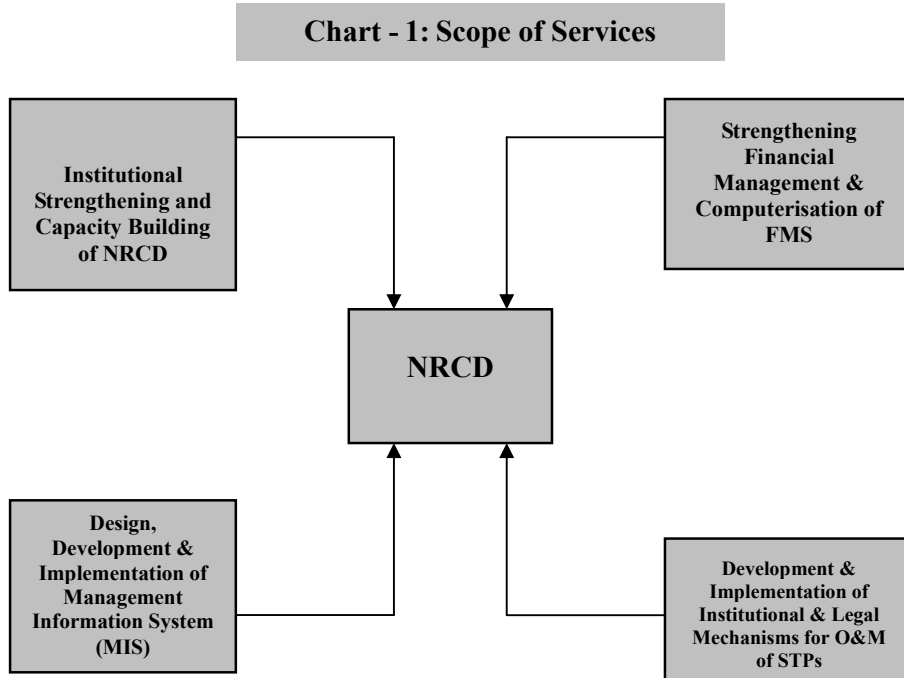


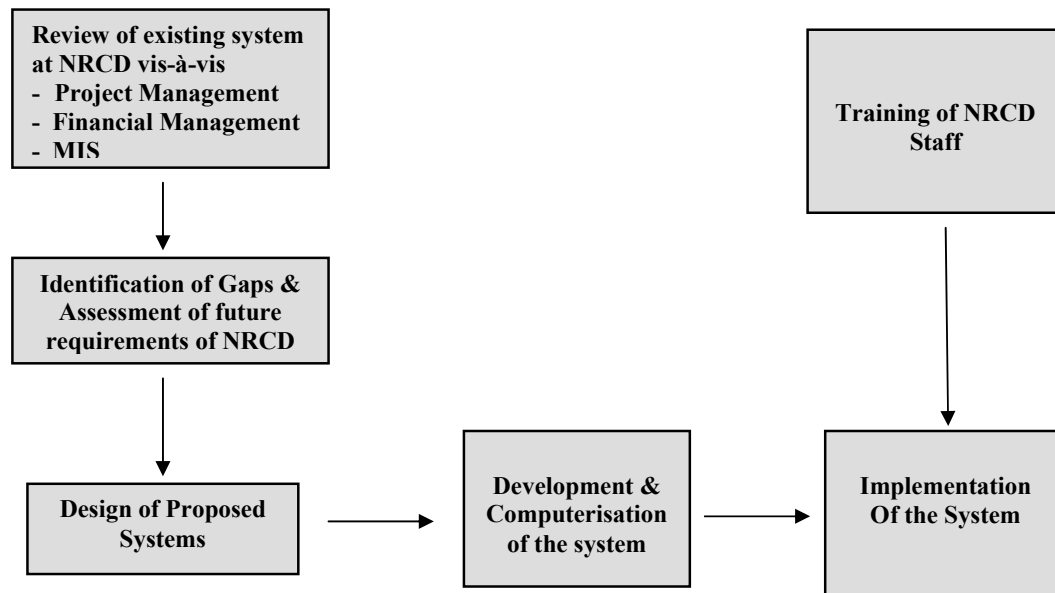
Scope of Services for the Assignment

The scope of services includes design and implementation of plans for NRC D viz. (i) Institutional strengthening and capacity building; (ii) Strengthening financial management including computerized financial management system; (iii) Management Information System; and (iv) Institutional and legal mechanisms for operation and maintenance of STPs. This is illustrated in Chart –1.



The assignment will be conducted over a period of 48 months in two phases – (a) Design and Development in Phase-I, and (b) Implementation in Phase-II. Phase-I, spread over a period of six months, will focus on design and development of plans for strengthening NRC D with respect to the four areas given above. The second Phase, spread over a period of forty two months, will be the implementation phase. This is illustrated in Chart-2.

Chart – 2: Design & Implementation of Plans for NRCD



Given the key challenges that need to be addressed in the assignment, a structured approach of Change Integration will be adopted. This approach will have two essential phases viz.

- Review of existing system and design of proposed system;
- Managing development and computerisation of the system; and implementation of the system and training.

Phase-I: Review of Existing System & Design of Proposed System

This phase will involve review and assessment of the existing Project Management System, Financial Management System, and MIS at NRCD. Subsequently, issues and gaps between the current systems and future requirements will be identified and analysed. During the analysis, opportunities for improvements will be identified. This will be followed by design of proposed system, which will be implemented in Phase II after approval by NRCD.

Phase-II: Managing implementation of systems designed under Phase I including Computerisation of the System and training

This phase will focus on assistance in implementing recommended solutions pertaining to computerization, including assistance in procurement. It will involve mobilization of consultants for development of the new fully computerized prototype Integrated Management Information System, and also development of software and customization of the off-the-shelf software, if required. Further, training as required will be provided to NRCD staff and management.

The scope of services for the assignment is detailed below:

I. Institutional Strengthening and Capacity Building

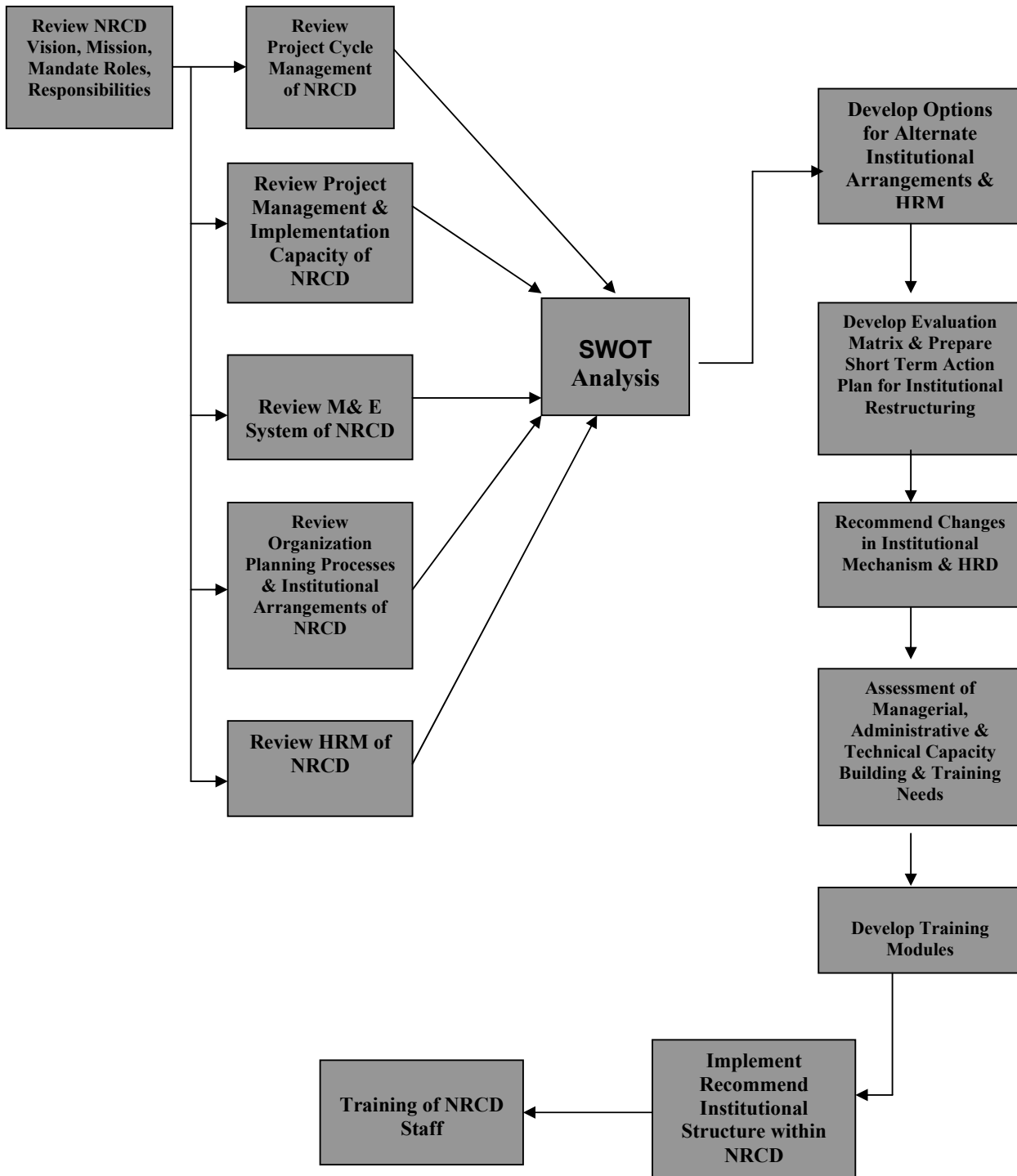
A. Analysis & Development of Action Plan

The consultant shall undertake a review of the vision, mission and mandate of NRCD together with related roles and responsibilities, project cycle management and monitoring systems, strategic and organisational planning and decision making processes, institutional arrangements and structures & inter-agency coordination, develop an Action Plan for restructuring and capacity building of NRCD followed by implementation of the Action Plan. The detailed tasks are given under:

1. Examine and study the vision, mission and mandate of NRCD and the related roles and responsibilities including policy formulation
2. Review in depth the systems in place for project cycle management including project implementation and monitoring mechanisms.
3. Review the project management and implementation capacity of NRCD from the perspective of:
 - a. Designing appropriate policies and management structures for project implementation
 - b. Analysing and processing DPR proposals
 - c. Supervising implementation of project-specific physical works of different projects
 - d. Concurrent monitoring and mid-term evaluation of projects and related programmes through all phases of project cycle.
 - e. Internalising knowledge gained through concurrent monitoring and evaluation to make mid-course corrections as required
 - f. Assessing implementation effectiveness of NRCD with respect to externally aided and non-externally aided projects including YAP
 - g. Assessing environmental impact of projects
 - h. Assessing interventions for pollution control, for example, water quality management
 - i. Mainstreaming social development concerns with project design and implementation.
 - j. Stakeholder analysis
 - k. Social assessment
 - l. Catalyzing public-private partnerships
 - m. Mechanisms for inter-agency coordination and their effectiveness
 - n. Roles and responsibilities of different institutions associated with
 - o. NRDC in project implementation and the related interdepartmental linkages

4. Review the decision-making processes, monitoring and evaluation and networking systems for their efficiency, delivery and impact and recommend suitable changes therein
5. Review and analyse strategic and organisational planning processes
6. Review relevant documents including office orders detailing current institutional arrangements

Chart-3: Institutional Strengthening & Capacity Building



7. Review institutional policies, procedures and arrangements for human resource management including skills development
8. On the basis of above analysis, conduct a SWOT analysis of the present management structure and identify the institutional issues
9. Develop options for alternative institutional arrangements including human resource management and development to improve organisational efficiency and productivity
10. Review and develop mechanisms for managing inter-agency coordination
11. Prepare an evaluation matrix for the identified institutional restructuring and prepare short term action plans to further the institutional restructuring agenda and a medium term road map for institutional restructuring together with implementation strategy
12. On the basis of evaluation of institutional options, recommend changes in existing institutional mechanisms for effective and efficient management systems/practices including HRD needs
13. Assess the need for managerial, administrative, and technical capacity building and training needs of NRCD staff at different levels in terms of current capacity, extent of participatory consultation, potential use of information technology, training and exposure to new methods and organisational culture, management of change, monitoring and evaluation, design, construction supervision and O & M for ensuring sustainability of NRCD
14. Identify and review the entire process of training needs identification at NRCD including (i) assessment of the current and emerging training needs in key and strategic areas; (ii) identification of the required qualifications, skills and competencies required in each of the benchmark jobs/roles for efficient execution of NRCD's mandate and related responsibilities including concurrent evaluation in the light of recommended institutional options; (iii) training needs assessment to identify the skill gaps vis-à-vis the required skill-mix as identified; (iv) development of a human resource development plan to enhance the capacity of NRCD to execute its assigned roles and responsibilities for facilitating, regulating, managing, monitoring and adherence to the functions and objectives of NRCD; and (ii) development of a training protocol backed by appropriate training infrastructure for ensuring long term sustainability of the works and O & M procedures
15. Develop training programme modules for all levels of NRCD staff in line with the roles, functions and responsibilities in consonance with the mandate of NRCD mission and objectives and the identified training needs

B. Implementation

Implement the recommended institutional structure and impart training to the staff to enhance their skills.

II. Strengthening Financial Management System

A. Analysis & Development of Action Plan

The consultant shall undertake institutional mapping of financial resources of NRCD, existing processes for project approval, and receipts & payments, conduct a diagnostic study of funds flow, cash flow management, budgeting and accounting, conduct an expenditure analysis together with financial monitoring systems and processes, financial management structures, develop and evaluate indicators for financial performance, recommend measures for strengthening financial management including capacity building including computerization, followed by implementation of the computerized financial management system and structures. The detailed tasks are given under:

Institutional mapping of financial resources in respect of both Externally Aided Projects (EAP) including YAP & Non-Externally Aided Projects (Non-EAP) of NRCD with respect to the existing processes of project approval, order of sanction, recording of expenditure, reimbursement of claims, and funds flow.

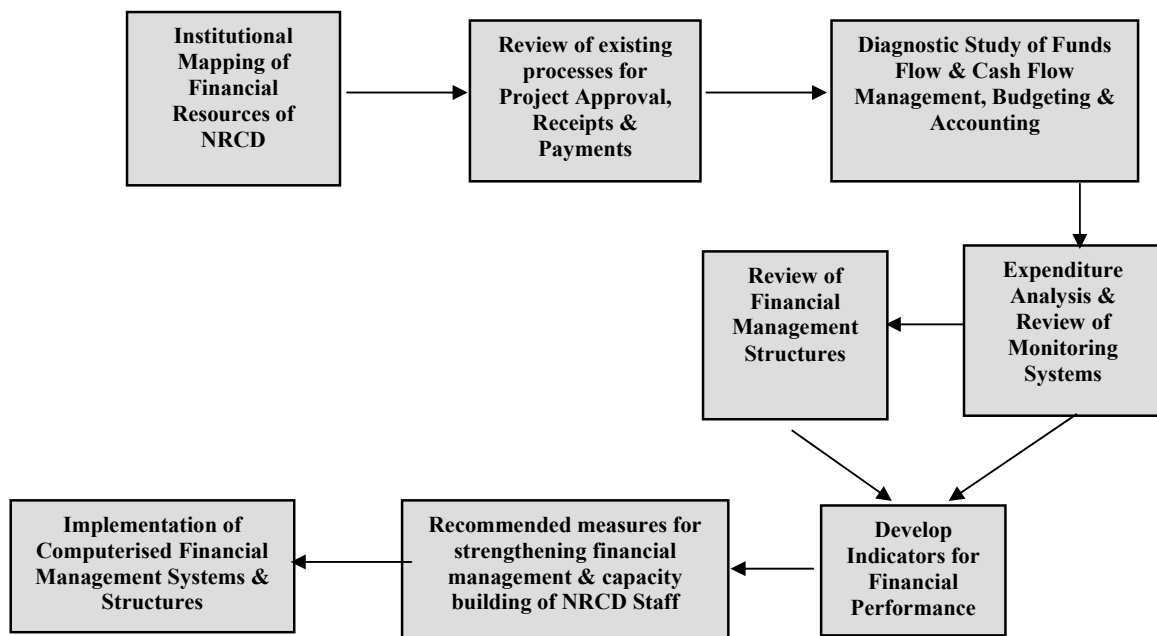
1. Review in detail and analyse the sources of funding and related conditionalities, if any, and reporting requirements.
2. Conduct a review/diagnostic study of the existing system of funds flow, cash flow management, receipts & payments, budgeting and accounting so as to (i) understand the existing funds flow planning and management mechanisms including approval procedures, and accounting and book keeping methods and processes and procedures, and (ii) identify systemic and functional strengths, weaknesses and opportunities for fine-tuning and strengthening financial planning and management framework and structure.
3. Analyse Budget Estimates (BE) and Revised Estimates (RE), and assess consistency of funds flow with expected/planned spend. This should include budgets for Plan and Non-Plan provisions and expenses.
4. Conduct expenditure analysis by reviewing and analysing all expenses including utilization of grants against the backdrop of approved budgets.
5. Analyse expenditure tracking financial monitoring systems and processes in place, if any, and assess capacity for tracking and monitoring of expenditure.
6. Review financial management structure in the context of findings emanating from scope of services as stated above. This will include analytical review of NRCD's codes and manuals detailing financial management guidelines, rules, processes and procedures including both General Financial Rules (GFR) and Financial and Service Rules (FRSR).
7. Assess the existing financial management structure in terms of its responsiveness to pre-requisites of good governance – transparency and accountability.

8. Develop indicators of financial performance within the context of (i) the mission and mandate of NRCD; (ii) the financial project-specific norms established by funding agencies; (iii) the logical framework of projects whose implementation vests with NRCD; (iv) NRCD's absorptive capacity vis-à-vis approved budgets and grants; (v) NRCD's capacity for mobilization of financial resources, for example, through multilateral agencies and public-private-partnerships; (vi) evaluation of budgetary process for effective financial management
9. Evaluate financial performance using the indicators developed under (9) above
10. Recommend measures for strengthening financial management including skills enhancement, and develop budget process framework to ensure financial resources are allocated in accordance with priorities and objectives of NRCD
11. Assess the resources required for strengthening financial management through implementation of measures suggested under (10) above
12. Develop a computerized financial management system and manual for accounting, auditing and financial control

B. Implementation

1. Implement the recommended financial management structure and the computerized financial management system
2. Provide training as required.

Chart -4: Strengthening Financial Management System



III. Development and Implementation of MIS

The consultant shall review, analyse and identify management information needs of NRCD including project specific M & E, human resources, information needs for document management, data requirements for impact and benefit assessment of the projects under implementation, disclosure requirements under Right to Information Act, identify existing information gaps, explore mechanisms to close the gaps, develop IT based integrated and closed loop MIS and implement the MIS using the identified software and hardware together with training NRCD staff on use of MIS and hand holding support. The detailed tasks are given under:

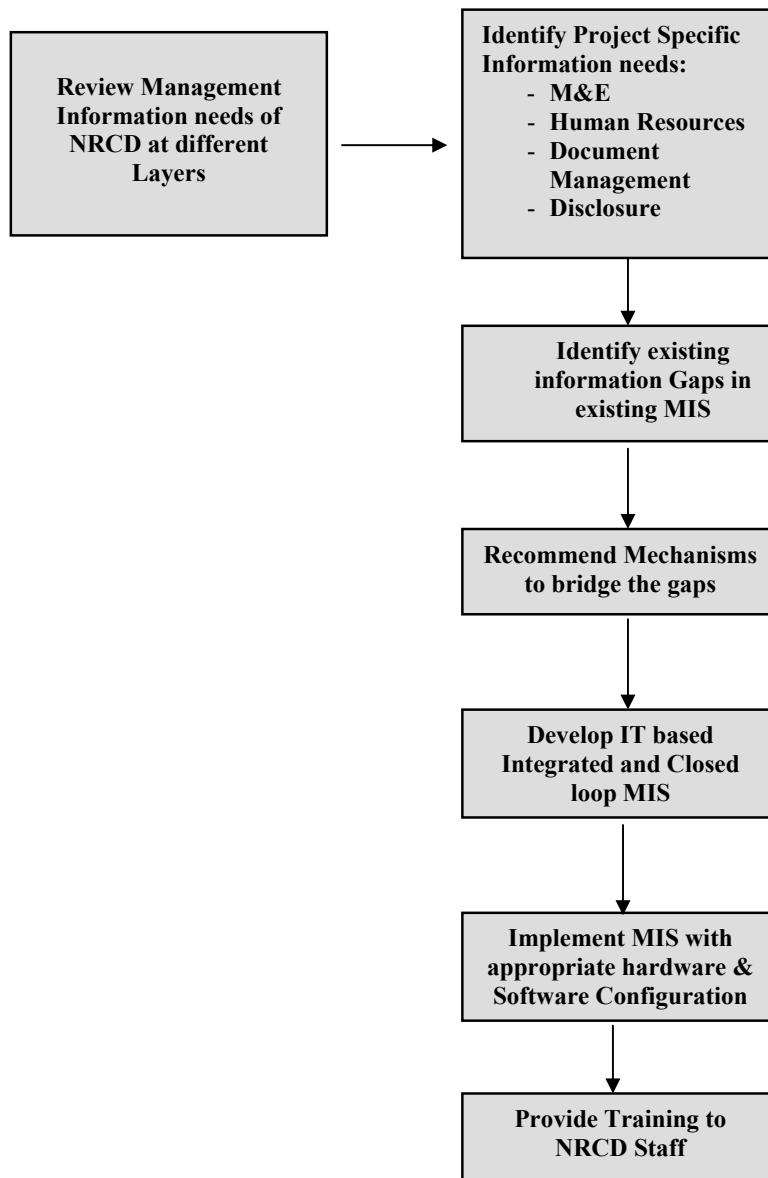
A. Analysis & Development of Action Plan

1. Review, analyse and identify management information needs of different management layers of NRCD vis-à-vis their role in decision making with respect to execution of their mandate and related responsibilities.
2. Identify project-specific information requirements for project implementation, monitoring and evaluation
3. Identify information requirements for financial management and control
4. Identify and assess information requirements for human resource management
5. Identify and assess information needs for document management
6. Determine data requirements for undertaking impact and benefit assessment with respect to environmental, social and economic parameters in the context of projects to be implemented by NRDC
7. Study the system design requirements for information dissemination under the Right to Information Act (RTI)
8. Identify information sources for the required information as per above identified needs (1 through 5)
9. Review the information available from the identified sources and determine their utility vis-à-vis needs of NRDC management
10. Identify information gaps and explore mechanisms to close the gaps
11. In the context of the above (1 to 7) review, analyse and assess the existing MIS system to identify gaps in information and flow of information and the systemic strengths and weaknesses of the existing MIS
12. Develop an IT-based integrated and closed loop MIS with following attributes:
 - a) Capability to serve as an effective real time early warning system
 - b) Responsiveness to monitoring and evaluation needs – ability to integrate all information related to project appraisal, review, and monitoring and evaluation results
 - c) Ability to address macro financial management issues, for

example, budgetary processes, checks and balances, transparency, and accountability

d) Ability to seamlessly integrate with FMIS

Chart-5: Development of MIS



b) Capability to generate required MIS reports

c) WEB enabled so that data/information can be fed into the MIS from project sites and shared by all management levels in the headquarters and the field, and with stakeholders

d) Capability to control access to information

- e) Integrate physical & financial progress
- f) MIS contracting processes to avoid time over-runs
- 13. Develop templates with broad definition of contents for required reports and define frequency of MIS reports
- 14. Identify appropriate hardware and software requirements
- 15. Develop detailed user friendly MIS manuals

B. Implementation

- 1. Implement the MIS System using the identified software and hardware
- 2. Train NRCD staff on use of MIS
- 3. Provide handholding support to the NRCD staff in running the MIS in the initial period of implementation

C. Supply of Computer Hardware, Networking and Other Equipments

The consultant shall review the available hardware, software and networking systems, assess the need for upgradation in terms of IT resources, connectivity requirements, suitability of IT software, capacity building needs, recommend IT configuration, design and specifications and assist NRCD in procurement of hardware, software and connectivity devices, operationalise and train the NRCD staff together with hand holding during the initial period of implementation. The consultants will ensure compatibility of the proposed hardware and networking equipment with the existing hardware configuration in place and the e-governance initiative of the Ministry. The detailed tasks are given under:

I. Analysis & Development of Action Plan

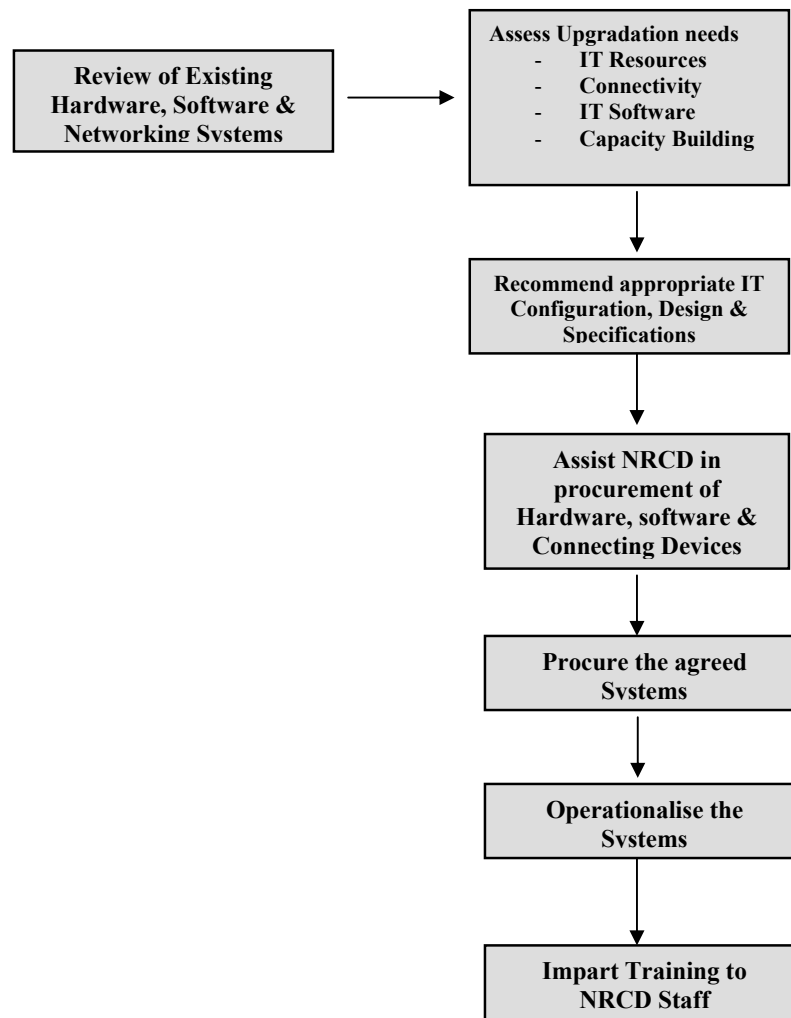
- 1. Review the available hardware and software and assess its utility in terms of work load and age of equipment.
- 2. Assess the need for upgrading existing configuration of hardware (including web servers) and software.
- 3. Assess the need for IT resources – hardware, software, networking and other equipment - in the context of overall management of NRCD including the MIS and FMIS to be developed
- 4. Assess the status of connectivity among NRCD headquarters and project sites, among others.
- 5. Assess suitability of off the shelf software vis-à-vis the need for a customized software
- 6. Identify appropriate off-the-shelf software that meets the requirements of MIS
- 7. On the basis of the above (1 through 3) identify the additional required IT resources – hardware, software, and other equipment for connectivity etc. and integrate and synchronise these with the existing systems (hardware, software and networking) for enhancing operational efficiency.
- 8. Review and assess the skill set of employees vis-à-vis use of computers.

9. Identify training areas for NRCDC employees so that IT use can be optimized.
10. Review institutional, financial and other resource constraints to computerization.

II. Implementation

1. After getting agreement on the recommended IT configuration, design and specifications and obtaining budget approval proceed to procure the required IT resources using a fully transparent process. The cost of procurement of hardware will be reimbursed separately and should not be included in the financial proposal.
2. Install the hardware, software, and connectivity devices and make them operational.
3. Train NRCDC staff on use of the software and hardware and provide hand holding support.

Chart-6: Supply of Computer Hardware, Networking & Other Equipments



IV. Development of an Institutional and Legal Mechanism for Operation and Maintenance of STPs

A. Analysis & Development of Action Plan

1. Review of the current status and constraints in the functioning of existing STPs including:
 - Capacity
 - Physical and financial progress
 - System design
 - Inter-Agency coordination
 - Training of operational personnel
 - Performance evaluation and monitoring
 - Sustainability of STPs
 - Issues related to O&M
 - Lessons learned
2. Review of adequacy of interventions of NRCD in strengthening institutional, financial and human resource capacities of ULBs to ensure sustainability of O&M of assets (STPs) and through establishment of special purpose vehicles like public-private partnerships for creation of a corpus for O&M
3. Techno-economic review and case studies of selected STPs with special focus on best practices and lessons learned for O & M of STPs
4. Undertake a SWOT analysis of NRCD in capacity building of ULBs and PHE Departments to:
 - Effectively ensure demand side services
 - Public participation and awareness
 - Standards of service delivery
5. Review of actions taken by NRCD to make ULBs responsive to citizen's grievances, development of citizen charters etc
6. Assessment of NRCD capacity for M & E of STPs
7. Assessment of institutional strengthening and capacity building needs of NRCD to assist ULBs for asset maintenance and optimal utilization of STPs
8. Review of the functioning of legal and regulatory framework and recommend mechanisms to ensure compliance of performance standards and norms by STPs
9. Develop a time-bound Action Plan for NRCD in terms of institutional strengthening to ensure sustainability of O&M for STPs

B. Implementation

1. Prioritize and sequence the required interventions and estimate costs of implementation and potential benefits
2. Advise and assist NRCD to implement the identified interventions

reporting, as provided by PMC. The consultant is also expected to assist PMC by providing all necessary data and information as may be required by PMC for preparation of various reports including monthly progress reports.

The primary role of PMC is that of technical secretariat to the Steering Committee/NRCD. PMC will monitor the project activities to ensure that the work is completed on time, within the budget and within the framework and to provide guidance and direction to NRCD and the consultants. Upon completion of each phase, NRCD/PMC will approve the work/output before proceeding to the next phase.

In general, for YAP-II, regular monitoring of the consultants work will be done by NRCD assisted by the PMC professionals. The basic mechanism for monitoring the work would be by means of a monthly status report in which the current month's activities, milestones achieved, administrative issues, and potential variances are set out and described. Quarterly meetings are also held between the consultant project manager, the Steering Committee and the PMC professional staff. At these meetings, a more thorough discussion of progress and variances would take place.

Accordingly, the consultants would be expected to liaise with consultants working on other components of the project, and with PMC. The objective of such liaison will be to ensure that the capacity building design developed for NRDC is realistic and actionable, so that the work on implementation of specific reform initiatives can start immediately.

Deliverables and Time Schedule

The consulting services shall be carried over a period 48 months of for each state from date of award of contract and shall include the following deliverables:

S.No.	Deliverable/ Report	Time-frame
1.	Inception Report	1 month
2.	Draft Design Report	4 months
3.	Final Design Report	6 months
4.	Monthly Report	Before 10 th of every month
5.	Implementation and Handholding	Upto November 2009

The monthly progress reports will provide general information on the progress of implementation of Capacity Building of NRCD, giving details of work done and work to be done, and will provide updated information about Consultant's activities for the month and present status.