

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 a ISO 9001:2000 certified company.



### Our Clients Include:

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| ▶ 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

### 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
- ▶ Zimbabwe
- ▶ Kenya
- ▶ Switzerland
- ▶ Palestine
- ▶ Jordan
- ▶ Indonesia
- ▶ Thailand
- ▶ Ghana
- ▶ Tanzania
- ▶ United Kingdom

### Urban Development

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

- Ashwajit Singh, Managing Director

IPE has developed a strong accord of working in urban and social development sectors and has undertaken some of the landmark projects in South Asia including for ADB, World Bank, JBIC, USAID, DFID, among others. With particular attention to poverty reduction through urban renewal, IPE focuses on grassroots level participation, transparency and accountability in the pro-poor spending.

### IPE Offices:

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Manila, The Philippines



## IPE Project Profile:



### Support Programme for Urban Poor, Bihar, India, 2008 – 2014

The goal of the programme was to enable urban areas to become facilitators of growth in Bihar, and to increase the rate of urban poverty reduction by 2014. It also looked 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.



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

The project looked at development of the Bhutan National Urbanization Strategy to support the Royal Government's vision of creating an environment, which would foster a balanced and well-governed system of local governments, and developing a strategy for the national urban development. The project also envisages development of Thimphu City Development Strategy to improve the efficiency of impact of urban growth on the well being of poor urban citizen living in the urban peripheries and develop a policy framework for urban growth in Thimphu.



### ADB TA 4986 BAN: Urban Primary Health Care Sector Development Program (Supplementary), 2009-10

The TA is a supplementary package of the Urban Public and Environmental Health Sector Development Program (UPEHSDP) involving the improvement of Solid Waste Management (SWM) and Medical Waste Management (MWM) services. The main objective of this assignment is to conduct upstream work through (1) supporting policy reform and (2) developing a plan for improving SWM/MWM.



### PPTA 7055 IND: Capacity Development of the National Capital Region Planning Board: Component A and C, India, 2008 – 2010

The objective of the technical assistance is to strengthen the capacity at NCRPB, state-level National Capital Region (NCR) Cells and other implementing agencies in the area of planning for urban infrastructure and to impart necessary skills to conceive, design, develop, appraise and implement good quality infrastructure projects for planned development of the NCR. The increased institutional capacities of NCRPB and implementing agencies associated with NCRPB will lead to effective and timely scaling-up of urban infrastructure to (i) improvement of the quality of basic urban services, (ii) development of counter magnet towns, and (iv) acceleration of economic growth in the NCR.



### 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



### Project Processing & Capacity Development Project, Rajasthan Urban Infrastructure Development Project, India, 2007-08

The technical assistance (TA) seeks to optimize social and economic development in urban Rajasthan by addressing its prime objectives of redressing infrastructure and service deficiencies to meet basic service delivery norms. The three primary objectives are: first, to provide necessary technical assistance in designing and implementing pilot subprojects ensuring they contribute to overall economic growth and poverty reduction. Second, to ensure that subprojects are compliant to all necessary Government of Rajasthan/Government of India, and ADB norms and guidelines. Third, to build capacities within the local Public Health Engineering Departments, and the Urban Development Department.



### Output to Purpose Review of Slum Upgrading Facility (SUF), Kenya, Sri Lanka, Indonesia, 2007

These were two separate assignments to undertake a Output to Purpose review of the four Country Pilot Implementation Plan (CPIP) prepared, with focus on assessing ability of the CPIPs to achieve the original project purpose and objectives, overall feasibility of actions proposed, test ability of proposed initiatives to leverage funds and access private sector capital towards slum upgrading, assess potential of proposed initiatives to reflect Best Practices, and assess the proposed institutional mechanisms for implementation, and monitoring and evaluation. This note reviews and evaluates strengths of these draft CPIPs, areas of concerns in addressing SUF objectives, and outlines recommendations for these CPIPs in general, and on a case-to-case basis for the proposed pilot project.



### 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.



### Agra Municipal Reform Project, India, 2003-2004

The project aimed towards the financial and institutional strengthening of AMC with special emphasis on (i) creating capacity to meet demands for infrastructure investments by various efforts; (ii) development of a city level policy strategy with special emphasis on urban planning reforms; (iii) carrying forward ongoing reforms being undertaken by AMC in areas of asset management, conversion to double entry accounting system, etc.; (iv) strengthening the institutional capacity of urban local body for monitoring and evaluation of infrastructure and related services and (v) structuring and implementing public private participation (PPP) models for delivery of urban services including solid waste management and street lighting.



### 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, etc.



**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.



**Integrated Urban Development of Madhya Pradesh Project, India , 2002 – 2003**

The primary objective of the PPTA was to prepare a project to promote sustainable growth and poverty reduction in the six project towns and thereafter in the other cities in the state. Specifically, the Project was designed to: (i) provide sustainable water supply and environmental improvements; and (ii) support comprehensive urban governance and institutional reform to enhance accountability in municipal management, and strengthen the capacities of project cities, particularly in areas of resources mobilization & cost recovery.



**Kolkata Environment Improvement Project: Capacity Building Component Inception Phase Consultancy, India 2002 - 04**

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.



**CLIFF (Community-Led Infrastructure Finance Facility) Project Evaluation 2008, India, Kenya, Philippines**

Established in 2002 with an initial funding from DFID and Swedish International Development Cooperation Agency (SIDA), CLIFF aims at creating a financing facility mechanism for assisting voluntary organisations to carry out successful community-driven infrastructure, housing and urban services initiatives at city level and replicate the concept in at least one other country in a different institutional setting. Following recommendations from CLIFF Advisory Group, an end of project evaluation was commissioned by DFID through the TI-UP to assess the performance of the program.



**Developing Technology, Infrastructure and Urban Planning (TI-UP) Facility, Global**

TI-UP is a key resource centre providing a one-stop shop for knowledge in the combined fields of Technology, Infrastructure and Urban Planning, serving DFID infrastructure advisors, programme managers, DFID's partners in developing countries, and the wider international development community. TI-UP is a global framework which offers up to two days free advice to eligible DFID advisors and staff from other qualifying agencies, through its core services, as well as longer commissioned services.



**Impact Assessment (Evaluation) of Andhra Pradesh Urban Services for Poor (APUSP) Programme under Technology, Infrastructure and Urban Planning (TI-UP), India, 2007-2008**

APUSP comprises three complementary components: (i) Component 1 (C1) focuses on municipal reforms: a wide range of activities aimed at improving the performance of municipalities in the planning, finance and management of their resources for improved service delivery; (ii) Component 2 (C2) is aimed at providing improved environmental infrastructure for slums: water supply, sanitation, drainage, waste management, street lighting and small roads/footpaths; and (iii) Component 3 (C3) relates to strengthening civil society in project towns and making civil society a stronger partner of municipal government.



**Preparing City Development Plans (CDP) for Selected Cities of Five States, India, 2006 - 2008**

City Development Plans will be prepared to access funds to enable systematic development with futuristic planning. The CDP's focus on issues of local concern, in terms of enhancing city productivity, reducing poverty, improving governance and enhancing financial sustainability. The scope of work would include analysis of existing situation, evaluation of base maps, review of studies, plans and previous experiences, forecasting of population, gap identification etc.



**Municipal Planning and Management Jordan, 2006**

Preliminary work plan for Municipal Planning and Management Programme which proposes a variety of capacity development, policy development and planning activities to be carried out at the Ministry of Municipalities and Public Works as well as a review of municipal finance policies and programmes and an action plan for the implementation of necessary reforms and improvements.



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

This Project supported continued efforts of the Government for strengthening policy and operational framework of local governance so that Municipal/Local Authorities can assume greater role in financing priority investments, and effectively deliver affordable and sustainable social infrastructure to local communities. IPE provided services to review the strategies and studies related to governance and macro economic conditions in 311 urban and rural local authorities.



**Indo-US Financial Institutions Reform and Expansion - FIRE (D), India, 2004 - 2008**

This project aimed at improving the delivery and operation of water and sanitation services in India's urban centres improved creditworthiness of local governments and allocation of resources to increase the level of investments in urban infrastructure especially those benefitting the poor.



**Uttaranchal Urban Development, India, 2006**

The objectives of the TA was to conduct feasibility study and prepare a project suitable for ADB financing that will improve urban environment and living conditions of the residents and enhance urban productivity and that will promote urban reforms for sustainable urban service delivery. The TA had two phases with the first phase to review the state's strategy and status of existing infrastructure and second phase to the preparation of the feasibility report of an investment package for the selected towns/cities.

## 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 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, Dr Chaudhuri 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.

Mr. P. K. Grover

(M.E., IIT Roorkee, India; B.E. (Civil), IIT Roorkee, India; B.Sc. (PCM), Agra University)

Mr. Grover has a long and rich experience of about 35 years in different capacities in government from Assistant Engineer to Superintending Engineer in field of Water Supply, Sewerage & Waste Water in Uttar Pradesh. Since 2007, he has also been involved with a number of donor and JNNURM projects in various parts of the country for project management, planning, design, procurement, execution and supervision of works. He has also been deeply involved in formulating and imparting different capacity building programmes regarding O&M personnel, training of technical and non-technical staff, administrators and state PMUs.

Dr. Renu Khosla

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

Dr. Renu has over 15 years of work experience in the sector of urban poverty alleviation, pro-poor service delivery, housing and land tenure and slum upgrading. Dr. Renu has contributed considerably to the promotion of multi-disciplinary research and action to various national and state levels urban poverty policies by providing leadership and expert advice in exploring the challenges faced in providing access to basic urban services for improved water supply and sanitation, livelihoods and social services of education and health.

Dr. Gangadhar Jha

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

Dr Jha 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 a 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.

Mr. P. U. Asnani

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

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

Ms. Sriparna Sanyal Iyer

(Master of Planning (Environment), School of Planning & Architecture, New Delhi; M.Sc. Geography (specialisation in Regional Planning), University of Calcutta; B.Sc. (Honours) Geography, Loreto College, Calcutta (University of Calcutta)

Mrs Iyer has over 15 years of experience in Project planning, development, management and implementation across a range of sectors, including pro-poor service delivery, with emphasis on institutional issues in both rural and urban sector. She has an extensive experience of working with various donors like DFID, UNICEF, SIDA and other India agencies.

Mr. Abdul Rahim

(MBA, XLRI Jamshedpur, Chartered Accountant ICAI, New Delhi; B. Com., Calcutta University)

Abdul is a skilled Finance and MIS specialist with an in-depth understanding of financial management systems, monitoring and decision support systems, data resource management, and ERP systems. He has been associated with development projects in India, Afghanistan, Bangladesh and Jordan, funded by ADB, World Bank, DFID, UNDP, UN-Habitat etc.

Mr Hitesh Vaidya

(Diploma in Urban Management, I H S Rotterdam; Post-Graduate Diploma, Urban Development & Planning, University of Pune; Bachelor of Arts, Public Administration, University of Himachal Pradesh)

An urban management and governance expert by qualification and profession, Hitesh has seventeen years of experience in the field of urban management, urban governance including in its ambit project management, service delivery, local government finance and capacity building