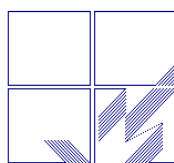


# PROFILE

## Rural Development





## 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

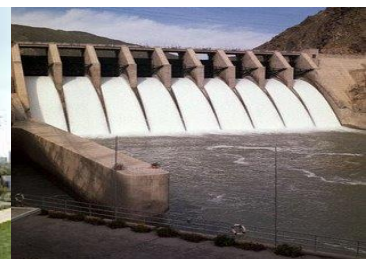
- Governance, Public Services and Policy
- Monitoring and Evaluation
- Information Management & E-Governance

### Development

- Social Development & Surveys
- Public Health
- Urban Development Planning
- Regional and Rural Development Planning
- Tourism
- Natural Resource 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
- Project/Program Monitoring & Evaluation
- 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

**RURAL DEVELOPMENT – PORTFOLIO OF SERVICES:**

- Promotion of poverty reduction and food security strategies at the local level
- Integrating marginalized population groups and opening gender-specific opportunities
- Participatory planning
- Community development
- Administrative decentralization and democratic institution building
- Protection and sustainable use of natural resources in conservation areas and buffer zones
- Land use planning
- Community forestry
- Climate change adaptation and mitigation measures at local levels
- Territorial Development through participatory assessments of competitive advantages
- Local economic development and fostering needs-based, small-scale rural infrastructure
- Participatory agricultural extension
- Facilitating agricultural productivity and market orientation
- Promotion of off-farm income opportunities
- Promotion of producer groups, associations and cooperatives by facilitating production clusters and local value chains and connecting to supply links and facilitating small-scale credit programs or microfinance.
- Planning and implementation of decentralised governance, panchayati raj and related programmes
- Conduct of research and sectoral studies
- Monitoring and evaluation (baseline, concurrent, mid-term, end-line and impact) of central/state supported rural development programmes/projects
- Study the functioning of the Panchayati Raj Institutions (PRIs) including performance assessment
- Capacity building of rural development personnel and elected representatives
- Project management and monitoring



**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

## RELEVANT EXPERIENCE

### 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 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:

- 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

**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 (SMVSSs) and iv) Large Multi Village Schemes (LMVSSs). 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.

**Location:** Bihar

**Client:** State Project Management Unit (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  
November, 2016 – November, 2017  
Phase – II  
November, 2017 – November, 2018  
Phase – III  
November, 2018 – October, 2019  
Phase – IV  
November, 2019 - March, 2020

**Associate Firm:** Nil





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



**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 – October, 2019  
Phase – IV November, 2019 - March, 2020

**Associate Firm:** Nil

- 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

**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 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 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.

**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 Dec, 2019

**Associate Firm:** Nil



**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 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:** Bihar

**Client:** Bihar Rural Development Society

**Funding Agency:** World Bank

**Period:** September, 2015 – 2018

**Associate Firm:** Nil

### **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.

### **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 1<sup>st</sup> July to 30<sup>th</sup> 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

**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 – January, 2015

**Associate Firm:** Nil



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 said 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 1<sup>st</sup> 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 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.

### **Annual Performance Assessment of Local Self Governments in Kerala under KLGSDP-Package 3**

#### **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.

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 (SPO) 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;

**Location:** Kerala

**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



- 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;
- 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 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;
- Supporting documents such as assessment sheets of each LSG, are expected to be included and submitted to PMU-DAC separately.



**Location:** Uttarakhand,  
India

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

**Funding Agency:** World  
Bank

**Period:** Mar. 2010-  
Apr. 2011

**Associate Firm:** Nil

### **Independent Third Party Construction Supervision for Quality Assurance of Batch 1B Water Supply Schemes under Uttarakhand Rural Water Supply and Sanitation Project (SWAJAL Project) for Uttarakhand Rural Water Supply & Sanitation, Government of Uttarakhand**

#### **Brief Description of Project:**

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

The main objective of this assignment was to provide an independent assessment regarding quality of construction in about 425 water supply schemes at in different stages of implementation and also review that adequate quality assurance and construction supervision are in place and that practices adopted for quality of construction meets the required standards. The assignment was to cover about 50 Nos. of randomly selected Bank funded SVS (out of 425 schemes) (PMU-Swajal) either under progress or just grounded at quarterly intervals during the twelve month contract period, implemented by in all the districts in the state.

#### **Services Provided:**

As an Independent Third Party Construction Supervision Agency (SA) for quality assurance of Batch-1B water supply schemes under URWSS Project through PMU, Swajal, Dehradun, the key tasks undertaken by JPS were as follows:

- To review DPR and examine whether the scheme is being implemented as per project guidelines or not and that the work carried out is as per the designs/drawings;
- To review that all the works confine to technical specifications alignments and examine that quality of construction is as per the standards and meet technical requirements;
- To review quality tests conducted and conduct further quality checks at random where physical check requires test check;
- To review construction progress and resolve if there are any technical issues by providing necessary on-site capacity building/technical support; and
- To review performance and hand over process of the scheme to UWSSC for maintenance.

#### **JPS provided the following outputs:**

- Output1: Inception Report covering broad issues and revised methodology alongwith a separate quality assurance guidance manual for community engineers in the field.
- Output 2: Visit Report (covering each of the scheme visited) containing a comprehensive report on procurement, construction and participation related quality issues; technical support provided; tests conducted and ordered; guidance



**Location:** Uttarakhand,  
India

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

**Funding Agency:**  
Uttarakhand Rural Water  
Supply & Sanitation,  
Project Management Unit,  
Government of  
Uttarakhand

**Period:** Jul. 2008-2009

**Associate Firm:** Nil

issued to the site engineers/UWSSC and actions recommended.

- Output 3: Quarterly Report (DPMU and PMU wise) : This included schemes visited with dates, staff involved, general comments, comments on the test reports and action taken. Serious quality issues that require urgent action were summarized. Similarly, the key issues observed in each of the district were summarised and presented for further action.
- Output 4: Final report for PMU/SWSSM on the contract performance and overall comments on the quality assurance aspects of the Swap/Bank funded program which included lessons learned and best practices to be followed.

**Construction and Process Supervision of Batch-1A of Uttaranchal Rural Water Supply and Sanitation (SWAJAL) Project - Consultancy No. 2 - Districts Pauri, Rudraprayag and Chamoli for Uttarakhand Rural Water Supply & Sanitation, Government of Uttarakhand**

**Brief Description of Project:**

The Uttarakhand Rural Water Supply & Environmental Sanitation (SWAJAL) Project (Phase-I) was originally initiated as an innovative experiment in the Rural Drinking Water and Environmental Sanitation (RWSS) Sector in 1996. Subsequently, the GoI received Credit No. 4232 from IDA towards the cost of Uttarakhand RWSS Project which was based on Sector Wide Approach (Swap) rather than a project specific basis. The project development objective was to improve the effectiveness of RWSS services through decentralisation and increased role of PRIs and involvement of local communities in the State of Uttarakhand. The project consisted of three components (A) Rural Water Supply and Sanitation Sector Development; (B) Rural Water Supply Infrastructure Investment; and (C) Programme Management Support and Monitoring & Evaluation.

JPS has been engaged to supervise the works to ensure the quality of material and works as well as to provide technical know-how to User Water and Sanitation Sub-Committees (UWSSCs), which are responsible for execution of works with the assistance of GPs. The role of JPS as Service Agency (SA) was to assist, advice and carry out day-to-day supervision of works, monitoring physical and financial progress as well as quality of construction. This coverage of this assignment was limited to 15 GPs in the districts of Pauri, Rudraprayag & Chamoli.

**Services Provided:**

- **Pre-construction Activities:**
  - a) A village level DPR review report covering pre-planning activities, technical review of DPRs, field visit findings, review of hydro-geological report for tube well drillings, suitability of materials, provision of technical support, assessment of the preparedness of the community (GP, UWSSC etc) to implement the scheme;
  - b) Presentation of the summary of village reports/findings in a state level workshop to be organized by the PMU.
- **Monthly Reports:**
  - a) Monthly review of work plan against milestones and time lines;
  - b) Review of physical and financial achievements;
  - c) Compliance of process being followed with project guidelines.
- **Quality Testing:**
  - a) Pre-procurement qualification of material suitability;
  - b) Quality tests conducted for materials;
  - c) Quality tests conducted on construction activities



- **Construction (technical) Support:**
  - a) General quality of construction/erection;
  - b) Technical support/capacity building provided to Community Engineer and UWSSC etc;
  - c) Degree of community participation;
  - d) Visits and recommendations of DIAs or PIAs.
- **Variations in Implementation:**
  - a) Major issues recorded, deviations on technical and management grounds together with implications.
- **Scheme Completion Report comprising of:**
  - a) A Final Completion Report including completion plan, showing works as actually executed and a variation statement related to process, technical, physical and financial aspects;
  - b) A Report on O & M management of each village, services delivered against designed capacity, community participation, resources availability for operations etc;
  - c) A Completion Report on all the village schemes with key findings

**Location:** Uttarakhand, India

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

**Funding Agency:** Uttarakhand Rural Water Supply & Sanitation, Project Management Unit, Government of Uttarakhand

**Period:** Jul. 2008-2009

**Associate Firm:** Nil

**Construction and Process Supervision of Batch-1A of Uttarakhand Rural Water Supply and Sanitation Project - Consultancy No. 4 – Districts Pithoragarh, Champawat and Bageshwar for Uttarakhand Rural Water Supply & Sanitation, Government of Uttarakhand**

**Brief Description of Project:**

The Uttarakhand Rural Water Supply & Environmental Sanitation (SWAJAL) Project (Phase-I) was originally initiated as an innovative experiment in the Rural Drinking Water and Environmental Sanitation (RWSS) Sector in 1996. Subsequently, the Govt received Credit No. 4232 from IDA towards the cost of Uttarakhand RWSS Project which was based on Sector Wide Approach (Swap) rather than a project specific basis. The project development objective was to improve the effectiveness of RWSS services through decentralisation and increased role of PRIs and involvement of local communities in the State of Uttarakhand. The project consisted of three components (A) Rural Water Supply and Sanitation Sector Development; (B) Rural Water Supply Infrastructure Investment; and (C) Programme Management Support and Monitoring & Evaluation.

JPS has been engaged to supervise the works to ensure the quality of material and works as well as to provide technical know-how to User Water and Sanitation Sub-Committees (UWSSCs), which are responsible for execution of works with the assistance of GPs. The role of JPS as Service Agency (SA) was to assist, advice and carry out day-to-day supervision of works, monitoring physical and financial progress as well as quality of construction. This coverage of this assignment was limited to 15 GPs in the districts of Pithoragarh, Champawat & Bageshwar.

**Services Provided:**

- **Pre-construction Activities:**
  - a) A village level DPR review report covering pre-planning activities, technical review of DPRs, field visit findings, review of hydro-geological report for tube well drillings, suitability of materials, provision of technical support, assessment of the preparedness of the community (GP, UWSSC etc) to implement the scheme;
  - b) Presentation of the summary of village reports/findings in a state level workshop to be organized by the PMU.





- **Monthly Reports:**
  - a) Monthly review of work plan against milestones and time lines;
  - b) Review of physical and financial achievements;
  - c) Compliance of process being followed with project guidelines
- **Quality Testing:**
  - a) Pre-procurement qualification of material suitability;
  - b) Quality tests conducted for materials;
  - c) Quality tests conducted on construction activities
- **Construction (technical) Support:**
  - a) General quality of construction/erection;
  - b) Technical support/capacity building provided to Community Engineer and UWSSC etc;
  - c) Degree of community participation;
  - d) Visits and recommendations of DIAs or PIAs
- **Variations in Implementation:**
  - a) Major issues recorded, deviations on technical and management grounds together with implications
- **Scheme Completion Report comprising of:**
  - a) A Final Completion Report including completion plan, showing works as actually executed and a variation statement related to process, technical, physical and financial aspects;
  - b) A Report on O & M management of each village, services delivered against designed capacity, community participation, resources availability for operations etc;
  - c) A Completion Report on all the village schemes with key findings

**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

### **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.

- 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:** Punjab, India

**Client:** Project Management Unit (PMU), World Bank Project, Department of Water Supply & Sanitation, Water Works Complex, Phase-2, Mohali, Government of Punjab

**Funding Agency:** World Bank

**Period:** Dec. 2005-June 2006

**Associate Firm:** Nil

## **Baseline Survey of Coverage for Water and Sanitation Sector (WSS) for Preparation of Project Implementation Plan (PIP) for Department of 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 seeking World Bank assistance for implementing its 5 year medium-term Rural Water Supply and Sanitation (RWSS) program. The Program's main components were:

- **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.
- **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 targeted SC development plan (It was proposed that ground water recharge and rainwater harvesting will be integral parts of drinking water source development); and
- **Future Sector Planning:** Developing long term policies and strategic plans, strengthening sector information management systems and learning and piloting innovative approaches.

The program was envisaged to be implemented in the rural areas of all the 17 districts of Punjab. Villages were to be included in the project by adopting a self-selection process, a prerequisite of demand-responsive development.

### **Services Provided:**

#### **1. Development of a framework for measurement of outcomes:**

- a) Key indicators
- b) Decisions on appropriate approach and sampling methods
- c) Drafting questionnaire along with pre-testing

The standard questionnaire sets used in large multi-purpose household surveys such as National Sample Surveys, Demographic and Health surveys and Welfare Monitoring Surveys and focus group discussions (FGDs) were utilized to arrive at appropriate questions and questionnaire design.

Two sets of modules were used in surveys viz. i) a community village module and ii) a household module. These modules were pre-tested in 100 households from 5 villages to devise the final questionnaire. The sampling methodology was worked out to carry out the questionnaire survey in selected villages.

#### **2. Canvassing the questionnaire**

The questionnaire was canvassed as per the agreed sampling methodology and for carrying out analysis of the results. Training was provided to enumerators and the quality control was ensured through cross-checks during the survey.

#### **3. Developing Monitoring Approach for RWSS assessment**

This involved an assessment of the baseline situation from the baseline survey and suggesting an approach to DWSS for periodic assessment of RWSS program.



**Location:** Maharashtra, India

**Client:** Jalswarajya, Reform Support and Monitoring Unit (RSPMU), Water Supply and Sanitation Department, Govt. of Maharashtra

**Funding Agency:** Jalswarajya, Reform Support and Monitoring Unit (RSPMU), Water Supply and Sanitation Department, Govt. of Maharashtra

**Period:** 2005-2006

**Associate Firm:** Nil

## **Study for Six Monthly Audit Review under Jalswarajya Project for Water Supply and Sanitation Department, Government of Maharashtra**

### **Brief Description of Project:**

The Government of Maharashtra (GOM), with the credit from the World Bank, was implementing Jalswarajya Project for Rural Water Supply and Sanitation in 26 districts of Maharashtra. The objectives of the Project were to:

- Increase rural households access to improved and sustainable water and sanitation services and
- Institutionalise decentralisation of rural water supply and sanitation (RWSS) service delivery to rural local governments and communities.

The specific objectives of the Second Audit, for which JPS was engaged, were to:

- Ensure that the project was being implemented in accordance with agreed principles, design and service standards;
- Identify the bottlenecks/constraints and impediments/difficulties on the ground and recommend improvements and refinement to the project design accordingly; and
- Field test & improvise the 'Ready to Use' Audit Process and approach/methodology developed during the first Six Monthly Audit.

The assignment was to cover the 3 pilot districts and 6 other scale-up districts and was to address both qualitative and quantitative issues.

### **Services Provided:**

#### **Community Mobilization, Communication, Institutional Strengthening & Capacity Building:**

- Initial discussions with RSPMU officials and review the progress of community building process under Jalswarajya;
- Conduct of qualitative and quantitative surveys through an appropriate mix of survey instruments such as questionnaires and focus group discussions;
- Assessment of the institutional and capacity building process;
- Assessment of the level of knowledge and awareness about the project;
- Discussions at community level to communicate their grievances and implement corrective measures;
- Assessment of the decision making methods and degree of community participation, especially role of women in decision making process;
- Assessment the effectiveness of and strengthen partnerships between stakeholders;
- Review of village action plans;
- Preparation of strategies for community mobilization.

#### **Technical Engineering:**

- Review of technical designs, including structural design, drawings and other documents;
- Review of existing resource utilization, rehabilitation and water conservation activities;
- Review of engineering estimates of O&M expenses worked out in village action plan;
- Review of options chosen for water supply & sanitation; and
- Review of procurement procedures for goods and services.



**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 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.

**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

**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:** Uttaranchal, India

**Client:** Uttaranchal Rural Water Supply and Environmental Sanitation, Project Management Unit (PMU), Government of Uttaranchal

**Funding Agency:** Uttaranchal Rural Water Supply and Environmental Sanitation, Project Management Unit (PMU), Government of Uttaranchal

**Period:** 2004-2005

**Associate Firm:** Nil

### **Feasibility Criteria and Selection of GPs for Batch I under the Follow-on Study of Uttaranchal Rural Water Supply and Environmental Sanitation (UARWSES) Project, Government of Uttaranchal**

#### **Brief Description of Project:**

The Uttarakhand Rural Water Supply & Environmental Sanitation (SWAJAL) Project (Phase-I) was originally initiated as an innovative experiment in the Rural Drinking Water and Environmental Sanitation (RWSS) Sector in 1996. Subsequently, the Government of Uttaranchal along with the World Bank were exploring a Follow-on Project for the State which was intended to be based on a "Sector Wide Approach (SWAP)" rather than a project specific basis. The main development objectives for the Follow-on Project were:

- To improve the quality of rural water supply and environmental sanitation service delivery, sanitation and hygiene, to achieve sustainability of investments and generate health and income benefits in the state of Uttaranchal.
- To assist the state in creating an enabling environment statewide for implementation of appropriate sector policy and institutional reforms; and
- To demonstrate sustainable modalities of delivering water supply in multi-village and urban schemes.

The Project's geographical scope aimed at scaling up of the SWAJAL concept across the State (all districts) with respect to single village water supply schemes, and was to include pilots for multi village schemes and urban local bodies. It was proposed that about 150 GPs be covered as Batch 1 of the Follow-on-Project. The overall objective of the study was to develop a pre-feasibility format for selection of GPs for the proposed project and prepare a list of about 150 GPs for Batch I (implementation) of the Project. To achieve this objective, the study was envisaged to carry out the following steps:

- Identify criteria for selection of the GPs and prepare format for pre-feasibility study;



- Carry out a pre-feasibility study to test and finalise the process of selection of GPs;
- Conduct the pre-feasibility study and finalise a list of about 150 Batch I GPs for Project implementation

The scope of the study included the following:

- Identifying criteria for selection of GPs: The criteria was to be based on the principles of capital cost sharing by the beneficiary communities; willingness to plan and implement the schemes with active participation, and thereafter fully operate and maintain the created assets for sustainability.
- Developing pre-feasibility format for selection of GPs, based on field testing in 39 representative GPs. The format was specially designed for replication and included the institutional requirements for carrying out the selection of GPs. The findings of SWAJAL Phase I studies like "Dropping of Villages Study", etc. was needed to be incorporated while designing specific criteria for selection of Gram Panchayats. The criteria was to be tested in another 25-30 sample GPs to identify the inadequacies, if any, and apply corrective actions.
- Conducting the pre-feasibility study in about 250 GPs and finalize a list of about 150 GPs for Batch I implementation under the Project.

#### Services Provided:

- Generation of Baseline Information: A survey of 39 representative GPs were carried out to get the following baseline information for an assessment of the current situation:

##### (a) General information of the Gram Panchayat

- Water supply availability and its quality
- Source/s of water and other natural resources.
- Natural hazards like landslide and soil erosion zones, which may affect the schemes.
- Sanitation status and requirements
- Waste Water Management
- Personal / household hygiene practices
- Community Hygiene Practices
- Solid waste management
- Status of women institutions like SHGs, mahila mangal dal etc.
- Income generation activities
- Sources and uses of funds

##### (b) Various technological options available with the communities for plain and hill areas with regard to water supply & sanitation.

##### (c) Technical know-how and financial resources for WATSAN works existing in the Gram Panchayat.

Based on the baseline information, problems/gaps were identified with regard to present WS&S scenario and the level of change expected by the potential beneficiaries and their willingness to participate in RWSS development programs.

- Preparation of replicable pre-feasibility study formats : Develop replicable formats to carry out the prefeasibility study for project villages, based on a situational analysis of the present WS&S status in 39 representative GPs.
- Field testing of pre-feasibility formats in 25-30 sample GPs : Finalize the pre-feasibility formats, incorporating any changes required based on the field tests and interactions with GP functionaries and potential beneficiaries. The study clearly



**Location:** Jharkhand

**Client:** Government of Jharkhand

**Funding Agency:** World Bank

**Period:** Oct. 2004-Dec. 2004

**Associate Firm:** Nil

spelt out the institutional requirements for conducting the pre-feasibility and the need (if necessary) of further appraisal process for the selection of GPs.

- Finalize a list of 150 Batch I GPs : Carry out the pre-feasibility exercise in about 250 GPs to finalize the list of 150 Batch I GPs (single village schemes).

### **Jharkhand Natural Resource Management Project for Government of Jharkhand**

#### **Brief Description of Project:**

The objective of the assignment was to promote a demand driven & participatory approach to forest management through maximum empowerment of village groups for decision-making on the choice of operations to be promoted & the support services to be provided to them by public agencies & NGOs. The Jharkhand forest department was the main implementing agency with financial assistance being provided by International Bank for Reconstruction & Development. The project comprised of the following components:

**Enabling Environment for PFM:** This included activities & reforms in the policy, planning & legal environment, human resource development and management, support structures and information for service delivery & program administration.

**Community Institutions:** This component was envisaged to cover support for participatory planning & monitoring including capacity building, funds & other support for committees to leverage support from ongoing non-project development programs (of government & NGOs) & funds to committees for vulnerable groups which mitigate adverse impacts of forest protection.

**Forest Resources Development:** This included funds & other support for forest development in accordance with community priorities. e.g. forest restoration, management for forest products and services & support for forest technology improvements to increase productivity where appropriate and desired by local communities.

#### **Services Provided:**

- Review of existing procedures of fund flow, budgeting, accounting, internal controls & MIS in the functioning of the forest department starting from the state headquarters to the range offices;
- Review of relevant guidelines (relevant legislations & government orders) for the operation of village level communities particularly operation of bank accounts, procurement procedures, monitoring of work, books & records to be maintained etc. as well as actual implementation;
- Prepare guidelines on community financial management within the framework of existing government guidelines. This covered:
  - Development of standard formats for agreements/MOU for execution of work through communities.
  - Laying down norms for approval of action plans/micro plans, preparation & sanction of work estimates.
  - Development of norms for release of funds & accounting thereof.
  - Operation of bank accounts.
  - Management of funds internally generated or received from other sources.
  - Development of norms for community procurement
  - Development of formats for records & registers to be maintained at the community level
  - Training coach/forest department staff & collaborating NGOs on the bank's disbursement & procurement procedures including community procurement
  - Development of formats for reporting to the bank on utilization of JSDF grant & PPF funds.
  - Assessment of financial management skills at the forest department and at the community levels & identifying deficiencies that need to be addressed.





**Location:** Uttarakhand,  
India

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

**Funding Agency:** World  
Bank

**Period:** Nov. 2006 – May  
2007

**Associate Firm:** Nil

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

#### **Brief Description of Project:**

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

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

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

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

#### **Services Provided:**

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

To interact with the village community members and mobilize them towards the roles



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

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

To provide engineering survey and feasibility design and cost estimate training to the SO engineers, as part of conducting the training programs for technical aspects. The capacity building training was to include feasibility design and cost estimation training covering first hand information to SO Engineers for feasibility, detailed design, cost estimation and preliminary survey of the water supply schemes. This included technical assistance related to detailed design criteria methodology, cost estimates etc. for various components of the water supply and sanitation schemes as well as examining various water supply and sanitation technical options as part of feasibility process. The broad capital cost of works required for the various options as well as the annual operation and maintenance cost including problems of O&M were dealt with and identified. The community, with full knowledge of various cost and details and depending upon the resources and capacity, were envisaged to decide on technology options. The final output of the process from SOs was the selection of a particular water supply technology option. For this selected water supply option, after detailed engineering survey and design, SOs were envisaged to work out detailed cost estimates and thereby prepare the Detailed Project Report (DPR). The SO was envisaged to note the source, treatment unit, water reservoir, Public Stand Posts, and the pipeline route which were to be marked on the scheme site. The survey was also to include proposed construction works under the Technical Plan i.e. 'Village Drainage and Latrine Plan' and the Catchment Area Conservation & Management Programme.

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



**Location:** Tripura

**Client:** Tripura Agriculture Development Project

**Funding Agency:** World Bank

**Period:** 2003-2004

**Associate Firm:** Nil

of various bottlenecks and to find out the remedies for the issues.

- To prepare the final outcome report for the Batch-0 in close consultation with the DPMUs and the Support Organisations (NGOs) comprising the summary of the implementation phase proposal (DPR & CAP) of the 15 GPs, field experiences both technical and community oriented measures to address the field problems, the perception of the various stakeholders etc.

### **Need Assessment Study for Tripura Agriculture Development Project for Department of Agriculture, Government of Tripura**

#### **Brief Description of Project:**

The objective of the consultancy was to identify underlying issues and constraints in the sector, using a combination of primary and secondary data, and propose a project design that would respond to actual needs and demands of key stakeholders. The study was also envisaged to identify key policy and institutional reforms needed to address existing constraints and opportunities and create an enabling environment for accelerated agricultural growth in the state.

#### **Services Provided:**

- Identify key constraints in growth of agriculture;
- Identify needs priorities, investment demands of village communities;
- Identify areas of agricultural opportunity;
- Assess the impact of the uncertain security situation in the state on agricultural development and delivery of government services in rural areas; and
- Develop policy and institutional reforms needed to accelerate agricultural development and increase private investment in the sector.

**Location:** Orissa

**Client:** Department of Water Resources, Govt. of Orissa

**Funding Agency:** Department of Water Resources, Govt. of Orissa

**Period:** 2003-2004

**Associate Firm:** Nil

### **Study of Constraints Affecting Agricultural Growth in the State of Orissa Under Orissa Water Resources Consolidation Project for Department of Water Resources, Government of Orissa**

#### **Brief Description of Project:**

The objective of the study was to clearly establish the constraints to agricultural growth and also to identify opportunities and direction for future investment (both public and private) priorities and policies for stimulating agricultural development in Orissa. JPS was required to identify, define, and analyze constraints to increase agricultural productivity with the objective to answer two broad questions: (i) Has agricultural productivity stagnated or decreased? And if so, why? (ii) Is there any reluctance on the part of the farmers from Orissa to diversify into other non-paddy crops? If yes, which crop and why? The study was also required to make recommendations which can be utilized by the government in trying to prioritize its policy reform package.

#### **Services Provided:**

The study was envisaged to make an in depth review of all available data having a direct or indirect bearing on the agricultural production and irrigation sector. The data collected and analyzed by the consultants broadly covered the following:

- Distribution of net irrigated area by source - major and medium irrigation systems, minor irrigation canals, tanks, private tube-wells, public tube wells etc from 1990- 1991; Investments by various multi-lateral/ bi-lateral institutions and GOI/ GOO in irrigation;



- Soil and Agro-Climatic conditions of different region of Orissa;
- Relative contribution of Agricultural commodities to value of agriculture output and Gross cultivated area;
- Agriculture production during Kharif and Rabi (compare 1990s to 1980s);
- Post harvest technology, storage and marketing facilities (number and location) for the state; agro-processing plants, if any;
- Infrastructure: Access roads/link roads; transportation facilities;
- Land holding and land tenure; and
- Finance and credit facilities.

The study broadly addressed the following issues:

- Agriculture and existing, productivity gaps - trend in agricultural development in the state covering rainfed and irrigated agriculture, etc;
- Resource and input gaps - land; water; seed; fertiliser; plant protection and pesticide use; credit, labor etc;
- Farm management and adoption gaps - farming systems and constraints to productivity;
- Institutional gaps - research; extension; linkages; management issues;
- Infrastructure gaps - roads; power; markets and storage facilities;
- Sustainability gaps; and
- Policy gaps

JPS undertook the study of the above in the context of specific issues such as land holding/ownership, agricultural inputs, post-harvest issues and natural disasters including draughts and cyclones. The study provided recommendations on the actions required to be taken by GOO to rapidly increase the agricultural productivity of the state, including policy reforms and investment priorities.

**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

### **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 aims 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



**Location:** Maharashtra, India

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

**Funding Agency:** Zilla Parishad, Dhule, Government of Maharashtra

**Period:** Jun. 2003-2003

**Associate Firm:** Nil

- members of the twenty-four (24) VFPMCS to improve their operations; and
- To facilitate VFPMC 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.

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

#### **Brief Description of Project:**

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

#### **Services Provided:**

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

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

### **Evaluation of Impacts in Project Intervention under Uttaranchal Diversified Agriculture Support Project for Department of Agriculture, Government of Uttaranchal**

#### **Brief Description of Project:**

The Diversified Agriculture Support Project (DASP), Uttaranchal, was set up as an independent project in consequent to formation of Uttaranchal state. The principal objectives of the project are, to increase agriculture productivity through support for State's diversified agriculture production system, promote private sector development and improve rural infrastructure through a fully participating approach with total involvement of the farmers and village communities.

**Location:** Uttaranchal

**Client:** Uttaranchal Diversified Agriculture Support Project, Department of Agriculture, Govt. of Uttaranchal

**Funding Agency:** Uttaranchal Diversified Agriculture Support Project, Department of Agriculture, Govt. of Uttaranchal

**Period:** 2002-2003

**Associate Firm:** Nil



#### Services Provided:

- To assess and quantify to the extent possible, the impact of measures undertaken in terms of diversification of area, increase in productivity, balanced use of fertilizers, better animal husbandry and dairy practices and adoption of sericulture by means of a survey of beneficiaries;
- To evaluate the impact of measures taken to promote participative management, public private partnership and private investment in agriculture sector;
- To assess the impact in terms of adoption by farmers other than the direct beneficiaries, of the various demonstrations and technology disseminated;
- To assess the arrangements made for technology dissemination and the methodology being used by the agencies, both government as well as those under privatization of extension services; and
- To evolve criterion for selection of demonstration sites and steps to increase the impact of demonstrations being undertaken.

#### National Level Techno-Economic Feasibility Study – Northern Region for National Horticulture Board, Ministry of Agriculture, Government of India

##### Brief Description of Project:

The National Horticulture Board was set up to promote integrated development of horticulture, to help in co-ordinating, stimulating and sustaining the production and processing of fruits and vegetables and to establish a sound infrastructure in the field of production, processing and marketing with a focus on post harvest management to reduce losses.

#### Services Provided:

- To evaluate the progress made in horticulture in the various states and to make a national plan to stimulate growth of horticulture, a baseline survey was conducted;
- To arrive at a national program;
- To help the Policy Makers to take various decisions;
- Review of the progress made in the last decade; and
- Identify the factors which stimulated or dampened its growth.

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

##### Brief Description of Project:

The objective of the WASMO project was the sustainable access to safe and clean drinking water and sanitation facilities to poorer sections of the Gujarat rural population through ensured full ownership and responsibility of communities and users of their own community managed drinking water and sanitation provisions including full Operations and Maintenance at the village level.

#### Services Provided:

The EAS team was envisaged to advise and support WASMO in:

**Development of effective policies and strategies:** EAS was to assist the Government of Gujarat (GOG) through WASMO to develop a strategy and approach for reforms of the Rural Water Supply and Sanitation (RWSS) sector. These were envisaged to reflect the paradigm shift from central - towards decentralised management. The EAS was envisaged to assist WASMO in identification of key policy

**Location:** Punjab, Haryana, Uttar Pradesh & Delhi

**Client:** National Horticulture Board, Ministry of Agriculture, Government of India

**Funding Agency:** National Horticulture Board, Ministry of Agriculture, Government of India

**Period:** Oct. 2002-2003  
**Associate Firm:** Nil

**Location:** Gujarat, India

**Client:** The Royal Netherlands Embassy

**Funding Agency:** The Royal Netherlands Embassy

**Period:** Oct. 2002-2005

**Associate Firm:**

Royal Haskoning, Netherlands



areas and formulation of effective policies for sector reform.

**Strengthening the organisational and institutional structure:** EAS was to assist WASMO in the development and strengthening of WASMO's organisational structure, including financial and administrative systems and operational procedures. The EAS was to assist WASMO in becoming a facilitating organisation for the sector, which will play the role of a nodal agency for community managed RWSS programmes and have the responsibility of fund changing. The EAS was to assist WASMO in facilitating the network for the sector including Capacity Building Programmes for partners like Panchayati Raj Institutions (PRIs), NGOs and government Institutions

**Development and facilitating community managed RWSS programmes:** EAS was to assist WASMO in developing methodologies and implementing procedures for community managed RWSS programmes. This included integration of water supply, (environmental) sanitation and hygiene; establishment of linkages with integrated Water Resources Management Programmes, initiation of awareness, communication and advocacy programmes.

### **Sector Status Study under the World Bank Supported Maharashtra Rural Water Supply and Sanitation Project (MRWSSP-II) for Government of Maharashtra**

#### **Brief Description of Project:**

The study is to provide a rapid baseline assessment of the water supply and sanitation sector in the state

#### **Services Provided:**

The following are the tasks to be performed by the consultants:

- Reviewing past efforts to mitigate the water supply and sanitation problem in the state.
- Reviewing key programs in the sector including financial allocations
- Reviewing current institutional arrangements for different components of the sector and activities related to planning and delivery of services.

### **Assessment of Options for Institutional Arrangements under the World Bank Supported Maharashtra Rural Water Supply and Sanitation Project for Government of Maharashtra**

#### **Brief Description of Project:**

The development objectives of the proposed project were to (i) increase rural households' access to improved and sustainable drinking water supply and sanitation services; and (ii) institutionalize decentralization of Rural Water Supply and Sanitation (RWSS) service delivery to rural local governments and communities.

The preparatory study was aimed to provide inputs for the design of institutional arrangements required for achieving sustainable RWSS, and to identify the capacity gaps and requirements at various levels for the new institutional model to function effectively.

#### **Services Provided:**

The following tasks were undertaken by JPS:

- Review of the RWSS-specific legal framework and administrative guidelines;
- Assessment of the existing institutional arrangements/models at the state and district levels for delivery of RWSS and sector reform implementation;
- Identification of capacity needs of government institutions and user communities;

**Location:** Maharashtra, India

**Client:** Maharashtra Rural Water Supply and Sanitation Project, Government of Maharashtra

**Funding Agency:** World Bank

**Period:** Sept. 2002-Nov. 2002

**Associate Firm:** Nil

Scot Wilson Kirkpatrick India Pvt. Ltd.

**Location:** Maharashtra, India

**Client:** Maharashtra Rural Water Supply and Sanitation Project, Government of Maharashtra

**Funding Agency:** World Bank

**Period:** Aug. 2002-Nov. 2002

**Associate Firm:**

Scot Wilson Kirkpatrick India Pvt. Ltd.



**Location:** Uttar Pradesh, India

**Client:** Project Management Unit, The SWAJAL Project, Government of Uttar Pradesh

**Funding Agency:** Project Management Unit, The SWAJAL Project, Government of Uttar Pradesh

**Period:** 2000-2001

**Associate Firm:** Nil

DHV  
MDP

- Developing options for alternative institutional arrangements; and
- Designing the preferred institutional arrangement.

### **Uttar Pradesh Rural Water Supply and Environmental Sanitation (SWAJAL) Project - Development Plan for Regional Schemes for Government of Uttar Pradesh**

#### **Brief Description of Project:**

The Uttar Pradesh Rural Water Supply and Environmental Sanitation (SWAJAL) Project had the following two main objectives: 1) to deliver sustainable health and hygiene benefits to the rural population through improvements in water supply and environmental sanitation services, which will increase rural incomes through time savings and income opportunities for women, test an alternative to the current supply driven service delivery mechanism and promote sanitation and gender awareness; and 2) to promote the long-term sustainability of the rural water supply and sanitation sector by providing assistance to the government of Uttar Pradesh to identify and implement an appropriate policy framework and strategic plan. The project's components were as follows: 1) strengthening and operation of the project management unit; 2) selection and construction of water supply and environmental sanitation facilities for single and regional schemes; and 3) studies and sector development. 'SWAJAL' approach to rural water supply and environmental sanitation, started with assistance from World Bank, was a paradigm shift in terms of delivery of sustainable water supply and environmental sanitation facilities. Working in 7 districts of Bundelkhand regions of Uttar Pradesh – Jhansi, Jalaun, Lalitpur, Banda, Chitrakoot, Mahoba and Hamirpur, it had been designed to support a package of investments and process of policy reform to deliver sustainable health and hygiene benefits to the rural population.

The objective of the consultancy assignment was to develop a plan for regional schemes.

#### **Services Provided:**

- Testing feasibility of existing regional schemes;
- Developing implementation strategies for multi-village schemes;
- Review of existing regional schemes;
- Developing eligibility criteria, pre-feasibility activities and planning strategy;
- Development of an implementation plan; and
- Development and implementation of a training programme.

**Location:** Uttar Pradesh, India

**Client:** Project Management Unit, The SWAJAL Project, Government of Uttar Pradesh

**Funding Agency:** Project Management Unit, The SWAJAL Project, Government of Uttar Pradesh

**Period:** 2000-2001

**Associate Firm:** Nil

DHV  
MDP

### **Uttar Pradesh Rural Water Supply and Environmental Sanitation (SWAJAL) Project - Sector Study for Government of Uttar Pradesh**

#### **Brief Description of Project:**

The Uttar Pradesh Rural Water Supply and Environmental Sanitation (SWAJAL) Project had the following two main objectives: 1) to deliver sustainable health and hygiene benefits to the rural population through improvements in water supply and environmental sanitation services, which will increase rural incomes through time savings and income opportunities for women, test an alternative to the current supply driven service delivery mechanism and promote sanitation and gender awareness; and 2) to promote the long-term sustainability of the rural water supply and sanitation sector by providing assistance to the government of Uttar Pradesh to identify and implement an appropriate policy framework and strategic plan. The project's components were as follows: 1) strengthening and operation of the project management unit; 2) selection and construction of water supply and environmental sanitation facilities for single and regional schemes; and 3) studies and sector





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The objectives of the consultancy assignment were the following:

- Identification of key policies and institutional reforms needed to ensure delivery of sustainable rural water supply and sanitation services in the entire State.
- Development of strategic plan for phased implementation of policies and reforms.

#### **Services Provided:**

The Assignment was conducted in three phases.

##### **Phase I:**

- In-depth review of the current sector status and performance which includes: government policies and programmes; institutional arrangements and services delivery systems, regional variations, RWSES sector performances, water resources constraints, use and availability of technology; financing, and sustainability of investments;
- Review of Indian and international best practices in the identified sectors; particularly RWSES and power;
- Identification of crucial issues for improving sector performance.

##### **Phase II:**

- Formulation of a widely-accepted, long-term vision for RWSES Sector development in UP;
- Presentation of the same at Stakeholders' Workshop.

##### **Phase III:**

- Detailing the critical and strategic actions required to move the sector from its current situation towards the future vision;
- Identification of key plan targets in manageable timeframe of 15-10-5 years; and
- Emphasizing stakeholder involvement. Conduct of a workshop for stakeholder involvement.



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