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**PROGRAMME ASSESSMENTS AND SOCIO-ECONOMIC RESEARCH:  
SELECT ASSIGNMENTS**

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**STRATEGIC ASSESSMENTS AND REVIEWS**

Our review of the GBP 14 million **DFID-AsDB partnership for India Trust Fund** which aims at increasing the impact of AsDB loans in India's poorest States through increased effectiveness and efficiency of AsDB operations. This involved review of the Cluster Technical Assistance (TA) Component to: (a) enable AsDB build capacities in State and local administrations to implement programmes for poverty reduction; and, (b) support AsDB in strengthening its project design and implementation in poor States. As part of this it also involved review of ongoing AsDB TAs for (a) Capacity Development for Sustainable Coastal Protection and Management, (b) Capacity Development Bihar Power Sector Entities, (c) Land Transport Management and Master Plan for Sikkim, (d) MP State Roads III, (e) Support for JNNURM Phase II, and (f) WUA Empowerment- Irrigation Mgmt. in Chhattisgarh.

TARU is currently working on the next (third) edition of **Status of Panchayat Report (SoPR) 2010-11** commissioned by the Ministry of Panchayati Raj (MoPR), Govt of India, to be released in the year 2011-12. MoPR oversees the implementation of Part IX of the Constitution, relating to the Panchayati Raj Institutions (PRIs) and works as a facilitator to enable States to promote efficient, accountable and transparent functioning of the PRIs. With a view to promote appropriate policies and programmes to strengthen PRIs and respond to their emerging needs. includes providing a comprehensive status of Panchayats in India, comparing States and Union Territories in terms of devolution, policies and programmes and the functioning of Panchayats, dissemination of best practices and areas of concern and, making policy and other recommendations to fulfil the Constitutional mandate.

The **Environmental and Social Safeguards, and Planning in Panchayati Raj Institutions in West Bengal: Capacity Assessment and Management Plans** for the World Bank proposed project on **Institutional Strengthening of Gram Panchayats (ISGP) in West Bengal** required conducting Social Assessment, Environmental Assessment, an analysis of the policies, processes and capacities with respect to environmental and social safeguards pertaining to local planning activities of GPs, review of Safeguard policies including National and State Acts, legislation and policies with specific reference to GP activities and the assessment of the existing capacities of the Panchayati Raj Institutions. It also included applicability and procedures for the World Bank's Operational Policies on Social and Environmental safeguards and designed the **Environmental and Social Management Framework (ESMF)** along with Vulnerable Group Development Framework (VGDF) for GPs. This was further accepted as the state policy in West Bengal.

Our **Review of Government of India's (GoI) Centrally Sponsored Schemes (CSSs)**, an USD 65 billion annual Centre-State transfer (at the time of Review), examined their

relevance to State finances and poverty reduction and identified opportunities to improve their effectiveness, efficiency and impact. Undertaken for DFID India, this was the first independent review of CSSs in India. It was followed by a study on the **Prospects to Reach the Poor in India through CSSs** during the Eleventh and Twelfth Five Year Plan periods which reviewed ongoing CSSs by type, Millennium Development Goal (MDG) marker and institutional arrangements at the Central and State-level and comprehensively mapped Centre-State transfers to provide strategic input on a possible DFID India engagement with the GoI.

We coordinated the DFID UK-supported multi-country **Study on Key Stakeholder Perceptions of Multilateral Organization (MO) Effectiveness** in India. Implemented with the Overseas Development Institute (ODI, UK) and partners in five countries (Bangladesh, Ghana, South Africa, Tanzania and Zambia), this involved assessing perceptions of five key stakeholder groups (government ministers, parliamentarians, civil servants, business leaders and civil society) about six major MOs working in India- the Asian Development Bank (ADB), European Commission (EC), Global Fund to Fight AIDS, TB and Malaria (GFATM), United Nations Development Program (UNDP), UNICEF and the World Bank.

The **External Review of the DFID India Country Strategy** included an analysis of the significant and relevant changes in the external environment and a detailed review of the (then) GBP 970 million DFID India portfolio to assess its relevance, effectiveness, efficiency and impact. Recommendations were made for DFID India's Country Assistance Plan (CAP).

Undertaken with WELL, our **Evaluation of DFID India's Support to the Water and Sanitation Program- South Asia (WSP-SA)** involved an assessment of the impact of such support on furthering Rural Water Supply and Sanitation (RWSS) Sector Reform in the country. It further drew lessons to inform DFID India's future role in the Indian RWSS Sector and focused specially on **Andhra Pradesh (AP), Kerala and Maharashtra**.

The **Strategic Review of DFID India's Governance Portfolio** across four States (**AP, Madhya Pradesh (MP), Orissa and West Bengal**) documented lessons learnt and outlined strategic options and future focal areas. A review of key international and national governance trends was also undertaken to provide context to this review.

## **RURAL WATER SUPPLY AND SANITATION (RWSS)**

Our **Rapid Review of the Water Supply Sector Reforms Programme (SRP)** initiated by the Rajiv Gandhi National Drinking Water Mission (RGNDWM), Government of India (GoI) was undertaken on behalf of the WSP-SA. The SRP piloted the transition from a supply-driven approach to a demand-driven community-based approach in the RWSS Sector. The review covered select locations in five States (**Assam, Punjab, Tamil Nadu (TN), Uttar Pradesh (UP) and West Bengal**) and assessed progress, examined adherence to SRP principles, detailed institutional arrangements and offered recommendations for mid-term correction to the Rs. 1.8 billion national investment.

Our **Technical Review Support for the RWSS Sector Reform Process** to the RGNDWM, GoI involved substantive input to the RWSS Sector Assessments, Vision Statements, Policy, Strategy and Action Plans being prepared by various States. The reviews offered systematic

commentary on various outputs so that these could be oriented in line with the reform principles enunciated by the RGNDWM. Tasks were undertaken for nine States- **Assam, Goa, Jharkhand, Kerala, MP, Orissa, Punjab, Maharashtra and Rajasthan.**

Our **Review of the Evolution of World Bank-supported Projects in the RWSS Sector in India** over the last 15 years drew upon the experience of six projects across the States of **Karnataka, Kerala, Maharashtra, UP and Uttaranchal** (now Uttarakhand). Drawing on secondary reviews to assess national and global trends and identify their influence on the design of successive projects and supplementing these with discussions with project stakeholders and field visits, this assignment provided a comparative analysis of the salient features of the six projects and examined the institutional arrangements at the community level, especially the legal status and provisions for the operation of the Village Water and Sanitation Committees (VWSCs). This is one of the few multi-State analyses of the design and working of RWSS Sector interventions in India.

The **Impact Assessment of the Maharashtra RWSS Project**, a project implemented in three districts with DFID India assistance, focused on issues around technical performance; equity, availability and reliability of water supply; health and hygiene behaviour changes; and, sustainability of village and district level project institutions. Based on this, recommendations were made for design of a new project.

The **Impact Assessment of the Nirmal Gram Puraskar (NGP)-awarded Panchayats** covered nearly 6,500 households from across 160 Gram Panchayats in six States- **AP, Chhattisgarh, Maharashtra, TN, UP and West Bengal**- and aims to assess the impact of interventions in NGP-awarded GPs, the extent and sustainability of behaviour change and local government involvement; and, verify the quality of facilities. At a larger level, the Impact Assessment aimed at enabling informed decisions on amendments needed to the NGP guidelines and practices.

The **Evaluation of Rural Sanitary Marts (RSMs) and Production Centres (PCs)** for UNICEF drew lessons from the experience in five states, **AP, Kerala, Rajasthan, UP and West Bengal**, to inform sustainable, replicable designs for the future. The evaluation of RSM/ PC performance, including their financial viability, was integrated with investigations into local demand conditions and design issues and constraints. The evaluation identified the key factors influencing household investment in latrines and provided the way forward with respect to alternate designs and implementation arrangements.

Together with WEDC, TARU undertook an **Evaluation of the Rural Sanitation and UNICEF CDD WATSAN Programmes in AP and Karnataka**. The exercise critically evaluated the programme components, delivery systems, institutional mechanisms and stakeholder convergence for future partnerships.

The **Policy and Legislative Environment Review for the AP Water and Environmental Sanitation Sector Development Project** of DFID India was undertaken with WEDC and involved a review of relevant policy and legislation, stakeholder and risk analyses and support to the project design and preparation of project documents.

## URBAN DEVELOPMENT

TARU undertook the **End-term Impact of the DFID-supported Kolkata Urban Services for the Poor (KUSP) Programme**, a high profile DFID-supported Programme launched in 2004 aimed at improved and sustainable well-being of the 2.4 million poor in 40 Urban Local Bodies (ULBs) in the Kolkata Metropolitan Area (KMA) through a process of municipal and Urban Sector Reform, including reform initiatives at the State-level, draws on extensive secondary research and engagements at the community, ULB and State-level with a range of stakeholders. The tasks included assessing the outcomes against the Programme log-frame and identify direct and indirect impacts on ground and within ULBs and other Urban Sector institutions and also to engage with sustainability issues and identify clear lessons and recommendations for the future.

TARU played a key role in developing, synthesizing and producing the **Urban Environmental Services Master Plan for Lucknow (1996-2021)**. The Master Plan focused on improvements to water supply, sewerage and sanitation, surface water drainage and solid waste services with a view to improving the living conditions in the city and emphasized the situation of the urban poor and other vulnerable groups. Institutional restructuring and strengthening were components of the Master Plan. We undertook a series of studies that provided the basis or followed from the Urban Environmental Services Master Plan for Lucknow (1996-2021). These included:

- **Infrastructure and Service Deficiency Analysis for Urban Environmental Services in Lucknow.** This was undertaken on a drainage catchment basis to establish the current provision, service levels and possibilities for upgradation in water supply, sewage and sanitation, solid waste disposal and surface water drainage in various settlement types with special emphasis on poor settlements.
- **Study of Ability and Willingness to Pay for Environmental Services in Lucknow.** This used primary data, objective measures and coping strategies of households to establish ability and willingness to pay for environmental services in Lucknow. Identification of infrastructure bottleneck areas and studies on lower income settlements in the city completed the bases for prioritization of action plans for service improvements.
- **Study of Generation and Disposal of Solid Waste for Lucknow.** This covered households of different socio-economic categories, commercial establishments, dairies and industries in the city and was supplemented with a study of the **Solid Waste Recycling Chain in Lucknow**. Estimates of arising, composition, coverage of municipal collection and the significant share of the recycling chain were highlighted for planning.
- **Development of Indicators for Urban Environmental Services in Select Settlement of Lucknow.** This was part of a London School of Hygiene & Tropical Medicine (LSHTM)/DFID-assisted research project undertaken in South Asia and Africa. It involved innovative participatory research to collect information on environmental indicators for water supply, sewerage and sanitation, surface water drainage and solid waste disposal from communities and planners and operations staff of service providing agencies. A negotiation process to arrive at a consensus on indicators, followed.

Our appraisal of the **Urban Sector Policies and Priorities in Orissa** involved an examination of the relevant policy and legislative framework, institutional arrangements and the state of environmental services and the poor in urban Orissa. It further drew upon a

**Fundamental Review of the Cuttack Urban Services Improvement Project (CUSIP)** to assess the potential for future DFID India- Government of Orissa (GoO) partnership.

The **Pre-design Studies for the Gangtok Water Supply and Environmental Sanitation Project (2003-2011)** were undertaken for AusAID. These involved large sample baseline surveys to establish the status of urban environmental services and public health in Gangtok with special emphasis on the situation of the poor, advice on urban management including geographical and jurisdictional boundaries, and development of institutional scenarios and options for urban environmental service providers.

The **Mid-term Impact Assessment of the DFID-supported Kolkata Urban Services for the Poor (KUSP) Programme**, a high profile DFID-supported Programme launched in 2004 aimed at improved and sustainable well-being of the 2.4 million poor in 40 Urban Local Bodies (ULBs) in the Kolkata Metropolitan Area (KMA) through a process of municipal and Urban Sector Reform, including reform initiatives at the State-level, drew on extensive secondary research and engagements at the community, ULB and State-level with a range of stakeholders. It not only assessed outcomes against the Programme log-frame and identified direct and indirect impacts on ground and within ULBs and other Urban Sector institutions but also engaged with sustainability issues to make recommendations for the future.

Our social development inputs to the **Strategic Mid-term Review (MTR) of the DFID-supported Andhra Pradesh Urban Services for the Poor (APUSP) Project** assessed the progress in delivering project outputs, purpose and goal. TARU specifically assessed the pro-poor orientation of policy and legislation; access to, and relevance of, interventions undertaken; level and quality of community engagement during planning, implementation and operations and maintenance (O&M); responsiveness of service delivery institutions and grievance redressal mechanisms; adequacy of capacity building efforts; and, current and potential role of civil society formations in furthering a pro-poor urban reform agenda. The task involved interactions with State-level and municipal agencies, civil society formations and slum communities in select locations around Hyderabad.

Our **Review of the USD 30 million World Bank-financed Slum Sanitation Project in Mumbai** suggested an appropriate demand-responsive participatory approach to scale-up sustainable environmental sanitation services in Mumbai. Based on this review, a proposed USD 100 million project is envisaged to be structured to provide services to up to 1.5 million slum dwellers and enable improvement in their quality of life, recognizing constraints of land availability, complex land ownership issues and existence of several supply-driven sanitation programs being implemented by various agencies in this mega-city.

The **Participatory Poverty Assessment (PPA) for the DFIDI-supported KUSP Program** deployed a complex methodology to understand and capture the multi-dimensional aspects of poverty in Kolkata and attempted to use this as a basis for designing urban poverty reduction policies and interventions. As part of this, TARU initiated a social and political dialogue across a range of stakeholder groups to identify key concerns of the poor in nine broad settlements types of Kolkata and design future interventions to ensure access to quality urban services and promote pro-poor economic growth. A related assignment was that for the **Revision of Slum Infrastructure Development Guidelines for the KUSP Program**. This captured slum dwellers' perceptions on policy, planning and design processes, technology, implementation and post-construction management through a mix of structured household surveys and qualitative discussions with a range of stakeholders. The final output was the

revised Slum Infrastructure Development Guidelines that recognized the lessons learnt and detailed the way forward with a view to ensure more robust and inclusive slum-level planning, implementation and infrastructure management processes.

We were engaged by DFID to undertake an **Evaluation and Validation of the Quick Slum Surveys (QSSs) undertaken for the KUSP Programme**. Intended to assess the quality of data and the process by which it was collected from over 3,500 slums and 440,000 households and make recommendations for improvements therein, this involved primary studies in 170 slums across 40 urban local bodies (ULBs), besides engagement at the ULB and State-level.

The **Study of Laws Governing Ownership and Property Rights** evaluated the legal and regulatory constraints to housing activity in India and suggested relevant amendments to key central legislation. Specific issues investigated were land acquisition and ceiling, homestead rights, slums and eviction and urban planning. A computer-aided analysis algorithm was developed based on this.

The **Options for Inclusion of Civil Society Initiatives for a Urban Poverty Reduction and Municipal Reform Project in Northern Kolkata** generated for DFID India were based on a social, economic and political analysis of the project area and delineation of formations and groupings, especially outside the government and NGO sectors that could form potential stakeholders. This included an assessment of capacities available within these formations and identified the key focus areas for future capacity building and institutional development.

## NATURAL RESOURCE MANAGEMENT (NRM) AND RURAL LIVELIHOOD

TARU led the consortium for **Management Consultants to the five-year, GBP 20 million, DFID-supported International NGO Partnerships Programme (IPAP)** during 2007-10. The IPAP is an ambitious initiative that seeks to encourage partnerships between seven major INGOs, their Indian NGO partners and government agencies at various levels to address the issue of social exclusion. The Programme Management involved significant effort towards capacity building of NGOs and NGO networks across India, including through training and exposure/ exchange visits and institutional strengthening measures, besides adding to the public debate on issues around social exclusion. The tasks included the conceptualization and operationalization of an IPAP Fellowship and seven Focus Groups (FGs) that would engage with issues concerning different socially excluded groups.

The **Establishment and Operationalization of the Madhya Pradesh (MP) Poverty Monitoring and Policy Support Unit Society (PMPSUS)**, a registered Society anchored within the MP State Planning Commission (MSPSC), Department of Planning, Economics & Statistics, Government of MP (GoMP), was undertaken by us. The PMPSUS is a first-of-its-kind initiative where a specialized Unit was housed within the State government set-up to provide policy input and poverty monitoring support to State Government departments. The task involved recruitment of personnel, capacity building support for strengthening Monitoring & Evaluation (M&E) Systems in key GoMP departments, development of a poverty baseline for the State and a Partnership Strategy with academic and research institutions, support to finalization of procurement protocol and the GoMP's Annual Plan

(2008-09) and day-to-day management support, including procurement support and drafting of staff contracts.

TARU was part of the Coffey-led Consortium for **Technical Cooperation Project Support to the Madhya Pradesh Rural Livelihoods Project (MPRLP; Phase II)**. The Consortium supports the MPRLP's State Project Management Unit (SPMU) in identifying, planning, undertaking and monitoring long and short-term Technical Assistance (TA) Needs and provides implementation and capacity building support to the MPRLP at all levels in the scale-up and roll-out of Phase II. As part of this Consortium, we had undertaken a strategic review of the **MP Rural Employment Guarantee Scheme (MPREGS)**.

A three-year study on **Panchayati Raj and NRM** in India was undertaken in partnership with ODI and partner organisations (supported by the Ford Foundation) in the States of **AP, Karnataka and MP**. It explored the evolution of Panchayati Raj Institutions (PRIs), changing resource management strategies and the possible institutional links between the two for equitable, efficient and sustainable decentralized NRM (DNRM) in India. Case studies on similar themes have been undertaken by TARU in **Orissa and UP**. Another Study on **PRIs in Rajasthan** examined key issues related to the ongoing decentralization process in the State and suggested managerial and institutional arrangements for strengthening the role of PRIs in watershed development and joint forest management in Rajasthan.

The **Social Assessment, Stakeholder Analysis and Institutional Design for the UP Sodic Land Reclamation Project (UPSRLP; Phase II)** involved identification of key stakeholder groups, an assessment of potential positive and negative impacts of proposed interventions, analysis of social risks and development of appropriate institutional arrangements to inform project design. The project design was finalised on the basis of this work. Earlier, our **Evaluation of Beneficiary Participation for the UPSLRP (Pilot Phase)** had involved an evaluation of the village level institutions established under the project including Water User Groups (WUGs) and Women Self-help Groups (WSHG). Interactions with these groups focused on their operations, management and constraints and led to changes in the operational focus of the project.

Our Situation Analysis of **Extension Services for Rural Poor Women in MP** was to inform AusAID's proposed intervention on this theme in the State. It analysed the situation of women in India and MP, the relevant development programmes and their effectiveness and, the role of women in agriculture and extension services available to them.

Our **Impact Assessment of the AP Rural Livelihood Project (APRLP)** drew on the Sustainable Rural Livelihood (SRL) framework and sought to go beyond documenting project performance to investigate underlying factors that had determined performance, draw lessons for the future and analyzed the opportunities and constraints to operationalizing various recommendations. It covered 100 watersheds across eight districts with the objective of delineating the impact of the APRLP on the lives and the livelihoods of the rural poor and of the approaches adopted, with a special focus on social, environmental, institutional and economic changes that had occurred through project interventions and their sustainability. In part, the Impact Assessment of the APRLP was informed by our earlier **Rapid Review of the APRLP**. TARU went on to undertake the **End-term Impact Assessment of the APRLP**.

TARU, with UNICEF-support, undertook the **Evaluation of the Rajiv Gandhi Watershed Mission (RGWM) Watersheds in MP**. This covered 13 districts in each of the 12 agro-

ecological zones of undivided MP. The exercise involved interactions with primary and secondary stakeholders at the district, milli-watershed and village level using both qualitative and quantitative techniques. It included an assessment of the livelihood-related, socio-political and environmental impact of the RGWM interventions, and these were examined with special emphasis on the situation of the poor and women. Issues relating to human resource and finance management, training and capacity building, monitoring, review and feedback mechanisms and village level process were also examined. The latter were examined to assess their implications for equity, transparency and sustainability. An analysis of the livelihood situation of the poor, situation of Womens' Thrift and Credit Groups (WTCGs) and factors contributing to their performance and current training and capacity building and institutional development efforts and improvements required therein, were critical components of the evaluation exercise.

The **Environmental Assessment of Western India Rainfed Farming Project (WIRFP)** was to assist the DFID India Mid-term Evaluation and WIRFP partners in reviewing the environmental impacts of the project, including the impacts of changing access/ quality of natural capital on the livelihoods of the poor. It identified key environmental issues, developed a simple village-based environmental monitoring framework and identified opportunities and mechanisms for collaborative working between various project partners.

The **Performance Rating of Self Help Groups (SHGs) and Common Interest Groups (CIGs) for the AP District Poverty Initiative Project (AP-DPIP)** was to rank the SHGs and CIGs created under the AP-DPIP on basis of their performance in micro-credit mobilisation, savings mobilisation, community investment, income generating activities and their ability to address health, education and social issues. This involved a **Study of the DPIP in MP and Rajasthan** to understand strategic differences in implementation from the AP-DPIP.

The **Review of Land Tenure in Rural AP**, as part of DFID India's APRLP, examined the evolution of revenue laws in the State, assessed the current situation with respect to land ownership, encroachment and land alienation among the poor to identify emergent risks to watershed development interventions and provided necessary control measures. A similar **Review of Land Tenure in Rural Orissa** informed the design of DFID India's **Western Orissa Rural Livelihoods Project (WORLP)**.

A **Participatory Assessment of Natural Resources and their Usage Patterns** in parts of Kunigal, Tumkur, **Karnataka** was undertaken to develop sustainable water, energy and biomass systems. Undertaken for the Indian Institute of Science, Bangalore, this was a multi-disciplinary study of land and water resources, land ownership patterns, caste composition and political economy at the village level. Participatory methods were used for collection of data and development of natural resource management options.

The **Participatory Natural Resource Assessment and Vegetation-change Mapping** in two tribal areas of East Godavari, **AP** studied five predominantly tribal Panchayats in the district to assess the land, water and biomass resources, their present usage pattern and strategies for natural resource development at village level. Simple and locally appropriate technical options for land and water resource management were provided.

**Mapping and Appraisal of Land and Water Management** across watersheds in Almora (**Uttarakhand**), Kutch (**Gujarat**), Koraput (**Orissa**) and Visakhapatnam (**AP**) was conducted to examine local land and water use patterns. These studies produced options and strategies

for intervention in land and water management. The Water-Energy-Biomass Systems (WEBS) modelling method was developed for use in watershed management programmes based on this exercise.

The **Study on Water Resources, Water Resource Management Interventions and Participatory Village Water Resource Planning** in Palamu district of **Jharkhand** formed part of the Palamu Drought Proofing Action Plan. It assessed the status and examined parameters of food security, water and forestry resources in normal and drought periods in Palamu. This assessment was then cross-linked to the socio-economic situation of households and communities, development institutions and the structure of economic organization in the district to prepare detailed village level mitigation plans for 50 villages in the district, and recommendation sets for other villages. A range of qualitative and quantitative tools was used for data collection. Analysis was further informed by remote sensing inputs.

An **Appraisal of the 5% Jaldhar Model** for farm level moisture conservation was undertaken in Purulia, **West Bengal**. With certain modifications, this system was introduced in the hilly tribal dominated areas of East Godavari, **AP** and local youth were trained in the activity. Inclusion of the activity in the ITDA's portfolio of projects enabled its wider adoption in the region.

## ENERGY

The **Socio-economic Baseline Study for Haryana Power Sector Reform** for DFID India involved detailed analysis of socio-economic issues facing the power sector in the State, and established a baseline for future impact assessments, on the basis of a survey covering more than 3,300 rural and urban households, agriculture, industrial and commercial consumers, across the State. An appraisal of the institutional and policy issues was also undertaken. A similar **Socio-economic Baseline Study for AP Power Sector Reform** covered about 3,500 rural and urban households, agricultural, industrial and commercial consumers and established the baseline indicators for consumption, service quality and views on proposed reform initiatives. Notably, the Baseline Study in AP informed the Social Policy for AP Power Sector Reform.

The **Impact Assessment of Pilot Investments under Haryana Power Sector Reform** was conducted against the parameters of the earlier Socio-economic Baseline Study for Haryana Power Sector Reform and examined the results of the pilot investments made by Government of Haryana (GoH) and the World Bank by specifically examining changes in consumers' perceptions of the quality of supply, standards of commercial services, utility-response systems, and consumers' knowledge, perceptions and attitudes towards power sector reform, after these investments. This is one of the rare longitudinal studies of power sector reform in India from the consumer perspective. TARU undertook a similar study later in AP- the **Socio-economic Impact Assessment for the AP Power Sector Reform** for DFID India. Covering about 3,500 rural and urban households, agricultural, industrial and commercial consumers in a State-wide survey, and complementing this with more than 20 stakeholder consultations across the State, the Impact Assessment in AP examined consumption pattern changes and views on the various reform initiatives. The analysis was undertaken on an Agro-climatic Energy (ACE) Zone basis for focused identification of challenges.

TARU, together with IPA Energy, UK, provided **Reform Management Support to the Department of Energy, Government of MP (GoMP)**. We specifically worked on:

- Developing the **Implementation Plan for Reforming Agricultural Power Supply**; this involved: (a) an assessment of the feasibility of Quality Contracts between agricultural consumers and the utility- an effort to establish price-quality linkages that will incentivize both the utility and the consumer; (b) plans for re-allocation of agricultural subsidy- involving generation and evaluation of institutional options for a new agency to handle agricultural power subsidies and preparing a road-map for operationalizing the finally agreed option; and, (c) research on rural theft with a view to understanding its motivations, arrangements, potential mitigation measures and challenges in implementing them. Much of this work is unprecedented in India and could pave the way for addressing the crucial challenge of agricultural power subsidies in power sector reform in the country.
- **Pilot Definition Studies for Selected 11 KV Distribution Networks in MP**; this involved mapping the distribution network and real-time energy measurements at identified nodes to enable a GIS-based analysis that identified the quantum of losses in different segments of the distribution network and examining the causative factors of such losses to delineate possible options for loss-reduction and supply-side

improvements. The output formed the basis for designing pilot projects where a range of supply and demand side interventions, together with local management arrangements, were planned to assess the potential for State-wide changes.

- **Strategic Communication Input;** this involved State-wide consultations with a range of stakeholder groups, identification of their position and concerns vis-à-vis reform, development of key messages, inputs to institutionalisation of communication processes within the utility and monitoring of communication efforts undertaken as part of the reforms programme. Case studies examining **Approaches, Tools and Methods for Internal Communication in Power Sector Reforms in AP, Haryana, Karnataka and UP** assessed the impact of various communication approaches in addressing reform-related concerns and promoting acceptance of reforms among staff, with a view to learning lessons for MP.

TARU served as the **Secretariat to the GoAP constituted Task Force on Agriculture** mandated with evolving **Alternate Mechanisms for Agricultural Power Subsidy Administration and Delivery**. Methods to promote efficient electricity use by agricultural consumers, including organisational forms, were investigated and piloted and an electrical network analysis was undertaken in select locations to examine the quantum of losses and advise on possible loss-reduction and supply quality improvement options. These were supported with analysis of data on crops and irrigation requirements and examination of linkages with financial and agriculture extension institutions to suggest a more consumer-focused, accountable interface mechanism in the supply of power to agricultural consumers.

The **Development of the Internal Communication Strategy for Power Sector Reform in Punjab** involved investigation into employees' issues and concerns at various levels and cadres through a series of consultations across the State and an employee survey covering over 4,000 employees. The Internal Communication Strategy was prepared based on the feedback thus obtained. This was one of the few instances in India where the Internal Communication Strategy for reform in a core infrastructure sector was informed by a large, systematic survey.

## DISASTER MANAGEMENT

TARU undertook an **Evaluation of UNICEF's Flood Emergency Response in Bihar and UP**. The impact of floods in 2007 was among the worst in the country in decades affecting almost 60 million people with more than 3,300 human casualties. The evaluation is expected to contribute to UNICEF's overall commitment towards accountability and improved performance and enrich its future emergency response and recovery programmes vis-à-vis its Corporate Core Commitment (CCC).

Our **Evaluation of the Gujarat Earthquake Rehabilitation Program (GERP)** was undertaken for Concern Worldwide, India. The exercise measured the extent to which the program was successfully implemented; examined the issues and challenges people faced in the post-earthquake situation and the extent to which these were addressed by the GERP; and, drew lessons and made recommendations for Concern (and its partners) in preparing for, and responding to, future emergencies.

The **Rapid Impact Assessment of the Gujarat Relief & Rehabilitation Project (GRRP)**, a child-centred relief and rehabilitation initiative, was undertaken for Save the Children (SC), UK. SC was involved in post-disaster relief, addressing diverse household, shelter and medical needs, before embarking on a medium-term rehabilitation program.

Our **Multi-sector Assessment of Drought Impacts in Select Regions of South India** was undertaken for Oxfam India and covered four drought-affected districts in **AP, Karnataka and Maharashtra**. Based on field assessments and consultations at the district level, the exercise assessed the situation from a sector-specific perspective (covering Agriculture/Agronomy, Animal husbandry, Food and Nutrition, Drinking Water, Livelihoods, Employment and Migration, and Programme Logistics including Relief) to arrive at the extent of current crisis and possible impacts; and, suggested possible interventions for the short-term (6 months) and medium-term (3-5 years).

As part of its examination of **Drought Relief and Assistance Processes in AP**, TARU assisted UNICEF in tracking GoAP assistance in four districts of the State following the declaration of drought in 2001 and undertook a stakeholder analysis to understand beneficiary impacts, role of different institutions and measures to improve service delivery. The focus was on drinking water, food security and related social safety net programmes. The work informed UNICEF's strategies for drought relief and mitigation in AP.

As part of a **Joint Monitoring Review of the Orissa Post Cyclone Reconstruction of Primary Schools Project**, TARU supported the Orissa State Disaster Management Authority (OSDMA) and the Orissa Primary Education Programme Authority (OPEPA) to reconstruct 3,500 school buildings across super-cyclone affected districts in Orissa through Village Education Committees (VECs) and community-based contracting at a project cost of Rs. 2.5 billion. This is the largest rural infrastructure reconstruction work in the Orissa to date and our project management and technical support to DFID India and the GoO involved on-site technical evaluation of the constructed schools, village and community level participatory assessments, structured surveys, institutional appraisals and other management advice to the OPEPA and DFID India.

## OTHER SECTORS

TARU undertook the World Bank supported **three country research initiatives on "Cross Border Labour Mobility, Remittances and Economic Development in South Asia"**. The study focuses on benchmarking cross-border labour mobility and remittances and their implication for economic development in the region. Among others, this exercise intended to generate statistics on migration and remittances, assess some of the broad socioeconomic impacts of cross-border mobility, study the existing regulatory regimes surrounding migration and remittances, and make an initial exploration of the potential for remittances remaining an important source of external finance for several countries in South Asia. This involved study of Bangladeshi and Nepali migrants in select urban centres (Kolkata, Delhi and Lucknow) in India and study of migrants and non-migrant households in Bangladesh and Nepal.

TARU is currently undertaking the DFID-supported **End-term evaluation of the DFID-supported Strengthening Rural Decentralization (SRD) Programme**, launched in

November 2005 and concluded in March 2011. The SRD programme focused on state-wide institutional reforms, the development of a comprehensive roadmap for decentralisation, and capacity building towards ‘more effective, accountable and pro-poor rural decentralisation in West Bengal’. The tasks included evaluating the effectiveness of the strategies including the institutional arrangements, impact of the programme on the poor and the marginalised, the cost effectiveness of the programme interventions, and draw out clear lessons and recommendations for the future.

TARU, on behalf of Save the Children Bal Raksha Bharat (SCBR) and MHRD is currently undertaking the study on **Good Practices in Teacher Recruitment, Training, Management and Performance with an emphasis on diversity and federal structure in 35 states and Union Territories of India**. The proposed assignment is being carried out under the Technical Cooperation Fund (TCF) established jointly by MHRD and European Union with an aim to support the GOI (and the states in turn) in achieving quality targets for Sava Siksha Abhiyan (SSA) through identification and exchange of good practices on teacher cadre management, recruitment, training and performance. The exercise entails secondary review pertaining to performance and practices across states in India supported with primary level data collection in five states of India namely Kerala, Tamilnadu, Gujarat, Punjab and Delhi.

TARU undertook the **Scoping Study in Child Sensitive Social Protection** for Save the Children Finland (SCF) supported Child Sensitive Social Protection (CSSP) in Dungarpur, Rajasthan. The study aims to understand the scope of existing social protection programmes to ensure better uptake of entitlements from social protection programmes of the government among children from chronically poor families.

TARU undertook the **Baseline study on Social Protection Schemes** for Save the Children, Bal Raksha Bharat (SCBR). The study aimed to input into a larger project on child sensitive social protection in Dungarpur district of Rajasthan. As a part of the study conducted extensive qualitative research with the communities using methods such as key informant interviews, in depth interviews and focus groups across ages and genders. A significant part of the study was to investigate and analyze the impacts of migration and remittances to the household and local economy, given the study area was one of the major labour supplying areas of the state of Rajasthan.

The **Impact Assessment of the DFID India-supported Poorest Areas Civil Society (PACS) Programme** assessed the effectiveness and impact of project interventions in 16 districts across five States- **Bihar, Jharkhand, MP, Maharashtra and UP**. Besides its value in terms of enabling a better appreciation of the PACS Programme status and issues around it, it contributed significantly to the learning available in the country on strategic approaches to working in some of the poorest and most ‘difficult’ districts of India.

TARU participated in the **Development Partners’ (European Commission, DFID and World Bank) Implementation Completion Review (ICR) Mission** for the first phase of the **Sarva Shiksha Abhiyan (SSA)**- the GoI flagship programme to universalise elementary education. The Mission undertook an assessment of the key achievements and their sustainability and issues affecting implementation outcome and systematically drew lessons for the proposed support to the next phase of the SSA. Soon after, TARU participated in the **Development Partners’ Identification Mission** to support the second phase of support to the **SSA**. The Mission, in consultation with Ministry of Human Resource Development (MoHRD), GoI worked on the Project Concept Note and design for further support to the

SSA, taking into account emergent issues and concerns and identifying measures to address these along with clear timelines.

Commissioned by DFID India on behalf of the Rajiv Gandhi Mission for Community Health, GoMP, the **Study on Dynamics and Structure of Private Health Care in MP** drew on a large scale assessment of the public and private healthcare system in the State which delineated potential roles for the private and public sectors in meeting the goal of improved access to affordable, quality healthcare and identified opportunities and constraints for public-private partnership in achieving the same.

The **HIV/ AIDS Budget Tracking Study in AP, Karnataka and TN** was located within ActionAid's global campaign for 'unblocking resources' and enhancing advocacy efforts to channel and ensure effective utilization of funds for HIV/ AIDS. It analyzed the magnitude, sources, flow and utilization of funds for HIV/AIDS interventions in the States and provided policy-related input based on the same.

Undertaken to inform an e-inclusion initiative of Hewlett-Packard, the **Community Needs Assessment in Kuppam Constituency Area of AP** aimed at identifying new market and economic development opportunities by closing the gap between technology-empowered and technology-excluded communities deploying innovative Information and Communication Technology (ICT) solutions.

Our **Evaluation of the Women and Tribal Development Programme** of the World Bank-assisted Tripura Rubber Project involved development of indicators for relevance, effectiveness, efficiency, impact, process and sustainability to measure the involvement of women and social development, institutional capacity building and economic impacts on participating families. This challenging assignment was conducted amidst high insurgency in the area and also examined the utility of this programme for reducing poverty-induced unrest.

An **Impact Assessment of Specialist Health Camps** conducted as part of the DFID India-assisted **AP School Health Programme** assessed consumer satisfaction, delivery mechanisms and the effectiveness of the process.