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**To Whom It May Concern**

M/s Infrastructure Professionals Enterprise (P) Ltd. (IPE) have been associated with the Department of Health & Family Welfare, Government of West Bengal as Technical Assistance & Support Team (TAST) from 2006-10 to help the department implement systemic reforms under the GBP 100 million Health Systems Development Initiative (HSDI) programme funded by DFID.

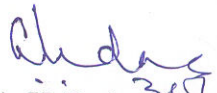
The HSDI is a major reform initiative focused on eight key elements of reform i.e. (1) Strategic and Policy Framework (2) Organisation and Management Systems (3) Health Financing (4) Access & Demand for services (5) Involving the Private sector (6) Assets and Supply Management (7) Procurement and Financial Management Systems and (8) Health coverage priorities

The key areas of support provided by IPE included preparation of Medium Term Expenditure Framework (MTEF), Annual Plan, District Planning, Development of strategies for Behaviour Change Communication (BCC), Access & Demand (A&D) and Urban Health, Organisational Review, monitoring of PPP and various health schemes, and developing manuals for accounting, financial management and procurement.

Besides, TAST helped the department in its ICT efforts to use technology for better management of services. This includes developing a 'Dashboard' Monitoring system, Online reporting for First Referral Units (FRUs), Government Correspondence System (GCS), and integrated financial Planning software. In all these initiatives, IPE has conceptualized the need based requirements, developed the functional specifications, coded the software, tested the system, hosted the solution and provided training for its implementation.

IPE has also helped the department in Setting up a State Resource Centre (SRC) which is a well-organized repository of knowledge and has created its own domain for additional support and communication within a very short period.

I am glad to certify that IPE's extremely competent consultancy assistance has gone beyond the call of their conventional duty and has provided a helping hand, whenever required. We appreciate their commendable performance and wish it all the best for the future.

  
(A. K. Das) 30/6/10  
Project Director, HSDI  
& Special Secretary