

# PROFILE

## ORGANISATION DEVELOPMENT & INSTITUTIONAL STRENGTHENING





### 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

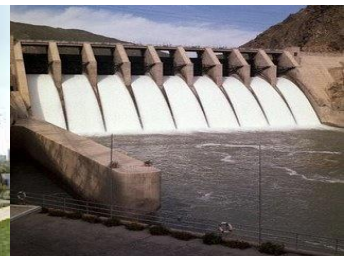
- Social Development & Surveys
- Public Health
- Urban Development Planning
- Regional and Rural Development Planning
- Tourism

### 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



**ABOUT ORGANISATION DEVELOPMENT & INSTITUTIONAL STRENGTHENING BUSINESS UNIT**

JPS Organisation Development & Institutional Strengthening (ODIS) team has management experience to critically analyse the existing systems, practices, processes and human resources. The creation or reinforcement of a network of organisations to effectively generate, allocate and use human, material and financial resources to attain specific objectives on a sustainable basis is the bedrock of organisation development. Institutional Strengthening is seen by JPS as measures to improve the performance of an organisation; or in the context of a development intervention: measures to improve the organisation's capability to execute selected activities while striving to achieve the objectives of that intervention. JPS has profound knowledge and understanding of how to achieve competitive advantage from developing organisations, building capacities, utilizing, maintaining and compensating their services in tune with the jobs and organizational requirements. A skilled and high-performing workforce creates and sustains an organisation's success in all sectors. JPS offers services in recruitment & training, performance evaluation, compensation & appraisal management, benefits etc. Based on successful track record of working with many organisations, including national institutions, central government, state governments, local governments, public sector undertakings, banks, international and bi-lateral agencies, JPS can provide effective support on a wide range of people and organisational issues.

Some of the practiced areas by ODIS are:

- Organisational/Institutional Analysis
- OD/IS Intervention Plans
- Governance Reviews
- Organisational Risk Management
- Organisational and Institutional Development
- Institutional Strengthening & Capacity Building
- Organization Design & Restructuring
- Human Resource Development
- Strategic Planning and Management
- Performance Management & Improvement
- Organisational Learning & Knowledge Management
- Organisational Renewal
- Change Management
- Management Information Systems (MIS)
- Monitoring and Evaluation





**SERVICES:**

- Participatory Research, Planning and Design
- Organisational/Institutional Assessment
- Policy Support & Advisory Services
- Facilitating Organisational and Institutional Development Strategies, Processes & Plans
- Strategic & Business Plans
- Corporate Plans
- HR Policy Manuals & Employee Handbooks
- Manpower Analysis & Planning
- Competence Mapping
- Compensation Management
- Employee Engagement & Organisational Climate Studies
- National & International Competitiveness Analyses
- Sector and Value Chain Analyses
- Organisational/Institutional Strengthening and Change Strategies, Processes & Plans
- Capacity Assessment and Capacity Development Plans
- Design & Development of Training Modules and Materials
- Targeted Capacity Building, Training & Skill Development
- Training & Development



**Location:** Bihar

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

**Funding Agency:** Government of Bihar

**Period:** 13th July, 2016 - 2019

**Associate Firm:** Nil

## RELEVANT EXPERIENCE

### Consultancy Services for Financial Management System Strengthening of BRDS and RDD Units Implementing Key Social Protection Programs under Bihar Integrated Social Protection Strengthening Project

#### Brief Description of Project:

The Rural Development Department (RDD) Government of Bihar is responsible for the implementation of several large Centrally Sponsored Schemes (CSS) such as Mahatma Gandhi National Rural Employment Guarantee program (MNREGA) and Indira Awas Yojana (IAY). It approximately receives Rs.5000 Crore (USD 800 million) as 'Grant in Aid' from Gol for these programs. These programs, at the state level, are managed by Bihar Rural Development Society (BRDS), an autonomous organization under the aegis of Rural Development Department (RDD) which is responsible for overall implementation and oversight of these flagship CSS.

#### Objective

The overall objective of consultancy is to review and assess the entire Financial Management System of RDD & BRDS at all institutional levels (State, District, Block and Panchayat w.r.t NREGA), suggest measures for improvement and strengthening the system, and formulate a plan of action for strengthening the financial management system. Specifically, JPS was envisaged to be responsible for (i) assessing & reviewing the existing Financial Management System of RDD & BRDS, particularly fund flow & banking arrangements, including efficiency of mode of payments to beneficiaries, where applicable, planning & budgeting, internal & operational control, payments & accounting, financial reporting & monitoring, procedures for and quality of accounting & audit and its follow up compliance mechanisms, availability of human resources and related infrastructure at all levels, for identifying persisting gaps and (ii) suggest institutional wise (BRDS, DRDA and BDO) and program wise (IAY, NREGA and Social Pension and any other large program) financial management strengthening plan along with a detailed implementation plan with indicators for determining the baseline & monitoring progress and assignment of responsibilities to specific staff in BRDS. This improvement plan is also envisaged to bring in/reflect good practices adopted in other states in India.

#### Services Provided:

##### ❖ **Review & Assessment of existing Financial Management (FM) System of BRDS/RDD**

The review and assessment of the existing institutional structures for program implementation with focus on Financial Management System of BRDS at all levels i.e. RDD Secretariat, BRDS, DRDA, BDO office and Program Office (PO) of Block and Panchayat for NREGA) of RDD is envisaged to be carried around the six domains listed below. During the review and assessment exercise program guidelines, statutory requirements/ provisions and related policies (including Bihar Budget Manual GFR's and Treasury Code as applicable) is also required to be studied and detailed observations with respect to their fulfilment is envisaged to be included in the review and assessment report. The scope of work is associated with each of the following domains as given under:

- Fund flow and banking arrangements
- Budget planning, execution and reporting
- Review of past IT initiatives for improving financial monitoring
- Accounting, financial reporting & audit procedures
- Human resources (Finance & Accounts)
- Infrastructure and resource availability

❖ ***Prepare a detailed Plan of Action***

Based on the findings of review and assessment for improving the BRDS financial management system, JPS is required to prepare a detailed Plan of Action for improving the Financial Management System across all levels and in individual programs. This is envisaged to include suitable prioritization and administrative/ institutional/operational changes that may be required. The plan is to list the tasks/ activities that should be taken up (sequencing), with timelines and responsibility matrix as well as the likely impact (outcome). The Plan of Action is envisaged to be result-oriented, taking into account the existing capacity of staff, governance issues, practical feasibility of implementation and other internal & external obstructions related with reforms/ transitions. With every suggestion/ recommendation/ framework, the Plan of Action is expected to provide the details of required resources (infrastructure, IT, human resource etc.) for implementing them. Detailed report on Plan of Action is envisaged to cover all six domains included in the review and assessment. Besides it is also include the following points:

- (i) Pragmatic solution for streamlining the fund flow mechanism and how a consolidated picture of funds transfer between all institutional levels on periodic basis could be obtained. Solution is required to focus upon modifying/ transforming the existing fund flow and banking arrangements to desired level;
- (ii) A framework entailingforbudget planning process with suggestive modifications and providing desired support to BRDS in preparing standardized planning and reporting formats;
- (iii) Methods to track the budget availability, expenditure and means to control the excess expenditure if incurred under different budget heads, besides clearly specifying the requirements and steps to overcome the drawbacks, if any, in the budget execution;
- (iv) Optimum solution for accounting considering connectivity, MIS, staffing and banking arrangements with a migration/ transition plan to integrate the diversified modules, whether manual or IT based, related with financial monitoring under single system along with desired level of customization, if required;
- (v) Suitable plan for addressing the backlogs, if any, in accounting and audit and measures for re-creation of opening balance sheets, with adjustment entries where necessary;
- (vi) Solution to digitize the accounts books, keep track of all accounts data, modifications if required in the existing accounting systems, provide framework for improvement required in the standard accounting formats and improved methods of internal controls including reconciliation of bank accounts and inter unit accounts on the basis of findings of review and assessment;
- (vii) Define roles and responsibilities of entire Finance &Accounts(F&A) staff of BRDS at the state, district and block level pertaining to the execution and management of FM system, establishment of accountability mechanism, execution of suggested Plan of Action and for taking up related updations and reforms in future;
- (viii) Provide details of training requirements based of the assessment needs of dedicated F&A staff and other methods to capacitate the existing staff to bring their existing capacities at desired level of expertise; and
- (ix) A framework for strengthening the quality of internal and external audit, including Terms of reference for audit, basis of selection of auditors (packaging of assignments) with a view to improve timeliness & quality, but lower transaction cost due to multiplicity of audits





**Location:** Madhya Pradesh

**Client:** Directorate Urban Administration and Development, Government of Madhya Pradesh

**Funding Agency:** Directorate Urban Administration and Development, Government of Madhya Pradesh

**Period:** June 2015 – July 2015

**Associate Firm:** Nil

## Carrying out the Study for Revival and Preparation of 'Revival Report' for HOCL

### Brief Description of Project:

HOCL has two operating units and one subsidiary unit, viz.

- The Nitro Aromatic Complex at Rasayani in District Raigad (Maharashtra)
- The Phenol Complex at Kochi (Kerala)
- The Polytetrafluoroethylene (PTFE) Complex (Subsidiary) at Medak, Telangana.

The main products manufactured by HOCL are Phenol, Acetone and Hydrogen Peroxide at Kochi Unit and Nitrobenzene, Formaldehyde, Aniline, Concentrated Nitric Acid, Sulphuric Acid and Nitrotoluenes at Rasayani Unit. The raw materials used by HOCL are Benzene, Toluene, LPG, Methanol, Naphtha and Sulphur, majority of which come from petroleum refineries and petrochemicals complexes. HOCL provides the basic organic chemicals essential for vital industries like resins and laminates, dyes and dye intermediates, drugs and pharmaceuticals, rubber chemicals, paints, pesticides and others, touching virtually every facet of everyday life.

As an endeavour to strengthen the operations and sustainability of the company, it was proposed to carry out the captioned study.

### Services Provided:

#### A. Updating and Detailed Analysis of the Existing Operations

Conduct a diagnostic assessment of HOCL's operations and financials to understand its existing strengths & weaknesses and competencies. Assess the future based on As-Is scenario and its likely financial position under As-Is scenario. The diagnostic review was envisaged to form the inputs for developing a revival plan and measures.

- Operational Review
  - ✓ Study plants at Rasayani and Kochi to understand HOCL's operations;
  - ✓ Map current products, raw materials, customer segments and applications;
  - ✓ Products/plants and their performance (production, capacity utilization) for last 5 years;
  - ✓ Comparative analysis of consumption (raw material + utilities) with companies in similar sector;
  - ✓ Analyze the contribution from individual products to assess the viability of various plants;
  - ✓ Analyze manpower (number of employees, skill sets, associated costs etc.); and
  - ✓ Benchmarking with other companies in similar sector.
- Commercial Review/Market Assessment for Key Products
  - ✓ Conduct market assessment to understand market supply-demand dynamics, import-export trends and key growth drivers;
  - ✓ Study HOCL's performances in terms of volume and pricing;
  - ✓ Marketing and distributing channels;
  - ✓ Key customers;
  - ✓ Competition: Analyze the competitive landscape and profile key competitors; and
  - ✓ Assessment of external environment to identify potential threats and opportunities and key market trends.
- Financial Review (Past 5 Years)



- ✓ Profit & Loss Statement: Revenues by product and division, direct costs and overhead expenses and other significant items;
- ✓ Balance Sheet: Assets (plants and machinery, land bank, current assets etc.) and liabilities (loans, current liabilities, etc.) ;
- ✓ Cash flow - cash flow analysis from various streams; and
- ✓ Critical analysis of long and short term liabilities, employees related liabilities and contingent liabilities etc;
- ✓ Detailed SWOT analysis of HOCL to identify strengths, capabilities and assets;
- ✓ Prepare a 10-year financial projection for HOCL on 'As-Is' basis (i.e. assuming if the current situation continues along with some incremental changes)

#### B. Review of the Previous Revival Proposals

- Review the revival measures and Action Plan already considered by the Management on the possibility of improving the performance of the existing product lines in Rasayani, Kochi unit (both in operation as well as closed) with some incremental changes or modifications and their impact;
  - ✓ Refurbishment/retro fitments
  - ✓ Any capacity augmentation plans (via debottlenecking)
- Review of the HOCL plans/ status on implementation of the recommendations made in the past study reports, issues envisaged by HOCL in taking up these measures/ implementation and relevance of such measures in the current context of HOCL;
  - ✓ HOCL's plans for power plant, utilization of available land at Rasayani/Panvel & JNPT, CNG availability etc.
  - ✓ Incorporate the financial implications in the model (financial), if found relevant

#### C. Revival Plan and Measures

- Identify and evaluate the possible options for the revival of HOCL;
  - Possibility of improving the performance of existing plants at Rasayani and Kochi
- Rasayani: Revamping of existing plants like Caustic Soda, Sulphuric Acid and Nitro Toluene;
- Kochi: Possible change in catalyst for Phenol/Acetone plants – to reduce the wastage, enhancing the capacity;
- Analyze possible options for utilizations of available land bank at Rasayani. Prepare business case for the identified options.
- Related diversification;
  - Phenolic / Amino resins
  - Methanol
  - Speciality chemicals
  - Captive power plant or other initiatives to reduce power cost at Rasayani
- Unrelated diversification;
  - Logistics Park/CFS (Container Freight Station)
  - Housing project with EPIL / MHADA etc.
- Joint Ventures - The above analysis was also to evaluate the option of HOCL taking up the project on their own or through JV wherein the HOCL contribution may be mainly the surplus land on lease basis or as equity contribution in the JV;



- Merger – study of potential for merger with companies like RCF, GAIL etc;
- Administrative restructuring measures for achieving the optimum organization structure, overall manpower restructuring e.g.
  - Introduce a lucrative VRS scheme to retire excess personnel at Rasayani location
  - Encourage transfer of personnel from Rasayani unit to Kochi unit (in lieu of retirements at Kochi)
- Other possible options (such as):
  - Liquidation of certain surplus assets (e.g. land at Panvel, Kharghar, Rasayani, select marketing offices, residential flats at Worli etc)
  - Collaborative arrangements with upstream / downstream business partners and organizations etc.
  - Possibility of acting as captive manufacturer for some product for the nearby public sector undertakings
- Identify and evaluate possible options for restructuring the balance sheet;
  - Identify the support needed from the Government (e.g. funding needed to compensate for the operating losses and working capital requirements over the short-term)
  - Defer payment of outstanding preference shares, liquidating GOI guaranteed bonds of Rs. 250 crore etc.
- Provide a high level business case for the identified options. Prioritize and select the options based on discussion with HOCL;
- Determine the level of funding and support needed for the identified options;
- Identifying strategic themes and initiatives to execute corporate revival plan. Identify high level next steps for the selected options and include the financial implications in the financial model;
- Developing a detailed corporate revival plan for a defined plan period based on the above assessment; and

Prepare a 10 year financial projection for HOCL after taking into account the above revival measures. The assumptions for the financial projections were to be taken as discussed and agreed with HOCL. The financial projections in respect of new shortlisted projects which HOCL may take (either on its own balance sheet or as additional income stream from a JV if taken up through JV) were to be considered in the projections while assessing the revival measures. The financial projections were to include sensitivity analysis indicating risk factors and mitigation.

**Location:** Madhya Pradesh

**Client:** Directorate Urban Administration and Development, Government of Madhya Pradesh

**Funding Agency:** Directorate Urban Administration and Development, Government of Madhya Pradesh

**Period:** February, 2015 – Sept, 2018 (Extended upto Sept, 2020)

**Associate Firm:** Nil

### **Migration of Single Entry Accounting System to Accrual Based Double Entry Accounting System, Preparation of Opening Balance Sheet, Updating of Fixed Asset Register, Valuation of Fixed Assets and Handholding Support of the Urban Local Bodies- (Cluster S/7)**

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

The Government of Madhya Pradesh is reforming the present account system by introducing Accrual Based Double Entry Accounting System, referred to as “AB – DEAS” in Urban Local Bodies. The new accounting system will conform to the National Municipal Accounting Manual (NMAM) guidelines and focus on improving financial recording and reporting system in Urban Local Bodies. With this in mind, the Urban Administration Development Directorate (UAD), Government of Madhya Pradesh, is providing Technical Assistance (TA) to implement AB-DEAS in the 53 towns of Madhya Pradesh under “Shahari Sudhar Karykram”. This TA is applicable for the clusters of 53 cities of Madhya Pradesh.



The “Shahri Sudhar Yojna” is a scheme run by Government of Madhya Pradesh for implementing Urban Reforms in Urban Local Bodies of Madhya Pradesh. This scheme inter alia includes the following activities and task to be performed at ULB level:

- Enhancement of Property Tax
- Implementation of Accrual Based Double Entry Accounting System
- E-Governance
- 100% recovery of O&M cost through user charges
- 25% budget provision for urban poor.

The global objective of the consultancy assignment is full migration of the books of accounts for the financial year 2014-15 to 2015-16 to double entry accounting system as per the Madhya Pradesh Municipal Accounting Manual (MPMAM) applicable from 1st April, 2007.

The specific objectives of the consultancy assignment are to prepare Opening Balance Sheet as on 1st April, 2014 including updating of fixed asset register and valuation of fixed assets, convert the current accounts to AB-DEAS in compliance with the requirements of Madhya Pradesh Municipal Accounting Manual and other concerned government notifications, and handholding support aimed at sustaining the introduction of accrual-based DEAS including asset accounting and inventory management system.

#### Services Provided:

This TA is applicable for the cluster S/7. Under this TA, JPS, as an external agency, is envisaged to execute the following tasks in a phased manner:

- Situation Assessment
- Preparation of Opening Balance Sheet as on 1 April 2014
- Preparation and valuation of Fixed Asset, Liability, Inventory as on 1 April 2014
- Sustaining the introduction of accrual –based DEAS including asset accounting and inventory management system
- Identification, verification and valuation of fixed assets and all other assets and liabilities
- Preparation and updating of the fixed assets register, stock registers; and Opening Balance Sheet as on 1st April, 2014 under the MPMAM;
- Full Migration of accounts to accrual based accounting system
- Handholding exercise to help ULB sustaining AB-DEAS and preparation of Year End Statement and BRS till 31.3.2019
- Asset Accounting and Inventory Management system;
- Preparation of year-end financial statements for the financial years 2014-2015 and 2015-16.
- Train the persons responsible for maintaining books of accounts, as per training manual; and
- Put a mechanism in place for flow of information from different sources required for recording accounting entries and preparation of financial statements;
- Preparation of Bank Reconciliation statement for the financial years 2014-2015 and 2015-16.



**Location:** Madhya Pradesh

**Client:** Directorate Urban Administration and Development, Government of Madhya Pradesh

**Funding Agency:** Directorate Urban Administration and Development, Government of Madhya Pradesh

**Period:** February, 2015 – Sept, 2018 (Extended upto Sept, 2020)

**Associate Firm:** Nil

### **Migration of Single Entry Accounting System to Accrual Based Double Entry Accounting System, Preparation of Opening Balance Sheet, Updation of Fixed Asset Register, Valuation of Fixed Assets and Handholding Support - (Cluster K, 8 ULBs)**

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

The Government of Madhya Pradesh is reforming the present account system by introducing Accrual Based Double Entry Accounting System, referred to as “AB – DEAS” in Urban Local Bodies. The new accounting system will conform to the National Municipal Accounting Manual (NMAM) guidelines and focus on improving financial recording and reporting system in Urban Local Bodies. With this in mind, the Urban Administration Development Directorate (UAD), Government of Madhya Pradesh, is providing Technical Assistance (TA) to implement AB-DEAS in the 63 towns of Madhya Pradesh under UIDSSMT programme. UIDSSMT aims at improvement in urban infrastructure in towns and cities in a planned manner with the following objectives:

- a) Improve infrastructure facilities and help create durable public assets and quality oriented services in cities and towns;
- b) Enhance Public-Private-Partnership in infrastructural development; and
- c) Promote planned integrated development of towns and cities.

The UIDSSMT programme also aims at providing assistance to UAD in developing accounting policies and rules, accounting procedures, standard formats, etc, as well as handholding and implementation support to ULBs.

The global objective of the consultancy assignment is full migration of the books of accounts for the financial year 2013-14 to 2014-15 to double entry accounting system as per the Madhya Pradesh Municipal Accounting Manual (MPMAM) applicable from 1<sup>st</sup> April, 2007.

The specific objectives of the consultancy assignment are to prepare Opening Balance Sheet as on 1<sup>st</sup> April, 2013 including updation of fixed asset register and valuation of fixed assets, convert the current accounts to AB-DEAS in compliance with the requirements of Madhya Pradesh Municipal Accounting Manual and other concerned government notifications, and handholding support aimed at sustaining the introduction of accrual-based DEAS including asset accounting and inventory management system.

#### **Services Provided:**

This TA is applicable for the cluster K of 8 cities (Bhedaghat, Shahpura-Jabalpur, Patan, Kareli, Tendukheda-Narsinghpur, Mandla, Anuppur, Kotma) of Madhya Pradesh under UIDSSMT. Under this TA, JPS, as an external agency, is envisaged to execute the following tasks in a phased manner:

- Updation of the fixed assets register;
- Assessment and valuation of assets and liabilities;
- Valuation of inventory;
- Getting the valuation of the fixed assets done by a Chartered Engineer;
- Reconciliation of bank accounts;
- Migration of accounts for the financial years 2013-14 to 2014-15 into AB-DEAS;
- Educating the manpower at ULBs entrusted with the accounting work in the ways of AB-DEAS, so as to enable them to maintain the accounting records as per AB-DEAS from the financial year 2015-16 to 2017-18 and onwards;
- Handholding support to the manpower at ULBs entrusted with the accounting for the year 2015-16 to 2017-18; and
- Follow the guidelines of GoI as per JNNRUM toolkit and 13th Finance Commission while executing above tasks.





**Location:** Madhya Pradesh

**Client:** Directorate Urban Administration and Development, Government of Madhya Pradesh

**Funding Agency:** Directorate Urban Administration and Development, Government of Madhya Pradesh

**Period:** Feb, 2015 – Sept, 2018 (Extended upto Sept, 2020)

**Associate Firm:** Nil

### **Migration of Single Entry Accounting System to Accrual Based Double Entry Accounting System, Preparation of Opening Balance Sheet, Updation of Fixed Asset Register, Valuation of Fixed Assets and Handholding Support - (Cluster M, 8 ULBs)**

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

The Government of Madhya Pradesh is reforming the present account system by introducing Accrual Based Double Entry Accounting System, referred to as "AB – DEAS" in Urban Local Bodies. The new accounting system will conform to the National Municipal Accounting Manual (NMAM) guidelines and focus on improving financial recording and reporting system in Urban Local Bodies. With this in mind, the Urban Administration Development Directorate (UAD), Government of Madhya Pradesh, is providing Technical Assistance (TA) to implement AB-DEAS in the 63 towns of Madhya Pradesh under UIDSSMT programme. UIDSSMT aims at improvement in urban infrastructure in towns and cities in a planned manner with the following objectives:

- a) Improve infrastructure facilities and help create durable public assets and quality oriented services in cities and towns;
- b) Enhance Public-Private-Partnership in infrastructural development; and
- c) Promote planned integrated development of towns and cities.

The UIDSSMT programme also aims at providing assistance to UAD in developing accounting policies and rules, accounting procedures, standard formats, etc, as well as handholding and implementation support to ULBs.

The global objective of the consultancy assignment is full migration of the books of accounts for the financial year 2013-14 to 2014-15 to double entry accounting system as per the Madhya Pradesh Municipal Accounting Manual (MPMAM) applicable from 1<sup>st</sup> April, 2007.

The specific objectives of the consultancy assignment are to prepare Opening Balance Sheet as on 1<sup>st</sup> April, 2013 including updation of fixed asset register and valuation of fixed assets, convert the current accounts to AB-DEAS in compliance with the requirements of Madhya Pradesh Municipal Accounting Manual and other concerned government notifications, and handholding support aimed at sustaining the introduction of accrual-based DEAS including asset accounting and inventory management system.

#### **Services Provided:**

This TA is applicable for the cluster K of 8 cities (Porsa, Sabalgarh, Kolaras, Chanderi, Mungawali, Ishagarh, Guna and Chachodabinaganj) of Madhya Pradesh under UIDSSMT. Under this TA, JPS, as an external agency, is envisaged to execute the following tasks in a phased manner:

- Updation of the fixed assets register;
- Assessment and valuation of assets and liabilities;
- Valuation of inventory;
- Getting the valuation of the fixed assets done by a Chartered Engineer;
- Reconciliation of bank accounts;
- Migration of accounts for the financial years 2013-14 to 2014-15 into AB-DEAS;
- Educating the manpower at ULBs entrusted with the accounting work in the ways of AB-DEAS, so as to enable them to maintain the accounting records as per AB-DEAS from the financial year 2015-16 to 2017-18 and onwards;
- Handholding support to the manpower at ULBs entrusted with the accounting for the year 2015-16 to 2017-18; and
- Follow the guidelines of GoI as per JNNRUM toolkit and 13th Finance Commission while executing above tasks.



**Location:** Bihar, Patna

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

**Funding Agency:** World Bank

**Period:** 27 Nov. 2014 – June, 2016

**Associate Firm:** Nil

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

**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



**Location:** New Delhi

**Client:** National Highways Authority of India

**Funding Agency:** World Bank

**Period:** June, 2014 – June, 2015

**Associate Firm:** Nil

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

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

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

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

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

- Area Covering Kamla-Kosi Basin and Patna

**Preparation of Training Plan and Development of Cooperative Programmes for Research Standardization & Development for the National Highways Authority of India (NHAI) under the World Bank Technical Assistance Project – Package No.WBTA-01**

**Brief Description of Project:**

To meet the expanded NHDP mandate, industry challenges and to effectively manage and implement changing nature of its portfolio (from item-rate contracts to PPP), there is an urgent need to build institutional capacity and transform NHAI to a multi-disciplinary, modern and fully equipped entity rather than to remain merely as an 'Engineering Organisation'. This consultancy is envisaged to support structured trainings and exposure visits to countries for capacity building in selected areas including twinning arrangements with agencies/institutions of repute abroad in areas such as Project Management, Project Financing, Appraisals and PPPs, Road Safety, Asset Management, Environment and Social Management, Legal and Arbitration and Procurement. NHAI seeks the assistance of JPS for assessing training need of technical / functional staff on the basis of required qualifications and submit annual training programme mutually agreed by the World Bank to identify the trainings to be funded under the Project.

The objective of the consultancy services is to design a training programme on the basis of training needs assessment, keeping in view the following issues:

- Wherever there are sizable numbers of people having the same training needs, it is advisable to organize an in-company programme. The organization can save a lot of cost. The probability of the trainees actually applying what they have learned is high because of high group support.
- Whenever new systems have to be introduced and training is needed for a sizable group of employees, it is advisable to organize training within the company.
- It is better to aim at in-company programmes for technical skill wherever possible and outside programme for managerial and behavioural development.
- People performing responsible roles in the organization should be encouraged to go out periodically for training, where they would have more opportunities to interact with executives of other organizations and get ideas as well as stimulate their own thinking.
- The training department should play a dynamic role in monitoring the training



activities. It should continuously assess the impact of training and help the trainees in practicing whatever they have learnt.

- Whenever an individual is sponsored for training, he should be told categorically the reasons for sponsoring him and the expectations of the organization from him after he returns from the programme.

#### Services Provided:

- Develop a strategy for imparting training programmes by reviewing and suggesting possible amendments to HR Policies. This is the most significant step lest this becomes another adhoc exercise. This would require defining ways the training is to be imparted, i.e. hands on training, e-learning, face to face interactions, secondment to different agencies, internal rotation, Acting Managers (in case of leave), annual retreats/forums etc. Further, it has to be woven into the HR Policies as to how training programme are to be reflected in annual assessment and career progression. The strategy should also devote due attention to funding such training programmes. This may open up new challenges, but it is a fundamental requisite as training deals with human resources and governing policies have direct impact.
- Develop an immersion programme for each new entrant to NHA. This should target both managerial level as well as executive assistant level and should include, amongst others, the nature of works / operations of agency, communication plans, QC and Audit functions, HR Policies, on-boarding help etc.
- Identify key areas in which the training need exists. At the corporate level, a defined training strategy shall guide this step (and creating panels of Institutions can be a possible outcome). The functional departments can help identifying this on yearly basis. It may not be possible to identify all possible programmes on priority. Hence, this is likely to be a yearly exercise. Ideally, the training strategy should map out the employee profile and the agency requirements and plan accordingly. The training needs assessment and development of training programmes is to be carried out for all levels of employees of NHA. The number of employees (including regular, deputation & long term contract) working in NHA HQ, ROs, PIUs and CMUs are 1100 approx, and are posted at various departments, i.e. Administration, Finance, Technical, Coordination, Information Technology, Technical Induction Cell, Contract Management Cell, Legal & Arbitration, Commercial Operation, Corridor Management, Road Safety, Land Acquisition etc.
- Define a mechanism by which trainee programmes / institutions / resource person are identified, training personnel selected in an objective manner on a yearly basis and evaluation of imparted training is undertaken at agency level. Typically, this mechanism should report on percentage of staff having access to training. These services should not target developing of any training material, except perhaps the general immersion programme. Development of specific material should be left to identified institutions who are to provide specific training.
- Research: Advancement of knowledge landscape in a chosen field requires a dedicated approach to research. So far this has been almost completely lacking in NHA which is delivering a \$50 Billion programme. Introduction of planned research both individualized and interdisciplinary is the need of hour. JPS is required to suggest changes (and when none exist, create new) to the existing research methodologies, funding pattern, policies governing hiring, promotion and allocating resources to different programmes, peer review system, time allocation, performance evaluation (to introduce the element of risk taking inherent in all research). Central to all this will be the engagement of academic institutions and their approach to this vexing issue. JPS is envisaged to contact the Prime Engineering Colleges /Institutions of the country and formulate a suitable approach, using knowledge and research part of the Colleges /Institutions, to provide more research facilities in those Institutions to help out the various issues in this industry. It is also required to identify the foreign institutions of good repute, where the NHA training needs may be fulfilled.
- Standardization: JPS may review the role of current institutions (eg. BIS, IRC,





**Location:** West Bengal

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

**Funding Agency:** World Bank

**Period:** July, 2014 – November, 2014

**Associate Firm:** Nil

CRRI, MoRT&H) involved in developing standards relating to highways sector and contingent infrastructure. These standards include, amongst others, those pertaining to existing and new materials, methodologies and processes, infrastructure design parameters etc, alongwith the analysis of current situation and its impact on infrastructure delivery in this key sector. The outcome of this exercise should be aimed at identifying the consequences of continuing with status-quo, backed with economic analysis to facilitate decision makers in higher echelons of Government. It should also target to develop a synergy between programmes and institutions to deliver modern, efficient, economical, greener and safer highway system, while identifying key areas of focus and the lead agency to deliver these programmes.

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

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

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

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

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

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

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

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

During the APA exercise, information from all 1000 ISGP project GPs related to above



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

#### Services Provided:

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



**Location:** Himachal Pradesh, India

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

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

**Period:** May, 2014 – April, 2015

**Associate Firm:** Nil

approximately 21 weeks during 1<sup>st</sup> July-30th November 2014. During the implementation period, JPS shall submit fortnightly reports on the progress made. Actual field assessment is expected to be completed within 8 weeks. Physical verification of randomly selected sample of 2 of investments and services shall be undertaken by the assessors to assess the quality of the services delivered. The allocation of scores against each assessment criteria should be in compliance with criteria and the respective scores allocated under various Assessment themes as detailed in the Grant Performance Assessment.

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

#### **Detailed Narrative Description of Project:**

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

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

#### **Services Provided:**

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

### **Consultancy Services for Assisting State Project Management Unit with the**

**Location:** Chhattisgarh, India

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



## **Implementation of JICA funded Capacity Development for Forest Management and Personnel Training Project for Forest Department, Government of Chhattisgarh**

### **Detailed Narrative Description of Project:**

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

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

### **Services Provided:**

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

## **Consultancy Services for Assisting State Project Management Unit with the Implementation of JICA funded Capacity Development for Forest Management and Personnel Training Project for State Environment and Forestry Training Institute, Nagaland Forest Department, Government of Nagaland**

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

The Ministry of Environment and Forest (MoEF) Government of India is implementing a JICA assisted Capacity Development for Forest Management and Personnel Training Project in the country with the aim of capacity development of the frontline forest staff. The Project is of approximately 2 years and targets improvement in the training infrastructure and training methodologies. As one of the implementing states of this project, the Nagaland State Forest Department, Government of Nagaland contracted JPS for assisting the State Project Monitoring Unit (SPMU) for the implementation of

**Location:** Nagaland, India  
**Client:** State Environment and Forestry Training Institute, Nagaland Forest Department, Government of Nagaland

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

**Period:** Nov., 2013 – March, 2023

**Associate Firm:** Nil



this project. The expertise envisaged from JPS is in the field of Forestry including Joint Forest Management (JFM), Participatory Planning and Assessment including Participatory Rural Appraisal (PRA); Communications Skills and Training Methods.

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

#### **Services Provided:**

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

**Location:** South Sikkim

**Client:** Project Management Implementation Unit (PMIU), South Asia Tourism Infrastructure Development Project – India (SATIDP), Department of Tourism & Civil Aviation, Government of Sikkim

**Funding Agency:** Asian Development Bank

**Period:** September, 2013 – December, 2015

**Associate Firm:** Nil

#### **ADB Loan No:2578 – IND: Preparation of Operationalization Plan & Curriculum Development for Indian Himalayan Centre for Adventure and Eco-tourism, Chemchey, South Sikkim for Department of Tourism & Civil Aviation, Government of Sikkim**

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

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

The proposed centre is spread over 17 Acres. The construction began in 2005 and as per the physical master plan, and the centre had received funds to complete phase 1 and 2 of the project from the central Ministry of Tourism, Government of India. The activities completed include guest houses, meditation centre, administrative centre and cafeteria. Approval has been accorded for the mountain interpretation centre, administrative block and students hostels. However, lack of funding for training facilities





and equipment delayed operationalization. To bridge this gap, Asian Development Bank, in 2008 agreed for a viability gap funding by including it in the list of sub-projects for loan support for SASEC South Asia Tourism Infrastructure Development Project-India (Loan No. 2578, Project No. 39399-IND) to Department of Tourism, Government of Sikkim (DoT&CAv, GoS). For complete operationalization and implementation of the sub-project goals of IHCAE, Chemchey, the PMIU appointed JPS to assist in executing the said project activity. The project activity comprises of two parts:

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

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

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

#### Services Provided:

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

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

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



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

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

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

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



costs investment. Predict and project the recurring, incremental and risk mitigation costs for the proposed academic activities.

- Include alternative approaches to accommodate the varying knowledge levels of potential attendees as well as the innovative and different learning styles that may be present within a group of attendees.
- Develop an academic evaluation framework for each courses and training module and the core course, to be shared by the training participants.
- Develop a preliminary form and structure for training compendium to support a "train the trainer" approach to curriculum use and application for training the guides, trekkers, mountaineer, etc.
- Help IHCAE for formulating enactments, procedures and time-frames for approvals, recognition and consent for inclusion of the proposed curriculum in the mainstream educational system of the State of Sikkim and subsequently with AICTE, UGC, or any other appropriate national techno-professional courses bodies or councils.

Limited down-streaming in form of the performance monitoring and assessment by the Consultant team members for this assignment is mandated by the Client. In addition, training of Client staff/line departments/stakeholders/host communities/institutions is a specific component of this assignment.

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

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

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

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

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

##### **Services Provided:**

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

**Location:** Kerala

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

**Funding Agency:** World Bank

**Period:** August 2013 – 2014

**Associate Firm:** Nil

and timely manner in the formats provided by the PMU;

- The assessment is envisaged to cover the performance of GPs and Municipalities in the areas of revenue generation, public financial and expenditure management, service delivery, operation and maintenance, asset and office management, sub-project implementation and consultative and participatory approaches, as well as compliance with the project's Environment and Social Safeguards Management Framework (ESMF), procurement rules and guidelines, grievance redressal rules and guidelines, etc.;
- The Assessment is also envisaged to include random samples of stakeholder interviews in the respective LSG's jurisdiction to assess the effects of the project's interventions in improving the services delivered by the LSG;
- The Assessment Results are to be consolidated District wise separately for GPs and Municipalities, in the region awarded, for carrying out assessment;
- Each LSG is envisaged to require about 2-3 full working days for reviewing their performance;
- JPS is envisaged to upload the result sheets and or the region wise consolidated report (as advised by the PMU) on the defined portal online and or in the systems installed as directed by the PMU;
- Compile the findings in a report consisting of an Executive Summary, supported with reports on performance quality of each LSGs in the allotted region, and the completed and signed assessment formats.

#### Deliverables

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

- Performance of LSGs vis-à-vis full assessment against the indicators in the respective themes/criteria given in assessment formats;
- Performance Scores for each LSG along with the assessment sheets;
- Report on the performance of the LSGs with an Executive Summary of the assessment;
- LSG wise analysis of performance with specific reference to the assessment indicators;
- Highlighting specific issues, if any found in LSGs;
- Report and Analysis of stakeholder's response GP-block wise in the allotted region. The response of the stakeholders interviewed in each LSG area, is envisaged to be compiled in a matrix format to support Block-District-Region wise and analyzed;
- Recommendations of the qualified LSGs based on assessment of their performance in FY 2011-12. The report is envisaged to clearly indicate the name of the LSGs which have qualified and not qualified-both, in the assessment process and the reasons behind qualification/disqualification;
- A consolidated analysis Region wise, with specific reference to the analysis from tribal areas is also envisaged to be part of the report;
- Supporting documents such as assessment sheets of each LSG, are expected to be included and submitted to PMU-DAC separately.



**Preparation of Critiques for fixation of MoU targets for the Maharatna Central Public Sector Enterprises (CPSEs) for the Financial Year 2014-2015 for Department of Public Enterprises, Ministry of Heavy Industries and Public Enterprises, Government of India**

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

The basic objectives of the project is to finalizing the critique format of all 7 Maharatna Central Public Sector Enterprises (CPSEs) and preparation of critiques of these CPSEs. The critiques are envisaged to be the source documents for the task force members (an independent body for fixation and evaluation of MoU Targets) for the fixation of MoU Targets of Maharatna Central Public Sector Enterprises (CPSEs) for 2014-15.

#### **Services Provided:**

The methodology for preparation of critiques are to be based on MoU guidelines for 2014-15. The critiques shall include, but not be restricted to, the following:

- Critique formats shall include all possible financial and non-financial parameters to evaluate and forecast the performance of the CPSEs;
- Perform gap analysis, ratio analysis and basis of assumptions on which the projections have already been made by the CPSEs for the targets pertaining to financial parameters and compare them with –
  - Targets set in MoU Document; and
  - The actual performance of preceding two financial years (FY 2011-12, FY 2012-13) so as to fix the financial MoU targets for 2014-15
- Select each financial/non-financial parameter including physical parameters of MoU for the CPSEs, keeping in view the sectoral and economic environment of the national and international peer companies;
- Check the adequacy of targets set by CPSEs for MoU purpose;
- Use trend analysis of CPSEs and of the respective sector for forecasting the target of CPSEs for financial parameters;
- Analyse impact of grant/ subsidy on the financial performance;
- Take into account the impact of pricing policies on the financial performance;
- Analyse impact of project implementation /expansion plan/modernization;
- Factor in projected growth rate anticipated by Regulatory Bodies/ Planning Commission and its impact in the projections of the CPSEs;
- Factor in overall global scenario, domain performance and local factors impacting on performance; and
- Take into account achievement in the previous years against MoU targets with respect to:
  - Non-financial targets
  - Financial targets

The deliverables comprise of critique formats for each of the Maharatna CPSEs, gap and ratio analysis report with list of assumptions on the basis of which critique is prepared alongwith source of information, trend analysis report and a comprehensive report covering the Terms of Reference.

#### **Preparation of Training Need Assessment (TNA) and Preparation of Strategic**

**Location:** New Delhi

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

**Funding Agency:** World Bank





### Training Plan under Capacity Building for Urban Development (CBUD) project for Ministry of Urban Development, Government of India

#### Brief Description of Project:

The Government of India (GoI) is implementing Capacity Building for Urban Development Project (CBUDP) with the support of the World Bank. CBUDP is configured to provide comprehensive framework for longer term capacity development requirements and incorporates urgent priorities identified by the GoI for the Ministries of Urban Development (MoUD) and Ministry of Housing and Urban Poverty Alleviation (MoHUPA) for capacity development of ULBs in provision of effective service and urban poverty reduction. The Project has two components viz. Component-1: capacity development for strengthened urban management and Component-2: capacity building for effective urban poverty monitoring and alleviation. One of the important focus areas under Component I of CBUDP is enhancing knowledge and skills of elected representatives and appointed officials and staff of the ULBs.

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

Specific objectives of the assignment are as follows:

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

#### Services Provided:

- Conducting Training Needs Assessment (TNA) of both elected & appointed officials of the urban local bodies in the four focused areas of the Component – I of the CBUD Project as detailed below:
  - **Financial & FM Reform:** The CBUD project would support ULBs in the key areas of improving budgeting & planning, expenditure management, procurement planning & execution, revenue mobilization (including property tax, development charges & user charges), asset/liability management, accrual accounting, internal controls, auditing, FM information systems, procurement, capacity enhancement of municipal accountants & IT standardization. Implementation & operational planning, including developing strategies for project execution & monitoring and review, including effective quality control procedures will also be supported.
  - **Framework for Urban Planning:** The CBUD project would support ULB reforms to the urban planning process & land management, including pro-poor planning approaches.
  - **Service Delivery:** The CBUD project would support institutional design in ULBs for service delivery, tariff & subsidy design, the functioning framework (including access to capital markets, public private partnerships, & carbon finance), service delivery for the poor, strengthening project planning, implementation, performance planning & benchmarking, and efficient management of social impacts.
  - **Framework for Governance:** CBUD The project would seek to improve the quality of the interactions between local officials and citizens through support



for citizen awareness & participation (e.g. citizen scorecards, stakeholder forums) and skills development for elected officials. In addition, to improve transparency, public consultations, citizens forums and measures such as disclosure of finalized audited financial statement would be supported.

- TNA to be conducted by taking a sample of ULBs out of the 30 ULBs that are presently under the purview of Component-I of the CBUDP. Training needs assessment (TNA) of both appointed and elected functionaries of the urban local bodies are envisaged to be conducted in the context of organizational goals and objectives of the urban local bodies (ULBs) by following the steps mentioned below:
  - Determine goals and objectives of each department of the ULBs and the skills required by the appointed functionaries for achieving the goals and objectives and for performing the work assigned to the staff (including the officers) in each department (job description) at each level in the various departments
  - Check the competency profile of the staff (including the officers) at all levels in the various departments of the ULBs and highlight the existing skills which the members of the staff (including the officers) have for performing his/her jobs/functions
  - Compare the existing skills with the desired skills and determine the training needs of the staff (including the officers) at all levels
  - Findings of the TNA & a market assessment of available training courses (covering topics, target groups and duration etc) in various institutions along with the feedback received in the workshop are envisaged to be used for formulating a three-year Strategic Training Plan consisting of (i) Training courses to be conducted in the focus areas of CBUD Project (ii) Training modules for each of the training courses (iii) Target group for each training course (iv) priority based phasing of training courses over a period of three years (v) Exposure trips/ study tours to be conducted on best practices within and outside the country in next three years indicating the topics, duration, places to be visited, and the targeted participants for each trip.
  - The Consultants are envisaged to organize a Workshop for the officials of the MoUD and other stakeholders for validation of the draft Strategic Training Plan and incorporate the feedback to be received from the Workshop in the final Strategic Training Plan.

**Location:** New Delhi

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

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

**Period:** July 2013 – 2015

**Associate Firm:** Nil

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

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

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

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



Forester Training School, Mahilong & Ranchi, and Forester & Forest Guard Training School, Hazaribagh.

#### Services Provided:

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

**Location:** Guwahati (Assam)

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

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

**Period:** October 2012 – 2014

**Associate Firm:** Nil

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

#### Brief Description of Project:

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

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

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

The tasks involved were (a) the conduct of training needs of the notified incident Response Team (IRT) members at different levels i.e. State, Districts, Civil Sub division & Revenue circle levels and senior Government officials of the Government of Assam



associated with emergency response. Based on the TNA findings, prepare recommendations for training which will enhance the capacity at State, District, Civil Sub Division and Revenue Circle levels to implement the Incident Response System and (b) development of separate training modules for all stakeholders for all levels as per the TNA findings.

#### Services Provided:

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

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

#### Brief Description of Project:

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

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

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

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

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

**Funding Agency:** World  
Bank

**Period:** Dec. 2012 – 2014

**Associate Firm:** Nil



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

The specific objectives of the assignment are as follows:

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

#### **Services Provided:**

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

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

**Location:** Madhya Pradesh

**Capacity Development for Forest Management and Personnel Training Project for**

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

**Funding Agency:**





### Madhya Pradesh Forest Department, Government of Madhya Pradesh

#### Brief Description of Project:

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

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

#### Services Provided:

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

**Location:** West Bengal

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

**Funding Agency:** World Bank

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

**Associate Firm:** Nil

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

#### Brief Description of Project:

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

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

#### Services Provided:



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

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

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

JPS is required to broadly provide the following outputs:

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

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

**Conduct of Organization Climate Survey for measuring the effectiveness of HR**



**Location:** Tamil Nadu and Rajasthan, India

**Client:** Neyveli Lignite Corporation Limited (NLC Limited), Ministry of Coal, Government of India

**Funding Agency:** Neyveli Lignite Corporation Limited (NLC Limited), Ministry of Coal, Government of India

**Period:** April 2012 – 2013

**Associate Firm:** Nil

**Policies, Systems and Processes (diagnostic) and Recommendations for Improvement (Recommendative) for Neyveli Lignite Corporation Limited, Ministry of Coal, Government of India**

**Brief Description of Project:**

Neyveli Lignite Corporation Limited is a “Navratna” Government of India Enterprise, under the administrative control of Ministry of Coal. In pursuit to improve the HR strategy/systems/practices in NLC Limited and to meet the changing role of HR as a Strategic Business Partner, JPS was entrusted to conduct a diagnostic and recommendative study on Organisational Climate of NLC Limited in order to measure the effectiveness and alignment of existing HR policies, systems and processes and suggest appropriate interventions to strengthen the same to meet the genuine expectations of employees in tandem with organizational objectives.

**Services Provided:**

**Phase I**

- Mapping the view and concerns of NLC Management through discussion/interview with Senior Officials of NLC and HR.
- Finalization of the objectives of the survey.
- Identifying the Dimensions/parameters to be covered in the survey, finalizing the weightage/ measures of the questionnaire, evolving and finalizing the Questionnaire in English for executives and in Tamil for non-executives posted at Neyveli, Chennai and Tuticorin and in Hindi for those posted at Barsingasar Project through joint discussions.
- Finalization of the percentage of population to be covered in each category of employees.
- Conduct of Pilot Survey amongst Executives and Non-Executives for validation of the Questionnaire in English for executives and in Tamil for non-executives posted at Neyveli, Chennai and Tuticorin and in Hindi for those posted at Barsingsar Project
- Incorporation of improvements, if any, in the questionnaire.

**Phase II**

- Conduct of the survey in English for executives and in Tamil for non-executives posted at Neyveli and in Hindi for those posted at Barsingsar Project.
- Methodology of Research to comprise of Focused Group Discussions, Structured Questionnaire and Interviews.
- Analysis of the questionnaire inputs (from 40% of respondents viz. 7200 employees) in a structured manner and quantify the outputs suitably to make it meaningful.
- Removing the disparity and contradictions in the qualitative input.
- Comparison of NLC output with other such surveys involving leading organizations (Mining and Power Generation) in India during last decade.

**Phase III**

- Analysis of data and submission of interim report to NLC.
- Submission of final detailed report after presentation and discussion on Interim report. The Final Report to indicate/contain the findings Unit wise, Company/Department/Function wise and Employee category wise analysis or as may be required by NLC and Suggested interventions for strengthening/recommendations with a futuristic outlook.



**Location:** Nagpur, India

**Client:** Manganese Ore India Limited (MOIL Limited), Ministry of Steel, Government of India.

**Funding Agency:** Manganese Ore India Limited (MOIL Limited), Ministry of Steel, Government of India

**Period:** September 2010- October 2012

**Associate Firm:** Nil

### **Preparation of Comprehensive Corporate Plan for the Period Ending 2020 for MOIL Limited, Ministry of Steel, Government of India**

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

MOIL is a 100% Government-Owned Company - a Miniratna PSU, under the administrative control of the Ministry of Steel. MOIL Limited assigned the consultancy to prepare a Comprehensive Corporate Plan for the period ending 2020 in order to address the growing demand of Manganese Ore and Manganese Ferro Alloys in the country. Considering the projected growth in steel, the Corporate Plan is required to spell the macro and micro level plan and strategy to be adopted in various mining and other projects, capital assets, modernizing mining methods, acquiring new leases for mining (inside the country and beyond the shores).

#### **Services Provided:**

- Preparation of the Vision, Mission and Value statement for MOIL Ltd.
- Identification of the short term and long term business goals and strategic challenges in Indian and International environment.
- Drawing the strengths and weaknesses of the company keeping the domestic and International scenarios.
- Drawing a detailed Implementation Plan and Strategy together with an Investment Plan.
- Assessing the safety and environment issues and suggesting ways for improvisation.
- Reviewing quality control measures, research & development.
- Assessing the future manpower needs of the company and suggesting changes in the organization structure to meet the future expansion/ diversification plan of the company.
- Reviewing and suggesting a comprehensive Corporate Social Responsibility Policy.

**Location:** A.P. & Chhattisgarh, India

**Client:** National Mineral Development Corporation Limited (NMDC Limited), Ministry of Steel, Government of India

**Funding Agency:** National Mineral Development Corporation Limited (NMDC Limited), Ministry of Steel, Government of India

**Period:** November 2011-2014

**Associate Firm:** Nil

### **Study and Designing of Organizational Structure for NISP, Nagarnar, Chhattisgarh for NMDC Limited, Ministry of Steel, Government of India**

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

Incorporated in 1958 as a Government of India fully owned public enterprise. NMDC Ltd is under the administrative control of the Ministry of Steel, Government of India. NMDC Ltd is setting up a 3 MT Nagarnar Integrated Steel Plant (NISP) in Chhattisgarh as part of diversification plan. The Plant is planned to be commissioned in 2014. For the Steel Plant, being a new entity in the Company, a suitable organization structure is to be involved and designed. The proposed organization structure is to be lean and efficient to make the unit globally competitive.

#### **Services Provided:**

- Study of Corporate Goals and Strategy of NMDC Ltd envisaged for this new entity.
- Designing a suitable organization structure commensurate with organizational requirements, strategy and environment taking into account the elements such as external environment; internal environment which includes technology, processes, resources and linkage with the parent organization and environment integrative frame work; components of organization covering structure (vertical and horizontal) and structural implications; job design; control system; and information flow.
- The major tasks in four stages were to be undertaken as follows: Inception Phase; Design of a suitable structure; Staffing, coordination and control; Articulation of plans and policies required for putting in place a lean and efficient organizational structure.
- The study includes various staff functions; estimate of staffing during construction stage for smooth transition to operating stage, presentation to NMDC management



**Location:** Karnataka, Andhra Pradesh, Rajasthan & Haryana, India

**Client:** State Farms Corporation of India Limited, Ministry of Agriculture, Government of India

**Funding Agency:** State Farms Corporation of India Limited, Ministry of Agriculture, Government of India

**Period:** October 2011-March, 2013

**Associate Firm:** Nil

at each significant stage; visit to NISP, Nagarnar; defining broad rules and responsibilities and statutory requirements of posts.

**Provision of Consultancy Services for Documents on Corporate Mission/ Vision SWOT Analysis, Scheme of PRP, PLI and PMS for State Farms Corporation of India Limited, Ministry of Agriculture, Government of India**

**Brief Description of Project:**

In 1969, to manage the affair of the mechanized farms, State Farms Corporation of India Limited was set up as an autonomous organization under the Ministry of Agriculture. The initial idea of setting up these farms was to increase the food production. As on date, SFCI is managing six large mechanized farms situated in 4 states in different agro climatic zones of the Country. The objective of the captioned study is to prepare (i) a Vision/ Mission document of SFCI Limited for ten years with SWOT Analysis; (ii) Review the effectiveness of Financial Reporting Systems and MIS at the Corporation with a view to increase their effectiveness and thus leading to a more effective decision making process; and (iii) Prepare the Schemes of Performance Related Pay (PRP), Performance Linked Incentives (PLI) and Performance Management System (PMS) meant for the welfare and effectiveness of the officers and staff of the Corporation.

**Services Provided:**

- To prepare the seed production programme under different crops at Farms and under Grower Programme at Regional Offices.
- To suggest suitable and remunerative product profile.
- To suggest other related areas to be ventured into for profit maximization.
- Keeping in view the competition in future in general and impact of proposed Seed Bill under consideration of Parliament, to undertake SWOT Analysis of the Company.
- To identify the mission critical financial information gaps existing at various levels of the Corporation.
- To identify the Management information gaps existing at various levels in the Corporation with due weightage to their criticality and timelines.
- To design outputs of the MIS Reports after review of the decision specific information. The review to specifically cover the following areas: Budget V/s Actual Expenditures; Trend analysis on Commitments in the MOU with the Ministry of Agriculture; Tracking expenditures of various activities across different locations; Track financial indicators of performance, including ratio analysis; Collate data amenable to cost- benefit analysis; Tracking of over dues; Tracking of capital expenditures across various locations; Identification of slow moving seed stocks; Product mix analysis and any other areas considered critical by the Corporation.
- Suggest cost effective connectivity options for the flow of information between the Head Office, Regional Offices and Farms etc.
- To formulate a MIS implementation strategy including the employees training programs.
- Prepare a scheme for Performance Related Pay (PRP) and Performance Linked Incentive (PLI), keeping in view the guidelines of DPE and other Departments/Organisations/Institutions concerned.
- Prepare a Scheme for Performance Management System (PMS) for evaluation/ appraisal of employees to make the employees accountable and effective and to provide them performance based prospects.





**Location:** NCR, Delhi

**Client:** National Projects Construction Corporation Ltd (NPCC Ltd), Ministry of Water Resources, Government of India

**Funding Agency:** National Projects Construction Corporation Ltd (NPCC Ltd), Ministry of Water Resources, Government of India

**Period:** September 2010-2014

**Associate Firm:** Nil

**Preparation of a Manual for Human Resources & Manpower Plan for National Projects Construction Corporation Ltd for Ministry of Water Resources, Government of India**

**Brief Description of Project:**

National Projects Construction Corporation Limited (NPCC) was established in the year 1957 as a premier construction company to create necessary infrastructure for economic development of the country. It was to provide the necessary manpower & know how for the construction of National Projects and also act as a price deterrent for the Private Sector. In its 50 years of existence the Corporation has successfully associated itself with completion of over 130 National Projects from concept to commissioning stage. NPCC Ltd assigned the consultancy to prepare a Manual for Human Resources & Manpower Plan to review the policy & rules of personnel, procedures and systems covering the existing organization chart, delegation of powers, recruitment policy rules, promotion and transfer policies, leave rules, training and development, industrial relations, welfare measures, service terms and conditions, gratuity trust rules, inquiry/disciplinary proceedings, CCA rules etc and to identify the gaps in HR policies and changes in the regulatory framework in which NPCC Ltd operates as well as review the business plans of NPCC to incorporate changes in the HR Manual to analyse the current skills inventory after a review of the job descriptions and the required job specifications to enable the formulation of a manpower plan together with recommendations on the type and tenure of employee training programmes.

**Services Provided:**

- Review of policy & rules of personnel procedures and systems covering essential aspects like the existing organization chart, standard executive/ non-executive designations, delegation of powers, recruitment policy, promotion policy, transfer policy, leave rules and LTC rules.
- Review of training & development and industrial relations.
- Review of welfare measures (Group Insurance Scheme, Medical Attendance Rules, rules and procedures for other employees' benefit schemes)
- Review of terms & conditions of service of regular employees, casual/ contract basis as well as work charged employees, admissibility of regulation of pay and allowances and wages and salary administration.
- Review of gratuity trust rules, inquiry/ disciplinary proceedings and CCA rules.
- Identification of the gaps that need to be addressed vis-à-vis the changes in the HR policies and changes in the regulatory framework in which NPCC operates.
- Review in detail of the business plan of NPCC to incorporate changes in the HR Manual to analyse the current skills inventory after a review of the job descriptions and the required specifications to enable the formulation of a manpower plan
- Formulation of a manpower plan suited for the achievement of goals of NPCC.
- Recommendations on the type and tenure of employee training programmes etc.



**Location:** Madhya Pradesh, India

**Client:** Project Implementation Coordination Unit, MPWSRP, Water Resources Department, Govt. of Madhya Pradesh

**Funding Agency:** Project Implementation Coordination Unit, MPWSRP, Water Resources Department, Govt. of Madhya Pradesh

**Period:** 2009 – 2011

**Associate Firm:** DHV, India

## **Institutional Strengthening of Water Resources Department, Government of Madhya Pradesh under World Bank Funded Madhya Pradesh Water Sector Restructuring Project (MPWSRP)**

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

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

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

### **Services Provided:**

JPS Team of Experts were involved in formulating an implementable Human Resources Development Strategy that addressed the following, amongst others:

- Policies relating to recruitment, promotions and transfers of personnel.
- Manpower and career planning, maintenance of personnel records, pay fixation, promotions, transfers.
- Developing and implementing appropriate performance appraisal system
- Development of incentive programs for employee motivation
- Developing and implementing a grievance redressal system
- Interfacing with unions and other staff related bodies
- Initiating disciplinary proceedings, punishments and rewards, with appropriate follow-up action
- All administrative matters related to personnel
- Assessment of database management requirements of the restructured WRD and preparing an implementation plan for computerization of MIS
- Assessment of the impact of IT infrastructure and Information Management System (IMS), Geographical Information System (GIS) and computerization in all spheres like planning, design and construction of irrigation infrastructure, administrative management, financial management and technical management..
- Providing process improvement suggestions in the context of new vision and modern tools and technology, need for cost-effectiveness and transparency involving IT-enabling processes for monitoring and learning.



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

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

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

**Period:** 2009 – 2011

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

- Change management activities through structured stakeholder consultations, envisioning goals /objectives, mission, etc. for making MP Water Resources Department (MPWRD) a flexible, learning, forward looking and effective irrigation service delivery organization in the context of changing realities and trends and formulated performance indicators and monitoring strategy in respect of change management.
- Preparation of a change management strategy and road map for movement of the WRD from its current role to a department focusing on service delivery promoting public private partnerships. The transitional process and change management strategy embodied the detailed proposals for workshops, seminars and public consultations, etc.

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

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

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

#### **Services Provided:**

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



**Location:** New Delhi, India

**Client:** Engineering Projects (India) Ltd, Ministry of Heavy Industries & Public Enterprises, Government of India

**Funding Agency:** Engineering Projects (India) Ltd, Ministry of Heavy Industries & Public Enterprises, Government of India

**Period:** 2009

**Associate Firm:** Nil

- Preparation of theme based modules and course materials for the training programs.
- Identification and selection of resource persons with relevant experience and expertise for each thematic course/program and implementation of training as per plan through interactive sessions, hands-on-training and exposure visits to locations for demonstrating 'best practices'.
- Designing objective evaluation of staff performance in pre- and post-training/exposure visit sessions.
- Conducting pre-training evaluation so as to verify whether training objectives match the training needs of participants, carry out post training evaluation by the participants to assess the quality of training program.
- Assessment of the training and re-training needed for enhancing the capacity of ULB in terms of service delivery and management of work force.

**Study of Existing Policies, Preparation and Finalisation of Promotion Policy, Transfer Policy, Recruitment Policy, Manpower Planning, Delegation of Powers, Service and Conduct Rules etc for Engineering Projects (India) Ltd, Ministry of Heavy Industries & Public Enterprises, Government of India**

**Brief Description of Project:**

Envisioning and visualizing the concept of turnkey execution of projects as an effective tool to create the needed infrastructure to hasten the pace of multi-disciplinary industrial construction, EPI was incorporated in 1970 as A Government of India Enterprise under the administrative control of Department of Heavy Industry. The scope of work of the assignment included study of existing policies, preparation and finalization of the policies and rules etc for EPI Ltd, a Mini Ratna Company, in order to bring about transparency of the process and procedures and transformation within the company.

**Services Provided:**

- Review of Promotion and Transfer Policy
- Review of Recruitment Policy, Manpower Planning
- Development of detailed job descriptions level-wise
- Review of delegation of powers, taking into account the changes that have occurred over a period within the organization
- Review of Service and Conduct Rules
- Review of Risk Management Policy
- Assessment of employee satisfaction through an internal survey

**Manpower Planning and Review of Organisational Structure for NTC Ltd, Ministry of Textiles, Government of India**

**Brief Description of Project:**

The National Textile Corporation Limited (NTC) is a Central Public Sector Enterprise under the Ministry of Textiles which was incorporated in April 1968 for managing the affairs of sick textile undertakings in the private sector, taken over by the Government. In view of the reorganization of NTC with the merger of the nine subsidiaries in to the parent company, the work load and the responsibilities of the managers at the Head Office have changed considerably. NTC is also undertaking several actions to restructure it and emerge as a strong and profitable corporation. These include modernization of mills, spinning off some closed mills as JVs, undertaking asset sales of closed mills to be financially self sufficient etc. In view of the above changes taking place, it was felt necessary to review the organization and manpower requirement at the H.O. level and to suggest changes to make the corporation ready to undertake the changes put in motion in an efficient manner. The employees of the NTC are also ageing. Several staff members are expected to retire in the next few years. Hence it was also felt necessary to examine this aspect and suggest ways of succession planning and filling up of vacancies expected.

**Location:** New Delhi, India

**Client:** National Textiles Corporation Ltd (NTC Ltd), Ministry of Textiles, Government of India

**Funding Agency:** Ministry of Textiles, Government of India

**Period:** 2009

**Associate Firm:** Nil



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

**Client:** General Admin.  
Deptt., Government of  
Madhya Pradesh

**Funding Agency:**  
Government of Madhya  
Pradesh

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

**Associate Firm:** Nil

#### Services Provided:

- Review of existing organizational structure, functions and activities in the company with the fast changing requirement in order to meet the stated mission and corporate goals including future growth. This also is envisaged to take into account contacts and linkages required to be maintained with the administrative Ministry as well as other Government offices. Restructuring was to be suggested keeping in view the necessity for simplification of the existing system and procedures to arrive at the rationalized workforce at Head Office of the company.
- To undertake Manpower Assessment Study to reorganize the hierarchical and reporting structure to be spelt out clearly.
- To assess the quantum of workload and manpower requirement for Head Office.
- Due consideration to be given to other aspects like positional requirements, sectional requirements inclusive of sections like RTI, VIP, Parliament and Official Language etc., span of control, delegation of power, succession planning etc.

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

##### Brief Description of Project:

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

#### Services Provided:

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

#### Human Resource Development Strategy for Himachal Pradesh Public Works Department (HP PWD), Government of Himachal Pradesh

##### Brief Description of Project:

The Himachal Pradesh Public Works Department is engaged in planning, construction and maintenance of roads, bridges, ropeways and buildings (both residential and non-residential of various Govt. departments) in the State. The department further executes engineering work on behalf of Local Bodies, Public Undertakings, Boards & other Institutions under Himachal Pradesh Government as "Deposit works". The objective of the captioned study was to assess the training needs of all staff in the PWD through undertaking a gap analysis between current skills and required skills; prepare a detailed training program for implementation over the next three years; identify the strengths and weaknesses of the current human resource management system in the PWD; and prepare a revised human resource management plan.

**Location:** Himachal  
Pradesh, India

**Client:** Himachal Pradesh  
Public Works Department  
(HP PWD), Government of  
Himachal Pradesh

**Funding Agency:** HP  
PWD, Government of  
Himachal Pradesh

**Period:** 2009

**Associate Firm:** Nil



**Services Provided:**

- Assessment of current skills and competencies on the basis of an external evaluation of the professional and technical skills and competencies of current staff at each level on a random sampling basis.
- Identifying required skills and competencies based on review of current job descriptions for all positions as defined in the PWD manual and identify necessary changes to those job descriptions in the light of likely changes to the structure and operations of the Department. to keep up with the modernization of the road sector management practices in India (including Public Works Departments in other States).
- In view of the revised job descriptions, identification of skills and competencies that are in general lacking within the department.
- Preparation of a Training Needs Assessment Report documenting the results
- Preparation of a detailed Training Plan to be implemented for the next 18 months and a less detailed schedule of activities for a further 18 months.
- Development of individual learning plans through personal interviews using a standardized format for all staff from E-in-C/CE's to Assistant Engineers (including office & accounts staff) and 25% of Junior Engineers as representatives sample covering entire topography of the state i.e. District headquarters, Sub-divisions, Zonal headquarters and remote areas of the state The individual learning plans articulated learning outcomes expected, the means of learning and the subject matter (including technical, personal and procedural aspects) including in respect of means for transferring skills – formal, on the job training, home study, technical seminars/workshops, use of internet and newsletters, identification of suitable deliverers of training, content of program, (technical, procedural and personal/management skills) and cost and implementation schedule.
- Assessment of current procedures and practices employed in human resource management involving identification of external environment or incentive factors which impede appropriate continuing professional development of PWD staff, assessment of how formal training courses are integrated or compliment other forms of staff development and career management, eliciting perceptions of all grades of staff on the impact of current recruitment, career development and HR management practices in the PWD have on individual incentives, assessment of the current in house capacity to manage HR development identifying strengths and weaknesses, assessment of the strengths and weaknesses of current recruitment, career development, promotion and disciplinary procedures and practices and preparation of a report on the Assessment of Current HR Management in the PWD.
- Preparation of a blue print of HR Development Strategy documenting what actions have to be taken, when and by whom to improve HR management over the medium term (3-5 years) covering the need for dedicated HR staffing requirements, including job description(s) for senior HR staff, details on improvement/additions to existing storage and retrieval of human resource information, including methods of providing security for individual details, means for introducing skills specialization, procedures for preparation and periodic review of individual learning plans and aggregation of such plans into unit/PWD training programs, tools for annual individual target setting and performance evaluation, including a common set of criteria and sub criteria for assessing performance of all staff, checklists for staff to monitor their own progress in achieving core skills, links to achievement of further educational and professional qualifications, changes to hiring, promotion, compensation and disciplinary procedures, estimated budget and sources of funds for implementing the plan include World Bank loan funds on a declining basis and GoHP resources on an increasing basis
- Motivational methodology/incentive strategies to be adopted for Engineering and other staff to be posted at far flung areas.



**Location:** New Delhi

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

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

**Period:** 2008

**Associate Firm:** Nil

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

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

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

### **Services Provided:**

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

**Location:** Assam

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

**Funding Agency:** Asian Development Bank

**Period:** 2008

**Associate Firm:** PDP Pty Ltd, Australia

## **ADB TA – 4150-Assam Governance and Public Resource Management Programme for Government of Assam**

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

The Program supports Assam State Government's stabilization and consolidation of state finances to enhance growth and reduce poverty by strengthening public finances; fiscal governance; and core governance through policy, legal, regulatory, and institutional reforms. The objective of the captioned TA was to improve and accelerate Assam's development by prioritizing sequenced public resource management and governance reforms, and strengthening capacity to implement such reforms, against the background of the Medium Term Fiscal Reform Program (MTFRP).

**Services Provided:**

- Developing an agreed-on state governance assessment and strategy on public administration and public sector enterprises.
- Assisting the Assam government conduct an expenditure and functional review of the civil service and public expenditure tracking survey to establish indicators and participatory methods to monitor performance and evaluating public administration staffing, performance accountability, benefit incidence and responsiveness of public administration.
- Preparing policy matrix conditions, time-bound assurances, strategy and action plans, and supporting documentation in accordance with standard format.
- Formulating the decentralization aspects of the state governance assessment and strategy.
- Critically reviewing and evaluating decentralization of district administration and public service delivery and preparing indicators, conditions, assurances, and the strategy and action plan.

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

**Brief Description of Project:**

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

**Services Provided:**

- Preparation of Master Plan/ Feasibility Study and Preparation of Detailed Project Report (DPR) for sewerage works for YAP-III in 8 towns of Haryana (6 towns under YAP-I and Rohtak and Bahadurgarh under YAP-II)
- To assess current situation of the ULBs and identify potential areas of municipal reforms. Facilitate the key stakeholders at the city level to develop a consensus on the prioritization and sequencing of reforms. Develop an actionable Reform Action Plan (RAP) for each ULB and facilitate the ULBs in seeking State-level approval for RAPs and funding support under the Reform Fund of YAP-II for implementing specific reform initiatives.
- Assistance to PHED in formulation of water quality management programs with a view to assess the impact of the project on the river water quality. Public Participation and Awareness (PPA) program aimed at enhancing direct involvement of beneficiary public in the program and public acceptance of YAP works

**Location:** Haryana

**Client:** Government of Haryana/JBIC

**Funding Agency:** JBIC

**Period:** 2005- 2008

**Associate Firm:** Nil



**Location:** All over India

**Client:** Office of the Development Commissioner (Handicrafts), Ministry of Textiles, Government of India

**Funding Agency:** Office of the Development Commissioner (Handicrafts), Ministry of Textiles, Government of India

**Period:** April 2008-2009

**Associate Firm:** Nil

**Preparation of Business Plan for Integrated Development of Handicraft Clusters (19 Cluster Study) for the Office of the Development Commissioner (Handicrafts), Ministry of Textiles, Government of India**

**Brief Description of Project:**

The assignment involved preparation of detailed Business Plan for Integrated development of 19 identified clusters spread all over India under Baba Saheb Ambedkar Hastashilp Vikas Yojana (BAHVY). The study involved conducting a situational analysis, survey the artisans, analysis of designs with respect to market demand, analysis of macro environment and the role of stakeholders. Based on the diagnostic study and a SWOT analysis, a vision and an action plan for each cluster was to be drawn up.

**Services Provided:**

The services comprised of conduct of a diagnostic survey for an analysis of macro environment, evolution of demographic profile including socio-economic status of artisans, demand and supply gaps in identified clusters, analysis of production techniques & tools used, diagnosis of the problems of the clusters with suggested action plan to address the issues and formulation of a detailed Business Plan for integrated development of 19 handicraft clusters.

**Location:** New Delhi, India

**Client:** MMTC Limited, Department of Commerce, Ministry of Commerce & Industry, Government of India

**Funding Agency:** MMTC Limited, Department of Commerce, Ministry of Commerce & Industry, Government of India

**Period:** 2006-2007

**Associate Firm:** Nil

**Manpower Planning Study for MMTC Limited, Ministry of Commerce & Industry, Government of India**

**Brief Description of Project:**

Established in 1963, MMTC Limited, a Mini Ratna Company under the administrative control of Department of Commerce, Ministry of Commerce & Industry is one of the two highest foreign exchange earners for India and is a leading international trading company with a turnover of around US\$ 10 billion. It is the largest international trading company of India and the first Public Sector Enterprise to be accorded the status of "Five Star Export House" by Govt of India for long standing contribution to exports. The objective of the captioned assignment was to conduct a fresh manpower study in the areas of manpower requirement, preparing a skill inventory, identification of skill gaps and address issues relating to retention of employees.

**Services Provided:**

- Study in detail the existing manpower requirement in the organization and draw up a skill inventory including future requirement
- Identify skill levels required for achieving the objectives in the existing operations and new areas of operations such as F.T.Z, Power Trading, Cold Chain Management, Coal Block and Washeries etc.
- Identify the skill gaps and come out with blue print for acquiring such skills
- Address the issue of retention of existing specialized manpower as well as that which will be required for the new operational areas.



**Location:** New Delhi, India

**Client:** National Medicinal Plants Board, Department of AYUSH, Ministry of Health & Family Welfare, Govt. of India

**Funding Agency:** Department of AYUSH, Ministry of Health & Family Welfare, Government of India

**Period:** 2006-2007

**Associate Firm:** Nil

## **Functional and Organisational Structure Review of National Medicinal Plants Board, Department of AYUSH, Ministry of Health & Family Welfare, Government of India**

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

The National Medicinal Plants Board (NMPB) set-up in 2000 by the Government of India has the primary mandate of coordinating all matters relating to medicinal plants and support policies and programmes for growth of trade, export, conservation and cultivation. The Board is located in the Department of Ayurveda, Yoga & Naturopathy, Unani, Siddha & Homeopathy (AYUSH) of the Ministry of Health & Family Welfare. The objective of the captioned assignment was to prepare and restructure the organization for (a) enhanced volume of trade and (b) enhanced export share; Right sizing the organisation (a) to fulfill its mandate and (b) to make the organisation vibrant; Assess the needs of the organisation (a) to provide adequate tech/managerial man power and (b) to provide enabling infrastructure; Review the status of the organisation in terms of alternatives viz. (a) statutory body viz-a-viz its mandate (b) autonomous body or (c) attached office of Department of AYUSH.

### **Services Provided:**

- Collection and review of information regarding such existing organizations viz. Boards, Corporations, federations etc. in Government sector/Semi-Government sector.
- Undertaking a SWOT analysis of the existing Boards viz National Dairy Development Board (NDDB), National Horticulture Board (NHB), National Afforestation and Eco Development Board (NAEB), Tea Board/Coffee Board/Rubber Board etc vis-à-vis the procedure followed for their setting up, organizational set up, their mandate, efficiency in implementation assigned duties, achievements, problem faced, recommendations of Parliamentary Committee/any other Committee CAG for their revamping, views of stake holders concerned in order to facilitate evolving recommendations on appropriate organizational structure for National Medicinal Plants Board (NMPB).
- Review of composition, functions, financial resources, funding pattern, infrastructure, manpower details etc. of such organizations
- Suggested organizational status for NMPB, its organizational size, structure and manpower (technical & managerial) projections to perform the mandate of the Board.
- Identifying sources of funds for the Board in the event of the Board being made into an autonomous /statutory Board, alongwith a time horizon for such change-over.
- Analysing the nature, composition and size of regional /state organizations to effectively synergize development of cultivation, processing and marketing of medicinal plants in different agro-climatic zones and their interface with State Medicinal plants Boards/ State Governments.

**Location:** Arunachal Pradesh, India

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

**Funding Agency:** The Asian Development Bank

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

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

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

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

The Assam Integrated Flood and Riverbank Erosion Risk Management Investment Program (AIFRERMIP) was aimed to enhance the effectiveness and reliability of flood and riverbank erosion risk management (FRERM) systems in three existing flood embankment systems (or subprojects) protecting urban, suburban, and other strategic areas of Assam. The Program also aimed to strengthen the policy, planning, and institutional bases to support better FRERM operations. Comprehensive and adaptive structural and non-structural FRERM measures were provided in the three subproject





areas. The captioned technical assistance (TA) supported the preparation of the North Eastern Integrated Flood and Riverbank Erosion Management Project (NEIFREMP) for Arunachal Pradesh (AP), with four components:

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

#### **Services Provided:**

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

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

**Location:** All over India (J&K, UP, Assam, Manipur, Meghalaya, West Bengal, Bihar, Andhra Pradesh, Orissa, Chhattisgarh & Jharkhand Cluster)

**Client:** HP Handicrafts & Handloom Corporation Limited, Government of Himachal Pradesh

**Funding Agency:** HP Handicrafts & Handloom Corporation Limited, Government of Himachal Pradesh

**Period:** 2007-2008

**Associate Firm:** Nil

#### **Rehabilitation / Revival Plan for Himachal Pradesh State Handicrafts & Handlooms Corporation Ltd, Government of Himachal Pradesh**

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

Himachal Pradesh State Handicrafts & Handloom Corporation Limited, a Himachal Pradesh State Government Undertaking came into being in 1974 with the objective to assist and promote the interests of the poor weavers and artisans of the state. The captioned assignment involved conduct of an in depth study of the Corporation including its organizational structure, HR policies, financial management, marketing as well as sales and marketing infrastructure and development of a strategic framework together with an operational action plan for making the Corporation viable and financially sustainable.

##### **Services Provided:**

- Examination of the financial health of the Corporation with a focus on revenue generation, expenditure, cash flow, recoverables and profitability.
- Conduct of a detailed balance sheet analysis (for a three year period) with respect to assets, costs of maintenance, identification of unproductive assets, inventory and stocks (policy and costs), recoverables (sundry debtors); marketing costs including



**Location:** Akola,  
Maharashtra, India

**Client:** Maharashtra State  
Seeds Corporation Ltd,  
Government of  
Maharashtra

**Funding Agency:**  
Maharashtra State Seeds  
Corporation Ltd,  
Government of  
Maharashtra

**Period:** 2006-2007

**Associate Firm:** Nil

costs of running Emporia and marketing chain; operating cost of Training Centers, staff costs and deployment

- Analysis of the product-mix of the Corporation to determine the product-specific revenue inflow and cost of production
- Identification of marketing costs, characteristics of technology deployed in terms of age, productivity and relevance, key features of competition in terms of product quality, price, delivery schedules etc and analysis of the supply chain management
- Exploring infusion of fresh funds (equity / loan) from State Government for immediate cash, explore innovative/non-conventional measures for revenue generation including public-private partnerships and linkages with tourism sector in the state
- Document best practices of a few other State Government-run Handloom Corporations in India.
- Review the need for organisation restructuring / right-sizing
- Prepare an Action Plan with short-term, medium-term, and long-term goals for making the Corporation viable.

### **In-depth Study of Maharashtra State Seeds Corporation Ltd (MSSCL), Government of Maharashtra to Suggest Business Strategy**

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

MSSCL was established in 1976 as a Government of India Enterprise under the administrative control of Ministry of Chemicals and Fertilizers. The objective of the captioned assignment was to prepare marketing strategies with respect to selection of product mix, better market share in high value crops, estimation of non profitable products, assessment of market potential in different states of India as well as the possibility of export to tropical/semi-tropical countries with similar agronomic features, analysis of dealer's discounts and incentives, analysis of booking scheme of the corporation, scrutiny of pricing policy, evolving sound strategies of market survey and customer feedback, assessment of suitability of the present products (seed varieties) in the changing business scenario vis-à-vis requirement of new products), study of financial systems of the Corporation, study of the present production strategies, seed production planning, seed procurement policies, identification of economic areas of production, possibilities and suitability of joint venture, possibilities of diversification of business, advertisement and marketing campaigns together with its cost effectiveness to the Corporation with suggestions for a holistic marketing strategy, formulation of packing policy in terms of cost incurred vis-à-vis benefit to be derived, logistic management, suggestion for cost reduction, study of present structure of organization with suggestions for a suitable staffing pattern, study of share holding pattern of the company and suggestions for future restructuring, study of HRD policies of the Corporation to keep high level of productivity and motivation amongst the employees to achieve the corporate objectives, studies of Quality Control System of the Corporation to ensure production and sales of high quality seeds, and other important aspects pertaining to various other departments so as to able to revamp the organization.

#### **Services Provided:**

- Consultation with various stakeholders;
- Gathering market opinion;
- Discussions with seed companies in public & private sector;
- Determining brand positioning;
- Assessing perceptions on quality;
- Assessment of seed prices and demand elasticity;
- Assessment of after-sales-service;
- Assessment of perceptions of users of premium seeds;
- Assessment of perception of users of other brands;
- Assessment of research methodology of MSSCL and universities;
- Providing suggestions for leapfrogging in research;



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

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

**Funding Agency:** The Royal Netherlands Government

**Period:** 2003-2007

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

- Suggesting methods of large scale test marketing to identify winners;
- Suggesting methodology for procuring cutting edge technologies;
- Recommending methods to reduce risks in seed production;
- Suggesting approaches to minimize carry-over stock and its losses;
- Recommending methodology for identifying new production areas;
- Identifying areas for cost reduction; and
- Overall review of all the departments such as finance, production, processing, marketing, quality control & HRD and studies related to existing policies/strategies of the Corporation with recommendations on new strategies to strengthen the capacity of all departments of the Corporation to achieve its business strategy and business plan.

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

**Brief Description of Project:**

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

**Services Provided:**

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

**Location:** 40 Mills, All over India

**Client:** National Textiles Corporation Limited, Ministry of Textiles, Government of India

**Funding Agency:** National Textiles Corporation Ltd, Ministry of Textiles, Government of India

**Period:** 2007 – 2008

**Associate Firm:** Nil

**Developing an MIS System with IT Mode, LAN and WAN Networking for National Textiles Corporation Limited, Ministry of Textiles, Government of India**

**Brief Description of Project:**

The National Textile Corporation Limited (NTC) is a Central Public Sector Enterprise under the Ministry of Textiles which was incorporated in April 1968 for managing the affairs of sick textile undertakings in the private sector, taken over by the Government. The overall objective of the captioned assignment was to design and develop a MIS system after conducting a detailed study of the organization structure of NTC and its various mills all over the country and recommend suitable hardware architecture and software platforms for the web enabled, multi location computerized MIS system; to install the prototype in select locations and conduct parallel processing; to conduct TOT (Training of Trainers) on the software developed and provide on-going support over a period of six months; and provide training manuals, user manuals and system administrator manuals.



**Location:** Delhi and NCR

**Client:** Delhi Tourism and Transportation Development Corporation Limited, Government of NCT of Delhi

**Funding Agency:** Delhi Tourism and Transportation Development Corporation Limited, Government of NCT of Delhi

**Period:** 2006-2006

**Services Provided:**

- Review of the existing organisation structure, status of computerization and reporting relations and analysis of reports generated and submitted at different levels.
- Review of existing manual MIS formats, identifying duplications of reports and data and recognize key parameters to assist management decision making
- Designing of the structure and formats of the proposed MIS system, manual and computerized formats
- Preparation of a Systems Requirement Report including hardware requirement
- Development of MIS software and Pilot run in the HO and one Mill
- Software installation facilitation in 40 mills all over the country
- Training and parallel processing of outputs in the computerized environment
- Providing on-going software support for a period of six months

**Business Plan & Financial Feasibilities for Dilli Haat, Pitampura for Delhi Tourism and Transportation Development Corporation Limited, Government of NCT of Delhi**

**Brief Description of Project:**

Delhi Tourism and Transportation Development Corporation, an undertaking of the Government of National Capital Territory of Delhi, was incorporated in 1975 to promote tourism in Delhi. The objective of the captioned study was to develop a commercially viable Business Plan for Dilli Haat, Pitampura, New Delhi, conceptualized to celebrate the shades moods, events, legends and festivals of India, with short-term and long-term operational guidelines for meeting both commercial and socio-cultural objectives of the State.

**Services Provided:**

- Study of the Business Model adopted for the Dilli Haat Project at Sarojini Nagar, New Delhi and lessons learnt from the same for improvement/ refinement in the Dilli Haat Project at Pitampura, New Delhi.
- Collection and review of primary records and documents related to the Project
- Analysis of the proposed facilities to be erected at Dilli Haat Project at Pitampura.
- Preparation of a draft vision statement, based on marketing strategies and short-term Business Plan
- Estimation of capital expenses to be incurred on creation of various infrastructure facilities.
- Identification of activities that can be operated under Public Private Partnership and their business plans.
- Identification of activities that can be operated by leasing out facilities for promoting art, culture and social activities and their business models
- Development of a long-term Business Plan (2012 onwards) with financial feasibility assessment for Dilli Haat, Pitampura.

**Preparation of a Detailed Project Report (DPR) on Industrial Infrastructure Upgradation (IIU) Scheme - Chanderi Project of Madhya Pradesh for the Directorate of Handlooms and Handicrafts, Government of Madhya Pradesh**

**Brief Description of Project:**

The main objective of the Directorate of Handlooms and Handicrafts, Madhya Pradesh is to promote the development of the handlooms and handicrafts sector in the state so as to generate sustainable livelihoods. The captioned assignment involved preparation of a Project Document for Chanderi Silk Cluster at Chanderi District, Ashok Nagar in the State of Madhya Pradesh under IIU Scheme for industrial infrastructure upgradation, keeping in view the economic, financial and social viability aspects of the project.

**Location:** Madhya Pradesh

**Client:** Directorate of Handlooms and Handicrafts, Government of Madhya Pradesh

**Funding Agency:** Directorate of Handlooms and Handicrafts, Government of Madhya Pradesh

**Period:** 2006-2008

**Associate Firm:** Nil


**Services Provided:**

- Preparation of a rational DPR for the project
- Determination of economic, financial and social viability of the project
- Assessment of present infrastructure facilities
- Suggestions for project areas for implementation of the project in Chanderi District, Ashok Nagar
- Suggestions for organisation structure for project implementation
- Preparation of cash flow and funds flow statements for the proposed project

**Preparation of Master Plan and Marketing Strategy for Assam Tourism for Assam Tourism Development Corporation Ltd, Government of Assam**
**Brief Description of Project:**

The Assam Tourism Development Corporation Ltd. was incorporated in 1988. The State Government of Assam has promoted and set up the Corporation for growth and development of tourism in Assam. The captioned assignment involved preparation of a Master Plan for Assam Tourism Development Corporation with a view to bring out a medium and long term vision document for tourism infrastructure development and tourism related activities.

**Services Provided:**

- Selection of tourist spots across the state of Assam and focusing on their locational aspects and tourism profiles along with study of natural, historical and cultural aspects of the sites and its people;
- Focus was to be on historical monuments, heritage buildings and sculptures, temples etc. as major pilgrimage centres and scope for value creation for promotion of tourism;
- Review of customs and lifestyle of various tribes in each of the major tourism spots, fairs and festivals of the important centres;
- Analysis of available facilities at each of the important tourist spots of the state;
- Assessment of existing infrastructure for accommodation etc. and requirement of additional infrastructure as well as creation of other amenities and tourism related activities;
- Concept drawings and development of a Blue Print including project planning, indicative project cost estimation and financial feasibility of each such proposed project;
- Development of promotional plans comprising of marketing strategy and other promotional inputs
- Market research and demand estimation, profiling of tourist segments, analysis of market trends etc, linking each such major project with the important tourist spots of neighboring states
- Determining the scope for private sector participation and Public-Private Partnership in project management, operation or establishment for existing and new projects.

**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

**Location:** Assam

**Client:** Assam Tourism Development Corporation Ltd., Guwahati, Government of Assam

**Funding Agency:** Assam Tourism Development Corporation Ltd., Guwahati

**Period:** 2004-2006

**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





responsibility of communities and users of their own community managed drinking water and sanitation provisions including full Operations and Maintenance at the village level.

#### Services Provided:

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

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

#### Brief Description of Project:

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

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

**Location:** Uttarakhand, India

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

**Funding Agency:** World Bank

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

**Associate Firm:** Nil

**Services Provided:**

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

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

**JPS provided the following outputs:**

- Output 1: Inception Report covering broad issues and revised methodology alongwith a separate quality assurance guidance manual for community engineers in the field.
- Output 2: Visit Report (covering each of the scheme visited) containing a comprehensive report on procurement, construction and participation related quality issues; technical support provided; tests conducted and ordered; guidance issued to the site engineers/UWSSC and actions recommended.
- Output 3: Quarterly Report (DPMU and PMU wise) : This included schemes visited with dates, staff involved, general comments, comments on the test reports and action taken. Serious quality issues that require urgent action were summarized. Similarly, the key issues observed in each of the district were summarised and presented for further action.
- Output 4: Final report for PMU/SWSM on the contract performance and overall comments on the quality assurance aspects of the Swap/Bank funded program which included lessons learned and best practices to be followed.

**Location:** Uttarakhand, India

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

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

**Period:** Jul. 2008-2009

**Associate Firm:** Nil

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

**Brief Description of Project:**

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

JPS has been engaged to supervise the works to ensure the quality of material and works as well as to provide technical know-how to User Water and Sanitation Sub-Committees (UWSSCs), which are responsible for execution of works with the assistance of GPs. The role of JPS as Service Agency (SA) was to assist, advice and



carry out day-to-day supervision of works, monitoring physical and financial progress as well as quality of construction. This coverage of this assignment was limited to 15 GPs in the districts of Pauri, Rudraprayag & Chamoli.

#### Services Provided:

- **Pre-construction Activities:**
  - a) A village level DPR review report covering pre-planning activities, technical review of DPRs, field visit findings, review of hydro-geological report for tube well drillings, suitability of materials, provision of technical support, assessment of the preparedness of the community (GP, UWSSC etc) to implement the scheme;
  - b) Presentation of the summary of village reports/findings in a state level workshop to be organized by the PMU.
- **Monthly Reports:**
  - a) Monthly review of work plan against milestones and time lines;
  - b) Review of physical and financial achievements;
  - c) Compliance of process being followed with project guidelines.
- **Quality Testing:**
  - a) Pre-procurement qualification of material suitability;
  - b) Quality tests conducted for materials;
  - c) Quality tests conducted on construction activities
- **Construction (technical) Support:**
  - a) General quality of construction/erection;
  - b) Technical support/capacity building provided to Community Engineer and UWSSC etc;
  - c) Degree of community participation;
  - d) Visits and recommendations of DIAs or PIAs.
- **Variations in Implementation:**
  - a) Major issues recorded, deviations on technical and management grounds together with implications.
- **Scheme Completion Report comprising of:**
  - a) A Final Completion Report including completion plan, showing works as actually executed and a variation statement related to process, technical, physical and financial aspects;
  - b) A Report on O & M management of each village, services delivered against designed capacity, community participation, resources availability for operations etc;
  - c) A Completion Report on all the village schemes with key findings



**Location:** Uttarakhand, India

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

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

**Period:** Jul. 2008-2009

**Associate Firm:** Nil

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

**Brief Description of Project:**

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

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

**Services Provided:**

- **Pre-construction Activities:**
  - a) A village level DPR review report covering pre-planning activities, technical review of DPRs, field visit findings, review of hydro-geological report for tube well drillings, suitability of materials, provision of technical support, assessment of the preparedness of the community (GP, UWSSC etc) to implement the scheme;
  - b) Presentation of the summary of village reports/findings in a state level workshop to be organized by the PMU.
- **Monthly Reports:**
  - a) Monthly review of work plan against milestones and time lines;
  - b) Review of physical and financial achievements;
  - c) Compliance of process being followed with project guidelines
- **Quality Testing:**
  - a) Pre-procurement qualification of material suitability;
  - b) Quality tests conducted for materials;
  - c) Quality tests conducted on construction activities
- **Construction (technical) Support:**
  - a) General quality of construction/erection;
  - b) Technical support/capacity building provided to Community Engineer and UWSSC etc;
  - c) Degree of community participation;
  - d) Visits and recommendations of DIAs or PIAs
- **Variations in Implementation:**
  - a) Major issues recorded, deviations on technical and management grounds together with implications



**Location:** All over the Country

**Client:** Ministry of Statistics and Programme Implementation, Government of India

**Funding Agency:** The World Bank

**Period:** April 2006-2007

**Associate Firm:** Nil

• **Scheme Completion Report comprising of:**

- a) A Final Completion Report including completion plan, showing works as actually executed and a variation statement related to process, technical, physical and financial aspects;
- b) A Report on O & M management of each village, services delivered against designed capacity, community participation, resources availability for operations etc;
- c) A Completion Report on all the village schemes with key findings

**Study for Identifying Specific Requirements of Strengthening of State Statistical Bureaus in 28 States & 7 Union Territories for the Ministry of Statistics & Programme Implementation, Government of India**

**Brief Description of Project:**

The study was aimed at documenting the existing statistical activities of the Directorates of Economics & Statistics (DESSs), studying the efficacy of resource allocation for various activities and development of a comprehensive proposal for strengthening the state statistical system to raise to a minimum level of standard. The exercise was proposed to be conducted in two phases. In the first phase (that the subject study relates to), the consultants studied the statistical activities of individual groups of States and UTs to document the existing activities and resource allocations.

**Services Provided:**

- Review of Statistical Activities: The existing statistical activities were studied in relation to various parameters like base year, periodicity, timeliness, methodology, sample size, data volume, flow of information etc. The receipt of statistical returns on statutory and non statutory basis, concepts, definitions and procedures being used as well as data gaps, deficiencies and associated problems were also assessed.
- Review of Organisational and Functional Structure
- Availability and Use of IT Tools
- Mapping of Resources and Output in respect of each of the major data series/activities viz. Output vis-à-vis Resources being used (Man & Machines) and Quality Parameters (Timeliness, Adequacy and Reliability)
- Prioritization of Outputs and Impact Assessment viz. priority outputs, what happens if the output/activities are dropped or pursued with less quality, timeliness or detail.
- What improvements can be achieved in the high priority outputs / activities if some of the low priority outputs / activities are dropped or pursued with less quality, timeliness or details and the resources thus saved used on high priority items viz low priority output/activities, proposed modifications, high priority output/activity, likely improvements in quality.
- Requirement of additional resources for the improvement of various activities/outputs viz. activity/output, additional resource/training requirement and improvement likely to be achieved.

The above activities enabled preparation of a detailed report describing in detail factual position in respect of the following:

- Statistical activities taken up by the State Statistical Bureaus with reference to periodicity, time schedule, methodology, sample size etc.;
- Statistical activities taken up by the other State departments with reference to periodicity, time schedule, methodology, sample size etc.;
- Existing procedures for data collection, processing and dissemination of data, including the system at district/block level;
- Nature of classifications, standards and definitions use;





- Data flow between various departments within state, between states and with central agencies;
- Listing of available hardware, software and network facilities and level of utilization;
- Manpower availability for different activities undertaken together with their capabilities in terms of subject knowledge, use of IT tools, ability for analysis, report writing etc; and
- Dissemination of information to public at large-Periodicity/Publication.

JPS prepared a position paper, separately for each state, which were tabled for discussion at the National Workshop. The position paper summarized the consultant's opinion relating to the following:

- Possibility of producing current output with either better quality (e.g. timeliness, standard classifications and definitions, smaller sampling error) or by reducing use of resources;
- Mention principal data gaps in terms of minimum desirable level as per national standards;
- Possibility of improving effectiveness of transmission of raw data within state and between state and center;
- Improving the quality of data dissemination to various stakeholders, including the general public
- Possibility of improving the capital stock used for computing (hardware and software); the skills of human resources; and where necessary, improvement of physical facilities.

**Location:** All over the Country

**Client:** Public Works Department, Government of Himachal Pradesh

**Funding Agency:** Public Works Department, Government of Himachal Pradesh

**Period:** 2006

**Associate Firm:** Nil

### Force Account Productivity Strategy for the Public Works Department, Government of Himachal Pradesh

#### Brief Description of Project:

The Himachal Pradesh Public Works Department is engaged in planning, construction and maintenance of roads, bridges, ropeways and buildings (both residential and non-residential of various Govt. departments) in the State. The department further executes engineering work on behalf of Local Bodies, Public Undertakings, Boards & other Institutions under Himachal Pradesh Government as "Deposit works". The captioned study was aimed to provide a framework for labour reforms which are envisaged to be implemented by HP PWD over the next five to seven years with a view to contribute towards efficient, effective and affordable roads, buildings and other maintenance. The objectives of the study were (a) to review the productivity of labour within PWD; (b) to identify causes for any poor productivity performance; (c) to suggest various strategic options for labour reforms, which are linked to the present and future civil service reforms being planned in the State; and (d) to develop a detailed plan for implementation of the agreed labour reform strategy for the HP PWD. The assignment involved reviewing the productivity of labor and benchmarking, identifying causes for poor productivity, presenting strategic options for labor reforms, development of a labor reform strategy and building consensus through workshops and communications.

#### Services Provided:

- Inception Report incorporating the list of primary and secondary stakeholders, giving detailed methodology and stakeholder participation plan
- Review of staffing pattern and wage structure
- Requirement of manpower and finances for maintenance activities
- Conducting sample surveys and spot checks for rate of absenteeism, ghost workers and moonlighting
- Developing a list of Indicators to analyse the labour productivity and cost effectiveness
- Consultation with different stakeholders (study committee, general public, other groups)



**Location:** Delhi

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

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

**Period:** 2006

**Associate Firm:** Nil

- Identification of major causes of low labour productivity
- Consultations with Reform Commission and Union through workshops
- Labour Productivity Audit Report
- Identification of strategic options for labour reform
- Development of Evaluation Framework
- Comparative evaluation of identified strategic options
- Labour Reform Options Paper
- Sequencing of labour reforms
- Design of financial implication of reforms
- Preparation of Labour Reform Action Plan
- Presentations to Union through a Workshop

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

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

Human Settlement Management Institute (HSMI), New Delhi was established in 1985 by the Housing and Urban Development Corporation Ltd. (HUDCO) to undertake training and capacity building in the Urban Sector. The objective of the captioned assignment was preparation of vision and objectives of HSMI as a professional and academic institute of high repute taking into account research, training, academic courses, consultancy and networking services to be taken up in HSMI; evaluation of alternate methods to register HSMI as an autonomous body (Society) including through an Act of Parliament and suggestion thereon for detailed modalities; feasibility and functions for conversion into a separate society; specific assessment of manpower requirement/manpower deployment plan for professional and academic activities taking into account proposed restructuring as well as assessment of existing staff, backlog and scope for outsourcing; preparation of strategic business plan for short term, medium-term and long-term scenario; financial estimates and arrangement including contribution from MOH&UPA and HUDCO, resource mobilization plan covering contribution of corpus funds from all the stakeholders including MOH&UPA and HUDCO; detailing for arrangements of space, facilities and fund for transition period i.e., till the shifting of HSMI to its own campus.

#### **Services Provided:**

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

**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:

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



**Location:** National Capital Territory of Delhi, Haryana sub-region (13,413 Sq.km) comprising of Faridabad, Gurgaon, Rohtak, Sonapat, Rewari, Jhajjar and Panipat Districts, Rajasthan sub-region- Alwar, Uttar Pradesh sub-region covering Meerut, Ghaziabad, Gautambudh Nagar, Bulandshahr and Baghpat district

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

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

**Period:** 2005- 2006

**Associate Firm:** WAPCOS

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

### Brief Description of Project:

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

### Services Provided:

- **Legal and Institutional Development:** Review and analyse institutional models of delivery in the water supply sector including institutional restructuring and economic instruments for demand management mechanism to optimize the use and also to ensure that the poorest of the end users are not deprived of water; undertake a SWOT Analysis of various options for alternative institutional arrangements; assessment of the applicability of the private sector participation in water sector on the lines of telecom and power sector; development of a framework for sector reforms to enable PSP; assessment of the changes required in legal framework for reforms in water sector and to evolve a regulatory framework for sustainability of water sector reforms including private sector participation in water supply sector.
- **Finance:** Assessment of the requirement in the Finance sector. Existing modes of funding; study of existing financial framework viz. i) assessment of financial requirements and resource mobilization strategy; and (ii) assessment of existing tariff structures in selected towns from the perspective of O&M cost recovery in particular.
- **Urban Development:** Reviewing the current land use pattern of the NCR; provide inputs related to urban planning aspects of various water supply projects to NCRPB; collection of available data, maps, details of past schemes, reports for project cities; supervise and organise various surveys required for master planning of the Water supply in NCR; reviewing the current development plans of the urban areas; provide guidance on preparing concept designs and master plans wrt water supply; and prepare report to check further encroachments and remedial measures.
- **GIS:** To procure relevant GIS imageries from National Remote Sensing Agency (NRSA), Hyderabad and Indian Institute of Remote Sensing (IIRS), Dehradun; to obtain relevant maps or from the State Government Departments; to digitize these maps and imageries for utilizing them in the project; to assist the Team in carrying out water resource studies using GIS techniques, land use and infrastructure maintenance.
- **Surface Water Supply Component:** To prepare and update water demand for domestic, institutional, commercial, industrial and agricultural; analyze present coverage and need for additional water production; analyze unaccounted water and suggest measures for reduction; access transmission and distribution basis; assessment of various water resources and study possibility of inter basin / sub basin transfer; preparation of cost estimates; suggested use of waste water for non-drinking purposes.



**Location:** Maharashtra

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

**Funding Agency:** The World Bank

**Period:** 2005-2006

**Associate Firm:** Nil

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

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

The objective of the Maharashtra Rural Water Supply and Sanitation Project in India is to assist the Government of Maharashtra in: - increasing rural households' access to improved and sustainable drinking water supply and sanitation services; and - institutionalizing decentralization of Rural Water Supply and Sanitation (RWSS) service delivery to rural local governments and communities. The objective of the captioned study was to provide inputs for the design of the institutional arrangements required for achieving sustainable RWSS, and to identify the capacity gaps and requirements at various levels for the new institutional model to function effectively.

#### **Services Provided:**

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

**Location:** Maharashtra

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

**Funding Agency:** The World Bank

**Period:** 2005-2006

**Associate Firm:** Scot Wilson Kirkpatrick India Pvt. Ltd.

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

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

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

- The objective of the captioned assignment was to ensure that the project is being implemented in accordance with agreed principles, design and service standards;
- Identify the bottlenecks/constraints and impediments/difficulties on the ground and recommend improvements and refinement to the project design accordingly; and
- Field test & improvise the 'Ready to Use' Audit Process and approach/methodology developed during the first six monthly audit.

The assignment was proposed to cover 3 pilot districts and 6 other scale-up districts and was aimed at addressing both qualitative and quantitative issues.

#### **Services Provided:**

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

- Hold Initial discussions with RSPMU officials and review the progress of community building process under Jalswarajya.
- Conduct qualitative and quantitative surveys through an appropriate mix of survey instruments such as questionnaires and focus group discussions.
- Assessment of the institutional building and capacity building process.
- Assessment of the level of knowledge and awareness about the project.
- Discussions at community level to communicate their grievances and implement corrective measures.





**Location:** Chhattisgarh

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

**Funding Agency:** Asian Development Bank

**Period:** 2005-2012

**Associate Firm:** Kellogg Brown & Root PTY LTD, Australia

- Assessment of the decision making methods and degree of community participation, especially role of women in decision making process.
- Assessment the effectiveness of and strengthen partnerships between stakeholders
- Review of village action plans.
- Preparation of strategies for community mobilization.

#### Technical Engineering:

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

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

#### Brief Description of Project:

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

#### Services Provided:

##### Phase 1 – Revision of the PIM Act

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

##### Phase 2 – Capacity Building for WUA Empowerment

- **WUA Mobilization:** The TA consultants, with support of the Project consultants and WRD, contracted an NGO to execute WUA mobilization and an awareness campaign to inform WUAs about revised PIM policies, basic WUA organization, and the coming elections as a means to initiate the WUA development process.
- **CIDP - WUA Capacity Development and Support:** TA consultants trained WRD staff for the PIM Unit to be developed under the project and provided capacity



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

**Client:** AusAid

**Funding Agency:** AusAid

**Period:** Dec. 2003-2005

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

development to ensure WUAs manage irrigation systems effectively, develop rabi and diversified cropping, and provide sustainable O&M after Project R&U.

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

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

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

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

#### **Services Provided:**

- Economic/financial Management;
- Estimation of the ability and willingness to pay for; water, sewage collection, treatment and disposal, and low cost environmental sanitation services;
- Provision of options for future tariffs and tariff structures for water supply, sewage collection, treatment and disposal, and solid waste services;
- Development of baseline data from which changes in service delivery can be assessed in the future;
- Assessment of the financial and economic impacts of potential demand management strategies;
- Community development/ participation;
- Identification and establishment of close, regular contact with institutions responsible for UWS&ES service delivery and appropriate community groups, civil society organisations and NGOs, with a view to facilitating and supporting the development of collaborative partnerships and the establishment of joint stakeholder committees;
- In close consultation with community groups in selected areas, provision of inputs for the analysis of existing UWSS services and facilities and identification of community needs in these areas;
- Selection and appointment of suitable local NGOs to assist in the conduct of surveys, workshops, pilot and IEC activities, and provide ongoing supervision and guidance to these contracted NGOs;
- Preparation and supervision of the conduct of baseline attitudinal surveys and workshops among relevant institutions to establish current levels of awareness and understanding of community needs and their ability to respond effectively to these needs, particularly to those of women and poor and vulnerable households;
- Support the development of the 'Consumer Cells' within PHED and other relevant departments together with other practical measures to increase community participation in UWS&ES service provision, and support the development of an



appropriate consumer/user orientation and high gender and poverty awareness among PHED and other relevant government agency staff and among contracted NGOs;

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

**Location:** Assam

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

**Funding Agency:** Asian Development Bank

**Period:** 2003-2005

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

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

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

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

#### **Services Provided:**

- Establishing a legislative framework for improving fiscal management: Supporting the development of the legislative framework for improving the state's fiscal management and fiscal reporting.
- Improving public sector planning and budgeting: Supporting the implementation of effective planning and budgeting practices that focus on enabling the state to better allocate resources, improve fiscal performance and ensure fiscal sustainability.
- Strengthening public sector expenditure management and control: Supporting the implementation of efficient and effective procurement, treasury and payment systems; strengthening of financial management and reporting systems to improve transparency and accountability.
- More effective public sector service delivery: Supporting the development of a strategy and action plan to implement civil service reforms and enable more effective use of HR in government service.



**Location:** All over the Country

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

**Funding Agency:** Integrated Watershed Development Project Office, Government of Himachal Pradesh

**Period:** 2001-2003

**Association Firm:** Nil

- E-Governance: Explore e-governance options to improve the efficiency and effectiveness of public service delivery; improve transparency of processes and facilitate ease and equality of access. Specific options explored include establishing an electronic database of personnel/employee records for access to staff benefits and/or personnel records; establishing electronic links with suppliers; improving the transparency, efficiency and speed of procurement and payment; establishing electronic links with banks; improving cash management; enhancing the transparency, ease of access and speed of payment to suppliers and, more importantly, government employees and pensioners.

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

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

The objectives of the assignment were:

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

#### **Services Provided:**

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

**Location:** All over the Country

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

**Funding Agency:** World Bank

**Period:** 2002-2003

**Associate Firm:** Nil

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

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

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



**Location:** Jabalpur,  
Madhya Pradesh

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

**Funding Agency:** Asian  
Development Bank

**Period:** 2002- 2003

**Associate Firm:** Adam  
Smith Institute, UK

#### **Services Provided:**

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

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

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

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

#### **Services Provided:**

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





**Location:** Madhya Pradesh

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

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

**Period:** 2001- 2002

**Associate Firm:** WAPCOS

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

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

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

#### **Services Provided:**

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

**Location:** Madhya Pradesh

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

**Funding Agency:** Asian Development Bank

**Period:** 2000-2002

**Associate Firm:** Adam Smith Institute

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

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

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

#### **Services Provided:**

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



**Location:** Orissa

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

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

**Period:** 2000-2002

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

- Develop, execute training program for staff of DPE and Technical Secretariat in implementation of social safety net.

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

#### Brief Description of Project:

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

#### Services Provided:

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

**Location:** Orissa

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

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

**Period:** 1999-2001

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

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

#### Brief Description of Project:

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

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

#### Services Provided:

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



**Location:** Jharkhand

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

**Funding Agency:** World Bank

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

**Associate Firm:** Nil

## Jharkhand Natural Resource Management Project for Government of Jharkhand

### Brief Description of Project:

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

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

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

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

### Services Provided:

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



**Location:** Gujarat

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

**Funding Agency:** Asian Development Bank

**Period:** 2001-2002

**Associate Firm:** Environment Planning Collaborative (EPC) (as Lead Consultants) and

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

**Brief Description of Project:**

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

**Services Provided:**

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

**Location:** Gujarat

**Client:** Government of Gujarat

**Funding Agency:** Asian Development Bank

**Period:** 2001-2003

**Associate Firm:** Babbie India Limited

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

**Brief Description of Project:**

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

**Services Provided:**

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

**Location:** All over the Country

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

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

**Period:** 2001

**Associate Firm:** Mecon Limited

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

**Brief Description of Project:**

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

**Services Provided:**

- Assessment of future target scenario
- Analysis of RSPCL present and likely future situation



**Location:** Uttar Pradesh, India

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

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

**Period:** 2000-2001

**Name of Associated**

**Firm(s):**

DHV

MDP

- Development and evaluation of different institutional development strategies and
- Establishment of a Business plan and specific steps for its implementation

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

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

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

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

#### **Services Provided:**

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

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

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

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

#### **Services Provided:**

**Location:** All over India

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

**Funding Agency:** World Bank

**Period:** 2000-2001

**Associate Firm:** Nil





**Location:** Maharashtra

**Client:** Government of Maharashtra/World Bank/Department for International Development (DFID), UK

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

**Period:** 1998

**Associate Firm:** Nil

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

### **Maharashtra Rural Water Supply and Sanitation Project for Government of Maharashtra**

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

The project was aimed at providing safe drinking water and sanitation facilities in 13 districts of Maharashtra on a sustainable basis. The project had an integrated approach linking water supply and sanitation engineering activities with community development and health education programmes.

#### **Services Provided:**

- Development of computerised financial and accounting systems.
- Project financial monitoring, designing cost-recovery systems, development of financial MIS, and preparation of a manual for accounting, auditing and internal control.
- Development and implementation support (including training) for computerised accounting, auditing and financial control system.
- Conduct of feasibility studies for individual schemes
- Preparation of investment and financial operating plans
- Facilitation for implementation of effective planning and monitoring systems amongst implementing agencies by imparting training for different activities under the project.
- Interaction with Gram Panchayat and Zilla Parishad
- Development of an IEC campaign

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

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

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

#### **Services Provided:**

- Provision of support to local implementing agencies for financial management, capacity building, community organisation, operations and maintenance.
- Preparation of Revenue Enhancement Action Plan.

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

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

**Funding Agency:** The Royal Netherlands Government

**Period:** 1995 – 2001

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



**Location:** New Delhi, Calcutta, Hyderabad

**Client:** Department for International Development-India (DFIDI), Government of United Kingdom

**Funding Agency:** Department for International Development-India (DFIDI)

**Period:** 1998

**Associate Firm:** Nil

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

**Review of the Organization and Management of DFID India (British Development Aid) operations for Department for International Development-India (DFIDI), Government of United Kingdom**

**Brief Description of Project:**

The assignment entailed a review of the organisation and functioning of DFID India office and suggested alternatives for restructuring its India operations.

**Services Provided:**

- Organizational and functional assessment of DFID India
- Evaluation of different sector groups of India office
- Assessment of strategic restructuring and management options
- Recommendations on institutional framework for adoption.



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