

**ASIAN DEVELOPMENT BANK**

**TAR: IND 37023**

**TECHNICAL ASSISTANCE**

**TO**

**INDIA**

**FOR**

**CAPACITY BUILDING FOR PROJECT MANAGEMENT AND COMMUNITY**

**MOBILIZATION IN MADHYA PRADESH**

**March 2003**

## CURRENCY EQUIVALENTS

(as of 6 March 2003)

Currency Unit	–	Rupee/s (Re/Rs)
Re1.00	=	\$0.021
\$1.00	=	Rs47.600

## ABBREVIATIONS

ADB	–	Asian Development Bank
BME	–	benefit monitoring and evaluation
CBO	–	community-based organization
CDRS	–	community development/resettlement specialist
DSCs	–	design and supervision consultants
GOMP	–	Government of Madhya Pradesh
ICB	–	international competitive bidding
IS	–	international shopping
LCB	–	local competitive bidding
NGO	–	nongovernment organization
PIU	–	project implementation unit
PMCs	–	project management consultants
PME	–	project management expert
PMU	–	project management unit
PPTA	–	project preparatory technical assistance
PAC	–	public awareness consultant
PS	–	procurement specialist
TA	–	technical assistance
UADD	–	Urban Administration and Development Department
UN	–	United Nations
WSS	–	water supply and sanitation specialist

## NOTE

In this report, "\$" refers to US dollars.

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## I. INTRODUCTION

1. The Asian Development Bank (ADB) has included in its country program for 2003 a loan for Urban Water Supply and Environmental Improvement in Madhya Pradesh. The project preparatory technical assistance (PPTA)<sup>1</sup> for the proposed loan was approved in November 2001, and the consultants were fielded in May 2002. During the review mission for the PPTA in September 2002, the Government of Madhya Pradesh (GOMP) requested that, at completion of the PPTA, ADB would provide additional technical assistance (TA) to strengthen the managerial and institutional capabilities of the state government and the municipal governments to efficiently manage the activities under the proposed ADB loan. In the past, implementation of urban projects experienced substantial delays due to the weak management capacity of the states and participating municipalities. Based on these lessons learned, a follow-up Mission visited Bhopal from 14 to 17 December 2002 to discuss the objectives and scope of the TA and reached an understanding with GOMP on the consultants' terms of reference as well as the implementation arrangements.<sup>2</sup> The TA framework is in Appendix 1.

## II. ISSUES

2. Urbanization in India was the main driving force for the faster economic growth experienced during the 1990s. Estimates of the contribution of urban areas to gross domestic product are in the order of 55-60%, well above the level of urbanization (28% in 2001). Economic growth is thus highly dependant on the fortunes of urban areas and their ability to attract investment and increase productivity. However, despite the contribution to economic growth by the urban sector, successive 5-year plans of the Government of India stressed rural development in general and neglected balanced urban development. It was not until the time of the Eighth Plan (1993-1997) that the role and importance of urban sector was explicitly recognized.

3. The momentum for urban sector reform was provided in 1992 with the passing of the 74<sup>th</sup> Constitutional Amendment (CA). The Amendment was intended to create a democratic governance structure, with local responsibilities being assumed and managed at the local level. It was to address the inadequacies of the existing system of municipalities, redefine the relationship between the state governments and municipal governments, and lay the foundation for a new approach to urban management and governance that could fulfill the needs and aspiration of urban residents for development.

4. However, actual implementation of the Amendment has been a very slow process. While the functions and responsibilities of the local bodies have been increased substantially, no improvement has been seen in their institutional and financial capacities. Municipal governments, especially in small and medium towns, lack professionally qualified technical staff in critical areas of municipal management. Also, the financial resources available to the local bodies are grossly inadequate to enable them to undertake the required urban programs. For these reasons, until such time comes when local bodies become creditworthy and professionally managed entities, the dominance of the state over local matters is likely to continue. On the other hand, institutional transformation will be much faster if the central and state governments make genuine efforts to devolve the necessary power and financial resources to match the newly assigned functions of local governments. Therefore, concerted endeavors for capacity building need to be an integral part of the urban development strategy.

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<sup>1</sup> ADB. 2001. *Technical Assistance to India for Integrated Urban Development in Madhya Pradesh*. Manila.

<sup>2</sup> The TA first appeared in *ADB Business Opportunities* (internet) on 24 January 2003.

5. In support of the new emphasis on urban development by the Government, ADB has approved seven projects in the urban sector totaling \$1.58 billion since 1995. Of the seven, three involved lending to financial institutions at the national level for onlending to eligible borrowers in the housing and commercial urban infrastructure sectors. The remaining four involved lending to selected state and local governments for integrated urban development to improve urban governance and infrastructure.<sup>3</sup> However, the performance of integrated urban development projects was not fully satisfactory, and some important lessons emerged during project implementation. The major issues confronting the management of the urban sector projects are as follows:

- (i) Start-up delays have been significant; the problem of an unduly optimistic implementation schedule needs to be squarely recognized, and the implementation risks related to a variety of factors, including scale, complexity, lack of institutional absorptive capacity, land acquisition, lengthy review procedures, and procurement problems, need to be fully analyzed during the preparation of the project; advance action (especially for recruitment of project management and design consultants and prequalification of contractors) will have to be undertaken to the full extent to avoid the otherwise anticipated delays in implementation.
- (ii) Inadequate institutional analysis during project preparation tends to result in unduly optimistic institutional objectives; for instance, loan financial covenants are often too ambitious about the possibility of increasing user charges and achieving cost recovery; furthermore, ADB projects tend to overestimate the borrower's capacity and fail to understand the nature of intergovernmental and interagency relationships; PPTA will have to provide an accurate assessment of the financial and managerial capacities of the participating municipalities; the size of the investment in each city will be determined only after full analysis of the absorptive capacities of the participating municipalities.
- (iii) Past experience clearly shows that neither the municipalities nor ADB have the capacity to manage integrated projects with hundreds of small schemes; the number of procurement packages under the project will be minimized by combining the small packages into one contract that will also attract more qualified contractors.
- (iv) ADB needs to be more cautious in planning the involvement of nongovernment organizations (NGOs) in ADB projects, since the number of legitimate and capable NGOs is few.
- (v) Implementation of slum improvement and poverty reduction components is extremely time-intensive and requires careful planning and monitoring.

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<sup>3</sup> ADB. 1995. *Report and Recommendation of the President to the Board of Directors on a Proposed Loan to India for the Karnataka Urban Infrastructure Development Project*. Manila; ADB. 1998. *Report and Recommendation of the President to the Board of Directors on a Proposed Loan to India for the Rajasthan Urban Infrastructure Development Project*. Manila; ADB. 1998. *Report and Recommendation of the President to the Board of Directors on a Proposed Loan to India for the Karnataka Urban Development and Coastal environmental Improvement Project*. Manila; and ADB. 2000. *Report and Recommendation of the President to the Board of Directors on a Proposed Loan to India for the Calcutta Environmental Improvement Project*. Manila

6. Recognizing the need to improve the performance of the existing urban projects, ADB undertook a review of its urban sector operations in India. The review found that up-front capacity building is essential to achieving the physical and institutional targets of urban projects. While the standard practice in ADB is the provision of capacity-building assistance with the approval of a loan project, the lessons learned clearly indicate the need to strengthen the management and institutional capabilities of the state governments and local governments prior to loan effectiveness, particularly for those that are new to ADB-sponsored urban projects.

7. To ensure the success of up-front capacity building, however, the state governments and local governments must put in place dedicated counterpart staff units. This institutional arrangement is crucial, as even if there are changes in personnel later, some of the experience and learning will be retained and trickle down. In fact, GOMP agreed that a project management cell would be set up within the Urban Administration and Development Department (UADD) to undertake preparatory activities for project management and institutional reform. The early establishment of the project cell is considered essential so that the appointed staff can directly interact with the TA consultants and carry forward the project preparatory work through the formal establishment of a project management unit after loan effectiveness. As per the agreement, GOMP will appoint two full-time senior-level officers to head the project cell, supported by an adequate number of supporting staff.

### III. THE TECHNICAL ASSISTANCE

#### A. Purpose and Output

8. The objective of the TA is to strengthen the managerial and institutional capabilities of the state government and six municipal governments<sup>4</sup> to efficiently and effectively manage, coordinate, and monitor the urban infrastructure and governance improvement initiatives under the proposed ADB loan. Particular emphasis will be given to the improvement of project management capacity by (i) helping develop an adequate managerial structure to undertake the new initiatives within each of the six municipalities, (ii) assisting in the development of a supervisory system within UADD, (iii) helping ensure that state and municipal government staff familiarize themselves with ADB policies and procedures, and (iv) improving coordination between the state government and the participating municipalities. The TA will also help UADD and the project municipalities initiate a stakeholder consultation process and identify NGOs and community groups to be responsible for the various social components<sup>5</sup> of the ensuing project.

#### B. Methodology and Key Activities

9. The TA will concentrate on improving the project management capacity of the state and participating municipalities. Many of the TA activities will serve as an example for strengthening the overall institutional capabilities of all local governments in Madhya Pradesh. The TA will have the following main components:

- (i) **Managerial structure.** To equip the state government and the municipal governments with qualified staff and a clear mandate, the TA will develop an optimal managerial and personnel structure supported by detailed terms of

<sup>4</sup> Indore, Bhopal, Jabalpur, Ujjain, Ratlam, and Gwalior.

<sup>5</sup> E.g., community mobilization, dissemination activities, consultations with primary stakeholders about location and design of community facilities, and resettlement implementation

reference for the key personnel. The TA will help the municipalities define a clear role for themselves in undertaking the activities under the proposed ADB loan. The TA will strengthen the supervisory capacity of UADD in monitoring the activities of the municipalities.

- (ii) **Familiarization with ADB procedures.** The TA will assist the state government and the municipal governments in familiarizing themselves with ADB's policies and procedures for social and environmental safety guards, procurement, recruitment of consultants, etc.
- (iii) **Training.** The TA will help train state and municipal government personnel in planning, management, and coordination of project activities through participatory workshops as well as on-the-job involvement in project management. Key personnel to be responsible for project management will be identified for intensive on-the-job training during TA implementation. The performance of the selected project management staff will be monitored for replacement if necessary. For participatory workshops and on-the-job training, the TA will develop course modules, materials, and manuals to be used by project implementation staff.
- (iv) **Public awareness program.** To involve the beneficiaries in project implementation through a participatory approach and cooperation, the TA will design and initiate the activities for conducting a public awareness program. The TA will also guide and assist the state and municipal government personnel in the design and implementation of the broad social components.
- (v) **Stakeholder consultation.** The TA will build up the stakeholder consultation process at the municipal, ward, and community levels and identify the role of community-based organizations, self-help groups, and other line agencies that will be responsible for the implementation of various social components of the project. The TA will also design programs for NGO and community-based organization involvement in the delivery of infrastructure services to the low-income communities for financing under the Japan Fund for Poverty Reduction. The lessons learned from past experience, especially concerning the engagement of NGOs for municipal service delivery, will be fully incorporated in designing the new project.

### C. Cost and Financing

10. The total cost of the TA is estimated at \$654,000 equivalent, comprising a foreign exchange cost of \$129,000 and local currency cost of \$525,000 equivalent. ADB will provide \$520,000 equivalent to finance the entire foreign exchange cost and \$391,000 equivalent in local currency costs. The TA will be financed on a grant basis by ADB's TA funding program. The Government has given its assurance that, when the TA begins, it will contribute the remaining local currency cost of \$134,000 equivalent for office accommodation, counterpart staff support, field transport, facilities for seminars and meetings, and other administrative expenses. The Government will also provide all information required for the TA activities. Details of the cost estimate and financing plan are in Appendix 2.

## **D. Implementation Arrangements**

11. UADD will be Executing Agency for the TA, through the Project Cell established during the implementation of the PPTA, and will be responsible for overall coordination with ADB. It will also provide full administrative and technical support to the consultants and will coordinate all project activities with the project municipalities. UADD will provide adequate office space for the consultants with sufficient communication means.

12. The TA will be implemented over 8 months from April to November 2003. The consulting services for the TA will total 32 person-months (pm): 4 pm international and 28 pm domestic, excluding the inputs of local institutions to assist community mobilization and a public awareness campaign for water conservation. All consultants will be engaged on an individual basis by ADB, in accordance with its *Guidelines on the Use of Consultants* and other arrangements satisfactory to ADB for engaging domestic consultants. The expertise required for consulting services is as follows: project management expert and team leader (international, 4 pm), procurement specialist (domestic, 8 pm), community development specialist (domestic, 8 pm), water supply and sanitation engineer (domestic, 8 pm), and public relations expert (domestic, 4 pm). Technical support will be provided to international and domestic experts through the engagement of technical and administrative assistants as required. The outline terms of reference for the consultants are in Appendix 3.

13. The consultants' reporting requirements will include (i) an inception report within 3 weeks of TA commencement, (ii) monthly progress reports at the end of each month during implementation, and (iii) a final report summarizing the achievements of the TA. In the course of TA implementation, the consultants will organize training programs and workshops in Bhopal and other project municipalities.

## **IV. THE PRESIDENT'S DECISION**

14. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$520,000 on a grant basis to the Government of India for Capacity Building for Project Management and Community Mobilization in Madhya Pradesh and hereby reports this action to the Board.

## TECHNICAL ASSISTANCE FRAMEWORK

Narrative Summary	Indicators and Targets	Monitoring Mechanisms	Key Assumptions
<p><b>Goal</b></p> <p>Successful implementation of the Urban Water Supply and Environmental Improvement Project in Madhya Pradesh</p>	<p>For the project to maintain a satisfactory or highly satisfactory rating in the project performance report for both implementation progress and the achievement of development objectives during its implementation</p>	<p>ADB's loan review missions</p> <p>Project performance reports</p> <p>Project completion report</p>	<p>Project cell will be fully operational before the fielding of the TA consultants.</p>
<p><b>Purpose</b></p> <p>To avoid unnecessary delay in project implementation caused by poor institutional and managerial capacities of the project management staff in state and municipal governments</p>	<p>Timely implementation of the project based on the original implementation schedule</p>	<p>ADB's loan review missions</p> <p>Project performance reports</p> <p>Project completion report</p>	<p>A strong sense of ownership by the state and municipal governments</p>
<p><b>Components/Outputs</b></p> <p>1. Development of an adequate managerial structure within each of the six municipalities; and identification of key personnel to receive intensive on-the-job training under the TA</p> <p>2. Development of supervisory system within UADD</p> <p>3. Familiarization of the project management staff with ADB policies and procedures (procurement, social and environmental safeguards, recruitment of consultants, etc.)</p>	<p>TOR of the project management and implementing units; identification of the key project staff</p> <p>Strengthening plan of UADD for approval by the state government; project performance monitoring system</p> <p>Manuals Course materials Training workshops</p> <p>Advance action for recruitment of consultants Prequalification of consultants</p>	<p>Consultants' reports</p> <p>TA review missions</p>	<p>Effective coordination by UADD with the project municipalities</p> <p>Qualified staff assigned to the project cell for training and continuation under the loan project</p> <p>Active participation of local stakeholders in public campaign for demand-side management of water</p>

Narrative Summary	Indicators and Targets	Monitoring Mechanisms	Key Assumptions
<p>4. Coordination between the state government and participating municipalities</p> <p>5. Helping the UADD and the project municipalities initiate stakeholder consultation process and identify NGOs and community groups to be responsible for the various social components of the ensuing project</p> <p>6. Intensive on-the-job training of project management staff</p>	<p>A proposal for detailed implementation arrangements based on the recommendations of the PPTA consultants</p> <p>Preparation of public awareness program; identification of NGOs and CBOs</p> <p>Training programs Workshops</p>		
<p><b>Inputs/Activities</b></p> <p>1. Consultancy services</p> <p>    a. Project management specialist</p> <p>    b. Procurement specialist</p> <p>    c. Water supply and sanitation specialist</p> <p>    d. Community development specialist</p> <p>    e. Public relations expert</p> <p>2. TA administration and support services</p> <p>3. Training and workshops</p> <p>4. Public awareness campaign</p>	<p>International (4 pm)</p> <p>Domestic (8 pm)</p> <p>Domestic (8 pm)</p> <p>Domestic (8 pm)</p> <p>Domestic (4 pm)</p> <p>\$16,000</p> <p>\$30,000</p> <p>\$80,000</p>	<p>Consultants' reports</p> <p>TA review missions</p>	

CBO=community-based organizations, NGO=nongovernment organization, PPTA=project preparatory technical assistance

**COST ESTIMATES AND FINANCING PLAN**  
(\$'000)

Item	Foreign Exchange	Local Currency	Total Cost
<b>A. Asian Development Bank Financing</b>			
1. Consultants			
a. Remuneration and Per Diem			
i. International Consultants	80	—	80
ii. Domestic Consultants	—	165	165
b. International Travel	20	—	20
2. Technical Assistants		30	30
3. Equipment <sup>a</sup>	10	—	10
4. Training and Workshops	—	30	30
5. Public Campaign and Surveys <sup>b</sup>		80	80
6. Local Travel and transport	—	30	30
7. Miscellaneous Administration and Support Services <sup>c</sup>	—	16	16
8. Contingencies	19	40	59
<b>Subtotal (A)</b>	<b>129</b>	<b>391</b>	<b>520</b>
<b>B. Government Financing</b>			
1. Office Accommodation and Facilities	—	20	20
2. Counterpart Professional Services	—	96	96
3. Administrative Support		10	10
4. Surface Transportation	—	8	8
<b>Subtotal (B)</b>	-	<b>134</b>	<b>134</b>
<b>Total</b>	<b>129</b>	<b>525</b>	<b>654</b>

— = magnitude zero.

Note: With the application of quality cost based selection, items A.2, A.3, A.4, and A.5 are considered "provisional sums" and these allocated amounts have to be included in the financial proposal without change.

<sup>a</sup> The equipment to be purchased includes computers, printers/copiers, mobile phones, and fax machine for use by the consultants and to be turned over to the Urban Administration and Development Department upon completion of the TA.

<sup>b</sup> Including costs for subcontracting local nongovernment organizations and facilitators.

<sup>c</sup> Including office utilities and supplies, and secretarial expenses.

Source: Asian Development Bank estimates.

## OUTLINE TERMS OF REFERENCE FOR CONSULTING SERVICES

### A. International Project Management Expert (PME)/Team leader

1. An international PME will be recruited for a period of 4 person-months (intermittent over the 8-month period of technical assistance [TA] implementation). The PME will be located at Bhopal, in the Project Cell office established by the Urban Administration and Development Department to implement the proposed Urban Water Supply and Environmental Improvement in Madhya Pradesh Project. The PME will be responsible for planning and executing all activities under the TA. He/she will closely coordinate with the concerned government staff and supervise the work of other experts to achieve the goals of the TA. The task of the PME will include, but will not be limited to, the following:

- (i) Assess the capacity of the state government and municipal governments to efficiently and effectively manage the activities under the proposed Asian Development Bank (ADB) loan; identify the need for capacity building and institutional strengthening for timely and smooth implementation of the investment components as well as institutional reform measures; recommend an optimal managerial and personnel structure for project implementation, based on the project preparatory technical assistance (PPTA) reports and extensive consultation with stakeholders in the project; and prepare detailed terms of reference for the key personnel.
- (ii) Based on the above analysis, assist the project cell in setting up the state-level project management unit (PMU) as well as the city-level project implementation units (PIUs), and define a clear role for them; pay particular attention to strengthening the supervisory capacity of the PMU in monitoring the activities (covering both physical investments and institutional reform) of the participating municipalities; with assistance from the Project Cell, identify key project implementation staff from participating municipalities for intensive on-the-job training in project implementation.
- (iii) Be the team leader for the TA; prepare/consolidate the work plans of individual experts and coordinate/integrate their work to achieve the objectives of TA; and be responsible for preparing reports (inception, monthly, and final) for submission to and approval by ADB and the Government of Madhya Pradesh.
- (iv) Develop and organize training programs for the key implementation staff identified jointly with the Project Cell to (a) familiarize them with ADB's policies and procedures in social and environmental safeguards, procurement, recruitment of consultants, etc.; and (b) build the capacity for planning and management of project activities. With assistance from the Project Cell, provide the necessary logistical support to effectively implement the training programs.
- (v) Assist the Project Cell in establishing tendering procedures, and in preparation of prequalification documents, prequalification of contractors for civil works, and preparation of standard bid documents for contract packages.
- (vi) Assist the Project Cell in undertaking advance action for the recruitment of the consultants (project management, design and construction supervision,

nongovernment organizations (NGOs), public relations, and benefit monitoring and evaluation [BME]).

- (vii) Assist the Project Cell to establish procedures for recruitment of NGOs for the various works, and assist in the selection of NGOs, preparation of memos for approval of NGOs by ADB, award of contract to the NGOs, and payment to the NGOs.
- (viii) Provide assistance and advice on technical and other matters to the Project Cell.
- (ix) Advise on the technical aspects of procurement and implementation for diverse projects, covering civil and public works, procurement of services and equipment, and NGO recruitment.
- (x) Advise and guide NGOs for the urban infrastructure components on developing satisfactory quality control measurements, tests, and reporting procedures, and review the same when submitted.

## **B. Domestic Water Supply and Sanitation Specialist (WSS)/Deputy Team Leader**

2. A WSS will be recruited for a period of 8 person-months. The main function of the WSS will be to coordinate/assist all activities under the TA to achieve the objectives, in close consultation with the team leader. He/she will also plan and lead a campaign for demand-side management of water in project municipalities in cooperation with the United Nations (UN) - Habitat representatives. The task of the WSS will include, but will not be limited to, the following:

- (i) Prepare and finalize all documentation, including letters of invitation, confidential evaluation criteria, and draft contract, for recruitment of consultants including project management, detailed design and construction supervision, NGOs, BME and public relations.
- (ii) Assist the project cell in preparing a longlist/shortlist, evaluate proposals, and prepare an evaluation report for submission to ADB for approval.
- (iii) Assist the international project management specialist/team leader in preparing prequalification invitation documents including the detailed evaluation criteria, assist the Project Cell in advertising for prequalification and in evaluating prequalification applications, and prepare a prequalification evaluation report to be submitted to ADB by the PMU for approval.
- (iv) Assist the international project management specialist/team leader in preparing standard bidding documents for civil works and procurement of equipment using local competitive bidding (LCB), international competitive bidding (ICB), and international shopping (IS) procedures, and in finalizing the documents based on comments received from ADB.
- (v) Review the technical aspects of the project, rationale, justification, procurement packages, and implementation arrangements; and provide assistance to loan processing missions.

- (vi) Assist the Project Cell in identifying fast track packages that can be undertaken soon after the loan becomes effective, undertake tendering to be able to prepare and evaluate bids, and submit bid evaluation report to ADB for award of contract.
- (vii) Formulate a program for public campaign/education for demand-side management of water; coordinate with the representatives of UN-Habitat to undertake major initiatives for the water campaign.

### **C. Domestic Procurement Specialist (PS)**

3. The services of the PS will be required for performing the possible advance procurement activities in accordance with ADB guidelines and procedures to minimize the time lag between loan effectiveness and award of works to various agencies to commence actual works in the field. The services of the PS will be required for 8 person-months located at Bhopal in the office of the Project Cell. The task of the PS will include, but will not be limited to, the following:

- (i) Assist the PMU in preparing detailed terms of reference for project management consultants (PMCs) and design and supervision consultants (DSCs) in accordance with the latest selection criteria established by ADB, expanding that already prepared by the project preparatory technical assistance (PPTA) consultants.
- (ii) Assist the PMU in evaluating proposals of PMCs and DSCs and their selection as per ADB procedure.
- (iii) Review the suggested contract packages already prepared by the PPTA consultants and assist the PMU in finalizing their grouping and mode of procurement on the basis of their individual characters.
- (iv) Undertake procurement workshops and assist the PMU and the PIUs in familiarizing themselves with ADB's procurement procedures.
- (v) Assist the PMU in preparing invitation documents along with detailed evaluation criteria for prequalification of the contractors.
- (vi) Assist the PMU in inviting prequalification proposals from contractors and their evaluation for approval of ADB.
- (vii) Assist the PMU in preparing standard bidding documents for civil works and procurement of equipment using LCB, ICB, and IS procedures and finalizing the documents based on comments received from ADB. These documents should include the invitation to bid, instruction to bidders, postqualification criteria, general conditions of contract, tender submission forms, forms of contract, and forms of securities and performance guarantees.
- (viii) Assist the PMU in identifying fast-track packages that can be undertaken soon after the loan becomes effective, undertake tendering to be able to prepare and evaluate bids, and submit the bid evaluation report to ADB for award of contract.

#### **D. Community Development/Resettlement Specialist (CDRS)**

4. A CDRS will be recruited for a period of 8 person-months. The main function of the CDRS will be to assist the PMU in establishing contacts with the NGOs/community-based organizations (CBOs) to be able to implement the community-based programs under the Project. The task of the CDRS will include, but will not be limited to, the following:

- (i) Promote a social development perspective and poverty-focused approaches in the tasks assigned consistent with the poverty reduction strategy of ADB.
- (ii) Prepare the terms of reference, evaluation criteria, and selection process for the NGOs with clearly defined activities to be undertaken during the design and the implementation phase.
- (iii) Identify appropriate delivery mechanisms for implementing various social components<sup>1</sup> of the project.
- (iv) Build up a stakeholder consultation process at the municipal, ward, and community levels and identify the role of CBOs, self-help groups, and other line agencies that will be responsible for the implementation of various social components of the project.
- (v) Assess the social and institutional issues affecting participation, ownership, acceptance, and adoption of project activities; propose recommendations to overcome any outstanding issue; and identify the links between different administrative line agencies and communities.
- (vi) Design programs for NGO and CBO involvement in the delivery of infrastructure services to the low-income communities (for financing under the Japan Fund for Poverty Reduction).
- (vii) Identify the capacity-building and training needs of the key players who will be responsible for the design and implementation of the project, and recommend measures for strengthening.
- (viii) Initiate the process of community-based planning and identify modalities for the use of the community initiatives fund and area improvement fund<sup>2</sup> as proposed in the project.
- (ix) Assist the Project Cell in conducting social impact assessment surveys for identified subprojects, based on preliminary technical designs, and be

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<sup>1</sup> Social components will primarily include dissemination activities; community mobilization; and consultations with primary stakeholders about location and design of community facilities like standpipes, community toilets, etc. They will facilitate the process of community-based operation and management of the facilities and resettlement implementation.

<sup>2</sup> It is expected that the ensuing project will include two funds to build capacity for pro-poor participatory urban planning and resource allocation. The area improvement fund will finance integrated, multi-sectoral infrastructure programs to provide comprehensive basic needs upgrading of slums and poor communities. On the other hand, community initiatives fund will be made available to finance social sector and nonphysical initiatives through a community planning process.

responsible for preparing resettlement plans for the subprojects in accordance with ADB's *Guidelines on Resettlement*.

- (x) Prepare the Terms of Reference for the monitoring and evaluation consultants for resettlement implementation.
- (xi) Prepare training modules focusing on principles and procedures of land acquisition, public consultation and participation, entitlements and compensation/assistance, disbursement mechanisms, grievance redressal, and monitoring of resettlement operation.

#### **E. Public Awareness Consultant (PAC)**

5. A domestic PAC will be recruited for a period of 4 person-months. The main function of the PAC will be to assist the PMU in informing and educating the beneficiaries about the project. The task of the PAC will include, but will not be limited to, the following:

- (i) Prepare information, education, and communication materials for mass-media awareness for the beneficiaries on the project in consultation with the CDRS, other team members of the TA, PMU/PIUs, NGOs, and the stakeholders.
- (ii) Design the systems and delivery of the messages by use of posters, billboards for community display, leaflets and stickers, television spots/messages of about 30 seconds duration, videos, newspaper advertisements, and any other suitable techniques.
- (iii) Promote the policy agenda.
- (iv) Undertake an awareness campaign on the scope of the project, and social and environmental issues including resettlement entitlements through various media means.
- (v) Make the stakeholders aware of the long-term benefits and short-term inconveniences of the project in order to gain full support of the beneficiaries for the project.
- (vi) Make the beneficiaries aware of preventive care to avoid any health-related hazards.
- (vii) Make the beneficiaries aware of their responsibilities, including issues such as user charges and property tax reform, etc. for achieving the goal of the project.
- (viii) Make the beneficiaries aware of the existing health care facilities and how to make optimal use of the same.
- (ix) Provide feedback to the PMU with a view to adjusting the work program based on the impact of the campaign and concerns raised by the beneficiaries.