

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 staff strength of over 200 full-time professionals and around 300 empanelled consultants brings together experts from diverse disciplines.

IPE has undertaken about 300 assignments across Asia, Africa and Europe in about 20 countries. IPE is an employee owned company and has a current annual turnover of around US\$ 20 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 an ISO 9001:2000 certified company.



### Our 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	

### Sector Expertise:

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

### Governance and Decentralization:

IPE has gained international recognition through its initiatives in areas of governance and decentralization. IPE has been working not only with governments at all levels towards ushering a new regime of decentralized governance, but has also facilitated numerous donor agencies in structuring key national and local level governance reform programmes across Asia and Africa, including World Bank, ADB, UNDP, ACBF, UNICEF, DFID, USAID, JBIC, JICA among others.

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Kolkata      Lucknow  
Patna      Chennai

London, United Kingdom  
Manila, Philippines

### Country Expertise

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

- ▶ India
- ▶ Bangladesh
- ▶ Maldives
- ▶ Sri Lanka
- ▶ Bhutan
- ▶ Pakistan
- ▶ Nepal
- ▶ Afghanistan
- ▶ Iraq
- ▶ Vietnam
- ▶ Palestine
- ▶ Jordan
- ▶ Indonesia
- ▶ Thailand
- ▶ Zimbabwe
- ▶ Kenya
- ▶ Ghana
- ▶ Tanzania
- ▶ Switzerland
- ▶ United Kingdom



IPE Project Profile:

**ADB**

**TA 7452: Support for Local Government Finance and Governance Reform II, Indonesia, 2010 - 2012**

The project looks forward to achieve the core outputs namely Strengthened approach to coordinate fiscal decentralization policies, reduce inconsistencies between sector and decentralization laws and related inconsistencies in budgets, refinement and development of the regional government performance measurement system and improved efficiency in the transmission, collation, and analysis of financial information from regional governments.

**DFID** Department for International Development

**Orissa Modernizing Economy, Government and Administration Programme, India (OMEGA), 2010-2014**

The objective of the consultancy is to provide management and technical support to Government of Orissa for the Departments of Finance (DoF), Planning and Coordination (DoPC), Industries (DoI), Panchayati Raj (DoPR) and Food Supplies and Consumer Welfare (DoFS&CW), Government of Orissa (GoO) for planning, implementing and monitoring of the programme. Under this Programme IPE Global is responsible for supporting the Government of Orissa build capacity of for revenue mobilisation and effective expenditure management through support on key areas like Public Expenditure Management, (adoption of PEFA guidelines in financial planning), Budgetary Management and Guidelines, Treasury management, Internal Audit Strengthening

**DFID** Department for International Development

**Kolkata Environment Improvement Project, (IPC), India 2002 - 2003**

This Project aimed at promoting a sustained improvement in the environmental health and quality of life for the communities of Kolkata focusing on all round capacity building of the Kolkata Municipal Corporation (KMC) to ensure delivery of services in an equitable manner, with a focus on improved access to services by the poor and the vulnerable groups. The project launched institutional and financial reforms to support KMC in becoming more autonomous and efficient organization. Introducing and piloting new management techniques for improved policy decisions and governance.



**Evaluation and Design of the Social Accountability Component of the Protection of Basic Services Project**

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) under the guidance of the Steering Committee to make recommendations for, and develop the design for scaling up social accountability interventions under Social Accountability component of PBS II.

**ADB**

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

This project looks at supporting the Government's efforts of improving urban management and living conditions in local authorities (barring Colombo), through strengthening of the Local Loans and Development Fund (LLDF) as a municipal infrastructure fund, and to facilitate LLDF as the financial intermediary for the \$75 million ADB loan for this purpose. The project looks at development of long-term and short-term visions, and business plan, capacity building, Best Practice studies and assessment of infrastructure requirements, development of operational manual including administrative structure, project appraisal guidelines, safeguard policies, lending policy and criteria, human resource and recruitment policy, etc.

**ADB**

**Second Community and Local Government Support Sector Project, Indonesia, 2007**

The project aims to prepare and provide increased access of poor community members to basic public infrastructure in poor urban, peri-urban and rural areas which pursues the objectives of (i) increased employment and income opportunities, (ii) established and/or strengthened community-based institutions, and (iii) improvement of local government capacity to handle community-based development.

**DFID** Department for International Development

**Palestine Civil Service Reforms Project, Palestine, 2004.**

The Palestine Civil Service and Administrative Reform undertook the task of integrating the whole process of strategic planning, operational planning, performance review and appraisal, performance agreements (or even contracts), and possibly client service (or citizens') charters with human resource (and particularly management) development strategies, leads to interest in methodologies, tools, techniques and models that have been seen to be well-proven and effective in more developed public services.

**ADB**

**TA 7384: Institutional Strengthening of the National Planning Commission, Nepal (2010-11)**

The TA will help the Government to examine different options of development planning in a federal system of fiscal governance and the implications for Nepal. This will in turn help to take a well-informed policy decision on the form and substance of a development planning system suitable to Nepal, thereby facilitating its institutionalization, including restructuring of the government's central planning organization. The TA outputs and the government's participation in developing these will help to understand the implications of various development planning modalities, facilitating a rational decision making and inter-government fiscal transfer process



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

The goal of the programme is to enable urban areas to become facilitators of growth in Bihar, and to increase the rate of urban poverty reduction by 2014. The assignment looks at generating understanding to strengthen the policy framework to address urban governance issues in the state as well as build municipal capacities to undertake activities like pro-poor planning, increasing citizen interface, improving municipal functions towards more transparent and accountable governments, and mobilising community action for poverty alleviation.



### **Kolkata Urban Services for the Poor: Design Phase Consultancy, Kolkata, India, 2001 – 2002**

KUSP was a multi-sectoral project, which aimed at improving access of the urban poor to basic services towards improving their quality of life; studying the impact evaluation of proposed framework on poverty and other social aspects in 40 ULB's of KMA. Some of the core areas of study include governance and institutional development, financial analysis and management, impact evaluation, analysis of fiscal performance, structuring urban projects, and program formulation and administration. The project recommended £ 94 million grant by the DFID to the Government of West Bengal (GoWB) programme.



### **Madhya Pradesh Urban Services for the Poor (MPUSP) Programme – Design and Implementation Phase Consultancy, India, 2006 – 2009**

The Urban Management Programme seeks to optimize the effectiveness of major capital investment in basic urban infrastructure being pumped in through the ADB-funded UWSEIP (Loan 2046-IND) in Madhya Pradesh. It aims to undertake sustainable poverty reduction and economic growth in the project cities through improved urban management and governance, and sustainable access to basic services for poor people. Among others, the Project looks at (i) improving institutional mechanisms at state/municipal level for pro-poor service delivery, and improved policy, legal and institutional environment to enable cities to take responsibility for their own development and growth.



### **Sirajganj Local Governance Development Fund Project (BD/ 98/010), Training of Bangladesh Leaders, Bangladesh / India, 2006**

IPE is developing administration and managerial capacity of Bangladeshy local leaders of by demonstrating functioning systems in similar urban/ rural conditions taking examples from inside or outside the country to initiate policy implementation and replication based on the learnings from best practices. The project also aims to build the capacity of the administrators for better Implementation of local level projects in the health, literacy, irrigation, water supply, and public works sectors.



### **Kolkata Urban Services for the Poor Programme – Organizational Development Consultancy, India, 2004.**

The project looks at OD of 40 municipal bodies in KMA to improve efficiency in undertaking responsibilities. The Project entails review of management structure of all ULBs, as well as organization structure of support organizations. As part of the OD review, an examination of relevant accountability and transparency issues was also undertaken. Based on the above, OD/Implementation plans in all 40 ULBs using participatory mechanisms for involving all major stakeholders were developed including development of a plan to improve accountability. The project also facilitated development of transparency and accountability indices to facilitate an assessment of ULBs/support organizations and identify measures for improvements.



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

IPE has facilitated the World Bank in preparing a note which aims at highlighting issues that may require government attention for efficient and accountable use of resources to improve performance of ULBs. Key objectives of this assignment include (i) assessing the present status and challenges of PFMA in Indian ULBs and producing a synthesis report of the findings; (ii) identifying, analyzing and documenting known success stories/ good experiences of PFMA in Indian ULBs focusing on their existing context, success factors and replicability and (iii) suggesting ways forward for improving PFMA in the Indian context.



### **Public Administration and Technical Advisory Panel & Network (PAMNET)- Study on Public Expenditure Management Reviews in Africa, 2005-06**

The study involved a review of transparency, accountability, disclosure and reporting mechanisms of the institutions to determine how public expenditure management can be made more effective in sub-Saharan African countries in steering poverty reduction strategies. The focus was to identify adequate decision making and management procedures in order to increase the effectiveness of the national budgets, along with measures for improving public expenditure management

## 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; B.Com (Hons))*

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 UK. He has worked with the World Bank, ADB, EC, USAID, JBIC, ACBF, DFID, among others.

### Dr. S. K. Chaudhuri

*(Ph.D., Business Management, India; Executive Programs in Managing Cost Information for Effective Strategic Decisions, Northwestern University, USA; M. A. Economics; M. Phil Finance; B. Sc Physics (Hons))*

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. Economic.; 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

*(LLB, Sir L A Shah Law College, Ahmedabad; B.Sc, 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. 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.