



Technical Assistance Report

Project Number: 38296
November 2006

India: Strengthening Urban Project Management in Jammu and Kashmir

Asian Development Bank

CURRENCY EQUIVALENTS

(as of 10 November 2006)

Currency Unit	–	Indian rupee/s (Re/Rs)
Re1.00	=	\$0.022
\$1.00	=	Rs44.55

ABBREVIATIONS

ADB	–	Asian Development Bank
CSPU	–	country strategy and program update
ERA	–	Economic Reconstruction Agency
JKUSIP	–	Jammu and Kashmir Urban Sector Investment Program
JNNURM	–	Jawaharlal Nehru National Urban Renewal Mission
NGO	–	nongovernment organization
O&M	–	operation and maintenance
PMU	–	project management unit
PIU	–	project implementation unit
PSU	–	project support unit
TA	–	technical assistance

TECHNICAL ASSISTANCE CLASSIFICATION

Targeting Classification	–	General intervention
Sector	–	Multisector
Subsector	–	Water supply and sanitation, subnational government administration
Themes	–	Capacity building, sustainable economic growth, governance
Subthemes	–	Institutional development, promoting economic efficiency, public governance

NOTES

- (i) In this report, "\$" refers to US dollars.
- (ii) The proposed Project will be carried out in Jammu and Kashmir, an area over which India and Pakistan have been in dispute since 1947. By financing the proposed Project, the Asian Development Bank does not intend to make any judgement as to the legal or other status of any disputed territories or to prejudice the final determination of the parties' claims.

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Director General	K. Senga, South Asia Regional Department (SARD)
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I. INTRODUCTION

1. The ongoing Multisector Project for Infrastructure Rehabilitation in Jammu and Kashmir¹ is the first sector loan for an urban project in India. During loan formulation, it was recognized that because of growing population pressures, the existing urban infrastructure required major expansion, above and beyond the rehabilitation provided in the ongoing project. The state of Jammu and Kashmir (J&K), through the Government of India, requested that these improvements be provided by a follow-on project, based on a comprehensive long-term development strategy for the two principal cities of Jammu and Srinagar. A technical assistance (TA) for preparing the Jammu and Kashmir Urban Sector Investment Program (JKUSIP)² was approved with the loan (footnote 1) and included in the country strategy and program update (CSPU)³. The TA consultants were fielded from 16 January 2006 with the intention of having the proposed project approved in late 2006. The Economic Reconstruction Agency (ERA) is the Executing Agency for the ongoing project as well as the project preparatory TA.

2. Recognizing that start-up delays have been a major cause for concern for urban sector projects, an advisory TA was included in the CSPU for 2005⁴ to support ERA. The TA aims specifically to build capacity in ERA, J&K line departments, and Jammu and Srinagar municipal corporations to implement ongoing and proposed projects and to operate and maintain the new facilities that would be created by the two projects. A TA fact-finding mission visited Jammu and Srinagar during 16 to 20 January 2006, and reached an understanding with J&K on the advisory TA's broad objectives. A follow-up mission, combined with a review of the ongoing project, visited J&K during 24 to 26 April 2006, during which the scope, budget, implementation arrangements, and terms of reference for the TA consultants were agreed. The advisory TA design and monitoring framework is in Appendix 1.

II. ISSUES

3. The decision by India and J&K to urgently improve key infrastructure facilities in the state reflects their determination to improve local living conditions and achieve economic growth to address some of the consequences of the 16 years of disturbance and the resultant deterioration of infrastructure. Besides improving physical infrastructure, the projects will also improve governance and build the capacity of state line departments and municipal corporations of Jammu and Srinagar. Before the project, J&K had little experience in implementing large and complex projects. ERA was established as the nodal institution to implement all externally aided projects, and may in time also take on the role of a financial intermediary along the lines of the Tamil Nadu Urban Development Fund and the Karnataka Urban Infrastructure Development Finance Corporation.

¹ ADB. 2004. *Report and Recommendation of the President to the Board of Directors on a Proposed Loan to India for the Multisector Project for Infrastructure Rehabilitation in Jammu and Kashmir and Technical Assistance Grant for the Preparation of the Jammu and Kashmir Urban Infrastructure Development Project*. Manila (Loan 2151-IND, for \$250 million, approved on 21 December 2004).

² ADB. 2004. *Technical Assistance to India for Preparation of the Jammu and Kashmir Urban Infrastructure Development Project*. Manila (TA 4515-IND, with technical assistance to India for a budget of \$630,000, supported by a \$500,000 grant from the United Kingdom's Department for International Development, and an in-kind contribution equivalent to \$130,000 from the government of J&K).

³ ADB. 2004. *Country Strategy and Program Update for India, 2005-2007*, Manila..

⁴ The advisory TA was published in *ADB Business Opportunities* on 26 February 2006.

4. ERA was staffed through secondments from the Public Health Engineering Department, Urban Environmental Engineering Department, Public Works Department, and Department of Finance. ERA is guided by a steering committee consisting of the heads of relevant line departments and chaired by the state's chief minister. Senior officers responsible for urban infrastructure, the transport sector, and financial management, along with technical and supporting staff, have been appointed.

5. To achieve the early realization of project benefits, the national Ministry of Finance is keen to ensure that implementation of and disbursements on any ADB-financed project start immediately after loan effectivity. In response, ADB is providing "bridging" or transitional TA to help executing agencies in the first year of implementation. To help ERA with implementation and appraisal of new subprojects, ADB provided transitional assistance to ERA from loan approval to effectivity. This helped familiarize ERA staff members with ADB procurement procedures, appraisal of subprojects, and safeguard policy requirements, and generally strengthened ERA's project management unit (PMU) and project implementation units (PIUs). Support to ERA was continued after loan effectivity by establishing a project support unit (PSU) funded by the ongoing project preparatory TA (footnote 2), which helped the PMU and PIUs prepare designs and tender documents for the sample subprojects appraised for the ongoing loan. The PSU consists of an experienced ADB staff consultant assisted by a procurement consultant. ERA mobilized its own loan-financed project management and design and supervision consultants in January 2006.

6. The assistance provided to ERA has helped reduce start-up delays in the ongoing project, and the experience gained by ERA will help initiate implementation of the follow-on JKUSIP. India requires that initial works contracts worth about 20% of the total project cost be designed, tendered, and ready for award before a loan is made effective. To help ERA attain this level of project preparedness, ERA has requested a \$500,000 grant from the "umbrella TA" 4814-IND: TA Cluster for Project Processing and Capacity Development approved by ADB's Board in June 2006 to fund the appraisal and detailed engineering of subprojects.

7. Over the past year, ERA has gained valuable experience relating to engagement of consultants, planning, design and procurement of works, and preparation and appraisal of subprojects. The construction of major water supply, sewerage, and drainage works, which comprise the bulk of the urban sector investments under the ongoing project, will commence in the third quarter of 2006. As these major contracts get under way, ERA's capability to manage construction, control quality, and monitor environmental management plans and resettlement, as well as to appraise and design subsequent water supply and drainage works must be strengthened. In addition, to manage the large and complex urban sector subprojects included under the proposed project, ERA will have to be substantially strengthened with new staff members, who need to be trained.

8. ERA is also the executing agency for urban infrastructure projects in Jammu and Srinagar, under the recently established Jawaharlal Nehru National Urban Renewal Mission (JNNURM)⁵. These works are likely to be as large and as complex as the ongoing ADB-financed projects and will further challenge ERA's project implementation abilities.

⁵ JNNURM will make \$10 billion available to 63 cities, including Srinagar and Jammu, on the basis of a reform program and comprehensive city development plans to be prepared by candidate cities; for J&K, 90% of the investment funds will be available as a grant, and the balance as the state's contribution.

9. The ongoing project is introducing various urban sector reforms to make operations more efficient, enhance revenue generation, and give J&K more autonomy. The JKUSIP will build on these initiatives through institutional development and capacity development to improve planning, budgeting, accounting, record computerization, and operation and maintenance (O&M) of existing and new urban infrastructure, including establishment of modern financial management systems in the municipalities. Such reforms are integral to other ongoing urban sector projects in India financed by ADB, and to JNNURM. ERA will need to develop a consensus among a broad range of stakeholders, including elected representatives, officials from line departments, nongovernment organizations (NGOs), and citizens' groups, on a range of policy issues such as increased service charges for water, sewerage and solid waste management, property tax as an important component of municipal finance, urban planning and land-use regulations, and arrangements for O&M, including a role for the private sector where possible. Lessons from ongoing urban sector projects in India have shown that when planning such projects, the nodal agency needs to consult extensively with the beneficiary cities and other stakeholders through public awareness and community outreach programs and establishment of a grievance procedure. The TA would help ERA develop these programs and skills, and guide and support Jammu and Srinagar municipal corporations in improving their local capabilities.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

10. The TA continues the capacity-building support for the ongoing loan (footnote 1) and aims to further strengthen urban project management and sustainable urban development. The TA will help mainstream effective and efficient urban sector project implementation, leading to sustainable improvements in infrastructure, public health, environmental quality, and quality of life through better access to basic services in the participating communities. The TA outcome will be (i) improved capacity of ERA, Jammu, and Srinagar municipal corporations to plan, implement, manage, and monitor urban sector projects supported by ADB, JNNURM, and state budgets or plans; and (ii) improved implementation and performance of urban sector projects. The specific TA outputs are (i) formulation and operationalization of a project management system, (ii) continued implementation support to ERA, (iii) capacity building and training, (iv) improved urban planning, engineering designs and contract packaging, (v) development of an O&M plan for Jammu and Srinagar, and (vi) improved public awareness.

B. Methodology and Key Activities

11. **Project Management System.** Under the TA, a modern project management system will be set up for ERA's PMU, the project offices in Srinagar and Jammu, and the line agencies' PIUs. This will include rationalization of staff, internal procedures, financial systems and controls, quality control, continual project monitoring and evaluation, and subproject identification and appraisal procedures. The procurement management system will be developed keeping in view ADB's guidelines and procedures. To ensure that the system is properly internalized, training and hands-on support through day-to-day interaction on project works will be provided to ERA's PMU, PIUs, and line agency staff.

12. **Support to Project Implementation.** Such support will be provided by extending the current PSU by 1 year, to November 2007, or until the anticipated date of loan effectivity, whichever is earlier, through the TA. The PSU's terms of reference will remain similar to those for the ongoing project.

13. **Capacity Building and Training.** Workshops on good project implementation will be conducted by experienced resource people from the TA and PSU, India Resident Mission staff, and specialists from other ongoing projects in India, to train ERA's PMU, PIUs, and line agency staff, as well project consultants and contractors. The practical applications introduced at the focused training sessions will be expanded and put to practical use by ERA's PMU and PIUs through the day-to-day hands-on support from the TA and PSU consultants. Similarly, the same units will be trained and supported in developing skills to appraise and conduct due diligence on the new subprojects as they are planned, designed, and tendered. The training may include visits to other ADB-financed projects in India. In addition to project implementation issues, the training will provide ERA and state line department and municipal corporation staff an opportunity to become familiar with O&M requirements and project sustainability aspects. The TA will examine the options for sustainable O&M of urban infrastructure, and support the preparation of an O&M plan and capacity building of the state and city line agencies responsible for the O&M of existing and new facilities being constructed under the ongoing and proposed loans.

14. **Review of Master Plans and Detailed Engineering Designs.** The work of updating and refining current master plans for water supply, sewerage, and drainage works being done by the project consultants under the ongoing project will take several months to complete, through the end of 2006. Urban planning and master planning are comparatively new disciplines in India, and the TA will bring international good practice and perspective to critical stages of development of these master plans. While the TA will not conduct detailed engineering design work, it will review the detailed engineering and appraisal of subprojects and work packages under the JKUSIP.

15. **Public Awareness and Participation.** The TA will help ERA conduct effective consultations with project stakeholders, including state officials, municipal staff and elected representatives, NGOs, and citizens' groups.

C. Cost and Financing

16. The total TA cost is estimated at \$500,000 equivalent, of which \$400,000 will be financed on a grant basis from ADB's technical assistance funding program. J&K will provide \$100,000 equivalent in kind for office accommodation, counterpart staff support, field transport, facilities for seminars and meetings, and other administrative expenses. Details of the cost estimate and financing plan are in Appendix 2.

D. Implementation Arrangements

17. ERA will be the Executing Agency for the TA. The ERA chief executive officer will be responsible for overall coordination with ADB. ERA's steering committee will review the progress of the TA every month and guide its activities. TA inputs will be coordinated by the lead PSU consultant to be engaged under the TA.

18. The TA will be implemented over 12 months, from January to December 2007. The TA consulting services will total 32 person-months (4 international, 28 national), excluding the inputs of local institutions to assist with public participation and training. The expertise required includes a municipal engineering specialist and lead PSU consultant (international, 4 person-months); a project implementation specialist and deputy lead PSU consultant (national, 11 person-months); a procurement and consultancy services specialist (national, 3 person-

months); a social development specialist (national, 3 person-months); a municipal engineer and O&M specialist (national, 6 person-months); and a municipal finance specialist (national, 5 person-months). The lead PSU consultant will be responsible for the professional overview of tasks and outputs of all consultants. Through the deputy lead PSU consultant, who will be responsible for coordination and regular reporting, all consultants will report to the lead PSU consultant. The outline terms of reference for each of the positions are in Appendix 3.

19. The consultants will be engaged as individuals by ADB, in accordance with its *Guidelines on the Use of Consultants* (April 2006). Individual consultants, rather than a firm, are proposed for this advisory TA because (i) the expertise required is not all available from domestic firms, (ii) J&K has security issues, and (iii) advertising for firms has led to poor response. For the same reasons, the ongoing project preparatory TA (footnote 2) required Management approval to change the consultants from a firm to individuals after the TA was approved. To ensure that expertise is available with a proven track record in municipal management and O&M in India, and to field these specialists in a timely manner, ADB will recruit the consultants on an individual basis. The Municipal Engineering Specialist and Lead Project Support Unit (PSU) consultant and will manage the input of other consultants as incorporated in the terms of reference.

20. The consultants' reporting requirements will include (i) an inception report within 6 weeks of the TA's start, (ii) monthly progress reports at the end of each month during implementation, and (iii) a final report summarizing the TA's achievements.

IV. THE PRESIDENT'S DECISION

21. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$400,000 on a grant basis to the Government of India for Strengthening Urban Project Management in Jammu and Kashmir, and hereby reports this action to the Board.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets/Indicators	Data Sources / Reporting Mechanisms	Assumptions and Risks
Impact Improved infrastructure, environmental quality, and citizens' access to basic services in urban areas of Jammu and Kashmir	ADB-supported projects rated satisfactory or highly satisfactory for implementation progress and achievement of development objectives	Aide memoire of ADB loan and TA review missions	Assumptions: Government remains committed to efficient and effective implementation of ADB-and JNNURM-supported urban projects Counterpart government funding remains accessible Risk Reforms are slow
	The MoUD rates JNNURM projects as satisfactory or better	Project completion reports JNNURM project reports	
	Improved public access and satisfaction with basic urban services, improved public health status and quality of life in urban areas	MoUD and state reports on urban sector	
	Improved quality and coverage of urban infrastructure and services, improved status of urban environment	Consultants' reports, impact assessment, surveys Municipal corporation reports and minutes	
Outcome Improved urban sector planning and project management in Jammu and Kashmir	Satisfactory project performance as per agreed implementation schedule, cost estimates, quality standards, and contract award and disbursement projection	Aide memoire of ADB loan and TA review missions Project and TA performance reports	Assumption ERA takes full ownership of developing and maintaining the project management system and using TA outputs Risks Appointment of suitable government staff and consultant mobilization are delayed Security issues delay project implementation
	Satisfactory compliance with ADB's guidelines for procurement, consultants, and social and environmental safeguard requirements	Project completion reports JNNURM project reports	
	Project framework and JNNURM projects based on the updated master plans		

Design Summary	Performance Targets/Indicators	Data Sources / Reporting Mechanisms	Assumptions and Risks
<p>Outputs 1. Management and monitoring of urban projects improved</p>	<p>A modern project management system developed by March 2007</p> <p>MIS reports and data on physical and financial progress, costs, quality, implementation schedule, and overall project performance begin by March 2007</p> <p>Timely decisions based on reports of the project management system ensure agreed quality and time standards</p>	<p>Consultants' reports, surveys and project data</p> <p>Project support unit monthly reports</p> <p>ERA steering committee minutes</p> <p>Aide memoire of ADB's loan and TA review missions</p> <p>Project and TA progress performance reports</p> <p>ERA steering committee minutes</p> <p>JNNURM project reports, consultants' reports, surveys, and project data</p> <p>PSU monthly reports</p> <p>Project management document and manual MIS reports</p>	<p>Assumption ERA, line departments, and municipal corporations have ownership and capacity, and collaborate effectively</p> <p>Risk Identifying and engaging long-term consultants for assignments in Jammu and Kashmir is constrained</p>
<p>2. Strengthened capacity of ERA, IAs, and ULBs to execute and implement urban sector projects</p>	<p>PSU continues to provide implementation assistance to ERA until November 2007 or JKUSIP effectivity, whichever is earlier</p> <p>Training and capacity development plans developed, and implementation starts by January 2007</p> <p>Consulting team and counterpart government staff mobilized by January 2007</p> <p>Project design as per agreed implementation schedule</p>	<p>Aide memoire of ADB's loan and TA review missions</p> <p>Project and TA progress performance reports</p> <p>ERA steering committee minutes</p> <p>JNNURM project reports, consultants' reports, surveys, and project data</p> <p>PSU monthly reports</p>	<p>Assumptions: EA and IAs and cities "own" the urban sector projects and remain committed to improving their capacity and performance</p> <p>ERA, line departments, and municipal corporations collaborate effectively</p>

Design Summary	Performance Targets/Indicators	Data Sources / Reporting Mechanisms	Assumptions and Risks
3. Urban planning and project design improved	<p>Master plans on water, sewerage, and drainage reviewed and updated by March 2007</p> <p>JKUSIP and JNNURM subproject components planned, designed, and appraised</p> <p>Detailed engineering designs, subproject appraisal reports, and work packages under JKUSIP reviewed by August 2007</p> <p>O&M study conducted by September 2007</p>	<p>Aide memoire of ADB's loan and TA review missions</p> <p>Project and TA progress performance reports</p> <p>ERA steering committee minutes</p> <p>JNNURM project reports, consultants' reports, surveys, and project data</p> <p>PSU monthly reports</p> <p>State documents and plans on the urban sector</p>	<p>Assumptions: EAs, IAs, and ULBs own the urban planning and project design process and remain committed to sustainable urban development principles</p> <p>ERA, line departments, and ULBs collaborate effectively</p>
4. Public awareness and stakeholder participation in urban projects improved	<p>Stakeholder consultation workshops (about 12) engage state officials, city elected representatives and staff, and local civil society organizations</p> <p>Supportive feedback from stakeholders and positive coverage in local media and civil society</p>	<p>Aide memoire of ADB's loan and TA review missions, project and TA progress performance reports, ERA steering committee minutes, JNNURM project reports, PSU monthly reports, local media reports, ULB minutes</p>	<p>Local civil society supportive of government efforts to improve infrastructure</p> <p>Security issues threaten public participation and consultations</p>
Activities with Milestones		Inputs	
<ol style="list-style-type: none"> 1. Mobilization of consultants within 30 days of signing the TA letter of agreement 2. Submission of TA inception report and detailed work plan, within 30 days of mobilization of consultants 3. Project management system and manual developed, within 6 months of consultant mobilization 4. MIS reports and data on physical and financial progress, costs, quality, implementation schedule, and overall project performance start by March 2007. 5. Consulting team and counterpart government staff mobilized by January 2007 6. PSU provides implementation assistance to ERA until November 2007 or JKUSIP effectivity, whichever is earlier, as per an agreed plan 		<ol style="list-style-type: none"> 1. \$400,000 equivalent in grant financing from ADB 2. 32 person-months of consulting services 3. \$100,000 equivalent in Government financing for counterpart staff time, office space, and other expenses 	

Activities with Milestones	Inputs
<ol style="list-style-type: none"> 7. Training seminars and workshops on project implementation and participatory planning conducted (minimum of 3) 8. Field visits to other ADB projects 9. Development of a capacity development plan and training schedules by January 2007 10. Review, feedback, and updating of master plans on water, sewerage, and drainage plans reviewed and updated by June 2007 11. Review of detailed engineering designs, subproject appraisal reports, and work packages formulated under JKUSIP by August 2007 12. O&M options studied and identified by September 2007 13. Public awareness and stakeholder consultation workshops (at least 12) commenced within 30 days of consultant mobilization 	

ADB= Asian Development Bank, ERA= Economic Reconstruction Agency, GoJ&K= government of Jammu and Kashmir, IA= implementing agency, JKUSIP= Jammu and Kashmir Urban Sector Development Project, JNNURM= Jawaharlal Nehru , MIS= management information system, MOUD= Ministry of Urban Development, O&M= operation and maintenance, PSU= project support unit, PMU= project management unit, TA= technical assistance, ULB= urban local body.

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COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Total Cost
A. Asian Development Bank (ADB) Financing^a	
1. Consultants	
a. Remuneration and Per Diem	
i. International Consultants	90.0
ii. Domestic Consultants	208.0
b. International and Local Travel	22.0
c. Reports and Communications	5.0
2. Vehicle Hire	10.0
3. Training, Seminars, and Conferences	
a. Facilitators	5.0
b. Training Program	5.0
c. Study Tour in India (domestic)	20.0
4. Survey and Investigation	20.0
5. Miscellaneous Administration and Support Costs	5.0
7. Contingencies	10.0
Subtotal (A)	400.0
B. Government Financing	
1. Office Accommodation and Transport	30.0
2. Remuneration and Per Diem of Counterpart Staff	60.0
3. Others	10.0
Subtotal (B)	100.0
Total	500.0

^a Financed by ADB's technical assistance funding program.
Source: ADB estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

A. Municipal Engineering Specialist and lead Project Support Unit (PSU) consultant (international, 4 person-months)

1. Responsible for strategic advice to Economic Reconstruction Agency (ERA) on master plan development (water supply and environmental sanitation, including municipal solid waste management); detailed engineering designs of project components; operation and maintenance (O&M) management aspects; and planning support for the urban reform programs under the JKUSIP. The lead consultant will be responsible for the professional overview of tasks and outputs of all consultants under this technical assistance (TA) and all consultants will report to the lead consultants on professional matters. Day-to-day coordination of consulting inputs and preparation of regular progress reports will, however, be the responsibility of the deputy lead PSU consultant and project implementation specialist.
2. Review, comment on, and help improve O&M options, project management, and cost control system and progress on loan covenants.
3. Generally support ERA and the line agencies with project implementation, including presentation of training workshops and seminars.

B. Project Implementation Specialist and Deputy Lead PSU Consultant (national, 11 person-months, over 12 months)

4. The project implementation specialist and deputy lead PSU consultant, reporting to the lead PSU consultant on professional matters, will be the deputy team leader for this TA and will coordinate the inputs of all consultants and be responsible for day-to-day administration and the submission of regular progress reports. The consultant will be responsible for providing advice on a continual basis to ERA on project implementation issues, including identification and appraisal of subprojects, engagement of consultants, and procurement. The consultant will also be responsible for planning and coordination of inputs of TA activities and will closely coordinate with the project director (urban) ERA.
5. The consultant will review all proposals connected with submissions from ERA to ADB, such as subproject appraisal reports and procurement proposals. The consultant will submit all proposals on operational issues (e.g., subproject appraisals, technical and price evaluation reports) directly to India Resident Mission, providing analysis but copying the lead PSU consultant.
6. The consultant will be responsible for developing and updating the project management system. Working closely with ERA and other TA consultants, the consultant will analyze current work flow procedures, staff functions, and reporting requirements and, referring to practices in ongoing ADB financed projects in India, update the project management procedures, including project cost and quality control systems. The consultant will closely review implementation and disbursement progress and advise ERA on anticipated bottlenecks and suggest implementation strategies. A specific output will be the updated project management and cost control system report to strengthen ERA and the line departments, with implementation of the ongoing and proposed urban infrastructure projects financed by ADB.
7. In consultation with ERA and other TA consultants, the consultant will prepare plans and programs for the workshops and site visits.

B. Procurement and Consultancy Services Specialist (national, 3 person-months)

8. Working closely with the project implementation specialist and reporting to the lead PSU consultant, the procurement and consultancy services specialist will advise ERA on consultancy recruitment procedures and ADB procedures on procurement and engagement of consultants, and provide inputs to the updated project management and cost control system report.

9. Support ERA in preparing detailed terms of reference for various project consultancies, and the recruitment procedure, including evaluation of proposals and ADB clearances.

10. Support ERA and the line agencies in preparing tender and contract documents, evaluation of technical and price bids, preparation of the related evaluation reports, and clearances from ADB.

11. Train ERA and the line agencies in preparing the various due-diligence procedures, reviews, and reports required as part of the appraisal of subprojects and works contracts.

C. Social Development Specialist (national, 3 person-months)

12. Reporting to the lead PSU consultant, the social development consultant will analyze training needs, and establish a baseline of available skills and knowledge in conducting stakeholder consultations (referring also to ADB publications and guides), provide training to ERA in participatory approaches, and develop a stakeholder awareness and community outreach program; help ERA and the city agencies conduct stakeholder consultations; help ERA set up a grievance procedure to facilitate responses to complaints about the project; develop a public relations procedure to keep the general public and specifically interested parties informed about the project; help train ERA and line agencies on social and environmental safeguard studies and preparation of due-diligence reports required for the subprojects.

D. Municipal Engineer and O&M Specialist (national, 6 person-months)

13. Reporting to the lead PSU consultant, provide support to ERA, the government of Jammu and Kashmir, and city line departments in reviewing all current and proposed O&M plans, including recommendations emerging from the ongoing project preparatory TA and advise on staffing, O&M budgeting and financing, staff training, and contracting out arrangements for urban infrastructure services. The consultant will formulate TORs and guide any specific studies that may need to be carried out, e.g., the scope and feasibility of involving the private sector in O&M and strategies to develop PPP arrangements. A specific output will be an O&M report, analyzing various O&M options, which will also reflect the views of various line departments, municipal corporations, and ERA.

14. Help ERA and the line departments conduct energy audits on existing electrical installations, transformer stations, pump stations, and treatment plants with a view to replace older, inefficient motors and equipment.

E. Municipal Finance Specialist (national, 5 person-months)

15. Reporting to the lead PSU consultant, the consultant will work closely with the municipal engineer and water supply and sewerage specialist in developing O&M plans and preparing the

O&M report, with particular reference to identifying and presenting options to improve financial management and accounting in line departments and municipal corporations. The consultant will prepare detailed terms of reference for consultants for changing to modern accounting systems. The consultant will also support the lead TA consultant and project implementation specialist in preparing the updated project management and cost control system.

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