



GEF

**GEF/WORLD BANK/UNDP
Sustainable Urban Transport Project, India**

Final Operations Manual

For Demonstration Projects

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**MINISTRY OF URBAN DEVELOPMENT
Government of India**

Project Preparatory Work Consultant: **LEA Associates South Asia Pvt. Ltd., New Delhi**

Sustainable Urban Transport Project, India

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LIST OF ABBREVIATIONS

ACA	Additional Central Assistance
AFS	Annual Financial Statements
APs	Affected Persons
BOQ	Bill of Quantities
BPL	Below Poverty Line (India)
BRTS	Bus Rapid Transit System
CAAA	Controller of Aid Accounts & Audit
CDP	City Development Plan
CMP	Comprehensive Mobility Plan
CPCB	Central Pollution Control Board
CPWD	Central Public Works Department
CSMC	Central Sanctioning and Monitoring Committee
CV	Curriculum Vitae
DC	District Collector
DEA	Department of Economic Affairs
DGS & D	Directorate General of Supplies and Disposals
DLP	Defects Liability Period
DPR	Detailed Project Report
EA	Environmental Assessment
EIA	Environment Impact Assessment
EMP	Environment Management Plan
EOI	Expression of Interest
EOT	Extension of Time
ERR	Economic Rate of Return
ESMF	Environment Social Management Framework
FBS	Fixed Budget Selection
FGD	Focus Group Discussions
FM	Financial Management / Finance Manager
FMC	Financial Management Committee
FMM	Financial Management Manual
GEF	Global Environment Facility
GHG	Greenhouse Gas
GOI	Government of India
GPN	General Procurement Notice
IA	Implementing Agency
ICB	International Competitive Bidding
ICT	Information and Communication Technology
IEC	Information Education & Communication
IFB	Invitation for Bid
IP	Indigenous People
IR	Involuntary Resettlement
IPC	Interim Payment Certificate
IRR	Internal Rate of Return
ITC	Information to Consultants
ITS	Intelligent Transportation Systems

IUFR	Interim Un-audited Financial Reports
IUT	Institute of Urban Transport
JNNURM	Jawaharlal Nehru National Urban Renewal Mission
LCS	Least Cost Selection
LIB	Limited International Bidding
LOI	Letter of Invitation/Intent
LOE	Letter of Endorsement
M & E	Monitoring and Evaluation
MIS	Management Information System
MoEF	Ministry of Environment and Forest
MoF	Ministry of Finance
MoU	Memorandum of Understanding
MoUD	Ministry of Urban Development
MRTS	Mass Rapid Transit System
NCB	National Competitive Bidding
NMT	Non Motorized Transport
NPD	National Project Director
NPV	Net Present Value
NUTP	National Urban Transport Policy
OP	Operational Policy
OSD	Officer on Special Duty
PAP	Project Affected Persons
PDO	Project's/Program's Development Objective
PDP	Project Displaced Persons
PID	Project Information Document
PIP	Project Implementation Plan
PIU	Project Implementation Unit
PM	Project Manager
PMU	Project Management Unit
PP	Project Preparation / Procurement Plan
PPP	Public Private Partnership
PUC	Pollution Under Control
PWD	Public Works Department
QBS	Quality Based Selection
QCBS	Quality and Cost Based Selection
QCS	Consultant's Qualification based Selection
RAP	Resettlement Action Plan
RFP	Request For Proposal
ROB	Road Over Bridge
RP	Resettlement Plan
R& R	Resettlement and Rehabilitation
RTI	Right To Information
RUB	Road Under Bridge
SA	Social Assessment/ Special Account
SC	Schedule Caste
SIA	Social Impact Assessment
SLNA	State Level Nodal Agency

SPN	Specific Procurement Notice
SPV	Special Purpose Vehicle
SSS	Single Source Selection
SUTP	Sustainable Urban Transport Project
ST	Schedule Tribe
TA	Technical Assistance
TOR	Terms Of Reference
ULB	Urban Local Body
UMTA	Urban Mass Transportation Administration
UNDB	United Nations' Development Business
UNDP	United Nations Development Programme

Chapter 1. Introduction

1.1 BACKGROUND

Mounting urban travel has resulted in increased greenhouse gas (GHG) emissions. Unless deliberate steps are taken to develop and implement environmentally friendly urban transport systems, India's urban areas may well become the single largest source of GHG emissions. Since one of the important goals of the National Urban Transport Policy (NUTP 2006) is to reduce GHG emissions, GoI through the Ministry of Urban Development (MoUD) intends to initiate programs, which promote shift to more environment friendly modes of urban transport.

To achieve this, the GOI has applied to the Global Environmental Facility (GEF) to implement GEF's Sustainable Urban Transport Project (SUTP) in India. SUTP in India is to be implemented through two initiatives namely:

- Institutional strengthening and capacity building at the national level; and
- Implementation of Demonstration projects. This initiative is envisaged to identify, prepare and implement a package of green transport demonstration projects in various cities in India.

1.2 PROJECT CYCLE

The project cycle for the demonstration projects being considered under the SUTP include the process from project selection up to the point of project closure. Briefly the project cycle comprises of the following four main stages. Its components and subcomponents are outlined in the Table 1-1.

- (a) Project Preparation
- (b) Project Management
- (c) Project Execution
- (d) Project Completion

Table 1-1: Project cycle, components and sub components

Stage	Component	Subcomponents
Project Preparation	Project Selection	<ul style="list-style-type: none"> ○ Identification of urban needs – CDP,CMP ○ Stakeholder and Community Consultations ○ Project Scoping
	Project Appraisal	<ul style="list-style-type: none"> ○ Appraisal and approval of Project Proposal by MoUD
	Project Report	<ul style="list-style-type: none"> ○ Techno-economic feasibility ○ Viability Analysis ○ Implementation Arrangements ○ Procurement Plan ○ Sourcing of Funds
	Project Approval	<ul style="list-style-type: none"> ○ Participation Agreement
Project Execution	National Project Management Unit	<ul style="list-style-type: none"> ○ Technical and Economic Appraisal of Subprojects ○ Technical and Institutional Support (Project Management) ○ Training on Project Implementation ○ Procurement Management ○ Contract Management ○ Finance Management ○ Information Management ○ Monitoring and Evaluation of outcomes
	City Project Implementation Unit	<ul style="list-style-type: none"> ○ Technical and Economic Analysis of Subprojects ○ Adjustments to Project Designs ○ Procurement Management ○ Contract Management ○ Finance Management

Stage	Component	Subcomponents
		<ul style="list-style-type: none"> ○ Social and Environmental Management ○ Information Management ○ Monitoring and Evaluation of outcomes
Project Completion	National Project Management Unit	<ul style="list-style-type: none"> ○ Closure of Project activities ○ Preparation of Implementation Completion Report
	City Project Management Unit	<ul style="list-style-type: none"> ○ Taking over of completed works ○ Completion of contracts

1.3 OPERATION MANUAL FOR DEMONSTRATION PROJECTS

Purpose of this manual is to set out the general procedures for planning and implementing SUTP demonstration projects and is intended to serve as a reference guide primarily to the recipients of SUTP funds namely the Project Implementing Units (PIU) in each city. This manual would also be a useful guide to the National Project Management Unit at the Ministry of Urban Development, Government of India and the funding agencies of SUTP.

To address the various operating procedures required for each component and subcomponent of the project cycle, this manual has been presented in the following chapters, which is as follows:

- Chapter 2 – Selection, Preparation, Appraisal and Approval of Projects
- Chapter 3 – Project Management
- Chapter 4 – Environmental and Social Management Framework
- Chapter 5– Procurement Management
- Chapter 6– Financial Management
- Chapter 7 –Ensuring Governance and Accountability
- Chapter 8 – Monitoring and Evaluation

This manual does not claim to cover every aspect in full. Wherever possible, references to applicable policies and directives, checklists, sample letters, and templates have been provided. However, most of these can be accessed at the World Bank’s website www.worldbank.org. The MoUD and World Bank will endeavour to ensure that this manual remains relevant and current. Its subject matter and style will also be driven by users’ needs. In this regard, users are welcome to submit any suggested amendments to the manual in writing to the following:

**National Project Director, PMU –SUTP,
 UT Division, Ministry of Urban Development
 Nirman Bhawan
 Maulana Azad Road, New Delhi-110 011
 Phone: 011- 23061114 Fax: 011-23061102
 Email: sklohia65@gmail.com**

Chapter 2. Selection, Preparation, Appraisal and Approval

Project preparation includes a sequence of activities starting with project selection and followed by project scoping, proposal preparation, its appraisal and approval, preparation of detailed project report and its final appraisal and approval. The procedures adopted for each activity are briefly explained in this chapter.

2.1 PROJECT SELECTION

Proposals for the implementation of demonstration projects are initiated by Implementing Agencies (IA), which have the authority to implement all components of the project. In case of projects requiring multi-agency involvement, a joint proposal can be initiated.

Green transport projects which are typically acceptable under the SUTP include:

- Improvement of Public Transport
 - Promotion of Bus Rapid Transit Systems
 - Improvements to and reform of existing bus services
 - Enhancement of public transport (landscaping, safety, comfort, design, image)
 - Fare and modal integration
 - Traffic signal priority
- Land-use and transport planning coordination
 - Comprehensive corridor development integrating various modes of transport
 - Urban upgrading and re-developments in conjunction with development of public transport systems
 - Recuperation of urban centers (historic, symbolic) while promoting accessibility
- Adequate Operation and Maintenance of Transport Fleet
 - Driving practices and training of operators
 - Fleet maintenance practices and outsourcing
 - Vehicle emissions monitoring
- Non-motorized transport development
 - Provision and improvement of cycling networks and facilities, and pedestrian facilities
- Travel Demand Management
 - Traffic Calming
 - Congestion pricing
 - Traffic cells
 - Parking policies
 - Advanced Public Transport Systems or Intelligent Transport Systems
 - Rationalization of travel behavior
- Freight Rationalization
 - Freight transfer centers
 - Fleet standards
 - Rules on truck circulation

Selection and preparation of demonstration projects are to conform to the JNNURM guidelines, which state that the CDP and the CMP are the basis for the selection and approval of project components.

A CDP is both a perspective and a vision for the future development of a city. It presents the current stage of the city's development and the prospective directions of change. It identifies the thrust areas, suggests alternative strategies and interventions for bringing about the change and provides a framework and vision within which projects need to be identified and implemented. It also establishes a logical and consistent framework for evaluation of investment decisions.

CMP focuses on resolving mobility issues rather than development of vehicle intense transport systems. It offers new opportunities for synergizing the socio-economic, mobility and infrastructure aspects in a city with a focus towards moving people rather than vehicles to achieve a higher degree of sustainability.

2.2 PROJECT SCOPING

Demonstration projects are to address infrastructure requirements as well as its operations and maintenance over the SUTP term (2009-13). Extent of the project focuses not only on what can be designed and implemented within the project term, but also give attention to the operation and longer-term sustainability of each demonstration project.

2.3 PUBLIC CONSULTATION DURING PROJECT PREPARATION

Proposals should be prepared through a consultative or participatory process involving stakeholders and the community. Public participation should be generated with stakeholders through the use of various methods, such as in-depth interviews, public meetings, workshops, focus group discussions etc. Consultations shall also be held with vulnerable groups.

2.4 PROJECT PROPOSAL

Project proposals shall be submitted in two parts. Two templates have been provided in the **Appendix 2.1** to facilitate presentation of proposal. The first template is designed to provide general information about the project and the second to provide detailed information about existing transport issues and needs, components of the project, estimated costs, impacts and institutional arrangement for project implementation.

2.5 APPRAISAL AND APPROVALS

Project proposals in the required format shall be submitted to the National Project Director (NPD), Project Management Unit (PMU), SUTP, located at the Institute of Urban Transport, G Wing, Nirman Bhavan, Maulana Azad Marg, New Delhi 110011. The PMU will review the proposal and if found acceptable, shall recommend it for approval to the Steering committee of SUTP.

2.6 DETAILED PROJECT REPORT

Project proposals approved by the Steering Committee of SUTP shall then be required to prepare a detailed project report (DPR) covering all aspects as suggested in the generic ToR for

DPR preparation given in **Appendix 2.2**. The completed DPRs shall be submitted to the Steering Committee.

DPRs appraised by the PMU based on the criteria mentioned in **Appendix 2.3** and found acceptable shall be recommended for approval by the Steering Committee SUTP. Following this the IAs shall be eligible to source funds as approved by the Steering Committee.

2.7 EXPENDITURE ON PROJECT PREPARATION

For projects approved for funding under the SUTP, expenditures on PP and DPR shall be reimbursed to the IA to the extent mentioned in the JNNURM guidelines toolkit and for non-JNNURM cities 80% of the cost would be reimbursed by the MoUD in the form of grant. For projects not accepted, the expenditure incurred on project preparation shall be borne by the IA.

2.8 PUBLIC CONSULTATION DURING IMPLEMENTATION

It should also be envisaged that during the program implementation, the consultative process will be carried forward to ensure that the affected population and other stakeholders are informed, consulted, and allowed to participate actively in the development process.

During implementation and monitoring, information dissemination to APs (Affected Persons) and other key stakeholders in appropriate ways is the most important stage where consultations will play an important role. This information will be prepared in the local language and also English, as required, describing the main project features including the entitlement matrix. Aiming at promotion of public understanding and fruitful solutions to address the local needs of the communities and issues pertaining to resettlement, various sections of APs and other stakeholders should be consulted through focus group discussions (FGD), meetings and individual interviews.

Table 2-1: Summary of Consultation Activities and Stages

Project Phase	Activities	Details
Project Initiation Phase	Mapping of the project area	Project area to be mapped, clearly showing survey nos of titleholders of land/property proposed for acquisition
	Stakeholder identification	Cross section of stakeholders to be identified in order to facilitate their participation in the project.
	Project information dissemination; Disclosure of proposed land acquisition and project/subproject details	Leaflets containing information on project to be prepared. Public notice will mention the names and survey no's of titleholders of land/property proposed for acquisition along with project/sub-project details. Notice will be issued in local newspapers. Web disclosure on website also proposed.
	Stakeholder Meetings	Meetings at community/household level with titleholders of affected land/property and their family members during project scoping.
Project Preparation Phase	SIA surveys	Resettlement framework will be made available in DC and PIU office, to be translated in local language
	Formulating compensation measures and rehabilitation measures	Conducting discussions/meetings/workshops with all APs and other stakeholders

Project Phase	Activities	Details
	Disclosure of final entitlements and rehabilitation packages	Web disclosure of the RP on the website. Circulating copies of RPs to all stakeholders including APs, translating summary RP in local language before conducting final disclosure meeting. Conducting public meetings for RP approval by APs.
Project Implementation Stage	Disclosing final RP approved by MoUD to all important stakeholders	Summary of final RP approved by MoUD, to be updated/disclosed on the IA's website. Ensuring the availability of copy of the approved RP and World Bank IR policy at PIU/PMU and DC office.
	Consultation with APs during rehabilitation activities	Meetings/discussions will be arranged with APs. Households to identify help required by APs during rehabilitation.

2.9 PARTICIPATION AGREEMENT

A participation agreement shall be signed by the MoUD, participating cities and their state governments to formalize the funding plan and the mutually agreed terms and conditions of project implementation and its subsequent maintenance and operation.

Chapter 3. Project Management

This chapter briefly outlines the project management setup established at the national and city level to implement the demonstration projects under SUTP and discusses the tasks and staffing requirements of these establishments.

3.1 PROJECT MANAGEMENT SETUP

To enable effective communication and distribution of responsibilities between the three primary stakeholders namely the GoI, State Government and the individual Implementing Agency, a three-tier management structure is envisaged as shown in **Figure 3.1**.

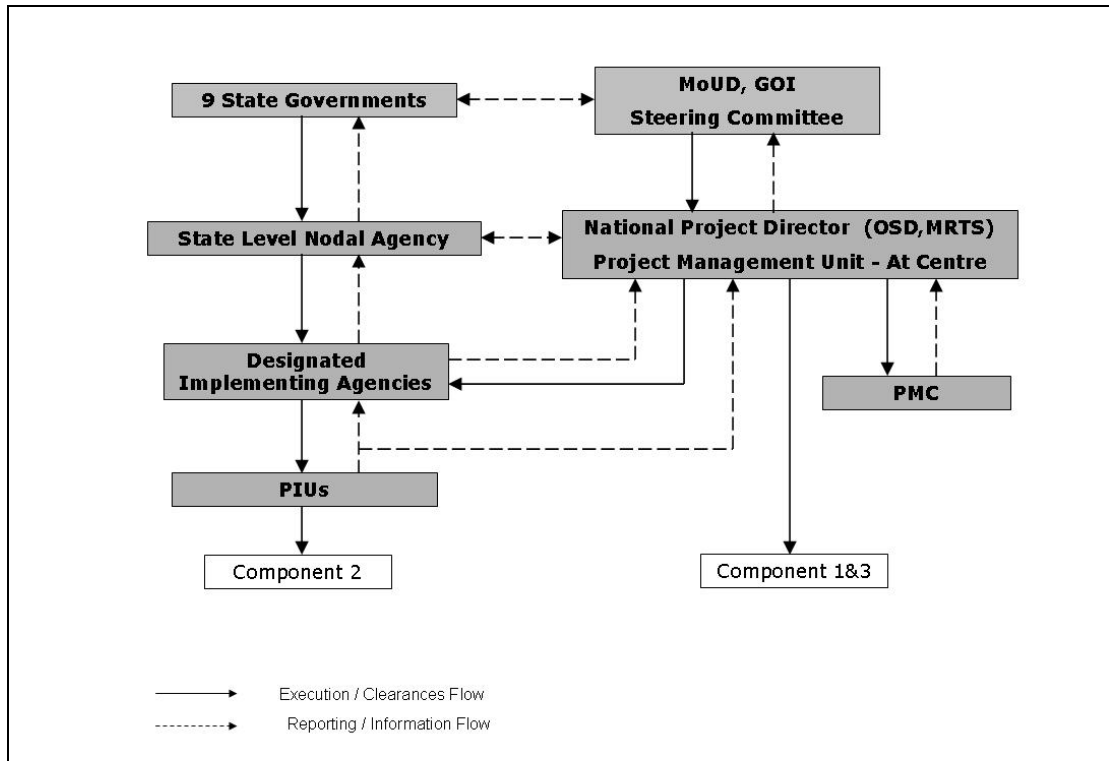


Figure 3-1: Project Management Setup

3.1.1. Steering Committee SUTP

A Project Steering Committee under the chairmanship of the Secretary, MoUD, GoI has been constituted and consists of members from MoEF, DEA, MoUD. Representatives from the World Bank and UNDP may be invited to meetings as and when required. The Steering Committee would guide and oversee the work to be taken up under the project.

3.1.2. National Project Director (NPD)

The Ministry of Urban Development (MoUD) is the nodal ministry for implementing the SUTP on behalf of the Government of India. A National Project Director (NPD) designated by the MoUD would be the executive head of the SUTP.

3.1.3. National Project Management Unit (PMU)

The NPD would be assisted by a National Project Management Unit, which will provide technical support for implementing and monitoring the project. The PMU will provide technical assistance to NPD in planning, preparation, procurement, execution, monitoring, evaluation, fund management and reporting required as part of the overall project management responsibility.

3.1.4. State Level Nodal Agency (SLNA)

With regards to JNNURM supported project components, the State Level Nodal Agency (SLNA), will be responsible for reviewing the project proposal and funding request for all the cities selected under this project (except Jalandhar, as it is not a JNNURM city) and forward it to the MoUD, which will then put it up to the Central Sanctioning and Monitoring Committee (CSMC). Once endorsed by CSMC, the request for release of fund will then be sent to MoF which would directly transfer the funds to SLNA, which then in turn passes it on to the IA.

3.1.5. Implementing Agency (IA)

Projects approved by the Steering Committee shall be implemented by the concerned Implementing Agency in each city. The IAs shall be the approving authority for all executive decisions concerning the project at the city level.

3.1.6. Project Implementation Unit (PIU)

Each IA shall constitute a Project Implementation Unit (PIU) to manage and monitor the day to day work programs and schedules in the various components and subcomponents of project.

3.2 STAFFING OF PMU AND PIU

For the effective functioning of the PMU and PIU, appropriate technical staff needs to be appointed by the MoUD and the IAs. With regard to the various aspects which need to be considered during project implementation, the required staffing pattern of the PMU and PIU shall be as mentioned in the following sections.

3.2.1. Staffing of PMU

The PMU shall consist of a team of professionals with specialization in the following areas:

- Project Manager, PMU
- Transportation
- Finance
- Procurement
- Environment
- Social
- Information Technology
- Training
- Institutional Development

Some of these professionals could either be appointed in the PMU directly or could be outsourced as a Project Management Consultant Service.

3.2.2. Staffing of PIU

The PIU shall consist of a team of professionals with specialization in the following areas:

- Project Manager, PIU
- Finance
- Procurement
- Environment (as required)
- Social (as required)
- Transport

The Project Manager PIU shall be an appointee of the IA and shall represent the IA.

Other professionals could either be appointed by the IA directly or outsourced through a Project Management Consultant service.

3.3 TRAINING OF PIU STAFF

To facilitate the training of PIU staff that may need training to familiarize themselves with the procedures and methods required as part of this project, the PMU shall arrange need based training programs as and when required for each area of specialization.

Chapter 4. Environmental and Social Management Framework

4.1 INTRODUCTION

This Environmental and Social Management Framework (ESMF) lays down the principles and guidelines for addressing environment and social impacts due to the implementation of the demonstration projects in the selected cities. Key objectives of ESMF are:

- Provide a framework for the integration of social and environmental aspects at all stages of project planning, design, execution and operation.
- Ensuring positive social and environmental impacts and avoiding/minimizing any potential adverse impacts

The environmental and social safeguards policies shall be applied to all projects to be taken up under GEF-SUTP. Adoption of this framework shall ensure that the projects meet the national and state level environmental and social safeguards and are also consistent with the applicable safeguards policies and provisions of the World Bank.

4.2 APPLICATION OF THE ESMF

The ESMF shall be applied to all stages of the project as illustrated in **Figure 4.1** below. Projects triggering significant environmental / social impacts, i.e. projects with potential to trigger impacts on environmental sensitive areas, or large scale resettlement activities are not envisaged under GEF-SUTP. However, in the event of such projects, being critical to the GEF priorities, the projects shall be included after undertaking the necessary environmental and social assessments, as mandated by the Gol / state governments and conforming to the safeguard policies of the World Bank.

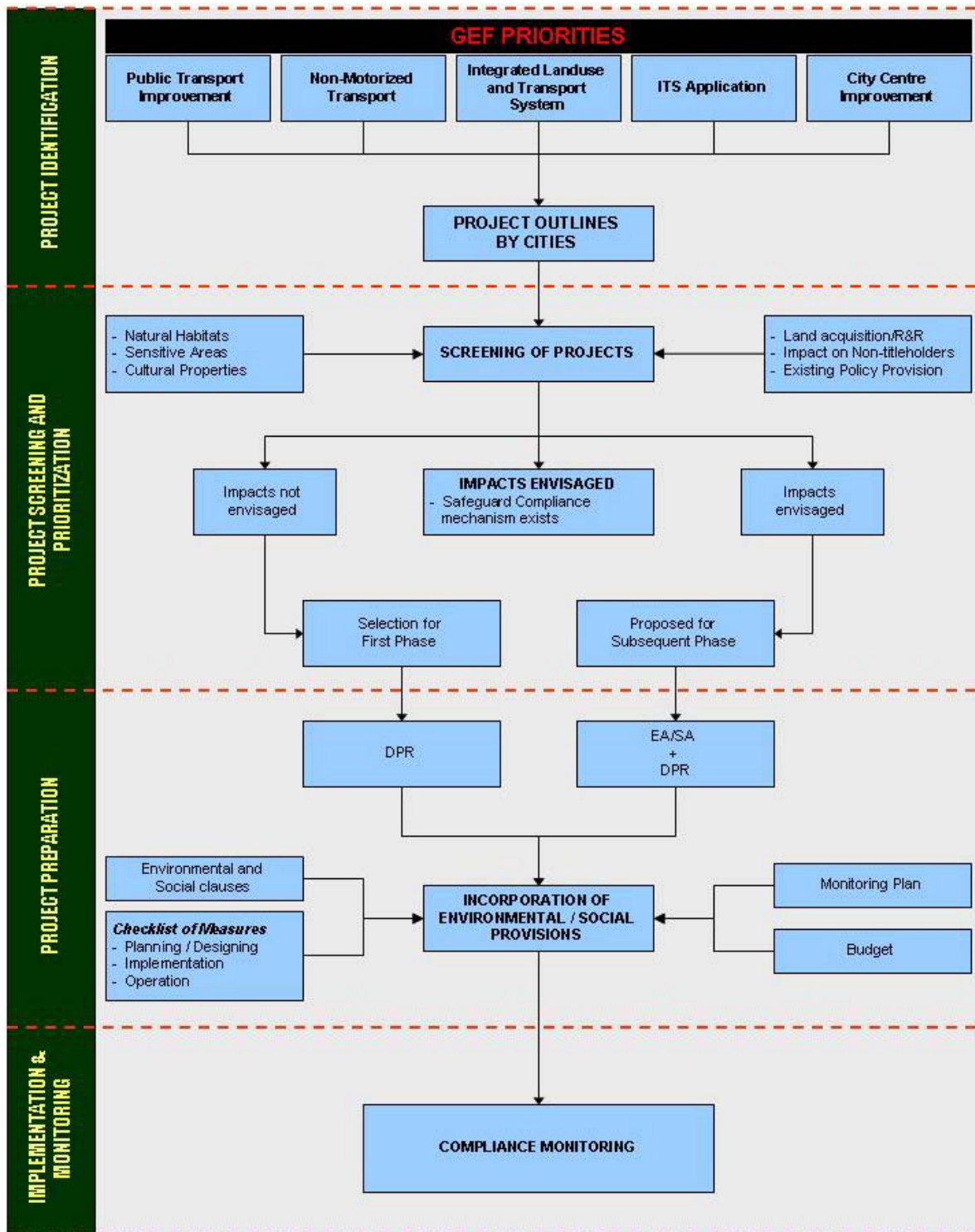


Figure 4-1: ESMF Implementation Process

4.3 APPLICABLE POLICIES

National Resettlement and Rehabilitation Policy, 2007 and the Land Acquisition Act 1894 (as amended in 1984) are the applicable legislations at the centre and these would be applicable for all components of the project. While at the state level, respective state governments have formulated a resettlement policy for various multilaterally funded projects being undertaken in the states and these would be applicable.

In addition, the World Bank policies such as Environmental Assessment OP 4.01¹, Cultural Properties OP 4.11, and Involuntary Resettlement OP 4.12 will be applicable in sub-projects involving civil construction activities and removal of squatters / encroachers.

4.4 POTENTIAL IMPACTS & MANAGEMENT MEASURES

This section details out the potential environmental impacts of the projects funded by GEF under the SUTP. The environmental impacts identified at this stage are preliminary in nature and will need to be further elaborated and potential for occurrence has to be ascertained during further stages of project design and implementation. The management measures for identified impacts are worked out which are to be elaborated and suitable for implementation during the course of the project design. The impacts and management measures are presented in the **Appendix 4.1**.

4.4.1. Involuntary Resettlement

Transport infrastructure and facilities have to be planned so as to have least adverse impact on the community. If a particular location is suitable for all factors except for limited resettlement, necessary safeguards as per the resettlement framework shall to be adopted. Resettlement impacts due to these interventions would be managed through appropriate compensation and rehabilitation measures as per the entitlements of the PAP. All R&R activities should be completed before the construction activity starts, on any project. The impacts and corresponding entitlements considered in such cases have been presented in **Appendix 4.2**.

4.4.2. Cultural Property Resources

Cultural properties within the right-of-way whose structure is likely to get affected should be relocated to suitable locations, as desired by the community before construction starts in the particular section of the project area. Local community need to be contacted and discuss relocation aspects, siting as well as their maintenance. All necessary and adequate care shall be taken to minimize impact on cultural properties (which includes cultural sites and remains, places of worship including temples, mosques, churches and shrines, etc., graveyards, monuments and any other important structures as identified during project preparation and all properties/sites/remains notified under the Ancient Sites and Remains Act). No work shall spill over to these properties, premises and precincts.

¹ As per the OP 4.10, the EA evaluates the project's potential environmental risks and impacts in its area of influence; examines project alternatives; identifies ways of improving project selection, siting, planning, design, and implementation by preventing, minimizing, mitigating, or compensating for adverse environmental impacts and enhancing positive impacts; and includes the process of mitigating and managing adverse environmental impacts throughout project implementation. It also takes into account the variations in project and country conditions; the findings of country environmental studies; national environmental action plans; the country's overall policy framework, national legislation, and institutional capabilities related to the environment and social aspects; and obligations of the country, pertaining to project activities, under relevant international environmental treaties and agreements."

Civil works that involve earth excavation are likely to involve “Chance Find” of archaeological properties and remains. It should be ensured that required care is taken from the crew to not damage these relics or remains that are found eg. an idol, ancient implements, fossils etc. The local authority needs to be notified and work will progress only after the directions issued by such authority have been implemented.

4.4.3. Indigenous Peoples

“Indigenous Peoples” as defined for the purposes of the OP 4.10, are members of distinct indigenous cultural group, collective attachment to geographically distinct habitats or ancestral territories, customary cultural, economic, social or political institutions that are separate from those of dominant society and culture and have an indigenous language different from the official language of the country or the region. Under Article 342 of the Indian Constitution, the following characteristics define indigenous peoples [Scheduled Tribes (STs)], (i) tribes’ primitive traits; (ii) distinctive culture; (iii) shyness with the public at large; (iv) geographical isolation; and (v) social and economic backwardness before notifying them as an ST. IPs have a social and cultural identity distinct from the ‘mainstream’ society that makes them vulnerable to being overlooked or marginalized in the development processes.

All sub-projects are being implemented in the urban areas which consist of SC / ST population. However, these population groups have got absorbed into the mainstream population and do not have distinct practices and customs that qualify them to be classified as indigenous population. Hence, no specific management measures as IPDP is required. However impacts on these groups would be addressed through the entitlement framework specified for the project inline with the ESMF requirements.

4.5 PHASING OF PROJECTS

Projects that have minimal or no environmental and social impacts may thus be considered for implementation on priority while projects that require more rigorous environmental or social assessments should be taken up for implementation only after fully addressing the E&S issues.

At the stage of detailed project preparation, any significant environmental and social issues that may arise should be addressed and mitigated through an EMP / RAP. The environmental and social management measures should be included as part of the specifications and included as a work item in the bidding documents to ensure implementation.

4.6 PARTICIPATION / CONSULTATION DURING PROJECT PREPARATION AND IMPLEMENTATION

The ESMF recommends conduct of project preparation and implementation activities to be community inclusive. The Community participation shall be undertaken at the following stages:

- Selection Stage - to sensitize the community about the project and their role;
- Preparation Stage - for disseminating information pertaining to the project, work schedule and the procedures involved; finalisation of project components with identification of impacts, entitled persons, mitigation measures; and Grievance Redressal; and
- Implementation Stage - for addressing temporary impacts during construction and monitoring for transparency in the project implementation

4.6.1. Information Disclosure

Disclosure Policy is intended to ensure that information concerning the SUTP activities will be made available to the public in the absence of a compelling reason for confidentiality. Information shall be provided in a timely and regular manner to all stakeholders, affected parties, and the general public. Access by the public to information and documentation held or generated by MoUD and implementing agencies will facilitate the transparency, accountability, and legitimacy as well as operations overseen by it. As a part of its disclosure policy, all documents shall be made available to the public in accordance with relevant provisions of the RTI Act, except when otherwise warranted by legal requirements. A designated Information Officer shall be responsible for ensuring timely and complete dissemination in accordance with this policy. A computer based information management systems shall be employed to disseminate information pertaining to the project on the MoUD/SUTP and various IA's website.

The following Project specific information shall be displayed / disseminated for all the GEF-SUTP projects wherever applicable:

- Project Information brochures shall be made available at all the construction sites as well as the office of implementation agency and the office of Engineer in charge.
- Reports and publications, as deemed fit, shall be expressly prepared for public dissemination e.g., English versions of the EA, EMP, SA, RAP, Executive Summary of project documents, Executive summary of the project documents in local language etc.,

4.7 MONITORING AND REPORTING

Implementing agency in each of the states where there is a single project and the corresponding agency for each project in case of multiple projects will be responsible for monitoring and reporting at project level to the state level implementing agency or the Project Implementation Unit. The PIU would in turn report to the PMU at the centre.

An officer in PIU shall be designated as the Environment & Social Safeguards officer to ensure compliance of the project activities with the World Bank safeguards as well as oversee implementation of environment and social provisions as per the ESMF, EMP and RAP where applicable. The objectives of Monitoring and Evaluation include:

- Project management and timely completion;
- Successful completion of Environmental management, R&R activities identified in the EMP and R&R plan as per the implementation schedule;
- Compliance with the Environmental policy, R&R policy and entitlement framework.

The safeguards officer shall play a key role in reporting the progress of implementation as well as compliance to the PIU, PMU and the World Bank. Reporting system recommended in the ESMF needs to be adopted with due modifications specific to the project. The aspects to be monitored are presented below:

- For R&R activities: - Notification of Land Acquisition, Land Value Assessment, Census Survey Notification, Socio-economic profile, Relocation plan for common property resources & cultural property and Grievance Redressal
- For EA activities: - Air Quality at Sensitive Receptors, Noise Levels at Sensitive Receptors, Surface Water Quality Rivers in the vicinity of project areas, Benefits and Survival Rate of Plantation

4.8 GRIEVANCE REDRESSAL MECHANISM

Grievance redressal mechanism is an important aspect in projects involving land acquisition. The redressal of grievance is important to avoid unnecessary legal delays and cost overrun of the project. Also, this is a forum for people to express their dissatisfaction over compensation and R&R provisions.

A Rehabilitation and Resettlement Committee shall be constituted within the PIU to monitor and review the progress of implementation of the scheme or plan of rehabilitation and resettlement of the affected families and to carry out post implementation social audits wherever resettlement activities are to be undertaken. The committee shall be formed including the following members:

- Municipal Commissioner as the Chairman
- Social officer of the PIU;
- Environment and social officer in PMU;
- A representative of a voluntary organization;
- Representative/s of the affected community(or communities)

The functions of the Rehabilitation and Resettlement Committee are:

- to publicize within the District the list of affected persons and the functioning of the grievance redressal procedure established hereby;
- to evaluate grievances from affected persons concerning the application to them of the Entitlement Policy;
- to recommend to the Social Officer, PIU as the case may be, solutions to such grievances from affected persons;
- to communicate the decisions to the Claimants;
- to hear appeals from persons, households or groups who, not being affected persons, believe that they are qualified to be recognized as affected persons, to recommend to the PIU whether such persons should be recognized as affected persons, and to communicate the decision of the PIU in that regard to the Claimants;
- To ensure that all notices, forms, and other documentation required by Claimants are made available Local language.

The Grievance Redressal Mechanism devised is applicable for all the project cities considered under the GEF-SUTP. The committees are to be set up at city level with the representatives as mentioned above. In case of cities where no major environmental and social impacts as in Indore and Mysore, the PIU itself will handle the grievances if any instead of the Grievance Redressal Mechanism.

4.9 CAPACITY BUILDING AND TRAINING

The Environmental and Social Officers involved in the project need to be provided the basic training required for environmental awareness followed by specific aspects of Urban Sector Projects along with Environmental implications in the project. Specific modules customized for the available skill set would need to be devised after assessing the capabilities of the members of the Training Programme and the requirements of the project. The entire training would cover basic principles of environmental assessment and management; mitigation plans and programmes, implementation techniques, monitoring methods and tools. Specific issues of

Urban Environmental Management would need to be undertaken in separate sessions. Typical modules that would be present for the training session are:

- Sensitization of the project implementing agencies on environment and social aspects
- Introduction to Environment, Social and Resettlement Aspects
- Environment, social and resettlement Considerations in Urban Development Projects
- Review of EIA/IEE/EMP & SIA/RAP/LAP and Integration into Design
- Improved co-ordination within Nodal Departments
- Special Issues in SUTP
- Role during construction
- Monitoring & Reporting System
- Target groups for training would be the environment and social officers of PMU and PIU for all the sessions and engineers / planners / managers for orientation sessions. The training sessions should be followed with site visits to have a 'hands on' approach to the program. Suggested modules for the training sessions the mode of training and duration is presented in the ESMF.

4.10 UPDATION AND REVISION OF ESMF

The ESMF would be utilized for screening of projects as well as implementation of the specified environmental and social provisions in the sub-projects of SUTP and is considered to be a 'living document' enabling revision where necessary. During the course of its preparation also the document has been reviewed by the MoUD, the participating Implementing Agencies, The World Bank and various other stakeholders including the public. Comments issued on the draft document have been addressed appropriately in the document and accordingly finalised. The comments received and have been addressed in the document. It is imminent that certain factors that would have been overlooked or not considered due to the preparation of this document upstream in the project cycle, with minimum ground verification would crop up during project implementation. The factors that would have implications on compliance to World Bank, Government of India or respective state government environmental regulations would be addressed through updation of the ESMF

Chapter 5. Procurement Management

5.1 INTRODUCTION

Procurement is a critical element in project implementation and unless carried out efficiently and promptly, the full benefits of the project cannot be realized. Poor procurement leads to project delays, cost overruns, complaints by bidders, and affects creditability of the associated institutions. To enable uniform and effective procurement, this chapter provides general guidelines to all concerned. The responsibility for the execution of the project and for the awards and administration of the Contracts under the project rests with the PIU. These guidelines pertain to procurement, utilizing GEF/WB funds. Implementing Agency [IA] shall be responsible for procurement of goods, works and services in accordance with the provisions of the Loan Agreement, including the provisions of prior review by MoUD/ PMU and the World Bank, if required, at various stages of procurement. All procurements using GEF/WB funds under the project, would be carried out as per the "Guidelines, Procurement under IBRD Loans and IDA Credits, May 2004, revised October 2006" including latest modifications if any and "Guidelines, Selection and Employment of Consultants by World Bank Borrowers, May 2004, revised October 2006" as also the latest modifications if any (together termed as "The Procurement Guidelines").

In the event of any inconsistency/lack of clarity, IAs would be required to contact Bank for clarifications as the provisions of "The Procurement Guidelines" shall prevail upon the provisions of the manual.

It is the Bank's policy to require that Borrowers (including beneficiaries of Bank loans), as well as bidders suppliers and contractors observe the highest standards of ethics during the procurement and execution of contracts. In pursuance of this policy, the Bank has defined various aspects of unethical practices and consequent sanctions by the Bank under the heading "Fraud and Corruption" in para 1.14 of the Procurement Guidelines May 2004, revised October 2006, and para 1.22 of the Consultant Guidelines. The IAs should carefully go through these for implementation while arranging procurements of Goods, Works and Consultants with Bank's financing. The guidelines for checking fraud and corruption and handling of complaints have also been elaborated in chapter 8 of the Operations Manual.

5.2 MISPROCUREMENT

As per para 1.12 of Procurement Guidelines and 1.17 of the Consultant Guidelines for procurement of Goods/works and Services respectively the Bank does not finance expenditures for procurements not undertaken with full compliance of the agreed provisions of the Loan Agreement and as elaborated in the Procurement Plan. In such cases, the Bank will declare misprocurement, and it is the policy of the Bank to cancel that portion of the loan allocated to the procurement of either goods/works or services that have been misprocured.

The Bank, may in addition, exercise other remedies provided under the Loan Agreement. Even once the contract is awarded after obtaining a "no objection" from the Bank, it may still declare misprocurement if it concludes that the "no objection" was issued on the basis of incomplete, inaccurate or misleading information furnished by the Borrower or the terms and conditions of the contract had been modified without Bank's approval.

5.3 PROCUREMENT PLAN

A Procurement Plan (PP), in the prescribed format, (**Appendix 5.1**) will include estimated cost of each package, the method of procurement/selection, the prior review requirements and other bidding details, shall be prepared by implementing agency and the same shall be finalized in consultation with the Bank. It will be prepared only for first 18 months of project implementation and will be revised annually or earlier. The PP will be updated in agreement with the Bank to reflect the actual project implementation needs.

5.4 STANDARD BIDDING DOCUMENT AND RFP

Procurement of Works, Goods or Services other than consulting services shall be made using Bank's Standard Bidding Documents (SBD) and as agreed with the Bank. All consulting services shall be procured following Standard Request for proposal (RFP). The Standard documents have been shared with the cities and may be downloaded from the website <http://worldbank.org/procure>. For National Competitive Bidding (NCB), the model bidding documents agreed with the GOI taskforce (shared with cities – Document W-2) will be used incorporating latest guidelines on Fraud & corruption.

5.5 PROCUREMENT OF GOODS AND WORKS

5.5.1. *Methods of Procurement*

The ICB (is the most preferred method) is to be adopted in situation where the following conditions hold true:

- Generally for packages costing more than the equivalent of US \$200,000 (Goods)/US \$ 10,000,000(Works) or as provided in the loan agreement; and
- Irrespective of value, where supplies need import and entail payment in foreign currency.

The steps for undertaking these types of procurement are:

- Publication of General Procurement Notice followed by specific Invitation for Bid (IFB) in United Nations' Development Business (UNDB) online and dg Market publication;
- Transmission of IFB to those who have expressed interest in response to the General Procurement Notice;
- Publication of IFB in national newspapers having wide circulation in all regions of country;
- Use of standard bidding document;
- Sale of bidding document to start only after publication of IFB in UNDB and national newspapers; and
- Bidding period 45 to 90 days from date of start of sale of bidding documents.
- Notification/Advertising;
- (Pre-qualification, if provided in the Legal Agreement);
- Issue of Bidding Documents;
- Submission of Bid;
- Public opening of bids;-- Bids to be opened at the venue, time and date (as published/notified) by a committee nominated by the competent authority in the presence of Bidders or their authorized agents. All prices and other commercial terms are read out during the opening.
- Evaluation (Domestic preference will be available to the Indian Industry as compared to the Foreign Bidders, to the extent as applicable in the guidelines and provided in the Bid documents);

- Selection of lowest evaluated responsive bid - based on post qualification;
- Contract Award;
- Contract Performance;
- Award to be published in UNDB online/web; and
- Publication of award in Development Business
- Debriefing of bidders

B) Limited International Bidding (LIB)

Essentially ICB by direct invitation to selected bidders of proven capacity cum capability from at least two different countries without open advertisement.

To be adopted where:

- The amounts are small;
- There are only a limited number of suppliers of the particular Goods or Services needed.

Same procedure to be followed as ICB except for advertisement and domestic preference, which are inapplicable.

The Project, however, does not envisage use of LIB.

C) National Competitive Bidding (NCB)

NCB is also competitive bidding advertised nationally for procuring Goods or Works. However, foreign bidders are not to be precluded from participation, and Domestic preference will not be applicable.

To be adopted where:

- Generally for packages costing not more than US \$200,000* (Goods)/US \$ 10,000,000 (Works) or as provided in the loan agreement; and
- Works are scattered geographically or spread over time;
- Works are labour intensive;
- The Goods and Works are available at prices below international market and the advantages of ICB are clearly outweighed by the administrative or financial burden involved.

Requirement:

NCB procedures will be in accordance with the requirement of Paragraph 3.3 and 3.4 of the World Bank procurement guidelines and with the following additional conditions:

- Only the model bidding documents for NCB agreed with the GOI Task Force (and as amended from time to time) shall be used for bidding;
- Invitations to bid shall be advertised in at least one widely circulated national daily newspaper, at least 30 days prior to the deadline for the submission of bids;
- No special preference will be accorded to any bidder either for price or for other terms and conditions when competing with foreign bidders, state-owned enterprises, small-scale enterprises or enterprises from any given State;
- Except with the prior concurrence of the Bank, there shall be no negotiation of price with the bidders, not even with the lowest evaluated bidder;
- Extension of bid validity shall not be allowed without the prior concurrence of the Bank (i) for the first request for extension, if it is longer than four weeks; and (ii) for all subsequent requests for extension

irrespective of the period (such concurrence will be considered by the Bank only in cases of *force majeure* and circumstances beyond the control of the Purchaser/Employer);

- Re-bidding shall not be carried out without the prior concurrence of the Bank. The system of rejecting bids outside a pre-determined margin or “bracket” of prices shall not be used in the project;
- Rate contracts entered into by Directorate General of Supplies & Disposal, (DGS&D) will not be acceptable as a substitute for NCB procedures. Such contracts will be acceptable however, for procurement under Shopping procedures;
- Two or three envelope systems shall not be used

D) Shopping:

Shopping procedures shall be in accordance with the requirements of paragraph 3.5 of the World Bank procurement guidelines.

Shopping is a procurement method based on comparing price quotations obtained from several national/international suppliers (in case of goods and) or from several contractors (in case of civil works), with a minimum of three to assure ensure competitive prices. It is an appropriate method for procuring readily available off-the-shelf goods or standard specifications commodities of small value and are ordinarily available from more than one source. Limited Competitive Bidding/ Shopping shall be allowed for contracts maximum up to US \$ 10,000 for works and goods.

The following considerations shall be kept in view while adopting this procedure:

- Approval of competent authority may be obtained for items of goods to be purchased along with specifications, estimated costs and agencies from which quotations should be invited.
- The requests for quotations shall contain the description, specifications, quantity of the goods, terms of delivery of goods as well as desired completion period.
- If the quotations are called for more than one item it should also be indicated whether the evaluation would be for each item separately or as a package of all items together.
- Quotations can also be obtained by telex or facsimile. The terms of the accepted offer shall be incorporated in a purchase order or brief contract.
- Rate Contracts finalized by the Directorate General of Supplies & Disposals (DGS&D) will be acceptable for any procurement under applicable shopping thresholds.

Following points should always be mentioned in the letter of inviting quotations.

Calling Quotations

- Give description, specifications and quantity.
- Specify that the contract shall be for the full quantity of each item.
- All duties, taxes and other levies payable on the raw material and components shall be include in the total prices.
- Sales tax/other applicable Taxes in connection with the sale shall be shown separately.
- The rates quoted by the bidder shall be fixed for the duration of the contract and shall not be subject to adjustment on any account.
- The Prices shall be quoted in Indian Rupees only.
- Each bidder shall submit one quotation.

F) Direct Contracting

- Goods and works which meet the requirements of paragraph 3.6 of the World Bank procurement guidelines may be procured following Direct Contracting procedures.

- Direct Contracting, proprietary items, such as spare parts, software, up to US \$ 1,000 equivalent per contract meeting requirements stated in the Procurement Guidelines of the Bank and petty items costing up to US \$ 200 per contract may be procured through Direct Contracting

G) Force Account

Force Account is construction departmentally by the use of borrower's own personnel, materials and equipment (generally limited to 10% of the cost of Civil Works) where:

- Quantities of work involved cannot be defined in advance;
- Works are small and scattered or in remote locations where mobilization costs for contractors would be unreasonably high;
- There are emergencies needing prompt attention.
- However, No Force Accounts are envisaged under the Project.

Summary of the Method of Procurement

Category	Method of Procurement	Threshold (US\$ Equivalent)
Civil Works and Supply & Installation of Plants	ICB	> 10 Million
	NCB	Up to 10 Million
	Shopping	NA
	Others :	NA
Goods (also applicable for non-intellectual services and the services contracted on the basis of performance of measurable physical outputs)	ICB	> US \$ 200,000
	NCB	> US \$ 20,000but < us\$ 200,000
	Shopping	< US\$ 10,000
	Others	NA
IT Systems;	ICB	> US\$ 500,000

5.5.2. Review of Procurement

Procurement Decisions shall be subject to Prior Review by the Bank as stated in Appendix 1 to the Procurement Guidelines. For Prior review by the Bank PMU will carry out quality check on all procurement documents to be prepared by the IAs and then forward the same with its recommendations to the Bank for prior review. PMU shall be responsible for prior review of all procurement cases upto the threshold in the table below for which each IA shall forward the complete procurement documents to MoUD.

Table 5-1: Prior Review Threshold for Procurement of Goods and Works [to be finalized after receipt of details]

Procurement Method	Prior Review Threshold by the Bank	Prior Review by MoUD	Remarks
ICB (Goods)	> US \$ 200,000	> US \$ 100,000 and <US \$ 200,000	
NCB (Goods)	> US \$ 100,000	> US \$ 50,000 and <US \$ 100,000	
ICB (Works)	All	NIL	All ICB Contracts subject to prior review irrespective of value
NCB (Works)	> US \$ 500,000	> US \$ 250,000 and <US \$ 500,000	
Direct Contracting	All	NIL	All contracts irrespective

Procurement Method	Prior Review Threshold by the Bank	Prior Review by MoUD	Remarks
			of value
IT System	> US\$ 100,000	> US \$ 50,000 and <US \$ 100,000	

A) Prior Review

Prior Review will consist of review of:

- invitation for bid;
- bidding documents;
- minutes of pre-bid conference; and amendments to the bidding document
- bid evaluation report (suggested format included in the Procurement Procedures brochures); and
- final contract(s) with checklist (format of checklist included in the Procurement Procedures brochure) for obtaining WBR number from the WB

B) Post Review of contracts other than prior review cases will consist of review of final concluded Contract(s) with checklist and supporting documents for all other cases. Each PIU shall maintain complete files of all documents to be available for yearly reviews by the Bank.

5.5.2 Important considerations for Procurement

Principal criteria to be followed are transparency, economy and efficiency, opportunity to all eligible bidders and encouraging development of domestic contracting and manufacturing industries.

- The Standard Bidding Documents/ Model bidding documents for procurement of Works and Equipment (ICB/NCB respectively) shall be used used; fixing appropriate qualification & evaluation criteria and ensuring filling of all blanks.
- Detailed design and engineering, including soil investigation, acquisition of land for works and preparation of technical specification for equipment, to be completed before invitation of bids.
- Schedule of rates (based on which estimates are prepared) should be updated regularly taking into account realistic data based on the construction methodology to be used, current market prices for materials and labour, and reasonable contractor's profit.
- Bill of Quantities should have a separate schedule for those general items, which are not covered in analysis of rates adopted for estimation.
- Bidders may quote speculative/non-competitive prices for items with zero quantity in BOQ, as this will not affect the bid evaluation. Hence no item with nil quantity should be included in BOQ.
- Except with the prior concurrence of the Bank, there shall be no negotiation of price with the bidders, even with the lowest evaluated bidder;
- Extension of bid validity shall not be allowed without the prior concurrence of the Bank
 - (a) For the first request for extension if it is longer than four weeks; and
 - (b) for all subsequent requests for extension irrespective of the period (such concurrence will be considered by Bank only in cases of circumstances beyond the control of the Purchaser / Employer):
- Re-bidding shall not be carried out without the prior concurrence of the Bank. The system of rejecting bids outside a pre-determined margin or “ bracket” of prices shall not be used in the project
- Two or three envelop system will not be used.

(a) Bid Security:

- A fixed amount usually 2 to 5% for Goods and 1 to 3 % for Works [For small value purchases and in some specific cases, where bid security is considered not essential, for example in vehicles it could be dispensed with] [*a system of self declaration by bidders under which a winning bidder who does not sign the contract becomes ineligible for bidding for a specified period is provided in the new Guidelines as acceptable alternative*].

(b) Performance Security:Works

5% of contract price

Goods

5 to 10% of contract price

(c) Retention Money:Works

5% of contract price

(50% to be retained till completion of the whole of the works and 50% to be retained till the end of defects liability period)

Goods

Nil

- (Bank guarantees submitted by bidders/contractors/suppliers should be unconditional and be in the specified formats. Bid and performance securities of Joint Ventures should be in the name of all partners in the Joint Venture submitting the bid).
- Bidding documents should generally avoid submission of samples along with bids by bidders as this requirement discourages competition and increases the bid prices. Alternatively bidders should be requested to confirm that their product meets with the required specifications and in support attach appropriate test certificates from recognized testing laboratories.
- No filtration in the sale of bidding document. It should be sold and made available by mail as well, to all whosoever pays the required fee and requests for it.
- Where Bidders are not pre-qualified, minimum post qualification criteria should be clearly specified in the bidding document and enforced.
- Contractors should be made responsible to provide all materials including Cement and Steel etc.
- Minimum bidding period for NCB -30 days and ICB -45 days (from the date of publication of IFB in press /UNDB or the date the documents are made ready for sale, whichever is later).
- Bidding documents should be made available for sale till a day prior to the last date of receipt of bids. The time for the public bid opening should be the same for the deadline for receipt of bids or promptly thereafter (to allow only sufficient time to take the bids to the place announced for public bid opening).

Bidders could submit their bids either by post or in person on any day during the bidding period. Bids should be received only at one place and should be kept in safe custody till the stipulated time of opening.

Publicity of Bid NoticesICB

- UNDB online and dg Market publication
- Copies to bidders who have expressed interest in response to the General Procurement Notice.
- Publicity in the national press having a wide circulation in all

NCB

-
- Copies to bidders who have expressed interest.
- Publicity in the national press having a wide circulation

regions of the country.

in the country.

- For large, specialized or important contracts, publicity in well known technical magazines, newspapers and trade publications of wide international circulation.

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- No preference to any bidder or class of bidders, either for price or for other terms and conditions.
- All bids received should be opened and read out at the time of bid opening which should be immediately after the dead line for submission of bids. **No bid should be rejected at bid opening except for late bids, which shall be returned unopened to the Bidder.** Minutes of bid opening must be prepared and signed by the bid opening committee and by the representatives of the bidders. A copy of bid opening statement for all prior review cases shall be forwarded by each IA to the Bank.
- Evaluation of bids should be made strictly in terms of the provisions and criteria disclosed in the bidding document. Evaluation report should be drafted on the suggested format.
- Single bids should also be considered for award if it is determined that publicity was adequate, bid specifications/conditions were not restrictive or unclear and bid prices are considered reasonable.
- Award should be in favour of the lowest evaluated responsive bidder, who is determined to be qualified to perform the contract satisfactorily.
- Evaluation and award decision of bids including the World Bank's review should be completed within the initial period of bid validity. An extension of bid validity, if justified by exceptional circumstances shall be requested in writing from all bidders (of valid bids only) before the expiration date. The extension shall be for the minimum period required to complete evaluation, obtain necessary approvals and award of contract. In the case of fixed price contracts the bid validity period may be extended a second time only if the bidding documents or the request for extension shall provide for appropriate adjustment of the bid price to reflect changes in the cost of inputs for the contract over the period of extension. Such an increase in the bid price shall not be taken into account in the bid evaluation. In the case of prior review contracts, WB's prior approval will be required for (i) a first extension of the bid validity period if the period of extension exceeds 4 weeks; and (ii) any subsequent extension of bid validity period.
- If there is undue delay in awarding the contract, the Bank may consider declaring the same as misprocurement.
- For works valued Rupees ten million and above the construction method(s)/program and quality control details submitted by the bidders should be examined for acceptability before finalizing award recommendation; this should be attached to the contract agreement for facilitating monitoring during implementation.
- The system of rejecting bids outside a predetermined margin or bracket of prices will not be used. Rejection of all bids on this account, irrespective of value, should be referred to the Bank for review and issue of no objection [Rejection is permitted only if the lowest bid is much higher than available budget resources]. Format for seeking no objection of Bank provided separately.
- In the case of rejection of bids due to submission of collusive (unreasonably high) prices, bidders must be requested to furnish breakdown of unit rates providing justification for higher bid prices. If this justification, after review, is determined rational, contract should be awarded to the lowest evaluated responsive bidder. If not, these bidders must be declared as ineligible in the rebid for that contract.
- In the case of civil works splitting in award of contracts shall not be carried out. When two or more bidders quote the same lowest price, an investigation should be made to determine any evidence of collusion, following which:
 - i) if collusion is determined, the parties involved should be disqualified and the award should then be made to the next lowest evaluated and qualified bidder; and

- ii) if no evidence of collusion can be confirmed, then fresh bids should be invited after receiving the concurrence of the W.B.
- Under ICB/NCB bids should not be invited on the basis of bidders quoting a percentage premium or discount over the estimated cost of the employer.
- During execution of contracts, all material modification or waiver of the terms and conditions of contract or material extension of stipulated time or change order which would increase the contract cost by over 15% should be reported to the Bank in the prescribed format **and the same shall be subject to prior review by the Bank in case of contracts subject to prior review by the Bank**
- Repeat order system (in vogue with government) is not acceptable.
- In all contracts for works (civil as well as supply / erection), the adjudicator / technical expert or Dispute Review Board should be in position / constituted immediately on signing of the Contract Agreement.

Results of award should be published in Development Business and Gateway for ICB/LIB and Direct Contracting and unsuccessful bidders, who seek, should be debriefed.

5.6 PROCUREMENT OF CONSULTANTS

5.6.1. Methods of Procurement

The hiring of consultants will be undertaken through competition among qualified short-listed firms in which the selection is based both on the quality of the proposal and on the cost of the services to be provided (Quality- and cost-Based Selection [QCBS]). However, there are many cases when QCBS is not the most appropriate method of selection.

The other acceptable selection procedures in addition to QCBS are as under:

- Quality Based Selection (QBS)
- Fixed Budget Selection (FBS)
- Least Cost Selection (LCS)
- Selection based on Consultant's Qualification (QCS)
- Single Source Selection (SSS)
- Selection of individual consultants

A) Steps for hiring under QCBS method

- preparation of the Terms of Reference (TOR);
- preparation of cost estimate and the budget;
- advertising;
- preparation of the shortlist of consultants;
- preparation and issue of the Request for Proposal (RFP);
 - (i) Letter of Invitation (LOI);
 - (ii) Information to Consultants (ITC); and
 - (iii) Proposed contract;
- receipt of proposals;
- evaluation of technical proposals : consideration of quality;
- evaluation of financial proposal;
- final evaluation of quality and cost incorporating the weightage assigned to quality of the proposal and the cost as quoted ; and
- negotiations and award of the contract to the selected firm.

- publication of award in web and debriefing of unsuccessful consultants.

a) The Terms of Reference should include:

- A precise statement of objectives;
- An outline of the tasks to be carried out;
- A schedule for completion of tasks;
- The support/inputs provided by the client;
- The final outputs that will be required of the Consultant;
- Composition of Review Committee (not more than three members) to monitor the Consultant's works and procedures for; and
- Mid term review and Progress Reports required from Consultant;
- Review of the final draft report;
- List of key positions whose CV and experience would be evaluated.

b) Cost estimate and the budget

The Cost Estimates or Budget should be based on the PIU's assessment of the resources needed to carry out the assignment; staff time, logistical support, and physical inputs (for example, vehicles and laboratory equipment). Costs shall be divided into two broad categories; (a) fee or remuneration and (b) reimbursable and further divided into foreign and local costs.

c) Advertisement

Advertisement in UNDB, National/International newspapers, and technical magazines is mandatory for all consultancies (seeking Expression of Interest) for all consultancies valued above US \$ 200,000.

d) Short listing

PIUs are responsible for preparation of the shortlist and shall give first consideration to those firms expressing interest, which possess the relevant qualifications. The shortlists shall comprise of at least six firms with a wide geographic spread as per Guidelines for Selection of Consultants. The shortlist can comprise of entirely national consultants if the value of assignment is less than US\$ 500,000. However, if foreign firms have expressed interest, they shall not be excluded from consideration. *[In these cases payment can be in the country of the PIU].*

e) Request for Proposals (RFPs)

The RFP shall include:

- a Letter of Invitation (LOI);
- Information to Consultants;
- the TOR; and
- the proposed contract

PIUs shall use the standard RFPs prepared for the SUTP.

f) The evaluation of the technical proposals should be done as per criteria specified in the Letter of Invitation. The evaluation report should be compiled in the format specified and forwarded to the PIU/World Bank for review and comments/No objection, for all prior review cases, firstly before price envelopes are opened publicly and combined evaluation is done

(financial cum technical), and secondly after final selection is made following combined evaluation and before the contract is negotiated with selected consultant.

The factors given in **Table 5-2** are generally taken into account for evaluation:

Table 5-2: Technical Evaluation Factors

Evaluation Factors		Points
Quality (Each should have a sub-criteria not exceeding three)	Experience	0 to 5
	Methodology	20 to 25
	Key Personnel *	55 to 60
	Transfer of Knowledge	5
	Nationals in key staff	10
Price (cost)	Exclusive of taxes	
Combined	Quality	75
	Cost	25

* The individuals shall be rated in the following three sub-criteria, as relevant to the task:

- General qualifications: General education and training, length of experience, positions held, time with the consulting firm as staff, experience in developing countries and so forth;
- Adequacy for the assignment: Education, training, and experience in the specific sector, field, subject, and so forth, relevant to the particular assignment; and
- Experience in the region: Knowledge of the local language, culture, administrative system, government organization, and so forth.

g) Negotiations

Negotiations shall include discussions of the TOR, the methodology, staffing, PIUs inputs, and special conditions of contract.

The selected firm should not be allowed to substitute key staff, unless both parties agree that undue delay in the selection process makes such substitution unavoidable or that such changes are critical to meet the objectives of the assignment. Financial negotiations shall include clarification of the consultants' tax liability in the PIU's own country (if any), and how this tax liability has been or would be reflected in the contract.

i) Publication of Award

In QCBS/SS/CQS, award should be published in UNDB/online and in dg/Market as indicated above.

j) Debriefing

Consultants desirous of knowing why they were not selected should be debriefed.

B) Other Methods for selection of Consultants

Methods of selection, other than QCBS are to be used in the following circumstances:

For complex or highly specialized assignments or those, which invite innovations, high downstream impact etc., selection based on the quality of the proposal (Quality-Based Selection [QBS]), would be more appropriate. RFP may request submission of technical proposal only or both technical and financial proposals in separate envelopes. RFP shall provide either the estimated budget or the estimated number of key staff. The financial proposal and the contract should then be negotiated.

Fixed Budget selection is appropriate only when the assignment is simple and can be precisely defined. RFP shall indicate the available budget and request the consultants to provide their best technical and financial proposals. Consultant who submitted the highest ranked technical proposal shall be invited to negotiate.

Selection based on Consultant's qualifications is used for very small assignments for which the need for preparing and evaluating competitive proposals is not justified. In such cases, the employer shall prepare the TOR, request for EOI and consultant's experience and competence relevant to the assignment, establish a short list, and select the firm with the most appropriate qualifications and references. The selected firm shall be asked to submit a combined technical-financial proposal and then be invited for negotiating the contract.

Single Source Selection is appropriate only if it presents a clear advantage over competition:

- (a) for tasks that represent a natural continuation of previous work carried out by the firm;
- (b) where a rapid selection is essential (emergency operation) (c) for very small assignments (not to exceed US \$50,000); or
- (d) when only one firm is qualified or has experience of exceptional worth for the assignment.

These cases should be identified and agreed between the Borrower and the Donor and should be specified in the Legal Agreement.

Selection of Individual Consultants is resorted to when teams of personnel are not required or no additional outside (home office) professional support is required.

Selection Methods and Thresholds for Consultancy Services are summarised as under:

Category	Method of Procurement	Threshold (US\$ Equivalent)
All types of selection	QCBS	All values
Routine nature like Audits	LCS	All values (with prior clearance of the Bank)
Small assignments	CQS	<100,000
Simple assignments which can be precisely defined and where budget is fixed	FBS	All values (with prior clearance of the Bank)

5.6.2. Review of the Procurement Process

The review of the complete procurement process for hiring of consultants is a necessity and will be carried out by the PMU/World Bank and the PIU will be responsible for obtaining their "No Objection" at various stages of procurement.

A) Prior Review

Procurement Decisions shall be subject to Prior Review by the Bank as stated in Appendix 1 to the Procurement Guidelines. For Prior review by the Bank PMU will carry out quality check on all procurement documents to be prepared by the IAs and then forward the same with its recommendations to the Bank for prior review. PMU shall be responsible for prior review of all procurement cases upto the threshold in the table below for which each IA shall forward the complete procurement documents to MoUD. Prior review is generally necessary in the following conditions but each Project will be dealt with as per provisions in the Procurement Plan and Legal Agreement:

Selection Method	Prior Review Threshold by Bank	Prior Review by MoUD	Remarks
Competitive Methods (Firms)	> US \$ 100,000	> US \$ 50,000 and <US \$ 100,000	
Single Source (Firms)	All	NIL	All single source contracts shall be subject to prior review by the Bank irrespective of value
Individual Consultants	> US \$ 20,000	> US \$ 10,000 and <US \$ 20,000	

Prior review would be carried out by the Donor Agency at following items during the process of procurement:

- Terms of Reference
- Short List;
- RFP documents containing Letter of Invitation, Information to Consultants and Conditions of Contract;
- Evaluation report of the technical proposals;
- Report after financial / combined evaluation (with a copy of the winning proposal for information only);
- Negotiated draft contact; and
- Final Contract (to be accompanied by Checklist) for obtaining WBR number from the WB..

B) Post Review

All cases of procurement which do not come under the ambit of Prior Review shall be post reviewed by the Bank.

Post review covers the final contract along with appendices and copy of evaluation note/award recommendations, which should be submitted along with the Checklist. (However, Terms of Reference and Consultants contracts for assignments of critical nature, (as decided by the Bank at the time of reviewing the procurement plans and signing the loan agreement), will be reviewed by the Bank in all cases, regardless of value).

5.6.3 Types of Consulting Contracts (Mostly Finalised)

A) Lump Sum (Paragraph 4.1 of CGL)

Lump Sum contracts are used for assignments in which the content and the duration of the work is clearly defined. Payment is made upon delivery of outputs. The main advantage of this type of contract is that it is easy to administer. Examples of Lump Sum contracts include:

- Feasibility Studies
- Environmental Studies
- Detailed design of a standard structure

B) Time Based (Paragraph 4.2 of CGL)

Time Based contracts are used for assignments in which it is difficult to define the scope and the duration of the work to be performed. Payment is based upon an hourly, daily, or monthly rate, plus reimbursable expenses using actual expenses or agreed-upon unit prices. This type of contract provides for a maximum total payable amount that includes a contingency for

unforeseen work and duration, price adjustments etc. Examples of Time Based Contracts include:

- Preparation of data
- Complex Studies
- Supervision of construction
- Training assignments
- Advisory services

Chapter 6. Financial Management

6.1 INTRODUCTION

In order to enable consistency and quality in managing the financial aspects of the project, this chapter outlines the operating procedures relating to financial management at the national (PMU) and the city level (PIU) implementing agencies. It includes institutional arrangements, fund flow mechanism, budgeting, accounting, auditing and reporting. The coverage is by no means exhaustive. Issues which have not been addressed here would have to be considered on a case-by-case basis by the PMU and the PIU as and when they arise during the execution of the project.

6.2 INSTITUTIONAL ARRANGEMENT

The project will be implemented by 9 different agencies in 8 states of the Union of India and by the MoUD at the Central government level. The implementing agencies include 5 Corporations: Ajmer, Greater Hyderabad, Jalandhar, Pune and Pimpri Chinchwad, 1 Development Authority (Naya Raipur); 1 company (Indore City Transport Services Ltd.), 1 Transport Corporation (Karnataka State Roads Transport Corporation) and 1 Department (Kerala Sustainable Development Project). The IAs will be responsible for all aspects of project implementation. Oversight responsibility will vest with state governments, while PMU will exercise limited oversight functions. Control framework as per the statutory and governance requirements of the concerned IA will apply. The IAs (through professional accountants) will be responsible for maintenance of separate books of accounts, preparation of budgets, presentation of claims, following up with Gol on amounts released as ACA, submission of accounts to internal and external audit and taking appropriate action on internal auditors' comments.

The MoUD acting through a PMU will have limited coordination responsibility with respect to IAs. MoUD will coordinate internal and statutory audit. The scope and reporting of both audits will cover all 10 implementing agencies separately.

To ensure consistency and quality in the financial management function across the different ULB'S, a Financial Management Manual (FMM) has been prepared which consists of accounting policies/procedures, funds flow arrangements, and formats for books of account/reporting.

The PMU will provide training to IAs to carry out all financial reporting, accounting, audit and claims relevant to project expenditures so that these are carried out in accordance with the FMM. It may also organize training session on Financial Management (FM) for Finance Managers of the PIU before the commencement of the project or during implementation, as may be considered necessary.

PMU and PIU's shall appoint experienced professionals with finance background to handle the FM functions. Every PIU should have at least one finance manager specific to the project. The finance manager of PIU along with the team will work in coordination with FM specialist at PMU. All the staffing process will be completed before commencement of the actual execution.

6.3 BUDGETING

Cost related to GOI's package will be included in the respective budgets of MOUD and MOF, under appropriate heads.

Cost related to IA's package will be included in the budget of State, under appropriate head.

Annual work plans as described in approved DPR , associated procurement plans and Forecast of the next six months expenditure will be submitted by all PIU's to PMU at the beginning of every year based on which the PMU will recommend release of funds to the PIU in advance.

Each IA will monitor expenditure against its own budget; the PMU will carry out overall monitoring of project budget at national level.

From a financial management perspective, the project is expected to require quarterly reviews looking at internal controls, fund flows, auditing arrangements, and issues relating to decentralized locations. This will be through a combination of desk reviews and field visits. Special focus will be given to compliances of the budgets and work plans submitted with strict adherence to the FMM.

6.4 ACCOUNTING

Accounting for the project will be carried out on modified accrual basis of accounting. Expenditures will be recorded at the time of payments, and all transfers from the State to downstream IA will be recorded as advances until payment of expenditure.

All payments to contractors, consultants and suppliers shall be considered as expenditure and other transfers shall be considered as advances.

All sources of funds and all expenditures, advances will be reflected in the Entity Financial Statements including all commitments.

A register of fixed assets indicating assets created/acquired through the project will also be maintained which gives information relating to quantity and location. Further, it will be reconciled with financial books on periodic basis.

Inventory records of the material purchased will be maintained and the PIU will undertake monthly reconciliation with financial books.

Particular attention will be given to maintenance of works and contractor's registers.

The PIU will prepare Annual Financial Statements (AFS) which will comprise the following:

- A. Statement of Sources and Application of Funds.
- B. Schedules Annexed to Project Financial Statements:
 - An Annual Statement reconciling the advances received and actual expenditures made, both quarter by quarter and annually.
 - Statement comparing budgeted estimates with actual expenditures by IA
 - Statement of Commitments by IA for the sub project
- C. Significant Accounting Policies and Explanatory Notes
- D. Statement of Forecasted Expenditures

6.5 FINANCIAL REPORTING

6.5.1 The PIU will submit Quarterly IUFRR to PMU in pre- agreed formats. The IUFRR will broadly consist of the following:

- A. Statement of Sources and Application of Funds.
- B. Schedules Annexed to Project Financial Statements:
 - A Statement reconciling the claims received and actual expenditures made, both quarter by quarter and up to date
 - Statement comparing budgeted estimates with actual expenditures by IA
 - Statement of Commitments by IA for the sub project
- C. Significant Accounting Policies and Explanatory Notes
- D. Statement of Forecasted Expenditures
- E. Annexure showing reconciliation of releases by Bank.
- F. Bank reconciliation statement
- G. Details of the fixed assets created during the period along with the description and location.
- H. Internal audit report with last Quarter Compliance Status.

The formats of the reports are given in FMM.

6.5.2 The PMU will make the limited review as listed in FMM and endorse the IUFRR to Bank for release of the funds.

6.6 INTERNAL CONTROL AND INTERNAL AUDIT

Internal control will be needed both at PMU and PIU level.

PMU: The responsibilities of the PMU as per the FMM include control procedures such as procedure for endorsement of the IUFRRs, system of conducting the Internal and Statutory Audits, compliance of the Audit observations etc.

PIU: Most of the PIU's have been formed under the Municipal act of the states. The Act has defined the authorization limits and process very well. In such case the authorization process will be followed as described in Municipal Act. At the same time system and processes defined in FMM will also be followed.

The Internal Audit function under the project, on quarterly basis shall be entrusted to a single firm of Chartered Accountants (CA) for all IAs and PMU. The terms of reference of Internal Auditors are provided in FMM which are in accordance with the International Institute of Internal Auditors.

6.7 FUND FLOW

The fund flow arrangements discussed here were finalised by the MoUD and CAAA in concurrence of the World Bank during a meeting held on 15th December 2008. As per the minutes of the meeting the Government of India (GoI) will open a Special Account (SA) in Reserve Bank of India to receive disbursements from the World Bank. The initial SA advance from the Bank will be based on forecasted cash flows for 6 months. Thereafter all disbursements will be based on six monthly IUFRRs and revised forecasted cash flows for next six months. These six monthly IUFRRs will be reconciled with Audited Annual Financial Statements. An indicative disbursement schedule will be as follows:

Expenditure Period	IUFR Due	Disbursement	Audit Due	Adjustment	GOI Financial Year
Apr 09- Sept 09	Nov 09	Dec 09	Sep 10	June 11	2009-10
Oct 09 - Mar10	May 10	Jun 10	Sep 10	Jun 11	2009-10
Apr 10-Sept 10	Nov 10	Dec 10	Sep 11	Jun 12	2010-11
Oct 10-Mar 11	May11	Jun 11	Sep 11	Jun 12	2010-11
April 11- Sept 11	Nov 11	Dec 11	Sep 12	Jun 13	2011-12
Oct 11- Mar 12	May 12	Jun 12	Sep 12	Jun 13	2011-12
Apr 12-Sept 12	Nov 12	Dec12	Sep 12	Jun13	2012-13

The component 2 of the SUTP consists of nine demonstration cities. As decided by the Planning Commission and DEA, this component will be under state sector, i.e. after receiving endorsement for the proposed projects from the MoUD the funds will be transferred directly to the state government. The proposed fund flow for the component is through three sources:

- GoI – NURM Funds
- GEF grant through World Bank
- World Bank Loan

GoI – NURM Funds

All the cities selected under this component except Jalandhar are NURM cities; therefore major source of funding for these cities would be from JnNURM as per their prescribed norms and procedures. As per the NURM guidelines, the implementing agency will submit the request to the State Level Nodal Agency (SLNA) for funding. The SLNA will review the request and forward it to the MoUD, which will then put it up to the Central Sanctioning and Monitoring Committee (CSMC). Once endorsed by CSMC, the request for release of fund is then sent to MoF which directly transfers the funds to SLNA, which then in turn passes it on to the IA (**Figure 6.1**).

GEF Grant – World Bank/ World Bank Loan

To seek the GEF grant or World Bank loan, the implementing agency will have to send a request to the state government which would forward it to MoUD. The Ministry would review the request and forward it to CAAA after receiving clearance from Task Team Leader of the World Bank. After scrutiny of the same the CAAA will forward it to the World Bank for release of money. The CAAA will receive and then release the funds to the PF1 through ACA, which would then forward the funds to the state government, which will pass it on to the IA.

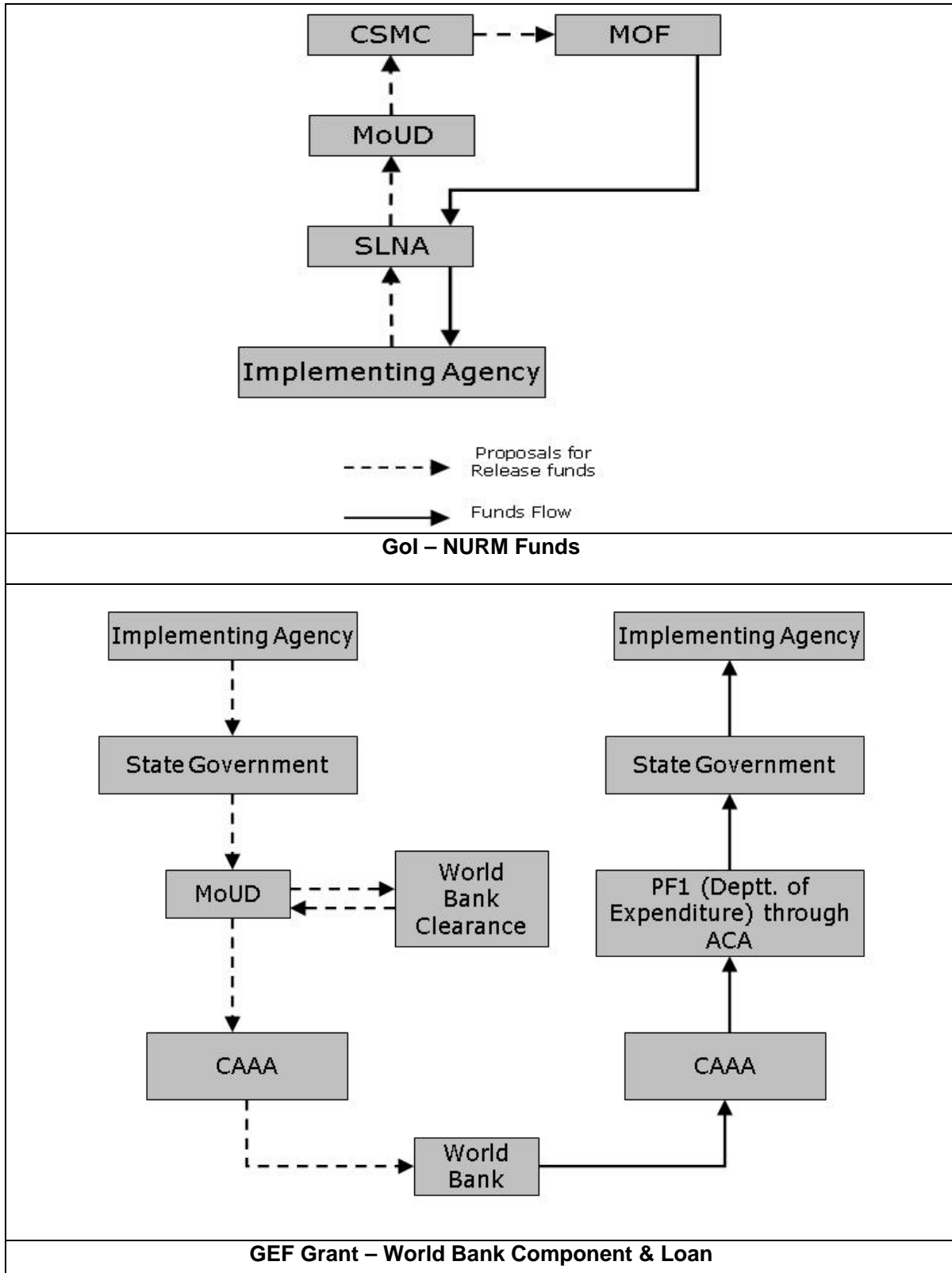


Figure 6-1: Fund Flow for Component 2

Chapter 7. Ensuring Good Governance and Accountability

Governance and Accountability of an IA can be ensured by good information management, suo moto disclosure of all project related information and proper mechanisms for handling of complaints or grievances. As a custodian of public funds, IAs under the SUTP are directly accountable to their Boards of Directors/Standing Committee and indirectly accountable to the respective State Governments. All people residing in the project area have the right to be informed of the proposed development project and its impacts. As such, public accountability of IAs is further enhanced through pro-active disclosure policies, which make information concerning SUTP activities available to the public prior to, during and after project implementation, in the absence of a compelling reason for confidentiality. To enable the public to effectively voice their opinions, the PIU of the IAs will also establish a system to deal with external complaints on procurement, fraud/corruption and construction quality.

To enhance the Governance and Accountability the four actions listed below are required to be taken up:

- a) Augmentation of existing information systems for better record keeping and management;
- b) Enhanced disclosure of information and full implementation of RTI (especially Section 4b dealing with suo moto disclosures), which will facilitate oversight by the stakeholders and the general public and thus result in increased accountability;
- c) Development of a functioning, independent, and credible system to deal with external complaints on procurement, fraud/corruption and construction quality with clearly defined incentives and remedies; and
- d) Strengthened Monitoring Indicators to help the PMU, IA and the PIU to monitor compliance with the agreements and assess impact on outcomes.

The following sections describe specific actions in each of the areas mentioned above.

7.1 AUGMENTATION OF THE MIS

Augmentation of the level of use of Information and Communication Technology (ICT) for information management in the IAs may preferably be addressed through implementation of computer based information management systems. This will help in better management and implementation of the SUTP. Modernization of business processes and management information systems may be carried out through creation and implementation of technical, financial and operational management capacity using computer based MIS systems. The PM, PIU will have the added responsibility to work as the Information Officer for the SUTP and to lead the MIS Team in the IA. He/She will be supported by all the other members of the PIU and other officers from the IA in carrying out this work.

7.2 DISCLOSURE POLICY

Government of India enacted the Right to Information Act (RTIA) in 2005, which became operational across India from October 12, 2005. It encourages suo moto disclosures and universal access to information wherever in the public interest. The Act requires that records be maintained and be made available to the public. Compliance with the Act is required for all public entities at the central, state and local levels.

As a part of their disclosure policies, all IAs shall make available to the public all relevant documents in accordance with relevant provisions of the RTI Act, except when otherwise warranted by legal requirements. Information shall be provided in a timely and regular manner to all stakeholders, affected parties, and the general public. Access by the public to information and documentation held or generated by IAs will facilitate the transparency, accountability, and legitimacy of the operations undertaken by the IAs.

The designated Public Information Officer or, in his absence, his subordinate shall be responsible for ensuring timely and complete dissemination in accordance with this policy.

In addition to the provisions of the RTIA, the following general information on the SUTP shall be posted on the IA website:

- The MOU and information regarding the SUTP, along with amendments if any;
- The Operational Manual for the SUTP;
- The audited Annual Accounts and Report, including service delivery performance indicators, as approved by the Board/ Standing Committee;
- The Three Year Rolling and Following Financial Year Work Program for the PIU, as approved by the IA Board/ Standing Committee; and
- The means for submission of complaints on procurement, fraud/corruption and poor construction quality services provided by the PIU set up for SUTP.

Further, Table 7-1 specifies the type of specific information and frequency of dissemination for projects which are financed either from domestic or donor funds. The information specified in the table shall also be displayed / disseminated for all the projects undertaken by PIU in relation to the SUTP in the following manner:

- Public information kiosks shall be set up at the IA where all type of project specific information shall be displayed.
- Project Information brochures about SUTP, its related work in the city and the progress of the work shall be made available to general public at all the construction sites as well as the office of implementation agency and the office of Engineer in charge.
- Reports and publications such as English versions of the EA, EMP, SA, RAP and executive summaries of project documents in both English and the local language shall be expressly prepared for public dissemination.

7.3 MONITORING INDICATORS FOR COMPLIANCE TO THE RTIA 2005

The PIU at city level will provide to the appropriate Government a report on the implementation of the provisions of the RTI Act as per Section 25(3).

The funding agency and the PMU will also periodically monitor implementation of the arrangements and actions related to proposed project, through *inter alia*, the following:

- *Disclosure of information* will be supervised mainly through: (a) checking the frequency and comprehensiveness of website updates, and (b) checking the comprehensiveness of information available at Public information kiosks.
- *Functioning of the complaints handling system and the system of sanctions and remedies* will be supervised mainly through: (a) periodic review of statistics based on records kept on the website of IA; and (b) field level checks to ensure that problems are being reported and acted upon.

The IAs would also conduct user satisfaction surveys to assess the usefulness and sustainability of the projects in the various cities. These surveys would be conducted annually by implementing agencies (either on their own or through a consultant/NGO) and the results would be disseminated through the agency website.

7.4 COMPLAINTS AND VIGILANCE

This system will include maintaining a log and record-keeping to monitor status of follow up of each received comments, suggestions and grievances. The implementation of the system will be monitored by a Vigilance Officer (VO), to be appointed by the Project Manager at the PIU. Preferably, the VO would be an officer without any project execution responsibilities. The mechanisms will include provision for follow up investigations of substantial complaints by internal auditors, or third party audit to ensure independence and reliability of the system.

Table 7-1: Specific Information Disclosure Requirements for Projects

Topic	Documents to be disclosed	Frequency	Media
Resettlement, Rehabilitation and Land Acquisition	Resettlement Action Plan (RAP)	Once in the entire project cycle. But to remain on the website and other disclosure locations throughout the project period.	*World Bank's Info shop. IA's website. Deputy Commissioner's Office State and District Libraries Project Implementation Units (PIU)
	Resettlement & Rehabilitation Policy translated in local language	Once in the entire project cycle.	Distributed among Project Affected Persons (PAP)
	Information regarding impacts and their entitlements	Once at the start of the project and as and when demanded by the PAP.	Through one-to-one contact with PAPs. Group Discussion. List of PAPs with impacts and entitlements to be pasted in the PIU and website of IA.
	R&R and LA monthly progress report.	10th day of every month	Website of IA. Project Implementation Units (PIU)
	RAP Impact Assessment Report (x 2)	After substantial completion of each phase	IA's website.
	Land Acquisition notifications	As required under the LA Act	State Government Gazette IA website
	Grievance redressal process.	Continuous process throughout the project cycle.	*World Bank's Info shop. IA's website. Deputy Commissioner's Office Project Implementation Units (PIU) One to one contact with PAPs.
Public Consultation	Minutes of Formal Public Consultation Meetings	Within two weeks of meeting	IA's website. Project Implementation Units (PIU)
Environment Management	Environment Screening Report along with translation of Executive Summary in local language	Prior to awarding works and to remain on website until end of Defect Liability Period	<ul style="list-style-type: none"> • World Bank's Info shop. • IA's website. • State and District Libraries • Construction site / campus. • Info Kiosk Project Implementation Units (PIU) Note: One time activity
	Environment Assessment Report along with translation of Executive Summary in local language		
	Environment Management Plans along translation of Key Actions in local language		
	Biodiversity Assessment Report		
	Bioengineering Report		

Topic	Documents to be disclosed	Frequency	Media
	Quarterly Progress Reports (including compliance of regulatory conditions)	To be updated by the 10th of every quarter ending.	IA website.
Engineering	List of projects proposed to be undertaken clearly indicating start and end points of the contract.	Prior to awarding works and to remain on website until end of Defect Liability Period	IA website. Project Implementation Units (PIU)
	Proposed works / treatment giving details of specific projects such as junction improvement, pedestrian facilities, traffic safety features, fare collection equipment etc. Construction program with milestones and completion dates.		
	Proposed cross section and strip plan depicting major features.		
	Physical and Financial progress of each contract. Work progress photographs	To be updated by the 10th of every quarter ending.	
Financial Management	Quarterly financial management report	To be updated by the 10th of every quarter ending.	IA website.
Procurement	Procurement plan	Annually	IA website
	Complaints mechanism	Once and updated from time to time	IA website.
	All GPN, SPN, NITs, EOIs, Bid Documents, RFPs, minutes of pre-bid conferences and addenda/corrigenda to bids	When required	IA website UNDB for GPN, SPN, EOI as appropriate for larger contracts National press for NIT EOI as appropriate for smaller contracts
	Award of Contract Details as stipulated in clause 2.60 of the World Bank's Procurement Guidelines (Red Book) and 2.28 of the World Bank's Consultancy Guidelines (Green Book)	Within 2 weeks of award	IA website *UNDB & dg Market on line for larger contracts
Other	Maintenance Plan	Annually	IA website
	Progress on institutional reforms and progress of TA consultancies	As and when appropriate	IA website
	Project Performance Indicators, Targets and Actual Figures	Annually	IA website
	User satisfaction survey results.	Once in every 2-3 years.	IA website

For the complaint mechanism to function efficiently, the information concerning the alternative conduits for complaint (name & contact information of the complaint handling officers, dedicated email address and physical mailing box) shall be widely publicized. Web-based campaigns, newspaper advertisements and displays on hoardings at highly visible locations will encourage public to report information on any misconduct, misappropriation and grievances to the PIU. Since most cities already have online tracking mechanisms, these will be modified to facilitate tracking of project related complaints as well. The project manager who will also be the Information Officer of the IA will be responsible for monthly updates of the system on the website.

If as a result of any such information provided by the member of the public, cost savings are achieved or charges of misconduct and misappropriation are proved, such members of the public may be considered for awarding some recognition such as a certificate of excellence or felicitation at a public ceremony with or without a monetary reward. PIU will formulate a general

policy in this regard and after due approvals of the IA, announce these to the public as aforementioned.

Any entity that is found to have misused funds, or not effectively carried out key elements of the anti-corruption plan, will be subject to appropriate disciplinary action by the IA. Information regarding such cases, where lessons are learned and funds are retrieved, will be widely published for information of the members of public.

Tracking of the status of investigations and measures taken will be reported in periodic reports to management. The IAs will refer complaints deemed possible serious infringements at all levels to the appropriate vigilance officer for further investigation. Responding to Procurement Complaints

Procurement related inquiries and complaints from suppliers, contractors or consultants may occur from time to time. Complaints require prompt, careful and consistent responses from the project manager at the PIU also functioning as the Information Officer for the project as appointed by the IA and the head of the IA, if necessary. **All Complaints during the bidding/award stage as well as complaints during the contract execution along with the analysis and response of the PIU shall invariably be submitted to the Bank for review.**

General inquiries about PIU procurement policy, procedures and guidelines should be dealt with by the PM within 20 working days of receipt.

Complaints received directly from bidders relating to a specific procurement shall be in writing. They are to be received and then reviewed by the PM of the PIU, and dealt with in the following way:

- i. He shall record all complaints, whether they are referred from other recipients or directly, in a register to be maintained in a secure location in his own office. The email and physical address of the PM is to be made public on the IA website and noted in all pre-bid and pre-proposal meetings.
- ii. The PM shall, within 5 working days of receipt of complaint, acknowledge receipt in writing to the complainant indicating that the PIU is considering the issues raised and will discuss them with the concerned officers of the IA.
- iii. The PM shall then consult with the relevant officers of the PIU and the IA and, after thorough review of the documents in question as well as interviewing of officers concerned as necessary, shall make a judgment as to the validity of the complaint.
- iv. Within 20 working days, the PM shall submit a report to the Board/ Standing Committee of the IA with his own assessment as to the validity of the complaint and a clear recommendation on how any substantiated complaint should be remedied.
- v. If the PM receives the bidder's communication after the IA has submitted its evaluation report to the competent authority, the PM ascertains whether the complaint was satisfactorily addressed in the report. If they were not, the PM asks the IA to address the issues and resubmit its evaluation report within 20 working days before submitting such report to the competent authority. The PM shall satisfy himself that the evaluation report has indeed adequately addressed the complaint.
- vi. If on the other hand the complaint is received after the successful bidder is notified of the contract award, the PM responds to it in broad terms, without compromising the

confidentiality of other bids and a copy of the correspondence is then sent to the Board/ Standing Committee of the IA. The Board/Standing Committee shall then be consulted and shall determine, after consultation with appropriate legal counsel, as to how best to proceed.

- vii. The PM shall write to all complainants within 30 working days of the receipt of such complaint as to the final decision of the competent authority.
- viii. If any complainants do not concur with the decision of the competent authority, they should be advised to approach the relevant Appellant Authorities under the RTI Act 2005.
- ix. In the event that a complaint is received concerning an externally funded contract, the relevant funding agency shall be informed at each stage of the complaint handling process.

7.5 RESPONDING TO ALLEGATIONS OF FRAUD OR CORRUPTION

Fraud or corruption can manifest itself in many varied ways and IA and PIU operations are not expected to be immune. All staff and contractors should be alert for indicators that fraud or corruption may have occurred. These include suspicious or unexplained transactions, bid-rigging, the use of shell companies to mask interests or ownership, lax enforcement of procurement rules, and other suspicious circumstances.

Allegations may be received in writing by the State Government, PM, VO, or competent officer of the IA, and shall be dealt as per rules and regulation of the department.

In the event that an allegation refers to fraud or corruption of bidders, the procedure prescribed above shall be followed. Where allegations are shown to be valid, sanctions shall be imposed as per the relevant government instructions.

Individuals who choose to report allegations of fraud or corruption may remain anonymous or request that their identity not be disclosed outside of any investigating team. Note, however, that a full investigation of the complaint is made significantly more difficult where the complainant remains anonymous, since it will not be possible to seek any clarifying information from the complainant.

In the event that an allegation is received concerning an externally funded contract, the relevant funding agency shall be informed at each stage of the complaint handling process.

7.6 RESPONDING TO COMPLAINTS ON CONSTRUCTION QUALITY

Complaints received directly from the public relating to the quality of a specific work, good or service shall be in writing. They are to be received and then reviewed by the PM at the PIU level and dealt with in the following way.

- i. The PM shall record all complaints, whether they are referred from other recipients or directly, in a register to be maintained in a secure location in his own office. The email and physical address of the PM is to be made public.
- ii. The PM shall, within 5 working days of receipt of complaint, acknowledge receipt in writing to the complainant indicating that the PIU is considering the issues raised and will discuss them with the concerned officers of the IA.
- iii. The PM shall then consult with the relevant officers of the PIU and the IA and, after thorough review of the facts as well as interviewing of officers concerned as necessary, shall make a

judgment as to the validity of the complaint.

- iv. Within 20 working days, the PM shall instruct the relevant officer to take remedial action as necessary.
- v. The PM shall write to the complainant within 30 working days of the receipt of such complaint as to the final decision of the competent authority.
- vi. In the event that a complaint is received concerning an externally funded contract, the relevant funding agency shall be informed at each stage of the complaint handling process.

7.7 GRIEVANCE REDRESSAL MECHANISM FOR ESMF

Grievance redressal mechanism is an important aspect in projects involving land acquisition. The redressal of grievance is important to avoid unnecessary legal delays and cost overrun of the project. Also, this is a forum for people to express their dissatisfaction over compensation and R&R provisions. The mechanism to be followed for redressal of such grievances will be as specified in the ESMF.

Chapter 8. Monitoring and Evaluation

8.1 MONITORING AND EVALUATION FRAMEWORK

Monitoring and Evaluation (M&E) of projects provides funding agencies, implementing agencies, governments and civil society with a means for learning from past experience which in turn would enable better performance, improve quality, plan and allocate resources in a cost effective manner and get better results.

M&E is required for two purposes. The first is for the M&E of project implementation while the second is for the M&E of project outcomes. In either case, M&E has to be done using a set of performance indicators.

8.2 PERFORMANCE INDICATORS

Performance indicators are measures of inputs, processes, outputs, outcomes, and impacts for projects and programs. When supported with sound data collection—perhaps involving formal surveys—analysis and reporting, indicators enable project managers to track progress, demonstrate results, and take corrective action to improve service delivery. Involvement of key stakeholders i.e. the PIU in defining indicators is important because they are then more likely to understand and use indicators for management decision-making.

8.3 M&E OF PROJECT IMPLEMENTATION

During implementation, each PIU shall monitor and evaluate progress and results against a work plan and results framework. The PIU team members should meet at least once every month to review the progress in implementing the detailed work plan developed at the commencement of the project/program. The specific aims of these meetings would be to monitor timelines and expenditures in the completion and delivery of scheduled activities and outputs respectively, and highlight exceptions. At these meetings Managers of ongoing contracts awarded to implement various components, should submit a report on all relevant aspects, including:

- Proportion of scheduled activities that were commenced and completed on time.
- Proportion of scheduled expenditure incurred for the activities undertaken
- Details of activities that were started or finished late
- Problems that were experienced or are anticipated and proposed remedial actions
- Major activities planned for the next month.

Each PIU shall send a monthly progress report to the PMU summarizing the above aspects. In addition, it shall prepare a composite quarterly report on project implementation, and submit it to the PMU within 3 weeks form the end of the quarter covered.

8.4 M&E OF PROJECT OUTCOMES

A simplified results framework for this project which sets out the expected linkages between project/program interventions, and the Project's/Program's Development Objective (PDO) has been given at **Appendix 8.1**. This framework delineates outcome and output indicators for each PDO and associated intermediate outcomes. PIUs shall use the identified indicators to monitor

and evaluate the project outcomes. To avoid collecting redundant, or, an excessive volume of under utilized data, indicators should:

- Correspond to the PDO/intermediate outcome/output
- Be credible
- Be derived from reliable data that is currently or can be easily collected
- Be straightforward.

Each indicator should have a baseline and target values. A baseline value represents the value of the indicator prior to implementation of a project/program. All PIUs should establish the baseline values prior to project implementation. Target values as expected in the PDO shall be the basis for monitoring, evaluating and reporting performance over time through the collection of time series data. The PIU should periodically review targets for reasonableness, and where necessary revise them in consultation with the PMU.

Baseline and time series data can be collected through a variety of methods including mining existing data repositories, rapid appraisal methods, surveys, expert panels, key informant interviews, extraction from other data sources, ad hoc studies etc. Each method has its advantages and disadvantages with respect to data quality and collection cost. Formal data collection methods (e.g., large-scale random sample surveys) typically deliver excellent quality data, but, the cost of data collection is high. Informal methods (e.g. key informant interviews) typically produce low quality data but also cost much less.

8.5 DATA COLLECTION AND REPORTING

Each PIU shall identify appropriate indicators for monitoring and evaluation of the project implementation. It can also procure the services of a competent agency through appropriate procurement process to monitor and evaluate the outcomes of the project, if required. It would be necessary for the PIU to provide the terms of reference for such services. This would specify how, where and when baseline and time series data is to be collected, collated, analyzed and presented. A sample term of reference for such M&E service is given in the **Appendix 8.2**.

8.6 PUBLIC PARTICIPATION IN M&E

The PIU should prepare quarterly reports which narrate the activities completed, and outputs and outcomes delivered by the program highlighting successes; constraints; and whether planned targets were achieved or otherwise. This should be presented on a component-by-component basis. The reports are to be submitted to the PMU within 3 weeks from the end of the quarter covered. In addition to its own findings, the PIU could also rely on external evaluators to mitigate any risks associated with not meeting the PDO. Such independent evaluators could advise on such aspects as:

- Whether the project's/program's essential elements are in place
- Whether the PDO and other targets are likely to be met
- The impacts of any unexpected developments that have taken place since project initiation
- Impact on project/program beneficiaries and whether positive impacts can be sustained
- Steps to be taken to enhance the project/program benefits as implementation progresses.

The PIU should establish a Management Information System (MIS) - preferably a computerized system - which can be used to store baseline and time series data, and generate reports. Such reports should be available for public access on a website created for this project and feedback received should also be published.

8.7 REPORTING BY THE PMU

The PMU will prepare composite quarterly project reports to describe the physical progress in all project cities, as well as outputs and outcomes delivered by the program highlighting successes; constraints; and whether planned targets were achieved or otherwise. These project reports will be sent to the World Bank not later than 45 days after the end of the quarter covered by such report.

8.8 MONITORING AND REPORTING OF ESMF

Implementing agency in each of the states where there is a single project and the corresponding agency for each project in case of multiple projects will be responsible for monitoring and reporting at project level to the state level implementing agency or the Project Implementation Unit. The PIU would in turn report to the Project Management Unit at the centre.

An officer in PIU shall be designated as the Environment & Social Safeguards officer to ensure compliance of the project activities with the World Bank safeguards as well as oversee implementation of environment and social provisions as per the ESMF, EMP and RAP where applicable. The objectives of Monitoring and Evaluation include:

- Successful completion of Environmental management, R&R activities identified in the EMP and R&R plan as per the implementation schedule; and
- Compliance with the Environmental policy, R&R policy and entitlement framework.

The safeguards officer shall play a key role in reporting the progress of implementation as well as compliance to the PIU, PMU and the World Bank. Reporting system recommended in the ESMF needs to be adopted with due modifications specific to the project. The aspects to be monitored are presented below:

- For R&R activities: - Notification of Land Acquisition, Land Value Assessment, Census Survey Notification, Socio-economic profile, Relocation plan for common property resources & cultural property and Grievance Redressal
- For EA activities: - Air Quality at Sensitive Receptors, Noise Levels at Sensitive Receptors, Surface Water Quality Rivers in the vicinity of project areas, Benefits and Survival Rate of Plantation

APPENDICES

APPENDIX 2.1: TEMPLATE FOR PROJECT PROFILE

A) Template for Brief Project Profile

(The Entire Outline should not exceed 3 Pages)

1. General information of the proposed project:

Name of the project: _____

City: _____

State: _____

Implementing agency: _____

Requested GEF grant for planning and design: US\$ _____

Project category: _____

- (1) Public Transport (e.g., BRTS, city buses); (2) Non-Motorized Transport (. e.g. sidewalks, cycle tracks, pedestrian passing, street furniture); (3) Traffic Management; (4) Traffic Safety; (5) Comprehensive Transport Planning; (6) Vehicle Emissions Management.

Planning and Design Status: _____

- (1) Plan or Proposal; (2) Preliminary F/S; (3) F/S; (4) draft DPR; or (5) final DPR

Estimated total cost for completing draft DPR: _____; final DPR: _____

Estimated date for commencement of project implementation: _____

Estimated total cost for project implementation: _____

2. Background

- Brief introduction of socio-economic, demographic, and geographic context of the city;
- Brief description of the current urban transport system and current modal split; and
- Brief discussion on major urban transport problems/issues.

3. Objectives

- Key objectives or expected outcomes;
- Proposed major components and activities;
- Relation or rational between the objectives and components/activities; and
- Indicator(s) to monitor the results of the project and monitoring methods/mechanisms.

4. Planning and design

- Whether to follow planning and design guidelines developed by MoUD based on international good practices?
- Outline the process and key tasks for completing the DPRs.

5. Institutional arrangements for project management

- Who are responsible for overseeing and coordinating the project preparation and implementation?
- Has the UMTA (uniformed metropolitan transport authority) been set up?
- Who is responsible for preparing the DPRs?
- If it is the consultants, who is preparing ToRs, and conducting evaluation and quality controls?
- Who will implement the proposed project?

B) Template for Detail Project Profile

(Not to exceed 8-10 Pages)

1. Background

Give a brief profile on city (not more than 0.5 pages)

2. Urban Transport Problems and Issues

Brief write-up on transport characteristics like Vehicle Growth, trip/travel pattern and major issues of urban transport (not more than 1 page)

3. Policy and Priorities - Urban Transport

Give a brief write-up on CDP and CMP with regard to urban transport policy and priorities. (Not more than 1 page)

4. Proposed Project Components

Overall Project title and Project sub-components (not more than 1-1.5 pages)

5. Expected Outcome

How project meets GEF criteria (0.5 pages)

6. Estimated Cost

Sub-components break-up to estimate funding pattern (1 page)

7. Impacts, if any

Environmental/social (0.5 pages)

8. Phasing

Highlight sub-components and their cost for minimum of two phases. Phasing to be carried out to avoid R&R activities, adverse environmental impacts in phase I (first 18 months of project implementation) (0.5 page)

9. Institutional Arrangements for Project Implementation

(not to exceed 0.5 pages)

APPENDIX 2.2: MODEL TERMS OF REFERENCE FOR DPR

Background

The <Implementing Agency> plans to source funds from the MoUD, GoI under the GEF SUTP to implement projects, which are consistent with the GEF SUTP objectives. Under this program, the <Implementing Agency> proposes to implement the following projects in <City>:

<List of Projects>

<Implementing Agency> desires to appoint a reputed Consulting Firm to prepare a detailed project report for each of the projects listed above and the terms of reference for such services are described herewith.

Overall Scope of Services

Main objective of this assignment is to prepare a detail project report to enable the implementation of the proposed project in the city of <Name of City>. Adjunct to the main objective, the consultants shall carry out the following tasks:

- Describe the overall urban transport development strategy for the city and identify the development projects proposed.
- Conduct Engineering, Traffic, Environmental and User surveys relevant to the project and present the base line scenario.
- Assess the existing user demand for the existing facilities and forecast the likely demand in future.
- Formulate the infrastructure and services development plan for the next 10 years.
- Prioritize the proposed developments and prepare the annual development plans for the next 4 years.
- Assess the environmental and social impacts of the project and suggest safeguards and mitigation measures if any.
- Prepare detailed design of physical infrastructure, bill of quantities and cost estimate costs.
- Prepare a Procurement Plan and bid documents for all the works, goods and services required for implementing the project in the first five years.
- Propose an evaluation plan to assess the outcomes of the project.
- Prepare detailed monitoring and evaluation indicators for the project outcomes and fix the frequency of project monitoring.
- Incremental assessment of the project.

Detailed Scope of Services

The details of subtasks to be undertaken under the overall scope of services outlined above would include the following but these shall not be construed as exhaustive. Consultants shall supplement these with additional tasks, which may be found to be necessary for each specific project.

i. Outline urban transport development strategy and plan for city

- Review City Development Plan (CDP), Comprehensive Mobility Plan (CMP) and any other earlier studies/reports relevant to the project.
- Compile approved urban transport development strategy and action plans from past/ongoing studies relevant to the project.
- Review current status of these plans.

ii. Prepare base line urban transport scenario relevant to the project

- Compile and review of existing infrastructure and services - this could include physical inventory, condition survey and level of service evaluation.
- Assess existing user demand generators – this could include household/work place/roadside interviews of users, assessment of demand generation by socio-economic status of users and by land use/economic activity

- Identify travel characteristics and preferences of users – travel distances, time, costs etc.

iii. Demand prediction and effects

- Determine growth rates based on past time series data and project the future growth.
- Project the demand with respect to the future urban development plan for the city.
- Recommend the most likely demand scenario over the next 10 years.
- Identify the problems and prospects of this growth in demand

iv. Formulate infrastructure and services development plan

- Prepare an integrated infrastructure development plan for the city
- Identify the associated services which need to be provided to enable the effective utilization of the infrastructure provided
- Identify inter-modal access/transfer facilities required to supplement this project
- Identify measures/facilities required for user safety
- Evaluate the operation and maintenance requirements and its sustainability
- Assess the socio-economic benefits likely to accrue as a result of implementing this project

v. Environmental and Social Impact Assessment

- Identify environmentally and socially sensitive areas
- Assess the broad social and environmental effects due to the implementation of the project proposals - Identify all significant construction and operation phase activities that can lead to negative environmental impacts in terms on air and noise pollution, water pollution, visual intrusion, community severance, impacts on vegetation and land degradation.
- Suggest mitigation measures to minimize the negative impacts - Undertake quantitative/qualitative assessment of environmental and social impacts to provide requisite understanding of such impacts to all stakeholders and identify environmental and social management measures that will restrict the negative impacts to acceptable levels.
- Detailed EIA/EMP, SIA and RAP shall be carried out in the later phase of the project depending on the quantum of the impacts.

vi. Prioritize and formulate the annual development plan for the first five years

- Prioritize areas/locations by their importance for project implementation.
- Package the prioritized areas/locations into annual implementation programs.
- Propose the first five-year annual development plan along with the outlays.

vii. Detailed design of the annual development plans

- Detail design of physical infrastructure improvements - complete engineering designs good for construction, shall be prepared to international standards, using CAD. It shall contain all details required for execution of the project.
- Design necessary street furniture and safety features (e.g. bus-stops, traffic signals, signs, markings, street lighting etc.) and indicate exact location of these on the proposed infrastructure.
- Prepare appropriate plan for planting of trees, horticulture and floriculture to enhance aesthetics and improve the quality of environment.
- Integrate the environment management measures with the project construction schedule and provide recommendations in a manner that can be included in construction contracts with clearly assignable responsibility and monitoring mechanism.
- Provide a realistic cost estimate of environmental management measures
- Provide the RAP along with cost estimate
- Prepare detailed specifications for each item, estimate quantities and project cost for the annual plans, including the cost of environment and social safeguards proposed bases on based on standard Data Book by MORT&H/CPWD/State PWD and market rate for the inputs.
- Project implementation institutional framework elaborating the role of different institutions involved in construction and operation phase.

viii. Prepare Procurement Plan and bid documents

- Prepare a procurement plan for the works, goods and services required in the first 4 years of implementation - including all the procurement details and timelines for procurement activities that require prior review and clearances. The procurement plan shall be as per the procurement guidelines of World Bank. For the purpose of this project, the tentative prior review thresholds have been indicated as \$500,000 for Goods and Works, \$ 200,000 for Consultancy Firms and \$ 50,000 for individual consultants
- Prepare Draft Tender Documents for each item of procurement

ix. Deliverables

S. No.	Report/Submittal	Submission Schedule (weeks from the start of the work)	
		Small Projects	Large Projects
	Formulation Development Plan		
a)	Inception Report	1	1
b)	Baseline Situation Report	4	8
c)	Development Plan Report	6	12
	Detailed Design of Annual Programs - Phase 1		
d)	Detailed Project Report and Bid Documents for first two Annual Plans	12	24
	Detailed Design of Annual Programs - Phase 2		
e)	Detailed Project Report and Bid Documents for next three Annual Plans	24	48

APPENDIX 2.3: PROJECT APPRAISAL CRITERIA

BACKGROUND

The appraisal of the demonstration projects is an important step towards accessing of GEF grant and implementation of the projects. The DPRs of the selected projects need to fulfil guidelines and parameters of both laid out under the JNNURM and by the World Bank. One of the prerequisites for accessing assistance under this project is that the city has to be a JNNURM city. However, Jalandhar is an exceptional case and has been taken up as the project selected meets the GEF goals of lowering vehicular pollution.

The prerequisites for accessing investment assistance is that the

- a. the city is eligible for assistance.
- b. the city has prepared a CDP.
- c. the proposal is prioritized in CDP.
- d. the city has prepared a detailed project report comprising techno-commercial analysis, legal assessment, establishment of institutional framework (s), risk assessment, environment and social assessment, financial operating plan, and an implementation plan.
- e. the proposal complies with statutory requirements.

The project proposals shall be subject to the guidelines set out for DPR preparation.

TECHNICAL APPRAISAL CRITERIA

The Detail Project Reports submitted for funding under the GEF-SUTP should cover all the below listed requisites:

- Description of the overall urban transport development strategy for the city and identification of the development projects proposed.
- Details of all Engineering, Traffic, Environmental and User surveys relevant to the project that were carried out and present the base line scenario.
- Assessment of the existing user demand for the existing facilities and forecast the likely demand in future.
- Formulation of infrastructure and services development plan for the next 10 years.
- Prioritization of the proposed developments and preparation of annual development plans for the next 4 years.
- Assessment of the environmental and social impacts of the project and suggestions on safeguards and mitigation measures if any.
- A detailed design of physical infrastructure, bill of quantities and cost estimate costs.
- A Procurement Plan and bid documents for all the works, goods and services required for implementing the project in the first five years.
- An evaluation plan to assess the outcomes of the project.
- A detailed monitoring and evaluation indicators for the project outcomes and fix the frequency of project monitoring.
- Incremental assessment of the project.

FINANCIAL APPRAISAL CRITERIA

Project proposals shall present the cost-benefit analysis incorporating a life cycle cost analysis. The cost-benefit analysis for individual projects of Rs.50 crores or more shall demonstrate a positive net present value (NPV) and an economic rate of return (ERR) equal to or above the appropriate opportunity cost of capital. This requirement will not be applied to projects with non-quantifiable benefits or those costing less than Rs. 50 crores. Should the NPV be negative or the ERR below the cost of capital, an additional qualitative analysis would be required.

Additionally, in PPP projects implemented through a SPV; the proposal shall demonstrate financial viability based on a targeted IRR of at least 200 basis points above cost of capital.

SOCIAL AND ENVIRONMENTAL IMPACT ASSESSMENT

Most of the projects proposed under this program limit themselves to development of transport infrastructure within the existing right-of-way. Hardly any land acquisition appears to be needed. However, there would be a need for relocating on-street vendors. Projects in Ajmer, Pune and Jalandhar would require an assessment for R&R and an action plan needs to be drawn up prior to project implementation.

The social and environmental assessment of the demonstration projects would be based entirely on the ESMF document prepared for the GEF-SUTP. The most important appraisal criteria would be the following:

- Whether proper identification of environmentally and socially sensitive areas has been carried out;
- Whether assessment of the broad social and environmental effects due to the implementation of the project proposals has been done, which includes – Identification of all significant construction and operation phase activities that can lead to negative impacts in terms on air and noise pollution, water pollution, visual intrusion, community severance, impacts on vegetation and land degradation, loss of land, structure and income;
- Incorporation of suggestion on mitigation measures to minimize the negative impacts like - Undertaking quantitative/qualitative assessment of environmental and social impacts to provide requisite understanding of such impacts to all stakeholders and identify environmental and social management measures that will restrict the negative impacts to acceptable levels; and
- Does the DPR include detailed EIA/EMP, SIA and RAP depending on the quantum of the project?

The above specifications have to be a mandatory part of all the DPRs submitted under this project, wherever there are considerable environment and social impacts of the projects.

INSTITUTIONAL ASSESSMENT

The institutional arrangement required for the implementation of the project has been outlined in the PID. All the implementing agencies are required to set up a PIU specifically for the GEF-SUTP. However, the PIUs set up under the JnNURM can also be designated the PIU of this project but it should have all the required technical expertise.

The PIU team should have the following 5 posts:

- Project Manager;
- Finance Manager;
- Environment Safeguard Officer (as required);
- Social Safeguard Officer (as required);
- Transport Specialist; and
- Procurement Specialist.

The Project Manager of the PIU shall be an appointee of the IA and shall represent the IA. He/she will be the executive officer responsible for the overall management of the program and shall be assisted by the finance manager to handle the day-to-day project management activities. He shall also be responsible for leading the PIU team in various project management activities and liaise with the SLNA and the MoUD. He will be particularly responsible for preparing the Project Implementation Plan (PIP) and making best efforts to implement the project according to the agreed PIP without serious cost and time overruns.

The Finance Manager will assist the PM in managing the financial and administrative aspects of program management. He should be involved in managing the financial aspects of program management such as maintenance and consolidation of accounts, ensuring appropriate book keeping at the downstream agencies, etc. The job will also involve the preparation of staff development plans and ensure capacity building and monitor the project's financial performance

against financial performance indicators. This post is expected to generate applications for disbursement of funds with necessary details and documents and advising disbursement of funds if routed through MoUD.

The Environmental/ Social Safeguard Specialist will help in carrying out all negative impact assessments of the project if any and help the PIU to minimise such impacts with the help of the ESMF drafted for the project. During the project execution these will have to be meticulously followed so that lapses in these should not turn out to be serious cause of delay in project implementation. He shall also ensure that these provisions are strictly followed and not violated during execution.

The Procurement Specialist will help in carrying out all the procurements under the project with strict adherence to conditions of procurement laid out in the Operations Manual. It is important, as it is a prerequisite of timely execution of project and ensuring funding.

The Transport Specialist will be responsible for ensuring that the activities financed under the project are effective measures to achieve sustainable transport objectives. He/she may suggest adjustments/modifications to the project if needed to attain the technical quality required, and may propose new activities to reach project goals.

APPENDIX 4.1: POTENTIAL IMPACTS AND MANAGEMENT FRAMEWORK

Project Stage	Impact	Type of Project Intervention / GEF Priority	Management Measure	Responsibility	ToR Items (Design Stage) / Contract Clause (Construction Stage)
Location / Design / Pre-construction	Environmental Impacts				
	Location of project facilities and infrastructure near environmentally sensitive areas as parks, ponds, lakes, urban forests etc., likely to contaminate the precincts	Others-Road Infrastructure Public Transport Infrastructure	Project design shall inventorise environmental features in the influence area of the project area and avoid location of these sub-components near these features. Pollutants from construction sites will not be allowed to flow into the precincts of these areas during any of the subsequent project implementation stages by design and development of appropriate pollution control infrastructure. Examples of such measures include (i) erection of silt fencing to avoid flow of pollutants during construction and operation stages into water bodies. (ii) Developing buffer plantations along / around project facilities to avoid dust and air pollutants entering these precincts (iii) construction of noise screens to avoid noise pollution in these areas etc.,	PIU / Design consultant	These provisions will form part of the Terms of Reference for preparation of EA / SA for subprojects which should be in line with the provisions of ESMF
	Location of project facilities in heavily trafficked areas will induce traffic snarls for the period of construction and contribute to increase in air pollution levels and noise pollution	Others-Road Infrastructure Public Transport Infrastructure	A Traffic Management Plan that ensures smooth flow of traffic during construction time and if necessary planning of road diversions will be undertaken	PIU / Design Consultant	This provision will be covered as part of the Terms of Reference provided to the Design Consultants who would be preparing the Detailed Design Report.
	Location of borrow areas and quarry areas close to environmentally sensitive areas would induce environmental impacts even though they are far away from urban areas	Others-Road Infrastructure Public Transport Infrastructure	Identification and location of borrow and quarry areas will avoid their location near environmentally sensitive areas	PIU / Design consultant / Contractor	The contractor shall identify and seek prior approval of the engineer for quarrying and borrowing operations. Quarry and borrowing should be carried only from the locations approved by the engineer. Quarrying if required in the project shall be only from the approved quarries and no new quarries shall be opened for the purposes of the project. Any deviation from the provisions should be immediately notified and approval of the engineer is to be sought.
	Removal of Trees	Public Transport Infrastructure	Inventory of trees that are likely to be affected will be prepared during the DPR. The number of trees that can be cut and the number of trees eligible for transplantation (if feasible) will be determined. Measures for transplantation of trees where feasible and compensatory plantation in lieu of the trees likely to be cut will be undertaken	PIU / Design Consultant	The ToR for preparation of Detailed Design Report will provide for conducting tree survey and determine impacts as well as measures to address the issue.
	Social / Resettlement Aspects				
Speculation of land prices, more	Others-Road	Cut off date incase of likelihood of land acquisition	PIU / Design	These provisions will form part of the Terms of	

Project Stage	Impact	Type of Project Intervention / GEF Priority	Management Measure	Responsibility	ToR Items (Design Stage) / Contract Clause (Construction Stage)
	specifically in case of terminals and road improvements is an identified impact which is both beneficial as well as harmful	Infrastructure Public Transport Infrastructure	should be established early in the project cycle to reduce influence of price rise speculations	consultant	Reference for preparation of EA / SA for subprojects which should be in line with the provisions of ESMF
	Psychological distress to potential PAPs is considered a major impact during or due to design	Others-Road Infrastructure Public Transport Infrastructure	Information dissemination on the project proposals and likely alternatives needs to be carried out as soon as possible in the project area. This is best done through community consultation sessions. Opinion of the community and potential PAP should be considered in the design process and feedback should be provided to the concerned PAPs	PIU / Design consultant	These provisions will form part of the Terms of Reference for preparation of EA / SA for subprojects which should be in line with the provisions of ESMF
	Acquisition of land for the facilities causes – R&R issues as loss of livelihood, loss of shelter, severance of community & social ties	ITS application to Public Transport Others-Road Infrastructure Pedestrian / NMT Infrastructure Improvement Public Transport Infrastructure	Conducting Social Assessment (SA) and prepare a Resettlement Action Plan (RAP) to address these issues in accordance with the ESMF. All R&R activities shall be completed prior to start of civil works and the contractor will be provided project area that is free from encumbrances.	PIU / Design consultant	Provisions for conduct of SA and RAP will be covered as part of the ToR provisions for Design Consultant. RAP implementation is to be carried out by the PIU with the help of Revenue Department and / or an external consultant whose ToR would cover the R&R implementation provisions with necessary time frame.
	Use of existing pavement widths that are encroached will cause removal of squatters and encroachments from roadsides causing loss of livelihood and loss of shelter	Others-Road Infrastructure Pedestrian / NMT Infrastructure Improvement Public Transport Infrastructure	Appropriate measures as per the Resettlement Action Plan / Entitlement Matrix are to be undertaken	PIU / Supervision Consultant	Entitlements as per the RAP and entitlement matrix shall be calculated and disbursed as per the schedule provided in RAP
Construction Stage	Environmental Impacts				
	Minor construction issues in erecting the necessary infrastructure for fare collection	ITS application to Public Transport	Environmental management measures as per the EMP prepared for specific sub-projects and / or Environmental and Social Management Framework need to be implemented. If no major construction equipment is involved, measures for offsetting impacts shall be as per the ESMF and will be included as part of the DPR.	Supervision Consultant / Contractor	All environmental provisions in the applicable specifications for the works should be adhered to as part of the good engineering practices while adhering to the provisions of the EMP for the specific sub-projects where applicable. For projects where no major construction equipment is involved, all provisions as per ESMF shall be followed and included in the DPR
	Temporary interruption to traffic	Others-Road	A traffic management plan to address the traffic	Supervision	Necessary arrangements for diversion of traffic in the

Project Stage	Impact	Type of Project Intervention / GEF Priority	Management Measure	Responsibility	ToR Items (Design Stage) / Contract Clause (Construction Stage)
	and increase of emissions from vehicles due to higher idling times	Infrastructure Pedestrian / NMT Infrastructure Improvement Public Transport Infrastructure	congestion issues that are likely to be encountered during the construction time is to be implemented	Consultant / Contractor	project areas shall be completed prior to initiation of civil works as per the Traffic Management Plan with prior approval of the Engineer of Supervision Consultant
	Temporary increase of noise levels due to idling and traffic snarls	Others-Road Infrastructure Pedestrian / NMT Infrastructure Improvement Public Transport Infrastructure	Traffic management measures to be undertaken in accordance with the traffic management plan will avoid traffic snarls as well as idling traffic during construction	Supervision Consultant / Contractor	Necessary arrangements for diversion of traffic in the project areas shall be completed prior to initiation of civil works as per the Traffic Management Plan with prior approval of the Engineer of Supervision Consultant
	Air and noise pollution from construction activities	Others-Road Infrastructure Pedestrian / NMT Infrastructure Improvement Public Transport Infrastructure	All construction machinery shall be complaint with the air and noise pollution norms of CPCB for construction equipment. Construction activities causing high ambient noise during night time will be avoided and such activities will be restricted to day time. All vehicles plying for construction activities will strictly adhere to emission norms prevailing in the country. Dust suppression measures as watering of construction site shall be carried out to reduce dust pollution.	Supervision Consultant / Contractor	The contractor shall ensure compliance of all construction machinery and equipment with the emission standards of CPCB. All vehicle shall regularly be checked for emissions and ensured that they have a PUC Certificate
	Alternate traffic diversion routes increasing route length and consequently emissions	Others-Road Infrastructure Pedestrian / NMT Infrastructure Improvement Public Transport Infrastructure	A traffic management plan to divert and / or manage the traffic flow along the project roads or circumvent project sites shall be notified to the residents through display signs as well as newspaper advertisements	Supervision Consultant / Contractor	The contractor shall notify the residents through appropriate medium in vernacular on the traffic diversions undertaken prior to implementation
	Construction / reconstruction / improvement will result in minor construction issues as: (i) Generation of noxious gases during construction – increasing air pollution (ii) Temporary increase in noise pollution during construction (iii) Contamination of road runoff	Others-Road Infrastructure Pedestrian / NMT Infrastructure Improvement Public Transport Infrastructure	(i) All concrete used in the construction works will be manufactured at centralised locations in Batching plants which will be located away from habitations and environmentally sensitive areas. Similarly, all bitumen mix will be at Hot Mix plants only. All construction vehicles will be in compliance with the emission norms in force as per CPCB. All emissions from construction machinery will be in compliance with the emission norms	Supervision Consultant / Contractor	The contractor shall implement the EMP in its sprit of offsetting any environmental impacts that may arise from implementation of the project

Project Stage	Impact	Type of Project Intervention / GEF Priority	Management Measure	Responsibility	ToR Items (Design Stage) / Contract Clause (Construction Stage)
	with construction material stacked on road side (iv) Traffic safety during construction (v) Traffic diversions causing lengthening of routes increasing air emissions and exposing previously unexposed neighborhoods' to noise (vi) Formation of mud puddles and depressions will cause to spread vector borne diseases		(ii) The contractor will ensure that noise from all construction equipment will be less than 75 dB(A) measured at 1 m free field for compliance with CPCB standards (iii) No construction material will be staked without protection from wind and rain to protect from erosion and consequent flow into water courses or generation of fugitive emissions (iv) All traffic diversions should be maintained in motorable condition and drivers should be notified of the diversion well in advance (v) Diverted routes should be as short as possible and away from congested lanes (vi) No water stagnation will be allowed in the construction site.		
	Safety and health of construction workers	Others-Road Infrastructure	Workers undertaking road furniture installation will be provided with adequate safety gear while working at higher ground.	Supervision Consultant / Contractor	The contractor shall provide all necessary Personal Protective Equipment as necessary for avoidance of occupational hazards. Contractor shall ensure that the workers wear them while conduct of such activities contrary to which there will penalisation proceedings against the worker and will be strictly prohibited from conducting such activity.
ITS application to Public Transport		Workers installing electrical equipment will be provided with insulating equipment and necessary protective gear Ground personnel will be provided with helmets, gloves, boots and other protective gear as necessary			
Pedestrian / NMT Infrastructure Improvement Public Transport Infrastructure		All workers engaged in batching and hot mix plants will be provided with Personal Protective Equipment as protective masks, helmets, gumboots All welding workers will be provided with protective eye wear			
	Indiscriminate disposal of construction debris in and around construction sites will cause unhygienic conditions in the area	Others-Road Infrastructure	Disposal sites are to be identified prior to start of dismantling or construction activities in the project area. The sites are to be located away from environmentally sensitive areas and ground water recharge areas. The disposal site should be prepared for collection of leachate in case of disposal of hazardous material as bitumen wastes to avoid contamination of ground and surface water sources. The selected sites should be approved by the supervision consultant and consent to dispose should be provided in writing. Necessary permissions and clearances from the local government and the public should be obtained by the contractor and scrutinised subsequently by the Supervision Consultant.	Supervision Consultant / Contractor	The contractor shall prior to start of construction and dismantling operations identify potential sites for disposal of hazardous construction debris, sites for general construction wastes and domestic wastes from construction camps. The contractor has to obtain approval on identified sites from the Engineer of Supervision Consultant and disposal shall be only after consent letter from the Engineer
Pedestrian / NMT Infrastructure Improvement					
Public Transport Infrastructure					
	Alternate traffic diversion routes exposing previously low traffic routes to higher urban traffic and	Others-Road Infrastructure	A traffic management plan to address the traffic congestion issues that are likely to be encountered during the construction time needs to be prepared. All	Supervision Consultant / Contractor	Contractor shall adhere to the provisions of the EMP and the traffic management plan.
Pedestrian /					

Project Stage	Impact	Type of Project Intervention / GEF Priority	Management Measure	Responsibility	ToR Items (Design Stage) / Contract Clause (Construction Stage)
	increasing air / noise pollution	NMT Infrastructure Improvement Public Transport Infrastructure	construction machinery shall be complaint with the air and noise pollution norms of CPCB for construction equipment. Construction activities causing high ambient noise during night time will be avoided and such activities will be restricted to day time. All vehicles plying for construction activities will strictly adhere to emission norms prevailing in the country. Dust suppression measures as watering of construction site shall be carried out to reduce dust pollution.		
	Social / Resettlement Aspects				
	Accidental spillage of construction activities to adjacent lands result in temporary relocation and loss of access	Others-Road Infrastructure Pedestrian / NMT Infrastructure Improvement Public Transport Infrastructure	Accidental spillages to adjacent lands shall be prevented by barricading the construction site to avoid visual blight. Adequate care as to provide bunds and silt fencing to avoid contaminated flows entering the adjacent lands. Any accidental spillages and trampling shall be made good by the contractor. Adjacent lands required for ease of construction or for facilitating construction during the construction period would be temporarily acquired and compensation as per entitlement matrix is to be paid to the owner / occupant as the case may be. Return of the site to the owner / occupant should be in condition prior to its temporary acquisition or in a condition that is to the satisfaction of the owner / occupant	Supervision Consultant / Contractor	Contractor shall undertake necessary precautionary measures for avoidance of accidental spillage of construction material and debris outside the construction site. Any accidental spillages and impacts on the adjacent lands shall be made good by the contractor. Any temporary acquisitions shall be returned to the owner in its original condition or to the satisfaction of the owner
	Construction activities may cause accidental damages to utilities in the project area	Others-Road Infrastructure Pedestrian / NMT Infrastructure Improvement Public Transport Infrastructure	Necessary and adequate care shall be taken by the contractor to avoid accidental impacts on the nearby utilities. Any potential utility that is likely to be damaged or impacted during the construction period should be shifted / relocated prior to start of construction or necessary alternate arrangements in consultation with the community is to be undertaken	Supervision Consultant / Contractor	The contractor shall take necessary and adequate care to avoid accidental impacts to nearby utilities. Any accidental impacts shall be made good by the contractor.
	Influx of construction workers in the project areas has the potential to increase spread of HIV/AIDS and other STDs	Others-Road Infrastructure Pedestrian / NMT Infrastructure Improvement Public Transport Infrastructure	Adequate HIV / AIDS and STD awareness campaigns are to be conducted regularly in the construction camps to educate the construction workers on the transmission of the disease and precautionary measures towards prevention.	Supervision Consultant / Contractor	The Contractor shall organise HIV / AIDS and STD awareness campaigns in the construction camps. The contractor shall as necessary and as directed by the Supervision Consultant provide for Condom Vending machines in the construction camps. All necessary provisions for hygiene of the workers shall be taken in the construction camps
Operation Stage	Improvement in safety of pedestrians	Feeder Services	No measures required. This is a positive impact		

Project Stage	Impact	Type of Project Intervention / GEF Priority	Management Measure	Responsibility	ToR Items (Design Stage) / Contract Clause (Construction Stage)
		Others			
		Pedestrian / NMT Infrastructure Improvement			
	Improvement in traffic flow and reduction of air / noise emissions	ITS application to Public Transport	No measures required. This is a positive impact		
	Improvement in urban air quality	Feeder Services	No measures required. This is a positive impact		
		Others			
		Pedestrian / NMT Infrastructure Improvement			
		Public Transport Infrastructure			
	Increase in signal time for red causing increase in idling and emissions from vehicles / noise	Pedestrian / NMT Infrastructure Improvement	Display of signal times will be considered to inform road users and encourage switching off engines if waiting time is longer	PIU / PMU	
	Pedestrian safety issues from reduction of signal times for pedestrians	Public Transport Infrastructure	Periodic pedestrian counts will be conducted to ascertain the signal times	PIU / PMU	
	Loss of usual transport routes due to delineation of pedestrian routes to NMT – bicycles / cycle rickshaws forcing them onto other roads increasing risk of accidents	Pedestrian / NMT Infrastructure Improvement	Planning of the NMT / pedestrian routes will take necessary care to avoid such encroachments.	PIU / PMU	
	Loss of adequate frontage to commercial / residential establishments	Pedestrian / NMT Infrastructure Improvement	Planning of the NMT infrastructure will take necessary care to avoid such situations	PIU / PMU	
	Reduction of additional lane width for motorized vehicular traffic if existing road width is used for demarcating the cycle lanes	Pedestrian / NMT Infrastructure Improvement	Planning of the NMT infrastructure will take necessary care to avoid such situations	PIU / PMU	
		Public Transport Infrastructure		PIU / PMU	
	Increase in traffic – noise and air pollution in the periphery of core city areas	Pedestrian / NMT Infrastructure	Minimum exit and entry times will be ensured at the vehicular parking areas along with stream lining of the traffic flow in these areas. These would ensure low	PIU / PMU	

Project Stage	Impact	Type of Project Intervention / GEF Priority	Management Measure	Responsibility	ToR Items (Design Stage) / Contract Clause (Construction Stage)
		Improvement	emissions and reduce noise pollution.		

APPENDIX 4.2: ENTITLEMENTS FOR PAPS

1. Loss of private property as land and assets – these will be compensated at replacement cost and assistance as ex-gratia and transportation costs will be provided
2. Loss of Livelihood – Financial assistance for a period of 6 months will be given to the PAPS losing livelihood. This will be calculated based on the average wage rates prevailing in the state. One family member (male/female) of the affected family shall be provided necessary training facilities for development of entrepreneurship skills to take up self-employment projects as part of R&R benefits.
3. Encroachers will receive no compensation for land but assistance for shifting assets in residential and commercial properties to the vulnerable groups shall be provided
4. Squatters will be provided rental assistance for a maximum period of 3 months. A onetime financial assistance of Rs. 10000 shall be paid only to vulnerable groups
5. Additional support to BPL and SC / ST for loss of residential structure includes a onetime financial assistance of Rs. 1,00,000 per family
6. Shifting business as in case of kiosks will be provided assistance for 3 months for a sum as decided by the state. In case of number of vendors exceeding 50 a vendors market rent free for initial six months will be provided and thereafter, they would be encouraged to collectively purchase the market site would be explored.
7. Temporary construction related impacts will be compensated by providing assistance in case of loss of business temporarily
8. Any unforeseen impacts will be documented and compensated mitigated based on the principles agreed upon in the policy framework.

APPENDIX 5.1: PROCUREMENT PLAN

GEF /WORLD BANK/ UNDP –SUTP, INDIA

Procurement Plan for Works & Goods

Name of City:

S. No.	Package No.	Description of Works/Goods	Estimated Cost (Rs. Lakhs)	Prior/ Post Review	Method of Procurement-ICB/NCB	Design Investigation Completed (Date)	Estimate Prepared and Sanctioned (Date & Value)	Stage	Preparation of Bid Documents	Bank's no Objection to Bidding Document	Bid Invitation Date	Bid Opening Date	Evaluation & Contract Recommendation & Approval	Bank's no Objection to Contract Award	Letter of Acceptance to the Bidder	Date of Contract Signing	Contract No.	Name of Contractor/Nationality	Bank's WBR No. & Date	Date of Commencement of Works	Date of Completion of Works
1.								Appraisal													
								Revised													
								Actual													
2.								Appraisal													
								Revised													
								Actual													

GEF /WORLD BANK/ UNDP –SUTP, INDIA

Procurement Plan for Consultancy Services

Name of City:

S. No.	Package No.	Description of Consulting Services	Budget Provision (Rs. Lakhs)	Prior/ Post Review	Method of Procurement-QCBS/QBS/SSS		EOI Invitation Date	EOI Opening Date	Finalise Shortlist	Preparation of ToR	Prepare RFP	Bank's no Objection to Shortlist /TOR/RFP	Issue RFP to Shortlisted Consultants	Date of Receipt of Technical Proposals	Date of Evaluation of Technical Proposals	Public Opening of Financial Proposals	Evaluation of Combined Technical & Financial Proposals	Combined Evaluation Report to Bank	Bank's no Objection to Evaluation Report	Negotiations with Highest Scoring Proposal	Bank's no Objection to Draft Contract	Contract Award	Start of Consulting Services	Name of Consultant /Nationality	Bank's WBR No. & Date	Publication of Contract Award	Contract Completed
1.						Appraisal																					
						Revised																					
						Actual																					
2.						Appraisal																					
						Revised																					
						Actual																					

APPENDIX 8.1: MONITORING AND EVALUATION OF PROJECT OUTCOMES

			Project Development Objective	Project Outcome Indicator	Monitoring Parameter	Data Collection Method	Frequency of collection	Responsibility
No.	City	Project						
1	HYDERABAD	Pedestrian infrastructure improvement near MMTS	Implement transport investments and policies that promote integrated public and non-motorized transport development	Achieve CO ₂ emissions lower than the business as usual forecasts	1. Physical Progress – Status of civil works – kms of NMT tracks constructed	1. Physical verification/site inspection	1. Annual	PIU
					2. MMTS ridership	2. Record of MMTS Ticket sales	2. Annual	
					3. Mode Shift and user satisfaction	3. Sample interviews of MMTS users	3. Baseline and at end of project term	
					4. Pedestrian accidents	4. Accident records	Annual	
2	INDORE	Enhancements to BRT operations Automatic Fare Collection Bus Signal Priority			1. Number of vehicles with ITS 2. BRTS ridership	Physical verification/site inspection	1. Annual 2. Annual	PIU
					Mode Shift and user satisfaction	1. Record of BRTS Ticket sales Sample interviews of BRTS users	Baseline and at end of project term	
3	PUNE	Promotion of NMT (Footpaths & cycle tracks) BRT Expansion			Physical Progress – Status of civil works – kms of NMT & BRT tracks constructed	Physical verification/site inspection	1. Annual 2. Annual	PIU
					BRTS ridership	Record of BRTS Ticket sales	3. Baseline and at end of project term	
					1. Modal Shift	1. Accident records	4. Baseline and at end of project term	
					2. Pedestrian Accidents 3. Air Quality 4. User Satisfaction	2. Air Quality measurements 3. Primary Survey		

			Project Development Objective	Project Outcome Indicator	Monitoring Parameter	Data Collection Method	Frequency of collection	Responsibility
					Index			
4	MYSORE	ITS improvements on existing buses Ethanol-diesel infrastructure			3. Number of vehicles with ITS Bus ridership 1. Mode Shift and user satisfaction 2. Air Quality	Physical verification/site inspection Record of bus Ticket sales 1. Sample interviews of bus users 2. Air Quality measurements	1. Annual 2. Baseline and at end of project term 3. Baseline and at end of project term	PIU
5	AJMER	Improving Pedestrian Infrastructure in Ajmer City Area			1. Physical Progress – Status of civil works – kms of NMT tracks constructed 2. Pedestrian Accidents 3. Air Quality	Physical verification/site inspection Accident records 1. Air Quality measurements	1. Annual 2. Baseline and at end of project term	PIU
6	TRIVANDRUM	Elevated pedestrian walkway from Chalai to bus/rail terminals			4. Physical Progress – Status of civil works – kms of NMT tracks constructed Mode Shift and user satisfaction	4. Physical verification/site inspection Sample interviews of users	1. Baseline and at end of project term	PIU
7	NAYA RAIPUR	Implementation of BRTS (For Phase 1)			Physical Progress – Status of civil works – kms of NMT & BRT tracks constructed	2. Physical verification/site inspection Record of BRTS	1. Annual 2. Baseline and at end of project term	PIU

			Project Development Objective	Project Outcome Indicator	Monitoring Parameter	Data Collection Method	Frequency of collection	Responsibility
					BRTS ridership and mode share 1. User satisfaction	Ticket sales 1. Sample interviews of BRTS users		
8	JALANDHAR (Non-NURM City)	Promotion of NMT Facilities (Footpaths & cycle tracks)		Physical Progress – Status of civil works – kms of NMT tracks constructed NMT Traffic 1. NMT Accidents 2. Air Quality	5. Physical verification/site inspection Vehicle counts 1. Accident records 2. Air quality measurement	1. Annual 2. Annual 3. Baseline and at end of project term	PIU	
9	PIMPRI CHINCWAD	Implementation of BRTS (For 2 Corridors)		Physical Progress – Status of civil works – kms of NMT & BRT tracks constructed BRTS ridership and mode share User satisfaction	6. Physical verification/site inspection Record of BRTS Ticket sales Sample interviews of BRTS users	3. Annual Chapter 9. Baseline for public Transport Usage; and at end of project term	PIU	

APPENDIX 8.2: TERMS OF REFERENCE FOR MONITORING AND EVALUATION CONSULTANT

Background

Under the GEF India Sustainable Urban Transport Program being implemented by the Ministry of Urban Development, Government of India, <Name of Implementing Agency> has availed funds to improve urban transport infrastructure and services in <Name of City>. These investments are expected to promote environmentally sustainable transport and reduce green house gas emissions in the city. The project includes:

<List project components>

Such investments need to be evaluated for their effectiveness by comparing the existing (baseline) situation with that of the situation during and after implementation of the project. There is a need to monitor and evaluate the project outcomes. This would require collecting, analyzing and documenting relevant performance indicators which reflect the project outcomes.

Performance Indicators and Collection Methods

The performance indicators which have been considered appropriate to reflect the project outcomes are indicated in Table 1. This table also indicates the methodology to be adopted for collecting relevant information and data.

Scope of Work

To collect, collate, compile, analyze and document the required monitoring parameters, the Consultant shall undertake the following tasks:

1. Design the necessary data collection formats and have it approved by the PIU.
2. Prepare the schedule for surveys and have it approved by the PIU.
3. Obtain the necessary clearances from concerned agencies for the conduct of onsite surveys and for collecting information from databases.
4. Conduct the required surveys using trained personnel, necessary equipments and vehicles.
5. Collate and check the data. Transfer these on to data files.
6. Analyze data and present the findings in a document form along with necessary charts and illustrations. Wherever relevant, the report shall also include photos and videos of the sites and the data collection process.

Frequency of Monitoring

1. Values of Performance Indicators shall be assessed through periodic surveys/investigations/data collection process.
2. To begin with, the baseline values of the performance indicators shall be established prior to project implementation.
3. Subsequently, the values of performance indicators shall be updated through fresh surveys/investigations/data collection process every 6 months over the project period of 4 years. In addition, selected key data will be collected at 3-monthly intervals.

Monitoring Period

The monitoring and evaluation work described above shall be undertaken over the project duration which is 4 years.

The Consultant Team

The Consultant team shall consist of a Team Leader, Survey Supervisors and trained enumerators.

The Team Leader should have the following qualifications:

- Masters degree in transportation engineering with not less than 10 years experience, in transport surveys and analysis;
- Should have demonstrated analytical skills to analyze and interpret data;
- Good verbal communication skills in local language and English, and good written communication skills in English
- The Survey Supervisors should be graduates with experience in organizing and conducting survey and managing enumerators. Adequate verbal communication skill in local language and English would also be needed.

Enumerators should be matriculates with aptitude for onsite data collection work and computer literate.

Outputs / Deliverables

The Consultant shall deliver the following outputs:

1. Data formats for approval prior to commencement of surveys.
2. Hardbound and soft copies of compiled data along with summary tables for each performance indicator after each round of surveys/investigations/data collection process.
3. Evaluation Report containing the findings of the surveys along with necessary charts, illustrations and photos after each round of surveys/investigations/data collection process.
4. Detailed reports will be submitted at six-monthly intervals. In addition, abbreviated reports containing information on selected key parameters will be submitted quarterly.

Payment Schedule

Payments shall be made on a pro-rata basis on acceptance of deliverables received after completion of each round of surveys/investigations/data collection process.

Supervision

The study will be supervised by the PIU. They will be supported by the National PMU and World Bank.

Table 8-1: Performance Indicators and Data Collection Methods

No	Project Component	Performance Indicator(s)	Data collection method for each Indicator
1			
2			
3			
4			

Explanation: The contents of the above table would be specific to each project. The Performance Indicators and Data collection method would be indicated in the PAD. Information specific to the project could be copied from the PAD and pasted here.