

**PROFILE**

**Institutional Strengthening & Capacity Building  
Projects**





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

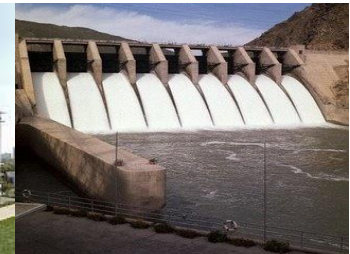
JPS is an ISO 9001: 2015 certified company. We pursue our quality policy and all business units integrate the policy and further strengthened by quality surveillance and project monitoring team.





# Institutional Strengthening & Capacity Building

## FIELDS OF SPECIALIZATION



### Management

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

### Development

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

### Agriculture & Natural Resources

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

### Engineering

- Water & Environment Engineering
- Transportation
- General Engineering



## Institutional Strengthening & Capacity Building

### RANGE OF SERVICES:

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

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



## Institutional Strengthening & Capacity Building

**Location:** Agartala, Aizawl, Gangtok, Kohima and Shillong

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

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

**Period:** October, 2019 – March, 2022

**Associate Firm:** Nil

### RELEVANT EXPERIENCE

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

#### Brief Description of Project:

The Government of India is implementing an investment program to improve urban conditions in North Eastern Region capital cities, namely, Agartala, Aizawl, Gangtok, Kohima and Shillong. The expected impact of the Investment Program is improved environment and well-being of urban residents in the five capital cities. The expected outcomes of the Investment Program are increased access to better urban services for the 1.5 million people expected to be living in the Investment Program cities by 2019. To this end, the Project envisages (i) improving urban infrastructure and services and (ii) strengthening urban institutions for better service delivery by building management and implementation capacity.

#### The Project comprises of two parts:

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

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

#### Services Provided:

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

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

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

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

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

#### Support is to be provided for:

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



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

## **Urban Governance and Financial Reform:**

Provide direct support to all States in relation to the implementation of the reform agenda paying particular attention to ensuring compliance with program covenants and ensure that all actions necessary for successful implementation are met.

## **Program Management and Monitoring**

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

## **Design and Supervision Engineering Services**

- Assist the Investment Program Manager with day-to-day coordination, monitoring and approval activities;
- Coordinate planning, control and management of the work of a multidisciplinary team;
- Develop overall Investment Program Performance Monitoring System (IPPMS) in the form of an MIS system, and continue with the systems already developed such as progress monitoring thru a Monthly Progress report.
- Monitor progress, evaluate results and support the States in the identification and resolution of constraints;
- Oversee the overall quality of construction and States/Contractor compliance with requirements, including compliance with design parameters and materials, occupational health and safety standards, environmental and social safeguard requirements;
- Assist/advise the States in conducting procurement activities in compliance with GOI requirements and assist them in resolving matters pertaining to disagreement/arbitration with contractors;
- Assist the Investment Program Coordination Cell (IPCC) of MoUD in all coordination matters including (a) submission of monthly and quarterly reports and (b) accounting and disbursement matters;
- Assist the IPCC in providing overall guidance to the States in the implementation of urban governance and financial reform agenda, including (a) providing all necessary support to State governments in drafting of documentation for compliance with prescribed covenants.

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

## **Disbursement:**

- Provide direct support to the IPCC Accounts Manager;
- Liaise with senior accountants in SIPMIUs;
- Review payment submissions from the States and their compliance with program objectives, and recommend payments;
- Prepare consolidated cash flows for States/MoUD for submission to the Ministry's Budget Section.
- Prepare consolidated Investment Program projections and support States/MoUD in the budgetary exercise;

## **Water /Wastewater:**

- Review detailed designs prepared by SIPMIUs relating to water supply and





waste water.

- As part of program implementation, specifically monitor the overall progress at State level of NRW monitoring and rectification programs;
- As part of implementation, monitor overall quality of construction of water and wastewater facilities and compliance with agreed designs by contractors, conducting audits together with SIPMIUs as necessary;
- Support the Team Leader in monitoring the implementation of water and wastewater utility programs, particularly in matters pertaining to metering, rationalization of charges, creation of databases and GIS systems etc; and
- Prepare sections of monthly/quarterly reports pertaining to overall implementation of water and wastewater components.

### **Solid Waste Management:**

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

### **Environmental Safeguards:**

- Review IEEs/EIAs and other environmental safeguards documents prepared by SIPMIUs in relation to the program prior to tranche approval to ensure compliance with State/GOI/ADB guidelines;
- As part of implementation, support SIPMIUs in the review of documentation pertaining to environmental compliance (including bidding documents, reviews on-site, reports from contractors etc);
- Conduct audits jointly with SIPMIUs' expert in matters pertaining to on-site Occupational Health and Safety; and
- Prepare sections of monthly/quarterly reports pertaining to overall implementation of environmental requirements under the Investment Program.

### **Social Safeguards and Community Development:**

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

### **Finance & Administration:**

- Release of funds to project states for program execution;
- Preparation of information for parliamentary matters;



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

### MIS & Impact Evaluation:

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

**Location:** 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 – June, 2021

**Associate Firm:** Nil

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

#### Brief Description of Project:

The Ministry of Drinking Water and Sanitation (MoDWS) and the World Bank have jointly developed the Rural Water Supply and Sanitation Project for Low Income States (RWSS-LIS) with an objective to 'improve piped water supply and sanitation services for selected rural communities in the target states through decentralized delivery systems'. The project will promote improved access to water supply facilities created through various types of schemes namely i) Single Habitation Schemes (SHSs) ii) Single Gram Panchayat Schemes (SGSs) iii) Small Multi Village Schemes (SMVs) and iv) Large Multi Village Schemes (LMVs). SVSs and MVs 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 (MVs) and to the Gram Panchayat Water and Sanitation Committee (GPWSC) for Single Village Schemes (SVSs) and the intra-village component of the MVs.

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



## Institutional Strengthening & Capacity Building

**Location:** Agartala, Aizawl, Gangtok, Kohima and Shillong

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

**Funding Agency:** Asian Development Bank

**Period:** May, 2017 – Oct, 2019

**Associate Firm:** Nil

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

### Brief Description of Project:

The Government of India is implementing an investment program to improve urban conditions in North Eastern Region capital cities, namely, Agartala, Aizawl, Gangtok, Kohima and Shillong. The expected impact of the Investment Program is improved environment and well-being of urban residents in the five capital cities. The expected outcomes of the Investment Program are increased access to better urban services for the 1.5 million people expected to be living in the Investment Program cities by 2019. To this end, the Project envisages (i) improving urban infrastructure and services and (ii) strengthening urban institutions for better service delivery by building management and implementation capacity.

### The Project comprises of two parts:

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

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

### Services Provided:

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

### Support is to be provided for:

- Reviewing the subprojects submitted by States in accordance with subproject selection criteria, and processing of the periodic financing;
- Monitoring overall Program implementation and compliance with the agreed implementation program and its timelines;
- Reporting and supervision and
- Consolidating payment/reimbursement requests.

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

#### Urban Governance and Financial Reform:

Provide direct support to all States in relation to the implementation of the reform agenda paying particular attention to ensuring compliance with program covenants and ensure that all actions necessary for successful implementation are met

#### Program Management and Monitoring

- Prepare a common program management system (framework) for all tranches and States and detail out all activities under Tranches; given distance and communication constraints, a web-based system may be most appropriate with MOUD/States access and selected sections for public disclosure.
- Prepare common guidelines for benefit monitoring and evaluation and train all State SIPMIUs accordingly;



## Institutional Strengthening & Capacity Building

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

### **Design and Supervision Engineering Services**

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

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

#### **Disbursement:**

- Provide direct support to the IPCC Accounts Manager;
- Liaise with senior accountants in SIPMIUs;



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

### **Water /Wastewater:**

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

### **Solid Waste Management:**

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

### **Environmental Safeguards:**

- Prepare internal environmental guidelines for the homogeneous preparation, implementation, monitoring and reporting of environmental documents across all





States;

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

### **Social Safeguards and Community Development:**

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

### **Finance & Administration:**

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

### **MIS & Impact Evaluation:**

- Assist the SIPMIUs and agree a framework for common M&E procedures, indicators, and reports under the investment program;
- Assist the SIPMIUs' specialist identifying physical, institutional, and financial data be analyzed to monitor sustainability and impact of project services;
- Support and maintain an IT/Web-based computerized system that enables States/MOUD uploading of program and monitoring information (some for internal access, some for disclosure to the public);
- Support the SIPMIUs in the preparation of surveys and collection of baselines and subsequent levels of information;
- Commission and review third-party independent assessments and discuss with IPCC/SIPMIUs/ADB;
- Support the preparation of the Investment Program Completion Reports (per



## Institutional Strengthening & Capacity Building

Tranche and final).

**Location:** Bihar

**Client:** (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  
Nov, 2016 – Nov, 2017  
Phase – II  
Nov, 2017 – Nov, 2018  
Phase – III  
Nov, 2018 – Oct, 2019  
Phase – IV  
October, 2019 –  
March, 2020

**Associate Firm:** Nil

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

#### Brief Description of Project:

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

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

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



## Institutional Strengthening & Capacity Building

- 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 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 MVSSs will provide piped water supply to households taking into consideration the availability and quality of local water sources, along with catchment area management programs as required for improving source sustainability. The sanitation component will have four focus areas a) household sanitation (household toilets); b) institutional sanitation (community/public toilets); c) environmental sanitation (SLWM, including soak-pits, drains and lane improvements for disposal of sullage and wastewater, and solid waste management for village-wide cleanliness); and d) IEC/behavior change communication (BCC) activities for improved hygiene practices including incentives for achieving 'open defecation free' status.

The State Water & Sanitation Mission (SWSM), Government of Bihar is implementing the above program in the selected ten districts of Bihar namely Patna, Nawada,

**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  
October, 2019 – March, 2020

**Associate Firm:** Nil



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 (DWSM), 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



**Location:** Madhya Pradesh

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

**Funding Agency:** Asian Development Bank (ADB)

**Period:** September, 2016-October, 2024

**Associate Firm:** Tata Consulting Engineers

- O&M Plan for sustainable outcomes.
- Preparation of Operations and maintenance manual

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

### Brief Description of Project:

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

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

### Program Components

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

### Objectives of the Assignment

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

- Contribute to the successful planning, design, implementation and operation of



the Project through the provision of support to the project management offices (PMOs) (which shall include the PMU and PIU) and project implementing agencies (which shall include the EA, IAs and the participating ULBs);

- (ii) Strengthen the planning, engineering, operation and management, and financial capacities of the PMOs and, in particular, the IAs through institutional development by way of on-the-job and external training; and
- (iii) Assist in the monitoring of environmental, social, and financial commitments

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

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

### Services Provided:

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

### Program Safeguards System Compliance

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

### Program Safeguards – Resettlement

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

- Team's sensitization with the requirements and actions for compliance to Program Safeguard Systems (PSS);
- Based on the agreed program documents pertaining to Social Impact Assessment (SIA) and Land and Social Safeguard Management Plan (LSMP), prepare social safeguard documents including resettlement plans specific to each subproject;
- Support PMU in preparing stakeholder Consultation and Participation Plan (CAPP) as a part of project preparation and implementation strategy;
- Screen projects and ensure that components are not located in socially sensitive areas that will cause significant permanent involuntary resettlement and significant impacts on Schedule Tribe/ Schedule Caste Communities;



- Undertake field visits and work in close coordination with Design Consultants, PMU, PIUs and ULBs to ensure considerations regarding social risks and impacts are made and included in project location, design and technical specifications, to avoid or minimise the social impacts to the extent possible;
- Review LSMP and appraise PMU accordingly on extent of impacts on communities, especially poor, vulnerable and ST/SC families;
- Ensure the compliance of sub-project safeguard requirements by the respective stakeholders such as ULB, PIU, Contractor and any other concerned authority;
- Verify the status of land ownerships of the project sites and linear alignments for distributions/network components and rights of way (RoW) based on the land revenue records with support from a Land Revenue Officer;
- Organise public consultation with the affected parties in local language and record the proceedings and submit periodical reports;
- Carry out baseline surveys and implement the requirements of agreed LSMP especially concerning to the activities such as land acquisition, resettlement plan and/or plans for Schedule Tribes/ Schedule Caste communities) , if any in accordance to the PSS;
- Assist the respective PIUs and ULBs and the Land Revenue Officer at the PMU/MPUDC in any land acquisition process including all related issues of public consultation, compensation mechanism and any other necessary actions;
- Assist PIUs/ULBs and PMU in establishing an effective grievance resolution system for ensuring timely resolution of public grievances and complaints either from affected parties or from general public or any other stakeholder;
- Preparing terms of reference (TOR), identification and assisting relevant authorities in engaging the services of an independent third party for validation of land/assets donation activity and its reporting requirements;
- Verify the eligibility of land donation activities, if any, for the project with the engaged independent third party to validate that the donation transactions have met the PSS principles and requirements;
- Monitoring the activities of the independent third party and coordination for ensuring quality and timely reports confirming to PSS requirements;
- Prepare and submit periodical social safeguards compliance report for infrastructure components to the respective PIU and PMU;
- Review and report any deviations proposed to the agreed safeguards management plan by the contractor arising out of change in land requirement due to detailed engineering design and ensure compliance to the PSS;
- Assist PIUs/ULBs to ensure formal and timely announcement of project cut-off dates in the project sites;
- Assist PIUs and PMUs in effective and efficient implementation of LSMP requirements;
- Ensure that public disclosure of the LSMPs is in local language and appropriate means of communication that that can be understood by the affected households and project beneficiaries
- Assist PIUs in Program implementation compliant to the safeguards of all social, and requirements of scheduled castes and tribes;
- Manage and monitor the LSMP implementation and report on compliance of safeguards with key issues and tasks as required to the PMU and PIUs, including support on grievance redressal;
- Assist the PIUs/PMU to ensure compliance to the PSS in all aspects of contract management throughout construction, commissioning, testing and operating phases for all sub-projects;
- Assist PIUs/ULBs and PMU in establishing an effective grievance resolution system for ensuring timely resolution of public grievances either from affected parties or from general public;
- Assist and support the Program's External Monitoring Agency if any appointed for annual audit of Program's compliance to the PSS;
- Undertake concurrent review and periodical evaluation of performance of the



intermediary agencies (PIU and Contractor), involved in the project implementation and apprising of the PMU accordingly;

- Prepare completion reports, safeguards monitoring reports, and issue of progress certificates at various stages of program implementation of respective clusters as well as all future sub-projects if any;
- Prepare and submit report on a regular basis, which shall include but not be limited to the following:
  - Quarterly report on progress and compliance of LSMPs prepared;
  - Monthly report on consultation and disclosure of plans and activities;
  - Quarterly report on grievance and complaint redressed status and resolutions;
  - Monthly report on confirmation of compensation and other allowances paid to the affected people based on the social safeguard mitigation plans prior to the starts of civil works in the project areas; and
  - Quarterly report on public consultation concerning to PSS with the targeted beneficiaries and affected households.

### **Program Safeguards – Environment**

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

### **Preparatory and Procurement Period**

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

### **Detailed Design Engineering**

- Apprise the Contractors on overall PSS and compliance requirements during the design, construction and operation phase;
- Provide approved EARs and EMPs of respective subprojects, and apprise them of the environmental implementations for taking into consideration in detailed design and advise on update of screening checklist and EAR;
- Review the screening checklist updated by Contractor and confirm the category to PMU;
- Lead and assist Contractors/PIUs in any additional public consultation is required based on the changes in the project design and/or location from preliminary





design stage;

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

## **Construction Period**

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

## **Operation and Maintenance Period**

- Periodic review of implementation of EMP measures;
- Advise Contractor and PIU on any corrective / improvement actions if necessary Periodic tasks throughout the PMC period;
- Submit quarterly (construction phase), half yearly (operation phase) environmental monitoring reports consolidated for all bid packages and submit to PMU;
- Conduct semi-annual training and capacity building activities (workshops, hands-on trainings, visits to project sites, etc) in implementation and management of environmental safeguards in MPUSIP at various project phases to the project agencies (PIUs, ULBs, and Contractors);
- Providing support and assistance as required for Program's external monitoring agency, if any appointed, for annual PSS compliance audit;



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

### **Program Safeguards – Social**

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

### **Social Safeguard Requirements**

- Organize stakeholder consultations and workshops at the participating ULBs to ensure informed decision making and sound coordination for successful implementation of the Program as well as robust service delivery to customers;
- Prepare the summary consultation reports and ensure the inclusion of the consultation findings into the project design;
- Customize training and learning material for community mobilisation to develop an inclusive and participatory approach for delivering sustainable services in slum areas;
- Monitoring implementation of social safeguards management plans (LSMPs);
- Ensuring the completion of compensation and other required assistance to affected communities/families due to the project activities prior to the start of civil works or physical/economical displacements;
- Design, contract manage and implement through third party service providers structured communication programs on the aspects of public health, water quality, water conservation, costs of service provision, tariffs and service levels;



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

### **Program Safeguards – Gender**

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

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



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

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

### **Program Monitoring and Evaluation**

Monitoring and evaluation support includes:

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

### **Program Results Assessment**

Program result assessment includes:

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

### **Program Financial Management**

Program financial management support includes:

- Developing a detailed program for effective financial management of the Program funds (grants and loan funds) and developing a detailed disbursement protocols linked to achievement of results indicators;
- Establishing fund flow protocols and assist PMU in ensuring timely release and utilization of Program funds;



## Institutional Strengthening & Capacity Building

**Location:** Uttarakhand

**Client:** Infrastructure Development Investment Program for Tourism, Himachal Pradesh [IDIPT (HP)] Himachal Pradesh Tourism Development Board (HPTDB)

**Funding Agency:** Asian Development Bank

**Period:** 2015 - 2018

**Associate Firm:** Nil

- Undertaking forward planning and monitoring for ensuring timely availability of Program funds for ensuring effective and efficient fund management;
- Identifying and implementing statutory requirements for financial management conforming to both commercial accounting and government accounting practices as required as per local applicable law in Government of MP.

### **Community Based Tourism Activities in Pragpur & Kangra Clusters at Kangra District, under ADB Loan No. 2676-IND, Infrastructure Development Investment Program for Tourism, Himachal Pradesh (IDIPT-HP)**

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

As part of The Infrastructure Development Investment Program for Tourism (IDIPT) project initiative, there is a need to ensure participation of local communities in tourism- related economic and livelihoods activities through capacity building and skill training mechanisms. This has to be done by mobilising the communities and making their collectives and groups so that they are organised not only to participate in management of tourism activities and services but to get access to livelihoods opportunities being generated in the process of implementation of this project. This project has also provided opportunities for eco-tourism in and around Maharana Pratap Sagar, popularly known as Pong Dam which needs to be established as a community-based eco-tourism circuit.

The purpose of this assignment is to:

- Generate sex-disaggregated database in project area and to develop proper marketing strategy for livelihoods of community groups based on market research and elaborate gender-sensitive value chain analysis of the key products.
- Make communities and other stakeholders aware on project activities, need and potential of tourism in their areas and their roles as well as responsibilities.
- Establish community-based societies, institutions and groups and to make them functioning in the management of tourist sites.
- Train selected individuals from this cluster of Panchayats/ Towns on heritage management and tourism-related skills.
- Ensure access for communities and local entrepreneurs including women to tourism related livelihoods and income generation with marketing linkages.
- Ensure availability of related equipments and institutional mechanisms for community-based eco-tourism.
- Establish regulation mechanism in place for fostering community based tourism products including home stay arrangements and traditional culture and crafts with focus on women participation through certification strategy.

#### **Services Provided:**

The scope of work for the assignment is as follows:

##### **(a) Identification of tourism resources and sex-disaggregated data generation on existing Mahila Mandals (Local Women's Organizations)/ youth groups and other community organisations:**

Conduct an entry level workshop at each of the cluster level involving selected representatives from Mahila Mandals, Youth Groups, existing SHGs, and elected representatives of Panchayats / Towns among others. At least 30% participants should be women. Develop cluster level tourism resource inventory/ maps using Participatory Rural Appraisal (PRA) tools for Institutional Diagrams, Seasonal Calendars, Training Need Assessment and other relevant deliverables. Community leaders to spearhead the tourism project would be identified. Digitize Tourism Resource Maps and prepare workshop reports.





**(b) Value Chain Analysis of Key identified products:**

Undertake gender sensitive value chain analysis of key identified products including handicraft (Bamboo, Pottery & weaving), Homestays and water based activities. Prepare methodology & timeline to undertake this assignment in agreement with project management unit and generate a detailed report including action plan for the development & marketing of the above.

**(c) Formation of Community Tourism Groups & institutions along with their registration**

Form user/ activity based Self- Help Groups (SHGs) in Panchayats of each cluster depending on the data generated at the entry level workshop. Promote savings and credit activities within the formed SHGs. Also form Panchayat/ Town Tourism Societies (PTS/TTS) of the stakeholders primarily from the SHGs at Panchayat / Town level registered as cooperatives as key bodies to facilitate the project. Community-based societies/organizations formed by the Firm / Agency have to be functional in the management of natural and cultural heritage sites A statutory body called Panchayat/ Town Tourism Development Committee will also have to be formed to advise the PTS/ TTS.

**(d) Institutional Trainings of PTS/ TTS to manage the entire tourism activities of the clusters :**

Conduct trainings of the formed institutions at Panchayat / town level for their capacity building to manage the entire tourism clusters. It will include management, marketing, accountancy, computerization, conflict resolution, team building etc for selected representatives of SHGs and PTS/ TTS at cluster level.

**(e) Participation in workshop for development of Promotional Material :**

Participate and send local artists in a workshop which will be organised by the Firm / Agency engaged in Dhameta cluster of district Kangra under this project to develop promotional material using community skills. This will be organized involving local artists to generate popular means of educational entertainment including songs, street play etc.

**(f) Conduction of Mass awareness activities in the villages/ towns of the cluster:**

Utilizing various mass media tools , spread awareness in local communities on community tourism , cleanliness, do's and don'ts with tourists, solid waste management etc. This will also be done through published manuals made available in local language. Also organise "Clean village competitions" among Panchayats of the clusters at least twice a year with prizes to be distributed among winning Panchayats and stakeholders.

**(g) Awareness programs among school children:**

Conduct awareness program among school children in the schools of selected Panchayat on tourism, its importance and role of children in tourism added with competitions on tourism especially on solid waste management program may include information on tourism related career pathways by elaborating on tourism-related studies that local students can pursue later. It would be done at least twice in a year in all schools within the clusters and prizes would be distributed among participating children.

**(h) Skill Trainings**

**Conduct following trainings for skill building of community groups ( 30% should be women) and make them capable to access livelihood resources based on tourism:**

- Organise and conduct Cultural Interpretation Guide Training at each of the two clusters for selected members of SHGs / Panchayat Tourism Society (PTS/TTS) which would be residential training for a batch of 20 persons each.



- Organise and conduct Home stays Trainings at basic and advanced level for women of selected Home stays at each of two clusters and it would be non residential for a batch of 20 women of identified Home stays at each cluster level.
- Organise and conduct basic and advanced level Handicraft Production Trainings (for each of Bamboo, Pottery and Weaving) in cluster Pragpur (and not for cluster Kangra town). All these trainings would be non-residential at Cluster Level for selected SHGs' representatives.
- Organise and conduct Handicraft Value Addition and Packaging Training for selected representatives of SHGs in each of the two clusters as non-residential training.
- Organise and conduct basic and advanced level Trekking and Soft Adventure Guide Training in the form of Residential Camp at the cluster Pragpur (and not for Kangra town) for 20 selected SHGs representatives in the cluster.
- Organise and conduct basic and advanced level Boating and Water Based Activity Training as residential training at the cluster Pragpur (and not for Kangra town) for 20 selected SHGs representatives in the cluster.
- Organise and conduct basic and advanced level Mobile Camping Residential Training at the cluster of Pragpur (not for Kangra town) for 20 selected community representatives in the cluster.
- Organise and conduct basic and advanced level Mountain Biking Training as residential camp at the cluster Pragpur (and not for Kangra town) for 20 selected community representatives in the cluster.
- Organise and conduct a Solid Waste Management Training at each of the two clusters on non-residential basis for 20 community representatives in each of two clusters.
- Organise and conduct basic and advanced level non-residential Cooking Training for 20 women of identified Home stays at each of two clusters.
- Organise and conduct residential Cultural Group Training for 20 persons elected from SHGs/ Youth Groups at each cluster to inculcate proper ways to present their culture as well as cultural programs to the tourists.
- Organise and conduct basic and advanced level residential Campsite Management Training at the cluster Pragpur (not for Kangra town) for 20 selected SHGs representatives in the cluster.
- Organise and conduct basic and advanced level non-residential Bird watching Training for 20 persons each at each cluster. Organise and conduct basic and advanced level non-residential Angling /Fishing Interpretation Training for batches of 20 persons of identified SHGs at the cluster of Pragpur (and not for Kangra town).
- Organise and conduct non-residential Ancillary Service Provider Trainings for each of these service providers namely Taxi Drivers; Restaurant and Dhaba Owners; and existing Primary and Secondary Accommodation Providers at each cluster. There would be training for each of these categories in a batch of 25 persons for a day at each cluster giving them manuals as well.
- Organise and conduct basic and advanced level non-residential Communication and Marketing Training at each cluster for representatives of Panchayat/ Town Tourism Societies.
- Organise and conduct basic and advanced level non-residential First Aid and Rescue Training for identified SHG representatives at each of two clusters.
- Organise and conduct training to mature women engaged informal tourism activities.

**(i) Preparation of Training Manual:**

Prepare training manuals on the subject of Home stays. Illustrative descriptions on subject would be essential part of the manual. Manual should not be lengthy and should not contain more than 25 pages. Print 200 copies of the manual.

**(j) Linking trained SHGs and tourism societies to income generation entrepreneurship:**

Link trained SHGs and PTS/TTS to income generation activities by identifying



such opportunities available with various other government schemes of rural and urban development. Develop proposals for SHGs and other community tourism groups and link them to credits and other such facilities for their livelihoods generation.

**(k) Pictorial and Text Documentation of all tourism products in the area:**

Document all tourism products and related activities from all clusters in pictorial as well as text form. Also prepare case notes on successful interventions so that it can be used as learning and knowledge management tool. Highlight success stories of women in tourism. Keep records and prepare activity reports in details with photographs.

**(l) Creation of Cluster Websites, its maintenance and linkage with Master Website:**

Create Cluster Level Websites with creation of blogs, Web 2 Tools and related Websites. Link cluster websites with Master Website developed for this purpose. Maintain it in the format which can be easily accessible by potential tourists.

**(m) Online Promotion of tourism:**

Promote tourism in the areas through Blog, YouTube, podcasts, Face book and all such internet based mechanisms easily accessible and user-friendly to tourists as part of marketing strategy agreed with Program Management Unit of the project.

**(n) Preparation of Brochures and other innovative promotion materials:**

Design relevant brochures on tourism products of your cluster in consultation with Project Management Unit along with maps & contact information. Also produce Banners and Displays to be used at entry level centres.

**(o) Organising tourism event:**

Organise two days residential competition with prizes in the cluster areas on the issue namely, Event – Photography Competition. It would be a mega event to popularize all clusters of the district as tourism attractions.

**(p) Participation in Workshop for making certification rules of Home stays:**

Identify participants from the cluster and make them participate in an interactive workshop which will be organised by another Firm / Agency for discussing and internalising certification rules of Home stays. Implement actual process of certification of Home stays along with developing logo for it. Ensure that all home stays are registered with Department of Tourism and Civil Aviation (DTCA) and they display logo in the cluster areas.

**(q) Certification of guides & other skilled human resources under a single brand:**

Ensure that all guides and other skilled human resources have got certification as per approved norms and guidelines of the DTCA and they represent a single brand so that tourism activities in the area functions within all legalities of the state.

**(r) Addressing Gender and Development in all aspects of the sub-project:**

Ensure that Gender Equity and Women's Empowerment approaches are adopted in all aspects of program design and implementation under this subproject in the cluster. Ensure that women based SHGs are established with effective participation of women (target: 30% participation) in all training and livelihoods activities.

**Coverage for the Study:**

The intervention area of this assignment is spread over two clusters of Panchayats and Towns located in Kangra district of the state as below:

Name of the	Panchayats in cluster	Villages in panchayat



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

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

**Funding Agency:** Asian Development Bank

**Period:** 2015 - 2017

**Associate Firm:** Nil

cluster		
Pragpur	Pragpur	Pragpur
	Garli	Garli
	Dadasiba	Dadasiba
	Sansarpur terrace (town)	Sansarpur terrace (town)
Kangra	Kangra (town)	Kangra (town)

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

### Brief Description of Project:

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

### The Project comprises of two parts:

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

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

### Services Provided:

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

### Support is to be provided for:

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

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



### **Urban Governance and Financial Reform:**

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

### **Program Management and Monitoring:**

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

### **Periodic Finance Request Preparation and Coordination:**

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

### **Design and Supervision Engineering Services**

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





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

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

### **Disbursement:**

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

### **Benefit and Monitoring:**

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



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

### **IT/MIS:**

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

### **Water Supply and Waste Water:**

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

### **Solid Waste Management:**

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



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

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

### **Environmental Safeguards:**

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

### **Social Safeguards:**

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

### **Poverty and Community Development:**

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



## Institutional Strengthening & Capacity Building

- law, (c) introduce services to the urban poor (including earmarking of funds); and
- With guidance from the Benefit Monitoring and Evaluation Specialist, select adequate indicators and ensure progress reporting in IPPMS and quarterly reports.

### Capacity Building:

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

### Consultant Services for Assisting SPMU in the implementation of Capacity Development for Forest Management and Personnel Training Project funded by JICA, Government of Himachal Pradesh

#### Detailed Narrative Description of Project:

The Ministry of Environment and Forest (MoEF), Government of India is implementing a JICA assisted project in the country with the aim of capacity development of the frontline forest staff. The Project is of approximately one and a half-year duration and targets improvement in the training infrastructure and training methodologies. As one of the implementing states of this project, the Himachal Pradesh State Forest Department, Government of HP, contracted JPS for assisting the State Project Monitoring Unit (SPMU) for implementation of Capacity Development for Forest Management and Personnel Training Project. The expertise provided by JPS covers Joint Forest Management (JFM); Participatory Planning and Assessment including Participatory Rural Appraisal (PRA); Communications Skills and Training Methods.

The Project objective is to improve training environment for frontline staff through infrastructural improvements in the State Forest Training Institutes (SFTIs) and improvement of course curriculum and training methodologies, including building up a pool of Master Trainers and Trainers putting emphasis on JFM, thereby strengthening human resource development for sustainable forest management. The targeted state institutions involved are Forest Training Institute & Rangers College, Sundernagar (Distt. Mandi) and Forest Training Institute, Chail (Distt. Solan).

#### Services Provided:

- A) Assist SFD to finalize training materials for frontline staff in terms of forestry and social science (PRA/JFM) and environmental conservation;
- B) Assist SFD to review and, in case it is necessary, to prepare State JFM Guidelines, viz.
- (1) Assist SFD to prepare state JFM handbook and state training guidelines;
  - (2) Assist SFD to develop and finalize the State Training Improvement Plan;
  - (3) Assist Master Trainers in SFD to plan State TOT program and to prepare syllabus for TOT;
  - (4) Assist State Trainers (including Master Trainers) in SFD to prepare training materials for Frontline Staff training based on Himachal Forest Department's "Training Material for Frontline Staff" and other related resources;
  - (5) Assist State Trainers (including Master Trainers) in SFD to prepare syllabus for Frontline Staff training, making reference to model syllabus prepared by Himachal Forest Department and SAPROF study Team;
  - (6) Supervise TOT for trainers and training for frontline staff and give advice to improve their implementation of training (on the job training);
  - (7) Monitor trained frontline staff's practice at the field;
  - (8) Assist SPMU in organizing workshops on relevant issues and document the proceeding for SPMU; and
  - (9) To undertake any other work as assigned by SPMU if necessary.

### Consultancy Services for Assisting State Project Management Unit with the Implementation of JICA funded "Capacity Development for Forest Management and Personnel Training Project", Chhattisgarh

**Location:** Himachal Pradesh, India

**Client:** State Project Monitoring Unit (SPMU), Forest Department, Government of Himachal Pradesh/JICA

**Funding Agency:** Japan International Cooperation Agency (JICA)

**Period:** May, 2014 – April, 2015

**Associate Firm:** Nil

**Location:** Chhattisgarh, India

**Client:** State Project Monitoring Unit (SPMU), Chhattisgarh Forest Department, Government of Chhattisgarh



## Detailed Narrative Description of Project:

The Ministry of Environment and Forest (MoEF), Government of India is implementing a JICA assisted project in the country with the aim of capacity development of the frontline forest staff. The Project is of approximately five-year duration and targets improvement in the training infrastructure and training methodologies. As one of the implementing states of this project, the Chhattisgarh State Forest Department engaged JPS for assisting the State Project Monitoring Unit (SPMU) for the implementation Capacity Development for Forest Management and Personnel Training Project. The expertise expected from JPS is in the field of Forestry including Joint Forest Management (JFM) – Team Leader; Participatory Planning and Assessment including Participatory Rural Appraisal (PRA); Communications skills and Training Methods.

The Project objective is to improve training environment for frontline staff through infrastructural improvements in the State Forest Training Institutes (SFTI) and improvement of course curriculum and training methodologies including building up a pool of Master Trainers and Trainers putting emphasis on JFM, thereby strengthening human resource development for sustainable forest management.

## Services Provided:

- C) Assist SFD to finalize training materials for frontline staff in terms of forestry and social science (PRA/JFM), environmental conservation.
- D) Assist SFD to review and, in case it is necessary, to prepare State JFM Guideline.
  - (1) Assist SFD to prepare state JFM handbook and state training guidelines;
  - (2) Assist SFD to develop and finalize the State Training Improvement Plan;
  - (3) Assist Master Trainers in SFD to plan State TOT program and to prepare syllabus for TOT;
  - (4) Assist State Trainers (including Master Trainers) in SFD to prepare training materials for Frontline Staff training based on Chhattisgarh Forest Department "Training Material for Frontline Staff" and other related resources;
  - (5) Assist State Trainers (including Master Trainers) in SFD to prepare syllabus for Frontline Staff training, making reference to model syllabus prepared by Chhattisgarh Forest Department and SAPROF study Team;
  - (6) Supervise TOT for trainers and training for frontline staff and give advice to improve their implementation of training (on the job training);
  - (7) Monitor trained frontline staff's practice at the field;
  - (8) Assist SPMU in organizing workshops on relevant issues and document the proceeding for SPMU; and
  - (9) To undertake any other work as assigned by SPMU if necessary.

## Consultancy Services for Assisting State Project Management Unit with the Implementation of Capacity Development for Forest Management and Personnel Training Project (JICA funded)

### Brief Description of Project:

The Ministry of Environment and Forest (MoEF) Government of India is implementing a JICA assisted Capacity Development for Forest Management and Personnel Training Project in the country with the aim of capacity development of the frontline forest staff. The Project is of approximately 2 years and targets improvement in the training infrastructure and training methodologies. As one of the implementing states of this project, the Nagaland State Forest Department, Government of Nagaland contracted JPS for assisting the State Project Monitoring Unit (SPMU) for the implementation of this project. The expertise envisaged from JPS is in the field of Forestry including Joint Forest Management (JFM), Participatory Planning and Assessment including Participatory Rural Appraisal (PRA); Communications Skills and Training Methods.

The Project objective is to improve training environment for frontline staff through infrastructural improvements in the State Environment and Forest Training Institute

**Location:** Nagaland, India

**Client:** Member Secretary, State Project Monitoring Unit (SPMU) and Director, State Environment and Forestry Training Institute

**Funding Agency:** Japan International Cooperation Agency (JICA)

**Period:** November, 2013 – April, 2015

**Associate Firm:** Nil





(SEFTI) and improvement of course curriculum and training methodologies including building up a pool of Master Trainers and Trainers putting emphasis on JFM, thereby strengthening human resource development for sustainable forest management.

### Services Provided:

- Assist SFD to finalize training materials for frontline staff in terms of forestry and social science (PRA/JFM) and environmental conservation;
- Assist SFD to review and to prepare State JFM Guidelines;
- Assist SFD to develop and finalize the State Training Improvement Plan;
- Assist Master Trainers in SFD to plan State TOT program and to follow up TOT;
- Assist State Trainers (including Master Trainers) in SFD to prepare training materials for Frontline Staff training;
- Assist State Trainers (including Master Trainers) in SFD to prepare syllabus for Frontline Staff training, making reference to model syllabus prepared by Nagaland Forest Department and SAPROF study Team;
- Supervise TOT for trainers and training for frontline staff and give advice to improve their implementation of training (on the job training);
- Monitor trained frontline staff's practice at the field;
- Assist SPMU in organizing workshops on relevant issues and document the proceeding for SPMU; and
- To undertake any other work as assigned by SPMU, if necessary.

**Location:** South Sikkim

**Client:** Project Director,  
Project Management  
Implementation Unit (PMIU)  
South Asia Tourism  
Infrastructure Development  
Project – India (SATIDP),  
Department of Tourism &  
Civil Aviation, Government  
of Sikkim/(ADB Loan  
No.:2578 – IND)

**Funding Agency:** Asian  
Development Bank

**Period:** September, 2013 –  
2016

**Associate Firm:** Nil

### Preparation of Operationalization Plan & Curriculum Development for Indian Himalayan Centre for Adventure and Eco-tourism, Chemchey, South Sikkim (ADB Loan No.:2578 – IND)

#### Brief Description of Project:

The development of the Indian Himalayan Centre for Adventure and Eco-Tourism (IHCAE), Chemchey, Sikkim is a key sub-regional human resource development initiative designed to support the development of cultural, natural and adventure tourism products and market through training of trainers, managers, operators, guides, and students in the South Asia sub-region; and training of interested tourists. The Indian Himalayan Centre for Adventure and Eco-Tourism (IHCAE) was envisaged to address the critical need for human resource development not only in Sikkim or in India but also in the South Asia sub-region whose economy and people's livelihood largely depends on nature-based tourism. Sikkim, because of (i) its central location easily accessible from all countries in the sub-region, (ii) being a premier destination for nature and culture-based tourism, and (iii) its good practices on sustainable nature- and culture-based tourism, provides the ideal venue for such a sub-regional institute of excellence. Its central location, easily accessible from all countries in the sub-region, being a premier destination for nature and culture-based tourism, and its good practices on sustainable nature- and culture-based tourism, provides the ideal venue for such a sub regional institute of excellence.

The proposed centre is spread over 17 Acres. The construction began in 2005 and as per the physical master plan, and the centre had received funds to complete phase 1 and 2 of the project from the central Ministry of Tourism, Government of India. The activities completed include guest houses, meditation centre, administrative centre and cafeteria. Approval has been accorded for the mountain interpretation centre, administrative block and students hostels. However, lack of funding for training facilities and equipment delayed operationalization. To bridge this gap, Asian Development Bank, in 2008 agreed for a viability gap funding by including it in the list of sub-projects for loan support for SASEC South Asia Tourism Infrastructure Development Project- India (Loan No. 2578, Project No. 39399-IND) to Department of Tourism, Government of Sikkim (DoT & CAv, GoS). For complete operationalization



and implementation of the sub-project goals of IHCAE, Chemchey, the PMIU appointed JPS to assist in executing the said project activity. The project activity comprises of two parts:

- Part A for preparing Operationalization Plan for IHCAE.
- Part B for outlaying & designing the Curriculum Development Plan for IHCAE

The key objective of this consulting assignment is, thus, to outline an operationalization and overall institutional management plan as well as design and outlay proposals for curriculum/course content for the training and educational programme to be carried out in the future- for Himalayan Training Institute for Nature & Culture Based Tourism, Chemchey, Sikkim, India. The central objectives will be to achieve the following outlined goals promoted as part of the tourism policy of Sikkim:

- Ensuring balance between tourism related activities and biodiversity protection, promotion and inclusion in highly sensitive alpine areas of Sikkim;
- Strengthening the planning, development and management skills of the public sector officials at the sub-regional, national, regional, state and district level to ensure that nature and culture based tourism products and destinations are developed on a sustainable and inclusive basis;
- Enhance the skills of site managers of protected and other areas in which adventure and ecotourism takes place with improved local community and the private sector stakeholders participation;
- Increase the number and quality of trained adventure and ecotourism professionals and guides;
- Develop the knowledge of the private sector tour operators and local community ecotourism service providers for sustainable development of nature and culture based tourism products and markets;
- To enhance the human resources & skills in this sector; and
- Focus on employment opportunities that Sikkim could offer in the sub-region where such specialized institutes need to be established.

### Services Provided:

#### **Part A: Scope of Services for Preparation of the Operationalization Plan for IHCAE**

The scope of services for preparation of the Operationalisation Plan for IHCAE, Chemchey include the following:

- Identification and preparation of resource pattern mapping of the local and global potentials and opportunities for IHCAE. Prepare SWOT analysis of these resources and target audiences available globally to provide a specific strategic and directional plan for the institute;
- Identification and preparation of deployment plan of the absolute skills, staffs and other resources demanded by the IHCAE;
- Identification and preparation of partnership plan between IHCAE and with Indian, South Asian sub-regional and Global Institutions involved in education, training and research in ecotourism and other related fields for affiliations, accreditations and recognitions-detailing the acquisition procedures, time frames, meeting their requirements and future expectations;
- Assessment of available and potential allocations and preparation of short term and long term business plan for IHCAE;
- Assessment of scenarios and preparation of marketing, outreach and promotion plan for IHCAE;
- Identification, establishment and development of interest based networking linkages and relationship management plan between IHCAE and other



communities like institutions, schools, colleges, forums, government departments, NGOs, CBOs, etc.;

- Assessment of the policy framework and legal environment and development institutionalization road map for transition of IHCAE from state owned enterprise to a not-for profit organization within 3-5 years;
- Assessment of the investment, stimulation and development options and preparation of the long term institutional development plan for IHCAE;
- Provide an action plan detailing how to improve (a) potential employability opportunities for the eco-tourism professionals (b) increased learning outcomes of the students/trainers;
- Prepare target plans for meeting the needs institutional expansion, new infrastructural needs, training needs, human resources, equipment and other hardware and software needs; and
- Propose methods for improving IHCAE's interactions with tourism industry and help establish it as a premiere institute for research and consultation in eco-tourism and biodiversity in the Asia sub-region.

### **Part B: Scope of Services for Curriculum Development Plan for IHCAE**

The scope of services for designing and outlaying of the Curriculum Development Plan for IHCAE, Chemchey include the following:

- Assess the competitive scenario of curriculum and course content of subjects that are preliminary planned by IHCAE or any other appropriate curriculum that may be significant to the IHCAE's vision or Sikkim's tourism prospect scenario- from both national and international learning about eco-tourism/mountaineering/adventure institutes. Research existing similar curriculum available with other similar institutes and prepare performance indicators (through case studies).
- Identify, access and utilize appropriate subject matter experts in the curriculum development process. Meet and hold consultations with the communities actively working in the field of tourism development, nature promotion, cultural promotion, adventure sports, healthcare & wellness, etc. to refine the draft curriculum needs and interests.
- Develop a full curriculum for the topic area, understanding the nuances of the subjects of nature and culture based eco-tourism, adventure & leisure tourism, health & wellness tourism, and overall tourism planning & product development aspects. The curriculum should include the following components: (a) Competencies; (b) Learning objectives; (c) Lesson plans; (d) classification; (e) its operation and functionality; (f) change monitoring; and (g) risks and mitigations. Design contents and decide activities for short-term courses, vocational courses, tailor made courses, seminar, dissertation (thesis) and onsite training modules.
- Outline the faculties, expertise, support staff, hardware, software, training equipments, physical infrastructure, library resources, research and development facilities, logistics, endowment requirements, social support skills, etc. required by the proposed courses.
- Determine the length & verticality of each proposed courses and outline the optimal strength (number of learners/trainers) it can carry. Also design the course content according to semesters.
- Define guidelines for qualitative and quantitative aspects of exams, practical's and professional practice if required by the curriculum's performance assessments methods.
- Design preliminary roasters for master trainers, academicians, teachers, expertise, etc. for in house and outsourced teaching & training.
- Determine the anticipated actual costs (fee) for academic, extra-curricular, supporting facilities, training modules based on per capita fiscal and resource costs investment. Predict and project the recurring, incremental and risk mitigation costs for the proposed academic activities.



- Include alternative approaches to accommodate the varying knowledge levels of potential attendees as well as the innovative and different learning styles that may be present within a group of attendees.
- Develop an academic evaluation framework for each courses and training module and the core course, to be shared by the training participants.
- Develop a preliminary form and structure for training compendium to support a “train the trainer” approach to curriculum use and application for training the guides, trekkers, mountaineer, etc.
- Help IHCAE for formulating enactments, procedures and time-frames for approvals, recognition and consent for inclusion of the proposed curriculum in the mainstream educational system of the State of Sikkim and subsequently with AICTE, UGC, or any other appropriate national techno-professional courses bodies or councils.
- Limited down-streaming in form of the performance monitoring and assessment by the Consultant team members for this assignment is mandated by the Client.
- In addition, training of Client staffs/line departments/stakeholders/host communities/institutions is a specific component of this assignment.

**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

## 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 (SPA0) for future assignments.

### Services Provided:

- Recruit and train assessment team for carrying out PA of the LSGs allotted in Region-1;
- Study the Performance Grant Manual developed for the Assessment by the project;
- Carry out Annual Performance Assessment (APA) for 338 LSGs (approximately) in Region-1;
- Carry out performance assessment of Local Self Governments (GPs and Municipalities) in the state (in the region allocated) which have received Performance Grant (PG) under KLGSDP during 2011/2012 and 2012/13 financial years and have complied with the conditions for access to Performance Grant (PG) for FY 2013-2014 under the Project, in an objective, neutral, professional , and timely manner in the formats provided by the PMU;
- The assessment is envisaged to cover the performance of GPs and



Municipalities in the areas of revenue generation, public financial and expenditure management, service delivery, operation and maintenance, asset and office management, sub-project implementation and consultative and participatory approaches, as well as compliance with the project's Environment and Social Safeguards Management Framework (ESMF), procurement rules and guidelines, grievance redressal rules and guidelines, etc.;

- The Assessment is also envisaged to include random samples of stakeholder interviews in the respective LSG's jurisdiction to assess the effects of the project's interventions in improving the services delivered by the LSG;
- The Assessment Results are to be consolidated District wise separately for GPs and Municipalities, in the region awarded, for carrying out assessment;
- Each LSG is envisaged to require about 2-3 full working days for reviewing their performance;
- JPS is envisaged to upload the result sheets and or the region wise consolidated report (as advised by the PMU) on the defined portal online and or in the systems installed as directed by the PMU;
- 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:** New Delhi

**Client:** Ministry of Urban Development, Govt. of India

**Funding Agency:** World Bank

**Period:** July 2013 – Feb., 2014

**Associate Firm:** Nil

## Preparation of Training Need Assessment (TNA) and Preparation of Strategic Training Plan under Capacity Building for Urban Development (CBUD) project for Ministry of Urban Development, Government of India

### Brief Description of Project:

The Government of India (GoI) is implementing Capacity Building for Urban Development Project (CBUDP) with the support of the World Bank. CBUDP is configured to provide comprehensive framework for longer term capacity development requirements and incorporates urgent priorities identified by the GoI for the Ministries of Urban Development (MoUD) and Ministry of Housing and Urban Poverty Alleviation (MoHUPA) for capacity development of ULBs in provision of effective service and urban poverty reduction. The Project has two components viz. Component-1: capacity





development for strengthened urban management and Component-2: capacity building for effective urban poverty monitoring and alleviation. One of the important focus areas under Component I of CBUDP is enhancing knowledge and skills of elected representatives and appointed officials and staff of the ULBs.

The objective of the captioned assignment is to design and deliver a demand based training program for elected representatives of ULBs and its officials and staff from a sample (11 cities) of the 30 ULBs that are participating in Component – I of the CBUD Project.

Specific objectives of the assignment are as follows:

- Conduct formal Training Needs Assessment (TNA) for making the learning events relevant to actual training needs of the ULB officials, both elected & appointed, and use the findings of the TNA for the preparation of a Strategic Training Plan; and
- Prepare Strategic Training Plan containing subject area of training, training modules & target groups for each training.

### Services Provided:

- Conducting Training Needs Assessment (TNA) of both elected & appointed officials of the urban local bodies in the four focused areas of the Component – I of the CBUD Project as detailed below:
  - **Financial & FM Reform:** The CBUD project would support ULBs in the key areas of improving budgeting & planning, expenditure management, procurement planning & execution, revenue mobilization (including property tax, development charges & user charges), asset/liability management, accrual accounting, internal controls, auditing, FM information systems, procurement, capacity enhancement of municipal accountants & IT standardization. Implementation & operational planning, including developing strategies for project execution & monitoring and review, including effective quality control procedures will also be supported.
  - **Framework for Urban Planning:** The CBUD project would support ULB reforms to the urban planning process & land management, including pro-poor planning approaches.
  - **Service Delivery:** The CBUD project would support institutional design in ULBs for service delivery, tariff & subsidy design, the functioning framework (including access to capital markets, public private partnerships, & carbon finance), service delivery for the poor, strengthening project planning, implementation, performance planning & benchmarking, and efficient management of social impacts.
  - **Framework for Governance:** CBUD The project would seek to improve the quality of the interactions between local officials and citizens through support for citizen awareness & participation (e.g. citizen scorecards, stakeholder forums) and skills development for elected officials. In addition, to improve transparency, public consultations, citizens forums and measures such as disclosure of finalized audited financial statement would be supported.
- TNA to be conducted by taking a sample of ULBs out of the 30 ULBs that are presently under the purview of Component-I of the CBUDP. Training needs assessment (TNA) of both appointed and elected functionaries of the urban local bodies are envisaged to be conducted in the context of organizational goals and objectives of the urban local bodies (ULBs) by following the steps mentioned below:
- Determine goals and objectives of each department of the ULBs and the skills



## Institutional Strengthening & Capacity Building

required by the appointed functionaries for achieving the goals and objectives and for performing the work assigned to the staff (including the officers) in each department (job description) at each level in the various departments

- Check the competency profile of the staff (including the officers) at all levels in the various departments of the ULBs and highlight the existing skills which the members of the staff (including the officers) have for performing his/her jobs/functions
- Compare the existing skills with the desired skills and determine the training needs of the staff (including the officers) at all levels
- Findings of the TNA & a market assessment of available training courses (covering topics, target groups and duration etc) in various institutions along with the feedback received in the workshop are envisaged to be used for formulating a three-year Strategic Training Plan consisting of (i) Training courses to be conducted in the focus areas of CBUD Project (ii) Training modules for each of the training courses (iii) Target group for each training course (iv) priority based phasing of training courses over a period of three years (v) Exposure trips/ study tours to be conducted on best practices within and outside the country in next three years indicating the topics, duration, places to be visited, and the targeted participants for each trip.
- The Consultants are envisaged to organize a Workshop for the officials of the MoUD and other stakeholders for validation of the draft Strategic Training Plan and incorporate the feedback to be received from the Workshop in the final Strategic Training Plan.

### Outputs and Deliverables:

- Inception Report
- Draft Strategic Training Plan
- Workshop for MoUD and other stakeholders to obtain feedback on the Draft Strategic Training Plan
- Final Strategic Training Plan

### Consultancy Services for Assisting State Project Management Unit with the Implementation of Capacity Development for Forest Management and Personnel Training Project for Department of Forests & Environment, Government of Jharkhand

#### Brief Description of Project:

The Ministry of Environment and Forest (MoEF), Government of India is implementing a JICA assisted project in the country with the aim of capacity development of the frontline forest staff. The Project is of approximately five-year duration and targets improvement in the training infrastructure and training methodologies. As one of the implementing states of this project, the Jharkhand State Forest Department contracted JPS for assisting State Project Management Unit (SPMU) in the implementation of the Project.

The objective of the consultancy assignment is to improve training environment for frontline staff through infrastructural improvements in the State Forest Training Institutes (SFTIs) and improvement of course curriculum and training methodologies including building up a pool of Master Trainers and Trainers putting emphasis on JFM, thereby strengthening human resource development for sustainable forest management. The 3 State Forest Training Institutes involved in this assignment are in Jharkhand, viz. Forester Training School, Mahilong & Ranchi, and Forester & Forest Guard Training School, Hazaribagh.

**Location:** New Delhi

**Client:** State Project Management Unit, Office of the Additional Principal Chief Conservator of Forests, Research and Training, Department of Forests & Environment, Government of Jharkhand.

**Funding Agency:** Japanese International Cooperation Agency (JICA)

**Period:** July 2013 – 2015

**Associate Firm:** Nil



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### Services Provided:

- Prepare Training Material for various levels of frontline staff (Forest Guards, Foresters and Dy. Rangers) in terms of forestry and social science (PRA/JFM).
- Review and, in case it is necessary, to prepare state JFM guidelines.
- Prepare State JFM handbook and state JFM training guidelines for various levels of frontline staff.
- Develop and finalize the state training improvement Plan.
- Plan state TOT programme and to prepare syllabus for TOT
- Prepare syllabus for frontline staff training making reference to model syllabus prepared by MOEF and SAPROF study team.
- Supervise TOT for trainers and training for frontline staff and give advise to improve their implementation of training (on-the-job training).
- Monitor trained frontline staff's practice at field and submit a report regarding the same.
- Prepare a final draft exit policy paper for improving STIS and master training system.
- Assist PMU in organizing workshops as per requirements and document proceedings for PMU.

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

### Brief Description of Project:

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

### The Project comprises of two parts:

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

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

### Services Provided:

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

### Support is to be provided for:

- Reviewing the subprojects submitted by States in accordance with subproject selection criteria, and processing of the periodic financing requests by the States;

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

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

**Funding Agency:** Asian Development Bank

**Period:** 2013 - 2015

**Associate Firm:** Nil



- Monitoring overall Program implementation and compliance with the agreed timelines;
- Reporting to the Investment Program Coordination Cell (IPCC) and supervision of the progress of work by State Investment Project Management Implementation Units (SIPMIUs); and
- Consolidating payment/reimbursement requests received from the respective States.

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

**Urban Governance and Financial Reform:**

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

**Program Management and Monitoring:**

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

**Periodic Finance Request Preparation and Coordination:**

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

**Design and Supervision Engineering Services**

- Assist the Investment Program Manager with day-to-day coordination, monitoring and approval activities;
- Coordinate planning, control and management of the work of a multidisciplinary team;
- Develop overall Investment Program Performance Monitoring System (PIMMS) in the form of an MIS system, agree on the most adequate platform and reporting



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system with the States, ensure its smooth transfer and monitor regular information inputs;

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

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

### **Disbursement:**

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





ADB/GoI accounting/disbursement requirements (b) compliance with quarterly annual targets (contract awards and disbursements) and (c) compliance with recommendations prescribed at both MoUD and State level by program auditors.

### **Benefit and Monitoring:**

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

### **IT/MIS:**

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

### **Water Supply and Waste Water:**

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

### **Solid Waste Management:**

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



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

### **Environmental Safeguards:**

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

### **Social Safeguards:**

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

### **Poverty and Community Development:**

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



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

### Capacity Building:

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

### Training Need Assessment & Development of Training Modules on Incident Response System for Assam State Disaster Management Authority, Government of Assam

#### Brief Description of Project:

Assam which lies at the heart of north-eastern region is one of the most hazard prone regions, with different areas being prone to multiple hazards like earthquakes, landslides and cyclonic storms. Vulnerability to natural disasters combined with socio-economic vulnerability of the people living in the State pose a great challenge to the government machinery and underscores the need for a comprehensive plan for disaster response. Realising the short comings of response mechanism viz. (a) ad-hoc and emergent nature of arrangements and no prior training for effective performance (b) lack of an orderly and systematic planning process (c) unclear chain of command and supervision of response activity (d) lack of proper communication, inefficient use of available resources, use of conflicting codes and terminology (e) lack of predetermined method/system to effectively integrate inter-agency requirements into the disaster management structures and planning processes (f) lack of coordination between the first responders and individuals, professionals and NGOs with specialized skills during the response phase and (g) lack of use of common terminology for different resources resulting in improper requisitioning and inappropriate resource mobilization etc, the Assam State Disaster Management Authority proposed to undertake capacity building and skill development of all stakeholders for effective and efficacious response to disasters through:

- A Training Needs Assessment of the functionaries involved in IRS; and
- Development of need based modules for the different sections as identified in the Incident Response System.

The goal was to ensure that adequately qualified, competent and equipped individuals are available as incident response teams, ready to respond to disaster situations.

The tasks involved were (a) the conduct of training needs of the notified incident Response Team (IRT) members at different levels i.e. State, Districts, Civil Sub division & Revenue circle levels and senior Government officials of the Government of Assam associated with emergency response. Based on the TNA findings, prepare recommendations for training which will enhance the capacity at State, District, Civil Sub Division and Revenue Circle levels to implement the Incident Response System and (b) development of separate training modules for all stakeholders for all levels as per the TNA findings.

**Location:** Guwahati (Assam)

**Client:** Assam State Disaster Management Authority (ASDMA), Government of Assam

**Funding Agency:** Assam State Disaster Management Authority (ASDMA), Government of Assam

**Period:** October 2012 – 2014

**Associate Firm:** Nil



## Institutional Strengthening & Capacity Building

### Services Provided:

- Review and study the NDMA guidelines on Incident Response System;
- Analyse the knowledge and skill requirement for implementing the IRS in Assam;
- Design a strategy for conducting the Training Needs Assessment for implementing the Incident Response System in Assam as per NDMA guidelines on IRS;
- Conduct the TNA on all functionaries of IRS (senior government officials of Government of Assam associated with emergency response; notified incident response team members; disaster specific responders; and emergency operation centre personnel);
- Conduct participatory workshops for the identified target group and other stakeholders to enable them to conduct situation and need analysis in IRS;
- Identify the skill gaps and core training needs as per the target group;
- Delineate the training and non-training need requirements as per the TNA findings;
- Recommend appropriate course contents that will be utilized in designing and developing appropriate training modules in the areas identified; and
- Present a report on the analysis, findings and recommendations to the Evaluation Committee.

### Development of a Viable Business Plan for Establishing National Institute of Urban Management (NIUM) at Hyderabad for the Office of the Commissioner & Director of Municipal Administration, Municipal Affairs & Urban Development Department, Government of Andhra Pradesh

### Brief Description of Project:

Andhra Pradesh Municipal Development Project (APMDP), which is being implemented by GoAP with support from World Bank with a total outlay of US \$ 350 million, seeks to help improve urban services in Andhra Pradesh, and the capacity of ULBs of Andhra Pradesh to sustain and expand urban services. The National Institute of Urban Management, Andhra Pradesh shall be the Andhra Pradesh Urban Academy as envisaged in the first component of the World Bank funded APMDP.

The national Institute of Urban Management, Andhra Pradesh (NIUM) shall be an apex institute of Training & Research in urban affairs. The Institute is envisaged to be the autonomous body registered under the Andhra Pradesh State Societies Registration Act, 2001. It shall evolve into a center of excellence in urban affair management to provide necessary support to the Municipal Administration & Urban Development (MA&UD) Department & the urban local bodies in the state of Andhra Pradesh, and possibly beyond. The institute shall focus on three types of services namely i) Training & Human Resource development both for urban practitioners for government & non government sectors and also include formal training programmes resulting into diplomas & degrees; ii) Research in urban affairs & a repository of information on urban affairs; and iii) Policy & program support for State & Local governments & public representatives. Over a period of time, it is envisaged that the institute shall develop capabilities and leadership in various fields of urban affairs like financial effectiveness & tax administration efficiency, improved service delivery to citizens, urban poverty alleviation and technology up-gradation.

The NIUM will be anchored by the following Centers of Excellence:

- i) Center for Inclusive Planning (CIP)
- ii) Center for e-Governance (CeG)
- iii) Center for Urban Governance (CUG)
- iv) Center for Urban Finance (CUF)
- v) Center for Livelihood and Urban Poverty (CLUP)
- vi) Center for Urban Infrastructure (CUI)

**Location:** Hyderabad  
(Andhra Pradesh), India

**Client:** Office of the  
Commissioner & Director of  
Municipal Administration,  
Municipal Affairs & Urban  
Development Department,  
Govt. of Andhra Pradesh

**Funding Agency:** World  
Bank

**Period:** Dec. 2012 – 2014

**Associate Firm:** Nil



The specific objectives of the assignment are as follows:

- To analyze the training requirements in the urban area with special focus on the state of Andhra Pradesh, identify skill deficit at various level in the sector.
- To analyze the research & policy support needs in the urban sector.
- Developing options for the feasible business model that define the vision, mission, scope staffing & financing for the NIUM.
- To identify institutions both national & international for partnership and support the NIUM in establishing such partnerships.
- Development of guidelines for the implementation & operation of the defined business model.
- Developing a financial proposal.
- Developing a building plan based on the financial plan including architectural drawings & estimates for such buildings plans for NIUM campus in the land available.
- Other steps necessary for establishing NIUM, as may be defined by mutual agreement between the consultant & the government

### Services Provided:

JPS is envisaged to work in close collaboration with AP – MAUD and other relevant authorities, experts & likely clients broadly, to develop options & deliberate essential elements of the business plan for NIUM, including the following:

- Training research & policy support needs assessment in the urban sector.
- Assessment of potential for training, research & policy support.
- Management structure of the institute to be identified with detailed guidelines regarding qualifications, emoluments etc.
- The internal governance structure of the Institute.
- Estimated cost of different services with detailed revenue models.
- Possible funding sources & ways to secure them – Government allocation, fees, no governmental contribution, etc.
- The nature of faculty & staff to recruit or develop – full time, course- or task-specific faculty, visiting faculty etc with their qualifications & emoluments and identification of possible candidates.
- Legal framework.
- Essential physical infrastructure & equipment including building plans, architectural designs & its financial estimation as per existing state government code.
- Identification of related institutions, the unique niches for NIUM to complement them, & cooperative arrangement with them.
- A framework to guide: (a) the compilation & implementation of the business model; and (b) the operation & management of the NIUM in the initial 5 Years;
- Quality control & management.
- Preparation of a training calendar, research calendar & policy support calendar for the institute in detail.

**Location:** Madhya Pradesh

**Client:** State Project Monitoring Unit (SPMU) of Madhya Pradesh Forest Department, Government of Madhya Pradesh

### Funding Agency:

Japanese International Cooperation Agency (JICA)

**Period:** July 2012 – March

**Capacity Development for Forest Management and Personnel Training Project for Madhya Pradesh Forest Department, Government of Madhya Pradesh**

### Brief Description of Project:





The Ministry of Environment and Forest (MoEF), Government of India is implementing a JICA assisted project in the country with the aim of capacity development of the frontline forest staff. The Project is of approximately five-year duration and targets improvement in the training infrastructure and training methodologies. As one of the implementing states of this project, the Madhya Pradesh State Forest Department contracted JPS for assisting State Project Management Unit (SPMU) in the implementation of the Project.

The project objective is to improve training environment for frontline staff through infrastructural improvements in the State Forest Training Institutes (SFTI) and improvement of course curriculum and training methodologies including building up a pool of Master Trainers and Trainers putting emphasis on JFM, thereby strengthening human resource development for sustainable forest management.

### Services Provided:

- A. Assist SFD to finalize training materials for frontline staff in terms of forestry and social science (PRA/JFM), environmental conservation.
- B. Assist SFD to review and, in case it is necessary, to prepare State JFM Guidelines.
  - Assist SFD to prepare state JFM handbook and state training guidelines.
  - Assist SFD to develop and finalize the State Training Improvement Plan.
  - Assist Master Trainers in SFD to plan State Training of Trainer (TOT) program and to prepare syllabus for TOT.
  - Assist State Trainers (including Master Trainers) in SFD to prepare training materials for Frontline Staff training based on Madhya Pradesh Forest Department "Training Material for Frontline Staff" (as attached to this document) and other related resources.
  - Assist State Trainers (including Master Trainers) in SFD to prepare syllabus for Frontline Staff training, making reference to model syllabus prepared by Madhya Pradesh Forest Department and SAPROF study Team.
  - Supervise TOT for trainers and training for frontline staff and give advice to improve their implementation of training (on the job training).
  - Monitor trained frontline staff's practice at the field.
  - Assist SPMU in organizing workshops on relevant issues and document the proceeding for SPMU.

**Location:** West Bengal

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

**Funding Agency:** World Bank

**Period:** June 2012- May, 2015

**Associate Firm:** Nil

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

#### Brief Description of Project:

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

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

#### Services Provided:

- Develop communication and awareness strategy for stakeholders
- Define the criteria for PAPs in the project impact area.



## Institutional Strengthening & Capacity Building

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

The above scope will cover three Projects of WBPCB as below:

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

JPS is required to broadly provide the following outputs:

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

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

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

**Program Management and Monitoring Consultants (PMMC) for the North Eastern Region Urban Development Programme, North Eastern Region Capital Cities**

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



### **Development Investment Program (Phase-I) for Ministry of Urban Development, Government of India**

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

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

#### **The Project comprises of two parts:**

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

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

#### **Services Provided:**

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

#### **Support is to be provided for:**

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

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

##### **Urban Governance and Financial Reform:**

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



### **Program Management and Monitoring:**

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

### **Periodic Finance Request Preparation and Coordination:**

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

### **Design and Supervision Engineering Services**

- Assist the Investment Program Manager with day-to-day coordination, monitoring and approval activities;
- Coordinate planning, control and management of the work of a multidisciplinary team;
- Develop overall Investment Program Performance Monitoring System (PIMMS) in the form of an MIS system, agree on the most adequate platform and reporting system with the States, ensure its smooth transfer and monitor regular information inputs;
- Monitor progress, evaluate results and support the States in the identification and resolution of constraints;
- Provide long-term input to the development of project methodologies;
- Confirm that demand is adequately determined in proposals as per existing guidelines;
- Oversee the quality of designs, selection of appropriate technologies, equipment and materials by the States;
- Oversee the overall quality of construction and States/Contractor compliance with requirements, including compliance with design parameters and materials, occupational health and safety standards, environmental and social safeguard requirements;
- Assist/advise the States in conducting procurement activities in compliance with ADB and Gol requirements and assist them in resolving matters pertaining to disagreement/arbitration with contractors;
- Review updated costs and economic and financial information (including rates of return) prepared by the States for Tranches 2 and 3 prior to submission to ADB;
- Prepare and update overall program implementation schedule and resource requirements;
- Define quality control mechanisms and parameters applicable to all States and coordinate/discuss implementation with SIPMIUs;



- Assist the Investment Program Coordination Cell (IPCC) of MoUD in all coordination matters with ADB, including (a) submission of monthly and quarterly reports and (b) accounting and disbursement matters;
- Assist the IPCC during ADB missions;
- Assist the IPCC in the review and preparation of documentation for Tranches for ADB's approval; and
- Assist the IPCC in providing overall guidance to the States in the implementation of urban governance and financial reform agenda, including (a) providing all necessary support to State governments in drafting of documentation for compliance with prescribed covenants and (b) ensuring the timely submission to ADB after review.

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

**Disbursement:**

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

**Benefit and Monitoring:**

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





### **IT/MIS:**

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

### **Water Supply and Waste Water:**

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

### **Solid Waste Management:**

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

### **Environmental Safeguards:**

- Prepare internal environmental guidelines for the homogeneous preparation, implementation, monitoring and reporting of environmental documents across all States;
- Review IEEs/EIAs and other environmental safeguards documents prepared by SIPMIUs in relation to the program prior to tranche approval to ensure compliance with State/GOI/ADB guidelines;



## Institutional Strengthening & Capacity Building

- Provide recommendations/guide SIPMIUs accordingly and make necessary changes prior to submission to ADB/DEA - ensure consistency in the level of proficiency and presentation of the documentation;
- As part of implementation, support SIPMIUs in the review of documentation pertaining to environmental compliance (including bidding documents, reviews on-site, reports from contractors etc);
- Conduct audits jointly with SIPMIUs' expert in matters pertaining to on-site Occupational Health and Safety; and
- Prepare sections of monthly/quarterly reports pertaining to overall implementation of environmental requirements under the Investment Program.

### **Social Safeguards:**

- Prepare internal guidelines for the homogeneous preparation, implementation, monitoring and reporting of resettlement and indigenous peoples documents across all States;
- Review RPs/IPDPs and other social safeguards documents prepared by SIPMIUs in relation to the program prior to tranche approval to ensure compliance with State/GOI/ADB guidelines;
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- As part of implementation, support SIPMIUs in the review of documentation pertaining to social safeguards compliance (including bidding documents, reviews on-site, reports from contractors etc.);
- Conduct audits jointly with SIPMIU's expert in matters pertaining to timely payments, provision of temporary measures to affected persons by the contractor during construction etc; and
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### **Poverty and Community Development:**

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

### **Capacity Building:**

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

**Location:** Madhya Pradesh

**Client:** Project Implementation Coordination Unit,

MPWSRP, Water Resources Department, Govt. of Madhya Pradesh

**Institutional Strengthening of Madhya Pradesh Water Sector Restructuring Project (MPWSRP) for Water Resources Department, Government of Madhya**



## Pradesh

### Brief Description of Project:

The Madhya Pradesh Water Sector Restructuring Project was aimed at improving the productivity of water in selected basins of the state. The project goal was to improve the overall management of water resources as well as for irrigation service delivery through a combination of institutional strengthening and substantial investments in modernizing about 650 minor, medium and major irrigation schemes covering an area of about 620,000 ha in the five focus basins (Chambal, Betwa, Sindh, Ken and Tons). The objective of the captioned assignment was to envisage a comprehensive program of reforms in management of state's water resources in general and irrigation and drainage in particular. Strategies envisaged to be adopted to achieve the objectives of the Project were as follows:

- To increase productivity of water through effective allocation of water resources amongst sectors by integrated and environmentally sustainable river basin planning, development and management processes including conjunctive use of surface and groundwater resources;
- To achieve efficient, financially sustainable, knowledge based and technically appropriate irrigation and drainage operation through:
  - Enabling institutional, policy and legislative reforms;
  - Use of computer systems to strengthen and improve decision making and enable efficient use of available resources;
  - Sustainable user participation;
  - Modernized irrigation and drainage infrastructure; and
- To improve the living standards of rural poor through enhanced agriculture productivity from intensification and diversification; sustainable management of wetlands and other water based eco-systems.

### Services Provided:

JPS was involved in formulating an implementable Human Resources Development Strategy that addressed the following, amongst others:

- Policies relating to recruitment, promotions and transfers of personnel;
- Manpower and career planning, maintenance of personnel records, pay fixation, promotions, transfers;
- Developing and implementing appropriate performance appraisal system;
- Development of incentive programs for employee motivation;
- Developing and implementing a grievance redressal system;
- Interfacing with unions and other staff related bodies;
- Initiating disciplinary proceedings, punishments and rewards, with appropriate follow-up action;
- All administrative matters related to personnel;
- Assessment of database management requirements of the restructured WRD and preparing an implementation plan for computerization of MIS;
- Assessment of the impact of IT infrastructure and Information Management System (IMS), Geographical Information System (GIS) and computerization in all spheres like planning, design and construction of irrigation infrastructure, administrative management, financial management and technical management;
- Providing process improvement suggestions in the context of new vision and modern tools and technology, need for cost-effectiveness and transparency, involving IT-enabling processes for monitoring and learning;
- Change management activities through structured stakeholder consultations, envisioning goals /objectives, mission, etc. for making MP Water Resources Department (MPWRD) a flexible, learning, forward-looking and effective irrigation service delivery organization in the context of changing realities and trends and formulate performance indicators and monitoring strategy in respect of change management; and



## Institutional Strengthening & Capacity Building

**Location:** Agra, Mathura, Vrindavan, Etawah, Ghaziabad, Muzaffarnagar, Saharanpur in Uttar Pradesh, India

**Client:** U.P. Jal Nigam, Ghaziabad, Government of Uttar Pradesh

**Funding Agency:** U.P. Jal Nigam, Ghaziabad, Government of Uttar Pradesh

**Period:** 2009 – 2011

**Associate Firm:** Egis BCEOM International/EGIS India Consulting Engineers Pvt Ltd, Faridabad

- Preparation of a change management strategy and road map for movement of the WRD from its current role to a department focusing on service delivery promoting public private partnerships. The transitional process and change management strategy embodied the detailed proposals for workshops, seminars and public consultations, etc.

### **Development and Capacity Building of Human Resources for Municipal Operations in 7 YAP Towns of Uttar Pradesh under Reform Action Plan (RAP) Component of YAP- II for U.P. Jal Nigam, Government of Uttar Pradesh**

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

The Yamuna Action Plan Project Phase II was a core project under the National River Conservation Plan of Government of India. The project sought to address the abatement of severe pollution of the River Yamuna by raising sewage treatment capacity, caused by rapid population growth, industrialization and urbanization in the towns of the river basin. YAP II was one of the important projects, being implemented by U.P Jal Nigam through its Project offices at Ghaziabad and Agra. It was being implemented in 3 States of the country (Haryana, Delhi and Uttar Pradesh) and within UP, 8 towns viz Agra, Mathura Vrindavana, Etawah (all under Agra region) Muzaffarnagar, Saharanpur, Noida, Ghaziabad (under Ghaziabad region) have been selected where river Yamuna passes through. The captioned consultancy assignment involved review the current job descriptions for all positions; identifying the skills/competencies which are lacking and assessing the training needs of all staff in the ULBs through undertaking a gap analysis between current and required skills; preparation of a detailed Training Plan for implementation over the next fifteen months covering ULB Staff and elected representatives of the councils; imparting training for enhancing the capacity of ULB Staff through interactive sessions & exposure visits to locations demonstrating 'best practices' and coordinating inputs of trainers, sector experts and all related logistics.

#### **Services Provided:**

- Analyzing and identifying necessary changes to the job descriptions in light of the current tasks & likely changes in the functions to be carried out to by staff at all levels in the ULBs.
- Making job responsibility-specific categorization of personnel.
- Examining functional responsibilities of each department.
- Assessing the role perception of municipal councilors and their awareness about important and relevant provisions of constitution, municipal laws, rules etc.
- Enumerating the tasks to be performed at each level and prepare a 'Job Description Document'.
- Reviewing the inputs provided in the RAP document and carry out a detailed Training Needs Assessment (TNA), benchmarking the level of skills and competence of the ULB personnel to perform efficiently together with identification of areas of training for skill enhancement.
- Preparation of a detailed Training Plan to be implemented over the next one and half years for (a) each category of officers/ staff, (b) for the council level functionaries and (c) for members of the RWA/Ward Committees.
- Examining training delivery capabilities and capacity of ULBs in terms of availability of physical assets and facilities.
- Prioritizing delivery of training for the ULB staff as per the theme of training keeping in mind the present as well as future requirements and needs.
- Preparation of theme based modules and course materials for the training programs.
- Identification and selection of resource persons with relevant experience and expertise for each thematic course/program and implementation of training as per plan through interactive sessions, hands-on-training and exposure visits to locations for demonstrating 'best practices'.
- Designing objective evaluation of staff performance in pre- and post-



## Institutional Strengthening & Capacity Building

**Location:** Bhopal,  
Madhya Pradesh, India

**Client:** Government of  
Madhya Pradesh

**Funding Agency:**  
Government of Madhya  
Pradesh

**Period:** Feb. 2009 - Nov.  
2011

**Associate Firm:** Nil

training/exposure visit sessions.

- Conducting pre-training evaluation so as to verify whether training objectives match the training needs of participants, carry out post training evaluation by the participants to assess the quality of training program.
- Assessment of the training and re-training needed for enhancing the capacity of ULB in terms of service delivery and management of work force.

### **Examination and Assessment of the Quantum of Work Under Different Sections of the Government Departments in Secretariat, Present Process Flow and Present Volume of Work viz-a-viz Manpower for Government of Madhya Pradesh**

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

The Objective of the assignment was to assess the quantum of work under different sections of the government departments in Secretariat; mapping the present process flow; identifying the process redundancies; assessment of grade-wise sanctioned and vacant posts in each section; undertaking job analysis of each section for the major job categories which were decided in consultation with Department Head; review of functions of each section; identifying any functional overlap and consequent redundancies in processes between sections; and providing recommendations on organization design for each section outlining the functions, defining streamlined processes and personnel requirement.

#### **Services Provided:**

- Study of the present status of the manpower with respect to approved positions, vacant positions etc.
- Study of present data and information
- Examining the mandate and mission, goals and objectives with a view to understand the roles and responsibilities of various staff
- Examining Organizational Structure with staffing pattern to understand functional and administrative responsibilities
- Assessment of current management procedures and processes
- Manpower planning and staffing norms
- Identification of cost inefficiency areas
- SWOT analysis of the current scenario of the organization

**Location:** New Delhi,  
India

**Client:** Department of  
Administrative Reforms  
and Public Grievances  
(DAR&PG), Ministry of  
Personnel, Public  
Grievances & Pensions,  
Government of India

**Funding Agency:**  
Department for  
International Development  
(DFID), U.K.

**Period:** 2008

**Associate Firm:** Nil

### **Functional and Strategic Review for Department of Administrative Reforms and Public Grievances, Ministry of Personnel, Public Grievances & Pensions, Government of India**

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

The Department of Administrative Reforms and Public Grievances is the nodal agency of the Government of India for administrative reforms as well as redressal of public grievances relating to the states in general and those pertaining to Central Government agencies in particular. The Department endeavors to document and disseminate successful good governance practices by way of audio-visual media and publications. The Department also undertakes activities in the field of international exchange and cooperation to promote public service reforms. The objective of the captioned assignment was to help DAR&PG strategically review and redesign its organization so that it can act as an 'internal consultant' in the context of reforms agenda of the government. It was expected that DAR&PG will emerge as the bedrock for initiating and driving the agenda of good governance through improvements in structures and processes, promoting citizen centric governance, innovations in e-governance and a clearing house for reform ideas, action and best practices. The scope of the assignment involved a) Assisting the DAR&PG in a strategic review of its current capacities, structures, capabilities and core competencies and help prepare a strategic plan in consonance with its vision and mission; b) Designing an appropriate organization, for implementing its strategic plan, in terms of a structure, systems,





processes, technology and people; c) Formulation of a HR capacity building plan for enabling the various functionaries in fulfilling their envisaged roles in the context of the organization redesign (which included a plan for enhancing the skills for services outsourcing and consultant management); and d) Formulation of an implementation and change management plan.

### Services Provided:

- A critical review of the divisions in the department in terms of their functions and functioning so as to gain an understanding of the AS-IS.
- Help the department, through collective participation, to identify the key strategic issues emerging from the vision and mission statements and the reality of the present organisation.
- Based on the identified strategic issues, identify the gaps in the present organisation design and changes that need to be made in the structure, systems, processes, technology and capacity of the people to fill the gaps.
- Present to the department relevant international experiences in such reform initiating and managing efforts. This provided examples of working models.
- Through a participative process, enable the department to identify an appropriate design, from a set of choices, for implementing its strategy.
- Competency mapping of the various roles in terms of the emerging requirements and identifying the gaps vis-à-vis the existing role-holders and the means to fill them
- Developing a detailed implementation plan with specific milestones for assessing and reviewing the effectiveness of the change implementation effort.

**Location:** Haryana

**Client:** Government of Haryana/JBIC

**Funding Agency:** JBIC

**Period:** 2005- 2008

**Associate Firm:** Nil

### Preparation of Reform Action Plan for Urban Local Bodies in Six Towns (Yamunanagar-Jagadhri, Karnal, Panipat, Sonipat, Faridabad and Gurgaon ) in the state of Haryana under Yamuna Action Plan (YAP) – II for Government of Haryana

#### Brief Description of Project:

As a follow up of Phase-I of Yamuna Action Plan, the Yamuna Action Plan Phase-II (YAP-II), funded by JBIC was initiated. The principal objective of YAP-I was to improve the water quality of the river Yamuna along its identified polluted stretches. Pollution abatement works were taken up in 15 towns out of which 6 are in Haryana (Faridabad, Gurgaon, Karnal, Panipat, Sonapat, and Yamuna Nagar – Jagadhri) and 8 in Uttar Pradesh (Saharanpur, Muzaffarnagar, Ghaziabad, Noida, Vrindavan, Mathura, Agar and Etawah) besides Delhi. For sustainability of the program, YAP-II envisaged development of a 'Reform Action Plan' to improve the capacity and performance of the ULBs in the abovementioned six towns. The objective was to enhance institutional, financial and human resource capacities of the ULBs so that they can undertake the responsibility of O&M of assets created under YAP-I in a sustainable manner. Demand-driven approaches were adopted, wherein the ULBs assess the reform initiatives required and seek funds available under the Reform Fund for implementing those initiatives. The overall approach was to balance disbursement of reform funds on the basis of equity principle (i.e. on the basis of level of investments) and incentive-principle (i.e. reallocation of unutilized funds to those ULBs that demonstrate more reform orientation).

#### Services Provided:

- Preparation of Master Plan/ Feasibility Study and Preparation of Detailed Project Report (DPR) for sewerage works for YAP-III in 8 towns of Haryana (6 towns under YAP-I and Rohtak and Bahadurgarh under YAP-II)
- To assess current situation of the ULBs and identify potential areas of municipal reforms. Facilitate the key stakeholders at the city level to develop a consensus on



## Institutional Strengthening & Capacity Building

**Location:** Arunachal Pradesh, India

**Client:** Water Resources Department, Government of Arunachal Pradesh

**Funding Agency:** The Asian Development Bank

**Period:** Jan, 2008- June, 2008

**Associate Firm:** Kellong Brown & Root Pty Ltd

the prioritization and sequencing of reforms. Develop an actionable Reform Action Plan (RAP) for each ULB and facilitate the ULBs in seeking State-level approval for RAPs and funding support under the Reform Fund of YAP-II for implementing specific reform initiatives.

- Assistance to PHED in formulation of water quality management programs with a view to assess the impact of the project on the river water quality. Public Participation and Awareness (PPA) program aimed at enhancing direct involvement of beneficiary public in the program and public acceptance of YAP works

### **TA 4814-IND Project Processing and Capacity Development-Package 10: Preparing the North Eastern Integrated Flood and River Bank Erosion Management Project for Water Resources Department, Government of Arunachal Pradesh**

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

The Assam Integrated Flood and Riverbank Erosion Risk Management Investment Program (AIFRERMIP) was aimed to enhance the effectiveness and reliability of flood and riverbank erosion risk management (FRERM) systems in three existing flood embankment systems (or subprojects) protecting urban, suburban, and other strategic areas of Assam. The Program also aimed to strengthen the policy, planning, and institutional bases to support better FRERM operations. Comprehensive and adaptive structural and non-structural FRERM measures were provided in the three subproject areas. The captioned technical assistance (TA) supported the preparation of the North Eastern Integrated Flood and Riverbank Erosion Management Project (NEIFREMP) for Arunachal Pradesh (AP), with four components:

- Sector review, strategy and action plan preparation for integrated flood and riverbank erosion management (FREM) at the state level
- Sample subproject selection and feasibility studies
- Institutional development and investment roadmap
- Investment packaging

#### **Services Provided:**

JPS supported the development of a comprehensive framework for FREM, adopting an integrated approach on the basis of river basins in AP, and incorporating regional perspectives. Investment programs were aimed at ensuring improvement in management systems from scheme identification to maintenance with beneficiary participation, with an emphasis on higher cost effectiveness, efficiency, transparency, and sustainability. This also was supported by appropriate non-structural programs along with strengthening of policy and institutional framework. Services provided included the following:

- Sector Review and Preparation of Strategy and Action Plan
- Sample Subproject Selection and Feasibility Studies
- Sample Subproject Selection and Exploration of Design Options
- Beneficiary Participation and Social Assessments.
- FREM Technical Assessment and Design
- Complementary Program Assessments
- Safeguards Assessments
- Feasibility Studies and Sub-Project Implementation Plan
- Institutional Development Roadmap and Investment Programs
- Integrated FREM and IWRM
- Sustainable Maintenance Funding
- Investment Programming and Roadmap
- Project Packaging
- Organisation of Workshops and Seminars



## Institutional Strengthening & Capacity Building

**Location:** Hyderabad, Andhra Pradesh, India

**Client:** Hyderabad Urban Development Authority, Government of Andhra Pradesh

**Funding Agency:** The Royal Netherlands Government

**Period:** 2003-2007

**Associate Firm:** DHV Water BV, MDP Consultants, STUP Consultants

### Technical Assistance to the Lake Component of the Green Hyderabad Environment Programme for Hyderabad Urban Development Authority, Government of Andhra Pradesh

#### Brief Description of Project:

Hyderabad Urban Development Authority (HUDA) had undertaken an ambitious programme of Integrated Urban Lake Conservation as part of the Green Hyderabad Environment Programme (GHEP) with the objective of sustainable improvement of living environment of the urban population in Hyderabad Development Area. 87 lakes were prioritized to conserve, treat and manage in HDA area. The goal of the captioned TA was to strengthen Hyderabad Urban Development Authority in the management and implementation of the lake treatment component of the Green Hyderabad Environment Programme (2002-2006), in order to fully equip HUDA with the skills and means to continue a set of pro-poor pro-gender lake treatment activities in the Hyderabad area, and to undertake its assigned tasks and duties with respect to the management of urban lakes in Hyderabad after the programme period has elapsed.

#### Services Provided:

- A report on existing data gaps and a plan for the filling of identified gaps
- Assist HUDA in the design & development of an operational MIS for programme activities
- Institutional strengthening including training needs and transfer of knowledge.
- Methodology for pro-poor sustainable lake treatment and management
- Development of impact and benefit assessment indicators related to environmental, social and economic aspects for lake treatment and management
- Strategy formulation for involvement of community based organizations and the NGOs Implementation for Phase II of the programme.

**Location:** Gujarat

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

**Funding Agency:** The Royal Netherlands Embassy

**Period:** 2002-2002

**Associate Firm:** Royal Haskoning, Netherlands

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

#### Brief Description of Project:

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

#### Services Provided:

- **Development of effective policies and strategies:** The EAS involved assisting the Government of Gujarat (GoG) through WASMO to develop a strategy and approach for reforms of the Rural Water Supply and Sanitation (RWSS) sector to reflect the paradigm shift from centralised to decentralised management. The EAS assisted WASMO in the identification of key policy areas and formulation of effective policies for sector reform.
- **Strengthening the organisational and institutional structure:** The EAS involved assisting WASMO in the development and strengthening of WASMO's organisational structure, including financial and administrative systems and operational procedures as well as assisting WASMO in becoming a facilitating organisation for the sector to play the role of a nodal agency for community managed RWSS programmes with the responsibility of fund changing. The EAS



**Location:** Uttarakhand,  
India

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

**Funding Agency:** World  
Bank

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

**Associate Firm(s):** Nil

assistance to WASMO included supporting the network for the sector through capacity building programmes for partners like Panchayati Raj Institutions (PRIs), NGOs and government Institutions.

- **Develop and facilitate community managed RWSS programmes:** The EAS also assisted WASMO in developing methodologies and implementing procedures for community managed RWSS programmes. This included integration of water supply; environmental sanitation and hygiene; establishment of linkages with integrated water resources management programmes; and initiation of awareness, communication and advocacy programmes.

## **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 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. "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:**

- Output 1: 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 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/SWSM 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.

**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(s):** Nil

## **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.





## Institutional Strengthening & Capacity Building

- **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(s):** 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:** Delhi

**Client:** Human Settlement Management Institute (HSMI)/ HUDCO, Ministry of Urban Development, Government of India

**Funding Agency:** Human Settlement Management Institute (HSMI)/ HUDCO

**Period:** 2006  
**Associate Firm:** Nil

## **Restructuring of Human Settlement Management Institute (HSMI) as a Centre of Excellence for Housing & Urban Development Corporation (HUDCO), Ministry of Urban Development, Government of India**

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

Human Settlement Management Institute (HSMI), New Delhi was established in 1985 by the Housing and Urban Development Corporation Ltd. (HUDCO) to undertake training and capacity building in the Urban Sector. The objective of the captioned assignment was preparation of vision and objectives of HSMI as a professional and academic institute of high repute taking into account research, training, academic courses, consultancy and networking services to be taken up in HSMI; evaluation of alternate methods to register HSMI as an autonomous body (Society) including through an Act of Parliament and suggestion thereon for detailed modalities; feasibility and functions for conversion into a separate society; specific assessment of manpower requirement/ manpower deployment plan for professional and academic activities



## Institutional Strengthening & Capacity Building

taking into account proposed restructuring as well as assessment of existing staff, backlog and scope for outsourcing; preparation of strategic business plan for short term, medium-term and long-term scenario; financial estimates and arrangement including contribution from MOH&UPA and HUDCO, resource mobilization plan covering contribution of corpus funds from all the stakeholders including MOH&UPA and HUDCO; detailing for arrangements of space, facilities and fund for transition period i.e., till the shifting of HSMI to its own campus.

### Services Provided:

- Create HSMI as a Centre of Excellence to cater to the capacity building needs of the human settlement sector including the housing and urban sector in the country.
- Assessing the capacity building needs and requirements of HSMI
- Considering the needs for networking at both domestic as well as international levels
- Environmental analysis including a SWOT analysis
- Drawing up HSMI's vision and the business strategic plan
- Working out the manpower requirements for a smooth transition of HSMI based on the assessment of HSMI's business plan

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

#### Brief Description of Project:

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

### Services Provided:

- Developing a framework for promoting and strengthening community-based approaches to groundwater management involving all the stakeholders with an emphasis on the participation of vulnerable groups (e.g. women, landless, tribals) to have a greater voice in decision-making, through focus group discussions.
- Identifying different groups of stakeholders (including the beneficiaries, those who can influence the project outcome like NGOs and CBOs, project promoters and implementers, affected persons etc.), their concerns, roles and responsibilities in planning, implementing and monitoring the pilot projects.
- Developing strategies to mobilize communities to form ground water user groups at different levels (village/Gram Panchayat (GP)/pilot area) and examine and suggest institutional arrangement for the implementation of the pilot projects to ensure the representativeness, effectiveness, and sustainability of ground water institutions.
- Address issues of gender and other vulnerable groups.
- Focus on the agricultural situation in the project area and its relationship with the ground water.
- Budget the ground water usage by assessing the use of ground water by various stakeholders and by purposes - agriculture, drinking, industrial activities,

**Location:** Rajasthan

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

**Funding Agency:** Government of Rajasthan

**Period:** 2005-2006

**Associate Firm:** Nil



## Institutional Strengthening & Capacity Building

construction, etc. and identify problems faced and areas of minimizing ground water requirements and possible reallocation of water.

- Assess the hydrological situation in terms of both surface and ground water resources. The assessment of ground water resources included a census of wells in each of the pilot areas, types of wells (manual, mechanical and electrical), density of wells, water level by seasons, and usage of well water by purpose (drinking, agriculture, industries, etc.) and problems faced by the owners/users.
- Identify the type and extent of adverse impact on people occupying/using lands required for physical works under the Project, irrespective of the ownership of land required.
- Ensure participation of tribal communities in the project.
- Analysing the possible legal framework for regulating and managing ground water, institutional strengthening, capacity building on community based ground water management and outlining key enabling policy reforms that would be required in the short, medium and long-term.
- Outlining institutional arrangements and capacity building required to successfully implement the ground water pilot projects, taking into account the operations of other community based groups (like watershed development committees) and develop adequate linkages between ground water committees and other users groups/Panchayat Raj institutions.
- Integration of awareness building to regulate ground water usage, social conflict resolution mechanisms, participatory decision-making as well as community training in a number of skills including participatory monitoring and evaluation, book keeping, financial management, etc. in IEC strategy, training strategy and programme proposed for groundwater component.
- Provide a framework including parameters/indicators and institutional arrangement for monitoring the implementation of pilot projects.

**Location:** Uttar Pradesh

**Client:** National Capital Regional Planning Board, Government of India

**Funding Agency:** National Capital Regional Planning Board, Government of India

**Period:** 2005- 2006

**Associate Firm:** WAPCOS

### Consultancy Services for a Study on Water Supply and Its Management in National Capital Region for National Capital Regional Planning Board, Government of India

#### Brief Description of Project:

The National Capital Region (NCR) in India was constituted under the NCRPB Act, 1985; the key rationale was to promote balanced and harmonized development of the Region, and to contain haphazard and unplanned urban growth by channelising the flow and direction of economic growth (on which the urban phenomenon feeds) along more balanced and spatially-oriented paths. The objective of the captioned study was to prepare a functional plan for water which will give a solution to the water requirement for National Capital Region focusing an identification of all the potential surface water sources, ground water aquifers, inter basin transfer of water, demand supply gap, leakages in the existing supply system etc., and to evolve a mechanism for improving the water supply scenario in the region including water management.

#### Services Provided:

- **Legal and Institutional Development:** Review and analyse institutional models of delivery in the water supply sector including institutional restructuring and economic instruments for demand management mechanism to optimize the use and also to ensure that the poorest of the end users are not deprived of water; undertake a SWOT Analysis of various options for alternative institutional arrangements; assessment of the applicability of the private sector participation in water sector on the lines of telecom and power sector; development of a framework for sector reforms to enable PSP; assessment of the changes required in legal framework for reforms in water sector and to evolve a regulatory framework for sustainability of water sector reforms including private sector participation in water supply sector.
- **Finance:** Assessment of the requirement in the Finance sector. Existing modes of



## Institutional Strengthening & Capacity Building

funding; study of existing financial framework viz. i) assessment of financial requirements and resource mobilization strategy; and (ii) assessment of existing tariff structures in selected towns from the perspective of O&M cost recovery in particular.

- **Urban Development:** Reviewing the current land use pattern of the NCR; provide inputs related to urban planning aspects of various water supply projects to NCRPB; collection of available data, maps, details of past schemes, reports for project cities; supervise and organise various surveys required for master planning of the Water supply in NCR; reviewing the current development plans of the urban areas; provide guidance on preparing concept designs and master plans wrt water supply; and prepare report to check further encroachments and remedial measures.
- **GIS:** To procure relevant GIS imageries from National Remote Sensing Agency (NRSA), Hyderabad and Indian Institute of Remote Sensing (IIRS), Dehradun; to obtain relevant maps or from the State Government Departments; to digitize these maps and imageries for utilizing them in the project; to assist the Team in carrying out water resource studies using GIS techniques, land use and infrastructure maintenance.
- **Surface Water Supply Component:** To prepare and update water demand for domestic, institutional, commercial, industrial and agricultural; analyze present coverage and need for additional water production; analyze unaccounted water and suggest measures for reduction; access transmission and distribution basis; assessment of various water resources and study possibility of inter basin / sub basin transfer; preparation of cost estimates; suggested use of waste water for non-drinking purposes.

**Location:** Maharashtra

**Client:** Water Supply & Sanitation Department, Government of Maharashtra

**Funding Agency:** The World Bank

**Period:** 2005-2006

**Associate Firm:** Nil

### Assessment of Options for Institutional Arrangements – Maharashtra Rural Water Supply & Sanitation Project (MRWSSP)-II for Water Supply & Sanitation Department, Government of Maharashtra

#### Brief Description of Project:

The objective of the Maharashtra Rural Water Supply and Sanitation Project in India is to assist the Government of Maharashtra in: - increasing rural households' access to improved and sustainable drinking water supply and sanitation services; and - institutionalizing decentralization of Rural Water Supply and Sanitation (RWSS) service delivery to rural local governments and communities. The objective of the captioned study was to provide inputs for the design of the 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:

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

**Location:** Maharashtra

**Client:** Water Supply & Sanitation Department, Government of Maharashtra

### Six Monthly Social Audit under World Bank funded Jalswarajya – Maharashtra Rural Water Supply & Sanitation Project (MRWSSP) –II for Water Supply & Sanitation Department, Government of Maharashtra

**Funding Agency:** The World Bank





## Institutional Strengthening & Capacity Building

### Brief Description of Project:

The objective of the Maharashtra Rural Water Supply and Sanitation Project in India is to assist the Government of Maharashtra in: - increasing rural households' access to improved and sustainable drinking water supply and sanitation services; and - institutionalizing decentralization of Rural Water Supply and Sanitation (RWSS) service delivery to rural local governments and communities.

- The objective of the captioned assignment was to ensure that the project is 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 proposed to cover 3 pilot districts and 6 other scale-up districts and was aimed at addressing both qualitative and quantitative issues.

### Services Provided:

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

- Hold Initial discussions with RSPMU officials and review the progress of community building process under Jalswarajya.
- Conduct qualitative and quantitative surveys through an appropriate mix of survey instruments such as questionnaires and focus group discussions.
- Assessment of the institutional building 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 etc.

**Location:** Chhattisgarh

**Client:** Water Resources Department, Government of Chhattisgarh

**Water Users Association Empowerment for Improved Irrigation Management in Chhattisgarh Project for Water Resources Department, Government of Chhattisgarh**

**Funding Agency:** Asian Development Bank

**Period:** 2005-2012



## Brief Description of Project:

The purpose of the seven-year Technical Assistance project was to help develop (i) an enabling framework and capacity for effective WUAs that will be able to assume responsibility for irrigation system management and operation and maintenance (O&M), and (ii) farmer capacity for diversified and rabi (dry season) cropping. An additional goal was to integrate monitoring and evaluation (M&E) into project activities with broad stakeholder involvement. The TA was envisaged to result in the following: (i) creation of a WUA Capacity Development Program that will provide core training for WUAs throughout Chhattisgarh; (ii) a Training of Trainers (ToT) program to develop the skills of project contracted staff and Water Resources Department (WRD) staff who will train WUAs in the field; (iii) development and refinement of the process for WUA participatory rehabilitation and upgrading of irrigation systems under the ADB project including needs assessment, design, construction supervision; (iv) support to develop a comprehensive institutional framework for participatory irrigation management (PIM) and WUAs in Chhattisgarh, including a revised PIM Act, a standardized contract outlining management responsibilities for WRD and WUAs, and development of bylaws that specify responsibilities of WUAs and their members; (v) a capacity development program to assist WUAs and farmers with improved farm practices for rabi and diversified cropping; and (vi) development of an M&E program that addresses livelihood impacts and includes WUA participation.

## Services Provided:

### Phase 1 – Revision of the PIM Act

- A PIM Act already exists as a legacy from the reform process undertaken in Madhya Pradesh in 1999; WUAs were established and their rules and regulations defined. The Project was to provide assistance to strengthen the institutional and policy framework and including a revised PIM Act. The review envisaged was to make the existing Act more effective and relevant to the situation in Chhattisgarh.

### Phase 2 – Capacity Building for WUA Empowerment

- **WUA Mobilization:** The TA consultants, with support of the Project consultants and WRD, contracted an NGO to execute WUA mobilization and an awareness campaign to inform WUAs about revised PIM policies, basic WUA organization, and the coming elections as a means to initiate the WUA development process.
- **CIDP - WUA Capacity Development and Support:** TA consultants trained WRD staff for the PIM Unit to be developed under the project and provided capacity development to ensure WUAs manage irrigation systems effectively, develop rabi and diversified cropping, and provide sustainable O&M after Project R&U.

In summary, the activities of JPS included: (i) development of WUA Capacity Development Program (WUACDP) that will provide core training for WUAs throughout Chhattisgarh; (ii) a training of trainers program to develop the skills of NGO members and WRD staff who will be involved in delivering training to WUAs in the field; (iii) development and refinement of the process to be used for WUA participatory rehabilitation and upgrading of irrigation systems under the ADB project; (iv) support to develop a comprehensive institutional framework for PIM and WUAs in Chhattisgarh including a revised PIM Act; a contract process outlining management responsibilities between WRD and WUAs; and development of bylaws that specify responsibilities between WUAs and their members; (v) a capacity development program to assist WUAs and farmers with improved farm practices; and (vi) development of a monitoring and evaluation program that will be institutionalized into WRD activities.

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

**Gangtok and Shillong South Asia Regional Water Supply and Sanitation**

**Client:** AusAid

**Funding Agency:** AusAid



## Program

### Brief Description of Project:

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

### Services Provided:

- Economic/financial Management;
- Estimation of the ability and willingness to pay for; water, sewage collection, treatment and disposal, and low cost environmental sanitation services;
- Provision of options for future tariffs and tariff structures for water supply, sewage collection, treatment and disposal, and solid waste services;
- Development of baseline data from which changes in service delivery can be assessed in the future;
- Assessment of the financial and economic impacts of potential demand management strategies;
- Community development/ participation;
- Identification and establishment of close, regular contact with institutions responsible for UWS&ES service delivery and appropriate community groups, civil society organisations and NGOs, with a view to facilitating and supporting the development of collaborative partnerships and the establishment of joint stakeholder committees;
- In close consultation with community groups in selected areas, provision of inputs for the analysis of existing UWSS services and facilities and identification of community needs in these areas;
- Selection and appointment of suitable local NGOs to assist in the conduct of surveys, workshops, pilot and IEC activities, and provide ongoing supervision and guidance to these contracted NGOs;
- Preparation and supervision of the conduct of baseline attitudinal surveys and workshops among relevant institutions to establish current levels of awareness and understanding of community needs and their ability to respond effectively to these needs, particularly to those of women and poor and vulnerable households;
- Support the development of the 'Consumer Cells' within PHED and other relevant departments together with other practical measures to increase community participation in UWS&ES service provision, and support the development of an appropriate consumer/user orientation and high gender and poverty awareness among PHED and other relevant government agency staff and among contracted NGOs;
- HRD/training:
  - Undertaking a detailed training need analysis of NGOs and CDWs involved in project activities and staff of government agencies involved in UWS&ES;
  - Recommendation, design and supervision of appropriate training to be undertaken by government and non-government staff;
- Information Education and Communication;
  - Development of an IEC campaign that incorporates materials and activities designed to increase community awareness of WS&ES issues and maximises community participation in the project;
- Assistance to relevant agencies to develop their institutional capacity with regard to IEC;
- Evaluation of the impact of the IEC campaign on hygiene behaviours and adjust activities as appropriate;



## Institutional Strengthening & Capacity Building

**Location:** Assam

**Client:** Government of Assam/ Asian Development Bank

**Funding Agency:** Asian Development Bank

**Period:** 2003-2005

**Associate Firm:** International Consulting Group, Australia

- Provision of technical assistance and support for the IEC working group to identify priority audiences and materials/activities to be developed;
- Institutional strengthening/development;
- Assessment of the efficiency of local agencies in carrying out their mandate, with particular reference to Urban Water Supply & Environment Sanitation (UWS&ES);
- Review and documentation of operating procedures of local agencies and make recommendations on potential improvements;
- Assistance to the local agencies to improve UWS&ES strategic and organisational planning processes;
- Assistance and advise on the establishment of a new autonomous WS&S entity.

### Budget Procedure Reform, Computerization and Expenditure Management for Government of Assam

#### Brief Description of Project:

The TA was envisaged to strengthen Government of Assam's capacity to implement MTFRP by supporting (a) the establishment of a legislative framework for improving the state's fiscal management and fiscal reporting; (b) improvement of the state's planning and budgeting process; (c) strengthening of the expenditure management and control; (d) improvement of public sector service delivery by supporting the preparation of a functional assessment of the state administration, and the development and evaluation of options for its organizational restructuring and right sizing; and (e) exploration and piloting of e-governance options for improving staff relations, and procurement and disbursement processes.

#### Services Provided:

- Establishing a legislative framework for improving fiscal management: Supporting the development of the legislative framework for improving the state's fiscal management and fiscal reporting.
- Improving public sector planning and budgeting: Supporting the implementation of effective planning and budgeting practices that focus on enabling the state to better allocate resources, improve fiscal performance and ensure fiscal sustainability.
- Strengthening public sector expenditure management and control: Supporting the implementation of efficient and effective procurement, treasury and payment systems; strengthening of financial management and reporting systems to improve transparency and accountability.
- More effective public sector service delivery: Supporting the development of a strategy and action plan to implement civil service reforms and enable more effective use of HR in government service.
- E-Governance: Explore e-governance options to improve the efficiency and effectiveness of public service delivery; improve transparency of processes and facilitate ease and equality of access. Specific options explored include establishing an electronic database of personnel/employee records for access to staff benefits and/or personnel records; establishing electronic links with suppliers; improving the transparency, efficiency and speed of procurement and payment; establishing electronic links with banks; improving cash management; enhancing the transparency, ease of access and speed of payment to suppliers and, more importantly, government employees and pensioners.

**Location:** All over the Country

**Client:** Integrated Watershed Development Project Office, Government of Himachal Pradesh.

### Integrated Watershed Development Project Hills II (Financial Management Technical Support Consultancy), IWDP Office, Government of Himachal Pradesh

#### Brief Description of Project:

**Funding Agency:** Integrated Watershed



The objectives of the assignment were:

- To improve the productive potential of the Shiwaliks and the Karewas by evolving watershed treatment technologies and community participation approaches. Watershed protection and development includes watershed treatment; fodder and livestock development and rural infrastructure development; and
- To assist the states with institutional development and consolidate progress already made in harmonizing approaches to watershed development management among various programmes operating in the Shiwalik hills. Institutional strengthening includes policy reforms, studies on human resource development; beneficiary capacity building; income generating activities for women; information management; monitoring and evaluation; and support for strengthening project management

#### Services Provided:

- To ensure that all financial management aspects (including necessary financial and accounting aspects) of the project in the state are satisfactorily handled.
- Provide required technical support to project financial staff, including hands-on operational support, and be responsible to ensure that the service standards for financial management activities indicated in the Project Financial Management Manual are met.
- To provide training to project financial staff and enhance skills of project financial staff in improved financial management practices and develop their skills for operating the improved computerised project financial management system.
- Developing financial management capabilities of Village Development Communities (VDCs) by way of assisting the project staff in overseeing the financial management aspects of the VDCs to ensure that the VDCs develop the financial management skills required for their institutional development.

**Location:** All over the Country

**Client:** Ministry of Agriculture/ World Bank

**Funding Agency:** World Bank

**Period:** 2002-2003

**Associate Firm:** Nil

### Design, Development and Implementation of Financial Management System for National Agriculture Technology Project for Ministry of Agriculture

#### Brief Description of Project:

The development objectives of the National Agricultural Technology Project were to: i) improve the efficiency of the Indian Council of Agricultural Research (ICAR) organization and management systems; ii) enhance the performance and effectiveness of priority research programs and of scientists in responding to the technological needs of farmers; and iii) develop models that improve the effectiveness and financial sustainability of the technology dissemination system with greater accountability to, and participation by, the farming communities. The objective of the captioned assignment was to design and develop a comprehensive financial management system for the project commensurate with the size and scope of the project and develop and install software and provide training for computerisation of the financial management system.

#### Services Provided:

- Training to the concerned staff on usage of Financial Management System
- Detailing the process of financial reporting, budgeting and financial forecasting.
- Development of software for computerization of the Financial Management System
- Development of Chart of Accounts
- Identification and establishment of linkages between project expenditure and physical activities
- Procurement and contract administration monitoring systems

**Location:** Jabalpur, Madhya Pradesh

**Client:** Government of Madhya Pradesh/Asian Development Bank

### Development of Transfer Scheme for M.P. Power Sector Reform Project for Government of Madhya Pradesh

**Funding Agency:** Asian Development Bank





## Institutional Strengthening & Capacity Building

### Brief Description of Project:

ADB had approved the Madhya Pradesh Power Sector Development Program in December 2001. Under the Program, Madhya Pradesh State Electricity Board (MPSEB) was to be unbundled into generation transmission and distribution companies based on the transfer schemes by which properties, rights, liabilities and employees of MPSEB were to be transferred to unbundled entities. This was to be an important milestone of the reform as the first step for more autonomous and financially sustainable power sector. The TA aimed to ensure transparency and accountability of unbundling process and to achieve optimal human resource allocations among unbundled entities by supporting MBSEB in (i) development of a framework and plans for involving representatives from management, labor unions and government in the reform process, (ii) development of strategy and plan for transfer of the existing MPSEB personnel to unbundled entities including new organizational structure, employment contracts, compensation packages and staffing plan, and (iii) preparation of time-bound action plan including transitional program and immediate training program. The objective of the captioned assignment was to support establishment of competitive, commercially managed, financially viable and efficient power sector.

### Services Provided:

- Review labour related laws and regulations
- Review existing service contracts, conditions of services and applicable rules and regulations
- Employee database updation
- Diagnostic review of current labour consultation processes, labour policies and regulations of MPSEB
- Identification of factors contributing to de-motivation and discontent in MPSEB employees and corrective actions to be taken
- Development of new organizational and management structures of successor entities of MPSEB.
- Assessment of optimal skills/resource mix and staffing levels, and development of job descriptions
- Development of Training & Retraining Programs.
- Development of performance measurement f/w, compensation plan, retirement benefit plan, and voluntary separation plan.
- Prepare a time bound implementation plan including a plan for the various stages of the reform and a methodology and an approach for managing the transition.
- Develop a strategy for consultation process with MPSEB employees.
- Assist MPSEB in holding workshops for disseminating the transfer scheme to employees.
- Assist MPSEB in consultation and negotiation with employee representatives.
- Make final adjustments in the transfer scheme based on agreement with employee representatives
- Develop a monitoring framework

**Location:** Madhya Pradesh

**Client:** Public Health Department, Government of Madhya Pradesh

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

**Funding Agency:** Public Health Department, Government of Madhya Pradesh



## Institutional Strengthening & Capacity Building

### Brief Description of Project:

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

### Services Provided:

- Assessment of revenue generation of past five years and projections for the same for next five years based on reasonable assumptions for improved revenue recovery and enhancement of water rates;
- Assessment of expenditure on manpower and other aspects by PHED and municipal corporations during past five years;
- Projections of expenditure on manpower for next five years for current and recommended levels of manpower;
- Conducting a study of a sample of urban, piped and spot source scheme to identify the current manpower-skilled, semi-skilled and unskilled positions for their running and maintenance. The study covered staff of PHED as well as Municipal Corporations.
- Determination of ideal manpower strength required for running and maintenance of water supply schemes on a sustainable basis through extensive literature search. This literature search included, amongst others, prevailing labour laws, W.D. Manual, CPHEEO manual and any other manual of sound engineering practices.
- Recommendations on ideal status of manpower deployment;
- Identification of excess and /or deficient manpower for running and maintenance of water supply schemes on a sustainable basis after a comparative analysis of current and ideal manpower practices.

**Location:** Madhya Pradesh

**Client:** Government of Madhya Pradesh/Asian Development Bank

**Funding Agency:** Asian Development Bank

**Period:** 2000-2002

**Associate Firm:** Adam Smith Institute

### Public Sector Undertaking Reform and Social Security Net Project for Government of Madhya Pradesh

### Brief Description of Project:

The captioned assignment involved providing support to the Government of MP's efforts in developing and implementing a comprehensive and socially sustainable program of public enterprise reforms and program on strengthening institutional capacity.

### Services Provided:

- Undertake PSU restructuring and prepare corporate restructuring plans;
- Advise on streamlining tendering procedures;
- Develop strategy to promote small and medium sized private enterprises sector;
- Prepare inventory of all assets and liabilities of enterprises identified for restructuring/divestment;
- Provide advice on the approaches of valuation;
- Evaluate enterprises accounting and financial systems;
- Review existing financial data on cooperative sector;
- Assess social impact of public enterprises reforms;
- Design, prepare and implement Social Security Net;
- Encourage stakeholder involvement;
- Assess local capacity to implement the recommended strategies for social safety net;
- Develop, execute training program for staff of DPE and Technical Secretariat in implementation of social safety net.



## Institutional Strengthening & Capacity Building

**Location:** Orissa

**Client:** Government of Orissa/Department for International Development (DFID), UK

**Funding Agency:** Department for International Development (DFID), UK

**Period:** 2000-2002

**Associate Firm:** Bannock Consulting, U.K

### Technical Assistance for Strengthening Expenditure Management Manpower Planning and Administrative Reform Programme in Orissa for Government of Orissa

#### Brief Description of Project:

The objective of the assignment was to strengthen expenditure management and planning, manpower planning and administrative reforms to accelerate the process of poverty alleviation through strengthening expenditure management and planning, improvement in the efficiency and effectiveness of the delivery of government programmes.

#### Services Provided:

- Functional review of the Government Departments;
- Evaluation of budgetary process;
- Assessment of resource allocation, level of redundancy;
- Development of plans for departmental reorganisation and budget process framework that ensure that resources are allocated in accordance with priorities and objectives established by the departments;
- Creation and development of Employee Database for transfer of basic personnel and job related data. This was followed by validation of data, creating procedures for maintaining data and developing report outputs from the Database to support both financial and manpower analysis and reform.

**Location:** Orissa

**Client:** Government of Orissa/Department for International Development (DFID), UK

**Funding Agency:** Department for International Development (DFID), UK

**Period:** 1999-2001

**Associate Firm:** Bannock Consulting, U.K

### Public Sector Reform Programme in Orissa for Government of Orissa

#### Brief Description of Project:

The Government of Orissa had initiated a programme of public sector reform which will focus on strengthening expenditure management and planning, manpower planning and administrative reforms. The general objectives of the programme were to:

- Accelerate the process of poverty alleviation through strengthening expenditure management and planning
- Improve the efficiency and effectiveness of the delivery of government programmes in general, and poverty alleviation in particular, through civil service reform.

#### Services Provided:

- Development of planning and budgeting processes and management
- Development of accounting functions
- Development of performance and review functions and personnel policies
- Development of institutional strengthening models

**Location:** Jharkhand

**Client:** Government of Jharkhand/ World Bank

**Funding Agency:** World Bank

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

#### Brief Description of Project:

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



## Institutional Strengthening & Capacity Building

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:** Gujarat

**Client:** Gujarat Urban Development Company Limited, Government of Gujarat

**Town Planning Consultancy Services: Preparation of Draft Development Plan for Bhuj, Bhachau, Rapar and Anjar in Gujarat for Gujarat Urban Development Company Limited, Government of Gujarat**

### Brief Description of Project:

**Funding Agency:** Asian Development Bank

**Period:** 2001-2002



## Institutional Strengthening & Capacity Building

GUDC is positioned to facilitate urban development by assisting state government and existing agencies in formulation of policy, institutional capacity building and project implementation, and to assist in the funding and implementation of projects. The main objective of the captioned assignment was to reconstruct and upgrade essential infrastructure damages in the State especially in Kutch, Jamnagar, Surendranagar and Rajkot districts. The sectors identified for the project include housing, urban and rural infrastructure, power and livelihood rehabilitation. The project also provided assistance for institutional support as well as multi-hazard disaster-preparedness and mitigation.

### Services Provided:

- Preparation of draft development plan and general development control regulation as prescribed under the Gujarat Town Planning and Urban Development Act 1976 and The Gujarat Town Planning and Urban Development Rules, 1979.
- Formulation of a strategy for cost recovery in the project
- Formulation of strategy for institutional strengthening in the project
- Environmental Impact Assessment of large scale re-building and development in earthquake affected areas

### Capacity Building for Earthquake Rehabilitation and Reconstruction Project for Government of Gujarat

#### Brief Description of Project:

The objective of the TA was to support the Panchayat Rural Housing & Rural Development Department (PHRD) and Urban Development & Urban Housing Department (UDHD) in implementing Government of Gujarat's reconstruction programme for earthquake damaged housing.

#### Services Provided:

- Monitoring and quality assurance of the reconstructed / repaired / retrofitted constructions
- Development of information system for long term monitoring of the inhabitants while supporting GOG towards e-governance.
- Introduction of seismic engineering and technologies in the reconstruction programme
- Training and capacity building of local competence

### Institutional Development Study for Rajasthan State Power Corporation Ltd. (RSPCL), Government of Rajasthan

#### Brief Description of Project:

Since the early 1990s, the Government of Rajasthan (GOR) has recognised the need for a special purpose organisation to implement and operate power generating projects based on renewable energy sources. RSPCL was therefore founded in 1995 by GOR as a limited liability company specifically for this purpose. The objective of the captioned study was to improve the decision-making basis of RSPCL and Government of Rajasthan with respect to the institutional development of RSPCL.

#### Services Provided:

- Assessment of future target scenario
- Analysis of RSPCL present and likely future situation
- Development and evaluation of different institutional development strategies and
- Establishment of a Business plan and specific steps for its implementation

### Uttar Pradesh Rural Water Supply and Environmental Sanitation (SWAJAL)

**Location:** Gujarat

**Client:** Government of Gujarat

**Funding Agency:** Asian Development Bank

**Period:** 2001-2003

**Associate Firm:** Babbie India Limited

**Location:** All over the Country

**Client:** KfW/ World Bank / Rajasthan State Power Corporation Ltd. (RSPCL), Government of Rajasthan

**Funding Agency:** KfW/ World Bank / Rajasthan State Power Corporation Ltd. (RSPCL)/ Government of Rajasthan

**Period:** 2001

**Associate Firm:** Mecon Limited

**Location:** Uttar Pradesh, India

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





## Institutional Strengthening & Capacity Building

### 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.

### Business Plan & Strategy formulation the Organisational Review of National Institutes of Indian Council of Agricultural Research (ICAR) for Ministry of Agriculture

#### Brief Description of Project:

The Objective of the assignment is to undertake a detailed study and review of operations & management issues of selected interdisciplinary National Agricultural and Education Institutions within the NATP framework and in keeping with earlier reviews of the functioning of the ICAR system, and its Vision 2020 Statement. These Institutions are: Indian Agricultural Research Institute (IARI), New Delhi; Indian Veterinary Research Institute (IVRI), Izatnagar; National Dairy Research Institute (NDRI), Karnal; Central Marine and Fisheries Research Institute (CMFRI), Cochin; Central Institute for Agricultural Engineering (CIAE), Bhopal; Indian Institute Horticulture Research (IIHR), Bangalore; and Central Rice Research Institute (CRRI), Cuttack.

#### Services Provided:

- Make a Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis of the present management structure and suggest cost effective and efficient management systems/ practices including HRD needs to improve system efficiency

**Location:** All over India

**Client:** Ministry of Agriculture/ World Bank

**Funding Agency:** World Bank

**Period:** 2000-2001

**Associate Firm:** Nil



## Institutional Strengthening & Capacity Building

**Location:** Uttar Pradesh  
( Lucknow, Kanpur,  
Mirzapur)

**Client:** Government of  
Uttar Pradesh/The Royal  
Netherlands Government

**Funding Agency:** The  
Royal Netherlands  
Government

**Period:** 1995 – 2001

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

- Review the functioning and efficacy of the Institute Management Committee (IMC), Staff Research Council (SRC), and Research Advisory Committee (RAC) and suggest measures for their better functioning.
- Review the existing internal and external decision-making processes, monitoring and evaluation and networking systems for their efficacy, delivery and impact and to recommend suitable changes therein.
- Suggest resource generation avenues, inter alia, through contract research, consultancy service charges, institute-corporate interface, technology development and marketing.
- Review the current deployment of Information Technology in the Institute/ ICAR System and identify priorities for their upgradation and optimum use.
- Study existing publication and information systems of the Institute at various levels and to suggest measures for their improvement keeping in view technology development, client needs, production cost and timely delivery

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

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

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

#### **Services Provided:**

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



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