

**Infrastructure Professionals Enterprise (P) Ltd. (IPE)** is a leading development sector consultancy providing services in the fields of international development, public policy, institutional strengthening and capacity building, governance and public sector reforms, public-private-partnership, fiscal and economic studies, monitoring and evaluation, infrastructure development, legal & regulatory framework and health and social sector initiatives. Particularly, IPE has been focusing on governance reforms through improving participation, transparency and accountability especially in the pro-poor spending.

With offices across India and United Kingdom, and a representative office in Manila, IPE brings with it a rare mix of international and regional expertise. It has a multi-disciplinary team of experts who have substantial relevant experience and knowledge of ground level realities, problems and issues in the different parts of the world. IPE's pool of resources with a staff strength of over 150 full-time professionals and around 400 empanelled consultants brings together experts from diverse disciplines.

IPE has undertaken about **270 assignments** across Asia, Africa and Europe in about 20 countries. IPE is an employee owned company and has a current annual turnover of over US\$ 15 million.

### Vision Statement

To be respected as an "idea powerhouse" successfully bringing together cutting edge knowledge and management skills to enable policy changes and reforms in the development sector globally.

### Mission Statement

To shape the changing development sector needs to achieve the twin objectives of economic growth and social equity.

### Quality Policy

To exceed client expectation by delivering value for money services that lead to the twin objectives of economic growth and social equity through continual improvement of the quality management system.

*IPE is a ISO 9001:2000 certified company.*



### Our list of Clients Include:

▶ The World Bank (WB)	
▶ Asian Development Bank (ADB)	
▶ United Nations Development Program (UNDP)	
▶ Department for International Development (DFID)	
▶ Japanese Bank for International Cooperation (JBIC)	
▶ European Commission	
▶ United States Agency for International Development (USAID)	
▶ United Nations International Children's Emergency Fund (UNICEF)	
▶ Japanese International Cooperation Agency (JICA)	
▶ Africa Capacity Building Foundation (ACBF)	
▶ Central, provincial and local governments of various countries	

### Sectoral Expertise:

- ▶ Institutional Strengthening and Capacity Building
- ▶ Public Sector Management and Administration
- ▶ Social Sector and Resettlement
- ▶ Monitoring and Evaluation
- ▶ Environment
- ▶ Research and Training
- ▶ Urban Development
- ▶ Environment
- ▶ Governance and Decentralization
- ▶ Public Private Partnership
- ▶ Local Governance
- ▶ Health

### Country Expertise

Some of the countries where IPE and its core staff have worked and are working:

#### South Asia

- ▶ India
- ▶ Sri Lanka
- ▶ Nepal
- ▶ Bangladesh
- ▶ Bhutan
- ▶ Maldives

#### Central Asia

- ▶ Afghanistan
- ▶ Palestine
- ▶ Iraq

#### East Asia

- ▶ Indonesia

#### Africa

- ▶ Ethiopia

"There is one thing stronger than all the armies in the world, and that is an idea whose time has come.

These realities underline our ideas, which encompass new planning, project management and capacity building skills. After all, the future will not judge us only by the quality of bricks used in our constructions or the immediate user friendliness of financial management systems. We shall be judged by the quality of our ideas and vision of a sustainable and equitable human future. These values inform and inspire all our projects today."

Ashwajit Singh  
Managing Director

### IPE Offices:

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**Kolkata**      **Lucknow**  
**Patna**      **Chennai**

**London, United Kingdom**  
**Manila, Philippines**



**IPE Project Profile:**

**Governance and Decentralization**

**ADB Basic Social Infrastructure Development Project, Sri Lanka, 2004 - 2005**

This PPTA supported continued efforts of the Government for strengthening policy and operational framework of local governance so that all 311 Local Authorities could effectively deliver affordable and sustainable infrastructure to its citizens.

**ADB Strengthening Local Government Infrastructure Improvement Project, Sri Lanka, 2005 - 2006**

This AOTA looked at strengthening Local Loans and Development Fund (LLDF) to act as the nodal municipal infrastructure fund, and to facilitate LLDF as the financial intermediary for the \$75 million ADB loan for this purpose.

**DFID Design, Interim Support and Implementation of Bihar Strengthening Urban Management and Inclusive Growth Programme, India, 2008 – 2009**

The programme looked at enabling urban areas to become facilitators of growth in Bihar through strengthening policy framework, building municipal capacities towards good governance and citizens interface, and improving pro-poor planning.

**DFID Kolkata Environment Improvement Project (KEIP) Capacity Building Component – Inception Phase Consultancy, India, 2002 - 2004**

The project launched institutional and financial reforms to support Kolkata Municipal Corporation in becoming more autonomous and efficient organization, and led to design of a US\$75 million capacity building programme.

**Technical Advisory Panel – Network (TAP-Nets), African Continent, 2002 – 2006**

The project aimed at providing technical advice to TAP-Nets for building its internal capacity to undertake public sector reforms and has carried out sectoral studies on public administration and management; performance measurement; etc.

**Sirajganj Local Governance Development Fund Project, Training of Bangladesh Leaders, Bangladesh/India, 2006**

The scopes included building administration and managerial capacity of the local leaders for better Implementation of local level projects in the health, literacy, water supply, and public works sectors based on learnings from best practices.

**Evaluation and Design of the Social Accountability Component of the Protection of Basic Services Project, 2009 - 2010**

The purpose of this assignment is to: a) evaluate the activities of PBS I Social Accountability Component (C4), b) make recommendations based on lessons learnt and experience with implementation, and c) develop the design for scaling up social accountability interventions under Social Accountability component of PBS II.

**Social and Environment and Urban**

**Bhutan National Urbanisation Strategy and Thimphu City Development Plan, Bhutan, 2006**

The project looked at development of the Bhutan National Urbanization Strategy to foster a balanced and well-governed system of local governments, preparation of Thimphu City Development Strategy and State of Environment report.

**DFID Developing Technology, Infrastructure and Urban Planning (Ti-UP) Facility**

The project aimed at developing TI-UP as a key global resource centre providing a one-stop shop for knowledge in fields of technology, infrastructure and urban planning, serving DFID infrastructure advisors and programme managers.

**UN Trust Fund for Reconstruction of Iraq – Municipal Planning and Management Programme, Jordan, 2006**

The project looked at reviewing municipal finance policies and programmes of local governments in Iraq, and preparation of an action plan for the implementation of necessary reforms and improvements with inputs from local consultants.

**ADB Project Processing and Capacity Development Project: Rajasthan Urban Infrastructure Development Project Phase II – Detailed Engineering Design of Subprojects in Sample Project ULBs, India, 2007-2008**

The project aimed at providing necessary technical assistance to RUIDP in preparation of detailed engineering design and bid documents of 16 subprojects in the 3 pilot ULBs ensuring compliance with all Government and ADB guidelines.

**ADB Second Community and Local Government Support (CLGS II) Sector Project, Indonesia, 2007**

The PPTA structured a programme aimed at promoting access of poor community members to basic public infrastructure in secondary islands looking to strengthen community-based institutions and build local government capacities for same.

**Government of India Preparing City Development Plans (CDP), India, 2006 - 2008**

Prepared CDPs of over 20 cities for states of Gujrat, Bihar, Tamil Nadu, Uttar Pradesh and Uttaranchal under JNNURM.



## Finance, Public-Private Partnership and Economics

### **ADB Capacity Development of the National Capital Region Planning Board – Component A & C, India, 2008 – 2009**

The assignment aimed to strengthen capacity of NCRPB and Implementing Agencies towards improved metropolitan regional development planning, improve quality of basic urban services, and accelerate economic growth in the NCR.

### **Financial Management of Kabul Municipality, Kabul Urban Reconstruction Project, Afghanistan, 2006-2007**

The project involved strengthening capacity of Kabul Municipality towards improved finance functions including introduction of internationally accepted cash-based accounting system (following IPSAS standards) and capacity building exercises.

### **Pooled Finance Development Facility (PFDF): Policy Framework for Central and State Entities, India, 2000**

The project involved undertaking feasibility analysis of concerned policies and legislation of states/local governments to suggest changes required to bring in PFDF concept in India, and drafting of the policy framework for Government of India.

### **ADB Economic Policy Network II, Nepal, 2008-2009**

The project aimed to establish a formal process of informed policy making in the Government, through institutional building support, wherein the policies developed and recommended are adopted to promote growth and reduce poverty.

### **Note on Public Financial Management and Accountability (PFMA) in Indian Urban Local Bodies, India, 2006**

The assignment looked at assessing the present status and challenges of PFMA in Indian ULBs, identifying, analyzing and documenting known success stories, and suggesting the way forward for improving PFMA in Indian ULBs.

### **DFID Department for International Development Nodal Firm for Implementation of Fund Based Accounting System in Karnataka, India, 2005-2006**

As the nodal firm for implementation of FBAS, IPE was responsible for formulation of accounting and budgeting policies and manuals for the state; assist in reconciliation activities in ULBs, supervision entire implementation process, and training.

### **Government of India Introduction of Outcome Budgeting methodology for preparation of Budget Estimates for FY 2008-09 in Coimbatore and Madurai Municipal Corporations in Tamil Nadu State, India, 2008**

The target was to introduce outcome budgeting to facilitate progress card on what departments have done with outlay announced in annual budgets towards delivery of services based upon citizens' ultimate priorities, preferences and needs.

## Monitoring and Evaluation

### **Expenditure Tracking Study (ETS) for Orissa – Sampoorna Gramin Rozgar Yojana (SGRY) and Supplementary Nutrition Program (SNP), India, 2006-2007**

These studies focused on identifying leakages in the system, efficiency of targeting beneficiaries, quality of output, and gave suggestions for improvement; also assessed fiduciary risks and evaluated economic benefits of SGRY and SNP.

### **DFID Department for International Development Output to Purpose (OTP) Review of Slum Upgrading Facility (SUF), Worldwide, 2007**

These were two separate assignments undertaken towards carrying out OTP review of SUF performance in Indonesia, Sri Lanka, Tanzania and Uganda targeting assessment of progress of the Fund towards achievements of original objectives.

### **ADB Baseline Survey and Benefit Monitoring and Evaluation (BME) for Kolkata Environmental Improvement Project (KEIP), India, 2006**

The aim of the BME consultancy was to develop a BME plan and the project framework, develop baseline data for mid-term and end-term evaluation, facilitate the mid-term and end-term evaluations, and suggest mid-course corrections, if any.

### **EC Review Mission – State Partnership Programme (SPP), Rajasthan and Chattisgarh, India, 2007 and 2008**

IPE was part of two separate assignments (first and second review missions), focusing on assessing achievements of milestones in the SPP targeting poverty alleviation, environmental protection and management and improving governance.

### **DFID Department for International Development Assessment of General Budget Support in Andhra Pradesh and Orissa, India, 2004**

Both assignments aimed at evaluation of DFID India's General Budget Support (GBS) interventions to date and their impact on poverty reduction. It was an assessment of the extent and circumstances GBS has been in and its relevance, effect and efficiency for achieving interim results to enable progress towards sustainable poverty reduction in India.

## IPE Key Personnel

### **Mr. Ashwajit Singh**

*(Masters: Analysis, Design & MIS, London School of Economics, U.K.; Certified Internal Auditor, U.S.A; Company Secretary, ICSI; Chartered Accountant, ICAI)*

Ashwajit has over 20 years of international experience in public finance, public private partnerships, governance and administrative reforms across Asia, Africa and Europe including India, Sri Lanka, Bhutan, Indonesia, Zimbabwe, Tanzania, Ghana and United Kingdom. He has provided services to World Bank, ADB, UNDP, EC, USAID, JBIC, ACBF, DFID, among others.

### **Dr. S. K. Chaudhuri**

*(Ph.D. Business Management, India; M. A. Economics; M. Phil Finance; B. Sc Physics (Hons))*

Armed with over 30 years of experience, Swapan Kanti is an expert in areas of economic development, public sector reforms and public finance. He has worked in senior capacity for donors including World Bank, DFID, EC, etc., across Asia including India, Mongolia, Bhutan, Sri Lanka and Pakistan. He has also served as a visiting scholar at J L Kellogg Graduate School of Management, USA and Manchester Business School, UK.

### **Dr. Gangadhar Jha**

*(Ph. D (Eco.) - Urban Public Finance; Local Government Finance, Birmingham, M.A Eco., B.A Economics)*

Gangadhar brings over 30 years of international experience in public finance, economic development, urban development and governance, and capacity building and training. Apart from serving as an international team leader on ADB projects, he has also served in senior capacity for USAID, World Bank, UNCHS, JBIC, etc., across Asia and Africa including India, Sri Lanka, Bhutan, Bangladesh, Indonesia, Thailand and Kenya.

### **Dr. Renu Khosla**

*(Ph. D, Home Science, Resource Management & Extension; M.A. Child Development, Delhi University)*

Renu brings over 25 years of international experience in the area of poverty alleviation, education, community mobilization and social capital building, and gender issues. She has provided inputs in international projects funded by ADB, UNDP, USAID, Cities Alliance, AusAID, etc. Renu has also coordinated national poverty alleviation programmes for government of India including one which has won the UNCHS/Dubai Best Practice award.

### **Mr. P. U. Asnani**

*(LL.B. from Sir L A Shah Law College, Ahmedabad; B.Sc. from Dharmendra Shinghji College, Rajkot)*

Asnani is a well known international consultant in areas of municipal environment and infrastructure, and governance and capacity building. His portfolio includes working for World Bank, USEPA, UNCHS, DFID, etc., at senior/Team Leader positions across Asia including India and Sri Lanka.

### **Mr. Amit Sardana**

*(Post Graduate Diploma from Institution of Electronics and Telecommunications Engineers; Bachelors in Science)*

Amit is an urban management and governance expert with over a decade of hands-on experience of working across India for projects funded by World Bank, DFID, JBIC, among others. Key skills include MIS and eGovernance reforms.

### **Mr. Abdul Rahim**

*(MBA, XLRI Jamshedpur, Chartered Accountant ICAI, New Delhi; All India rank Holder in Foundation, Intermediate and Final Examination of Chartered Accountancy; B. Com., Calcutta University)*

Abdul is a senior financial analyst with key experience in financial planning, strategic development, and public finance. He has served as Team Leader/senior advisor to World Bank, DFID, and ADB funded projects across Asia including India, Bangladesh and Afghanistan.

### **Mr. Himanshu Sikka**

*(M.Sc. Development Planning, University College London, UK; Bachelor of Planning, SPA, New Delhi)*

Trained as a Development Planner, Himanshu's areas of expertise include institutional procurement and public policy analysis. He has worked in diverse international and national settings (India, UK, Germany, Ghana etc.) with several donor agencies like World Bank, UNICEF, DFID, USAID, among others.

### **Mr. Rakesh Gujral**

*(Advanced Program on accrual System of Accounting and Financial Management, ICAI; PG Diploma in Computer Applications; B.Com, Delhi University)*

Rakesh has over three decade's experience in municipal management, including 11 years of experience in property taxation systems, accounts and financial affairs of the Urban Local Bodies (ULB). His areas of expertise include Property taxation, Municipal Budgeting, Financial Management, Accounting Reforms and E-Governance.