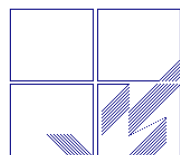


# PROFILE

**INFORMATION, EDUCATION AND COMMUNICATION**



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



**ABOUT JPS ASSOCIATES**

JPS Associates is a consulting firm specializing in management, development, agriculture & natural resources management, and engineering. The company was founded in 1987 and incorporated as private limited company in 1995. JPS has amassed a reputation for improving and enhancing performance excellence of some of the most reputed clients and has been working in development projects directly with and funded by international and bi-lateral development agencies like the World Bank, Asian Development Bank (ADB), United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), International Labour Organisation (ILO), Global Environment Facility (GEF), European Union (EU), United States Agency for International Development (USAID), Department for International Development (DFID), Japan Bank for International Cooperation (JBIC), Japan International Cooperation Agency (JICA), French Development Agency (Agence Française de Développement- AFD), Canadian International Development Agency (CIDA), Australian Agency for International Development (AusAID), Kreditanstalt für Wiederaufbau (KfW), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and Norwegian Agency for Development Cooperation (NORAD). Our government clients include national institutions, central government, state government, local government and parastatals such as public sector undertakings and public sector banks.

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

We leverage our more than 30 years of experience, deep knowledge of processes, insights, and best practices internalised through implementing about 1000 projects. These are supported by strong IT/technology, reengineering, analytics and global delivery capabilities to deliver a comprehensive client solution. From strategy through implementation, our hands-on approach has achieved success in delivering quantifiable and value-driven results. Our partnership with our clients ensures a lasting effect which is ultimately their asset and knowledge. Our reputation for being leaders in specialised fields of central and local government has built us a solid clientele in our home base India, and a reach into the international arena.

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





## FIELDS OF SPECIALIZATION

### Management

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

### Development

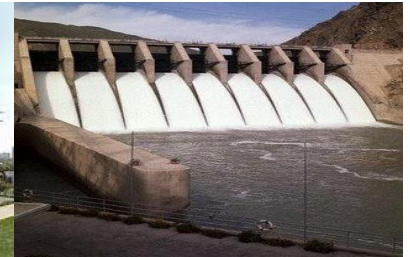
- Social Development & Surveys
- Public Health
- Urban Development Planning
- Regional and Rural Development Planning
- Tourism

### Agriculture & Natural Resources

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

### Engineering

- Water & Environment Engineering
- Transportation
- General Engineering



**RANGE OF SERVICES:**

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

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



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

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





**Location:** 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;





**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

**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).

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

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 Zila Parishad/Panchayat Samiti (ZP/PS) for Multi Village Schemes (MVSSs) and to the Gram Panchayat Water and Sanitation Committee (GPWSC) for Single Village Schemes (SVSSs) and the intra-village component of the MVSSs.

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

**Objective:** The RWSS –LIS project objective is to improve piped water supply and



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

**Services Provided:**

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



laws adoption;

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

**IEC/ BCC**

Following IEC activities will be included:-

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

**Technical and Handholding Support**

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

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

**Brief Description of Project:**

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

**Project Component Description and Outcomes Expected:**

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

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

**Location:** Jalandhar, Bhatinda and Mohali, Punjab

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

**Funding Agency:** World Bank

**Period:** 19th June, 2017 – 2<sup>nd</sup> Dec, 2019

**Associate Firm:** Nil



houses from sewerage schemes will have greater benefits for women.

- **Sub-component 1(a):** Strengthening water supply schemes for improved service delivery. The objective of this subcomponent is to bring about transformation in water service delivery to villages that have underperforming (partly covered or PC) SV or MV schemes that need augmentation to deliver a minimum of 10 hours of good quality at affordable cost of operations and maintenance to all households. The focus shall be on optimum utilization of existing assets. These schemes will be operated for a minimum of three months to demonstrate their efficiency before handing over to the GPWSCs to manage. This component supports improvements of water source, treatment, storage, disinfection, and distribution based on the need. The project covers two categories of schemes under this subcomponent.
- **Rejuvenation of damaged canal based schemes (from high ground water table and flooding):** SV or MV canal schemes will be supported as a part of this sub-component in these districts.
- **Augmentation of schemes to deliver minimum 10-hour water supply to households:** This category will cover partly covered (PC) SV or MV schemes (based on tube well or canal based) which are old and designed to deliver less than 40 lpcd to deliver over 70 lpcd water of good quality at affordable cost for at least 10 hours a day.

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

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

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

The objective of this consultancy is to undertake an independent assessment of quality of planning project activities, implementation quality, effective in targeting project interventions and service delivery improvements achieved; and



that the project supported activities will meet desired standards and contribute to achievement of the project objectives. The Consultancy includes the following.

- Works Contract management /performance focusing on quality of construction and asset/ system performance (prior to handover to GPWSCs);
- Effectiveness of Project interventions in planning, implementation and post implementation phases; and
- Effectiveness of service delivery in water supply and sewerage schemes and household sanitation;

**Services Provided:**

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

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





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

**Location:** 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/Sates access and selected sections for public disclosure.
- Prepare common guidelines for benefit monitoring and evaluation and train all State SIPMIUs accordingly;
- Support the States in structuring and conducting baseline surveys;
- Prepare a common repository system within IPCC for secondary data across the program (with primary data being maintained at the State level);
- Prepare and agree common frameworks for reporting (a) progress (physical and financial), (b) accounts, (c) procurement, (d) safeguards compliance and (e) covenant compliance, etc;
- Support with any other activities relating to management and monitoring of the program.

**Design and Supervision Engineering Services**

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



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

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

**Disbursement:**

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



**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

**MIS & Impact Evaluation:**

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

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

**Brief Description of Project:**

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

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

The proposed project requires intensive planning, community mobilization, communication, capacity building, engineering, infrastructure development, monitoring and administrative support, especially at grassroots levels for effective implementation sustainability of the project outcomes. JPS has been appointed as the District Project Management Consultant (DPMC) for Group A with expertise in undertaking support activities in planning, implementing and monitoring of water supply and sanitation schemes at village and panchayat level. DPMC is envisaged to work closely with the





SPMU and the respective DWSSM through the DPMU. The DPMU will oversee the work of DPMC and provide necessary guidance to them. DPMC will work as the field arm of DPMU with most of the staff available at GP/ villages to support project activities, and coordinate with DPMUs at the district headquarters. The DPMC will deploy specialists with expertise in engineering support and community mobilization etc. in Group A.

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

#### Services Provided:

- i) **Planning:** This includes undertaking i) baseline survey, ii) community mobilization iii) preparing Village Sanitation Plans including Environment Sanitation Plan and iv) Water Security Plans-under the guidance of DPMU and/ or Technical Department;
- j) **Community Mobilization:** This involves mobilization of households/ community in the scheme area, formation and strengthening of GPWSC/standing committees for Public Works and Health & Family Welfare, opening of Bank Account by GPWSC, securing Gram Sabha's endorsements on water and sanitation plans, signing of Tripartite agreement for SVS and MVS among District Water and Sanitation Committee (DWSC), Technical Department/Technical Agency and participating GPs;
- k) **Engineering and Technical:** This includes supporting DPMU/GPWSCs in monitoring and quality control of construction and listing out deficiencies, errors and inconsistencies from the perspective of implementation; monitoring and supervising the construction activities that will include day to day supervision, quality control according to the drawings, specifications and applicable standards, and preparing the operations and maintenance manual of the schemes, etc;
- l) **Communication and Advocacy:** This includes overseeing the development of detailed IEC/BCC strategy and implementation of the same in a timely manner ensuring coordination with DPMU in all the activities, as detailed out in the ToR for DPMC. The IEC/BCC strategy will include interpersonal **communication and mass media campaign** at village level supported by social mobilization and advocacy drive. The target group may include GP officials, community, household members, service providers including supplier of products, skilled and unskilled workers, women and children;
- m) **Coordination and Convergence:** This entails coordination with ongoing supportive programs, especially Swachh Bharat Mission – Gramin and watershed development programs of other departments for converging technical and financial resources during planning and implementation of the schemes in project villages. DPMC is envisaged to ensure effective coordination with GPs/ GPWSCs, for all the activities to be undertaken in the villages. It will provide support to DPMU and GPs and ensure coordination with DPMU in all the activities. It will also coordinate with DPMU to seek necessary inputs as well as provide regular and timely reports regarding project progress;
- n) **Implementation:** The DPMC is envisaged to actively support the GPWSC in the implementation of the water supply schemes and sanitation schemes that includes pre-planning, planning, implementation and O&M. Upon the closure of the project, the DPMC is envisaged to hand over all the documents, assets and data to GPWSC and DPMU as appropriate;
- o) **Governance and Accountability:** The DPMC will support in improving transparency, good governance and accountability systems as per the project design during implementation which will be supported by tools like social audits, independent reviews, technical audits, complaint redressal mechanism, etc;



**p) Implementation Support at Grass Root Level**

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

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

**IEC/ BCC**

Following IEC activities will be included:-

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

**Technical and Handholding Support**

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



**Location:** Bihar

**Client:** (SPMU), 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 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 (SMVSSs) and iv) Large Multi Village Schemes (LMVSSs). SVSs and MVSSs will provide piped water supply to households taking into consideration the availability and quality of local water sources, along with catchment area management programs as required for improving source sustainability. The sanitation component will have four focus areas a) household sanitation (household toilets); b) institutional sanitation (community/public toilets); c) environmental sanitation (SLWM, including soak-pits, drains and lane improvements for disposal of 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 (MVSSs) and to the Gram Panchayat Water and Sanitation Committee (GPWSC) for Single Village Schemes (SVSSs) and the intra-village component of the MVSSs.

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

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



**Services Provided:**

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



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

**IEC/ BCC**

Following IEC activities will be included:-

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

**Technical and Handholding Support**

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

**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**

<b>Interventions</b>	<b>Summary details</b>
<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</li> </ul>

**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





	about five years. Phase 1 consists of 51 towns.
<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:

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

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

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



### Services Provided:

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

#### Program Safeguards System Compliance

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

#### Program Safeguards – Resettlement

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

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



- quality and timely reports confirming to PSS requirements;
- Prepare and submit periodical social safeguards compliance report for infrastructure components to the respective PIU and PMU;
  - Review and report any deviations proposed to the agreed safeguards management plan by the contractor arising out of change in land requirement due to detailed engineering design and ensure compliance to the PSS;
  - Assist PIUs/ULBs to ensure formal and timely announcement of project cut-off dates in the project sites;
  - Assist PIUs and PMUs in effective and efficient implementation of LSMP requirements;
  - Ensure that public disclosure of the LSMPs is in local language and appropriate means of **communication** that that can be understood by the affected households and project beneficiaries
  - Assist PIUs in Program implementation compliant to the safeguards of all social, and requirements of scheduled castes and tribes;
  - Manage and monitor the LSMP implementation and report on compliance of safeguards with key issues and tasks as required to the PMU and PIUs, including support on grievance redressal;
  - Assist the PIUs/PMU to ensure compliance to the PSS in all aspects of contract management throughout construction, commissioning, testing and operating phases for all sub-projects;
  - Assist PIUs/ULBs and PMU in establishing an effective grievance resolution system for ensuring timely resolution of public grievances either from affected parties or from general public;
  - Assist and support the Program's External Monitoring Agency if any appointed for annual audit of Program's compliance to the PSS;
  - Undertake concurrent review and periodical evaluation of performance of the intermediary agencies (PIU and Contractor), involved in the project implementation and apprising of the PMU accordingly;
  - Prepare completion reports, safeguards monitoring reports, and issue of progress certificates at various stages of program implementation of respective clusters as well as all future sub-projects if any;
  - Prepare and submit report on a regular basis, which shall include but not be limited to the following:
    - Quarterly report on progress and compliance of LSMPs prepared;
    - Monthly report on consultation and disclosure of plans and activities;
    - Quarterly report on grievance and complaint redressed status and resolutions;
    - Monthly report on confirmation of compensation and other allowances paid to the affected people based on the social safeguard mitigation plans prior to the starts of civil works in the project areas; and
    - Quarterly report on public consultation concerning to PSS with the targeted beneficiaries and affected households.

**Program Safeguards – Environment**

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

**Preparatory and Procurement Period**

- Prepare environmental screening checklists and submit to PMU for categorization;
- Screen projects and ensure that components are not located in environmentally-sensitive areas (wildlife sanctuaries, national parks, tiger reserves, etc..) to avoid significant environmental impacts;



- Advise PIUs and work closely with the technical design teams and ensure environmental considerations are included in project location, design and technical specifications, to avoid or minimise the environmental impacts to the extent possible;
- Prepare Environmental Assessment Reports (EARs) including Environmental Management Plan (EMP) for each subproject and submit to PMU for approval;
- Conduct public consultation and disclose information in compliance with the PSS;
- Incorporate all EMP measures into preliminary project designs;
- Integrate EMP into the bid and contract documents;
- Include all the environmental safeguards tasks to be handled by the contractor in the bid; and
- Include in the bid, the information on regulatory clearances required for the subproject.

**Detailed Design Engineering**

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

**Construction Period**

- Ensure that all necessary clearances/permission are in place prior to start of construction;
- Monitor the implementation of project EMP to ensure Contractors and its subcontractor's compliance with the measures set forth in the EMP;
- Ensure that Contractor complies with the conditions, if any, stipulated in regulatory clearances, consents;
- Assist PIU in implementation of GRS, and advise the contractor on appropriate actions to redress the complaints; ensure that complaints/grievances are addressed in a timely manner and resolutions are properly documented;
- Advise on any corrective or preventative actions to be implemented by Contractor in



case of non-compliance or new/unanticipated impacts including budget requirements; include all such suggested actions in the quarterly Environmental Monitoring Reports;

- Inform PIU and PMU promptly in case if any significant impacts surfaces, which were not identified in the EAR and develop necessary corrective actions as necessary and ensure implementation by the contractors; and
- Review and approve monthly monitoring reports submitted by Contractor, and consolidate and prepare quarterly Environmental Monitoring Report (EMR) and submit to PMU.

**Operation and Maintenance Period**

- Periodic review of implementation of EMP measures;
- Advise Contractor and PIU on any corrective / improvement actions if necessary Periodic tasks throughout the PMC period;
- Submit quarterly (construction phase), half yearly (operation phase) environmental monitoring reports consolidated for all bid packages and submit to PMU;
- Conduct semi-annual training and capacity building activities (workshops, hands-on trainings, visits to project sites, etc) in implementation and management of environmental safeguards in MPUSIP at various project phases to the project agencies (PIUs, ULBs, and Contractors);
- Providing support and assistance as required for Program’s external monitoring agency, if any appointed, for annual PSS compliance audit;
- Assist MPUDC safeguards team to ensure compliance with environmental requirements of the Program Safeguards System (PSS);
- Assist MPUDC safeguards team in overseeing environmental safeguard implementation by PIUs, consultant teams and contractors;
- Assist in review and approval of project environmental screening and categorization;
- Ensure that environmental Category A projects are not considered for implementation under the program;
- Assist in the review and approval of environmental assessment report including the environmental management plan for Category B project or environmental due diligence report for Category C project and upload to project website in Hindi;
- Ensure environmental management plan and mitigation measures are included in project bid and contract documents;
- Ensure all necessary clearances are obtained timely for all subprojects;
- Consult and coordinate with national- and state-level stakeholders/authorities on environment, protected areas/monuments/sites, etc.) to ensure issues/concerns are addressed in project design;
- Guide preparation of corrective action plans, where required;
- Ensure environmental safeguard documents are disclosed in language and form understandable by stakeholders and affected people;
- In coordination with MPUDC PMU and other safeguard team members, develop and implement an environmental consultation and communication program to ensure potential environmental impacts and mitigation measures are included in meaning ful 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 advice 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;
- 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 confirming to both commercial accounting and government accounting practices as required as per local applicable law in Government of MP.

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

**Brief Description of Project:**

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

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

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

**Location:** Bihar

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

**Funding Agency:** World Bank

**Period:** September, 2015 – 2018



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

**Objective**

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

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

**Services Provided:**

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

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

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

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

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



**Location:** Bihar, Patna

**Client:** Flood Management Improvement Support Centre, Water Resources Department, Government of Bihar

**Funding Agency:** World Bank

**Period:** 27 Nov. 2014 – June, 2016

**Associate Firm:** Nil

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

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

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

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

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

**Brief Description of Project:**

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

The objectives of captioned consultancy assignment are as follows:

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

The scope of work includes the following:

- Interact with selected communities on sample basis (making sure that the sample represents the varying degree and nature of flood hazard in the project area). The sample size and selection of communities is envisaged to be designed by JPS based on sound statistical principles, and shall cover the embankments along Kosi and Kamla rivers. JPS, as part of sample survey, will also interact with concerned field divisions for suggestions on how the community feedback can effectively supplement field staff surveillance;
- Evaluate community participation modes for embankment surveillance in normal times and during flood to supplement the institutional efforts. JPS is envisaged to recommend how the existing Panchayati Raj Institutions would be involved;
- Suggest types of embankment information to be transmitted in real-time and on





need basis (as requested by the WRD) for integration in EAMS. The embankment information may include visual observation of river flow close to embankment, dramatic changes in river alignment, damage to river training works and embankment structures, wave action damaging the river-side slope of the embankment, seepage of water through embankment, rat holes, rapidly rising river water level, miscreants trying to cut the embankment, etc. In case of embankment failure, JPS to envisaged to report about the status of breach such as location, time, and approximate length. JPS to envisaged to take note of the means of community participation, the communication infrastructure at the community level, functional status and efficiency, and community skill sets. JPS is envisaged to recommend whether the existing communication means will be utilized or new infrastructure will be needed;

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

**Services Provided:**

- Review of Current Status in Community Participation and Develop Plan for Consultancy:
  - To review international, national and Bihar experience in community participation for embankment surveillance and identify possible approaches;
  - To review past community involvement in Bihar in embankment surveillance and protection, and identify reasons for subsequent failure; and
  - Develop plan for sample survey of communities to evaluate community capacity, and potential for optimal participation in embankment monitoring. The sample size and selection of communities will be designed by JPS based on sound statistical principles, and shall cover the whole length of embankments along Kosi-Kamla.
- Develop Approach, Protocols and Mechanisms for Community Participation:
  - Conduct sample surveys of communities along embankments, and concerned field divisions, on the most effective modalities for community participation in embankment surveillance in normal times and during flood, to patrol and send localized embankment reports to EAMS. The survey may include community level flood risk, motivation for participation, institutional set-up, communication infrastructure at the community level, functional status and efficiency, community skill sets, etc;
  - To suggest community participation modes in embankment surveillance in normal times and during flood to supplement the institutional efforts, and recommend how



the Panchayati Raj Institution would be involved;

- To recommend the nature, contents and format for the community reports, based on visual observations of embankment condition and river flow. Community reported embankment and river status data will be integrated with EAMS for developing the maintenance and planning module. JPS would refer Bihar Checklist finalized for inspection of embankments;
- To recommend the modes and information flow to different identified recipients including BAPEPS, EAMS, FMISC, FMC, and field WRD Offices during non-flood and emergency situations;
- To develop community feedback mechanism and formats by which the community can be kept informed about the action being taken by the department after their reporting; and
- To assess financial implication of community participation and recommend whether the participation would be voluntary or funded.

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

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

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

- Area Covering Kamla-Kosi Basin and Patna

**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

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

**Brief Description of Project:**

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

**The Project comprises of two parts:**

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

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



**Services Provided:**

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

**Support is to be provided for:**

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

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

**Urban Governance and Financial Reform:**

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

**Program Management and Monitoring:**

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

**Periodic Finance Request Preparation and Coordination:**

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

**Design and Supervision Engineering Services**

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



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

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

**Disbursement:**

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



recommendations prescribed at both MoUD and State level by program auditors.

**Benefit and Monitoring:**

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

**IT/MIS:**

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

**Water Supply and Waste Water:**

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

**Solid Waste Management:**

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





- audits together with SIPMIUs as necessary;
- Support the Team Leader in monitoring the implementation of the solid waste management utility programs, particularly in matters pertaining to compliance with contractual targets (for compost operations), rationalization of charges, creation of databases and GIS systems etc; and
- Prepare sections of monthly/quarterly reports pertaining to overall implementation of solid waste management components.

**Environmental Safeguards:**

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

**Social Safeguards:**

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

**Poverty and Community Development:**

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



**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

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

**Capacity Building:**

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

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

**Brief Description of Project:**

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

**The Project comprises of two parts:**

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

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

**Services Provided:**

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

**Support is to be provided for:**

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

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

**Urban Governance and Financial Reform:**

- Provide direct support to all States in relation to the implementation of the reform agenda paying particular attention to ensuring compliance with program covenants and the timely submission of associated documentation;
- For the States of Meghalaya and Tripura, where IDCs are recruited from Part 1, closely monitor and guide the implementation of the urban governance and finance



program; and

- For the States of Mizoram, Nagaland and Sikkim, directly provide guidance and support on activities relating to the municipalisation process and ensure that all actions necessary to successfully implement and IDC consultancy in Part 2 are met.

**Program Management and Monitoring:**

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

**Periodic Finance Request Preparation and Coordination:**

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

**Design and Supervision Engineering Services**

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



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

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

**Disbursement:**

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

**Benefit and Monitoring:**

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



**IT/MIS:**

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

**Water Supply and Waste Water:**

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

**Solid Waste Management:**

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

**Environmental Safeguards:**

- Prepare internal environmental guidelines for the homogeneous preparation, implementation, monitoring and reporting of environmental documents across all States;
- Review IEEs/EIAs and other environmental safeguards documents prepared by SIPMIUs in relation to the program prior to tranche approval to ensure compliance with State/GOI/ADB guidelines;
- Provide recommendations/guide SIPMIUs accordingly and make necessary changes prior to submission to ADB/DEA - ensure consistency in the level of proficiency and presentation of the documentation;
- As part of implementation, support SIPMIUs in the review of documentation pertaining to environmental compliance (including bidding documents, reviews on-site, reports





from contractors etc);

- Conduct audits jointly with SIPMIUs' expert in matters pertaining to on-site Occupational Health and Safety; and
- Prepare sections of monthly/quarterly reports pertaining to overall implementation of environmental requirements under the Investment Program.

**Social Safeguards:**

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

**Poverty and Community Development:**

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

**Capacity Building:**

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



**Location:** West Bengal, India

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

**Funding Agency:** World Bank

**Period:** June 2013- May 2015

**Associate Firm:** Nil

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

**Brief Description of Project:**

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

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

**Services Provided:**

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

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

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

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

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



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

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

**Funding Agency:** Asian Development Bank

**Period:** 2011-2013

**Associate Firm:** Nil

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

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

**Brief Description of Project:**

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

**The Project comprises of two parts:**

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

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

**Services Provided:**

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

**Support is to be provided for:**

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

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

**Urban Governance and Financial Reform:**

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



actions necessary to successfully implement and IDC consultancy in Part 2 are met.

**Program Management and Monitoring:**

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

**Periodic Finance Request Preparation and Coordination:**

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

**Design and Supervision Engineering Services**

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



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

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

**Disbursement:**

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

**Benefit and Monitoring:**

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





**IT/MIS:**

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

**Water Supply and Waste Water:**

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

**Solid Waste Management:**

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

**Environmental Safeguards:**

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



prior to submission to ADB/DEA - ensure consistency in the level of proficiency and presentation of the documentation;

- As part of implementation, support SIPMIUs in the review of documentation pertaining to environmental compliance (including bidding documents, reviews on-site, reports from contractors etc);
- Conduct audits jointly with SIPMIUs' expert in matters pertaining to on-site Occupational Health and Safety; and
- Prepare sections of monthly/quarterly reports pertaining to overall implementation of environmental requirements under the Investment Program.

**Social Safeguards:**

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

**Poverty and Community Development:**

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

**Capacity Building:**

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



**Location:** Rajasthan

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

**Funding Agency:** Government of Rajasthan

**Period:** 2005-2006

**Associate Firm:** Nil

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

**Brief Description of Project:**

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

**Services Provided:**

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



**Location:** Punjab, India

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

**Funding Agency:** World Bank

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

**Associate Firm:** Nil

- Integration of awareness building to regulate ground water usage, social conflict resolution mechanisms, participatory decision-making as well as community training in a number of skills including participatory monitoring and evaluation, book keeping, financial management, etc. in IEC strategy, training strategy and programme proposed for groundwater component; and
- Provide a framework including parameters/indicators and institutional arrangement for monitoring the implementation of pilot projects.

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

**Brief Description of Project:**

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

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

The Program's main components were:

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

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

**Services Provided:**

JPS carried out four principal tasks:

- Beneficiary Assessment: Comprising socio-economic profiles at State, District and Village levels; the project beneficiaries' assessment on the current status of water supply and environmental sanitation services, and the linkages thereof with governance mechanisms and PRI functioning;
- Stakeholder Analyses: Identifying stakeholders at different levels, mapping key expectations, impacts, issues and concerns as related to each stakeholder and the subgroups thereof;



- Building the elements of a Community Driven Development: List of issues and the suggestive measures towards building Community-Driven Development (CDD) approach; and
- Rules for Land Availability: The project was envisaged to require land for the construction of water works, overhead tank, stand-posts and laying pipelines and for drainage. To ascertain whether the communities are willing to make available land voluntarily for the purpose and if yes, the modalities towards formalizing.

Specific activities undertaken by JPS included the following:

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

**Location:** Uttarakhand, India

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

**Funding Agency:** World Bank

**Period:** Nov. 2006 – May 2007

**Associate Firm:** Nil

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

**Brief Description of Project:**

The Uttarakhand Rural Water Supply & Environmental Sanitation (SWAJAL) Project (Phase-I) was originally initiated as an innovative experiment in the Rural Drinking Water and Environmental Sanitation (RWSS) Sector in 1996. Subsequently, the 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.

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

The overall objective of this follow on study/ assignment was to provide technical as well as community development support to NGOs or CBOs staff during the entire feasibility process in Batch-1A schemes as part of project preparation of investment component. The assignment entailed the conduction of technical and community development trainings for above staff along with providing technical assistance in preparation of





implementation phase proposal (IPP) of Water Supply scheme and community development activities (Detailed Project Report (DPR) and Community Action Plan (CAP)).

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

**Services Provided:**

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

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

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

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

- To conduct the capacity building program for social development staff of the SOs on various issues of community development related to water supply and sanitation, mobilization of the communities, awareness generation tools and the project activities. The training program included orientation on the following aspects:
  - Project approach, roles and responsibilities of SO staff and UWSSCs.



- HESA Plan and Women Empowerment (WDI) Plan
- Financial Accounting
- Operation and Maintenance plan
- Monitoring and Evaluation Plan
- Catchment area conservation and management programme orientation
- Establishment of a nursery

- To check the feasibility leading to selection of water supply technology in each of the villages so as to comment on the suitability of the technical option.
- To provide technical assistance to the SOs (NGO/CBOs) regarding checking of the Detailed Project Report (DPR) etc. The assistance would be in the form of onsite checking of engineering survey for sampled GPs and checking of the technical proposals regarding the water supply and sanitation schemes being proposed for its soundness, accuracy and cost effectiveness etc.
- In close consultation with the DPMUs, to analyse the data obtained from the monthly progress reports and other reports submitted by the NGOs and reports etc. and suggest measures to address the related issues.
- To hold regional workshops with the project partners regarding experience sharing of various bottlenecks and to find out the remedies for the issues.
- To prepare the final outcome report for the Batch-0 in close consultation with the DPMUs and the Support Organisations (NGOs) comprising the summary of the implementation phase proposal (DPR & CAP) of the 15 GPs, field experiences both technical and community oriented measures to address the field problems, the perception of the various stakeholders etc.

**Location:** Uttar Pradesh

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

**Funding Agency:** World Bank

**Period:** 2006 - 2008

**Association Firm:** Nil

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

**Brief Description of Project:**

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

The specific objectives of the consultancy are to:

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



impact) at any point of time.

#### Services Provided:

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

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

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

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

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

- ♦ Online web-based project management system to determine project activity scheduling, resource allocation, etc. These were to be accessed through the web with appropriate security and access provisions to input key project management parameters and be able to analyse this information with the functionality of modern project management systems (e.g. produce Gantt charts, schedules, PERT/CPM analyses, etc. for each component and activity);
- ♦ Input of key monitoring indicators for each project agency at appropriate administrative levels (e.g. 8 division offices of UPID in Jaunpur Branch Sub-Basin & Imamganj Branch Sub-Basin, DASP, WALMI, etc.) with appropriate security and access provisions, error-checking etc. in a spatial context using GIS;
- ♦ Develop standard queries (e.g. progress by component, activity, institution, month, year, canal system, etc) on the monitoring knowledge-base and appropriately processing data entered to generate user friendly reports, including appropriate graphics and schematics. This was envisaged to make use of appropriate GIS systems to facilitate spatial analysis progress;
- ♦ Determine data management needs and information flow arrangements: Work with PACT to determine data needs, reporting arrangements, information flow arrangements, data validation and checks, institutional arrangements and security precautions to ensure smooth and effective functioning of the PMMIS. This was envisaged to include both the information to be collected by JPS through surveys as well as information to be captured by various project agency staff; and
- ♦ Training: To provide training to key project staff in all project-related agencies (PACT, UPID, DASP, WALMI, etc.) to effectively use the PMMIS.



**Location:** Rajasthan

**Client:** European Commission

**Funding Agency:** European Commission

**Period:** 2005-2005

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

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

**Brief Description of Project:**

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

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

**Services Provided:**

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

**Location:** Chhattisgarh and Rajasthan

**Client:** European Commission

**Funding Agency:** European Commission

**Period:** 2005-2005

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

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

**Brief Description of Project:**

The global objective of the Formulation Mission shall be to develop a single detailed Financing Proposal for a five to seven year EC sector budget support package of € 160 m to the two States of Chhattisgarh and Rajasthan. An indicative amount of € 80 m was planned (to be confirmed at the end of formulation) for Chhattisgarh, that will focus on improving governance and institutional capacities in Chhattisgarh at state and PRI level, with specific attention for the health, education and environment/natural resource management sectors. It is anticipated that the two State Partnerships for Chhattisgarh and Rajasthan will be encapsulated in a single Financing Agreement, with a unified framework for disbursement, monitoring and review. Sub-sections of the Technical and Administrative Provisions (TAPs) will capture the specific details of each of the two SPPs for Chhattisgarh and Rajasthan, which are expected to be quite different in terms of reform content, overall objectives and milestones. To this end, the two team leaders were expected to work closely with the EC Delegation.

**Services Provided:**

**Health Sector:**

- Carrying out an updated review of sector policy and strategy at national and state levels in view of the recently launched NRHM;



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

**Social Sector:**

- Carrying out an updated review of sector policy and strategy at national and state levels, especially of progress made by the state in formulating its education policy reform framework, and the stakeholder consultations started for formulating a vocational education component;
- Assessing the role the Department of Women and Child Welfare may play for the early childhood development component and coordination mechanisms required to ensure convergence with the SSA and the department of school instruction;
- Assessing progress made by the state in improving the use made of SSA funds and the removal of impediments for the same;
- Reviewing and assessing relevant materials prepared by the GoCG after the end of the Identification Phase;
- Reviewing the documentation and key assessments required to follow a sector approach and assist in completing the assessments for the Formulation phase;
- Supporting the governance expert in analysing and assessing governance in the sector and suggest strategies and modalities for improving governance;
- Supporting the institutional development and decentralisation expert in analysing institutional capacities in the education sector and suggest strategies for strengthening capacities, and furthering decentralisation in the education sector;
- Assessing the status and modalities of donor coordination established at national level under SSA and developing proper implementation modalities for the education component of the SPP to ensure convergence with those of SSA especially by making use of existing management, reporting, accounting and monitoring





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

**Client:** AusAID

**Funding Agency:** AusAID

**Period:** December 2003-2005

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

mechanisms;

- Recommending the operating modality to be followed for EC support in the education sector and advising on the financing modality to be followed for the education sector and assisting in the development of an initial MTEF for the sector with guidelines for further development;
- Preparing the detailed design of the partnership in the education sector in the light of the chosen operating modality and based upon an assessment of the current education plans and programmes, especially those developed for early childhood education, elementary education (including SSA), vocational education, as well as for apex and other support institutions;
- Ensuring that gender concerns are mainstreamed in the education component of the SPP;
- Specifying the implementation arrangements for the SPP in the education sector.
- Assisting in updating and finalizing the draft financing proposal; and
- Assisting in drafting and finalizing the Terms of Reference for the SPP Technical Assistance

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

**Brief Description of Project:**

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

**Services Provided:**

**Economic/Financial Management**

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

**Community development/ participation**

- Identification and establishment of close, regular contact with institutions responsible for UWS&ES service delivery and appropriate community groups, civil society organisations and NGOs, with a view to facilitating and supporting the development of collaborative partnerships and the establishment of joint stakeholder committees;
- In close consultation with community groups in selected areas, provision of inputs for the analysis of existing UWSS services and facilities and identification of community needs in these areas;
- Selection and appointment of suitable local NGOs to assist in the conduct of surveys, workshops, pilot and IEC activities, and provide ongoing supervision and guidance to these contracted NGOs;
- Preparation and supervision of the conduct of baseline attitudinal surveys and workshops among relevant institutions to establish current levels of awareness and understanding of community needs and their ability to respond effectively to these



- needs, particularly to those of women and poor and vulnerable households; and
- Support the development of the 'Consumer Cells' within PHED and other relevant departments together with other practical measures to increase community participation in UWS&ES service provision, and support the development of an appropriate consumer/user orientation and high gender and poverty awareness among PHED and other relevant government agency staff and among contracted NGOs.

**HRD/Training**

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

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

**Brief Description of Project:**

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

**Services Provided:**

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

The study involved an evaluation of whether the impact of IEC activities, which have been undertaken by the NGOs, have percolated to different areas as envisaged, and whether it

**Location:** Dhule District of Maharashtra

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

**Funding Agency:** Govt. of Maharashtra

**Period:** 2003

**Associate Firm:** Nil



**Location:** Gujarat

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

**Funding Agency:** The Royal Netherlands Embassy

**Period:** 2002-2002

**Associate Firm:** Royal Haskoning, Netherlands

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

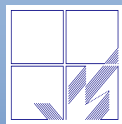
**External Advisory Services (EAS) Support to Water and Sanitation Management Organisation (WASMO), Gujarat for Government of Gujarat**

**Brief Description of Project:**

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

**Services Provided:**

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



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