of applicable legal bylaws; and solid waste monitoring and rectification programs;
- As part of implementation, monitor overall quality of construction of solid waste management facilities and compliance with agreed designs by contractors, conducting audits together with SIPMIUs as necessary;
- Support the Team Leader in monitoring the implementation of the solid waste



management utility programs, particularly in matters pertaining to compliance with contractual targets (for compost operations), rationalization of charges, creation of databases and GIS systems etc; and

- Prepare sections of monthly/quarterly reports pertaining to overall implementation of solid waste management components.

**Environmental Safeguards:**

- Prepare internal environmental guidelines for the homogeneous preparation, implementation, monitoring and reporting of environmental documents across all States;
- Review IEEs/EIAs and other environmental safeguards documents prepared by SIPMIUs in relation to the program prior to tranche approval to ensure compliance with State/GOI/ADB guidelines;
- Provide recommendations/guide SIPMIUs accordingly and make necessary changes prior to submission to ADB/DEA - ensure consistency in the level of proficiency and presentation of the documentation;
- As part of implementation, support SIPMIUs in the review of documentation pertaining to environmental compliance (including bidding documents, reviews on-site, reports from contractors etc);
- Conduct audits jointly with SIPMIUs' expert in matters pertaining to on-site Occupational Health and Safety; and
- Prepare sections of monthly/quarterly reports pertaining to overall implementation of environmental requirements under the Investment Program.

**Social Safeguards:**

- Prepare internal guidelines for the homogeneous preparation, implementation, monitoring and reporting of resettlement and indigenous peoples documents across all States;
- Review RPs/IPDPs and other social safeguards documents prepared by SIPMIUs in relation to the program prior to tranche approval to ensure compliance with State/GOI/ADB guidelines;
- Provide recommendations/guide SIPMIUs accordingly and make necessary changes prior to submission to ADB/DEA - ensure consistency in the level of proficiency and presentation of the documentation;
- As part of implementation, support SIPMIUs in the review of documentation pertaining to social safeguards compliance (including bidding documents, reviews on-site, reports from contractors etc.);
- Conduct audits jointly with SIPMIU's expert in matters pertaining to timely payments, provision of temporary measures to affected persons by the contractor during construction etc; and
- Prepare sections of monthly/quarterly reports pertaining to overall implementation of environmental requirements under the Investment Program.

**Poverty and Community Development:**

- Assist SIPMIUs/IPPC in the design, preparation, planning and management of the community participation and awareness program;
- Prepare guidelines for the application of a consistent framework across all States;
- Support the IPCC in any matters that may relate to Public Relations at the Central level and support SIPMIUs and Community Awareness and Participation Specialist at State level to address matters that may arise at local level;
- Prepare materials and training programs for SIPMIUs to apply through Information, Education and Communication (IEC) at State levels;
- Together with the Team Leader, prepare governance reform programs and training modules to aid SIPMIUs/States support (a) the implementation of urban poverty



**Location:** Rajasthan

**Client:** Office of the  
Superintending  
Hydrogeologist, (S&R),  
Ground Water  
Department, Government  
of Rajasthan

**Funding Agency:**  
Government of Rajasthan

**Period:** 2005-2006

**Associate Firm:** Nil

- alleviation functions at ULB level, (b) the preparation of a community participation law, (c) introduce services to the urban poor (including earmarking of funds); and
- With guidance from the Benefit Monitoring and Evaluation Specialist, select adequate indicators and ensure progress reporting in IPPMS and quarterly reports.

**Capacity Building:**

- (i) Comprehensive capacity building of the ULBs to plan, implement and manage similar projects.

**Ground Water Management in Pilot Project Areas of Rajasthan under Rajasthan Water Sector Restructuring Project (RWSRP) for Ground Water Department, Government of Rajasthan**

**Brief Description of Project:**

The main development objectives of the Rajasthan Water Sector Restructuring project (RWSRP) were to: a) strengthen the capacity for strategic planning and sustainable development and management of surface and groundwater resources in Rajasthan; and b) increase the productivity of irrigated agriculture. The captioned assignment involved social assessment to identify the social issues associated with the proposed approach of community based ground water management, understand its ramifications and problems, develop a strategy to involve local communities in the overall planning, implementing (including operation and maintenance of structures and systems developed) and monitoring the pilot activity under the groundwater component of the project, provide an integrated and participatory framework for gathering, analyzing, prioritizing and incorporating socio-economic information in developing, implementing and monitoring the pilot activity of the ground water component of RWSRP.

**Services Provided:**

- Develop a framework for promoting and strengthening community-based approaches to groundwater management involving all the stakeholders with an emphasis on the participation of vulnerable groups (e.g. women, landless, tribals) to have a greater voice in decision-making, through focus group discussions;
- Identify different groups of stakeholders (including the beneficiaries, those who can influence the project outcome like NGOs and CBOs, project promoters and implementers, affected persons etc.), their concerns, roles and responsibilities in planning, implementing and monitoring the pilot projects;
- Develop strategies to mobilize communities to form ground water user groups at different levels (village/Gram Panchayat (GP)/pilot area) and examine and suggest institutional arrangement for the implementation of the pilot projects to ensure the representativeness, effectiveness, and sustainability of ground water institutions;
- Address issues of gender and other vulnerable groups;
- Focus on the agricultural situation in the project area and its relationship with the ground water;
- Budget the ground water usage by assessing the use of ground water by various stakeholders and by purposes - agriculture, drinking, industrial activities, construction, etc. and identify problems faced and areas of minimizing ground water requirements and possible reallocation of water;
- Assess the hydrological situation in terms of both surface and ground water resources. The assessment of ground water resources included a census of wells in each of the pilot areas, types of wells (manual, mechanical and electrical), density of wells, water level by seasons, and usage of well water by purpose (drinking, agriculture, industries, etc.) and problems faced by the owners/users;
- Identify the type and extent of adverse impact on people occupying/using lands required for physical works under the Project, irrespective of the ownership of land required;



**Location:**Punjab, India

**Client:**Project Management Unit, World Bank Project, Department of Water Supply & Sanitation, Government of Punjab

**Funding Agency:**World Bank

**Period:**Dec. 2005-April, 2006

**Associate Firm:** Nil

- Ensure participation of tribal communities in the project;
- Analyse the possible legal framework for regulating and managing ground water, institutional strengthening, capacity building on community based ground water management and outlining key enabling policy reforms that would be required in the short, medium and long-term;
- Outline institutional arrangements and capacity building required to successfully implement the ground water pilot projects, taking into account the operations of other community based groups (like watershed development committees) and develop adequate linkages between ground water committees and other users groups/Panchayat Raj institutions;
- Integration of awareness building to regulate ground water usage, social conflict resolution mechanisms, participatory decision-making as well as community training in a number of skills including participatory monitoring and evaluation, book keeping, financial management, etc. in IEC strategy, training strategy and programme proposed for groundwater component; and
- Provide a framework including parameters/indicators and institutional arrangement for monitoring the implementation of pilot projects.

**Social Assessment for Preparation of Project Implementation Plan (PIP) for Department Water Supply & Sanitation, Government of Punjab**

**Brief Description of Project:**

The Government of Punjab, with an intention to scale-up statewide demand responsive and decentralized service delivery approach, was in the process of seeking World Bank assistance in implementing its 5 year medium-term Rural Water Supply and Sanitation (RWSS) program. The Project development objective was to assist GoP in increasing access of rural communities to improved and sustainable RWSS services. The key outcome indicators envisaged were:

- Percentage of habitations in the rural areas of Punjab that are fully covered (FC) for access to drinking water;
- Percentage of rural households in the state with access to safe and adequate drinking water supply throughout the year; and
- Percentage of participating habitations having satisfactorily performing community sanitation facilities

The Program's main components were:

- a) Institution Building: Sector management and monitoring and evaluation (M&E) systems, IEC campaigns, capacity building of program staff and support agencies, technical assistance for reorganization of DWSS;
- b) Community Development and RWSS Infrastructure Building: i) Community and village panchayat capacity building ii) Women's development programs, iii) Construction/upgradation of drinking water supply, drainage and sanitation schemes, including water quality programs and iv) Targeted SC Development Plan. It was proposed that ground water recharge and rainwater harvesting will be integral parts of drinking water source development; and
- c) Future Sector Planning: Developing long term policies and strategic plans, strengthening sector information management systems and learning and piloting innovative approaches.

The program was to be implemented in the rural areas of all the 17 districts of Punjab. Villages were envisaged to be included in the project by adopting a self-selection process, a prerequisite of demand-responsive development. In light of this background, As part of Project design, JPS was engaged to carry out specific tasks relating to beneficiary assessment, stakeholder analysis, building the elements of a community driven development and developing rules for ensuring land availability for infrastructure building.



**Services Provided:**

JPS carried out four principal tasks:

- **Beneficiary Assessment:** Comprising socio-economic profiles at State, District and Village levels; the project beneficiaries' assessment on the current status of water supply and environmental sanitation services, and the linkages thereof with governance mechanisms and PRI functioning;
- **Stakeholder Analyses:** Identifying stakeholders at different levels, mapping key expectations, impacts, issues and concerns as related to each stakeholder and the subgroups thereof;
- **Building the elements of a Community Driven Development:** List of issues and the suggestive measures towards building Community-Driven Development (CDD) approach; and
- **Rules for Land Availability:** The project was envisaged to require land for the construction of water works, overhead tank, stand-posts and laying pipelines and for drainage. To ascertain whether the communities are willing to make available land voluntarily for the purpose and if yes, the modalities towards formalizing.

Specific activities undertaken by JPS included the following:

- To identify key stakeholders including beneficiary subgroups at various levels – state, district, block, Gram Panchayat and village levels; share the project concept and components with them. Seek, understand, document and suggest methods to incorporate their views and concerns into project design and delivery;
- To identify positive and negative social impacts likely to occur for different subgroups or beneficiaries as a result of project interventions; assess and prioritise impacts based on their significance and suggest measures to minimise negative impacts and derive the maximum from positive impacts;
- To ascertain and analyse key social risks, internal and external, to the project and measures to address them;
- To draw appropriate alternative institutional arrangements in consultation /collaboration with stakeholders to reach and work effectively with beneficiary groups / stakeholders; and
- To contribute towards planning for human and institutional developments and drafting rules for securing land for water supply construction.

**Planning and Designing of Batch-1 (Now Batch 1-A) Consultancy No.2- Pauri, Rudraprayag & Chamoli for Uttaranchal Rural Water Supply & Sanitation (SWAJAL) Project, Government of Uttaranchal**

**Brief Description of Project:**

The Uttarakhand Rural Water Supply & Environmental Sanitation (SWAJAL) Project (Phase-I) was originally initiated as an innovative experiment in the Rural Drinking Water and Environmental Sanitation (RWSS) Sector in 1996. Subsequently, the Gol received Credit No. 4232 from IDA towards the cost of Uttarakhand RWSS Project which was based on Sector Wide Approach (Swap) rather than a project specific basis. "Sector Wide Approach (SWAp)" essentially represents an approach wherein "most significant public funding for the sector supports a single sector policy and expenditure program under government leadership. Adopting common approaches across the sector, utilising existing institutional systems and indigenous resources and progressing towards relying on government procedures to disburse and account for all public expenditure, however funded."The project development objective was to improve the effectiveness of RWSS services through decentralisation and increased role of PRIs and involvement of local communities in the State of Uttarakhand. The project consisted of three components (A) Rural Water Supply and Sanitation Sector Development; (B) Rural Water Supply

**Location:** Uttarakhand, India

**Client:** Project Management Unit, Uttaranchal Rural Water Supply & Sanitation (SWAJAL Project), Government of Uttaranchal

**Funding Agency:** World Bank

**Period:** Nov. 2006 – May 2007

**Associate Firm:** Nil





Infrastructure Investment; and (C) Programme Management Support and Monitoring & Evaluation.

As a result of the study on "Feasibility Criteria and Selection of GPs for Batch-0" the criteria for selection of GPs had been developed, the format for Prefeasibility had been finalized, the Prefeasibility studies in 250 GPs had been conducted and a list of 60 GPs for batch-1 project implementation had been prepared. It was proposed to cover 60 GPs in the Batch-0 (Now Batch 1A) of the Follow-on-Project.

The overall objective of this follow on study/ assignment was to provide technical as well as community development support to NGOs or CBOs staff during the entire feasibility process in Batch-1A schemes as part of project preparation of investment component. The assignment entailed the conduction of technical and community development trainings for above staff along with providing technical assistance in preparation of implementation phase proposal (IPP) of Water Supply scheme and community development activities (Detailed Project Report (DPR) and Community Action Plan (CAP)).

For the preparation of IPP, JPS as an independent consultant and NGOs along with CBOs were hired for providing necessary technical and community development services to the communities. JPS and the NGOs, CBOs were to carry out the activities in close coordination in the GPs. The coverage under this particular assignment was limited to 15 GPs in the districts Pauri, Rudraprayag & Chamoli.

#### **Services Provided:**

To carry out initial IEC Campaign for information dissemination awareness creation in the selected GPs and to provide technical assistance to the NGOs and CBOs. Non Governmental organisations (NGOs) and Community Based Organisations (CBOs) with prior experience in water supply and sanitation services in Uttaranchal in demand responsive manner were envisaged to act as a catalyst and Support Organisations (SOs) in the process of implementation of demand responsive approach (DRA). The SOs were envisaged to provide engineering and community development assistance to the rural communities during the assignment (of six months) in order to plan and design their water supply and sanitation schemes and preparation of implementation phase proposal.

To interact with the village community members and mobilize them towards the roles and responsibilities of the village communities during the initial IEC in all the Grain Panchayats. During the process, JPS was to undertake group discussions with members of PRIs and conduct Participatory Rural Appraisal in the habitations/villages within the GP.

To carry out intensive Information, Education and Communication (IEC) campaign in the selected GPs before the SOs (NGOs) start their planning phase activities in these GPs in order to create awareness and disseminate information regarding the project amongst the villagers.

To provide engineering survey and feasibility design and cost estimate training to the SO engineers, as part of conducting the training programs for technical aspects. The capacity building training was to include feasibility design and cost estimation training covering first hand information to SO Engineers for feasibility, detailed design, cost estimation and preliminary survey of the water supply schemes. This included technical assistance related to detailed design criteria methodology, cost estimates etc. for various components of the water supply and sanitation schemes as well as examining various water supply and sanitation technical options as part of feasibility process. The broad capital cost of works required for the various options as well as the annual operation and maintenance cost including problems of O&M were dealt with and identified. The community, with full knowledge of various cost and details and depending upon the resources and capacity, were envisaged to decide on technology options. The final output



of the process from SOs was the selection of a particular water supply technology option. For this selected water supply option, after detailed engineering survey and design, SOs were envisaged to work out detailed cost estimates and thereby prepare the Detailed Project Report (DPR). The SO was envisaged to note the source, treatment unit, water reservoir, Public Stand Posts, and the pipeline route which were to be marked on the scheme site. The survey was also to include proposed construction works under the Technical Plan i.e. 'Village Drainage and Latrine Plan' and the Catchment Area Conservation & Management Programme.

- To conduct the capacity building program for social development staff of the SOs on various issues of community development related to water supply and sanitation, mobilization of the communities, awareness generation tools and the project activities. The training program included orientation on the following aspects:
  - Project approach, roles and responsibilities of SO staff and UWSSCs.
  - HESA Plan and Women Empowerment (WDI) Plan
  - Financial Accounting
  - Operation and Maintenance plan
  - Monitoring and Evaluation Plan
  - Catchment area conservation and management programme orientation
  - Establishment of a nursery
- To check the feasibility leading to selection of water supply technology in each of the villages so as to comment on the suitability of the technical option.
- To provide technical assistance to the SOs (NGOJCBOs) regarding checking of the Detailed Project Report (DPR) etc. The assistance would be in the form of on site checking of engineering survey for sampled GPs and checking of the technical proposals regarding the water supply and sanitation schemes being proposed for its soundness, accuracy and cost effectiveness etc.
- In close consultation with the DPMUs, to analyse the data obtained from the monthly progress reports and other reports submitted by the NGOs and reports etc. and suggest measures to address the related issues.
- To hold regional workshops with the project partners regarding experience sharing of various bottlenecks and to find out the remedies for the issues.
- To prepare the final outcome report for the Batch-0 in close consultation with the DPMUs and the Support Organisations (NGOs) comprising the summary of the implementation phase proposal (DPR & CAP) of the 15 GPs, field experiences both technical and community oriented measures to address the field problems, the perception of the various stakeholders etc.

**Location:** Uttar Pradesh

**Client:** Irrigation Department, Government of Uttar Pradesh

**Funding Agency:** World Bank

**Period:** 2006 - 2008

**Association Firm:** Nil

**Providing Assistance in Management of Uttar Pradesh Water Sector Restructuring Project (UPWSRP) Activities and Development of Project Management and Monitoring Information System (PMMIS) for Irrigation Department, Government of Uttar Pradesh**

**Brief Description of Project:**

The overall objective of this consultancy is to assist the Project Activities Core Team (PACT) in monitoring project activities and performance evaluation towards fulfillment of the objectives of the Uttar Pradesh water sector-restructuring project, component wise.

The specific objectives of the consultancy are to:

- Develop a Project Management Information System for Uttar Pradesh Water Sector



- Restructuring Project (UPWSRP) activities;
- Develop suitable baselines on key performance indicators to assess current situation;
  - Assess project impacts by tracking key performance indicators (input, output and main business activities in irrigation system of pilot areas) such as:
    - Environmental Aspects
    - Operational Aspects
    - Financial Aspects
    - Water Access Arrangements
    - Customers
    - Social Aspects
  - To provide self-monitoring feedback on lessons learned during implementation for introduction of corrective actions;
  - To provide periodic reporting on project status (including data analysis, surveys, interviews, photographs, description); and
  - To develop a computerized web-enabled project monitoring system to track all aspects of project progress (including physical and financial progress and project impact) at any point of time.

**Services Provided:**

**Analysis of the Project activities:** Study various components of the project and current implementation; review project documents; contracts, reports; discussions with PACT, DASP, WALMI, UOID and other agencies.

**Determine Key Performance Indicators with their monitoring parameters and Reporting Formats:** Based on the Project Appraisal Document (PAD), review project activities and discussions and determine a set of key performance indicators to assess the impact of the project. The list of specified performance indicators were envisaged to be modified and updated in consultation with PACT. Also, develop reporting formats, including easy-to-read graphics, in consultation with PACT.

**Determine baselines for the key performance indicators:** Develop baseline information for all key performance indicators. Conduct the surveys in consultation with PACT and other project line agencies, collate, computerize and analyze information in a Computerized Project Management and Monitoring Information System (PMMIS).

**Monitor Key Parameters and Input into the PMMIS:** Monitor on a regular basis the key project indicators and input these in a timely fashion into the PMMIS.

**Design, implement, and operate the Project Management and Monitoring Information System (PMMIS):** Develop integrated, user friendly web-based software to manage project activities and track the key project indicators. Advise PACT on any additional hardware and software required for this purpose and assist in their procurement. The PMMIS was envisaged to build upon inputs from other project information systems (including the financial management systems, MIS, etc.). The PMMIS was envisaged to include mechanisms for:

- ◆ Online web-based project management system to determine project activity scheduling, resource allocation, etc. These were to be accessed through the web with appropriate security and access provisions to input key project management parameters and be able to analyse this information with the functionality of modern project management systems (e.g. produce Gantt charts, schedules, PERT/CPM analyses, etc. for each component and activity);
- ◆ Input of key monitoring indicators for each project agency at appropriate administrative levels (e.g. 8 division offices of UPID in Jaunpur Branch Sub-Basin & Imamganj Branch Sub-Basin, DASP, WALMI, etc.) with appropriate security and access provisions, error-checking etc. in a spatial context using GIS;



**Location:** Rajasthan

**Client:** European Commission

**Funding Agency:** European Commission

**Period:** 2005-2005

**Associate Firm:** ARCADIS BMB Management Consultants, Netherlands

- ♦ Develop standard queries (e.g. progress by component, activity, institution, month, year, canal system, etc) on the monitoring knowledge-base and appropriately processing data entered to generate user friendly reports, including appropriate graphics and schematics. This was envisaged to make use of appropriate GIS systems to facilitate spatial analysis progress;
- ♦ Determine data management needs and information flow arrangements: Work with PACT to determine data needs, reporting arrangements, information flow arrangements, data validation and checks, institutional arrangements and security precautions to ensure smooth and effective functioning of the PMMIS. This was envisaged to include both the information to be collected by JPS through surveys as well as information to be captured by various project agency staff; and
- ♦ Training: To provide training to key project staff in all project-related agencies (PACT, UPID, DASP, WALMI, etc.) to effectively use the PMMIS.

**Identification Mission II – EC Partnership Programme with Rajasthan for European Commission**

**Brief Description of Project:**

Following were the objectives of the Identification Mission (IM):

- Identify and recommend a strategic and internally coherent design option for the EC Partnership;
- Complete the 7 assessments for the Identification phase and confirm the readiness of the state Government in moving forward to the Formulation phase with the design option that will be the subject of detailed preparation during the next stage of Formulation;
- Prepare a draft of identification document; and
- Prepare draft TOR for the formulation (phase)

**Services Provided:**

- Identify clear sector boundaries for the partnership programme and establishing the logic and rationale of an internally coherent approach, if possible, ensuring synergy between the water resources and health sector;
- Identify the specific areas of policy, strategy and implementation that would come within the purview of the IEC supported state partnership programme and to design a preliminary matrix of policy development, implementation modalities and expected outcomes;
- outline the key benchmarks for commencement and subsequently for expected achievements an outcomes of the programme, keeping in mind the limited time frame, and including both process and systemic indicators; and
- Reviewing the reporting and fund transfer modalities of the state Partnership; reviewing the role of the central and state government in a given time horizon of the state partnership;and
- Outlining the broad guidelines to the State Government for developing fundable strategic programme options for EC support, which would be reviewed during the formulation phase.

**Location:** Chhattisgarh and Rajasthan

**Client:** European Commission

**Funding Agency:** European Commission

**Period:** 2005-2005

**Associate Firm:** ARCADIS BMB Management Consultants, Netherlands

**EC-Formulation Missions-State Partnership Programmes with Chattisgarh and Rajasthan for European Commission**

**Brief Description of Project:**

The global objective of the Formulation Mission shall be to develop a single detailed Financing Proposal for a five to seven year EC sector budget support package of € 160 m to the two States of Chhattisgarh and Rajasthan. An indicative amount of € 80 m was planned (to be confirmed at the end of formulation) for Chhattisgarh, that will focus on improving governance and institutional capacities in Chhattisgarh at state and PRI level, with specific attention for the health, education and environment/natural resource



management sectors. It is anticipated that the two State Partnerships for Chhattisgarh and Rajasthan will be encapsulated in a single Financing Agreement, with a unified framework for disbursement, monitoring and review. Sub-sections of the Technical and Administrative Provisions (TAPs) will capture the specific details of each of the two SPPs for Chhattisgarh and Rajasthan, which are expected to be quite different in terms of reform content, overall objectives and milestones. To this end, the two team leaders were expected to work closely with the EC Delegation.

#### Services Provided:

##### Health Sector:

- Carrying out an updated review of sector policy and strategy at national and state levels in view of the recently launched NRHM;
- Assessing the State Health Plan/modified PIP if any developed by the GoCG under NRHM in addition to the PIP for RCH-2 already prepared; specific attention would be given to the MOU for the NRHM signed/to be signed between GoI/MOHFW and the state government, to understand operating modalities between the GoI and GoCG;
- Assessing progress made by the state in achieving pending milestones under the EC supported SIP, as well as additional milestones/conditions established by the Identification Mission;
- Reviewing and assessing relevant materials prepared by the GoCG after the end of the Identification Phase;
- Reviewing the documentation and key assessments required to follow a sector approach and assist in completing the assessments for the Formulation phase;
- Supporting the governance expert in analysing and assessing governance in the sector and suggest strategies and modalities for improving governance;
- Supporting the institutional development and decentralisation expert in analysing institutional capacities in the health sector and suggest strategies for strengthening capacities, and furthering decentralisation in the health sector;
- Assessing the status and modalities of donor coordination established at national level under NRHM in the context of the various health programmes supported by the donors;
- Recommending the operating modality to be followed for EC support in the health sector and advising on the financing modality to be followed for the health sector and assisting in the development of an initial MTEF for the sector with guidelines for further development;
- Preparing the detailed design of the partnership in the health sector in the light of the chosen operating modality and based upon an assessment of the State Health Plan/modified PIP developed by the GoCG under the NRHM;
- Ensuring that gender and social equity concerns are mainstreamed in the health component of the SPP;
- Specifying the implementation arrangements for the SPP in the health sector;
- Assisting in updating and finalizing the draft financing proposal; and
- Assisting in drafting and finalizing the Terms of Reference for the SPP Technical Assistance

##### Social Sector:

- Carrying out an updated review of sector policy and strategy at national and state levels, especially of progress made by the state in formulating its education policy reform framework, and the stakeholder consultations started for formulating a vocational education component;
- Assessing the role the Department of Women and Child Welfare may play for the early childhood development component and coordination mechanisms required to ensure convergence with the SSA and the department of school instruction;
- Assessing progress made by the state in improving the use made of SSA funds and the removal of impediments for the same;





- Reviewing and assessing relevant materials prepared by the GoCG after the end of the Identification Phase;
- Reviewing the documentation and key assessments required to follow a sector approach and assist in completing the assessments for the Formulation phase;
- Supporting the governance expert in analysing and assessing governance in the sector and suggest strategies and modalities for improving governance;
- Supporting the institutional development and decentralisation expert in analysing institutional capacities in the education sector and suggest strategies for strengthening capacities, and furthering decentralisation in the education sector;
- Assessing the status and modalities of donor coordination established at national level under SSA and developing proper implementation modalities for the education component of the SPP to ensure convergence with those of SSA especially by making use of existing management, reporting, accounting and monitoring mechanisms;
- Recommending the operating modality to be followed for EC support in the education sector and advising on the financing modality to be followed for the education sector and assisting in the development of an initial MTEF for the sector with guidelines for further development;
- Preparing the detailed design of the partnership in the education sector in the light of the chosen operating modality and based upon an assessment of the current education plans and programmes, especially those developed for early childhood education, elementary education (including SSA), vocational education, as well as for apex and other support institutions;
- Ensuring that gender concerns are mainstreamed in the education component of the SPP;
- Specifying the implementation arrangements for the SPP in the education sector.
- Assisting in updating and finalizing the draft financing proposal; and
- Assisting in drafting and finalizing the Terms of Reference for the SPP Technical Assistance

**Location:** Gangtok in the state of Sikkim & Shillong in the state of Meghalaya

**Client:** AusAID

**Funding Agency:**  
AusAID

**Period:** December 2003-2005

**Associate Firm:**  
Kellogg Brown & Root Pty Ltd, Australia, URS Sustainable Development, Australia, STUP Consultants, India

**Gangtok and Shillong South Asia Regional Water Supply and Sanitation Program for AusAID**

**Brief Description of Project:**

The overall development objective of the Project was 'Improvement in Gangtok and Shillong Water and Environmental sanitation service delivery, through sharing of lessons learnt in project implementation and sectoral policy development'. The major areas covered were: a) water supply – entailing issues like quality of water, unaccounted for water, service delivery, cost recovery etc; b) environmental sanitation – including issues like limited access to toilets, poor maintenance from inadequate budget and the fact that sewerage was only available to 15% of population in Gangtok; and c) solid waste, focusing on the extensive refuse dumping into watercourses.

**Services Provided:**

**Economic/financial Management**

- Estimation of the ability and willingness to pay for; water, sewage collection, treatment and disposal, and low cost environmental sanitation services;
- Provision of options for future tariffs and tariff structures for water supply, sewage collection, treatment and disposal, and solid waste services;
- Development of baseline data from which changes in service delivery can be assessed in the future; and
- Assessment of the financial and economic impacts of potential demand management strategies.



**Community development/ participation**

- Identification and establishment of close, regular contact with institutions responsible for UWS&ES service delivery and appropriate community groups, civil society organisations and NGOs, with a view to facilitating and supporting the development of collaborative partnerships and the establishment of joint stakeholder committees;
- In close consultation with community groups in selected areas, provision of inputs for the analysis of existing UWSS services and facilities and identification of community needs in these areas;
- Selection and appointment of suitable local NGOs to assist in the conduct of surveys, workshops, pilot and IEC activities, and provide ongoing supervision and guidance to these contracted NGOs;
- Preparation and supervision of the conduct of baseline attitudinal surveys and workshops among relevant institutions to establish current levels of awareness and understanding of community needs and their ability to respond effectively to these needs, particularly to those of women and poor and vulnerable households; and
- Support the development of the 'Consumer Cells' within PHED and other relevant departments together with other practical measures to increase community participation in UWS&ES service provision, and support the development of an appropriate consumer/user orientation and high gender and poverty awareness among PHED and other relevant government agency staff and among contracted NGOs.

**HRD/Training**

- Undertaking a detailed training need analysis of NGOs and CDWs involved in project activities and staff of government agencies involved in UWS&ES;
- Recommendation, design and supervision of appropriate training to be undertaken by government and non-government staff;
- Information Education and Communication;
- Development of an IEC campaign that incorporates materials and activities designed to increase community awareness of WS&ES issues and maximises community participation in the project;
- Assistance to relevant agencies to develop their institutional capacity with regard to IEC;
- Evaluation of the impact of the IEC campaign on hygiene behaviours and adjust activities as appropriate;
- Provision of technical assistance and support for the IEC working group to identify priority audiences and materials/activities to be developed;
- Institutional strengthening/development;
- Assessment of the efficiency of local agencies in carrying out their mandate, with particular reference to Urban Water Supply & Environment Sanitation (UWS&ES);
- Review and documentation of operating procedures of local agencies and make recommendations on potential improvements;
- Assistance to the local agencies to improve UWS&ES strategic and organisational planning processes; and
- Assistance and advise on the establishment of a new autonomous WS&S entity.

**Impact Assessment Study of IEC activities in Sector Reform Project, Dhule District of Maharashtra for Government of Maharashtra**

**Brief Description of Project:**

Dhule District in Maharashtra was selected by Rajiv Gandhi Drinking Water Supply Mission, Delhi for implementation of Water Supply Program in 2001. Considering the importance of IEC in Sector Reform Project, ZP, Dhule appointed two NGOs viz., Vanrai Mitra Mandal and Sanskar Vahini Sanstha in March 2002. The NGOs have carried out the IEC activities in the villages allotted. The ZP sought to assess the impact of IEC activities carried out by the NGOs over a 15 month period and to recommend steps to be initiated for effective implementation of IEC components. It is in this context that JPS was appointed by the Dhule ZP officials to assess the impact of IEC activities.

**Location:** Dhule District of Maharashtra

**Client:** District Water Supply & Sanitation Committee & Chief Executive Officer, Zilla Parishad, Dhule, Maharashtra

**Funding Agency:** Govt. of Maharashtra

**Period:** 2003

**Associate Firm:** Nil



**Services Provided:**

- Review the Information Education and Communication (IEC) requirements of Rajiv Gandhi Drinking Water Supply Mission;
- Assessment of the impact of IEC campaigns carried out by NGOs in the district based on a sample survey;
- Commenting on the adequacy of IEC activities based on survey of select villages; and
- Providing suggestions/recommendations for effective implementation of IEC components.

The study involved an evaluation of whether the impact of IEC activities, which have been undertaken by the NGOs, have percolated to different areas as envisaged, and whether it resulted in the required and expected impact on attitudinal and behavioral patterns of the villagers in terms of indicators such as the number of households washing hands and feet after defecation; means by which people wash their hands, i.e. soap, ash or only water; how drinking water is stored, cleaned and handled; how human excreta, solid waste and sillage were being disposed of; operation and maintenance practices at household and village levels; whether the concept of capital cost sharing and 100% O&M by villages have been properly understood by the villages; and whether adequate awareness has been created for regular payment of water tariff and its importance understood.

**External Advisory Services (EAS) Support to Water and Sanitation Management Organisation (WASMO), Gujarat for Government of Gujarat**

**Brief Description of Project:**

The Government of Gujarat established the Water and Sanitation Management Organisation (WASMO) as an autonomous institution in 2002. WASMO, with the help of NGOs working as Implementation Support Agencies (ISAs) in rural areas, assists Village Panchayats and Pani Samitis (village water and sanitation committees) in planning, implementing and maintaining their water supply and sanitation systems. The objective of the external advisory services support to WASMO, Gujarat was aimed at facilitating sustainable access to safe and clean drinking water and sanitation facilities to poorer sections of the Gujarat rural population through ensuring full ownership and responsibility of communities and users of their own community managed drinking water and sanitation provisions including full Operations and Maintenance at the village level.

**Services Provided:**

- **Development of effective policies and strategies:** The EAS involved assisting the Government of Gujarat (GoG) through WASMO to develop a strategy and approach for reforms of the Rural Water Supply and Sanitation (RWSS) sector to reflect the paradigm shift from centralised to decentralised management. The EAS assisted WASMO in the identification of key policy areas and formulation of effective policies for sector reform.
- **Strengthening the organisational and institutional structure:** The EAS involved assisting WASMO in the development and strengthening of WASMO's organisational structure, including financial and administrative systems and operational procedures as well as assisting WASMO in becoming a facilitating organisation for the sector to play the role of a nodal agency for community managed RWSS programmes with the responsibility of fund changing. The EAS assistance to WASMO included supporting the network for the sector through capacity building programmes for partners like Panchayati Raj Institutions (PRIs), NGOs and government Institutions.
- **Develop and facilitate community managed RWSS programmes:** The EAS also assisted WASMO in developing methodologies and implementing procedures for community managed RWSS programmes. This included integration of water supply; environmental sanitation and hygiene; establishment of linkages with integrated water resources management programmes; and initiation of awareness, communication and advocacy programmes.

**Location:** Gujarat

**Client:** Government of Gujarat/The Royal Netherlands Embassy

**Funding Agency:** The Royal Netherlands Embassy

**Period:** 2002-2002

**Associate Firm:** Royal Haskoning, Netherlands



**BRIEF PROFILE OF THE TEAM MEMBERS**



**Mr J P Srivastava**  
**Chairman**

**Expertise:**

Managing the Entire Consultancy Business

**Experience:** More than 37 years

**Experience with:** World Bank, ADB, JBIC/JICA, DFID, EU, USAID, UNDP, DANIDA, RNE, DANIDA, CIDA and Government Departments at the Centre and States



**Mr. P. G. Shevade**  
**Head, Governance, Public Services & Policy, Financial & Accounting and Information Management & E-Governance**

**Expertise:**

- UrbanMunicipal Finance
- Financial Modeling
- Public Private Partnership  
Financial Management  
Information System
- Urban Reforms
- Project Management

**Qualifications:**

- F.C.A., Chartered Accountant, Institute of Chartered Accounts of India, 1987
- B. Com (Hons.), Honors, Nagpur University, 1975

**Experience:** More than 30 Years

**Experience with IFIs:** CIDA, USAID, DFID, EU, World Bank, RNE, ADB, KfW

**Present Position:**

- Director& Head of Governance, Public Services & Policy, JPS Associates Pvt. Ltd.



**Mr. C. Divakar Dhaveji**  
**Executive Director & Head, Organisation Development & Institutional Strengthening**

**Expertise:**

- Project Management
- Institutional Strengthening & Training
- Capacity Building
- Review and Process
- Project Impact Assessments
- Monitoring and Evaluation

**Qualifications:**

- B.Eng. Electronics, Maulana Azad College of Technology, Bhopal University, Bhopal
- Post-Graduate Diploma in Energo-Cybernetics Strategy, Baroda Productivity Council, Baroda
- M.B.A. Business Administration, L N Mishra College of Business Management, Bihar University, India

**Experience:** More than 27 Years

**Experience with IFIs:** CIDA, USAID, DFID, EU, World Bank, RNE, ADB, KfW, GIZ

**Trainings:**

- Six weeks industrial training at Instrumentation Ltd., Kota, Rajasthan.
- Eight Weeks Industrial Training at Tata Chemicals Ltd, Mithapur, Gujarat

**Present Position:** • Executive Director & Head of Organization Development & Institutional Strengthening, JPS Associates Pvt. Ltd.

**Previous Positions:**

- Senior Consultant, JPS Associates Pvt. Ltd.
- Senior Consultant, Mantec Consultants Pvt. Ltd., New Delhi
- Market Research Executive, Indian Communications Network Ltd, New Delhi



**Mr. Pritam Kapur**  
**Executive Director & Head, Agriculture & Agri-Business**

**Expertise:**

- Project Management,
- Business Planning
- Capacity Building
- Organizational Restructuring
- Monitoring and Evaluation
- Agri Business
- Agro Industry Management

**Qualifications:**

- B. Tech , IIT, Madras
- Advance Management Course, Institute of Advanced Management, Bangalore

**Trainings:**

- Sr. Manager's Course, Unilever Training Institute, London
- Training of Trainers, Unilever
- Finance for Non Financial Manager, Unilever

**Experience:** More than 40 Years

**Experience with IFIs:** World Bank, ADB, DFID, RNG, AusAID, UNDP & JBIC/JICA.

**Present Position:** ▪ Executive Director, JPS Associates Pvt. Ltd.

**Previous Positions:**

- Sr. Consultant, JPS Associates Pvt. Ltd.
- Managing Director, Hindustan Agrigenetics Ltd. Delhi/Hyderabad
- General Manager-Agri Business, Hindustan Lever Ltd.
- General Factory Manager, Hindustan Lever Ltd. Etah Dairy, Etah (U.P.)
- General Manager, Sharpedge Ltd. (a subsidiary of HLL)





**Mr. K. K. Mohapatra**  
**Executive Director & Head, Natural Resources and Environmental Management**

**Expertise:**

- Project Management
- Training
- Natural Resources Management
- Watershed Management
- Biodiversity
- Environmental Management
- Forestry & Wildlife

**Qualifications:**

- M.Sc. Zoology, Utkal University, Bhubaneswar, India
- Bachelor of Science (Hons.) Utkal University, Bhubaneswar, Orissa, India (Zoology, Botany and Chemistry)

**Trainings:**

- Indigenous Knowledge (IK) development course sponsored by World Bank Institute, Washington D.C.

**Experience:** More than 29 years

**Experience with IFIs:** World Bank, ADB, JBIC/JICA, UNDP, AFD

**Present Position:** ▪ Executive Director & Head Natural Resources and Environmental Management Department, JPS Associates Pvt. Ltd.

**Previous Positions:**

- Senior Consultant, JPS Associates Pvt. Ltd
- Associate, Forestry and Biodiversity Area, The Energy and Resources Institute (TERI), New Delhi, India
- Scientist, Bombay Natural History Society, Mumbai, India
- Research Fellow, Forest Research Institute, Dehradun



**Mr. Rashid Wakil**  
**Head, Social Development, Public Health and Surveys**

**Expertise:**

- Training
- Project Management
- Monitoring and Evaluation
- Project Impact Assessments
- Public Health
- Community Development
- Poverty Alleviation
- Participatory Development
- Resource Mobilisation
- Thrift and Credit Activities
- Data Analysis

**Qualifications:**

- M.Sc. Life Sciences, Berhampur University, Orissa
- M.A Sociology, IGNOU
- PGDCA, S.KS Institute , Puri, Orissa
- SAS, Ducat, Noida
- SPSS, NIHFW, New Delhi

**Trainings:**

- Human Resource Development, XIMB
- On-Job Training on ISO 9001: 2008 Quality Management System

**Experience:** More than 21 Years

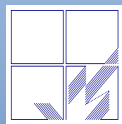
▪ **Experience with IFIs:** World Bank, UNDP, WHO, European Commission, ADB

**Present Position:** ▪ Head, Social Development, Public Health and Surveys, JPS Associates Pvt. Ltd.

▪ Team Leader, JPS Associates Pvt. Ltd.  
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- Senior Research Officer, National Institute of Health and Family Welfare(NIHFW)
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