



ABOUT JPS ASSOCIATES

JPS Associates is a consulting firm specializing in management, development, agriculture & natural resources management, and engineering. The company was founded in 1987 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 1000 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: 2015 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

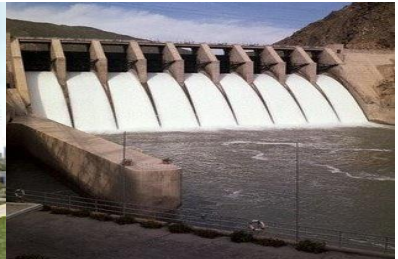
- Social Development & Surveys
- Public Health
- Urban Development Planning
- Regional and Rural Development Planning
- Tourism

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



PUBLIC HEALTH AND SOCIAL SECTOR SERVICES:

- Policy Analysis
- Programme & Sector Strategies
- Organisational and Sectoral Reforms
- Program Planning, Budgeting and Management
- Community Surveys
- Baseline Surveys
- Demographic and Health Surveys
- Social and Environmental Surveys
- Service Provision Assessment (SPA) Surveys
- Longitudinal Surveys
- Trend Analysis
- Cohort Studies
- Benchmarking Surveys
- Project/Program Surveys (Baseline, Mid-Term, End-Line & Impact)
- Audit Surveys
- Monitoring Surveys
- Quality Improvement
- Facility Assessment
- Facility / Infrastructure Planning
- Research & Evaluation
- Health Communication
- Public Health System and Services
- Health Financing and Expenditure Reviews
- Community based Health Insurance
- Community Health
- Public Private Partnerships
- Waste Management
- Health Systems Development
- Gender Rights
- Livelihoods
- Sustainable economic development
- Water and Sanitation
- Education
- Institutional Strengthening & Capacity Development
- Monitoring & Evaluation of Schemes, Projects and Programmes
- Financial Inclusion & Microfinance



Location: Agartala, Aizawl, Gangtok, Kohima and Shillong

Client: Ministry of Housing and Urban Affairs, Government of India

Funding Agency: Ministry of Housing and Urban Affairs, Government of India

Period: October, 2019 – July, 2022

Associate Firm: Nil

RELEVANT EXPERIENCE

Program Management and Monitoring Consultants (PMMC) for the North Eastern Region Capital Cities Development Investment Program for Ministry of Housing and Urban Affairs, 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 2019. 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.

The program commenced in 2009 with funding from ADB. The ADB assistance to the program came to an end in June 2019, at the end of 10 years. However, it was found that there were 22 ongoing projects, which could not be completed, and the Ministry of Housing and Urban Affairs requested the Government of India to allocate funds of Gol to complete the unfinished projects. The MoF, Gol agreed to the request of the MoHUA and provided a budget of Rs 400 crore to finish the ongoing projects in a period of two years i.e. till June 2021.

The current extension of contract of JPS as PMMC is for a period of 20 months i.e. from October 2019 to June 2021. The main objective of PMMC for this phase is to assist the NERUDP cell and the program Manager to monitor and assist the 5 States in completing the ongoing projects so that the benefits of the program accrue to the citizens of these 5 capital cities, mentioned above.

During the extension, there is no change in the scheme or its concept and no new projects are to be undertaken.

The details of the support to be provided are given below:

Support is to be provided for:

- Monitoring overall Program implementation and compliance with the agreed implementation program and its timelines;



- Reporting and supervision and Consolidating payment/reimbursement requests.

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 ensure that all actions necessary for successful implementation are met.

Program Management and Monitoring

- Continue with a common repository system within IPCC for secondary data across the program (with primary data being maintained at the State level);
- Continue with the common frameworks for reporting (a) progress (physical and financial), (b) accounts, (c) procurement, (d) safeguards compliance and (e) covenant compliance, etc;
- Support with any other activities relating to management and monitoring of the program.

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 (IPPMS) in the form of an MIS system, and continue with the systems already developed such as progress monitoring thru a Monthly Progress report.
- Monitor progress, evaluate results and support the States in the identification and resolution of constraints;
- 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 GOI requirements and assist them in resolving matters pertaining to disagreement/arbitration with contractors;
- Assist the Investment Program Coordination Cell (IPCC) of MoUD in all coordination matters including (a) submission of monthly and quarterly reports and (b) accounting and disbursement matters;
- 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.

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;
- 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 the Ministry's Budget Section.
- Prepare consolidated Investment Program projections and support States/MoUD in the budgetary exercise;



Water /Wastewater:

- Review detailed designs prepared by SIPMIUs relating to water supply and waste water.
- 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.
- Support the Team Leader in monitoring the implementation of the solid waste management utility programs,

Environmental Safeguards:

- 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;
- 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 and Community Development:

- Assist SIPMIUs/IPPC in the design, preparation, planning and management of the community participation and awareness program;
- 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.

Finance & Administration:

- Release of funds to project states for program execution;
- Preparation of information for parliamentary matters;
- Provide guidance to SIPMIUs in preparation of project accounts and submission of



- claims to MOUD for release of funds and also for submission of claims to ADB;
- Provide support in all financial activities of NERUDP;
- Preparation of documents for submission to C&AG for audit of project accounts;

MIS & Impact Evaluation:

- Assist the SIPMIUs' specialist identifying physical, institutional, and financial data be analyzed to monitor sustainability and impact of project services;
- Commission and review third-party independent assessments and discuss with IPCC/SIPMIUs/ADB;
- Support the preparation of the Investment Program Completion Reports (per Tranche and final).

Location:

Client: UP Irrigation & Water Resource Department (UPIWRD) Government of Uttar Pradesh

Funding Agency: World Bank

Period: June, 2019 - 31st March, 2021

Associate Firm: Nil

District Consultancy Services for Planning Community Outreach and Enhancing Community Participation for Flood Management in Targeted Areas of Rapti River Basin (Credit No.5298-IN) under Uttar Pradesh Water Sector Restructuring Project (UPWSRP) Phase II of U P Irrigation & Water Resources Department, Government of Uttar Pradesh

Brief Description of Project:

The In the State of Uttar Pradesh, annually recurring floods in the Ganga, Yamuna, Ramganga, Gomati, Sharda, Ghagra, Rapti and Gandak rivers inundate about 2.7 million hectares, adversely impact more than 21.1 million people and cause INR 4.3 billion per annum as damages. More than 30% of the total geographical area of the state is flood prone including 23 districts in the eastern, western and central regions. Recurrent floods are devastating to the state economy and undermine poverty alleviation efforts. Floods affect lives, livelihoods, productivity and the security of existing investments, as well as acting as a disincentive for future investments.

The Government of India (GOI)/ Government of Uttar Pradesh (GoUP) has received a credit from the International Development Association (IDA) to finance the UP Water Sector Restructuring Project (UPWSRP) Phase-2 and JPS has been contracted for providing consultancy services for Planning Community Outreach and Participation in Emergency Flood Management in Rapti River Basin in Uttar Pradesh State.

Objectives:

Part-A:

- To review national and international experience on community involvement in embankment surveillance and protection.
- To recommend the appropriate strategic approach in organizing community participation, taking note of the community's needs, capacity and practicable implementation, in order to send localized embankment and river status reports to UPIWRD's Embankment Asset Management System (EAMS). The Strategic approach needs to address the participatory process, resources maximization and motivation.
- Pilot Implementation in select field divisions and submit report for basin-wide implementation.

Part-B:

- To review national and international experience on community participation in emergency flood response.
- To recommend the most appropriate community outreach program for dissemination of the flood alert from the UPIWRD's FFMS, taking note of status of community- level contingency action plans of the Disaster Management Department, community's needs, capacity and practicable implementation.



- Pilot Implementation in select field divisions and submit report for basin-wide implementation.

Services Provided:

Part A of the consultancy assignment covers communities adjacent to the embankments which are immediately impacted by any embankment breach or cut, that would need to be involved in surveillance of vulnerability or failure to take emergency action for strengthening. Community participation would include reporting on embankment vulnerability based on routine visual observations of embankment condition and river course changes during flood season and specifically in response to embankment alerts from EAMS on specific reaches. In Part B, communities in the flood prone area need to have timely access to flood forecasts for better preparedness at the community level. For both parts (to be executed concurrently), the area coverage would be the main stem of Rapti River and four major flood causing tributaries (covered under the flood forecasting and inundation mapping consultancy).

- JPS is envisaged to interact with select communities on sample basis (making sure that the sample represents the varying degree and nature of flood hazard and vulnerability in the respective areas. The sample design will be based on sound statistical principles. JPS, as part of sample survey, is expected to also interact with concerned field divisions in the area for suggestions on how the community outreach for emergency flood management or inputs on embankment vulnerability can effectively supplement field staff inspection;
- JPS is to evaluate community participation modes for emergency flood preparedness or report on embankment vulnerability and recommend how the existing Panchayati Raj or other community institutions would be involved;
- Community outreach would include design of flood alerts from the flood model customized for community action, contingency planning and emergency management at community level; embankment surveillance and issue-reporting to supplement UPIWRD field offices; and targeted embankment and river surveillance based on predicted morphological changes from river morphological trend model;
- Review national and international experience to support the development of community participation mechanism. JPS is to also interact with the stakeholders to augment the findings and recommendations;
- Suggest types of embankment information to be transmitted by the communities in real-time and on need basis (as requested by the Irrigation Department) 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 they will report about the status of breach such as location, time, and approximate length. JPS is 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 expected to recommend whether the existing communication means will be utilized or new infrastructure will be needed;
- Recommend information flow to different identified recipients including EAMS, Irrigation Department Offices during normal and emergency situations;
- 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;

- Design flood alerts for effective use by the community, taking note of flood hazard, capacity and current status of community response;
- Evaluate typical communication infrastructure at the community level, functional status and efficiency, and community skill sets. JPS is to recommend how the existing communication means will be utilized and recommend additional capacity building that will be needed;
- Develop plan, approach, protocol and mechanism for community participation in embankment surveillance, pilot in select communities in the basin, and prepare plan for basin-wide implementation;
- Broadly assess the financial implications of community participation and recommend the appropriate mix of voluntary and funded participation;
- Develop the Action Plan for implementation in the whole basin and also a plan for piloting it in a selected portion (say, one Irrigation Department Division) in Rapti River Basin.

Location: Rajasthan, India

Client: Ministry of Housing and Urban Affairs, Government of India (MoHUA)/Rajasthan Urban Drinking Water Sewerage & Infrastructure Corporation (RUDSICO)

Funding Agency: Ministry of Housing and Urban Affairs, Government of India

Period: 21st November, 2018 - 21st November, 2021 (36 months)

Associate Firm: SREI Infrastructure Finance Limited, Kolkata (Lead)

Independent Review and Monitoring Agency (IRMA) for Atal Mission for Rejuvenation and Urban Transformation (AMRUT) in Rajasthan Cluster

Brief Description of Project:

To extend the urban infrastructure development support to the ULBs, Atal Mission for Rejuvenation and Urban Transformation (AMRUT) mission was launched on 25th June 2015 by the Ministry of Housing & Urban Affairs (MoHUA), Government of India. The mission is being rolled out in 500 Cities geographically spread across the Country. MoHUA has appointed SREI-JPS Consortium to provide the services of a specialist Independent Review and Monitoring Agency (IRMA) in Rajasthan Cluster, comprising of sector specialists to carry out periodic review and monitoring of the projects under the Mission.

AMRUT MISSION: Objectives

The purpose of Atal Mission for Rejuvenation and Urban Transformation (AMRUT) is:

- (a) To ensure that every household has access to a tap with assured supply of water and a sewerage connection;
- (b) Increase the amenity value of cities by developing greenery and well maintained open spaces (e.g. parks); and
- (c) Reduce pollution by switching to public transport or constructing facilities for non-motorized transport (e.g. walking and cycling). All these outcomes are valued by citizens, particularly women, and indicators and standards have been prescribed by the Ministry of Housing & Urban Affairs (MoHUA) in the form of Service Level Benchmarks (SLBs).

AMRUT MISSION: Mission Components

The Mission has the following focus areas:

- (a) Water Supply
- (b) Sewerage facilities and septage management
- (c) Storm water drains to reduce flooding
- (d) Pedestrian, non-motorized and public transport facilities, parking spaces, and
- (e) Enhancing amenity value of cities by creating and upgrading green spaces, parks and recreation centres, especially for children



Services Provided:

Pre-construction Stage:

Review of the project at this stage is to primarily review and monitor the preparatory activities that go into a project prior to beginning actual procurement and construction. Such review should cover:

- i) Review of project design documentation
 - a. Check project components are in line with the approved Service Level Improvement Plan (SLIP)/ State Annual Action Plan (SAAP);
 - b. Check extent of completion of design with respect to the committed service level improvement sanctioned in SLIP/SAAP;
 - c. Review adherence to technical standards in the detailed execution designs / drawings prepared;
 - d. Review the project implementation plan (level of detail, interdependencies, linkage to resources, etc);
 - e. Check the sequence of design documentation with respect to project implementation plan; and
 - f. Review the test reports to examine adequacy of all surveys that are needed to be carried out for project design.
 - g. However, if the construction of the project has already started before Consultant is appointed, these activities may be done as an initial report.

- ii) Review of site preparation and clearances to begin construction
 - a. Undertake site visit to examine availability of land/right of way for the project, to examine that the project site is free of encumbrances; access to site is available etc. Report on handing over of site to the contractor for construction;
 - b. Report on statutory clearances;
 - c. Report on progress with respect to shifting of utilities, if applicable; and
 - d. Review the probability of escalation in project cost and time delay in implementation on account of delays in site preparation and statutory clearances.

- iii) Review of project management mechanisms
 - a. Report on whether mechanisms have been put in place for independent monitoring of physical quality of materials / construction / fabrication.

- iv) Review of O&M arrangements and outcome assessment
 - a. Report on the assessment of the O&M arrangement for the project, specifically of its adequacy, financial arrangement and sustainability; and
 - b. Review of expected outcomes from the projects and quantification in terms of achievement of service level benchmarks.

Construction Stage:

Review of the project through the course of its construction is to primarily review and monitor physical progress, financial progress, commercial performance, project quality, compliance to statutes and other requirements. Such review, to be conducted periodically (i.e. half yearly) over the construction period, should cover:



- i) Report on physical progress of the project;
 - a. Review the physical performance accomplished in the project with respect to the milestones projected in the DPR or the project implementation plan finalized at pre-construction/RfP stage;
 - b. Review of rescheduling of milestones on the basis of performance; and
 - c. Report on abnormal delays in project activities and advice on remedial measures.

- ii) Report on quality assurance systems and project quality
 - a. Report on methodology and frequency of tests carried out by the contractor/quality assurance Consultant by examining Requests for Inspection (RFI) and reports. Ensure that they are in line with good industry practices;
 - b. Confirm that the materials used for construction are as per the specifications of contract agreement (the Consultant shall not themselves undertake any physical testing of material / product / construction quality. However, the Consultant may prevail on the Project Executing Agency (PEA) to conduct necessary tests. Costs for such testing should be borne by the PEA); and
 - c. Report about cases of non-conformance from quality reviews based on available documents and interactions.

- iv) Report on the commercial performance and financial progress of the project
 - a. Commercial performance
 - i. Review and report on commercial performance of contractors under the project with respect to commercial terms and conditions, i.e. performance with respect to clauses such as – guarantee / warranty, defects–liability, licenses, bank guarantee, insurance, payment schedule, taxes, dispute resolution mechanisms, etc;
 - ii. Highlight and report on enforcement of critical commercial terms and conditions by either party that has an impact on time and cost of the project; and
 - iii. Suggest remedial measures to improve commercial performance

 - b. Financial progress of the project
 - i. Report on adequacy of systems for project related financial management;
 - ii. Report the quantum and timelines of contribution of funds from all the counter parties of the project by verifying receipts statements;
 - iii. Review documents related to claim for payments and payments made. Such documents will include – Invoices, Measurement Book, Bank statements, etc;
 - iv. Report on utilization of funds in verification with bank reconciliation statements;
 - v. Remedial measures to improve financial progress; and
 - vi. Report any major variation in overall project cost, due to changes in the Bill of Quantities as per the contract.



- v) Compliance to the statutory requirements
 - a. Report on compliance to directives by State and Central environmental agencies / authorities stated during the environmental clearance of the project, compliance with the Environmental Management Plan for the project, and good environmental management practices of the industry;
 - b. Report on provision, installation, and usage of health and safety equipment, procedures and practices at site by visual observation and examination of records. The report should include health and safety issues concerning workers at site;
 - c. Report on standards of health and sanitation arrangements maintained at campsite by visual observation and discussion with the concerned stakeholders;
 - d. Report about the progress of Resettlement and Rehabilitation of Project Affected Persons;
 - e. Report on persons requiring resettlement and rehabilitation assistance as reported by the land acquisition team and the DPR;
 - f. Report on compensation awarded and / or to be paid as per the records; and
 - g. Report on court cases, which likely to affect the physical progress of the project.

- vi) Review of O&M arrangements and outcome assessment
 - a. Report on the assessment of the O&M arrangement for the project, specifically of its adequacy, financial arrangement and sustainability; and
 - b. Review of expected outcomes from the projects and quantification in terms of achievement of service level benchmarks.

- vii) Consultant will submit report to ULBs after completion of site visits for:
 - a. The requirements of improvements for execution and recordkeeping;
 - b. Corrective actions required to be taken;
 - c. Implementation of corrective actions suggested in earlier report; and
 - d. Discuss corrective requirement with SLNA (State Level Nodal Agency)

- viii) Quarterly Report:
 - a. Submit quarterly report to ULBs and SLNA.

- ix) Consultant shall design/improvise the information flow system from site to SLNA as well as communication system between contractor and PIU (Project Implementation Unit).

All reports, which are envisaged to be submitted to GOI, are required to be submitted to SLNA for discussion.

Commissioning, Trial run and Testing Stage

- i) Report on necessary training imparted to the operations and maintenance (O&M) team for taking over the completed project. The agency will check with records and discussion with participants;
- ii) Report on stages of testing and level of participation by the O&M team;
- iii) Reports on handing over of all documentation, "As Built" drawings,



- operational instructions and equipment manuals to the O&M team;
- iv) Report on trial runs and completion of project;
- v) Review of O&M arrangements and outcome assessment
 - a. Report on the assessment of the O&M arrangement for the project, specifically of its adequacy, financial arrangement and sustainability; and
 - b. Review of expected outcomes from the projects and quantification in terms of achievement of service level benchmarks.

Post Construction Stage:

- i) To report on overall performance of the asset created (project) with respect to
 - a. Capacity – delivering capacity requirements;
 - b. Service level Improvement- as compared to committed in SLIP/SAAP;
 - c. Functionality – meeting all functional requirements; and
 - d. Usage – extent of usage, break downs and shut downs.
- ii) Review of O&M arrangements and outcome assessment
 - a. Report on the assessment of the O&M arrangement for the project, specifically of its adequacy, financial arrangement and sustainability; and
 - b. Review of expected outcomes from the projects and quantification in terms of achievement of service level benchmarks.
- iii) Consultant will submit report to ULBs after completion of site visits for:
 - a. The requirements of improvements for execution and record keeping;
 - b. Corrective actions required to be taken;
 - c. Implementation of corrective actions suggested in earlier report; and
 - d. Discuss corrective requirement with SLNA (State Level Nodal Agency)
- iv) Quarterly Report:
 - a. Submit quarterly report to ULBs and SLNA; and
 - b. Design/improvise the information flow system from site to SLNA as well as communication system between contractor and PIU (Project Implementation Unit)

All reports, which are envisaged to be submitted to GOI, are required to be submitted to SLNA for discussion.

In addition to the activities defined above, the following activities shall also be covered in the project reviews during the construction stage.

Visit Project Sites and upload Pictures on the AMRUT APP

- a. Report on the actual physical progress made on the specific project sites by uploading the site pictures on the AMRUT App (Android) developed by the Ministry of Housing & Urban Affairs, Government of India.
- b. The Consultant is also envisaged to ensure the availability of Android based devices to the site visiting Team.



Location: Bihar

Client: State Project Management Unit (SPMU), Rural Water Supply and Sanitation Project, Bihar State Water and Sanitation Mission (BSWSM), Public Health Engineering Department, Government of Bihar

Funding Agency: World Bank

Period:
Phase – I
October, 2017 - October, 2018
Phase – II
October, 2018 – October, 2019
Phase – III
October, 2019 - March, 2020

Associate Firm: Nil

District Project Management Consultant for Group C Districts (Banka, Purnia, Munger and West Champaran) under Rural Water Supply and Sanitation Project – Low Income States, (RWSSP-LIS)

Brief Description of Project:

The Ministry of Drinking Water and Sanitation (MoDWS) and the World Bank have jointly developed the Rural Water Supply and Sanitation Project for Low Income States (RWSS-LIS) with an objective to ‘improve piped water supply and sanitation services for selected rural communities in the target states through decentralized delivery systems’. The project will promote improved access to water supply facilities created through various types of schemes namely i) Single Habitation Schemes (SHSs) ii) Single Gram Panchayat Schemes (SGSs) iii) Small Multi Village Schemes (SMVSs) and iv) Large Multi Village Schemes (LMVSs). SVSs and MVSSs will provide piped water supply to households taking into consideration the availability and quality of local water sources, along with catchment area management programs as required for improving source sustainability. The sanitation component will have four focus areas a) household sanitation (household toilets); b) institutional sanitation (community/public toilets); c) environmental sanitation (SLWM, including soak-pits, drains and lane improvements for disposal of sullage and wastewater, and solid waste management for village-wide cleanliness); and d) IEC/behavior change communication (BCC) activities for improved hygiene practices including incentives for achieving ‘open defecation free’ status.

The State Water & Sanitation Mission (SWSM), Government of Bihar is implementing the above program in the selected ten districts of Bihar namely Patna, Nawada, Nalanda, Begusarai, Muzaffarpur, Purnea, Saran, West Champaran, Banka and Munger. In order to execute the implementation of the Project in Bihar, the Project Management Units are being established at the State level and in each Project District. The State PMU is functioning within overall guidance of State Water and Sanitation Mission (SWSM) while District PMU has been located within District Water and Sanitation Mission (DWSM). The project will promote decentralized service delivery arrangements with increased participation by the PRIs and communities and enhanced accountability at all levels. The decentralization of RWSS service delivery will lead to entrusting responsibility to the DWSM and the ZilaParishad/PanchayatSamiti (ZP/PS) for Multi Village Schemes (MVSSs) and to the Gram Panchayat Water and Sanitation Committee (GPWSC) for Single Village Schemes (SVSSs) and the intra-village component of the MVSSs.

The proposed project requires intensive planning, community mobilization, communication, capacity building, engineering, infrastructure development, monitoring and administrative support, especially at grassroots levels for effective implementation sustainability of the project outcomes. JPS has been appointed as the District Project Management Consultant (DPMC) for Group A with expertise in undertaking support activities in planning, implementing and monitoring of water supply and sanitation schemes at village and panchayat level. DPMC is envisaged to work closely with the SPMU and the respective DWSM through the DPMU. The DPMU will oversee the work of DPMC and provide necessary guidance to them. DPMC will work as the field arm of DPMU with most of the staff available at GP/ villages to support project activities, and coordinate with DPMUs at the district headquarters. The DPMC will deploy specialists with expertise in engineering support and community mobilization etc. in Group A.

Objective: The RWSS –LIS project objective is to improve piped water supply and sanitation services for selected rural communities in the target states through decentralized delivery systems. It lays high emphasis on quality and sustainability as well as time bound implementation. To strengthen the project management capability at the district, DPMC has been engaged for assisting in undertaking the technical, management, community support, and monitoring functions of DPMU in the project villages in the given districts of the Group. The DPMC shall assist the respective DPMUs, Panchayat Authorities, local communities and other key stakeholders in each district of Group A.



Services Provided:

- a) **Planning:** This includes undertaking i) baseline survey, ii) community mobilization iii) preparing Village Sanitation Plans including Environment Sanitation Plan and iv) Water Security Plans-under the guidance of DPMU and/ or Technical Department;
- b) **Community Mobilization:** This involves mobilization of households/ community in the scheme area, formation and strengthening of GPWSC/standing committees for Public Works and Health & Family Welfare, opening of Bank Account by GPWSC, securing Gram Sabha's endorsements on water and sanitation plans, signing of Tripartite agreement for SVS and MVS among District Water and Sanitation Committee (DWSC), Technical Department/Technical Agency and participating GPs;
- c) **Engineering and Technical:** This includes supporting DPMU/GPWSCs in monitoring and quality control of construction and listing out deficiencies, errors and inconsistencies from the perspective of implementation; monitoring and supervising the construction activities that will include day to day supervision, quality control according to the drawings, specifications and applicable standards, and preparing the operations and maintenance manual of the schemes, etc;
- d) **Communication and Advocacy:** This includes overseeing the development of detailed IEC/BCC strategy and implementation of the same in a timely manner ensuring coordination with DPMU in all the activities, as detailed out in the ToR for DPMC. The IEC/BCC strategy will include interpersonal **communication and mass media campaign** at village level supported by social mobilization and advocacy drive. The target group may include GP officials, community, household members, service providers including supplier of products, skilled and unskilled workers, women and children;
- e) **Coordination and Convergence:** This entails coordination with ongoing supportive programs, especially Swachh Bharat Mission – Gramin and watershed development programs of other departments for converging technical and financial resources during planning and implementation of the schemes in project villages. DPMC is envisaged to ensure effective coordination with GPs/ GPWSCs, for all the activities to be undertaken in the villages. It will provide support to DPMU and GPs and ensure coordination with DPMU in all the activities. It will also coordinate with DPMU to seek necessary inputs as well as provide regular and timely reports regarding project progress;
- f) **Implementation:** The DPMC is envisaged to actively support the GPWSC in the implementation of the water supply schemes and sanitation schemes that includes pre-planning, planning, implementation and O&M. Upon the closure of the project, the DPMC is envisaged to hand over all the documents, assets and data to GPWSC and DPMU as appropriate;
- g) **Governance and Accountability:** The DPMC will support in improving transparency, good governance and accountability systems as per the project design during implementation which will be supported by tools like social audits, independent reviews, technical audits, complaint redressal mechanism, etc;
- h) **Implementation Support at Grass Root Level**
 The scope of work of DPMC at GP level / Scheme area will include project management support and consultancy to plan, implement, operate and maintain Neer Nirmal Pariyojana (NNP)/ RWSSP-LIS as per scheme cycle detailed in the PIP and PAD of the project and includes the following:
 - Assistance in passing Resolution by GP, Opening of Bank Account, By-laws adoption;
 - Assistance for signing of Tripartite Agreement (for SVS/MVS) between DWSC, Technical Department and participating GPs;
 - Collection of community contribution as provided for in the Project;
 - Facilitate co-ordination between GPWSC and DPMU;
 - Ensure women participation in decision making processes;
 - Build capacity of the GPWSC to ensure equitable distribution of water supply;
 - Promote construction of IHHL and achieve ODF status at Village level;
 - Assist DPMU in implementation of capacity building strategy by providing local



- support for capacity building activities;
- Facilitate capacity building and training activities for GP/ GPWSC/ MVS-WSC/ community; and
- Support in sustainability related activities of the schemes and project ODF villages.

IEC/ BCC

Following IEC activities will be included:-

- Micro-media like posters, customized street plays, puppet shows, folksongs to be used with hygiene and sanitation promotion messages;
- Painting, essay competitions, debates to be organized in the schools;
- Posters, handbills, wall-paintings to be designed and displayed in semi-public and public places;
- Link with Village Health volunteers for Hygiene promotion;
- Education films on sanitation and hygiene promotion to be screened at community meetings, schools, GP meetings etc;
- Mass media to be used to give messages through fillers; and
- Household visits

Technical and Handholding Support

- Support to GPWSC in preparation of Water Security Plan and Environment Sanitation Plan.
- Facilitate in development of O&M Plan and support GPWSC in implementing O&M Plan for sustainable outcomes.
- Preparation of Operations and maintenance manual

Location: Bihar

Client: State Project Management Unit (SPMU), Rural Water Supply and Sanitation Project, Bihar State Water and Sanitation Mission (BSWSM), Public Health Engineering Department, Government of Bihar

Funding Agency: World Bank

Period:
 Phase – I
 November, 2016 – November, 2017
 Phase – II
 November, 2017 – November, 2018
 Phase – III
 November, 2018 – November, 2019
 Phase – IV
 November, 2019 – March, 2020

Associate Firm: Nil

District Project Management Consultant for Group A Districts (Patna, Nawada & Nalanda) under Rural Water Supply and Sanitation Project – Low Income States, (RWSSP-LIS)

Brief Description of Project:

The Ministry of Drinking Water and Sanitation (MoDWS) and the World Bank have jointly developed the Rural Water Supply and Sanitation Project for Low Income States (RWSS-LIS) with an objective to ‘improve piped water supply and sanitation services for selected rural communities in the target states through decentralized delivery systems’. The project will promote improved access to water supply facilities created through various types of schemes namely i) Single Habitation Schemes (SHSs) ii) Single Gram Panchayat Schemes (SGSs) iii) Small Multi Village Schemes (SMVSs) and iv) Large Multi Village Schemes (LMVSs). SVSs and MVSs will provide piped water supply to households taking into consideration the availability and quality of local water sources, along with catchment area management programs as required for improving source sustainability. The sanitation component will have four focus areas a) household sanitation (household toilets); b) institutional sanitation (community/public toilets); c) environmental sanitation (SLWM, including soak-pits, drains and lane improvements for disposal of sullage and wastewater, and solid waste management for village-wide cleanliness); and d) IEC/behavior change communication (BCC) activities for improved hygiene practices including incentives for achieving ‘open defecation free’ status.

The State Water & Sanitation Mission (SWSM), Government of Bihar is implementing the above program in the selected ten districts of Bihar namely Patna, Nawada, Nalanda, Begusarai, Muzaffarpur, Purnea, Saran, West Champaran, Banka and Munger. In order to execute the implementation of the Project in Bihar, the Project Management Units are being established at the State level and in each Project District. The State PMU is functioning within overall guidance of State Water and Sanitation Mission (SWSM) while District PMU has been located within District Water and Sanitation Mission (DWSM). The



project will promote decentralized service delivery arrangements with increased participation by the PRIs and communities and enhanced accountability at all levels. The decentralization of RWSS service delivery will lead to entrusting responsibility to the DWSM and the ZilaParishad/PanchayatSamiti (ZP/PS) for Multi Village Schemes (MVSs) and to the Gram Panchayat Water and Sanitation Committee (GPWSC) for Single Village Schemes (SVSs) and the intra-village component of the MVSs.

The proposed project requires intensive planning, community mobilization, communication, capacity building, engineering, infrastructure development, monitoring and administrative support, especially at grassroots levels for effective implementation sustainability of the project outcomes. JPS has been appointed as the District Project Management Consultant (DPMC) for Group A with expertise in undertaking support activities in planning, implementing and monitoring of water supply and sanitation schemes at village and panchayat level. DPMC is envisaged to work closely with the SPMU and the respective DWSM through the DPMU. The DPMU will oversee the work of DPMC and provide necessary guidance to them. DPMC will work as the field arm of DPMU with most of the staff available at GP/ villages to support project activities, and coordinate with DPMUs at the district headquarters. The DPMC will deploy specialists with expertise in engineering support and community mobilization etc. in Group A.

Objective: The RWSS –LIS project objective is to improve piped water supply and sanitation services for selected rural communities in the target states through decentralized delivery systems. It lays high emphasis on quality and sustainability as well as time bound implementation. To strengthen the project management capability at the district, DPMC has been engaged for assisting in undertaking the technical, management, community support, and monitoring functions of DPMU in the project villages in the given districts of the Group. The DPMC shall assist the respective DPMUs, Panchayat Authorities, local communities and other key stakeholders in each district of Group A.

Services Provided:

- i) **Planning:** This includes undertaking i) baseline survey, ii) community mobilization iii) preparing Village Sanitation Plans including Environment Sanitation Plan and iv) Water Security Plans-under the guidance of DPMU and/ or Technical Department;
- j) **Community Mobilization:** This involves mobilization of households/ community in the scheme area, formation and strengthening of GPWSC/standing committees for Public Works and Health & Family Welfare, opening of Bank Account by GPWSC, securing Gram Sabha’s endorsements on water and sanitation plans, signing of Tripartite agreement for SVS and MVS among District Water and Sanitation Committee (DWSC), Technical Department/Technical Agency and participating GPs;
- k) **Engineering and Technical:** This includes supporting DPMU/GPWSCs in monitoring and quality control of construction and listing out deficiencies, errors and inconsistencies from the perspective of implementation; monitoring and supervising the construction activities that will include day to day supervision, quality control according to the drawings, specifications and applicable standards, and preparing the operations and maintenance manual of the schemes, etc;
- l) **Communication and Advocacy:** This includes overseeing the development of detailed IEC/BCC strategy and implementation of the same in a timely manner ensuring coordination with DPMU in all the activities, as detailed out in the ToR for DPMC. The IEC/BCC strategy will include interpersonal **communication and mass media campaign** at village level supported by social mobilization and advocacy drive. The target group may include GP officials, community, household members, service providers including supplier of products, skilled and unskilled workers, women and children;
- m) **Coordination and Convergence:** This entails coordination with ongoing supportive programs, especially Swachh Bharat Mission – Gramin and watershed development programs of other departments for converging technical and financial resources during planning and implementation of the schemes in project villages. DPMC is envisaged to ensure effective coordination with GPs/ GPWSCs, for all the activities



to be undertaken in the villages. It will provide support to DPMU and GPs and ensure coordination with DPMU in all the activities. It will also coordinate with DPMU to seek necessary inputs as well as provide regular and timely reports regarding project progress;

- n) **Implementation:** The DPMC is envisaged to actively support the GPWSC in the implementation of the water supply schemes and sanitation schemes that includes pre-planning, planning, implementation and O&M. Upon the closure of the project, the DPMC is envisaged to hand over all the documents, assets and data to GPWSC and DPMU as appropriate;
- o) **Governance and Accountability:** The DPMC will support in improving transparency, good governance and accountability systems as per the project design during implementation which will be supported by tools like social audits, independent reviews, technical audits, complaint redressal mechanism, etc;

p) Implementation Support at Grass Root Level

The scope of work of DPMC at GP level / Scheme area will include project management support and consultancy to plan, implement, operate and maintain Neer Nirmal Pariyojana (NNP)/ RWSSP-LIS as per scheme cycle detailed in the PIP and PAD of the project and includes the following:

- Assistance in passing Resolution by GP, Opening of Bank Account, By-laws adoption;
- Assistance for signing of Tripartite Agreement (for SVS/MVS) between DWSC, Technical Department and participating GPs;
- Collection of community contribution as provided for in the Project;
- Facilitate co-ordination between GPWSC and DPMU;
- Ensure women participation in decision making processes;
- Build capacity of the GPWSC to ensure equitable distribution of water supply;
- Promote construction of IHHL and achieve ODF status at Village level;
- Assist DPMU in implementation of capacity building strategy by providing local support for capacity building activities;
- Facilitate capacity building and training activities for GP/ GPWSC/ MVS-WSC/ community; and
- Support in sustainability related activities of the schemes and project ODF villages.

IEC/ BCC

Following IEC activities will be included:-

- Micro-media like posters, customized street plays, puppet shows, folksongs to be used with hygiene and sanitation promotion messages;
- Painting, essay competitions, debates to be organized in the schools;
- Posters, handbills, wall-paintings to be designed and displayed in semi-public and public places;
- Link with Village Health volunteers for Hygiene promotion;
- Education films on sanitation and hygiene promotion to be screened at community meetings, schools, GP meetings etc;
- Mass media to be used to give messages through fillers; and
- Household visits

Technical and Handholding Support

- Support to GPWSC in preparation of Water Security Plan and Environment Sanitation Plan.
- Facilitate in development of O&M Plan and support GPWSC in implementing O&M Plan for sustainable outcomes.
- Preparation of Operations and maintenance manual



Location: Bihar

Client: (SPMU), Rural Water Supply and Sanitation Project, Bihar State Water and Sanitation Mission (BSWSM), PHE Deptt., Government of Bihar

Funding Agency: World Bank

Period:

Phase – I
Nov, 2016 – Nov, 2017
Phase – II
Nov, 2017 – Nov, 2018
Phase – III
Nov, 2018 – Oct, 2019
Phase-IV
November, 2019 – March, 2020

Associate Firm: Nil

District Project Management Consultant for Group B Districts (Saran, Muzaffarpur & Begusarai) under Rural Water Supply and Sanitation Project – Low Income States, (RWSSP-LIS)

Brief Description of Project:

The Ministry of Drinking Water and Sanitation (MoDWS) and the World Bank have jointly developed the Rural Water Supply and Sanitation Project for Low Income States (RWSS-LIS) with an objective to 'improve piped water supply and sanitation services for selected rural communities in the target states through decentralized delivery systems'. The project will promote improved access to water supply facilities created through various types of schemes namely i) Single Habitation Schemes (SHSs) ii) Single Gram Panchayat Schemes (SGSs) iii) Small Multi Village Schemes (SMVSs) and iv) Large Multi Village Schemes (LMVSs). SVSs and MVSs will provide piped water supply to households taking into consideration the availability and quality of local water sources, along with catchment area management programs as required for improving source sustainability. The sanitation component will have four focus areas a) household sanitation (household toilets); b) institutional sanitation (community/public toilets); c) environmental sanitation (SLWM, including soak-pits, drains and lane improvements for disposal of sillage and wastewater, and solid waste management for village-wide cleanliness); and d) IEC/behavior change **communication** (BCC) activities for improved hygiene practices including incentives for achieving 'open defecation free' status.

The State Water & Sanitation Mission (SWSM), Government of Bihar is implementing the above program in the selected ten districts of Bihar namely Patna, Nawada, Nalanda, Begusarai, Muzaffarpur, Purnea, Saran, West Champaran, Banka and Munger. In order to execute the implementation of the Project in Bihar, the Project Management Units are being established at the State level and in each Project District. The State PMU is functioning within overall guidance of State Water and Sanitation Mission (SWSM) while District PMU has been located within District Water and Sanitation Mission (DWSM). The project will promote decentralized service delivery arrangements with increased participation by the PRIs and communities and enhanced accountability at all levels. The decentralization of RWSS service delivery will lead to entrusting responsibility to the DWSM and the ZilaParishad/PanchayatSamiti (ZP/PS) for Multi Village Schemes (MVSs) and to the Gram Panchayat Water and Sanitation Committee (GPWSC) for Single Village Schemes (SVSs) and the intra-village component of the MVSs.

The proposed project requires intensive planning, community mobilization, **communication**, capacity building, engineering, infrastructure development, monitoring and administrative support, especially at grassroots levels for effective implementation sustainability of the project outcomes. JPS has been appointed as the District Project Management Consultant (DPMC) for Group B with expertise in undertaking support activities in planning, implementing and monitoring of water supply and sanitation schemes at village and panchayat level. DPMC is envisaged to work closely with the SPMU and the respective DWSM through the DPMU. The DPMU will oversee the work of DPMC and provide necessary guidance to them. DPMC will work as the field arm of DPMU with most of the staff available at GP/ villages to support project activities, and coordinate with DPMUs at the district headquarters. The DPMC will deploy specialists with expertise in engineering support and community mobilization etc. in Group B.

Objective: The RWSS –LIS project objective is to improve piped water supply and sanitation services for selected rural communities in the target states through decentralized delivery systems. It lays high emphasis on quality and sustainability as well as time bound implementation. To strengthen the project management capability at the district, DPMC has been engaged for assisting in undertaking the technical, management, community support, and monitoring functions of DPMU in the project villages in the given districts of the Group. The DPMC shall assist the respective DPMUs, Panchayat Authorities, local communities and other key stakeholders in each district of Group B.



Services Provided:

- q) **Planning:** This includes undertaking i) baseline survey, ii) community mobilization iii) preparing Village Sanitation Plans including Environment Sanitation Plan and iv) Water Security Plans-under the guidance of DPMU and/ or Technical Department;
- r) **Community Mobilization:** This involves mobilization of households/ community in the scheme area, formation and strengthening of GPWSC/standing committees for Public Works and Health & Family Welfare, opening of Bank Account by GPWSC, securing Gram Sabha's endorsements on water and sanitation plans, signing of Tripartite agreement for SVS and MVS among District Water and Sanitation Committee (DWSC), Technical Department/Technical Agency and participating GPs;
- s) **Engineering and Technical:** This includes supporting DPMU/GPWSCs in monitoring and quality control of construction and listing out deficiencies, errors and inconsistencies from the perspective of implementation; monitoring and supervising the construction activities that will include day to day supervision, quality control according to the drawings, specifications and applicable standards, and preparing the operations and maintenance manual of the schemes, etc;
- t) **Communication and Advocacy:** This includes overseeing the development of detailed IEC/BCC strategy and implementation of the same in a timely manner ensuring coordination with DPMU in all the activities, as detailed out in the ToR for DPMC. The IEC/BCC strategy will include interpersonal **communication and mass media campaign** at village level supported by social mobilization and advocacy drive. The target group may include GP officials, community, household members, service providers including supplier of products, skilled and unskilled workers, women and children;
- u) **Coordination and Convergence:** This entails coordination with ongoing supportive programs, especially Swachh Bharat Mission – Gramin and watershed development programs of other departments for converging technical and financial resources during planning and implementation of the schemes in project villages. DPMC is envisaged to ensure effective coordination with GPs/ GPWSCs, for all the activities to be undertaken in the villages. It will provide support to DPMU and GPs and ensure coordination with DPMU in all the activities. It will also coordinate with DPMU to seek necessary inputs as well as provide regular and timely reports regarding project progress;
- v) **Implementation:** The DPMC is envisaged to actively support the GPWSC in the implementation of the water supply schemes and sanitation schemes that includes pre-planning, planning, implementation and O&M. Upon the closure of the project, the DPMC is envisaged to hand over all the documents, assets and data to GPWSC and DPMU as appropriate;
- w) **Governance and Accountability:** The DPMC will support in improving transparency, good governance and accountability systems as per the project design during implementation which will be supported by tools like social audits, independent reviews, technical audits, complaint redressal mechanism, etc;
- x) **Implementation Support at Grass Root Level**
The scope of work of DPMC at GP level / Scheme area will include project management support and consultancy to plan, implement, operate and maintain Neer Nirmal Pariyojana (NNP)/ RWSSP-LIS as per scheme cycle detailed in the PIP and PAD of the project and includes the following:
 - Assistance in passing Resolution by GP, Opening of Bank Account, By-laws adoption;
 - Assistance for signing of Tripartite Agreement (for SVS/MVS) between DWSC, Technical Department and participating GPs;
 - Collection of community contribution as provided for in the Project;
 - Facilitate co-ordination between GPWSC and DPMU;
 - Ensure women participation in decision making processes;
 - Build capacity of the GPWSC to ensure equitable distribution of water supply;
 - Promote construction of IHHL and achieve ODF status at Village level;



- Assist DPMU in implementation of capacity building strategy by providing local support for capacity building activities;
- Facilitate capacity building and training activities for GP/ GPWSC/ MVS-WSC/ community; and
- Support in sustainability related activities of the schemes and project ODF villages.

IEC/ BCC

Following IEC activities will be included:-

- Micro-media like posters, customized street plays, puppet shows, folksongs to be used with hygiene and sanitation promotion messages;
- Painting, essay competitions, debates to be organized in the schools;
- Posters, handbills, wall-paintings to be designed and displayed in semi-public and public places;
- Link with Village Health volunteers for Hygiene promotion;
- Education films on sanitation and hygiene promotion to be screened at community meetings, schools, GP meetings etc;
- Mass media to be used to give messages through fillers; and
- Household visits

Technical and Handholding Support

- Support to GPWSC in preparation of Water Security Plan and Environment Sanitation Plan.
- Facilitate in development of O&M Plan and support GPWSC in implementing O&M Plan for sustainable outcomes.
- Preparation of Operations and maintenance manual

Independent Verification Agency (IVA) to Quality Assurance in Activity Planning, Construction, and Service Delivery Improvements under Punjab Rural Water and Sanitation Sector Improvement Project

Brief Description of Project:

The Government of Punjab (GoP) through the Department of Water Supply and Sanitation (DWSS) is executing various Water Supply and Sanitation programs in the State with the assistance of World Bank and Government of India (GoI). The current Punjab Rural Water and Sanitation Sector Improvement Project (PRWSSIP) is the follow-on project being implemented with the vision of strengthening decentralized management of water supply and sewerage schemes across rural habitations in the State.

Project Component Description and Outcomes Expected:

There are four project components but the relevant components for this consultancy assignment are the following two components.

Component 1. Transformation - Improved Livability of Villages: This component envisages investments that are demonstrative to bring about transformative change in village living conditions by improving water and sewerage services. Improved service standards, particularly longer hours of water supply and sewer connections to individual houses from sewerage schemes will have greater benefits for women.

- **Sub-component 1(a):** Strengthening water supply schemes for improved service delivery. The objective of this subcomponent is to bring about transformation in water service delivery to villages that have underperforming (partly covered or PC) SV or MV schemes that need augmentation to deliver a minimum of 10 hours of good quality at affordable cost of operations and maintenance to all households. The focus shall be on optimum utilization of existing assets. These schemes will be operated for a minimum of three months to demonstrate their efficiency before

Location: Jalandhar, Bhatinda and Mohali, Punjab

Client: Head DWSS, Department of Water Supply and Sanitation, Government of Punjab/World Bank

Funding Agency: World Bank

Period: 19th June, 2017 – 2nd Dec, 2019

Associate Firm: Nil



handing over to the GPWSCs to manage. This component supports improvements of water source, treatment, storage, disinfection, and distribution based on the need. The project covers two categories of schemes under this subcomponent.

- **Rejuvenation of damaged canal based schemes (from high ground water table and flooding):** SV or MV canal schemes will be supported as a part of this sub-component in these districts.
- **Augmentation of schemes to deliver minimum 10-hour water supply to households:** This category will cover partly covered (PC) SV or MV schemes (based on tube well or canal based) which are old and designed to deliver less than 40 lpcd to deliver over 70 lpcd water of good quality at affordable cost for at least 10 hours a day.

Subcomponent 1(b): Sewerage schemes with treatment systems: The sewerage schemes will include conveyance system, house connections with a small chamber, restoration of existing brick-on-edge pavements, and sewerage treatment plant and will be implemented in select GPs which already have achieved or are likely to achieve ODF status and have demonstrated financial and managerial capacity in managing water supply schemes.

Component 2: Inclusive Household Water and Sanitation Services: This component aims to provide inclusive coverage of water and sanitation services at household level mainly to benefit women and the poor, with specific focus on strengthening service delivery.

- **Subcomponent 2(a): Improved access to water through household connections:** The objective of this subcomponent is to promote delivery of minimum 10 hours of water supply through provision of household connections in those schemes which are relatively old and connections are limited to a few households. The focus is to achieve at least 95 % connection coverage with necessary distribution lines for the uncovered household areas. These schemes will be operated for 3 months before handing over to GPWSC (GP Water and Sanitation Committee).
- **Subcomponent 2(b): Operational improvement for improved water supply service Levels:** The subcomponent will support those recently built schemes (under earlier project) having GPWSC and sizeable house connections for improving their operational and financial performance. The subcomponent will cover cost of operational improvements for three months including a few house connections in these schemes for close to 100% coverage.
- **Subcomponent 2(c): Household sanitation (Grants for construction of household Toilets):** This subcomponent will support construction of household toilets to achieve 100% toilet coverage in villages and make them open defecation free (ODF). The toilets are to be built by the beneficiaries themselves. The choice of toilet technology and structure is left with the beneficiary to enhance ownership and eventually usage of toilets. The project will provide monetary incentive to the beneficiary as per the agreed funds disbursement mechanism.

The objective of this consultancy is to undertake an independent assessment of quality of planning project activities, implementation quality, effective in targeting project interventions and service delivery improvements achieved; and that the project supported activities will meet desired standards and contribute to achievement of the project objectives. The Consultancy includes the following.

- Works Contract management /performance focusing on quality of



construction and asset/ system performance (prior to handover to GPWSCs);

- Effectiveness of Project interventions in planning, implementation and post implementation phases; and
- Effectiveness of service delivery in water supply and sewerage schemes and household sanitation;

Services Provided:

The Scope of the IVA is primarily independent inspections and verifications of various project works and activities in the field to assess their Quality, Standards, Adequacy, Relevance and Effectiveness and providing recommendations for improvements. The tasks of the IVA include the following:

- In consultation with the Secretary, DWSS, undertake desk review of plans, progress and milestones achieved in the project under various subcomponents.
- Prepare and agree realistic Inspection/Verification Plans in accordance with the sample size and periodicity of visits defined here, supported with necessary templates, forms, approach and methodology, and update them on a regular basis.
- Undertake visits to villages/schemes in accordance with the given sample size and periodicity of visits defined here and to assess the following
 - **Works Contract Management performance:** This shall be assessed during construction, commissioning and post construction stages for water supply and sewerage with respect to:
 - ✓ Checks on quality of materials and construction as defined in the sampling size and periodicity of visits given later but limited to Water Supply and Sewerage works. Such checks shall be made in conformity with specifications/ standards provided in the scheme tenders or QA/QC Manual of the DWSS or Punjab PWD Books of Specifications or relevant Indian Standards and agreed with the DWSS. In case of the commissioning of the works, QA/QC Manual shall be followed for hydrostatic testing of pipes and other best practices for other works and relevant Indian Standards to compare the field practices.
 - ✓ Material and construction samples collection and testing shall be in accordance with the specifications in the tender or relevant Indian Standards and at the frequency to be agreed with the DWSS. Material testing shall be done at NABL accredited laboratories agreed with the DWSS.
 - ✓ Overall workmanship of the works executed based on the best practices followed.
 - ✓ Adequacy of supervision mechanisms – resources, expertise and frequency of supervision and any gaps or constraints
 - ✓ Random checks on designs with respect to capacities of Civil including piping Works, mechanical equipment and units etc.
 - **Effectiveness of Project interventions:** This shall be assessed during construction and commissioning stages of the schemes with respect to:
 - ✓ Adequacy and timeliness of capacity building activities of SLC/ GPWSC/ Operators/ Motivators at the village level in procurement of works, supervision, implementation and O&M in Water Supply, Sewerage and Household Sanitation.
 - **Effectiveness of Service Delivery** - This shall be assessed in terms of service delivery after commissioning of schemes with respect to:
 - Adequacy, timeliness and relevance (perceived effectiveness and addressing incorrect perceptions) of IEC or Communication activities to promote behavioral change in water and sanitation for improved service delivery/ sustainable operations.



- Quality of GPWSC institutional building and strengthening. Assess efforts made by DWSS and its adequacy as per scheme cycles.
- Assess inputs provided by both social (community) development and IEC staff in promoting community driven development principles which is expected to lead to greater ownership of communities.
- **Water Supply** - coverage of population/ households, per capita supply, connection coverage, metering coverage, cost recovery (quantitative), pressures, supply hrs and interruptions, quality of water supplied, lead time in leak repairs (qualitative)
- **Sewerage** - coverage of population/ households (quantitative), sewer blockages /flooding incidents, proportion of sewage received and treated, safe disposal of treated sewage and sludge (qualitative)
- **Household Sanitation** - identification of households, coverage of targeted households through construction of toilets, households receiving full incentive, constraints/ delays in construction of toilets, verification of sanitary latrine- conforming to norms and standards. Behaviour change observed, use of toilets etc.

Location: Agartala, Aizawl, Gangtok, Kohima and Shillong

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

Funding Agency: Asian Development Bank

Period: May, 2017 – October, 2019

Associate Firm: Nil

Program Management and Monitoring Consultants (PMMC) for the North Eastern Region Capital Cities Development Investment Program, Tranche-3 for Ministry of Urban Development, Government of India (Loan No. 3337-IND)

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 2019. 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;
- Monitoring overall Program implementation and compliance with the agreed implementation program and its timelines;
- Reporting and supervision and
- Consolidating payment/reimbursement requests.



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 ensure that all actions necessary for successful implementation are met

Program Management and Monitoring

- Prepare a common program management system (framework) for all tranches and States and detail out all activities under Tranches; given distance and communication constraints, a web-based system may be most appropriate with MOUD/Sates 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;
- Support with any other activities relating to management and monitoring of the program.

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 (IPPMS) 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 Sates for Tranches prior to submission to ADB;
- Prepare and update overall program implementation schedule and resource requirements (preferably in Microsoft Project Management)
- 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;
- 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.

Water /Wastewater:

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

Finance & Administration:

- Release of funds to project states for program execution;
- Withdrawals from ADB loan accounts;
- Preparation of information for parliamentary matters;
- Provide guidance to SIPMIUs in preparation of project accounts and submission of claims to MOUD for release of funds and also for submission of claims to ADB;
- Provide support in all financial activities of NERUDP;
- Preparation of documents for submission to C&AG for audit of project accounts;
- To liaise with the states, DEA and ADB and CAAA.



Location: Madhya Pradesh

Client: Program Management Unit, Madhya Pradesh Urban Development Company Limited, Madhya Pradesh Urban Services Improvement Program, Government of Madhya Pradesh

Funding Agency: Asian Development Bank (ADB)

Period: September, 2016-October, 2024

Associate Firm: Tata Consulting Engineers

MIS & Impact Evaluation:

- Assist the SIPMIUs and agree a framework for common M&E procedures, indicators, and reports under the investment program;
- Assist the SIPMIUs’ specialist identifying physical, institutional, and financial data be analyzed to monitor sustainability and impact of project services;
- Support and maintain 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;
- Support the preparation of the Investment Program Completion Reports (per Tranche and final).

Program Management Consultancy, Madhya Pradesh Urban Services Improvement Program, Package No. MPUSIP- PMC 01

Brief Description of Project:

Government of Madhya Pradesh (GoMP) through Government of India (GoI) has applied for a loan with the Asian Development Bank (ADB) for the proposed Madhya Pradesh Urban Services Improvement Program (MPUSIP).The entire Program envisages to deliver:

- Continuous, pressurized, safe and sustainable drinking water through private household metered connections in 128 towns in the State;
- Sewage and storm water collection and treatment systems which are proposed in 4 identified towns (Sanchi, Khajuraho – Rajnagar & Maihar); and
- Non-physical investments comprising of establishing GIS system, capacity building of participating urban local bodies in contract management, improving local operators capability through global partnership and building capacity of the implementing agency, urban local bodies and services utilities for ensuring long term sustainability of services.

Program Components

Interventions	Summary details
<ul style="list-style-type: none"> • Water Supply 	<ul style="list-style-type: none"> • Provision of physical infrastructure for achieving universal coverage of water services ensuring continuous pressurized (24x7) water supply through private individual house service connections to the resident population in 128 towns of Madhya Pradesh servicing about 3 million projected population (Year 2015) with first Phase implementation in 51 towns; and • Operations and maintenance services through appropriate build, operate contracting framework for about five years. Phase 1 consists of 51 towns.
<ul style="list-style-type: none"> • Sewerage and • Storm Water • Drainage 	<ul style="list-style-type: none"> • Provision of sewage and storm water collection and treatment system in four towns (Sanchi, Khajuraho-Rajnagar and Maihar) including operations and maintenance services for four years to be implemented in Phase 1.
<ul style="list-style-type: none"> • Non Physical • Investments 	<ul style="list-style-type: none"> • Setting up of GIS based water and sanitation asset management and service delivery monitoring; • Development of local indigenous service delivery capability through Global Water Operators Partnership program; and • Capacity building of ULB functionaries



Objectives of the Assignment

In addition to inputs from local design consultants, 2008 person-months of international and domestic consulting input (includes international key experts; national key and non-key experts) to be engaged through a firm will be required over the three-year construction period and one year operation period with main objectives as follows:

- (i) Contribute to the successful planning, design, implementation and operation of the Project through the provision of support to the project management offices (PMOs) (which shall include the PMU and PIU) and project implementing agencies (which shall include the EA, IAs and the participating ULBs);
- (ii) Strengthen the planning, engineering, operation and management, and financial capacities of the PMOs and, in particular, the IAs through institutional development by way of on-the-job and external training; and
- (iii) Assist in the monitoring of environmental, social, and financial commitments

The Program Management Consultant shall be responsible for successful and timely implementation of the Program. The PMC shall have one central team located in PMU and four field teams each located in an identified PIU. The roles and responsibilities of the PMC are grouped into following distinct activities:

- a) Preparatory and detailed engineering
- b) Procurement and bid management
- c) Contract management including construction supervision, quality control, measurements and payment certification of all infrastructure works, operations and maintenance of schemes
- d) Progress monitoring and reporting
- e) Program safeguards system compliance
- f) Assist the EA and IA in design, procurement, contract management, supervision and quality control of implementation of non-physical investments
- g) Program management and monitoring including progress reporting, results verification and assistance in risk mitigation
- h) Financial management and disbursement planning and
- i) Policy advisory and capacity building support

Services Provided:

The scope of services envisaged include but are not limited to the following:

Program Safeguards System Compliance

The key activities of PMC with regards safeguards issues envisaged to be undertaken by JPS are grouped into three categories, (i) Resettlement, (ii) Environment and (iii) social and gender and are detailed below.

Program Safeguards – Resettlement

Assist PMU and PIUs in implementation the Program in compliance with the resettlement requirements of the Program Safeguards System (PSS), and ensuring that the contractors (including their sub-contractors) design, construct and operate the project facilities in compliance with the PSS. Detailed tasks of PMC include, but not limited to, the following:

- Team’s sensitization with the requirements and actions for compliance to Program Safeguard Systems (PSS);



- Based on the agreed program documents pertaining to Social Impact Assessment (SIA) and Land and Social Safeguard Management Plan (LSMP), prepare social safeguard documents including resettlement plans specific to each subproject;
- Support PMU in preparing stakeholder Consultation and Participation Plan (CAPP) as a part of project preparation and implementation strategy;
- Screen projects and ensure that components are not located in socially sensitive areas that will cause significant permanent involuntary resettlement and significant impacts on Schedule Tribe/ Schedule Caste Communities;
- Undertake field visits and work in close coordination with Design Consultants, PMU, PIUs and ULBs to ensure considerations regarding social risks and impacts are made and included in project location, design and technical specifications, to avoid or minimise the social impacts to the extent possible;
- Review LSMP and appraise PMU accordingly on extent of impacts on communities, especially poor, vulnerable and ST/SC families;
- Ensure the compliance of sub-project safeguard requirements by the respective stakeholders such as ULB, PIU, Contractor and any other concerned authority;
- Verify the status of land ownerships of the project sites and linear alignments for distributions/network components and rights of way (RoW) based on the land revenue records with support from a Land Revenue Officer;
- Organise public consultation with the affected parties in local language and record the proceedings and submit periodical reports;
- Carry out baseline surveys and implement the requirements of agreed LSMP especially concerning to the activities such as land acquisition, resettlement plan and/or plans for Schedule Tribes/ Schedule Caste communities) , if any in accordance to the PSS;
- Assist the respective PIUs and ULBs and the Land Revenue Officer at the PMU/MPUDC in any land acquisition process including all related issues of public consultation, compensation mechanism and any other necessary actions;
- Assist PIUs/ULBs and PMU in establishing an effective grievance resolution system for ensuring timely resolution of public grievances and complaints either from affected parties or from general public or any other stakeholder;
- Preparing terms of reference (TOR), identification and assisting relevant authorities in engaging the services of an independent third party for validation of land/assets donation activity and its reporting requirements;
- Verify the eligibility of land donation activities, if any, for the project with the engaged independent third party to validate that the donation transactions have met the PSS principles and requirements;
- Monitoring the activities of the independent third party and coordination for ensuring quality and timely reports confirming to PSS requirements;
- Prepare and submit periodical social safeguards compliance report for infrastructure components to the respective PIU and PMU;
- Review and report any deviations proposed to the agreed safeguards management plan by the contractor arising out of change in land requirement due to detailed engineering design and ensure compliance to the PSS;
- Assist PIUs/ULBs to ensure formal and timely announcement of project cut-off dates in the project sites;
- Assist PIUs and PMUs in effective and efficient implementation of LSMP requirements;
- Ensure that public disclosure of the LSMPs is in local language and appropriate means of communication that that can be understood by the affected households and project beneficiaries
- Assist PIUs in Program implementation compliant to the safeguards of all social, and requirements of scheduled castes and tribes;
- Manage and monitor the LSMP implementation and report on compliance of safeguards with key issues and tasks as required to the PMU and PIUs, including support on grievance redressal;
- Assist the PIUs/PMU to ensure compliance to the PSS in all aspects of contract



management throughout construction, commissioning, testing and operating phases for all sub-projects;

- Assist PIUs/ULBs and PMU in establishing an effective grievance resolution system for ensuring timely resolution of public grievances either from affected parties or from general public;
- Assist and support the Program's External Monitoring Agency if any appointed for annual audit of Program's compliance to the PSS;
- Undertake concurrent review and periodical evaluation of performance of the intermediary agencies (PIU and Contractor), involved in the project implementation and apprising of the PMU accordingly;
- Prepare completion reports, safeguards monitoring reports, and issue of progress certificates at various stages of program implementation of respective clusters as well as all future sub-projects if any;
- Prepare and submit report on a regular basis, which shall include but not be limited to the following:
 - Quarterly report on progress and compliance of LSMPs prepared;
 - Monthly report on consultation and disclosure of plans and activities;
 - Quarterly report on grievance and complaint redressed status and resolutions;
 - Monthly report on confirmation of compensation and other allowances paid to the affected people based on the social safeguard mitigation plans prior to the starts of civil works in the project areas; and
 - Quarterly report on public consultation concerning to PSS with the targeted beneficiaries and affected households.

Program Safeguards – Environment

Assist PMU and PIUs in implementation of the Program in compliance with the environmental requirements of the Program Safeguards System (PSS), and ensuring that the Contractors (including their sub-contractors) design, construct and operate the project facilities in compliance with the PSS. Stage-wise tasks of PMC include, but not limited to, the following:

Preparatory and Procurement Period

- Prepare environmental screening checklists and submit to PMU for categorization;
- Screen projects and ensure that components are not located in environmentally-sensitive areas (wildlife sanctuaries, national parks, tiger reserves, etc.,) to avoid significant environmental impacts;
- Advise PIUs and work closely with the technical design teams and ensure environmental considerations are included in project location, design and technical specifications, to avoid or minimise the environmental impacts to the extent possible;
- Prepare Environmental Assessment Reports (EARs) including Environmental Management Plan (EMP) for each subproject and submit to PMU for approval;
- Conduct public consultation and disclose information in compliance with the PSS;
- Incorporate all EMP measures into preliminary project designs;
- Integrate EMP into the bid and contract documents;
- Include all the environmental safeguards tasks to be handled by the contractor in the bid; and
- Include in the bid, the information on regulatory clearances required for the subproject.

Detailed Design Engineering

- Apprise the Contractors on overall PSS and compliance requirements during the design, construction and operation phase;
- Provide approved EARs and EMPs of respective subprojects, and apprise them of the environmental implementations for taking into consideration in detailed design



and advise on update of screening checklist and EAR;

- Review the screening checklist updated by Contractor and confirm the category to PMU;
- Lead and assist Contractors/PIUs in any additional public consultation is required based on the changes in the project design and/or location from preliminary design stage;
- Ensure that Contractors develop project-specific EMPs with detailed measures to mitigate environmental impacts during construction and operation phases;
- Ensure that all the standards/conditions, if any, stipulated in regulatory clearances, consents are included in the project design;
- Ensure that an appropriate environmental monitoring program consistent with the EMP and commensurate to the impacts of the project is developed by Contractor as part of EAR and EMP;
- Advise and assist PIU/ULB to ensure that relevant information on environmental safeguards is disclosed to stakeholders, community, and affected people in form and language they understand;
- Disclose EAR summary in local language at respective PIUs and Project ULB offices;
- Ensure inclusion of any feedback from the public consultation process in the EARs and EMPs and recommend for approval of PMU;
- Ensure that all design-related measures are integrated into project designs before approval by the PMU;
- Assist PIU in establishing grievance redress system (GRS); and
- Advise/assist PIU in obtaining regulatory clearances, and applications and documentation required thereof.

Construction Period

- Ensure that all necessary clearances/permission are in place prior to start of construction;
- Monitor the implementation of project EMP to ensure Contractors and its subcontractor's compliance with the measures set forth in the EMP;
- Ensure that Contractor complies with the conditions, if any, stipulated in regulatory clearances, consents;
- Assist PIU in implementation of GRS, and advise the contractor on appropriate actions to redress the complaints; ensure that complaints/grievances are addressed in a timely manner and resolutions are properly documented;
- Advise on any corrective or preventative actions to be implemented by Contractor in case of non-compliance or new/unanticipated impacts including budget requirements; include all such suggested actions in the quarterly Environmental Monitoring Reports;
- Inform PIU and PMU promptly in case if any significant impacts surfaces, which were not identified in the EAR and develop necessary corrective actions as necessary and ensure implementation by the contractors; and
- Review and approve monthly monitoring reports submitted by Contractor, and consolidate and prepare quarterly Environmental Monitoring Report (EMR) and submit to PMU.

Operation and Maintenance Period

- Periodic review of implementation of EMP measures;
- Advise Contractor and PIU on any corrective / improvement actions if necessary Periodic tasks throughout the PMC period;
- Submit quarterly (construction phase), half yearly (operation phase) environmental monitoring reports consolidated for all bid packages and submit to PMU;
- Conduct semi-annual training and capacity building activities (workshops, hands-on trainings, visits to project sites, etc) in implementation and management of



environmental safeguards in MPUSIP at various project phases to the project agencies (PIUs, ULBs, and Contractors);

- Providing support and assistance as required for Program's external monitoring agency, if any appointed, for annual PSS compliance audit;
- Assist MPUDC safeguards team to ensure compliance with environmental requirements of the Program Safeguards System (PSS);
- Assist MPUDC safeguards team in overseeing environmental safeguard implementation by PIUs, consultant teams and contractors;
- Assist in review and approval of project environmental screening and categorization;
- Ensure that environmental Category A projects are not considered for implementation under the program;
- Assist in the review and approval of environmental assessment report including the environmental management plan for Category B project or environmental due diligence report for Category C project and upload to project website in Hindi;
- Ensure environmental management plan and mitigation measures are included in project bid and contract documents;
- Ensure all necessary clearances are obtained timely for all subprojects;
- Consult and coordinate with national- and state-level stakeholders/authorities on environment, protected areas/monuments/sites, etc.) to ensure issues/concerns are addressed in project design;
- Guide preparation of corrective action plans, where required;
- Ensure environmental safeguard documents are disclosed in language and form understandable by stakeholders and affected people;
- In coordination with MPUDC PMU and other safeguard team members, develop and implement an environmental consultation and communication program to ensure potential environmental impacts and mitigation measures are included in meaningful consultations;
- Develop and implement capacity building program to ensure MPUDC, PMU, PIUs, consultant teams and contractors to ensure compliance to environmental requirements of the Program Safeguards System;
- Advise and assist MPUDC and PMU in addressing project-related complaints/grievances;
- Review and approve project environmental monitoring reports;
- Prepare annual environmental monitoring reports for submission to lender; and
- Assistance in any other environmental safeguard related tasks as required by PMU.

Program Safeguards – Social

- Assist PMU and PIUs in implementation of the Program in compliance with the social and gender requirements of the Program Safeguards System (PSS), and ensuring that all concerned stakeholders implement the program in compliance with the PSS. Detailed tasks of PMC include, but not limited to, the following:

Social Safeguard Requirements

- Organize stakeholder consultations and workshops at the participating ULBs to ensure informed decision making and sound coordination for successful implementation of the Program as well as robust service delivery to customers;
- Prepare the summary consultation reports and ensure the inclusion of the consultation findings into the project design;
- Customize training and learning material for community mobilisation to develop an inclusive and participatory approach for delivering sustainable services in slum areas;
- Monitoring implementation of social safeguards management plans (LSMPs);
- Ensuring the completion of compensation and other required assistance to affected communities/families due to the project activities prior to the start of civil works or physical/economical displacements;



- Design, contract manage and implement through third party service providers structured communication programs on the aspects of public health, water quality, water conservation, costs of service provision, tariffs and service levels;
- Community mobilization in poor settlements for provision of water connections, individual toilets, and sewerage house service connections if any and monitor service delivery and cost recovery during O&M phase;
- Supporting through mass communications with linkage to ongoing community development and livelihood improvement programs;
- Design a behaviour change communication program to implement in target towns;
- Coordinating and advising the ULBs/PIUs/PMU/MPUDC on the readiness of the required funds for the LSMP implementation;
- Assist MPUDC safeguards team to ensure compliance with requirements specific to resettlement and other social issues of the Program Safeguards System (PSS);
- Assist MPUDC safeguards team in overseeing social and resettlement safeguard implementation by PIUs, consultant teams and contractors;
- Assist in review and approval of resettlement plans and monitor the implementation;
- Provide active coordination with the land revenue officer for proactive resolution of any impediments in the process of land acquisition;
- Assist in timely resolutions of grievances from the affected parties or any other project beneficiaries and monitoring the GRS system; and
- Prepare a repository of free asked questions (FAQ) with appropriate answers in local language and in English in regard to all social and service concerns and keep updating with new concerns and answers as and when they occur.

Program Safeguards – Gender

Assist PMU and PIUs in implementation of the Program in compliance with gender requirements of the Program Safeguards System (PSS) specific to PAP compliance, and ensuring that all concerned stakeholders ensure program implementation and service delivery in compliance with the PSS. The detailed tasks of PMC include, but not limited to, the following:

- Collect information and conduct gender analysis to identify women’s and men’s needs and priorities concerning the project components and incorporate in the community level program activities;
- Organise through third party sub-contracts preparation of participatory micro plans with safety audits in poor settlements to identify security concerns of women and girls with regard to water and sanitation and prioritize solutions to suit local conditions in coordination with the PIU/ULB;
- Ensure linkages to other on-going income generating and livelihood improvement activities so as to empower communities in moving towards cost recovery on a cross subsidy framework;
- Undertake capacity building of ULB functionaries and training of ULB representatives on pro-poor, gender sensitive governance and collection and monitoring of sex disaggregated data in water and sanitation;
- Assist in monitoring and evaluation of gender activities by the Program Monitoring Consultant by tracking social and gender equality results as the program progresses by collection of sex disaggregated data to facilitate equitable access to water and sanitation;
- Support informal grievance resolution system at the community level to address intra slum and interpersonal disputes as well as formal grievance resolution system;
- Monitor gender actions incorporated in the contracts; and Support PMU and PIUs in implementing gender actions in the Program Action Plan and report progress on the gender activities;
- Design and carry out community awareness campaign and mobilization, hygiene awareness, water conservation, rights, entitlement and responsibilities awareness activities through subcontracting arrangements in agreement with the ULB and implement a Behaviour Change Program comprising of following sub-tasks:



- Baseline assessment with sex disaggregated data of hygiene behaviour and hygiene awareness in the poor settlements;
- Assessment of constraints towards improved hygiene behaviour, including but not limited to poor access to water and sanitation services;
- **Design communication program** to change perceptions, leading to behaviour change in the community to access, use and pay for improved water and sanitation services;
- Design of a gender inclusive personal hygiene education programme, which takes account of the constraints currently faced by slum dwellers – men, women and children in improving their hygiene behaviour;
- Deliver the hygiene education program with follow up and for the purpose of monitoring continuance of maintenance of personal hygiene; and
- Ensure sustainability of improved hygiene behaviour and practices and monitor the improved health status in the community; from improved service levels;

- Establishment of Gender Budget Cell in UDED; and
- Establish core labour standards for ensuring equal pay for work of equal value, occupational health and safety, disclosure signage and separate sanitation facilities for women labour incorporated in contract documents and monitored.

Program Monitoring and Evaluation

Monitoring and evaluation support includes:

- Developing and establishing simple and robust program management and service level monitoring systems, processes, protocols and chain of command;
- Designing a methodology and formats for collecting information on the progress on project outcomes and outputs contemplated from both physical and non-physical investments;
- Providing guidance to various stakeholders in implementation of program outputs; and
- Advising on timely achievement of the program outcome and outputs and additional interventions in case of anticipated / occurred delays.

Program Results Assessment

Program result assessment includes:

- Developing a simple and robust methodology, procedure and protocols for assessment of program results and assisting in instituting the procedures and protocols at different levels of program implementation;
- Developing a detailed baseline data and service level benchmarks so as to monitor the Program results specified in the loan agreement;
- Developing an electronic Program Performance Evaluation System (PPES) for the evaluation of project outcome and results as defined in the loan agreement. The system shall have the baseline information for each performance indicator and the target and achievement of each indicator;
- Undertaking verification of the results achieved periodically and assisting PMU in submitting the necessary documentation to ADB; and
- Continuously reviewing the progress, identify the possible risks / impediments in achieving the required targets and advise EA / PMU accordingly.

Program Financial Management

Program financial management support includes:

- Developing a detailed program for effective financial management of the Program funds (grants and loan funds) and developing a detailed disbursement protocols



Location: Bihar

Client: Bihar Rural Development Society

Funding Agency: World Bank

Period: September, 2015 – 2018

Associate Firm: Nil

- linked to achievement of results indicators;
- Establishing fund flow protocols and assist PMU in ensuring timely release and utilization of Program funds;
- Undertaking forward planning and monitoring for ensuring timely availability of Program funds for ensuring effective and efficient fund management;
- Identifying and implementing statutory requirements for financial management conforming to both commercial accounting and government accounting practices as required as per local applicable law in Government of MP.

Development of Communication Strategy and Design of Communication Materials Under Bihar Integrated Social Protection Strengthening Project

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 – June, 2016
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 Panchayati 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 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;

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



- 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;
- 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;



Location: West Bengal

Client: Institutional Strengthening of Gram Panchayats (ISGP) Project, Panchayats & Rural Development Department, Government of West Bengal

Funding Agency: World Bank

Period: July, 2014 – November, 2014

Associate Firm: Nil

- 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.

Annual Performance Assessment in Selected 1000 Gram Panchayats of 9 Districts in West Bengal under Institutional Strengthening of Gram Panchayats (ISGP) Project

Brief Description of Project:

The Institutional Strengthening of Gram Panchayat Project (ISGPP) of the Panchayats & Rural Development Department engaged JPS to design and conduct the Annual Performance Assessment (APA) in selected 1000 Gram Panchayats (GPs) of 9 districts (Burdwan, Howrah, Nadia, Cooch Behar, Birbhum, Paschim Medinipur, Purba Medinipur, Bankura and Dakshin Dinajpur) in connection with implementation of World Bank assisted ISGP Project in West Bengal in 2014.

The objectives of Annual Performance Assessment of GPs are as follows:

- To provide an independent and impartial mechanism to assess whether or not the GP is eligible for accessing the ISGP Grant in the financial year 2015-16 following the assessment to be done in 1st July to 30th November 2014 on the performance of the GPs during 2013-14.
- To identify the institutional strengths and weaknesses of the GP on the basis of independent assessment.

The eligibility of GPs to receive Grants (Block Grant) from the ISGP Project during 2015-16 will be determined on fulfilling all the four Mandatory Minimum Conditions (MMCs), and, securing minimum of 70 marks in the APA.

The performance assessment is expected to ensure interpretation, application and effectiveness of the specific Performance Criteria adopted under the ISGP Project, which are as follows:

- a) **Planning and Budgeting:** Whether the GP plan and budget are appropriately formulated, prioritizes civic services following principle of subsidiarity, and is realistic so that services to be delivered maximize the benefit to the rural citizen, and minimizes detrimental social and environmental effects;
- b) **Project Execution and Service Delivery:** Whether investments and services are procured and implemented in a transparent manner without causing detrimental social and environmental impacts, as planned and approved by the Council in the budget;
- c) **Accounting, Financial Reporting and Audit:** Whether GP adequately controls, accounts for and reports on its revenues and expenditures in order to address audit issues; and
- d) **Participation, Transparency and Accountability:** Whether GP makes decisions and practice in an inclusive and consultative manner, to ensure that services are planned for and delivered in line with local needs and priorities including the priorities of women and children.



During the APA exercise, information from all 1000 ISGP project GPs related to above four key thematic areas/performance areas are required to be collected. The assessment result is envisaged to be used to i) identify GPs eligible to receive Block Grants in 2015-16 ii) identify the areas of strengths and weaknesses of GPs and iii) form the groundwork for the Impact Evaluation of the project. JPS has been contracted for the conduct of APA in 2014 to assess the performance of the GPs during 2013-14 FY. JPS is responsible for development and testing of the assessment instruments, engagement and training of data collection and data entry staff, development and testing of the data entry system, implementation of the assessment exercise and documentation.

Services Provided:

1. **Coverage:** The assessment will cover performance measurement across the entire 1000 ISGP project GPs for the period of 2013-14 financial year;
2. **Areas of assessment:** A detailed and comprehensive assessments of all the performance areas are to be undertaken. The areas of assessment are to undertaken objectively as provided in the Performance Assessment Manual. A fact sheet/check list of the records/documents of the GP consulted for the assessment of the performance areas shall be maintained. The fact sheet/check list must bear the dated signature and official seal of the Pradhan and Executive Assistant of the GP and the Consulting firm. A written declaration by the Pradhan, the Executive Assistant and the Secretary shall also be obtained by the assessors. Under unavoidable circumstances, in the absence of GP Pradhan and Executive Assistant, the declaration of Upa-Pradhan and Secretary, who is in-charge respectively, will sign in the fact sheet cum declaration. 2 copies of the signed fact sheet with declaration, a copy of which shall be retained with the GP and the other copy shall have to be handed over to Project Authority during the submission of the Draft Report;
3. **Piloting the APA:** Develop the assessment information sheet and share it with Project Authority for suggestions/inputs etc, and upon approval carry out a pilot in one GP each of Southern and Northern part of the state in project districts, to test the effectiveness of the tool. The findings from the pilot sample will be shared with Project Authority again for comments/suggestions/inputs for finalization before actual field assessment;
4. **Hiring and training of data collection and entry staff:** Upon receipt of approval from Project Authority, engage assessment teams for carrying out the full APA in 1000 GPs. The selection of appropriate personnel is an essential component for ensuring the success of the Assessment exercise. The field assessors are to interact with all sections of the GPs, especially Gram Panchayat Pradhan, Upa-Pradhan and all employees of Gram Panchayat and should be able to understand, interpret and analyse all the GP level documents which includes GP Plan, Gram Sansad, Upa Samiti, GP meeting minutes, various registers related to project implementation, procurement, accountancy, transparency and accountability. Considering the timeline and requirements of the assignment, adequate number of assessors to be engaged and each GP will be required to be visited for 2 days;
5. **Data entry software:** Project Authority will provide the software and the APA generated data has to be entered into the software. It is envisaged that JPS will train the data entry personnel and APA assessors for assessment and collection of data after appropriately oriented by the Project Authority. Data entry must be done simultaneously with data collection and JPS shall develop appropriate systems so that the data entry team can provide feedback to the data collection team as problems arise; and
6. **Implementation of APA exercise:** The assignment is expected to take approximately 21 weeks during 1st July-30th November 2014. During the implementation period, JPS shall submit fortnightly reports on the progress made. Actual field assessment is expected to be completed within 8 weeks. Physical verification of randomly selected



Location: Jammu & Kashmir, India

Client: J & K Economic Reconstruction Agency

Funding Agency: Asian Development Bank

Period: March, 2014 – 2015

Associate Firm: Nil

sample of 2 of investments and services shall be undertaken by the assessors to assess the quality of the services delivered. The allocation of scores against each assessment criteria should be in compliance with criteria and the respective scores allocated under various Assessment themes as detailed in the Grant Performance Assessment.

ADB Loan 2925-IND, Jammu & Kashmir Urban Sector Development Investment Program (Project -2) - Engagement of External Monitor for J & K Economic Reconstruction Agency

Brief Description of Project:

The primary objective of JKUSDIP is to promote economic development in Jammu and Kashmir State through expansion of basic services such as water supply, sewerage, sanitation, drainage, solid waste management, urban transport, and other municipal functions in Jammu, Srinagar and other important urban centers of the state. The Program will also strengthen the service delivery capacity of the responsible state urban agencies and urban local bodies through management reform, capacity building and training.

The main objective of this Assignment involves semi-annual review and monitoring of the progress of Resettlement Plan implementation and evaluation of the execution process, performance of the implementing agency and executing body, the PIU and adequacy of institutional arrangement for carrying out Resettlement Plan.

Services Provided:

- Develop specific monitoring indicators for undertaking monitoring for resettlement, indigenous people development plan and the community participation strategy;
- Review results of internal monitoring and verify claims through random checking at the field level to assess whether land acquisition /resettlement objectives have been generally met. Involve the affected people and community groups in assessing the impact of land acquisition for monitoring and evaluation purposes;
- Identify the strengths and weakness of the land acquisition/resettlement objectives and approaches, implementation of subproject on a sample basis and prepare semi-annual reports for the ERA and ADB;
- Evaluate and assess the adequacy of compensation given to the APs and the livelihood opportunities and income as well as the quality of life of APs of the project-induced changes; and
- Evaluate and assess the adequacy and effectiveness of the consultative process with affected APs, particularly those vulnerable, including the adequacy and effectiveness of grievance procedures and legal redress available to the affected parties, and dissemination of information about these aspects.

Annual Performance Assessment of Local Self Governments in Kerala under KLGSDP-Package 3 for Local Self Government Department, Government of Kerala

Brief Description of Project:

This consultancy is funded under the Kerala Local Governments Service Delivery Project (KLGSDP). The development objective of KLGSDP is to enhance and strengthen the institutional capacity of the local government system in Kerala to deliver services and undertake basic administrative and governance functions more effectively and in a sustainable manner.

This consultancy relates specifically to undertake performance assessment of GPs and Municipalities in Kerala to assess their compliance with the Minimum Conditions (MCs) and to appraise their performance against a set of indicators aimed at improving accountability, transparency, efficiency and effectiveness in the functioning of local self governments.

Location: Kerala, India

Client: Kerala Local Government Service Delivery Project (KLGSDP), Local Self Government Department, Government of Kerala

Funding Agency: World Bank

Period: August 2013 – 2014

Associate Firm: Nil



The objective of this consultancy is primarily to support the PMU and the LSGD to undertake Performance Assessment (Pas) of Local-Self Governments (LSGs) under region 1 of package 3 (338 LSGs in the districts under Malappuram, Kozhikode, Wayanad, Kannur and Kasaragode) for the allocation of performance grant for the financial year 2013/14 and build capacities of the staff of the State Performance Audit Office (SPA0) for future assignments.

Services Provided:

- Recruit and train assessment team for carrying out PA of the LSGs allotted in Region-1;
- Study the Performance Grant Manual developed for the Assessment by the project;
- Carry out Annual Performance Assessment (APA) for 338 LSGs (approximately) in Region-1;
- Carry out performance assessment of Local Self Governments (GPs and Municipalities) in the state (in the region allocated) which have received Performance Grant (PG) under KLGSDP during 2011/2012 and 2012/13 financial years and have complied with the conditions for access to Performance Grant (PG) for FY 2013-2014 under the Project, in an objective, neutral, professional, and timely manner in the formats provided by the PMU;
- The assessment is envisaged to cover the performance of GPs and Municipalities in the areas of revenue generation, public financial and expenditure management, service delivery, operation and maintenance, asset and office management, sub-project implementation and consultative and participatory approaches, as well as compliance with the project's Environment and Social Safeguards Management Framework (ESMF), procurement rules and guidelines, grievance redressal rules and guidelines, etc.;
- The Assessment is also envisaged to include random samples of stakeholder interviews in the respective LSG's jurisdiction to assess the effects of the project's interventions in improving the services delivered by the LSG;
- The Assessment Results are to be consolidated District wise separately for GPs and Municipalities, in the region awarded, for carrying out assessment;
- Each LSG is envisaged to require about 2-3 full working days for reviewing their performance;
- JPS is envisaged to upload the result sheets and or the region wise consolidated report (as advised by the PMU) on the defined portal online and or in the systems installed as directed by the PMU; and
- Compile the findings in a report consisting of an Executive Summary, supported with reports on performance quality of each LSGs in the allotted region, and the completed and signed assessment formats.

Deliverables:

Based on the assessment of LSGs, JPS is required to report on:

- Performance of LSGs vis-à-vis full assessment against the indicators in the respective themes/criteria given in assessment formats;
- Performance Scores for each LSG along with the assessment sheets;
- Report on the performance of the LSGs with an Executive Summary of the assessment;
- LSG wise analysis of performance with specific reference to the assessment indicators;
- Highlighting specific issues, if any found in LSGs;
- Report and Analysis of stakeholder's response GP-block wise in the allotted region. The response of the stakeholders interviewed in each LSG area, is envisaged to be compiled in a matrix format to support Block-District-Region wise and analyzed;
- Recommendations of the qualified LSGs based on assessment of their performance



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

in FY 2011-12. The report is envisaged to clearly indicate the name of the LSGs which have qualified and not qualified-both, in the assessment process and the reasons behind qualification/disqualification;

- A consolidated analysis Region wise, with specific reference to the analysis from tribal areas is also envisaged to be part of the report; and
- Supporting documents such as assessment sheets of each LSG, are expected to be included and submitted to PMU-DAC separately.

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 (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.

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

**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
- 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.



Location: Uttarakhand

Client: Uttarakhand Pejal Sansadhan Vikas Evam Nirman Nigam, Dehradun, Uttarakhand

Funding Agency: Uttarakhand Pejal Sansadhan Vikas Evam Nirman Nigam, Dehradun, Uttarakhand

Period: May, 2012 - May, 2013

Associate Firm: MWH India Pvt. Ltd.

Preparation of Complete DPR of Sewerage, Non Sewerage Schemes including preparation of Feasibility Reports (FRs) and City Sanitation Plan – Package-III for Uttarakhand Vikas Evam Nirman Nigam, Government of Uttarakhand

Brief Description of Project:

The primary objective of this consultancy was to prepare City Sanitation Plan (CSP), Feasibility Report and Detailed Project Report for sewerage and related schemes for the ULBs located on the bank of river Ganga conforming to the Guidelines of Preparation of Project Report under National River Conservation Plan (NRCP) and National Ganga River Basin Authority (NGRBA), National River Conservation Directorate, Ministry of Environment & Forests, Government of India. The proposed project was envisaged to be the first input into a long term endeavor to rehabilitate and later expand the coverage of the urban sanitation facilities in the proposed towns under Package-III (Haridwar, Rishikesh, Gangotri and Uttarkashi). The main objectives of the consultancy were:

- Pollution abatement of River Ganga;
- Safe collection, treatment & disposal of wastewater, solid waste and other pollution sources; and
- Improved environment & civic life by covering entire town (including new/upcoming areas) sewage collection, conveyance, treatment facilities and effluent disposal.

Broadly, the DPRs were to have the following components:

- a) City Sanitation Plan
- b) Comprehensive Sewerage System including underground sewerage pipe network, STP and O & M
- c) Non-point sources of pollution such as dhobi ghats, community toilets, electric or improved wood/coal crematoria, solid waste management etc.
- d) River front development and forestation
- e) Industrial waste

Services Provided:

- **River Front Development:** The major tasks comprised of review of data and existing developments facing river front and planning & designing of cremation, riverfront development, public toilets etc.
- **Environmental Aspects:** The major tasks comprised of review of available data and reports; studies of environmental and social factors and preparation of a Report on environmental and social impacts; preparation of mitigation measures including EMP and RAP; and ensuring compliance with the environmental policies of Ministry of Environment and Forests (MoEF) and State Governments.
- **Social Development:** The major tasks included review of available data and reports; conduct of a poverty and social impact analysis; conduct of stakeholder analysis and preparation of a participation strategy or plan outlining how to involve which stakeholders at different stages of the project cycle; conduct of gender assessment and preparation of a gender development strategy or Gender Action Plan.
- **Rehabilitation and Resettlement (R&R):** Review of available data and information, preparation of Resettlement Plans for the sub-projects proposed to be covered under the project in accordance with relevant government policies; identification of Land Acquisition and Resettlement (LAR) requirements of the sub-projects under the project; and preparation of development plans for the indigenous peoples, if necessary, in accordance with the agreed indigenous Peoples Development Plan for the investment program.
- **Institutional Development:** The major tasks included the review of current institutional structures at the municipal level and developing an Institutional Development Program comprising of a Capacity Building Plan, a HR policy and a Training Module.



Location: Meghalaya, Mizoram, Nagaland, Tripura and Sikkim

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

Funding Agency: Asian Development Bank

Period: 2011-2013

Associate Firm: Nil

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 (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;
- 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:

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



Location: Chhattisgarh, Orissa, Jharkhand, Madhya Pradesh, West Bengal, Andhra Pradesh, Bihar

Client: Directorate of National Vector Borne Disease Control Programme, Ministry of Health & Family Welfare, Government of India

Funding Agency: World Bank

Period: 2010- 2014

Associate Firm: Nil

Periodic Implementation and Fiduciary Reviews of Decentralized Activities Financed by the World Bank under National Vector Borne Disease Control and Polio Eradication Support Project for Directorate of National Vector Borne Disease Control Programme, Ministry of Health & Family Welfare, Government of India

Brief Description of Project:

The overall objective of the assignment was to visit states and districts supported under the World Bank financed NVBDCP following an agreed sampling frame and periodicity to conduct integrated implementation and fiduciary review of the decentralized activities and report on whether activities supported through standard cost mechanism are (a) being executed (b) able to deliver the planned outputs; and (c) the actual expenditures of decentralized activities financed by the Bank are broadly comparable with the estimated standard costs.

Services Provided:

(i) Impact of Programme support on beneficiaries:

- Conduct of household visits in 96 districts supported by the World Bank and assessment of which benefits of the programme (bed nets, drugs etc) have percolated to the community. More than 5000 households visited and programme relevant data collected.

(ii) Fund Flow:

- Review whether the funds for decentralized activities are received in time by the project states and are transferred to the project districts as per the agreed program guidelines; and
- Assess whether funds received for the selected decentralized activities are adequate, excess of requirements or short of requirements.

(iii) Contractual Staff & Mobility:

- Review of the number of contractual staff in position during the period of review vis-à-vis actually planned while determining the standard cost;
- Comment on vacancies of contractual staff (if any) and reasons such as delayed recruitment or delays in replacement;
- Review of the selection process of various contractual positions to provide an opinion on:
 - a) Whether the process of recruitment and selection was transparent and competitive;
 - b) Whether candidates selected have the requisite skills and qualifications as specified in the ToR; and
 - c) Whether the recruited staff have a contract of employment with a detailed job description;
- Review whether the activities undertaken by the contractual staff are in accordance with their TOR by undertaking random field visits to health facilities and villages; and by studying weekly tour reports of the contractual staff;
- Report whether (a) payments to the contractual staff are as per the contractual terms and conditions; (b) the payments are made in time; and (c) payment is made by account payee cheque or direct transfer to bank account and not by bearer cheque or cash;
- Review of the expenditures on mobility and the supporting documents and report any variations, discrepancies and any related internal control weaknesses, together with suggestions for practical ways to improve identified weaknesses; and



- Based on the sample review, provide an overall opinion on whether the decentralized activities supported through standard cost mechanism are delivering the planned outputs and whether the actual expenditures are broadly comparable with the standard costs, supplemented with necessary recommendations, where required.

(iv) Training:

- Collection of details and reports on training activities undertaken during the reporting period;
- Confirm whether the training conducted during the period under review are as per the approved district plan;
- Undertake random fields visits to meet a few trainees to assess whether they have attended the training and their perceptions about the training program meeting the learning objectives;
- Review the expenditures on execution of training programs, including the internal control procedures for approval, financial records and supporting documents and report any variance or systematic weaknesses, and suggest practical ways to improve identified weaknesses; and
- Based on the sample review, provide an overall opinion on whether these activities supported through standard cost mechanism are delivering the planned outputs and whether the actual expenditures are broadly comparable with the standard cost, supplemented with necessary recommendations, where required.

Location: Bhopal, Gwalior & Jabalpur in the state of Madhya Pradesh

Client: Urban Administration & Development Department, Govt. of Madhya Pradesh

Funding Agency: Asian Development Bank

Period: June 2005- March, 2014

Associate Firm: TCE Consulting Engineers Ltd

ADB Loan No. 2046-IND - Urban Water Supply & Environmental Improvement Project in Madhya Pradesh (UWSEIMP) - Design & Supervision Consultancy (DSC) for Eastern Region (Bhopal, Gwalior and Jabalpur Cities) for Urban Administration & Development Department, Government of Madhya Pradesh

Brief Description of Project:

The primary objective of the UWSEIMP was to promote sustainable growth and poverty reduction in the Project cities in Madhya Pradesh. Specifically, the Project was aimed at (i) providing sustainable basic urban infrastructure and services to all citizens of the Project cities; and (ii) supporting comprehensive urban governance and institutional reform to enhance accountability in municipal management and strengthen the capacities of the Project cities, particularly in the areas of resources mobilization and cost recovery. The Project also was aimed at promoting active participation of women citizens in municipal management and project implementation as both beneficiaries and agents. Key components of the project included a) Water Supply, b) Sewerage & Sanitation, c) Storm Water Drainage & d) Solid Waste Management.

The main objective of the DSC was to support the PMU, PIUs, Urban Local bodies (Municipal Corporations of Bhopal, Jabalpur & Gwalior) and line agencies in the efficient preparation and implementation of the packages. The Consultant team was envisaged to prepare and update maps and plans, prepare feasibility studies, undertake and supervise survey and investigation works, prepare detailed engineering designs of various components, prepare technical specifications, bidding documents etc. The DSC was to work under the overall direction and guidance of PMU and PIUs. PMC was to be responsible to the PMU as well as PIUs of Bhopal, Gwalior and Jabalpur. DSC was to assist in construction supervision, quality control, measurement of works, verification of contractor claims and finalisation of works under the Project.

Services Provided:

Solid Waste Management

- Development of alternative solid waste management scenarios, comprising various storage, collection, transportation and disposal techniques. Determine the potential



for private participation;

- Prepare concept designs & Solid Waste Management Master Plan for three phases. Prepare & review designs, drawings, estimates, standard specifications & bid documents etc;
- Development plan of sites for sanitary landfills;
- Collect & review available data/ reports from line agencies and external agencies;
- Identify major waste generation sources and assess the quality of waste generated per day, including medical establishments, industries, and residential & commercial areas; and
- Based on the options selected for collection, transportation and disposal of solid waste, suggest required changes in the institutional arrangements and conduct willingness to pay for improved waste collection.

Community Development

- Educate communities about environmental sanitation and health linkages as well as cost of services being provided. Assist PMU/PIU in monitoring, reviewing and assessing the progress of the MAPP and the work of NGOs and Community Liaison Officers;
- Work for all community based development and awareness works and review of recent and current community based development program being taken up in the city;
- Prepare community development and public awareness programs in consultation with Public Relation Consultant (PRC) for implementation by the NGOs for the Community Awareness and Participation Programme (CAPP), which is designed to cover community awareness, participation, and education with respect to the implementation and management of the project facilities;
- Assist in preparing a detailed BME implementation plan;
- Assist PMU in developing policies for use of NGOs under the project;
- Assist PMU to formulate plans for NGO involvement in the project; and
- Assist PMU in developing Terms of Reference & recruiting NGOs in consultation with PRC/PIU.

Urban Planning

- Provide inputs related to urban planning aspects of various sub projects;
- Prepare report to check further encroachments and remedial measures;
- Provide guidance on preparing concept designs and master plans;
- Assist in various sub-projects in the project master plans;
- Collect available data, maps, details of past schemes, reports for project cities;
- Organize various surveys related to planning;
- Advise/ train PMU, PIU and line agencies staff on planning requirements and ensure urban planning national guidelines are followed.
- Planning of various packages in light of urban planning mechanism; and
- Prepare guidelines to be followed during planning of various project facilities.

Water Supply & Water Treatment

- Prepare design report and estimates for installation of bulk water meters and replacement of non functional meters;
- Assessment of water losses through sample study and advise on Leakage Reduction Programs;
- Identify strategy of approach for detailed leak detection study of cities;
- Assist in the planning and implementation of power and water audit of water supply;
- Installation of bulk meter on mains and domestic meters in house connections;
- Collection & review of available data/report from the line agencies and external



agencies;

- Organise and conduct various surveys & investigations;
- Review designs and drawings of water treatment plant;
- Analyse the existing water supply distribution network together with hydraulic analysis and propose augmentation of the distribution network, pumping storage facilities and other water supply components including renovations of Water Treatment Plant, rehabilitation of piping and equipment and update master plans;
- Prepare & review designs, drawings, estimates, standard specifications & bid documents for water supply components;
- Assist in tendering & other pre-construction activities;
- Co-ordination with Project Management Unit (PMU) and Project Implementation Units (PIUs), line agencies and various specialists to finalise most satisfactory schemes including unaccounted for water;
- Evolve action plans to reduce unaccounted for water;
- Review strategy prepared by the Public Health Engineering Department for reduction in unaccounted for water;
- Finalise the water supply system improvement programs. Prepare standard (typical) designs for common facilities;
- Advise, assist and train PMU, PIUs and line agencies staff on design requirements and during implementation of the project; and
- Assist in tendering & other pre-construction activities.

Construction Management

- Responsibility for project implementation, field activities & supervision of construction team;
- Coordination of all construction activities with PMU/PIUs/line agencies & contractors;
- Checking record measurements of the civil works/ supply of goods, etc;
- Coordination for approval of designs, drawings & data sheets;
- Checking adequacy of construction methods, manpower and machines;
- Providing certification on quality of works accomplished & on their conformity to specifications and drawings; and
- Inspection of works at site & advising for rectification measures.

Development of Methods and Tools for Community Consultations under the National Vector Borne Disease Control Programme for Directorate of NVBDCP, Ministry of Health & Family Welfare, Government of India

Brief Description of Project:

The overall objective of the consultancy was to develop the methods, tools and a plan to carry out community consultations to obtain feedback from communities about the NVBDCP. This feedback was envisaged to be used by project managers to enhance demand for health care and provide good quality health service in an equitable manner. JPS was required to develop methods, tools and plans that would enable community consultations that would help to achieve equity in service provision across project areas as well as across vulnerable people.

Toward this objective, it was expected that all segments of the village community would be consulted, as well as village-level organization representatives and leaders, relevant health services providers in the public and private sector, and providers of other health related services such as ICDS, water and sanitation etc. Consultations also were envisaged at the block and district levels, involving PRI members, NGOs, health staff and managers, and personnel from other departments.

Location: All over India

Client: Directorate of National Vector Borne Disease Control Programme (NVBDCP), Ministry of Health & Family Welfare, Government of India

Funding Agency: World Bank

Period: October, 2009-2011

Associate Firm: Nil



Services Provided:

- Conduct household & visits in the communities in 4 districts of two states Bihar (Muzaffarpur & Vaishali) & Odisha (Sundergarh & Mayurbhanj) with a total sample coverage of more than 5000 in the 4 districts of two states;
- Facilitate development of Methods and Tools and facilitated the State and Districts in preparing Two year Community Action Plans (CAPs) to carry out community consultations for obtaining feedback about the implementation of Vector Control programs;
- Review the Community Action Plans and Social Safeguard Plans related to marginalized groups (vulnerable communities and women);
- Facilitate project managers to enhance demand for health care and provide good quality health service in an equitable manner (Across all socioeconomic sections with a focus on vulnerable communities and Gender);
- Enhance capacity of State and District level managers, NGOs and CBOs to ensure consultations with the village community (especially vulnerable community and women involved in VHSCs) and all village-level organization representatives and leaders, relevant health services providers in the public and private sector, and providers of other health related services such as ICDS, Water and Sanitation etc;
- Monitor implementation of the two-year Community Action Plan for community consultations to be carried out by several different agencies and training modules for the instruments to be adopted by the agencies.

Location: Ujjain and Ratlam

Client: Urban Administration and Development Department, Government of Madhya Pradesh,

Funding Agency: Government of Madhya Pradesh

Period: June, 2009 - 2012

Associate Firm: Nil

Madhya Pradesh Urban Services for the Poor Programme (MPUSP): TA-Cities Support Unit (CSU) LOT-1: Ujjain & Ratlam for Urban Administration and Development Department, Government of Madhya Pradesh

Brief Description of Project:

The JNNURM/ UIDSSMT and IHSDP of the Ministry of Urban Development and Ministry of Housing and Urban Poverty Alleviation of the Government of India are designed as a response to the urgent need to improve municipal management and urban infrastructure with an emphasis on urban services for poor. The key objectives of these programmes are to ensure that the following are achieved in the urban sector:

- Ensuring adequate funds to meet the deficiencies in urban infrastructural services through improved accounting systems and revenue mobilisation;
- Establishment of linkages between asset-creation and asset-management through urban reforms for long-term project sustainability;
- Support for IT and E-governance improvements for increased efficiency and delivery of services
- Focused attention to integrated development of infrastructure (water supply, sanitation, solid waste, roads and transportation);
- Provision of basic services to the urban poor including shelter/housing, community toilets, physical amenities and infrastructure relating to primary health, education etc.
- Support for urban environmental improvement, renewal and heritage

The purpose of establishing a CSU is to entrust the responsibility for advising and guiding the cities in each lot to implement mandatory and optional reforms and infrastructure development under JNNURM/ UIDSSMT/IHSDP and MPUSP. The overall objective the captioned City Support Unit is to assist the Municipal Corporations to deliver improved infrastructure and services to all citizens including the marginal and urban poor.



The specific objectives of CSU are to:

- Deploy and manage consultants with expertise in urban finance, e-governance, engineering and social/community development
- Support corporations in the implementation of JNNURM/UIDSSMT/IHSDP and MPUSP reforms and infrastructure
- Liaise with GoMP on all matters related to the above as and when required.

Services Provided:

Social Development:

- Assist the corporations in planning, guiding and supervising the implementation of all community development aspects of slum improvement activities
- Assist corporations in collecting and collating data on urban poor settlements and support prioritisation processes for slum selection
- Supporting participatory processes for identification of infrastructure and social development needs assessment
- Prepare proposals for additional technical support for community development including livelihoods
- Help to promote convergence of different schemes in the cities
- Assist corporations to establish and strengthen urban poverty cells
- Support the implementation of Community Participatory Fund under Gol and other State urban poverty schemes
- Support implementation mechanisms in achieving total sanitation in corporations
- Manage initiatives for capacity building of communities, CBOs, NGOs and ULBs in social development

Municipal Finance:

- Support corporations to implement the new budget classification as required under the accrual based double entry accounting system including advising on streamlined collection and collation of expenditure data and linking this to budgeting under new heads.
- Assist in developing mechanisms and systems for implementation of accrual based double entry accounting system as required under the JNNURM UIDSSMT/IHSDP to include preparation of opening balance sheet, implementation and training.
- Help cities to improve revenue mobilisation from property tax and other sources including guidance on strengthening revenue surveys, updating registers and improving collection methods.
- Assist ULB in asset valuation and preparation of balance sheet
- Oversee preparation and procurement of TA for strengthening municipal finance and IT, including bid preparation, evaluation and contract management
- Interact with the counterpart consultants of MPUSP for putting in place an effective system of financial management

IT and E-Governance:

- Guide municipal corporations on updating, computerising and integrate all databases as part of a city wide MIS
- Support MCs in identifying hardware requirements for computerised databases and MIS and assist in procurement of hardware
- Develop training plans and interventions to support e-governance requirements
- Supervise and monitor all IT/Hardware support contracts
- Assist with the specification and implementation of GIS applications and systems



Location: Dewas, Khandwa & Burhanpur

Client: Urban Administration and Development Department, Government of Madhya Pradesh

Funding Agency: Government of Madhya Pradesh

Period: June, 2009- 2012

Associate Firm: Nil

Municipal Engineering:

- Support for estimation, design, procurement, contract management and monitoring of physical works
- Assist corporations in the preparation, implementation and review of Detailed Project Reports for infrastructure projects under JNNURM/UIDSSMT/IHSDP
- Support for planning, procurement, construction supervision, quality control and quality assurance and related O&M for all infrastructure activities including city wide projects under JNNURM/UIDSSMT/IHSDP and slum upgrading in priority poor settlements
- Help to promote convergence of different schemes in the cities
- Assist corporations to implement engineering management reforms in respect of roads, drainage, water supply and heritage projects
- Support Municipal staff in formulating and implementing engineering projects and provide handholding support as required
- Promote rainwater harvesting and other environmentally friendly building technologies

Madhya Pradesh Urban Services for the Poor Programme (MPUSP): TA-Cities Support Unit (CSU) LOT-2: Dewas, Khandwa & Burhanpur for Urban Administration and Development Department, Government of Madhya Pradesh

Brief Description of Project:

The JNNURM/ UIDSSMT and IHSDP of the Ministry of Urban Development and Ministry of Housing and Urban Poverty Alleviation of the Government of India are designed as a response to the urgent need to improve municipal management and urban infrastructure with an emphasis on urban services for poor. The key objectives of these programmes are to ensure that the following are achieved in the urban sector:

- Ensuring adequate funds to meet the deficiencies in urban infrastructural services through improved accounting systems and revenue mobilisation;
- Establishment of linkages between asset-creation and asset-management through urban reforms for long-term project sustainability;
- Support for IT and E-governance improvements for increased efficiency and delivery of services
- Focused attention to integrated development of infrastructure (water supply, sanitation, solid waste, roads and transportation);
- Provision of basic services to the urban poor including shelter/housing, community toilets, physical amenities and infrastructure relating to primary health, education etc.
- Support for urban environmental improvement, renewal and heritage

The purpose of establishing a CSU is to entrust the responsibility for advising and guiding the cities in each lot to implement mandatory and optional reforms and infrastructure development under JNNURM/ UIDSSMT/IHSDP and MPUSP. The overall objective the captioned City Support Unit is to assist the Municipal Corporations to deliver improved infrastructure and services to all citizens including the marginal and urban poor.

The specific objectives of CSU are to:

- Deploy and manage consultants with expertise in urban finance, e-governance, engineering and social/community development
- Support corporations in the implementation of JNNURM/UIDSSMT/IHSDP and MPUSP reforms and infrastructure
- Liaise with GoMP on all matters related to the above as and when required.



Services Provided:

Social Development:

- Assist the corporations in planning, guiding and supervising the implementation of all community development aspects of slum improvement activities
- Assist corporations in collecting and collating data on urban poor settlements and support prioritisation processes for slum selection
- Supporting participatory processes for identification of infrastructure and social development needs assessment
- Prepare proposals for additional technical support for community development including livelihoods
- Help to promote convergence of different schemes in the cities
- Assist corporations to establish and strengthen urban poverty cells
- Support the implementation of Community Participatory Fund under Gol and other State urban poverty schemes
- Support implementation mechanisms in achieving total sanitation in corporations
- Manage initiatives for capacity building of communities, CBOs, NGOs and ULBs in social development

Municipal Finance:

- Support corporations to implement the new budget classification as required under the accrual based double entry accounting system including advising on streamlined collection and collation of expenditure data and linking this to budgeting under new heads.
- Assist in developing mechanisms and systems for implementation of accrual based double entry accounting system as required under the JNNURM UIDSSMT/IHSDP to include preparation of opening balance sheet, implementation and training.
- Help cities to improve revenue mobilisation from property tax and other sources including guidance on strengthening revenue surveys, updating registers and improving collection methods.
- Assist ULB in asset valuation and preparation of balance sheet
- Oversee preparation and procurement of TA for strengthening municipal finance and IT, including bid preparation, evaluation and contract management
- Interact with the counterpart consultants of MPUSP for putting in place an effective system of financial management

IT and E-Governance:

- Guide municipal corporations on updating, computerising and integrate all databases as part of a city wide MIS
- Support MCs in identifying hardware requirements for computerised databases and MIS and assist in procurement of hardware
- Develop training plans and interventions to support e-governance requirements
- Supervise and monitor all IT/Hardware support contracts
- Assist with the specification and implementation of GIS applications and systems

Municipal Engineering:

- Support for estimation, design, procurement, contract management and monitoring of physical works
- Assist corporations in the preparation, implementation and review of Detailed Project Reports for infrastructure projects under JNNURM/UIDSSMT/IHSDP
- Support for planning, procurement, construction supervision, quality control and quality assurance and related O&M for all infrastructure activities including city wide projects under JNNURM/UIDSSMT/IHSDP and slum upgrading in priority poor



Location: Sagar, Satna, Katni, Rewa & Singrauli

Client: Urban Administration and Development Department, Government of Madhya Pradesh

Funding Agency: Government of Madhya Pradesh

Period: June, 2009- 2012

Associate Firm: Nil

settlements

- Help to promote convergence of different schemes in the cities
- Assist corporations to implement engineering management reforms in respect of roads, drainage, water supply and heritage projects
- Support Municipal staff in formulating and implementing engineering projects and provide handholding support as required
- Promote rainwater harvesting and other environmentally friendly building technologies

Madhya Pradesh Urban Services for the Poor Programme (MPUSP): TA-Cities Support Unit (CSU) LOT-3: Sagar, Satna, Katni, Rewa & Singrauli for Urban Administration and Development Department, Government of Madhya Pradesh

Brief Description of Project:

The JNNURM/ UIDSSMT and IHSDP of the Ministry of Urban Development and Ministry of Housing and Urban Poverty Alleviation of the Government of India are designed as a response to the urgent need to improve municipal management and urban infrastructure with an emphasis on urban services for poor. The key objectives of these programmes are to ensure that the following are achieved in the urban sector:

- Ensuring adequate funds to meet the deficiencies in urban infrastructural services through improved accounting systems and revenue mobilisation;
- Establishment of linkages between asset-creation and asset-management through urban reforms for long-term project sustainability;
- Support for IT and E-governance improvements for increased efficiency and delivery of services
- Focused attention to integrated development of infrastructure (water supply, sanitation, solid waste, roads and transportation);
- Provision of basic services to the urban poor including shelter/housing, community toilets, physical amenities and infrastructure relating to primary health, education etc.
- Support for urban environmental improvement, renewal and heritage

The purpose of establishing a CSU is to entrust the responsibility for advising and guiding the cities in each lot to implement mandatory and optional reforms and infrastructure development under JNNURM/ UIDSSMT/IHSDP and MPUSP. The overall objective the captioned City Support Unit is to assist the Municipal Corporations to deliver improved infrastructure and services to all citizens including the marginal and urban poor.

The specific objectives of CSU are to:

- Deploy and manage consultants with expertise in urban finance, e-governance, engineering and social/community development
- Support corporations in the implementation of JNNURM/UIDSSMT/IHSDP and MPUSP reforms and infrastructure
- Liaise with GoMP on all matters related to the above as and when required.

Services Provided:

Social Development:

- Assist the corporations in planning, guiding and supervising the implementation of all community development aspects of slum improvement activities
- Assist corporations in collecting and collating data on urban poor settlements and support prioritisation processes for slum selection
- Supporting participatory processes for identification of infrastructure and social



development needs assessment

- Prepare proposals for additional technical support for community development including livelihoods
- Help to promote convergence of different schemes in the cities
- Assist corporations to establish and strengthen urban poverty cells
- Support the implementation of Community Participatory Fund under Gol and other State urban poverty schemes
- Support implementation mechanisms in achieving total sanitation in corporations
- Manage initiatives for capacity building of communities, CBOs, NGOs and ULBs in social development

Municipal Finance:

- Support corporations to implement the new budget classification as required under the accrual based double entry accounting system including advising on streamlined collection and collation of expenditure data and linking this to budgeting under new heads.
- Assist in developing mechanisms and systems for implementation of accrual based double entry accounting system as required under the JNNURM UIDSSMT/IHSDP to include preparation of opening balance sheet, implementation and training.
- Help cities to improve revenue mobilisation from property tax and other sources including guidance on strengthening revenue surveys, updating registers and improving collection methods.
- Assist ULB in asset valuation and preparation of balance sheet
- Oversee preparation and procurement of TA for strengthening municipal finance and IT, including bid preparation, evaluation and contract management
- Interact with the counterpart consultants of MPUSP for putting in place an effective system of financial management

IT and E-Governance:

- Guide municipal corporations on updating, computerising and integrate all databases as part of a city wide MIS
- Support MCs in identifying hardware requirements for computerised databases and MIS and assist in procurement of hardware
- Develop training plans and interventions to support e-governance requirements
- Supervise and monitor all IT/Hardware support contracts
- Assist with the specification and implementation of GIS applications and systems

Municipal Engineering:

- Support for estimation, design, procurement, contract management and monitoring of physical works
- Assist corporations in the preparation, implementation and review of Detailed Project Reports for infrastructure projects under JNNURM/UIDSSMT/IHSDP
- Support for planning, procurement, construction supervision, quality control and quality assurance and related O&M for all infrastructure activities including city wide projects under JNNURM/UIDSSMT/IHSDP and slum upgrading in priority poor settlements
- Help to promote convergence of different schemes in the cities
- Assist corporations to implement engineering management reforms in respect of roads, drainage, water supply and heritage projects
- Support Municipal staff in formulating and implementing engineering projects and provide handholding support as required
- Promote rainwater harvesting and other environmentally friendly building technologies



Location: Andhra Pradesh, Bihar, Chhattisgarh, Gujarat, Jharkhand, Karnataka, Maharashtra, MP, Orissa, Rajasthan and West Bengal

Client: Directorate of National Vector Borne Disease Control Programme (NVBDCP), Ministry of Health & Family Welfare, Government of India

Funding Agency: World Bank

Period: 2006-2007

Associate Firm: Nil

Social and Beneficiary Assessment Study (SABA) for Directorate of National Vector Borne Disease Control Programme, Ministry of Health & Family Welfare, Government of India

Brief Description of Project:

Vector Borne Disease Control Project-India was proposed as a nation-wide programme within the overall framework of the National Rural Health Mission (NRHM) for World Bank assistance for a period of 5 years to support India's VBD Control Programme. The aim of SABA was to enable tribal communities to fully participate in preparation of vector borne diseases control program in a manner that would be in accordance with their social and cultural needs. SABA was carried out in Andhra Pradesh, Bihar, Chhattisgarh, Gujarat, Jharkhand, Karnataka, Maharashtra, Madhya Pradesh, Orissa, Rajasthan and West Bengal in selected districts that are classified as tribal districts.

The objectives of the assignment were:

- To enable the Government of India to have a clearer understanding of all stakeholders, both government and non-government, with a view to facilitate their informed participation;
- To assess whether or not the project will have any adverse social impacts on tribal communities with a view to confirm that the project will not have any adverse impact on them; and
- To help with preparation of "Indigenous Peoples Planning Framework for Access to Vector Borne Diseases Control Project" together with necessary guidelines as the basis for preparation of "Indigenous Peoples Access to Vector Borne Diseases Control Project".

Services Provided:

- Preparation of Indigenous Peoples Planning Framework for Vector Borne Diseases Control in accordance with Annex C to the World Bank's OP 4.10 on Indigenous Peoples;
- Preparation of a strategy for social mobilization and organization of the community, particularly the women as the basis for "social marketing" of vector borne diseases control programs including ITNs;
- Preparation of a socially and culturally viable communication strategy for behavior change;
- Seasonality and trend analysis of vector borne diseases and their linkage with community's lifestyle and cycle of livelihood;
- Social and Physical Mapping of sample villages including human settlements, health care and other development facilities, "host reservoirs" and animal habitation;
- Preparation of a strategy for involvement of appropriate NGOs and other civil society organizations including Faith Based Organization in participatory planning and implementation of Indigenous Peoples Access to Vector Borne Diseases Control as Districts Plans to be integrated with State implementation Plans; and
- Detailed documentation of consultative processes undertaken as part of SABA.

SABA was undertaken in 10% of the districts and blocks that are a part of scheduled areas in terms of 73rd Amendment to the Constitution. The sample districts were selected on the basis of purposive random sampling method using criteria such as endemic prone, size of women's population, remoteness of villages and lack of/inadequate health care facilities. 2% of villages in selected districts and blocks, in addition to block headquarters were selected on purposive random sampling basis as study villages.



Location: Bihar, Orissa, Jharkhand, Gujarat and Assam

Client: Directorate of National Vector Borne Disease Control Programme, Ministry of Health & Family Welfare, Government of India

Funding Agency: World Bank

Period: 2006-2006

Associate Firm: Nil

Financial Assessment Study under the National Vector Borne Disease Control Programme for Directorate of NVBDCP, Ministry of Health & Family Welfare, Government of India

Brief Description of Project:

The study was undertaken to evaluate the financial management and accounting system followed at central, state and district level in the earlier The World Bank funded project to eradicate malaria and other vector borne diseases. The specific objective of the study was to assess and provide recommendations for further strengthening/improving the existing financial management arrangements which includes:

- Financial accounting, book keeping, funds flow, budgeting and annual work plans, internal controls, financial information reporting (management reporting & external reporting);
- Auditing, accountability and transparency at Centre (Directorate of Vector Borne Diseases Control), State and district societies; and
- Adequacy of the finance/accounts staff in the Directorate, State and Districts-societies in view of the increased resources and partners to be managed with specific reference to staffing norms at Centre, State and district levels, and training requirements, job descriptions and required skill sets.

Services Provided:

The scope of work for JPS included providing recommendations/suggestions to bring improvement in the following areas:

- Existing budgetary process including formulation and approval of annual state budget;
- Existing procedures and policies in respect of formulation and approval of work plan;
- Existing accounting system including scheme of delegation, internal controls, book keeping and inventory management;
- Financial reporting (management reporting & external reporting) and management control system prevailing at center, state and district societies;
- Budgetary process at GOI, State and Districts;
- Flow of funds at the states and for central level activities to ensure smooth and timely flow of fund;
- Scheme of Financial delegation (system of approval and authorization) to ensure adequate financial control;
- Procurement and distribution policy both a centre and state level;
- Account reconciliation and finalisation at centre (directorate) and state level;
- Accounting system including uniformity and consistency of accounting policies and the adequacy of the existing financial manual and guidelines and statutory requirements to be compiled with;
- Financial management aspects related to procurement at the central level, including the procurement agent(s);
- Internal control system, including control over cash, bank, fixed assets, advances and stocks (including goods received in kind from the GoI);
- Adequacy, skill and expertise of the finance staff at the Centre, State and Districts. Personnel engagement policy;
- The impact of the proposed merger of various societies under NRHM in relation to financial management and control;
- Financial Management aspects in NGO partnerships including the basis of contracts i.e. outputs or input based;
- Reporting formats and their frequency (internal and external reporting) and the additional burden imposed on the existing system due to multiple reporting



Location: India

Client: Department for International Development, British High Commission

Funding Agency: DfID

Period: November 2005- April 2006

Associate Firm: Nil

requirements to various development partners; and

- Audit arrangements in Centre, State and Districts (process of selection, TOR coverage, reporting and remedial process mechanism).

Preparation of DFID India Development Effectiveness Report for Department for International Development, British High Commission

Brief Description of Project:

To produce a concise, systematic, independent, and objective assessment of DFID's effectiveness in India in terms of the performance of its programme and contribution towards development progress at national and/or state level. The output was envisaged to be a report, covering the period 2000-2005, which will address the following issues:

- Evolution of DFID strategy and practice since 2000, and evidence base for major shifts in strategy and practice;
- Evolution of international development policy and practice;
- DFID effectiveness in meeting broader development objectives, e.g. as set out in DFID's country strategy, MDG targets and GoI Five Year Plans; and
- The quality and rigour of DFID's impact assessment of its programmes.

Services Provided:

- Briefly reviewing major sources to produce a summary description of development progress and policy shifts within India;
- Briefly reviewing donor/ academic literature on shifts in policy and practice;
- Synthesis and analyse, according to agreed criteria, recent reviews of DFID programmes and performance systems; and
- Interviewing selected individuals in GoI, DFID and donor community

The Scope of Work covered the following:

- Preparation of a report briefly summarizing evidence on progress towards the MDGs in India, highlighting those major policy developments in India and/or DFID focus states which are likely to have a significant bearing on progress and on the prospects for effective utilisation of external assistance;
- Assessment of the strategic thrust of DFID's programmes (geographic and sectoral) in terms of its relevance to specific MDGs, seeking evidence to indicate whether or not the activities were relevant, appropriate and aligned to national/ state development objectives;
- Reviewing and presenting evidence on the performance of DFID's ongoing and past portfolio, along with a commentary on the quality and validity of the available evidence, asking: Was it efficient? Was there a clear, results-based monitoring process? What was the impact of inputs and outputs on the intermediate outcome indicators? How effectively did project design, implementation and monitoring address the critical challenge of social exclusion of vulnerable groups? and Were there any unintended consequences (positive or negative) from DFID's activities?;
- Assessment of the actual and/or likely contribution of DFID-supported interventions to overall development progress in India or DFID focus states; and
- Assessment of the extent to which DFID's approach, use of aid instruments and ways of working in India have contributed towards aid harmonisation and alignment objectives agreed by the OECD DAC.

The primary objective of this study was to assess the impact of DFID's programmes. It did not include an in-depth assessment of institutional processes and systems internal to DFID. However, if clear findings emerge relating to internal systems and processes, the report was envisaged to include recommendations on these issues.



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

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;
- 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;



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-Apr. 2006

Associate Firm: Nil

- 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.

Location: Chhattisgarh, India

Client: Office of the Development Commissioner, Government of Chhattisgarh

Funding Agency: Office of the Development Commissioner, Government of Chhattisgarh

Period: 2005-2006

Associate Firm: Nil

Preparation of Perspective Plan for National Food for Work Programme (NFFWP) - Bilaspur District, Chhattisgarh for Office of the Development Commissioner, Government of Chhattisgarh

Brief Description of Project:

The objective of NFFWP was to provide additional resources apart from the resources available under the Sampoorna Grameen Rozgar Yojana (SGRY) to the 150 most backward districts of the country so that generation of supplementary wage employment and providing of food-security through creation of need based economic, social and community assets in these districts is further intensified.

Services Provided:

- Collection of primary data through Participatory Rural Appraisal;
- Study and examine the Gram Panchayat/Block/District level reports and, if required, collect the information/data necessary for preparation of Perspective Plan;
- To formulate questionnaires for gathering information from villages, Blocks and districts;
- To collect all secondary data related to the natural resources of districts i.e. human, land, water, cattle, forest, agriculture, land use etc;
- Ensure the participation of the functionaries of the Panchayat Raj System, and ensure that the identification of the works is done in consultation with the PRIs, local MLAs and MPs;
- Ensure that field exercises are carried out at the major representative Gram Panchayats in the Block and at a time convenient to villages and ensure maximum participation of women, scheduled tribes and castes;
- Prepare a list of existing resources available in the villages and workout measures through which those resources can be utilized for the betterment of village/individual families;
- Prepare a SWOT (Strengths, Weakness, Opportunity and Threat) analysis of the



Location: Madhya Pradesh, India

Client: District Collector, Dhar District, Govt. of Madhya Pradesh

Funding Agency: District Collector, Dhar District, Govt. of Madhya Pradesh

Period: 2005-2006

Associate Firm: Nil

- district and provide proper attention on every point while drawing the plan;
- To make a list of developmental works, people interested in skill up-gradation & need of assistance, proposed & prioritized by villages, after thorough screening;
- Compiling and analyzing the data as gathered through various PRA exercises and other methods across the district;
- Carrying out basic detailing i.e. rough cost estimate for each works;
- Based on the works so identified, arranging into shelves of works block-wise and gram panchayat-wise; and
- Preparation of Perspective Plan for the next 5 years and submit the same to the CEO, Zila Panchayat of the respective districts.

Preparation of Perspective Plan for National Food for Work Programme (NFFWP) – Dhar District, Madhya Pradesh

Brief Description of Project:

As a precursor to the National Rural Employment Guarantee Act 2004 (NREGA), the objective of NFFWP is to provide additional resources apart from the resources available under the Sampoorna Grameen Rozgar Yojana (SGRY) to the 150 most backward districts of the country so that generation of supplementary wage employment and providing of food-security through creation of need based economic, social and community assets in these districts is further intensified.

Services Provided:

- Collection of village wise primary data through Participatory Rural Appraisal, with a village inventory of infrastructure and prioritization of missing infrastructure.
- Study and examine the Gram Panchayat/Block/District level reports and, if required, collect the information/data necessary for preparation of Perspective Plan
- Formulation of the approach and methodology i.e. to formulate questionnaire for gathering information from villages, Blocks and districts
- Collection of all secondary data related to the natural resources of districts i.e. human, land, water, cattle, forest, agriculture, land use etc.
- Coordinating the participation of the functionaries of the Panchayat Raj System, and ensure that the identification of the works is done in consultation with the PRIs, local MLAs and MPs
- Carried out field exercises at the major representative Gram Panchayats in the Block and at a time convenient to villages and ensure maximum participation of women, scheduled tribes and castes
- Prepared a list of existing resources available in the villages and workout measures through which those resources can be utilized for the betterment of village/individual families
- Prepared a SWOT (Strengths, Weakness, Opportunity and Threat) analysis of the district and provide proper attention on every point while drawing the plan
- Listed of developmental works, people interested in skill up-gradation & need of assistance, proposed & prioritized by villages, after screening it thoroughly
- Rough cost estimate for each missing infrastructure.
- The works so identified may be arranged into shelves of works block-wise and gram panchayat-wise.



Location: India

Client: Department of Health, Ministry of Health and Family Welfare, Government of India

Funding Agency: World Bank

Period: Jul. 2005- Dec. 2006

Associate Firm: Nil

Study on Options for Motivating Staff to Maintain Professional Standards Both in Inspection Duties and in the Laboratories for Department of Health, Ministry of Health & Family Welfare, Government of India

Brief Description of Project:

The overall aim of the assignment is to develop capacities in drug and food laboratories at the central and state levels through the development of infrastructure, training of the existing personnel to upgrade their existing skills and to develop a system of testing and reporting that is credible and transparent.

Services Provided:

Job Analysis

- Carry out job analysis in respect of each of the key categories at the laboratories and write very clear job descriptions with details of tasks to be performed.

Integration of Findings on Gaps in the Training Curriculum

- Coordinate with the training management of the project to ensure that the identified gaps in performance requirements are addressed in the training curriculum that would be developed by the latter.

Plan Sensitization Program

- Carry out sensitization workshops for motivating the staff of different categories to aim and achieve professional standards in performance.

Plan Recognition of Good Work and Its Explicit Appreciation

- Prepare a plan of action for recognizing good work on the part of the staff by the management and providing for a system of explicitly recognizing such good work.

Plan Establishment of Quality Circles and Provide for Free Expression for Quality Improvement

- Prepare a plan of action for the establishment of quality circles with provision for free expression for quality improvement.

Study of Accelerated Irrigation Benefit Programme (AIBP) for Ministry of Statistics and Programme Implementation, Government of India

Brief Description of Project:

The Government of India launched the Accelerated Irrigation Benefits Programme (AIBP) during 1996-97 to provide Central Loan Assistance (CLA) to major and medium irrigation projects in the country with the objective to accelerate the completion of on-going irrigation/multi-purpose projects on which substantial progress has been made but are beyond the resource capability of the State Governments to complete and other major and medium irrigation projects which are in the advanced stage of completion and could yield irrigation benefits in the next four agricultural seasons. The objective of the study was to study the impact of the AIBP and to ensure effective implementation of the AIBP Scheme and develop a system of monitoring to actively analyze the desired benefits envisaged through the Scheme upto September, 2004.

Services Provided:

- Collect necessary information about project identified in the zone so as to complete the data base of these projects;
- Analyze the implementation of projects in the identified zone with respect to the envisaged benefits;

Location: New Delhi

Client: Ministry of Statistics and Programme Implementation (Infrastructure and Project Monitoring Division), Government of India

Funding Agency: Ministry of Statistics and Programme Implementation (Infrastructure and Project Monitoring Division), Government of India

Period: 2005

Associate Firm: Nil



Location: Rajasthan

Client: European Commission

Funding Agency: European Commission

Period: 2005-2005

Associate Firm: ARCADIS BMB Management Consultants, Netherlands

- Analyze the economic and social impact of AIBP Scheme in States in the identified zone;
- Identify all possible constraints in the implementation of the projects under AIBP and suggest remedies;
- Analyze the process of identifications of projects and their funding under the AIBP Scheme; and
- Study the existing monitoring mechanism of Central Water Commission & Ministry of Statistics and Programme Implementation and suggest a possible adaptable system.

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,

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: Orissa

Client: Department for International Development, India

Funding Agency: Department for International Development, India

Period: May 2004-July, 2004

Associate Firm: Nil

Development of a Health Sector Plan for Orissa for Department for International Development (DFID), India

Brief Description of Project:

The consultancy assignment involved development of a plan to facilitate the development of the health sector Strategy for the state of Orissa, comprising of five strategic streams of work as below:

- Strengthening Public Service Delivery
- Resource Mobilisation, Use And Financial Protection
- Influencing the Demand Side
- Harnessing the Private Sector
- Developing the Stewardship Role of DOHFW

Services Provided:

The general objective of the consultancy was identification of training needs requirements for provision of the basic service package and development of an approach for meeting capacity development needs. JPS provided National Human Resources Expert who was responsible for:

- Examination of prevalent training activities and approaches related to delivery of basic health package (both pre-service and in-service) within the public and private health sectors. This includes training activities related to development of clinical as well as management skills;
- Revision and take on board the findings of any evaluations undertaken of current training initiatives;
- Support to Working Group 1 (tasked with addressing service package and service delivery strengthening with the sector plan) for identification of training needs required to implement proposed basic package and service delivery strengthening; and
- Taking into consideration current training activities and their impact, support Working Group 1 for development of a plan for meeting identified skills development needs to be incorporated within the sector plan, together with a budget.



Location: Himachal Pradesh, India

Client: CCF cum Project Director, IWDP (Hills-II) Solan, Kandi Project, Government of Himachal Pradesh.

Funding Agency: World Bank

Period: 2004

Associate Firm: Nil

A major issue addressed by the capacity development plan was how best to address the problem of doctor shortages within the public health sector. The doctor shortfall was projected to increase over the next 10 years. Strategies that were considered include, enhancing the role of ISM doctors, attracting doctors from the private sector (and other Indian States), as well as increasing the number of medical graduates produced within the State.

Preparing Environment and Social Management Guidelines (ESG) including Monitoring Plan for Himachal Pradesh Mid-Himalayan Watershed Development Project for Integrated Watershed Development Project (Hills-II), Government of Himachal Pradesh

Brief Description of Project:

The objective of the consultancy assignment was to prepare Environment and Social Management Guidelines (ESG) including Monitoring Plan to mitigate the adverse impact on social and environmental issues at the time of design and implementation of sub-project components for the proposed Himachal Pradesh Mid-Himalayan Watershed Development Project (Hills-II).

Services Provided:

- Conducting Environmental and Social Assessment (ESA), which involved:
 - Assessment of the legal and regulatory environment of the project;
 - Assessment of Performance of PRIs towards establishment of systems to achieve equity and inclusiveness of vulnerable groups in the overall development programs;
 - Detailing the co-ordination mechanism for overall sustainability;
 - Assessment of the nature and magnitude of the traditional or customary rights of marginal communities;
 - Assessment of the availability of potential crop residues and other fodder sources in the region including options of stall feeding practices; and
 - Assessment of the incremental improvements and expansion strategies those are necessary to be built in the proposed project.
- Development of Environmental and Social Management Guidelines (ESG), which included development of Environmental and Social Screening Criteria and Procedures;
- Development of a monitoring plan;
- Integrating Environmental and Social Guidelines in Project’s Operation Manual; and
- Assisting in Public Disclosures.

Location: Uttar Pradesh, Bihar, and Jharkhand, India

Client: Uttar Pradesh State Tourism Development Corporation, Government of Uttar Pradesh/Japan Bank for International Cooperation

Funding Agency: Japan Bank for International Cooperation

Period: 2004

Associate Firm: Pacific Consultants International

Special Assistance for Project Formation (SAPROF) for the Tourism Development Project Phase II for Uttar Pradesh State Tourism Development Corporation, Government of Uttar Pradesh

Brief Description of Project:

The objective of the study was to prepare a loan project from JBIC for the “UP Tourist Development Corporation” for phase –II of development of the Buddhist Tourist Circuit in UP.

Services Provided:

- Infrastructure Assessment Survey
 - Roads: The conditions of the roads in the Buddhist Tourist Circuit was assessed alongwith the need for upgradation, repairs and construction of new roads;
 - Assessment of water supply and drainage & sanitation in the Buddhist Tourist



- Circuit and improvements required;
- The archaeological assessment for improvement in the up-keep and conservation of the monuments including setting up of museums; and
 - Architectural assessment of the monuments and surrounding areas and developing proposals for improving facilities for tourists such as visitor's center etc., while maintaining the overall ambiance of the tourist sites.

- Travel and Trade Survey: This was undertaken to understand the tourist expenditure patterns, the tourist satisfaction levels and the employment generated in the various sectors of the tourism as well as the need for additional tourist facilities; and
- Social Survey: This was undertaken to analyze the social aspects in the Buddhist Tourist Circuit, including poverty level and the positive / negative impact of tourism on the community and to evolve a strategy for participation of the local communities in the development of tourism and enhancing the impact of tourism on poverty alleviation.

Location: India

Client: National Aids Control Organisation (NACO), Ministry of Health & Family Welfare, Government of India

Funding Agency: Department for International Development, UK Government

Period: 2002-2003

Associate Firm: Options Consultancy Services Limited, U.K.

Evaluation of Targeted Interventions in 5 States of India for National Aids Control Organisation (NACO), Ministry of Health & Family Welfare, Government of India

Brief Description of Project:

The aim of the Targeted Interventions (TI) programme in 5 states of India, supported by DFID, was to lower the rate of HIV transmission among the most vulnerable and marginalised populations in India. These interventions adopted a comprehensive and integrated approach comprising behaviour change communication, condom programming, STI care and counselling, and the creation of enabling environments to reduce risk behaviours. The goal of this evaluation was to undertake an assessment of the Targeted Interventions being implemented in five Indian states (Andhra Pradesh, Kerala, Orissa, West Bengal and Gujarat) under the National AIDS Control Programme II (NACP II). The assessment of TIs was to consider the appropriateness of the technical strategies they deploy and, in addition, the budget accounting and monitoring systems established within the respective TIs. The recommendations from the evaluation were envisaged to provide feedback to key stakeholders in order to improve programme implementation.

Services Provided:

- To field a Social Development Expert and 3 Financial and Management Experts together with a Facilitator for logistics and support services;
- To undertake a two-day preparatory visit to each state to identify stakeholders, access documentation and to develop the itinerary to ensure that all arrangements for the evaluations are in place;
- Making all logistical arrangements for workshops;
- Making all logistical arrangements for the teams' travel and accommodation in India;
- Providing background documentation to own consultants and briefing consultants as needed before assignments;
- Liaising regularly with Options, U.K over technical issues related to the Project;
- Keeping Options fully informed of all activities planned and undertaken by JPS Associates under this agreement; and
- Punctually providing Options, U.K with any other assistance and information that Options may reasonably require under this agreement and in such a manner that Options may perform its project management duties effectively.



Location: India

Client: Ministry of Environment and Forests, Government of India

Funding Agency: World Bank

Period: 2000-2004

Associate Firm: Nil

Intensive Project Performance Review-India Eco-Development Project for Ministry of Environment & Forests, Government of India

Brief Description of Project:

India Eco-Development Project was designed for seven protected areas of India viz. Buxa Tiger Reserve (West Bengal), Gir National Park (Gujarat), Nagarhole National Park (Karnataka), Palamau Tiger Reserve (Jharkhand), Pench Tiger Reserve (Madhya Pradesh), Periyar Tiger Reserve (Kerala) and Ranthambhore Tiger Reserve (Rajasthan) with the following objectives:

- To improve capacity of PA management to conserve biodiversity and increase opportunities for local participation in PPA management activities and decisions;
- To reduce negative impacts of local people on biodiversity, reduce negative impacts of PAs on local people, and increase collaboration of local people in conservation efforts;
- To develop more effective and extensive support for eco-development;
- To ensure effective management of this project; and
- To prepare future biodiversity projects.

The project was aimed at implementing the strategy for bio-diversity conservation through people's participation and undertaking eco-development activities in seven protected areas of India viz. Buxa Tiger Reserve (West Bengal), Gir National Park (Gujarat), Nagarhole National Park (Karnataka), Palamau Tiger Reserve (Jharkhand), Pench Tiger Reserve (Madhya Pradesh), Periyar Tiger Reserve (Kerala) and Ranthambhore Tiger Reserve (Rajasthan).

Services Provided:

- Undertake field visits comprising of at least two of the full time specialists to each projects site at least three times during the period of the consultancy, and provide guidance, and advice in matters relating to environmental, socioeconomic management, and technical issues;
- Provide feedback to change project components, increase institutional learning and build trust among project stakeholders. Provide advice and technical support for planning, coordinating and implementing project activities, when required;
- Provide advice and support in the preparation of project progress and completion of reports;
- Provide guidance and advice in review of project documents and plans including annual work plans;
- Recommend measures for strengthening environmental management and monitoring procedures and programs during implementation of the project, including recommendations for the cost-effective conduct of site specific assessments of project investments prior to executing. Provide oversight and specialist services required to facilitate the implementation of these measures. Use the environmental assessments framework to assess environmental impacts of ongoing implementation;
- Use the social assessment framework to (a) assess the social impacts of project activities on stakeholders and (b) the effectiveness of responses to the impact monitoring in mitigating negative impacts in ongoing implementation;
- Use Project design and preparation of work to assess effectiveness of project administration arrangement and suggest improvements, where needed;
- Participate in project technical workshops, review meetings and coordinating committees and provide resources personnel, when required;
- Participate in meetings, discussions, and supervision missions involving the Bank as and when required;
- Participate in meetings, discussions, and supervision missions involving the Bank (including joint site visits) as and when required;



Location: Rajasthan

Client: Ministry of Environment & Forests, Government of India

Funding Agency: Japan Bank for International Cooperation (JBIC)

Period: Feb. 2003 – Nov. 2003

Associate Firm: IC Net Limited

Location: Madhya Pradesh

Client: Public Health Department, Government of Madhya Pradesh

Funding Agency: Public Health Department, Government of Madhya Pradesh

Period: 2001- 2002

Associate Firm: WAPCOS

- Compilation, documentation of information and processing the reports of the team; and
- Prepare assessment reports on special topics in response to requests from national level project committees;

Special Assistance for Project Sustainability Concerning Forestation Project in the Aravalli Mountains in Rajasthan for Ministry of Environment & Forests, Government of India

Brief Description of Project:

The survey aimed to present future visions and a set of practical recommendations to improve the Aravalli Afforestation Project (and thereby showing a way for effectively implementing social forestry projects in India), and to help selected Village Forest Protection and Management Committee (VFPMCS) and the Rajasthan Forest Department (RFD) improve their activities.

Services Provided:

- Community survey encompassing 24 communities from 12 districts in Rajasthan. Factors for community profiling include: economy, society, infrastructure, living, agricultural production, forests and development needs;
- NGO profiling to conduct the survey for social forestry in the states of Karnataka and Tamil Nadu, intended to help VFPMCS in Rajasthan as well as RFD improve their institutional performance and developmental impacts;
- The expectation is that the participants will bring back the experience and knowledge to their own VFPMCS in Rajasthan, inspiring their fellow members of VFPMCS to start discussing ways to improve operations of their own VFPMCS;
- Conduct of a two-day workshop in Jaipur as a focal point of such efforts by members of the twenty-four (24) VFPMCS to improve their operations; and
- To facilitate VFPMCS members reflecting their operations and formulating new plans, conduct of follow-up activities after the study tour by visiting communities and encouraging people on the spot.

Manpower Requirement for Efficient Running and Maintenance of Water Supply Schemes and Financial Projections for Public Health Department, Government of Madhya Pradesh

Brief Description of Project:

The objective of the assignment was to assess the requirement of skilled, semi skilled and unskilled manpower requirements for running and maintenance of water supply schemes of Bhopal, Indore, Ujjain and small towns on sustainable basis; recommendations for the requirement of staff deployed by PHED as well as Municipal Corporation; and financial projections and recommendations to reduce the revenue deficit.

Services Provided:

- Assessment of revenue generation of past five years and projections for the same for next five years based on reasonable assumptions for improved revenue recovery and enhancement of water rates;
- Assessment of expenditure on manpower and other aspects by PHED and municipal corporations during past five years;
- Projections of expenditure on manpower for next five years for current and recommended levels of manpower;
- Conducting a study of a sample of urban, piped and spot source scheme to identify the current manpower-skilled, semi-skilled and unskilled positions for their running and maintenance. The study covered staff of PHED as well as Municipal Corporations;



Location: Rajasthan

Client: Office of the Chief Conservator of Forest, Department of Forest, Government of Rajasthan

Funding Agency: Office of the Chief Conservator of Forest, Department of Forest, Government of Rajasthan

Period: 1999-2000

Associate Firm: Nil

- Determination of ideal manpower strength required for running and maintenance of water supply schemes on a sustainable basis through extensive literature search. This literature search included, amongst others, prevailing labour laws, W.D. Manual, CPHEEO manual and any other manual of sound engineering practices;
- Recommendations on ideal status of manpower deployment; and
- Identification of excess and /or deficient manpower for running and maintenance of water supply schemes on a sustainable basis after a comparative analysis of current and ideal manpower practices.

Socio-economic Review under Aravalli Afforestation Project for Office of the Chief Conservator of Forests, Department of Forest, Government of Rajasthan

Brief Description of Project:

The Aravalli Afforestation Project was one of Japan's afforestation projects in Rajasthan. Under this project, trees were planted in 115,000 hectares in the Aravalli mountain region. By planting trees with the participation of the local population, this project was designed to halt desertification, and also produce timber, animal feed, and fruit, thereby contributing to development of the local economy. Implementation of this project has been the biggest effort ever undertaken with people's participation to check desertification in the state and direct beneficiaries have been the poor people living in and around the Aravalli hills. This project covered 10 districts of Rajasthan viz. Alwar, Sikar, Jhunjhunu, Nagaur, Jaipur (Including Dausa) Pali, Sirohi, Udaipur, Chittorgarh and Bansware. The project objectives were the following:

- To check desertification and to restore the ecological status of the Aravallis by intensive reforestation;
- To meet the fuelwood, tree fodder, grass, timber, fruit and minor forest products;
- To check soil erosion and thereby improve infiltration of water and hydrological balance;
- To provide employment to the rural / tribal population and thereby improve their socio-economic condition; and
- To improve the habitat for the animal population in the wild life sanctuaries.

The objective of the consultancy was to undertake the evaluation of the Aravalli Afforestation Project and assess the social impact of the project on the local communities.

Services Provided:

- Evaluation of the performance of the project based on the project design and targets therein; and
- Assessment of socio-economic impact of the project on beneficiaries.

Andhra Pradesh Hazard Mitigation & Emergency Cyclone Recovery Project - Rainfall, Wind, Storm Surge Modelling including Coastal Zone Management Project - Study-B for Finance and Planning Department, Government of Andhra Pradesh

Brief Description of Project:

As a result of the devastating cyclones that hit India in 1996, the World Bank granted funds to the Government of Andhra Pradesh to be used to restore India's damaged infrastructure and to implement a hazard management program. The Andhra Pradesh Hazard Mitigation and Emergency Cyclone Recovery Project (APHMECRP), which evolved from the restoration program, subsequently commissioned the following two studies:

- Study A - Watershed and delta management including flood modeling; and
- Study B - Coastal zone management including modelling of wind, rainfall and storm surge

Location: Andhra Pradesh

Client: Secretary (R&E), Finance and Planning (Fin. PMU-DMU) Department, Government of Andhra Pradesh

Funding Agency: World Bank

Period: 1999-2000

Associate Firm: Delft Hydraulics



The consultancy assignment was intended to develop institutions, infrastructure and systems for strengthening the capacity of the Andhra Pradesh government to effectively tackle the recurrent cyclone disasters.

Services Provided:

- Social assessment of coastal communities;
- Creation of a socio-economic database on coastal communities;
- Linking of the database to a monitoring and decision support system;
- Advice on institutional set-up for tackling cyclones; and
- Conduct of training programmes on new technologies being introduced under the project.

Location: Himachal Pradesh, India

Client: National Institute for Child Development and Public Cooperation (NIPCCD), Department of Women & Child Development, Ministry of Human Resource Development, Government of India

Funding Agency: World Bank

Period: 1999-2002

Associate Firm: Nil

Design and Development of LACI compliant Computerized Financial Management System under The World Bank assisted ICDS-III Project for National Institute for Child Development and Public Cooperation (NIPCCD), Department of Women & Child Development, Ministry of Human Resource Development, Government of India

Brief Description of Project:

The project involved design and development of a Computerized Financial Management System, installation and training support for implementation of the newly developed Financial Management System. The system was to be developed for ICDS-III/APER States covering Maharashtra, Rajasthan, U.P., Tamil Nadu, Kerala and Andhra Pradesh and all states and UTs in the country under National Training Component of ICDS.

Services Provided:

- Development of Chart of Accounts which was to be used to (a) capture financial data under appropriate headings; and (b) classify and group financial data for the various financial reports. The structure of the Chart of Accounts was to cater for data to be captured by (i) project component and sub-components; (ii) expenditure categories; and (iii) World Bank disbursement categories for the project. The structure of the Chart of Accounts was to conform closely to the project costs tables to enable comparison of actual project costs during implementation with those estimated during project preparation. The Chart of Accounts was also to provide appropriate linkages with the reporting heads used for Government budgeting purpose;
- Identification and establishment of linkages between project expenditure and physical activities, involving identification of important items on which physical data which would be captured and which would be included in the financial reports;
- Detailing the process of budgeting, the process of preparation of financial forecasts and financial reporting;
- Development of procurement and contract administration monitoring system which is needed for monitoring procurement processing of contracts (generally the contracts which need prior review of the Bank and for recording commitments, expenditure and performance of these contracts). The system was to be linked to the financial accounting system wherever needed (i.e. for recording expenditure on contracts etc);
- Development of software for computerization of the financial management system, involving, inter alia, the following steps:
 - Development and installation of the software for computerized FMS;
 - Testing of software; and
 - Training of hands-on implementation assistance



JPS carried out the following sub-tasks in respect of above task:

- Requirement analysis to identify project management needs and the Bank requirements;
- Design of a computerized Project Management System supported by an operations manual;
- Provide implementation assistance including initial master data creation and training to State Project Offices for smooth implementation of the system in a phased manner;
- Training need assessment of different cadres; and
- Provide initial hand-holding support and training to the various finance and accounting staff both on the operation of the FMS itself and on operation of the computerized system;

Location: Orissa

Client: Government of Orissa

Funding Agency: World Bank

Period: 1999-2001

Associate Firm: Nil

Design development and implementation of Financial Management System for Orissa Health Systems Development Project

Brief Description of Project:

- Design and develop a comprehensive financial management system for the project commensurate with the size and scope of the project; and
- To subsequently develop and install software and provide training for computerization of the financial management system.

Services Provided:

- Designed/ developed of Computerized Financial Management System
- Developed chart of Accounts;
- Identified and established linkages between project expenditure and physical activities;
- Performed detailing the process of budgeting, financial forecast and financial reporting;
- Developed procurement and contract administration monitoring systems;
- Developed software for computerization of the Financial Management System
- Training need assessment of different cadres; and
- Provided training to the concerned staff for implementation of Financial Management System

Location: Mumbai, Patna, Bihar

Client: Population, Health and Nutrition Unit of World Bank

Funding Agency: World Bank

Period: 2000-2000

Associate Firm: Nil

Mechanisms for funding Special Areas/Groups under Tuberculosis Control Project Revised National Tuberculosis Control Project (RNTCP) for Population, Health & Nutrition Unit of World Bank

Brief Description of Project:

The project proposed to set-up institutional and managerial infrastructure for establishing the Revised Strategy for TB Control (RNTP) on a larger scale. The major features of the RNTP strategy which differentiates it from the current National Program included:

- A focus on patient diagnosis based on sputum analysis rather than X-Ray;
- Emphasis on cure of infectious or smear-positive patients through passive case finding to reduce the risk of infection;
- Administration of short-course treatment under directly observed therapy (DOTS) to prevent development of drug resistance and ensure patient adherence to treatment;
- A rigorous system of patient registration, monitoring and follow up to ensure high cure rates; and
- Decentralised service delivery to the periphery to facilitate access for the poor.



Location: Maharashtra, India

Client: Public Health Department, Government of Maharashtra

Funding Agency: World Bank

Period: October, 1999-December, 2002

Associate Firm: Nil

Location: Kerala, Gujarat, Andhra Pradesh, Orissa and West Bengal

Client: DFID/ Family Health International (FHI)

Funding Agency: DFID

Period: 1999

Associate Firm: Nil

Services Provided:

- Developed alternative service delivery strategies and funding mechanisms for this US \$ 142 million World Bank funded project being implemented in India;
- Explored various mechanisms through which access of certain special groups (including patients of TB) to the programme benefits can be increased; and
- Proposed financial arrangements that would ensure smooth flow of funds from the funding agency to the beneficiary.

Design and Development of a Computerized Financial Management System for The World Bank Assisted Maharashtra Health Systems Development Project for Public Health Department, Government of Maharashtra

Brief Description of Project:

To overcome the constraints existing in secondary health care system, the Government of Maharashtra decided in January 1999 to implement the Maharashtra Health Systems Development Project (project cost Rs 747.58 crores) with the financial assistance from International Development Association (IDA). The Project had long term goal to improve efficiency in the allocation of health resources through policy and institutional development. The specific objectives of the Project were to:

- To improve efficiency in the allocation and use of health resources through policy and institutional development; and
- To improve the performance of health care system through improvements in the quality, effectiveness and quality of health services at the first referral level and selective coverage of the community level to serve better the needy sections of the society.
- The captioned consultancy assignment was aimed at developing a comprehensive computerised financial management system linking physical targets with financial outlays/ budgets and actual expenditure.

Services Provided:

JPS was actively associated with the Project Management Cell to perform the following activities as financial consultants during the period October 1999 to December 2002:

- Design, development and implementation of Computerised Financial Management Systems and manuals for accounting;
- Delineation of role and responsibilities of the concerned staff;
- Follow up with units for budgetary control and fund management;
- Preparation of Project Management Reports;
- Compilation of reimbursement claim applications; and
- Ongoing support in implementation of Computerised FMS (LACI Compliant) at State level (PMC), Division level (Executive Engineer and Deputy Director's Office) and District level (Civil Surgeon)

Fund Management of the Impact Assessment of the Targeted HIV/AIDS Interventions Project for Department for International Development (DFID)/Family Health International (FHI)

Brief Description of Project:

The project sought to assess the impact of the DFID supported targeted interventions for the prevention of HIV/AIDS currently implemented in the five states (Kerala, Gujarat, Andhra Pradesh, Orissa & West Bengal) and among the truckers of the whole country. The various components of the project are Behavioral Surveillance Study, Health Care Provider Survey, STD Prevalence Study etc.



Location: Uttar Pradesh and Maharashtra

Client: National Council of Applied Economic Research (NCAER)

Funding Agency: National Council of Applied Economic Research (NCAER)

Period: 1999
Associate Firm: Nil

Services Provided:

- Planning and Disbursement System for the project and disburse fixed amount of funds in a timely manner based on the terms set forth in the agreement and FHI's policies;
- Preparation of Monthly Financial Reports; and
- Provided management support to FHI office in New Delhi and ARO Bangkok office to develop sub-agreements with implementing agencies.

Concurrent Evaluation of ICDS Programme for National Council of Applied Economic Research (NCAER)

Brief Description of Project:

The National Council of Applied Economic Research (NCAER) is India's oldest and largest independent, non-profit, economic policy research institute. The captioned consultancy was commissioned by NCAER to evaluate the implementation progress and impact of ICDS programme in select districts/blocks of Uttar Pradesh and Maharashtra.

Services Provided:

The consultancy assignment involved:

- Conducting of a survey of Anganwadis workers, households and CDPO's and supervisors in select blocks of the states. The survey covered 81 blocks in Uttar Pradesh and 67 blocks in Maharashtra and collection of information with respect to the following:
 - Demographic characteristics of household members, reproductive details of the mother, impact of health and nutrition education, beneficiary children, pre-school education, functioning of AWC, women empowerment, socio-economic characteristics;
 - Opinion of community leaders on ICDS programme; and
 - Demographic profile of the AWC settlement, general profile of the AWC, profile of AWW and AWH, demographic profile of beneficiaries, scheme for adolescent girls, functioning of the AWC centre, weighing scales and other inventories at the AWC, Convergence with supervisor's/ CDPOs and with other departments, community participation and other inter-departmental linkages, observation of the investigator regarding records/cleanliness/skills of AWW.

Location: Uttar Pradesh
(Lucknow, Kanpur, Mirzapur)

Client: Government of Uttar Pradesh/The Royal Netherlands Government

Funding Agency: The Royal Netherlands Government

Period: 1995 – 2001

Associate Firm: BMB, The Netherlands and Euroconsult, The Netherlands

Institutional and Community Development Project Phase I & II for Government of Uttar Pradesh

Brief Description of Project:

The project was aimed at improving the management and distribution of water supply, sanitation and solid waste disposal activities at Lucknow, Kanpur and Mirzapur. It also involved strengthening the capacity of the municipalities and improvement in their financial operations. The project, inter alia, was aimed at increasing social awareness, involvement of communities and increasing their ownership through contributions etc.

Services Provided:

- Provision of support to local implementing agencies for financial management, capacity building, community organisation, operations and maintenance.
- Preparation of Revenue Enhancement Action Plan.
- In-depth analysis of financial, accounting, economic, procedural, social and institutional aspects and preparation of action plans to ensure sustainable operations of project infrastructure.



- Development of manuals for financial, accounting, economic, procedural, social and institutional aspects.
- Development of annual capital investment and financial operating plans
- Development of pilot projects to stimulate community organisation and resource mobilisation.
- Implementation and training support for the project.
- Key achievements of the project include computerization of all water connection records with linkage to GIS; issuance of water bills issued for the first time in memory; removal of garbage piles and replacement with landscaping; innovative solid waste collection systems; initiation of 20-30 percent financial contribution by community for small infrastructure improvement; initiation of first municipal Geographic Information System (GIS) in India; preparation and computerization of all property and infrastructure maps; and 10 times increase in property assessment.

Location: Gujarat and Kerala

Client: Overseas Development Administration (ODA), Government of U.K.

Funding Agency: Govt. of U.K

Period: 1997-1998

Associate Firm: London School of Hygiene and Tropical Medicine, U.K.

Situational Analysis of Sexual Health in India (SASHI) for Overseas Development Administration (ODA), Government of U.K.

Brief Description of Project:

The purpose of the project is to strengthen the capacity for the collection of evidence based information in reproductive health and provide the necessary data which will enable the Government and NGOs to design and implement reproductive health measures. JPS provided management support services to London School of Hygiene and Tropical Medicine for implementation of Sexual Health Project in Gujarat and Kerala.

Services Provided:

- Management support services for the project implementation; administering budgets for SASHI within India; organising the Methodology Development Workshop, state-level review and feedback meetings and final workshop for Central Resource Team members; contributing to the identification of local collaborators in Kerala and Gujarat; and
- Contributing to the interim and final reports which included evaluation/situational analysis of the capacity of State Aids Control Organisations and NGOs in the collection of information on reproductive health to design and implement reproductive health measures.

Location: Uttar Pradesh, Rajasthan, Kerala, Tamil Nadu and Maharashtra

Client: Department of Women & Child Development, Government of India

Funding Agency: Department of Women & Child Development, Government of India

Period: 1997-1998

Associate Firm: Nil

Preparation of Project Implementation Plans for Integrated Child Development Project-III for the Department of Women & Child Development, Government of India

Brief Description of Project:

Preparation of technical and financial proposal including Project Implementation plans on behalf of Government of India, for presentation to the World Bank assisted ICDS-III project.

Services Provided:

- Preparation of Project Proposals including Project Implementation Plans. The project is to cover 1003 blocks in five states including Uttar Pradesh;
- Development of a plan for monitoring and evaluation including baseline, midline and endline surveys;
- Establishment of monitoring and evaluation indicators for the project as a whole as for individual states;
- Preparation of Action Plans for training for the project states;
- Preparation of a financial proposal with detailed annual budgets for the five project states and the Central Project Management Unit;
- Development of formats for collection of data; and
- Outline of MIS for various operational levels.



Location: Madhya Pradesh

Client: Directorate of Women and Child Development, Madhya Pradesh

Funding Agency: Directorate of Women and Child Development, Madhya Pradesh

Period: 1996-1996

Associate Firm: Nil

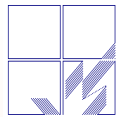
Baseline Survey for World Bank assisted Integrated Child Development Services (ICDS-II) for the Directorate of Women & Child Development, Government of Madhya Pradesh

Brief Description of Project:

The objective of the ICDS Programme is to improve the nutritional and health status of children in the age group of 0-6 years and to lay foundation for proper psychological physical and social development of the child. The consultancy assignment involved carrying out a baseline evaluation of the ICDS Programme in Madhya Pradesh covering 38 blocks in 29 districts.

Services Provided:

- Baseline evaluation of the World Bank assisted ICDS Programme in Madhya Pradesh covering 38 blocks in 29 districts;
- Social and beneficiary survey for providing a data bank on various parameters of the ICDS Programme;
- Identifying problems and bottlenecks in the programme; and
- Providing baseline data for mid-term and final evaluation.



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