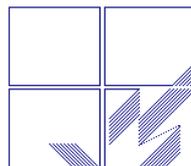


PROFILE

Solid Waste Management



JPS Associates (P) Ltd.
New Delhi



ABOUT JPS ASSOCIATES

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

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

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

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





FIELDS OF SPECIALIZATION

Management

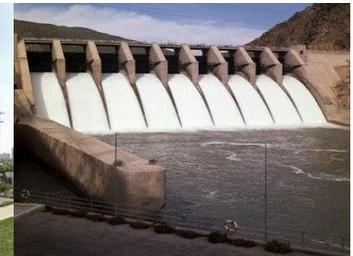
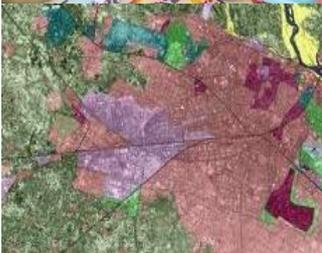
- Governance, Public Services and Policy
- Organisation Development & Institutional Strengthening
- Monitoring and Evaluation
- Information Management & E-Governance

Development

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

**SOLID WASTE MANAGEMENT SERVICES:**

- Review of current waste management practices
- Analysis and identification of deficiencies of existing SWM system
- Review of engineering and environmental problems and existing projects
- Estimation of overall waste generation and waste characterization
- Projections on future solid waste scenario
- Costs of municipal SWM services and cost recovery through user charges
- Policy, institutional and financial analysis
- Resource mobilization through alternative mechanisms such as PPP and viability funding in existing municipal SWM services
- Siting for processing and land filling and application of innovative viable technological options
- Review of waste treatment and disposal technologies
- Feasibility, viability and least cost analysis
- Preparation of DPRs on SWM for cities and peri urban areas
- Design of integrated SWM plans
- Capacity building and training of ULBs for solid waste maintenance, operation and management
- Community mobilization and participatory planning
- Developing Information, Education and Communication (IEC) strategy and advocacy for SWM
- Transaction advisory services



Location: Kerala, India

Client: Kerala Solid Waste Management Project (KSWMP) under Local Self Government Department, Government of Kerala/World Bank

Funding Agency: World Bank/Govt of Kerala

Period: 19th June, 2023 - (upto May, 2024)

Associate Firm: TCE Consulting Engineers Ltd. (Lead)

RELEVANT EXPERIENCE

Technical Consultancy for Feasibility Study of Regional Sanitary Landfills and Transfer Stations in Kerala

Brief Description of Project:

Kerala State Solid Waste Management Project (KSWMP), under LSGD, is implementing the Solid Waste Management Project in 93 ULBs (87 municipalities and 6 corporations) vide G.O (Rt) No. 1420/2020/LSGD dated 29-07-2020. The project is designed for a total cost of USD 300 million with the support of International Bank for Reconstruction and Development (IBRD) and Asian Infrastructure Investment Bank (AIIB), each providing financial of USD 105 million and State Government contributing USD 90 million.

The Project Development Objective is to strengthen the institutional and service delivery systems for solid waste management in Kerala. The project envisages comprehensive upgradation and development of solid waste management activities in various levels under three components:

Component 1- Institutional Development, Capacity Building and Project Management

Component 2- Grant support to ULBs for SWM.

Component 3 - Development of regional SWM facilities.

Under Component 3, KSWMP provides for the development of regional facilities including:

- a) Transfer stations (TS) and regional sanitary landfills (SLF) for municipal solid waste disposal;
- b) Regional C&D waste management facilities;
- c) Regional processing and recycling facilities; and
- d) Closure/remediation of existing dumpsites

The objective of this assignment is envisaged to include, but not limited, to conduct the feasibility study for determining the techno-economic viability of the proposed investment and develop the most sustainable and cost-effective arrangement and preliminary design for the regional SWM infrastructure (Regional landfill + Transfer Stations), in clusters 1 and 4 taking into account the local context and capacity constraints, and based on that, outline and analyze procurement options for the subsequent steps, including design, construction and operation of the proposed regional SWM facilities.

Services Provided:

- Co-ordination with client (KSWMP/DPMU/World Bank/ Govt. organizations), survey agency and key experts of TCE & JPS. Client management, team deployment, timely & qualitative delivery of project etc.
- Collection of secondary data from different government organizations (KSWMP, KINFRA, KEIL, KESB, CGWB, IMD & any other applicable institute/ organization)

Task 1 Data collection and investigations

- Review of available information and collect specific site data, such as maps, reports, geological or hydrogeological data.
- Study financial and economic feasibility for setting up a new sanitary landfill at



the proposed sites.

Topographic survey

In this task, the Consultant is envisaged to carry out the required topographic surveys for the sites to enable the preparation of general site layout, alignment, roads profiles, extent of embankment and cut slopes profiles (with minimum horizontal accuracy of 50cm and vertical accuracy of 50cm), cross sections, general ground layouts and facilitate cut and fill calculations and other downstream work. The resulting document shall be of a scale (i.e., 1:1,000 to 1:2,000) and size accurately reflecting the results of the survey. The surveyor is envisaged to locate and show on the topographic survey map following information:

Contours lines indicating the shape and elevation of the land over the entire parcel, the location of permanent structures including retaining walls, bridges, and culverts, the location of street or road paving, entrance drive openings and sidewalks, elevations on the top of curbs, gutters and sidewalks, cadaster or official plot parcel delineation, North arrow and scale of drawing, legend depicting the symbols and abbreviations used on the drawing, spot elevations covering the entire survey limits showing high points, low points, grade changes, and at sufficient intervals to represent the general character of the terrain. location and elevation of lakes, rivers, streams, or drainage courses on or near the surveyed area. description, location, and elevation of benchmarks as well as coordinate system used in the survey.

Site investigations

- Walkover survey including pictures.
- Aerial Photographs/ Satellite Imagery
- Maps for project area relevant locations including statutory buffers from municipal records
- Land Use Plans, official land title, National regulation regarding landfill sites, locally available construction materials; and Site-specific physical information such as:
 - Hydrogeological report
 - Ground water levels
 - Topographic survey
 - Boreholes and wells within a 500m radius
 - Existing underground utilities.
 - Flood Plain Maps
 - Rainfall Data
 - Wind Map
 - Seismic Data
 - Road Maps etc.

The Consultant is envisaged to prepare site plans indicating the required boreholes locations for geotechnical investigations including depths, coordinates, geotechnical investigations specifications, required site and laboratory testing, etc. for subsequent execution as part of the present study.

- For sanitary landfills: To be defined by the consultant with a minimum of one borehole drilled per 3acres of the project area to a depth of 20 m below the ground surface.
- For transfer stations: To be defined by the consultant with at least one borehole per site to a depth of 20m below the ground surface.
- Subsurface explorations or borings shall be executed by rotary drilling rigs at the selected locations.
- Laboratory Tests.



- Mechanical, physical, and chemical laboratory tests shall be performed as needed, in accordance with the approved standards by an independent and accredited institute. A specialized independent laboratory chosen by the Consultant for carrying out the sampling and testing is subjected to a prior authorization from Client before commencement. The selected laboratory shall meet the relevant national and international standards. The Consultant is required to identify the subconsultants/agencies well in advance, for various site investigations, sample collection and laboratories for conducting the required testing.

Task 2 Preliminary design, economic evaluation and conclusion

- Review, validate and update current and future waste generation quantities estimated by SPMU and the corresponding transfer and disposal infrastructure, based on recent studies and investigations carried out by SPMU.
- Study institutional feasibility including capacity building needs.
- Recommend design conditions and report the engineering analysis, complete with identification of design issues and needs; in terms of technical, time, cost, quality and sustainability; and evaluate suitability of identified sites for landfill cell and transfer stations, and recommend preferred site and confirm overall feasibility.
- Regional Sanitary Landfills (SLFs): Prepare preliminary design of projected disposal cell for an operational capacity of at least 20-25 years within an engineered structure and adoption of modern and effective method of disposal in terms of environment, cost, applicability, and sustainability.
- Transfer Stations: Prepare preliminary design of the transfer stations with a capacity of about 100 – 200 metric tons per day each and adoption of safe and cost-effective methods of municipal waste transfer.
- For all facilities: Select best international practices and technologies to prevent environmental impacts associated with the new facility and conduct stakeholder consultations to validate these technical options are appropriate and feasible in the State context; and prepare Capex and Opex cost estimates for each facility at +/-10% accuracy based on recent projects and including transportation costs between the transfer station and the landfill. The Block Cost Estimates shall take in to account the prevailing Government of India /Government of Kerala guidelines to enable the procurement of Contractor.
- Provide Social and Environmental Consultants with baseline data, design, and operational information for preparation of the ESIA/ESMP and RAP/Abbreviated RAP.
- Provide recommendations on the preferred delivery model (e.g., DB/DBO/EPC or others).

Institutional Analysis

- The consultant will review the existing institutional framework for waste management, assess the institutional capacity of the different entities involved in the development and operation of the project and identify potential bottlenecks. More specifically the consultant will:
 - Identify key stakeholders, local administration structures, and relationships, among key institutions at the National, State and ULB levels, along with policies, regulations, strategies.
 - Recommend an institutional framework for efficient development and management of the system with clearly defined responsibilities, required qualification of personnel, and budget allocation and flow of funds.



- Identify project implementation and O&M entities after project completion, considering the capacities of concerned entities and prepare realistic institutional, arrangements.
- Review existing policies, guidelines, and legal frameworks for private sector engagement in the design, construction and operation of the SWM services including landfill management;
- Assess the managerial, technical, and administrative capacity of the relevant entities; and suggest action plan to build their capacities to minimize risks; and provide suggestions to improve governance and management, and to strengthen capacity for system operation.

Task 3 Financial & Economic Analysis Procurement analysis and options recommendations and assistance for tendering

- Prepare financial projections and conduct financial analyses of the executing and implementing entities, and incremental recurrent costs, to determine the financial impact of the project on these entities as well as financial sustainability.
- Review proposed cost-recovery and tariff policies, including affordability.
- Conduct financial evaluations including sensitivity analyses of the operation.
- Identify risks project financial sustainability or viability
- Undertake an economic evaluation of the project components to estimate the economic benefits covering, among other things, demand analysis, least economic cost analysis, economic cost and benefit analysis, economic internal rates of return, average incremental economic costs, sensitivity analysis, risk analysis, poverty, impact ratios, affordability analysis, and assessment of subsidies (if applicable).
- Selection of a Contractor
- Preparation of the Procurement Documents/ Tender Documents for selection of the Contractor based on the selected delivery model.
- Preparation of response to queries from bidders.
- Preparation of Technical Evaluation Reports and assistance to evaluation of bids.
- Assistance to Client during negotiations until the signing of Contract Agreement.

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

Brief Description of Project:

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

The Project comprises of two parts:

Part A covers urban infrastructure and services improvement including the rehabilitation, improvement and expansion of (i) water supply (ii) sewerage and

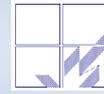
Location: Agartala, Aizawl, Gangtok, Kohima and Shillong

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

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

Period: October, 2019 – March, 2022

Associate Firm: Nil



sanitation and (iii) solid waste management.

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

Services Provided:

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

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

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

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

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

Support is to be provided for:

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

The scope of work includes the following broad activities:

Urban Governance and Financial Reform:

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

Program Management and Monitoring

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

Design and Supervision Engineering Services

- Assist the Investment Program Manager with day-to-day coordination, monitoring and approval activities;



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

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

Disbursement:

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

Water /Wastewater:

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

Solid Waste Management:

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



- As part of implementation, monitor overall quality of construction of solid waste management facilities and compliance.
- Support the Team Leader in monitoring the implementation of the solid waste management utility programs,

Environmental Safeguards:

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

Social Safeguards and Community Development:

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

Finance & Administration:

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

MIS & Impact Evaluation:

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



Location: Agartala, Aizawl, Gangtok, Kohima and Shillong

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

Funding Agency: ADB

Period: 03.06.2019 - 02.10.2019

Associate Firm: Nil

Consultancy Services for Benefit Monitoring & Evaluation of NERUDP in 5 North Eastern States as Programme Management and Monitoring Consultants (PMMC) under North Eastern Region Urban Development Programme of Ministry of Housing and Urban Affairs, Government of India

Brief Description of Project:

The NERUDP is completing 10 years and is slated to close on 22nd June, 2019. Out of the 85 packages contracted, 54 packages have been completed, 15 packages are likely to be completed by 22nd June, 2019 while 16 projects are estimated to spillover beyond the closure date.

The main features of impacts to be monitored under Benefit Monitoring Study will be as follows:

1. Output Monitoring: Improvement in facilities vis-à-vis base line. Source: Physical inspection of new facilities and secondary data for baseline.
2. Outcome Monitoring: Improvement in coverage and availability of Water Supply, Sanitation and SWM to the citizens compared to baseline. Source: Citizen's sample survey; Departmental survey; group discussions.
3. Reforms & implementation of loan covenants: Implementation of reforms such as capacity building especially in O&M; accounting; strengthening of legislation; improvement in revenue and sustainability etc. Source: Secondary data; group discussions with officials; group discussions with citizens.

Services Provided:

The following is the sector specific areas where the JPS is required to conduct the study, collect the secondary/primary data, and submit analytical reports:

1. Water Supply Projects: Study of the water supply packages will include the following:
 - I. Coverage of the scheme
 - II. Per capita supply
 - III. Extent of metering
 - IV. NRW
 - V. Continuity & quality
 - VI. Cost recovery
2. Sewerage and Sanitation Projects: Study of the sewerage packages will include the following:
 - I. Coverage
 - II. Wastewater collection
 - III. Cost recovery
3. Solid Waste Management Projects: Study of the solid waste management packages will include the following:
 - I. Coverage
 - II. Waste collection
 - III. Cost recovery
4. Incidence of waterborne diseases
5. Water quality in significant water bodies in the immediate vicinity of the programme city.
6. Study of Reforms and Loan covenants as per DMF of ADB in all three



tranches

List of projects (state-wise) for coverage for Benefit Monitoring are as follows:

Areas of study for Benefit Monitoring under NERUDP			
S. No.	State	Sector	Packages
1.	Agartala	Water Supply	22 Tube wells and 14 OHSR, GWTPs; WS in South Zone
2.	Aizwal	Water Supply	Ground level water reservoirs, chlorinators, booster pump, water metres.; water supply in 5 wards
3.	Aizwal	SWM	Dustbins and garbage vehicles
4.	Aizwal	Sewerage	10 Community toilets and cesspool cleaner
5.	Gangtok	Water Supply	Pump house, distribution de-bunching, metering. NRW
6.	Gangtok	SWM	Landfill, vehicles, compost plant etc.
7.	Kohima	SWM	Landfill, vehicles, compost plant etc.
8.	Kohima	Sewerage	5 Community toilets
9.	Shillong	SWM	Landfill, garbage vehicles and dustbins, compost plant

Location: Nagpur, Maharashtra, India

Client: Nagar Parishad, Kalmeshwar

Funding Agency: Nagar Parishad, Kalmeshwar

Period: 5th May, 2017- Ongoing

Associate Firm: Nil

City Development Plan for Kalmeshwar City

Brief Description of Project:

The **City Development Plan (CDP)** for Kalmeshwar Municipal Council area is envisaged to be prepared as per the latest toolkit for Formulation of City Development Plans prescribed by the Government of India under the JNNURM and shall include the City Investment Plan.

The CDP is also envisaged to identify priority infrastructure projects in different sectors. It is expected to also fulfil all the requirements of State Nagarotthan Scheme of Maharashtra State updated from time to time.

Services Provided:

a. City Assessment

- To undertake an analysis of the existing situation focusing on demographics and economic activity, land use, financial, urban infrastructure and urban services (such as transportation, water supply and sanitation, sewerage and solid waste management, drainage, transport parking spaces), physical and environmental aspects including heritage areas, water bodies etc;
- To assess the financial status of the city government and parastatal and other agencies dealing with the service provision including an analysis of their credit worthiness and efficiency of the institutional frameworks;
- To assess as well as project population growth, infrastructure needs and resource requirements in the short-term and long-term perspective;



- To analyse the urban poverty characteristics of the slums e.g. social setup, availability of urban basic and social services and on-going slum improvement programmes etc;
- To analyse the present status of availability of urban basic services including the condition of infrastructure in the areas in inner city (urban renewal) which needs to be redeveloped;
- To identify existing nature of commercial and industrial establishments and the nonconformity to the existing land-use planning and zoning regulation in the inner city areas;
- To assess protection measures for heritage areas including archaeological heritage, architectural heritage and architectural conservation areas;
- To highlight the SWOT analysis of city government/parastatal agencies and related government departments to understand the factors responsible for inefficient and inadequate production and delivery of urban services, their managerial deficiencies and financial constraints and to highlight the critical factors which call for urgent remedial measures at the city and state government levels;
- To undertake situational analysis in consultation with all the stakeholders and civil society at the city level.

b. Development of Strategic Agenda and Vision for the City

- To develop strategies focusing attention on growth management, urban infrastructure and basic services, slum improvement, housing for EWS, provision of basic and social services for urban poor, protection of heritage areas, preservation of water bodies, redevelopment of inner city areas, based on the vision;
- To define outcomes and milestones on the vision and to ensure that these are measurable and have a time frame;
- To develop the vision in consultation with all the stakeholders and civil society, focusing on broad assessment of municipal resources, possible impact on the municipal budget and the proposal for reform to support development; to review the results of rapid city assessment relating to population growth, infrastructure needs and resource requirements in short-term and long-term perspective;

c. Evolving Strategies for Development

- To highlight interventions to operationalise the vision and future development of the city;
- Identification of options and strategies and their evaluation, keeping in view their contribution to the goals, objectives and reform agenda of JNNURM;
- To translate the strategies into programmes and projects;
- To identify the programmes which have maximum/optimum contribution to the achievement of city's vision and medium-term perspective;
- To prioritize strategies, programmes and projects through a consultative process with all stakeholders.

d. Development of a City Investment Plan and Financing Strategy

- Preparation of City Investment Plan (CIP) which will include the level of investment requirements to implement the CDP;
- Evaluation of financial options and strategies for financing the vision as enumerated in CDP;
- To identify the areas in which city government could finance by mobilising



Location: Agartala, Aizawl, Gangtok, Kohima and Shillong

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

Funding Agency: Asian Development Bank

Period: May, 2017 – October, 2019

Associate Firm: Nil

resources or in association with other tiers of the government; access to capital market or enlistment of private sector participation and steps needed to facilitate its participation.

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

Brief Description of Project:

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

The Project comprises of two parts:

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

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

Services Provided:

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

Support is to be provided for:

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

The scope of work includes the following broad activities:

Urban Governance and Financial Reform:

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

Program Management and Monitoring

- Prepare a common program management system (framework) for all tranches and States and detail out all activities under Tranches; given distance and



communication constraints, a web-based system may be most appropriate with MOUD/Sates access and selected sections for public disclosure.

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

Design and Supervision Engineering Services

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



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

Disbursement:

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

Water /Wastewater:

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

Solid Waste Management:

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



waste monitoring and rectification programs;

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

Environmental Safeguards:

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

Social Safeguards and Community Development:

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

Finance & Administration:

- Release of funds to project states for program execution;
- Withdrawals from ADB loan accounts;
- Preparation of information for parliamentary matters;



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

MIS & Impact Evaluation:

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

Location: Moradabad,
Uttar Pradesh

Client: Municipal Corporation Moradabad on behalf of Ministry of Urban Development, Government of India/World Bank

Funding Agency: Municipal Corporation Moradabad on behalf of Ministry of Urban Development, Government of India/World Bank

Period: October, 2015 – January, 2016

Associate Firm: Nil

Assisting ULBs of Uttar Pradesh to Prepare Smart City Proposals (SCP) under Smart Cities Mission to Participate in the Smart Cities Challenge- Moradabad

Brief Description of Project:

The Ministry of Urban Development (MoUD) has rolled out Smart City Mission (SCM). The cities to be shortlisted under Smart City Mission shall require to compete for funding in the City Challenge. To participate in the SCM challenge, cities will require to prepare Proposals for Smart Cities Challenge. To facilitate Cities / State Governments to prepare the Proposals, MoUD has shortlisted consulting firms to assist States/ Union Territories through World Bank assisted Capacity Building for Urban Development (CBUD) Project. The Consortium of Engineers India Ltd - JPS is contracted to assist Municipal Corporation, Moradabad for the preparation of SCP for Moradabad.

Services Provided:

The Consortium is envisaged to prepare and deliver a Proposal to the Urban Local Body under the supervision of the State Government, which will include:

- A City-wide Concept Plan (a non-fully complete CDP), which will be based on the old or revised City Development Plan (CDP). In case the city does not have a CDP, the Consortium will develop a City-wide Concept Plan (a non-fully complete CDP). The City-wide Concept Plan will include the Smart City vision and key challenges identification, situation analysis (physical, economic, social, legal and institutional infrastructure)/ As-is description, review of previous plans, interventions and documents of all departments and agencies (e.g. City Sanitation Plan, City Mobility Plan, Master Plan) and an overall strategy focused on Smart City criteria/objectives/targets. Moreover, based on citizen consultations, the Concept Plan will also define the Smart City and clearly state the objectives based on the Mission Document and Guidelines.
- The Smart City Proposal (SCP) will consist of Strategic Action Plans for Area Development based on the three typologies: (a) area improvement (retrofitting) (b)



city renewal (redevelopment) and (c) city extension (greenfield) and one City-wide (Pan-city) initiative that applies Smart Solutions to the physical, economic, social and institutional infrastructure. Application of Smart Solutions will involve the use of technology, information and data to make infrastructure and services better and using smart technologies for the development of the poor and marginalized will be an important part of the Proposal.

- Preparation of a Proposal to participate in 'Challenge' (competition) according to the Smart City Mission Statement and Guidelines. The proposal will contain retrofitting or redevelopment or greenfield models and at least one Pan-city initiative. The focus will be on transformative projects with the highest possible impact on (i) economic growth in the city (e.g. number of new jobs created, new firms attracted, increased productivity and business climate in the formal as well as informal sectors, recognition of and incorporating urban vendors), and (ii) improving the quality of life of all, especially the poor: (e.g. reduction in commuting time, support of non-motorized transport, improvement in air and water quality/increased coverage of water, solid waste management, street lighting, enhanced green public spaces, improved safety and security).
- The Smart City Proposal will include a Financing Plan for the complete life cycle of the Proposal. This Financial Plan will identify internal (taxes, rents, licenses and user charges) and external (grants, assigned revenues, loans and borrowings), sources of mobilizing funds for capital investments and operation and maintenance over the life cycle of project. The Financial Plan will provide for sources for repayment of project cost over a period of 8-10 years, O&M cost and also include resource improvement action plan for financial sustainability of ULB.
- Convergence of area plans is envisaged with National and State level sectoral financial plans as for example, the National Urban Rejuvenation Mission (NURM), Housing for All, Swachh Bharat and Digital India.
- The Proposal development will be people-driven, from the beginning and achieved through citizen consultation meetings, including active participation of Residents Welfare Associations, Tax Payers Associations, Senior Citizens, Chamber of Commerce and Industries, Slum Dwellers Associations and other groups. During consultations, in addition to identification of issues, needs and priorities of citizens and groups of people, citizen-driven solutions will also be generated. The Government of India platform www.mygov.in is envisaged to be appropriately used for all citizen consultations and engagements.
- The Proposals are envisaged to be developed in a period of 100 days as far as this consultancy is concerned. Another Agency is anticipated to assist the City in detailed Project Development and Management.

Location: Rampur, Uttar Pradesh

Client: Nagar Palika Parishad Rampur on behalf of Ministry of Urban Development, Government of India/World Bank

Funding Agency: World Bank

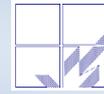
Period: October, 2015 – January, 2016

Associate Firm: Nil

Assisting ULBs of Uttar Pradesh to Prepare Smart City Proposals (SCP) under Smart Cities Mission to Participate in the Smart Cities Challenge- Rampur

Brief Description of Project:

The Ministry of Urban Development (MoUD) has rolled out Smart City Mission (SCM). The cities to be shortlisted under Smart City Mission shall require to compete for funding in the City Challenge. To participate in the SCM challenge, cities will require to prepare Proposals for Smart Cities Challenge. To facilitate Cities / State Governments to prepare the Proposals, MoUD has shortlisted consulting firms to assist States/ Union Territories through World Bank assisted Capacity Building for Urban Development (CBUD) Project. The Consortium of Engineers India Ltd - JPS is contracted to assist Nagar Palika Parishad, Rampur for the preparation of SCP for Rampur.



Services Provided:

The Consortium is envisaged to prepare and deliver a Proposal to the Urban Local Body under the supervision of the State Government, which will include:

- A City-wide Concept Plan (a non-fully complete CDP), which will be based on the old or revised City Development Plan (CDP). In case the city does not have a CDP, the Consortium will develop a City-wide Concept Plan (a non-fully complete CDP). The City-wide Concept Plan will include the Smart City vision and key challenges identification, situation analysis (physical, economic, social, legal and institutional infrastructure)/ As-is description, review of previous plans, interventions and documents of all departments and agencies (e.g. City Sanitation Plan, City Mobility Plan, Master Plan) and an overall strategy focused on Smart City criteria/objectives/targets. Moreover, based on citizen consultations, the Concept Plan will also define the Smart City and clearly state the objectives based on the Mission Document and Guidelines.
- The Smart City Proposal (SCP) will consist of Strategic Action Plans for Area Development based on the three typologies: (a) area improvement (retrofitting) (b) city renewal (redevelopment) and (c) city extension (greenfield) and one City-wide (Pan-city) initiative that applies Smart Solutions to the physical, economic, social and institutional infrastructure. Application of Smart Solutions will involve the use of technology, information and data to make infrastructure and services better and using smart technologies for the development of the poor and marginalized will be an important part of the Proposal.
- Preparation of a Proposal to participate in 'Challenge' (competition) according to the Smart City Mission Statement and Guidelines. The proposal will contain retrofitting or redevelopment or greenfield models and at least one Pan-city initiative. The focus will be on transformative projects with the highest possible impact on (i) economic growth in the city (e.g. number of new jobs created, new firms attracted, increased productivity and business climate in the formal as well as informal sectors, recognition of and incorporating urban vendors), and (ii) improving the quality of life of all, especially the poor: (e.g. reduction in commuting time, support of non-motorized transport, improvement in air and water quality/increased coverage of water, solid waste management, street lighting, enhanced green public spaces, improved safety and security).
- The Smart City Proposal will include a Financing Plan for the complete life cycle of the Proposal. This Financial Plan will identify internal (taxes, rents, licenses and user charges) and external (grants, assigned revenues, loans and borrowings), sources of mobilizing funds for capital investments and operation and maintenance over the life cycle of project. The Financial Plan will provide for sources for repayment of project cost over a period of 8-10 years, O&M cost and also include resource improvement action plan for financial sustainability of ULB.
- Convergence of area plans is envisaged with National and State level sectoral financial plans as for example, the National Urban Rejuvenation Mission (NURM), Housing for All, Swachh Bharat and Digital India.
- The Proposal development will be people-driven, from the beginning and achieved through citizen consultation meetings, including active participation of Residents Welfare Associations, Tax Payers Associations, Senior Citizens, Chamber of Commerce and Industries, Slum Dwellers Associations and other groups. During consultations, in addition to identification of issues, needs and priorities of citizens and groups of people, citizen-driven solutions will also be generated. The Government of India platform www.mygov.in is envisaged to be appropriately used for all citizen consultations and engagements.
- The Proposals are envisaged to be developed in a period of 100 days as far as this consultancy is concerned. Another Agency is anticipated to assist the City in



Location: Meghalaya, Mizoram, Nagaland, Tripura and Sikkim

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

Funding Agency: Asian Development Bank

Period: 2015 - 2017

Associate Firm: Nil

detailed Project Development and Management.

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

Brief Description of Project:

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

The Project comprises of two parts:

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

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

Services Provided:

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

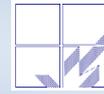
Support is to be provided for:

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

The scope of work includes the following broad activities:

Urban Governance and Financial Reform:

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



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

Program Management and Monitoring:

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

Periodic Finance Request Preparation and Coordination:

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

Design and Supervision Engineering Services

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



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

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

Disbursement:

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

Benefit and Monitoring:

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



- Support the preparation of the Investment Program Completion Reports (per Tranche and final)

IT/MIS:

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

Water Supply and Waste Water:

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

Solid Waste Management:

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

Environmental Safeguards:

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



proficiency and presentation of the documentation;

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

Social Safeguards:

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

Poverty and Community Development:

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

Capacity Building:

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



Location: Meghalaya, Mizoram, Nagaland, Tripura and Sikkim

Client: (MoUD), Government of India

Funding Agency: Asian Development Bank

Period: 2013 - 2015

Associate Firm: Nil

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

Brief Description of Project:

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

The Project comprises of two parts:

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

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

Services Provided:

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

Support is to be provided for:

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

The scope of work includes the following broad activities:

Urban Governance and Financial Reform:

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

**Program Management and Monitoring:**

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

Periodic Finance Request Preparation and Coordination:

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

Design and Supervision Engineering Services

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



coordination matters with ADB, including (a) submission of monthly and quarterly reports and (b) accounting and disbursement matters;

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

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

Disbursement:

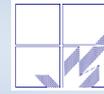
- Provide direct support to the IPCC Accounts Manager;
- Liaise with senior accountants in SIPMIUs;
- Establish a sound accounting practice and systems to manage resources available;
- Develop budgetary control processes, design budget procedures and budget formats common to all SIPMIUs;
- Review payment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

Benefit and Monitoring:

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

IT/MIS:

- Review information and communication systems available on MOUD/States and make necessary recommendations for the establishment of IT-based



monitoring/program communication systems;

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

Water Supply and Waste Water:

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

Solid Waste Management:

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

Environmental Safeguards:

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



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

Social Safeguards:

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

Poverty and Community Development:

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

Capacity Building:

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



Location: Haridwar, Rishikesh, Gangotri and Uttarkashi, Uttarakhand, India

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

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

Period: May, 2012 - May, 2013

Associate Firm: MWH India Pvt. Ltd., New Delhi

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

Brief Description of Project:

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

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

Broadly, the DPRs were to have the following components:

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

Services Provided:

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



Location: Nemawar, Nalkheda, Soyatkalan, Kanad, Maksi, Akodia, Barod, Polayakalan, Badagaon-Shajapur & Susner

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

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

Period: 2011-2013

Associate Firm: Nil

Development Program comprising of a Capacity Building Plan, a HR policy and a Training Module.

Preparation of City Development Plans (CDP) for Nemawar, Nalkheda, Soyatkalan, Kanad, Maksi, Akodia, Barod, Polayakalan, Badagaon-Shajapur & Susner Cities (10 Cities) of Madhya Pradesh for Urban Administration & Development Department, Government of Madhya Pradesh

Brief Description of Project:

- To scale up existing urban development and poverty alleviation schemes within a comprehensive and coherent strategic planning framework in order to ensure optimal benefit from available resources for the citizens of the ULB.
- To catalyse new thinking and provide debate through a consultative stakeholder driven process. The vision and strategic thrusts of the CDP were to be built around the lessons and findings of a comprehensive and rigorous stakeholder consultation and documentation process.
- To help CDP to serve the requirements of the UIDSSMT and IHSDP programmes as well as JNNURM and other developmental schemes
- To generate specific priority actions and projects that can be the basis for mobilizing funding from diverse sources

Services Provided:

A multi-stage exercise was conducted by JPS to formulate the CDP in close collaboration with Nemawar, Nalkheda, Soyatkalan, Kanad, Maksi, Akodia, Barod, Polayakalan, Badagaon-Shajapur & Susner City Municipal Councils, as detailed below:

- **Inception:** The purpose of this stage was to review and analyse the current status and unique features of Nemawar, Nalkheda, Soyatkalan, Kanad, Maksi, Akodia, Barod, Polayakalan, Badagaon-Shajapur & Susner Cities in terms of their development, systems and procedures, institutions and the financial context to identify the strengths and weaknesses of the city development process and to provide an understanding of the impediments to service delivery and management within the existing set-up and what contributes to better service position. Accordingly, there was a reconnaissance, under which a one-week stock taking and information collection exercise was undertaken involving meetings with elected representatives and government officials, determining the feasibility and composition of a city level Steering Group (comprising of Citizen forum) for the CDP, besides collection of information of city demography, base maps, master plan, existing reports under past and current urban development programmes, ULB's annual budget reports, other reports on status of service delivery, policies and heritage related information, data on slums and urban poor, growth patterns of the city, characteristics of slums and environmentally sensitive areas, economic opportunities etc. This was followed by a one-day kick-off workshop to familiarize the line departments and key stakeholders for urban service delivery and development with the purpose, process and expected outcomes of the CDP. The stakeholders included the elected representatives, city level planning and service providing agencies, concerned government line departments, private sector agencies, non-governmental./community based organizations, representatives of poor communities, representatives of on-going urban development programmes, representatives of media and academic institutions etc. The preliminary analysis and methodology, accordingly, was presented in the Inception Report.
- **Assessment of existing situation:** This stage constituted a detailed analysis of all the data, information, assessment related to economic opportunity and



potential for local/regional development with special reference to the poor, development of low cost public transport, heritage conservation and tourism, environmental sustainability, access to housing, employment, social and environmental services by the poor, health and education services in the town and related sector issues under the master plan. This was followed by development of City Profile, which included the findings of sectoral analysis SWOT analysis and projection of the present gaps and future requirements, vision, goals and strategies. A second workshop was conducted where the proposed city profile was presented to stakeholders for discussion on city perspective and city priorities and for developing a shared vision for the city alongwith strategies and major actions required in the next five years to move towards the vision 2035. During this phase, in consultation with local counterparts, JPS also worked on development of sector strategies in consonance with city vision and sector goals as well as reviewed the relevant cases of national and international best practices to explore their application in relevant sectors to bring in improved and efficient ways of working. This stage also included review of the progress of the project by a committee headed by the District Collector at the district level and the Directorate of Urban Administration and Development, Bhopal, at the state level.

- **Development of Strategies and Priority Actions:** This stage included evaluation of strategies from the perspective of achieving the vision and sector goals. A third workshop was conducted with the Steering Group members and other key stakeholders for selection of strategies based on the criteria with the list of prioritized actions and projects. This stage also included consultations with Nemawar, Nalkheda, Soyatkalan, Kanad, Maksi, Akodia, Barod, Polayakalan, Badagaon-Shajapur & Susner Municipal Council officials, representatives of reform programmes and local counterparts to examine the adequacy of reforms being currently carried out and proposed at state and local levels to support the vision and strategic plan to sustain the planned interventions, alongwith with proposals for additional reforms. The output of this phase was an agreed plan outlining the goals, strategies, priority actions and projects, with an estimate of preliminary funding requirements in each sector.
- **Preparation of City Investment Plan (CIP) and a Financial Operating Plan (FOP):** This stage included determining the costing of the project and the funding process, scheduling of priority actions and developing of a City Investment Plan (CIP) which lays out the cost and revenue estimates of all priority projects in the next five years, supported by a financial operating plan (FOP), based on availability of resources, logical sequencing of actions and potential for immediate implementation. These plans were presented before all the stakeholders with support from Guna Municipal Council to seek their endorsement and as well as consent on procedures for performance monitoring. The performance monitoring/sustainability indicators were identified in consultation with Nemawar, Nalkheda, Soyatkalan, Kanad, Maksi, Akodia, Barod, Polayakalan, Badagaon-Shajapur & Susner Municipal Councils to assist the ULBs to review the progress and outcomes of the CDP on an annual basis and to set the future agenda. This was followed by a third stage discussion at the district level. In terms of performance monitoring, consultations were held with Guna Municipal Council to identify performance monitoring and sustainability indicators to review the progress and outcomes of the CDP and setting the future agenda.
- **Final CDP Document:** The final CDP was prepared after incorporating the feedback from the fourth workshop and inputs received from the third state level discussion and third district level discussion. The final CDP document was presented to Nemawar, Nalkheda, Soyatkalan, Kanad, Maksi, Akodia, Barod,



Location: Meghalaya, Mizoram, Nagaland, Tripura and Sikkim

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

Funding Agency: Asian Development Bank

Period: 2011-2013

Associate Firm: Nil

Polayakalan, Badagaon-Shajapur & Susner Municipal Councils along with a summary of the CDP for publication and wider dissemination.

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

Brief Description of Project:

Brief Description of Project:

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

The Project comprises of two parts:

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

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

Services Provided:

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

Support is to be provided for:

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

The scope of work includes the following broad activities:

Urban Governance and Financial Reform:

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



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

Program Management and Monitoring:

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

Periodic Finance Request Preparation and Coordination:

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

Design and Supervision Engineering Services

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



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

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

Disbursement:

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

Benefit and Monitoring:

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



Tranche and final)

IT/MIS:

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

Water Supply and Waste Water:

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

Solid Waste Management:

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

Environmental Safeguards:

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



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

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

Social Safeguards:

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

Poverty and Community Development:

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

Capacity Building:

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



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

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

Funding Agency: Asian Development Bank

Period: June 2005-March, 2014

Associate Firm: TCE Consulting Engineers Ltd

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

Brief Description of Project:

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

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

Services Provided:

Solid Waste Management

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

Community Development

- Educate communities about environmental sanitation and health linkages as well as cost of services being provided. Assist PMU/PIU in monitoring, reviewing and assessing the progress of the MAPP and the work of NGOs and Community Liaison Officers;
- Work for all community based development and awareness works and review of recent and current community based development program being taken up in the city;



- Prepare community development and public awareness programs in consultation with Public Relation Consultant (PRC) for implementation by the NGOs for the Community Awareness and Participation Programme (CAPP), which is designed to cover community awareness, participation, and education with respect to the implementation and management of the project facilities;
- Assist in preparing a detailed BME implementation plan;
- Assist PMU in developing policies for use of NGOs under the project;
- Assist PMU to formulate plans for NGO involvement in the project; and
- Assist PMU in developing Terms of Reference & recruiting NGOs in consultation with PRC/PIU.

Urban Planning

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

Water Supply & Water Treatment

- Prepare design report and estimates for installation of bulk water meters and replacement of non functional meters;
- Assessment of water losses through sample study and advise on Leakage Reduction Programs;
- Identify strategy of approach for detailed leak detection study of cities;
- Assist in the planning and implementation of power and water audit of water supply;
- Installation of bulk meter on mains and domestic meters in house connections;
- Collection & review of available data/report from the line agencies and external agencies;
- Organise and conduct various surveys & investigations;
- Review designs and drawings of water treatment plant;
- Analyse the existing water supply distribution network together with hydraulic analysis and propose augmentation of the distribution network, pumping storage facilities and other water supply components including renovations of Water Treatment Plant, rehabilitation of piping and equipment and update master plans;
- Prepare & review designs, drawings, estimates, standard specifications & bid documents for water supply components;
- Assist in tendering & other pre-construction activities;
- Co-ordination with Project Management Unit (PMU) and Project Implementation Units (PIUs), line agencies and various specialists to finalise most satisfactory schemes including unaccounted for water;
- Evolve action plans to reduce unaccounted for water;
- Review strategy prepared by the Public Health Engineering Department for reduction in unaccounted for water;
- Finalise the water supply system improvement programs. Prepare standard (typical) designs for common facilities;
- Advise, assist and train PMU, PIUs and line agencies staff on design



- requirements and during implementation of the project; and
- Assist in tendering & other pre-construction activities.

Construction Management

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

Development 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 Uttar Pradesh 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 reviewing 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

Location: U.P. (Uttar Pradesh)- Agra, Mathura, Vrindavan, Etawah, Ghaziabad, , Muzaffarnagar, Saharanpur

Client: U.P. Jal Nigam, Ghaziabad

Funding Agency: U.P.Jal Nigam

Period: March 2009-2011

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



half years for (a) each category of officers/ staff, (b) for the council level functionaries and (c) for members of the RWA/Ward Committees.

- Examining training delivery capabilities and capacity of ULBs in terms of availability of physical assets and facilities.
- Prioritizing delivery of training for the ULB staff as per the theme of training keeping in mind the present as well as future requirements and needs.
- Preparation of theme based modules and course materials for the training programs.
- Identification and selection of resource persons with relevant experience and expertise for each thematic course/program and implementation of training as per plan through interactive sessions, hands-on-training and exposure visits to locations for demonstrating 'best practices'.
- Designing objective evaluation of staff performance in pre- and post-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

Location: Madhya Pradesh

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

Funding Agency: Government of Madhya Pradesh

Period: 2010-2011

Associate Firm: Nil

Preparation of City Development Plan (CDP) for Guna City Municipal Council, Madhya Pradesh

Brief Description of Project:

- To scale up existing urban development and poverty alleviation schemes within a comprehensive and coherent strategic planning framework in order to ensure optimal benefit from available resources for the citizens of the ULB.
- To catalyse new thinking and provide debate through a consultative stakeholder driven process. The vision and strategic thrusts of the CDP were to be built around the lessons and findings of a comprehensive and rigorous stakeholder consultation and documentation process.
- To help CDP to serve the requirements of the UIDSSMT and IHSDP programmes as well as JNNURM and other developmental schemes
- To generate specific priority actions and projects that can be the basis for mobilizing funding from diverse sources

Services Provided:

A multi-stage exercise was conducted by JPS to formulate the CDP in close collaboration with the Guna City Municipal Council, as detailed below:

- **Inception:** The purpose of this stage was to review and analyse the current status and unique features of Guna City in terms of its development, systems and procedures, institutions and the financial context to identify the strengths and weaknesses of the city development process and to provide an understanding of the impediments to service delivery and management within the existing set-up and what contributes to better service position. Accordingly, there was a reconnaissance, under which a one-week stock taking and information collection exercise was undertaken involving meetings with elected representatives and government officials, determining the feasibility and composition of a city level Steering Group (comprising of Citizen forum) for the CDP, besides collection of information of city demography, base maps, master plan, existing reports under past and current urban development programmes, ULB's annual budget reports, other reports on status of service delivery, policies and heritage related information, data on slums and urban poor, growth patterns of the city, characteristics of slums and environmentally sensitive areas, economic opportunities etc. This was followed by a one- day kick-off workshop to



familiarize the line departments and key stakeholders for urban service delivery and development with the purpose, process and expected outcomes of the CDP. The stakeholders included the elected representatives, city level planning and service providing agencies, concerned government line departments, private sector agencies, non-governmental./community based organizations, representatives of poor communities, representatives of on-going urban development programmes, representatives of media and academic institutions etc. The preliminary analysis and methodology, accordingly, was presented in the Inception Report.

- **Assessment of existing situation:** This stage constituted a detailed analysis of all the data, information, assessment related to economic opportunity and potential for local/regional development with special reference to the poor, development of low cost public transport, heritage conservation and tourism, environmental sustainability, access to housing, employment, social and environmental services by the poor, health and education services in the town and related sector issues under the master plan. This was followed by development of City Profile, which included the findings of sectoral analysis SWOT analysis and projection of the present gaps and future requirements, vision, goals and strategies. A second workshop was conducted where the proposed city profile was presented to stakeholders for discussion on city perspective and city priorities and for developing a shared vision for the city alongwith strategies and major actions required in the next five years to move towards the vision 2035. During this phase, in consultation with local counterparts, JPS also worked on development of sector strategies in consonance with city vision and sector goals as well as reviewed the relevant cases of national and international best practices to explore their application in relevant sectors to bring in improved and efficient ways of working. This stage also included review of the progress of the project by a committee headed by the District Collector at the district level and the Directorate of Urban Administration and Development, Bhopal, at the state level.
- **Development of Strategies and Priority Actions:** This stage included evaluation of strategies from the perspective of achieving the vision and sector goals. A third workshop was conducted with the Steering Group members and other key stakeholders for selection of strategies based on the criteria with the list of prioritized actions and projects. This stage also included consultations with ULB officials, representatives of reform programmes and local counterparts to examine the adequacy of reforms being currently carried out and proposed at state and local levels to support the vision and strategic plan to sustain the planned interventions, alongwith with proposals for additional reforms. The output of this phase was an agreed plan outlining the goals, strategies, priority actions and projects, with an estimate of preliminary funding requirements in each sector.
- **Preparation of City Investment Plan (CIP) and a Financial Operating Plan (FOP):** This stage included determining the costing of the project and the funding process, scheduling of priority actions and developing of a City Investment Plan (CIP) which lays out the cost and revenue estimates of all priority projects in the next five years, supported by a financial operating plan (FOP), based on availability of resources, logical sequencing of actions and potential for immediate implementation. These plans were presented before all the stakeholders with support from Guna Municipal Council to seek their endorsement and as well as consent on procedures for performance monitoring. The performance monitoring/sustainability indicators were identified in consultation with Guna Municipal Council to assist the ULB to review the progress and outcomes of the CDP on an annual basis and to set the future agenda. This was followed by a third stage discussion at the district level. In terms of performance monitoring, consultations were held with Guna Municipal Council to identify performance monitoring and sustainability indicators to review the progress and outcomes of the CDP and setting the future agenda



Location: Madhya Pradesh

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

Funding Agency: Government of Madhya Pradesh

Period: 2010-2011

Associate Firm: Nil

- **Final CDP Document:** The final CDP was prepared after incorporating the feedback from the fourth workshop and inputs received from the third state level discussion and third district level discussion. The final CDP document was presented to Guna Municipal Council, along with a summary of the CDP for publication and wider dissemination.

Preparation of City Development Plan (CDP) for Narsingh Garh City Municipal Council, Madhya Pradesh

Brief Description of Project:

- To scale up existing urban development and poverty alleviation schemes within a comprehensive and coherent strategic planning framework in order to ensure optimal benefit from available resources for the citizens of the ULB.
- To catalyse new thinking and provide debate through a consultative stakeholder driven process. The vision and strategic thrusts of the CDP were to be built around the lessons and findings of a comprehensive and rigorous stakeholder consultation and documentation process.
- To help CDP to serve the requirements of the UIDSSMT and IHSDP programmes as well as JNNURM and other developmental schemes
- To generate specific priority actions and projects that can be the basis for mobilizing funding from diverse sources

Services Provided:

A multi-stage exercise was conducted by JPS to formulate the CDP in close collaboration with the Narsingh Garh City Municipal Council, as detailed below:

- **Inception:** The purpose of this stage was to review and analyse the current status and unique features of Narsingh Garh City in terms of its development, systems and procedures, institutions and the financial context to identify the strengths and weaknesses of the city development process and to provide an understanding of the impediments to service delivery and management within the existing set-up and what contributes to better service position. Accordingly, there was a reconnaissance, under which a one-week stock taking and information collection exercise was undertaken involving meetings with elected representatives and government officials, determining the feasibility and composition of a city level Steering Group (comprising of Citizen forum) for the CDP, besides collection of information of city demography, base maps, master plan, existing reports under past and current urban development programmes, ULB's annual budget reports, other reports on status of service delivery, policies and heritage related information, data on slums and urban poor, growth patterns of the city, characteristics of slums and environmentally sensitive areas, economic opportunities etc. This was followed by a one- day kick-off workshop to familiarize the line departments and key stakeholders for urban service delivery and development with the purpose, process and expected outcomes of the CDP. The stakeholders included the elected representatives, city level planning and service providing agencies, concerned government line departments, private sector agencies, non-governmental./community based organizations, representatives of poor communities, representatives of on-going urban development programmes, representatives of media and academic institutions etc. The preliminary analysis and methodology, accordingly, was presented in the Inception Report.
- **Assessment of existing situation:** This stage constituted a detailed analysis of all the data, information, assessment related to economic opportunity and potential for local/regional development with special reference to the poor, development of low cost public transport, heritage conservation and tourism, environmental sustainability, access to housing, employment, social and



environmental services by the poor, health and education services in the town and related sector issues under the master plan. This was followed by development of City Profile, which included the findings of sectoral analysis SWOT analysis and projection of the present gaps and future requirements, vision, goals and strategies. A second workshop was conducted where the proposed city profile was presented to stakeholders for discussion on city perspective and city priorities and for developing a shared vision for the city alongwith strategies and major actions required in the next five years to move towards the vision 2035. During this phase, in consultation with local counterparts, JPS also worked on development of sector strategies in consonance with city vision and sector goals as well as reviewed the relevant cases of national and international best practices to explore their application in relevant sectors to bring in improved and efficient ways of working. This stage also included review of the progress of the project by a committee headed by the District Collector at the district level and the Directorate of Urban Administration and Development, Bhopal, at the state level.

- **Development of Strategies and Priority Actions:** This stage included evaluation of strategies from the perspective of achieving the vision and sector goals. A third workshop was conducted with the Steering Group members and other key stakeholders for selection of strategies based on the criteria with the list of prioritized actions and projects. This stage also included consultations with ULB officials, representatives of reform programmes and local counterparts to examine the adequacy of reforms being currently carried out and proposed at state and local levels to support the vision and strategic plan to sustain the planned interventions, alongwith with proposals for additional reforms. The output of this phase was an agreed plan outlining the goals, strategies, priority actions and projects, with an estimate of preliminary funding requirements in each sector.
- **Preparation of City Investment Plan (CIP) and a Financial Operating Plan (FOP):** This stage included determining the costing of the project and the funding process, scheduling of priority actions and developing of a City Investment Plan (CIP) which lays out the cost and revenue estimates of all priority projects in the next five years, supported by a financial operating plan (FOP), based on availability of resources, logical sequencing of actions and potential for immediate implementation. These plans were presented before all the stakeholders with support from Guna Municipal Council to seek their endorsement and as well as consent on procedures for performance monitoring. The performance monitoring/sustainability indicators were identified in consultation with Narsingh Garh City Municipal Council to assist the ULB to review the progress and outcomes of the CDP on an annual basis and to set the future agenda. This was followed by a third stage discussion at the district level. In terms of performance monitoring, consultations were held with Narsingh Garh City Municipal Council to identify performance monitoring and sustainability indicators to review the progress and outcomes of the CDP and setting the future agenda
- **Final CDP Document:** The final CDP was prepared after incorporating the feedback from the fourth workshop and inputs received from the third state level discussion and third district level discussion. The final CDP document was presented to Narsingh Garh City Municipal Council, along with a summary of the CDP for publication and wider dissemination.



Location: Madhya Pradesh

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

Funding Agency: Government of Madhya Pradesh

Period: 2010-2011

Associate Firm: Nil

Preparation of City Development Plan (CDP) for Ragho Garh City Municipal Council, Madhya Pradesh

Brief Description of Project:

- To scale up existing urban development and poverty alleviation schemes within a comprehensive and coherent strategic planning framework in order to ensure optimal benefit from available resources for the citizens of the ULB.
- To catalyse new thinking and provide debate through a consultative stakeholder driven process. The vision and strategic thrusts of the CDP were to be built around the lessons and findings of a comprehensive and rigorous stakeholder consultation and documentation process.
- To help CDP to serve the requirements of the UIDSSMT and IHSDP programmes as well as JNNURM and other developmental schemes
- To generate specific priority actions and projects that can be the basis for mobilizing funding from diverse sources

Services Provided:

A multi-stage exercise was conducted by JPS to formulate the CDP in close collaboration with the Ragho Garh City Municipal Council, as detailed below:

- **Inception:** The purpose of this stage was to review and analyse the current status and unique features of Ragho Garh City in terms of its development, systems and procedures, institutions and the financial context to identify the strengths and weaknesses of the city development process and to provide an understanding of the impediments to service delivery and management within the existing set-up and what contributes to better service position. Accordingly, there was a reconnaissance, under which a one-week stock taking and information collection exercise was undertaken involving meetings with elected representatives and government officials, determining the feasibility and composition of a city level Steering Group (comprising of Citizen forum) for the CDP, besides collection of information of city demography, base maps, master plan, existing reports under past and current urban development programmes, ULB's annual budget reports, other reports on status of service delivery, policies and heritage related information, data on slums and urban poor, growth patterns of the city, characteristics of slums and environmentally sensitive areas, economic opportunities etc. This was followed by a one- day kick-off workshop to familiarize the line departments and key stakeholders for urban service delivery and development with the purpose, process and expected outcomes of the CDP. The stakeholders included the elected representatives, city level planning and service providing agencies, concerned government line departments, private sector agencies, non-governmental./community based organizations, representatives of poor communities, representatives of on-going urban development programmes, representatives of media and academic institutions etc. The preliminary analysis and methodology, accordingly, was presented in the Inception Report.
- **Assessment of existing situation:** This stage constituted a detailed analysis of all the data, information, assessment related to economic opportunity and potential for local/regional development with special reference to the poor, development of low cost public transport, heritage conservation and tourism, environmental sustainability, access to housing, employment, social and environmental services by the poor, health and education services in the town and related sector issues under the master plan. This was followed by development of City Profile, which included the findings of sectoral analysis SWOT analysis and projection of the present gaps and future requirements, vision, goals and strategies. A second workshop was conducted where the proposed city profile was presented to stakeholders for discussion on city perspective and city priorities and for developing a shared vision for the city



alongwith strategies and major actions required in the next five years to move towards the vision 2035. During this phase, in consultation with local counterparts, JPS also worked on development of sector strategies in consonance with city vision and sector goals as well as reviewed the relevant cases of national and international best practices to explore their application in relevant sectors to bring in improved and efficient ways of working. This stage also included review of the progress of the project by a committee headed by the District Collector at the district level and the Directorate of Urban Administration and Development, Bhopal, at the state level.

- Development of Strategies and Priority Actions:** This stage included evaluation of strategies from the perspective of achieving the vision and sector goals. A third workshop was conducted with the Steering Group members and other key stakeholders for selection of strategies based on the criteria with the list of prioritized actions and projects. This stage also included consultations with ULB officials, representatives of reform programmes and local counterparts to examine the adequacy of reforms being currently carried out and proposed at state and local levels to support the vision and strategic plan to sustain the planned interventions, alongwith with proposals for additional reforms. The output of this phase was an agreed plan outlining the goals, strategies, priority actions and projects, with an estimate of preliminary funding requirements in each sector.
- Preparation of City Investment Plan (CIP) and a Financial Operating Plan (FOP):** This stage included determining the costing of the project and the funding process, scheduling of priority actions and developing of a City Investment Plan (CIP) which lays out the cost and revenue estimates of all priority projects in the next five years, supported by a financial operating plan (FOP), based on availability of resources, logical sequencing of actions and potential for immediate implementation. These plans were presented before all the stakeholders with support from Ragho Garh City Municipal Council to seek their endorsement and as well as consent on procedures for performance monitoring. The performance monitoring/sustainability indicators were identified in consultation with Ragho Garh City Municipal Council to assist the ULB to review the progress and outcomes of the CDP on an annual basis and to set the future agenda. This was followed by a third stage discussion at the district level. In terms of performance monitoring, consultations were held with Ragho Garh City Municipal Council to identify performance monitoring and sustainability indicators to review the progress and outcomes of the CDP and setting the future agenda
- Final CDP Document:** The final CDP was prepared after incorporating the feedback from the fourth workshop and inputs received from the third state level discussion and third district level discussion. The final CDP document was presented to Ragho Garh City Municipal Council, along with a summary of the CDP for publication and wider dissemination.

Location: Ujjain and Ratlam

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

Funding Agency: Government of Madhya Pradesh

Period: June, 2009- 2012

Associate Firm: Nil

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

Brief Description of Project:

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

- Ensuring adequate funds to meet the deficiencies in urban infrastructural services through improved accounting systems and revenue mobilisation;



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

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

The specific objectives of CSU are to:

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

Services Provided:

Municipal Finance:

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

IT and E-Governance:

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



Municipal Engineering:

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

Social Development:

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

Location: Dewas,
Khandwa & Burhanpur

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

Funding Agency:
Government of Madhya
Pradesh, Bhopal

Period: June, 2009- 2012

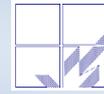
Associate Firm: Nil

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

Brief Description of Project:

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

- Ensuring adequate funds to meet the deficiencies in urban infrastructural services through improved accounting systems and revenue mobilisation;
- Establishment of linkages between asset-creation and asset-management through urban reforms for long-term project sustainability;
- Support for IT and E-governance improvements for increased efficiency and delivery of services
- Focused attention to integrated development of infrastructure (water supply,



sanitation, solid waste, roads and transportation);

- Provision of basic services to the urban poor including shelter/housing, community toilets, physical amenities and infrastructure relating to primary health, education etc.
- Support for urban environmental improvement, renewal and heritage

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

The specific objectives of CSU are to:

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

Services Provided:

Municipal Finance:

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

IT and E-Governance:

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

Municipal Engineering:

- Support for estimation, design, procurement, contract management and monitoring of physical works
- Assist corporations in the preparation, implementation and review of Detailed Project Reports for infrastructure projects under JNNURM/UIDSSMT/IHSDP



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

Social Development:

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

Location: Sagar, Satna, Katni, Rewa & Singrauli

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

Funding Agency: Government of Madhya Pradesh, Bhopal

Period: June, 2009- 2012

Associate Firm: Nil

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

Brief Description of Project:

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

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



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

The specific objectives of CSU are to:

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

Services Provided:

Municipal Finance:

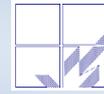
- Support corporations to implement the new budget classification as required under the accrual based double entry accounting system including advising on streamlined collection and collation of expenditure data and linking this to budgeting under new heads.
- Assist in developing mechanisms and systems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

IT and E-Governance:

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

Municipal Engineering:

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



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

Social Development:

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

Location: Kanpur

Client: Kanpur Nagar Nigam, Government of Uttar Pradesh

Funding Agency: Government of Uttar Pradesh

Period: 2006 – August, 2006

Associate Firm: Nil

City Development Plan for Kanpur City for Kanpur Nagar Nigam, Government of Uttar Pradesh

Brief Description of Project:

The objective of City Development Plan for Kanpur City under JNNURM which was launched by the Ministry of Urban Development (MoUD) and the Ministry of Urban Employment and Poverty Alleviation (MoUEPA) was to provide a starting point for the reform by identifying core city challenges, a perspective and vision for the future development of the City, its present stage of development (current status) and set out a direction of change. The CDP was envisaged to focus on the development of economic and social infrastructure, policies and programmes addressing the specific issues of urban poor, strengthening municipal government, and their financial management and accounting processes, transparency in their functioning etc. The CDP was also required to develop the direction for City and State Government to undertake urban sector reforms that will facilitate flow of investments into City based infrastructure. The CDP was required to be prepared as per the tool kits, guidelines and instructions provided by the MoUD and MoUEPA and Department of Urban Development (DoUD), Government of Uttar Pradesh.

Services Provided:

A. City Assessment

- To undertake an analysis of the existing situation focusing on demographics and economic activity, land use, financial, urban infrastructure and urban services (such as transportation, water supply and sanitation, sewerage and solid waste management, drainage, transport parking spaces), physical and environmental aspects including heritage areas, water bodies etc;
- To assess the financial status of the city government and parastatal and other



agencies dealing with the service provision including an analysis of their credit worthiness and efficiency of the institutional frameworks;

- To assess as well as project population growth, infrastructure needs and resource requirements in the short-term and long-term perspective;
- To analyse the urban poverty characteristics of the slums e.g. social setup, availability of urban basic and social services and on-going slum improvement programmes etc;
- To analyse the present status of availability of urban basic services including the condition of infrastructure in the areas in inner city (urban renewal) which needs to be redeveloped;
- To identify existing nature of commercial and industrial establishments and the nonconformity to the existing land-use planning and zoning regulation in the inner city areas;
- To assess protection measures for heritage areas including archaeological heritage, architectural heritage and architectural conservation areas;
- To highlight the SWOT analysis of city government/parastatal agencies and related government departments to understand the factors responsible for inefficient and inadequate production and delivery of urban services, their managerial deficiencies and financial constraints and to highlight the critical factors which call for urgent remedial measures at the city and state government levels;
- To undertake situational analysis in consultation with all the stakeholders and civil society at the city level.

B. Development of Strategic Agenda and Vision for the City

- To develop strategies focusing attention on growth management, urban infrastructure and basic services, slum improvement, housing for EWS, provision of basic and social services for urban poor, protection of heritage areas, preservation of water bodies, redevelopment of inner city areas, based on the vision;
- To define outcomes and milestones on the vision and to ensure that these are measurable and have a time frame;
- To develop the vision in consultation with all the stakeholders and civil society, focusing on broad assessment of municipal resources, possible impact on the municipal budget and the proposal for reform to support development; to review the results of rapid city assessment relating to population growth, infrastructure needs and resource requirements in short-term and long-term perspective;

C. Evolving Strategies for Development

- To highlight interventions to operationalise the vision and future development of the city;
- Identification of options and strategies and their evaluation, keeping in view their contribution to the goals, objectives and reform agenda of JNNURM;
- To translate the strategies into programmes and projects;
- To identify the programmes which have maximum/optimum contribution to the achievement of city's vision and medium-term perspective;
- To prioritize strategies, programmes and projects through a consultative process with all stakeholders.

D. Development of a City Investment Plan and Financing Strategy

- Preparation of City Investment Plan (CIP) which will include the level of investment requirements to implement the CDP;
- Evaluation of financial options and strategies for financing the vision as



Location: Haryana

Client: Public Works Department, Public Health Branch, Govt. of Haryana

Funding Agency: Japan Bank for International Cooperation (JBIC)

Period: April 2006 – 2008

Associate Firm: Feedback Ventures Private Limited, New Delhi

enumerated in CDP;

- To identify the areas in which city government could finance by mobilising resources or in association with other tiers of the government; access to capital market or enlistment of private sector participation and steps needed to facilitate its participation.

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 Public Works Department, 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



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

Client: AusAID

Funding Agency:
AusAID

Period: December 2003-2005

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

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: Uttar Pradesh

(Lucknow, Kanpur, Mirzapur)

Client: The Royal Netherlands Government

Funding Agency: The Royal Netherlands Government

Period: 1995 – 2001

Associate Firm: BMB, The Netherlands and Euroconsult, The

Institutional and Community Development Project Phase I & II

Brief Description of Project:

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

Services Provided:

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



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