

TERMS OF REFERENCE FOR PROJECT MANAGEMENT CONSULTANTS [PMC]

I. Overview

1. **National Capital Region (NCR)** is 33,578 square kilometer area covering Delhi and sub-regions of the states of Haryana, Rajasthan and Uttar Pradesh. NCR consists of 9 districts of Haryana (Faridabad, Gurgaon, Rohtak, Rewari, Palwal, Jhajjar, Mewat, Sonapat and Panipat), 1 district of Rajasthan (Alwar district), 5 districts of Uttar Pradesh (Meerut, Ghaziabad, Gautam Buddha Nagar, Bulandshahr and Baghpat) and NCT-Delhi. The population of NCR is 37 million (urbanization level of 54% as per 2001 census), which is expected to increase to 64 million by year 2021. In addition to the NCR, the NCRPB has identified and supports Gwalior (Madhya Pradesh State); Patiala (Punjab); Ambala & Hissar (Haryana); Kota (Rajasthan); and Kanpur & Bareilly (Uttar Pradesh) and Dehradun in Uttaranchal as Counter Magnet Areas (CMA) where development strategies need to be implemented in order to ease the projected population pressure on National Capital Territory of Delhi.

2. The NCR's strength is that it continues to attract the largest share of foreign direct investments in India and there are efforts to enhance the potential by developing Delhi and Mumbai corridor inclusive of high-speed rail connectivity. Rapid economic growth in the NCR is likely to generate increased demand for water supply, waste water management and solid waste management of the order of Rupees (Rs) 230,000 million (\$5 billion approximately), which is excluding the demand for urban transport infrastructure in the region. While the NCT of Delhi is making rapid strides in urban infrastructure development, the remaining portions of the NCR are still lagging behind in infrastructure resources vis-à-vis Delhi, especially the sub-region administered by the Government of Uttar Pradesh. Environment and public health related infrastructure—water supply, sewerage, solid waste—has been relatively neglected in the past, and should be one of the key thrust areas. Analyses of the economies of States and cities in NCR suggest that self generated funds and technological know-how are not sufficient to provide the rapid growth in urban infrastructure.

3. **Regional Plan 2021:** The National Capital Region Planning Board (NCRPB) came into being by virtue of the NCRPB Act, 1985 passed by the Parliament and duly confirmed by the legislatures of Haryana, Rajasthan and Uttar Pradesh. The role of NCRPB is to plan for a balanced growth and development in the region, achieved by way of a Regional Plan and also facilitate financing of development. In 2005, NCRPB notified the Regional Plan 2021 with focus on core sectors of transportation, power, water and sanitation and solid waste and an investment requirement of INR 1,937,520 million. Regional Plan (2021) aims to facilitate growth and balanced development of the NCR by providing for economic base in the identified major settlements (metro centers and regional centers) for absorbing economic development impulses of Delhi, efficient transport network, development of physical infrastructure, rational land use pattern, and improved environment and quality of life. Since the input studies in formulating the Regional Plan 2021, NCRPB, in 2009 has progressed substantially in developing a Transport Sector Plan (2009) and a Water Supply Plan and its Management (2009). The functional plans for water resources sector and urban transport define the long term needs, and the investment needs are placed at Rs. 8 billion and Rs 1,750 billion respectively.¹ The sector investment plans for sewerage and solid waste management including regional landfill sites are under preparation.

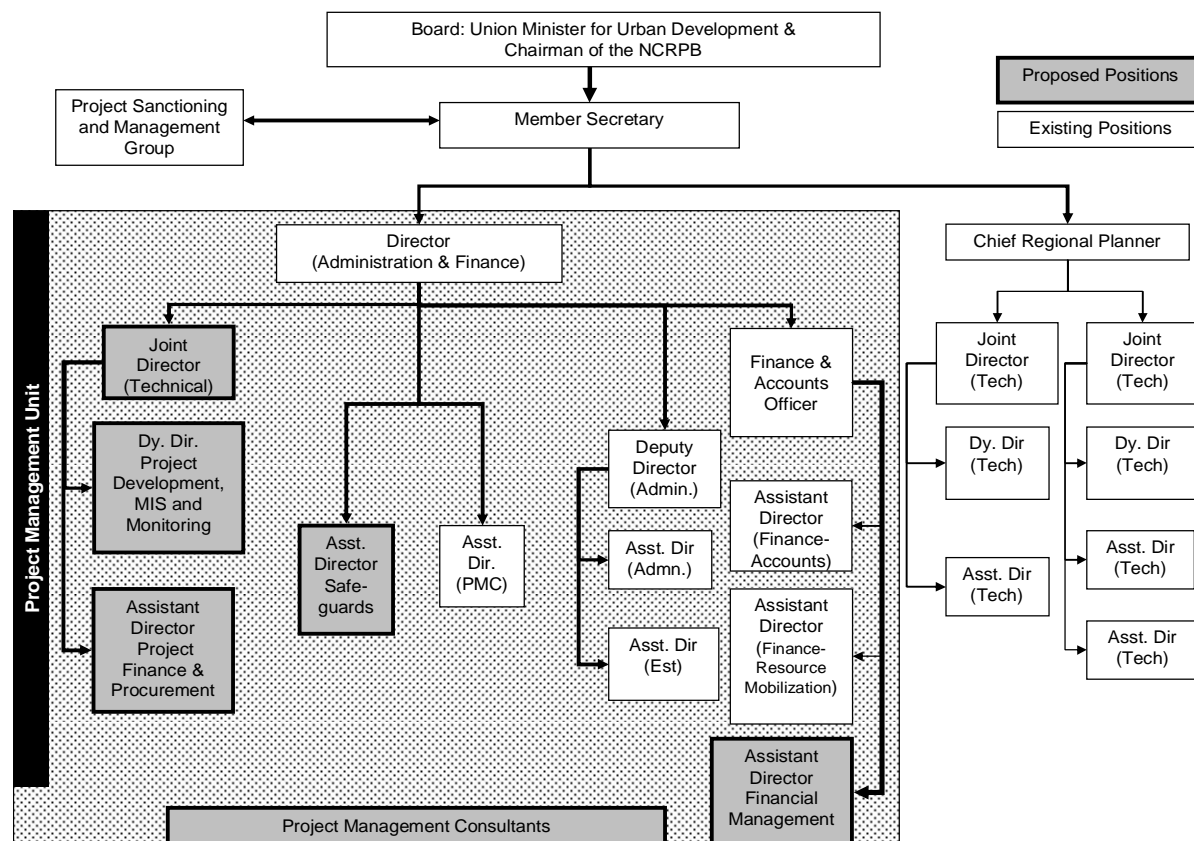
¹ Visit <http://ncrpb.nic.in/docs/RP-2021.pdf> for salient features of the Regional Plan 2021.

4. NCRPB's Regional Plan 2021 envisages massive scaling- up of urban infrastructure investments in NCR. However, there are serious limitations as regards to financing and project development capacities amongst project proponents or implementing agencies. NCRPB has been trying to meet some of the financing gaps through budgetary and extra budgetary sources by providing soft loan with a maximum tenure of 10 years. It has also put in place an Environmental and Social Management System (ESMS) and set up a Project Development Facility to support project development activities in weaker implementing agencies. However, to achieve the goals and targets set in the Regional Plan-2021 NCRPB needs to scale up financing of urban infrastructure by providing longer tenure low cost debt and also provide implementation support for sub borrowers (borrowers of NCRPB) in urban planning, project development, project implementation, identification of bankable projects and enabling private sector investments, improving urban basic service provision, among others, through partnership with private sector. Towards these objectives, ADB has approved a loan of US \$ 150 million to NCRPB for partly financing urban infrastructure in the NCR and its counter magnet areas and for project implementation support. In addition, NCRPB has also sought financial assistance of Euro 100 million from KfW for financing environmental friendly urban infrastructure, which is likely to materialize during the current year.

5. **The ADB loan to NCRPB is available in two tranche of US\$ 78 million and US\$ 72 million. As per the project implementation arrangements, NCRPB is the executing agency for the project and the sub-projects will be implemented by the identified implementing agencies of the respective state government. The subprojects to be financed out of the ADB loan have already been identified and their detailed engineering design, cost estimates and other documents relating to environmental and social resettlement due diligence, bidding etc. have been prepared. ADB has also completed their due-diligence of all identified sub-projects. NCRPB has also submitted Periodic Financing Request (PFR-1) for the first tranche and contracts for three of the sub-projects included in PFR-1 has also been allotted by the implementing agencies with prior approval of ADB. The bid documents of one subproject are under preparation. In order to support the sub-project implementation by the implementing agencies, supervision consultants have also been provided at the sub-projects level.**

6. NCRPB as the executing agency for the project will be responsible for overall management of the project. A Project Management Unit (PMU) has been established in the NCRPB. Director (A& F) of the NCRPB will be the project director for the ADB project. The existing and project structure of the PMU is given below at Chart 1.

Chart 1-NCRPB- Existing and Proposed Staffing



II. Overall Scope of Work

7. The consultant **will support NCRPB in undertaking management and monitoring functions of the project and in developing/preparing a sub-project pipe-line for seeking future funding support from multi-lateral/bi-lateral donor agencies.** In this regard, NCRPB intends engaging consulting firms in accordance with ADB's Guidelines on the Use of Consultants (2010, as amended from time to time) to support NCRPB in:

- project identification followed by feasibility reports for projects valued about US \$ 200 million for funding by NCRPB from the line of credit available from ADB/KfW etc.,
- technical reviews, periodic supervision and management of the project implementation, monitoring (technical and financial), related reporting requirements (technical and financial) for ADB and KfW line of credit and,
- Support for review of Regional Plan-2021 and plan preparation.
- Support in other day to day technical/financial works related to projects/plans/studies/schemes.

8. The implementation support will be implemented over a period of three years from January 2012 to December 2014. The scope of the assignment is structured in three parts as under:

Part-A: Investment Program Management & Monitoring Support: Under this, the consultant will support NCRPB in

- (i) Reviewing the subprojects submitted by States in accordance with subproject selection criteria (technical and financial review)
- (ii) Monitoring and supervision overall Program implementation and compliance with the agreed implementation program and its timelines including establishment of baseline, periodic supervision and post project outcome assessment as per Design Monitoring Framework;
- (iii) Technical and financial reporting requirements including assistance in preparation of reimbursement claims, PFR-2 preparation etc.

Part-B: Regional Planning & Development: The consultant will support NCRPB in mid-term review of the Regional Plan-2021 and in preparation of Plans as under:

- i) Preparation of City Sanitation Plan as envisaged by NUSP/JNNURM and Solid Waste Management Plan in respect of three cities in the NCR/CMAs in consultation with the concerned participating states;
- ii) Preparation of plan for development of one CMA and one cluster of towns;
- iii) Provide support in mid-term review of the Regional Plan-2021; and
- iv) Support in other day to day technical/financial works related to projects/plans/studies/ schemes.

Part-C: Project Identification & Feasibility Reports: Assessment of investment needs in various infrastructure plans of NCR and CMAs, prioritization and identification of investment needs requiring debt financing in consultation with the concerned state govts/implementing agencies. This will include among others identification of a list of projects approximately valued US\$ 200 million that need debt financing and generation of feasibility reports for these sub-projects for water supply, sewerage, solid waste management, urban transport and other social/economic infrastructure for funding by the NCRPB. The feasibility reports will include safeguards assessment as per NCRPB's ESMS, economic and financial assessment and other technical assessment as per sub-project selection criteria.

9. The Man-month breakup by specialists and terms of reference is presented below:

	Total Man months	2012	2013	2014
- Project Management Specialist & Public Health Engineer (Team Leader)	30	8	11	11
- Urban & Regional Transport Specialist (Dy. Team Leader)	14	5	5	4
- Roads Engineer	6	2	3	1
- Economist/ Planner	6	3	3	-

	Total Man months	2012	2013	2014
- Urban/Regional Planner	12	6	6	-
- Water Supply and Sewerage Specialist	8	3	3	2
- Solid Waste Management “	4	2	2	-
- Safeguards- Environmental “	6	2	2	2
- Safeguards- Social “	6	2	2	2
- Project Performance Monitoring Specialist	10	4	3	3
- Financial Management Specialist	6	2	3	1
- Procurement Specialist	6	2	2	2
- IT and MIS expert	6	2	2	2
Sub-Total (National Experts)	120	43	47	30
-Support Engineers & other tech & non-tech support personnel as required	144	60	60	24
Total	264	103	107	54

III. DESCRIPTION OF TASKS

10. The consultants under the Project will assist the NCRPB project planning and development and monitoring of the investment program. The Consultant will support project development, management and monitoring, financial management aspects. Support in recruitment of individual consultants for activities as required by NCRPB or skills required for specific projects being developed by the consultants. These recruitments will be subject to review and approval by NCRPB.

Terms of Reference of the Consultants

Expert	Educational Qualification	Terms of Reference
Team Leader and Public Health Engineer and Project Management Specialist (National)	Bachelors in Civil Engineering/ Masters in Public Health Engineering with around 20 years experience in design, management and supervision of infrastructure projects and water supply and sanitation projects. Demonstrated leadership qualities. Conversant with ADB/ World Bank Project Management	<p>Overall Management of the Project</p> <ol style="list-style-type: none"> Manage all tasks required under the contract and ensure delivery of outputs in a timely and satisfactory manner in accordance with the overall project implementation schedule; coordinate and assist the NCRPB in their functions and responsibilities in project development, design and implementation; assist NCRPB in coordinating with implementing agencies; in consultation with the Project Director i.e Director (A&F), NCRPB, assist with the establishment of annual work plans, job descriptions, staffing schedules and budgets, and prepare a detailed implementation schedule (based on inputs from sub borrowers) covering all stages of implementation process for the projects; set up procedures and systems for overall project management and monitoring project implementation; review project implementation progress from the perspective of overall project management and detailed annual work plans, and recommend remedial measures as appropriate; review implementation of loan covenants in collaboration with NCRPB and recommend remedial measures as appropriate; support the NCRPB in monitoring of sub projects, compliance with regard to assurances, progress on the agreements relating to management reforms and maintenance of PPMS database; coordinate and assist the NCRPB in their functions and responsibilities in project development, design and implementation; assist in review of Regional Plan-2021 and in preparation of integrated Development Plan and city sanitation plans as agreed with NCRPB. <p>The consultant shall be responsible for</p> <p>Appraisal Functions for New Projects proposed by clients</p> <ol style="list-style-type: none"> Review detailed designs prepared by sub borrowers relating to water and wastewater prior to approval ensure compliance with all applicable guidelines; Provide recommendations/guide sub borrowers accordingly; <p>Management</p> <ol style="list-style-type: none"> As part of program implementation, periodically monitor the overall progress as part of implementation specifically, monitor over all quality of construction of waste management, water and wastewater

Expert	Educational Qualification	Terms of Reference
		<p>facilities and compliance with agreed designs by contractors, conducting audits if necessary;</p> <ul style="list-style-type: none"> ii. Periodic monitoring the implementation of the water and wastewater utility programs; particularly in matters pertaining to metering, rationalization of charges, creation of databases and GIS systems etc. iii. Prepare sections of monthly/quarterly reports pertaining to overall implementation of water and wastewater components. <p>Project Identification & Development</p> <ul style="list-style-type: none"> i. Contribute to the design of the city sanitation plans, feasibility studies of new projects as identified ii. coordinate review and analysis of sub projects as envisaged as part of the access and sub project selection criteria of NCRPB and as required by National/ International standards including assistance in preparation of bidding documents iii. Coordinate consultations required as part of project development iv. Review of Regional Plan-2021 and prepare integrated Dev. Plan as decided.
<p>Urban and Regional Transport Specialist and Deputy Team Leader (National)</p>	<p>Masters in Transportation Planning with around 15 years experience in design and supervision of urban transport projects. (Additional experience in urban/regional rail based projects shall be preferred)</p>	<p>Project Identification/Development / Planning</p> <ul style="list-style-type: none"> i. Coordinate and assist the NCRPB in their functions and responsibilities in project identification and development (feasibility studies) and monitoring of transport sector sub-projects , ii. Review Transport Plans and proposals of various state governments/cities with their consultation and identify project pipeline and feasibility, iii. technical review of detailed designs of transport projects submitted by the sub-borrower, including assistance in preparation of bidding documents. iv. Assist the team and NCRPB for review of RP-2021 and in preparation of integrated Dev. Plan for CMA or other towns as decided. v. Support in other day to day technical/financial works in sector related projects/plans/studies/ schemes. <p>Management and Monitoring in consultation with the Team Leader,</p> <ul style="list-style-type: none"> i. review progress of transport sub projects ii. review and consolidate supervision reports submitted by the sub borrowers and advice NCRPB on issues relating to appropriateness, quality and progress of works

Expert	Educational Qualification	Terms of Reference
Water Supply and Sewerage Specialist (National)	Bachelors in Civil Engineering/ Masters in Public Health Engineering. At least 10 years experience in design, supervision and management of water supply and waste water projects.	<p>Project Identification/Development/Planning In consultation with the team leader</p> <ul style="list-style-type: none"> i. Supervise and carry out preparation of city sanitation plans of the selected towns, ii. review Master/Infrastructure Plans for selected cities to identify water and sanitation projects for implementation and carry out feasibility of identified water and sanitation sub projects iii. Coordinate surveys and investigations required to complete the tasks iv. Review O&M practices v. Assist the team in review of RP-2021 and prepare integrated development plan for selected towns vi. Any other tasks as assigned by the Team Leader <p>Appraisal</p> <ul style="list-style-type: none"> i. Support NCRPB in appraisal of projects submitted for financing as per the eligibility and sub project selection criteria <p>Management</p> <ul style="list-style-type: none"> i. As part of program implementation, periodically monitor the overall progress as part of implementation specifically, monitor quality of construction of waste management, water and wastewater facilities and compliance with agreed designs by contractors, conducting audits if necessary; ii. Periodic Monitoring the implementation of the water and wastewater utility programs; particularly in matters pertaining to metering, rationalization of charges, creation of databases and GIS systems etc. iii. Prepare sections of monthly/quarterly reports pertaining to overall implementation of water and wastewater components.
Roads Engineer (National)	<u>Education and Experience:</u> Bachelor of Civil Engineering/ Masters in Highway Engineering with around 15 years experience in design and supervision of Highways/ urban road	<p>Coordinate and assist the NCRPB in their functions and responsibilities in project identification, development, and monitoring;</p> <p>Project Identification/Development In consultation with the team leader and deputy team leader,</p> <ul style="list-style-type: none"> i. Review the transport/road sector plans and identify sub-projects for funding by NCRPB ii. Carry out relevant surveys and investigation to complete the feasibility of identified projects iii. Assist in review of Regional Plan & Preparation of development plan as required

Expert	Educational Qualification	Terms of Reference
	network. Should be conversant with the requisite national codes in design of highways and networks.	Appraisal <ul style="list-style-type: none"> i. Support NCRPB in appraisal of projects submitted for financing as per the eligibility and sub project selection criteria Management Review progress of works related to transport sector projects and advise NCRPB on issues relating to quality and conformity with the design and development objectives
Economist / Planner (National)	Masters in Economics/ Planning/ Development Studies with experience in design and management of regional development projects at last 10 years experience in area development projects.	In consultation with the team leader, NCRPB and States, <ul style="list-style-type: none"> i. define area development programs ii. carry out required economic base assessments and developmental impact reviews, iii. define project elements iv. lead and assist preparation of Development Plans of selected towns v. define land based financing strategies for proposed development including various planning tools to augment land based resources vi. Support team in economic analysis of sub projects vii. Support team to carry out review of RP-2021
Urban/Regional Planner (National)	Masters in Urban/ Regional Planning with about 15 years experience in Urban/ Regional Planning of a large Region	<ul style="list-style-type: none"> i) Assist the team and NCRPB in review of Regional Plan-2021 ii) Carry out the assessment of Development /Implementation Status in NCR with reference to Regional Plan-2021 policies and proposals iii) Preparation of Development Plan for selected Cluster of towns/areas in NCR and CMAs iv) identification of Development Projects in consultation with the stakeholders and assist the concerned State Governments in this regard v) Support the team in carrying out the functions related to Planning.

Expert	Educational Qualification	Terms of Reference
Waste Management Specialist (National)	Bachelors in Civil Engineering/ Masters in Public Health Engineering with around 15 years experience in design and management of waste management services	<p>Coordinate and assist the NCRPB in their functions and responsibilities in project development and implementation; The consultant shall</p> <p>Project Identification & Development</p> <ul style="list-style-type: none"> i. Review/Prepare Waste Management Plan for select towns in consultation with state concerned ii. plan and carry out surveys as required ; iii. conduct feasibility for identified subproject as prioritised in the Plan iv. prepare estimates in consultation with other specialists v. support NCRPB in transaction vi. Organise workshops as required in defining the project vii. Review the relevant sector in RP-2021 and assist team in preparation of integrated Dev. Plan of selected towns as decided. <p>Appraisal</p> <ul style="list-style-type: none"> i. Support NCRPB in appraisal of projects submitted for financing as per the eligibility and sub project selection criteria <p>Review and Management</p> <ul style="list-style-type: none"> viii. review designs prepared by IAs relating to solid waste management prior to approval, ensure compliance with all applicable guidelines; ix. Provide recommendations/guide IAs accordingly; x. As part of program implementation, specifically monitor the overall progress of waste segregation, issuing of applicable legal bylaws; and solid waste monitoring and rectification programs; xi. As part of implementation, monitor overall quality of construction of solid waste management facilities and compliance with agreed designs by contractors, conducting audits as necessary; xii. Support the Team Leader in monitoring the implementation of the solid waste management utility programs; particularly in matters pertaining to compliance with contractual targets (for compost operations), rationalization of charges, creation of databases and GIS systems etc. xiii. Prepare sections of monthly/quarterly reports pertaining to overall implementation of solid waste management components
Safeguards Environment Specialist (National)	Masters in Planning/ Environment/ Masters in Environmental Planning/	<p>Support and advise the NCRPB in</p> <p>Project Identification & Development</p> <ul style="list-style-type: none"> i. Coordinate base line requirements with the Design team, ii. For proposed project, carry out a review of safeguards in relation to NCRPB's ESMS and prepare the requisite plans / documents required.

Expert	Educational Qualification	Terms of Reference
	Environmental Engineering with around 15 years experience in design of environment related safeguards for donor aided projects, preferably with ADB and in oversight of their implementation/ compliance. Should be conversant with relevant national and state Land and environmental laws, NCRPB's ESMS and ADB procedures.	<p>iii. Carry out baseline surveys, environmental monitoring plans and programs, initial environmental impact examinations (IEE) as may be required are carried out ;</p> <p>Management</p> <p>i. On behalf of NCRPB oversee implementation of ADB compliant resettlement plans if any based on the approved framework,</p> <p>ii. oversee implementation of Resettlement Plans and</p> <p>iii. preparation of performance monitoring reports</p> <p>iv. assistance and advice on institutional strengthening and capacity building at the NCRPB and sub borrowers levels in regards to environmental practices;</p> <p>v. oversight of implementation of environmental standards and safeguards as part of project implementation and</p> <p>vi. preparation of performance monitoring reports</p>
Safeguards Specialist Social (National)	Masters in Planning/ Social Science with around 15 years experience in design of Social safeguards for donor aided projects, preferably with ADB and in oversight of their implementation/ compliance. Should be conversant with	<p>Support NCRPB and the design team in</p> <p>Project Identification & Development</p> <p>i. Coordinate base line requirements with the Design team,</p> <p>ii. For proposed project, carry out a review of safeguards in relation to NCRPBs ESMS and prepare the requisite plans / documents required.</p> <p>Management</p> <p>i. On behalf of NCRPB oversee implementation of ADB compliant resettlement plans if any based on the approved framework,</p> <p>ii. oversee implementation of Resettlement Plans and</p> <p>iii. preparation of performance monitoring reports</p>

Expert	Educational Qualification	Terms of Reference
	relevant national and state social policies and Land laws, NCRPB's ESMS and ADB procedures.	
Project Performance Monitoring Specialist (National)	Masters in Engineering/ Planning/ Social Science with around 15 years of experience in project performance monitoring, preferably projects supported by Donors.	<p>In relation to the project outcomes and in discussion with the PM and the Team, design the project performance monitoring mechanisms for the project, to include:</p> <ol style="list-style-type: none"> Definition of the Project Performance Monitoring System (PPMS), forms and monitoring schedule, the outputs and outcome monitoring requirements (based on discussions ADB, NCRPB and all specialists); Devise TOR for initiation of base line studies and routine and periodic monitoring of outputs and outcome Supervise surveys and investigations carry out monitoring as per agreed schedule with NCR Review and Contribute to project completion reports of sub borrowers and NCRPB Coordinate with IT specialist to complete web based designs.
Procurement Specialist (National)	Bachelors in Civil Engineering with at least 15 years of experience in procurement goods, works and services as part of donor aided projects, preferably ADB. Should be conversant with the current procurement procedures of ADB.	<p>Project Identification & Development</p> <p>In consultation with the Project Manager, and the Director, prepare the procurement plan for all goods works and services to be taken up for new projects and</p> <ol style="list-style-type: none"> For specific activities / new projects developed, support the NCRPB in <ul style="list-style-type: none"> Review of procurement plan Finalizing of Bid Documents Support in preparation of Evaluation reports and related transactions Monitoring <ul style="list-style-type: none"> In coordination with NCRPB prepare procurement Status Report Monitoring progress for ongoing projects, Preparation of Post Review formats for procurement of goods, works and consultancy assignments for review by ADB Mission/INRM/NCRPB.

Expert	Educational Qualification	Terms of Reference
Financial Management Specialist (National)	CA/ICWAI Masters in Financial Management with around 15 years experience in project accounting and financial management systems. Should have adequate experience in design, implementation and management of project accounting financial management aspects of donor driven projects.	<p><u>Terms of Reference:</u> Lead overall management of financial management, analytical services and reporting systems of the project and more importantly advise on PPP possibilities and in defining transaction advisory service needs.</p> <p><u>Management and Reporting</u></p> <ul style="list-style-type: none"> i. Prepare financial management and reporting systems of the project and oversee production of Financial Management reports for submission to the ADB by NCRPB and sub borrowers including preparation of investment program projections, disbursement requirements, contract award and disbursement targets <p><u>Financial Appraisal</u></p> <ul style="list-style-type: none"> ii. Screening of projects to see feasibility of implementing the project on PPP basis iii. Contribute to the financial management improvements and revenue enhancement measures of new projects iv. Estimate the financial and economic internal rates of return for the sub projects to be lent by NCRPB as well as projects identified by the team, as relevant, following ADB's guidelines; v. Study the financial viability of the project under a commercial format and under different user fee scenarios and funding options. The Financial analysis for the project should cover financial internal rate of return, projected income statements, balance sheets and fund flow statements and should bring out all relevant assumptions. The sensitivity analysis should be carried out for a number of probabilistic scenarios. vi. The financial analysis should cover identification, assessment, and mitigating measures for all risks associated with the project. The analysis shall cover, but be not limited to, risks related to construction delays, construction costs overrun, basis of revenue, revenue shortfalls, operating costs, exchange rate variations (if applicable), convertibility of foreign exchange (if applicable), interest rate volatility, non-compliance or default by contractors, political risks and force majeure. vii. Conduct sensitivity analyses, including the computation of sensitivity indicators and switching values, which should reflect changes in individual key parameters and assumptions and not be limited to changes in aggregate costs and benefits; viii. During the construction and operation of the subprojects, the financial and economic viability should be continuously monitored and reported to the management of NCRPB ix. Support team in financial structuring of PPP projects

Expert	Educational Qualification	Terms of Reference
Information technology and MIS expert (National)	<p>The expert will have a management background and at least 7 years experience in monitoring and evaluating large projects and programs, preferably in the urban sector.</p>	<p>Development</p> <ul style="list-style-type: none"> i. Review and refine methodology and format for collecting and tracking data on Project progress. ii. Assist the team leader in refining benchmarks and/or indicators against which progress of Project can be measured. iii. Develop content and protocols and design the same <p>Management and Maintenance</p> <ul style="list-style-type: none"> i. Update, refine and expand the web content, database at the central level and a method for on-line data entry for continuous tracking of Progress in each state and city. ii. Ensure that each city updates monitoring data regularly and train and support ULBs and state governments to meet this requirement. iii. Submit aggregate quarterly reports to the Project Director on the progress of reforms, financial disbursements, and other relevant indicators. iv. provide technical support to the sub borrowers for evaluating the benefits of IT interventions v. Monitor the status of implementation of NCRPB-funded project investments vis-à-vis approved timelines and key deliverables. vi. Provide technical support to the Director in evaluating the benefits of Project interventions, if required. vii. Manage and maintain web content and database during the project period.

D. Output**a. Project Identification and Development and Plan Preparation**

1. A list of Investment projects needing debt financing worth \$ 200 Million.
2. Feasibility Reports including technical, economic and financial analysis, safeguard due diligence etc for projects valued about US \$ 200 million for NCRPB financing.
3. City Sanitation Plans and Solid Waste Management Plan
4. Development Plans
5. Draft Review Reports including additions/modifications in the Regional Plan-2021

b. Appraisal

1. Appraisal reports for identified sub projects

c. Investment Program Monitoring

1. Quarterly Monitoring Reports (both for physical and financial) for review by NCRPB and the Board
2. Project Performance Monitoring Reports including with reference to the Design and Monitoring Framework
3. Project Completion Reports
4. Reform and Revenue enhancement performance
5. Others to be defined in consultation with NCRPB.

Reporting

The consultants will produce and submit to the NCRPB the following reports:

- a) Inception report in 5 copies plus a soft copy one month after mobilization;
- b) brief monthly progress reports describing works and services performed and issues encountered during the reporting month and scheduled activities in the following month to be submitted in 5 copies within a week of the last day of the reporting month, and quarterly progress reports and annual reports, describing in detail the implementation progress of all project components with issues highlighted to be submitted in 5 copies within two weeks of the end of the reporting period;
- c) interim report at the end of the 18 months to provide a broad view of the physical and institutional progress achieved, and make recommendations to the Government and ADB on suitable modifications to successful implementation of the Project. The report will be submitted in 5 copies two weeks prior to the midterm review;
- d) draft final report one month before the completion of the services and final report within one month of the completion of the services

For Sub Projects

- e) An initial screening report as per Appendix I followed by a feasibility/appraisal. In addition, technical review, economic and financial analysis, safeguards documents etc., will be submitted as necessary;
- f) Review and Appraisal Reports in respect of DPRs submitted by sub-borrowers for funding; and
- g) Report on screening and commercial feasibility of PPP implementation

Appendix I

Initial screening report

1. Type of Project		
Project Cost (Rs. in lakhs)	:	
Sector		
2. Concept Description (Attach Detailed Note)		
3. Loan Amount (Rs. in lakhs)	:	
4. Debt: (as on date) (Rs. in lakhs)	Govt.	
	FI's	
Overdues (as on date) (Rs. in lakhs)	Govt.	
5. Exposure	:	
(a) Borrower		
Total Exposure (including Proposed assistance)	:	
Sector:		
(b) NCRPB		
Total Exposure (Including Proposed assistance)	:	
Sector		:
% of net worth (NCRPB)		

6. Demand – Supply Gap

7. <u>Past Financials</u> (Rs. in lakhs)	Year	Year	Year	Year	Year	Year
Total Revenue (TR)					:	
Total Expenditure (TE)				:		
Surplus / Deficit					:	
% of TR/TE						:
% of DS /TR						:
% of O&M /TE					:	
Loans outstanding					:	
Interest						:

8. Project Details, in brief9. Estimated Cost of Scheme: (Rs. in lakhs):

Land	
Site Development	
Construction / Supervision	
Technical Fees	
Environmental /Social Costs	
Preliminary & Preoperative expenses	
Contingencies	
TOTAL	

10. Means of Financing: (Rs. in lakhs)		
Govt. -	Loan	
	Grant	
Institutions	:	
Others	:	
TOTAL	:	
11. Borrower's contribution as % of project cost		
12. Debt service coverage ratio (DSCR)		

13. Future Profitability Estimates (Rs. in lakhs)

Total Revenue (TR)	Year	Year	Year	Year	Year	Year
Total Expenditure (TE)				:		
Surplus / Deficit					:	
% of TR/TE						:
% of DS / TR						:
% of O&M /TE					:	
Loans outstanding					:	
Interest						:

14. Implementation Assessment Review- PPP / PSP versus departmental implementation	
15. Proposed Implementation arrangement	
16 Risks and Uncertainties	
17. Environmental and Social Impacts	
Environmental Categorization	
Categorization of project based on ESMS	
Social Categorization	
Initial Estimate of land to be acquired	
Affected Population	
Categorization of project based on ESMS	
18 Recommendations	
19.Actions and Date of Compliance	
TA Support	
Project redesign	
PPP/ PSP options	
Safeguards	
Others	