

TA-9849 IND: India Urban and Water Projects Support Facility - National Institutional Reform Expert (53067-002)Date Published: **24-Nov-2022** Deadline of Submitting EO: **30-Nov-2022 11:59 PM Manila local time**[Back](#)[Express Interest](#)✔ **TIP** If interested in this assignment, click the "Express Interest" button to get started.[Profile](#) [Terms of Reference](#) [Cost Estimate](#)**Terms of Reference (Individual Consultant)**Expertise **Institutional Reform**Consultant Source **National**Expertise Group **Project Management/ Institutional Development**

TOR Keywords

Objective and Purpose of the Assignment

Uttarakhand, part of the central Himalayas, is a young and fast-growing Indian state supported by manufacturing industries and tourism. Its urban centers, as the homes of growing industries and gateways to tourism, attracted hill villagers who sought better opportunities for jobs and education. The rapid urbanization and the difficulty in mobilizing sufficient human and financial resources led to significant gaps in the provision of basic infrastructure and services such as water supply and sanitation.

The Government of Uttarakhand (GOU) has a unique governance structure in water supply and sanitation sectors. Adopting the institutional set up under the Uttar Pradesh Water Supply and Sewerage Act of 1975, Uttarakhand's Department of Drinking Water and Sanitation (DDWS) takes primary responsibility for the state's WSS. Under it, Uttarakhand Peyjal Nigam (UJN) is responsible for the design and construction of WSS assets in both rural and urban areas, and Uttarakhand Jal Sansthan (UJS) is responsible for operation and maintenance (O&M) with the authority to set, revise, and collect tariffs; and augment the WSS schemes when required. Since the Government of India enacted the 74th Constitutional Amendment Act (CAA) in 1992 to drive decentralization and local empowerment by delegating the responsibilities of urban service delivery to ULBs, the Urban Development Department (UDD), the administrative department for local self-government in Uttarakhand, has become involved in urban WSS systems. Part of its mandate is to oversee the financial and administrative management of ULBs, including coordination and disbursement of centrally allocated funds from national schemes to ULBs, and to monitor the implementation of WSS works.

Under UDD, the Uttarakhand Urban Sector Development Agency (UUSDA) was established in 2008 to implement the urban development projects of various development partners, including the ADB-financed Uttarakhand Urban Sector Development Investment Program. While UUSDA is an independent entity, it operates under the overall administrative and regulatory control of UDD. Starting with the ADB-financed program, UUSDA was ratified to develop urban public service assets under external funding and to manage the initial O&M of those assets till their transfer to ULBs. UDD as the line ministry and UUSDA could strengthen ULBs' empowerment and drive urban sector reforms to advance the decentralization process in Uttarakhand. However, many different agencies under DDWS and UDD are involved in WSS, and a lack of communication and collaboration between them is seriously challenging the sustainability of WSS systems. In addition, UUSDA as a society has limitations in hiring permanent staff and also experiences frequent changes in management. As a number of WSS projects are planned either through the Government fund and/or external aids including ADB, the GOU recognizes the need of WSS governance improvement and plans institutional reform.

Scope of Work

The consultant will support the GOU in developing a roadmap and action plan of institutional reform and strengthening for the improvement of WSS governance in Uttarakhand. This would be based on the thorough assessment of current WSS governance structure, and the results of findings through series of government consultations with relevant authorities that would be carried out by a WSS expert. Thus, a close coordination and cooperation with the WSS expert would be critical part of the works. The consultant shall first develop a proposal with several options of institutional reform with the identification of strengths and weaknesses of different options taking into consideration the improvement of WSS governance and the expedition of urban reform aligning with the 74th CAA in the state of Uttarakhand. Once the one particular option is determined by the GOU, the consultant shall develop a roadmap and action plan of the GOU WSS/Urban institutional reform.

Detailed Tasks and/or Expected Output

The Institutional reform expert will undertake the following activities:

- (i) Coordinate with the WSS expert, provide inputs to the WSS expert so to ensure all the aspects to be captured in the WSS/urban governance assessment, which would include:

- a. studying the mandates, scope, functions, staffing, resources, challenges, and other relevant issues/matters to understand existing agencies/institutions involved in WSS governance in the state of Uttarakhand;
 - b. Mapping all institutions/agencies under UDD and DDWS, and relevant authorities at district and ULB level that are involved in WSS;
 - c. Assessing existing organizational structure in WSS governance, including organizational hierarchy, existing outreach, coordination and communication among these institutes/agencies, details of staffing pattern, vacancies, sanctioned posts, permanent staff, knowledge/skill capacities of staff at those institutions/authorities indicated in (ii);
 - d. Assessing all types of financial resources flows and management for the execution of WSS projects, asset management, WSS operation and maintenance (O&M), and institutional management;
 - e. Mapping out existing and planned WSS projects/assets/service management by institutions/authorities indicated in (ii) with an indication of institutional dynamics regarding the asset creation, transfer, and operation & maintenance responsibilities and assess the issues and challenges due to such dynamics;
 - f. Assessing by institutional dynamics regarding the asset creation, transfer, and operation & maintenance responsibilities in relation to WSS;
 - g. Identifying strengths, weaknesses, and gaps in the existing institutions in WSS governance;
 - h. Mapping all institutions/agencies under UDD, and relevant authorities at district and ULB level that are involved in urban planning, other urban infrastructure and services (except WSS) and assess their staff, roles and responsibilities, details of staffing pattern, vacancies, sanctioned posts, permanent staff, knowledge/skill capacities of staff, and current issues and challenges in urban planning, other urban infrastructure and services (except WSS);
 - i. Identifying strengths, weaknesses, and gaps in the existing institutions in urban sector governance;
- (ii) Review and provide some comments on the WSS/urban governance assessment; and jointly finalize the WSS/urban governance assessment report;
- (iii) Coordinate with the WSS expert, organize and execute a series of stakeholders' consultations, focused group discussions, and other forms of communication for WSS/urban governance assessment.
- (iv) Undertake desk study of best practices in WSS/urban institutional arrangement and lessons from other states and other suitable comparators;
- (v) Identify key structural issues relevant to the identified WSS and urban governance in Uttarakhand;
- (vi) Prepare options for institutional reforms that can address the existing challenges, and mitigate risks, while identifying the pros and cons of each option;
- (vii) Organize a series of stakeholder consultations with relevant authorities at the GOU to present, discuss, and gain feedback on various options, and to build and shape the structure of institutional reform;
- (viii) Draft a roadmap and action plan on institutional reform to improve WSS governance and facilitate urban reform in Uttarakhand; present those to various concerned departments at GOU and get feedback to finalize them.

Deliverables

Institutional assessment report WSS and urban governance in the State of Uttarakhand and presentation material

A roadmap and action plan on institutional reform to improve WSS and urban governance in the State of Uttarakhand and presentation material

Draft policy documents on institutional reform requested by the GOU

Minimum Qualification Requirements

The applicant should have a post-graduate degree/diploma in Management, public administration and policy, engineering or related field; over a basic university degree in Economics/Commerce/Planning/Management/ public administration and policy, engineering or equivalent.

Candidate should have at least 15 years of professional experience in the Institutional Development Sector with at least 10 years' experience in undertaking institutional/ organizational studies, evaluation of public sector organizational structures, corporate strategies, training needs assessment, program design, monitoring and evaluation of programs, and related studies.

Minimum General Experience **15 Years**
 Minimum Specific Experience (relevant to assignment) **10 Years**
 Regional/Country Experience **Required** **Desired** **Not Required**

Deliverables

Details	Name	Type	Estimated Submission Date
+ Show	Institutional assessment report WSS and urban governance (see details)	Report	
+ Show	A roadmap and action plan on institutional reform (see details)	Report	
+ Show	Draft policy documents on institutional reform requested by the GOU	Report	

Schedule and Places of Assignment (chronological and inclusive of travel)

Schedule Type **Continuous** **Intermittent**
 Max. Working Days/Week Home Office **5** Field **6**

City and Country	Working Days	Estimated Start Date	Estimated End Date	Other Details (use if place selected is Others)
Home Office, Other	8	01-Jan-2023	31-May-2023	
Other City, India	8	01-Jun-2023	30-Jun-2023	Dehradun and other cities in Uttarakhand
Home Office, Other	5	01-Jul-2023	31-Aug-2023	
Other City, India	7	01-Sep-2023	30-Sep-2023	Dehradun other cities in Uttarakhand
Home Office, Other	5	01-Oct-2023	30-Nov-2023	
Total	33			

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