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## PROGRAMME MANAGEMENT: SELECT ASSIGNMENTS

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A TARU-led consortium is the designated **Management Consultants to the five-year, GBP 20 million, DFID-supported International NGO Partnerships Programme (IPAP)**. 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. An eminent Advisory Board has been formed, INGO Partners have been supported in the sharpening the social exclusion focus of proposals, budget negotiations have been successfully closed, a Peer Review and Support Process has been developed and agreed, Accountable Grant Agreements (AGAs) have been formalized between DFID and the INGO Partners and INGO Partner proposals have obtained Government of India (GoI) approval. Ongoing tasks include the conceptualization and operationalization of an IPAP Fellowship, facilitation of seven Focus Groups (FGs) that would engage with issues concerning different socially excluded groups and support to INGO Partners as they proceed with implementation.

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 (MPSPC), 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 is 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 is part of the Coffey-led Consortium for **Technical Cooperation Project Support to the MP 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 have recently undertaken a strategic review of the **MP Rural Employment Guarantee Scheme (MPREGS)**.

We facilitated **Rural Water Supply and Sanitation (RWSS) Service Providers in Bihar and Jharkhand to Plan for Change Management**. This was one of the first initiatives of its kind in the country where State-level service providers were engaged systematically to develop a Change Management Agenda and Plan for themselves aimed at improving community participation, source and system sustainability and social equity. In undertaking the preparation of the State-level Change Management Action Plans, the TARU Team acted

as the Secretariat to the State-level Change Management Core Groups (CMCGs) formed in the two States.

Our **Technical Review Support for the RWSS Sector Reform Process to the Rajiv Gandhi National Drinking Water Mission (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**.

TARU served as the **Secretariat to the Government of AP (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.

TARU, together with IPA Energy, UK, provided **Reform Management Support to the Department of Energy, 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 Uttar Pradesh (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 is the **India Partner to the Asian Cities Climate Change Resilience Network (ACCCRN)**. The Rockefeller Foundation has recently embarked on this major climate change initiative that concentrates on building resilience to a changing, challenging natural environment. It focuses on developing new tools, techniques and strategies to address climate risk, poverty and precipitous urbanization with the objective to develop a network of cities in Asia that will have robust plans to prepare, withstand and recover from the predicted impacts of climate change. (The Programme covers India, Indonesia, Thailand and Vietnam.) In India, six cities representing different climate risks were selected for initial analysis and engagement with public and private sector institutions, civil society and elected representatives. Detailed work to design and implement pro-poor climate risk adaptation processes is being taken forward in two of these- Indore and Surat.

As part of the **Joint Monitoring Review of the Orissa Post Cyclone Reconstruction of Primary Schools Project**, we 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 Government of Orissa (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.

The **Design, Development and Implementation of a Management Information System (MIS) for the MPRLP** is being undertaken by us. The bilingual MIS is user friendly, secure and robust; recognizes the range of user information requirements and sophistication levels and past hardware and software investment; is equipped with powerful and wide-ranging report generation options and a GIS/ GIS-like interface with drill downs; and, importantly, is being used by about 300 Project Facilitation Teams (PFTs) working around 4,000 villages and with over 600,000 households. Design of appropriate data collection and reporting formats, actual data entry from about 800 villages and 125,000 households, extensive training to all PFTs and district and State-level teams (about 1,000 individuals), development of a bilingual User Manual and provision of Help Desk support, are proposed tasks that have been undertaken.

We led the **Community Development and Alternate Approaches of Services Delivery to the Urban Poor Component of the Bangalore Water Supply and Environmental Sanitation Master Plan Project**. This was one of the four components of the AusAID-assisted Master Plan Project implemented for the Bangalore Water Supply and Sewerage Board (BWSSB). It sought to incorporate poverty focus and gender sensitivity into the structure and operations of the BWSSB. A detailed assessment of extent and facets of poverty in the city, in terms of income, access to basic urban services and security of employment and tenure, was undertaken to develop options for the BWSSB to improve service delivery to the poor. Three pilot projects were then implemented to demonstrate alternative technologies and service delivery mechanisms for water and sanitation services to the vulnerable and poor

households of Bangalore. The pilot projects were implemented in partnership with NGOs and slum communities in close collaboration with the BWSSB staff. We further provided **Institutional Development, Human Resource Development and Economics Inputs to the Bangalore Water Supply and Environmental Sanitation Master Plan Project**. This included input to the strengthening of the planning function (including financial and economic, tariffs, etc.), skills training, development of future strategies for private sector participation in service provision for the city and introducing a gender and poverty focus in its operations.