

**FINAL**  
**Project Implementation Manual**  
**for**  
**Gujarat Resilient Cities Partnership: Ahmedabad City**  
**Resilience Project**  
**funded by the World Bank**

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Abbreviation	Definition
ACRP	Ahmedabad City Resilience Project
AMC	Ahmedabad Municipal Corporation
AMRUT	Atal Mission for Rejuvenation and Urban Transformation
AUDA	Ahmedabad Urban Development Authority
BCMF	Biodiversity Conservation and Management Framework
BOD	Biochemical Oxygen Demand
BOQ	Bill of Quantities
BP & BU	Building Use Permission System
BRS	Bank Reconciliation Statement
CA	Chartered Accountant
CAA	Constitutional Amendment Act
CAD	Computer Aided Development
CAGR	Compound Annual Growth Rate
CAPEX	Capital Expenditure
CBO	Community-Based Organization
CCP	Chief City Planner
CCRS	Comprehensive complaints Redressal system
CE	City Engineer
CEO	Chief Executive Officer
CEPT	Centre for Environment Planning Technology
CFC	Certified Filing Centers
CFO	Chief Financial Officer
CHMF	Cultural Heritage Management Framework
CIP	Capital Investment Planning
COD	Chemical Oxygen Demand
COE	Center of Excellence
COVID	Coronavirus Disease
CPCB	Central Pollution Control Board
CPF	Central Provident Fund
CPHEEO	Central Public Health and Environmental Engineering Organization
CRI	Climate Resilient Infrastructure
CSO	Civil Society Organization
CTP	Chief Town Planner
CUI	Centre for Urban Innovation
DA	Dearness Allowance
DBOT	Design, Build, Operate, Transfer
DC	Direct Contracting
DEA	Department of External Affairs
DMS	Document Management System
DPR	Detailed Project Report
ECS	Electronic Clearing System
EEP	Employability Enhancement Program
EO	Executive Officer

Abbreviation	Definition
EOI	Expression of Interest
EPC	Engineering Procurement and Construction
ESCP	Environment Social Commitment Plan
ESF	Environmental and Social Framework
ESHS	Environmental, Social, Health and Safety
ESIA	Environmental & Social Impact Assessment
ESMF	Environmental and Social Management Framework
ESMP	Environmental & Social Management Plan
ESS	Environmental and Social Standards
FA	Financial Agreements
FIDIC	Federation of Consulting Engineers
FM	Financial Management
FR	Feasibility Reports
FSI	Floor Space Index
FY	Financial Year
GBV	Gender-based Violence
GCP	Ground Control Points
GCUI	Gujarat Centre for Urban Innovation
GDCR	General Development Control Regulations
GDP	Gross Domestic Product
GFC	Good for Construction
GHG	Green House Gas
GIS	Geographical Information System
GM	General Manager
GMAM	Gujarat Municipal Accounting Manual
GO	Government Order
GPCB	Gujarat Pollution Control Board
GPF	General Provident Fund
GPMC	Gujarat Provincial Municipal Corporation
GRC	Grievance Redressal Committee
GRM	Grievance Redress Mechanism
GSDP	Gross State Domestic Product
GST	Goods Service Tax
GUDC	Gujarat Urban Development Company
GUDI	Gujarat Urban Development Institute
GUDM	Gujarat Urban Development Mission
GWSSB	Gujarat Water Supply and Sewerage Board
HOD	Head of Department
HR	Human Resource
IA	Implementing Agencies
IBRD	International Bank for Reconstruction and Development
ICAI	Institute of Chartered Accountants of India
ICT	Information and communication technology

Abbreviation	Definition
IEC	Information, Education & Communication
IFMS	Integrated Financial Management System
IFR	Interim financial reports
IIT	Indian Institute of Technology
INR	Indian Rupee
IPF	Investment Project Financing
ISM	Implementation Support Missions
ISO	International Organization for Standardization
IT	Information Technology
IUFR	Interim Unaudited Financial Reports
KPI	Key Performance Indicator
LAP	Local Area Plans
LMP	Labor Management Procedure
LVC	Land Value Capture
MIS	Management Information System
MLD	Minimal Liquid Discharge
MLSS	Mixed Liquor Suspended Solids
NABL	National Accreditation Board for Testing
NCS	Non-Consultancy Services
NGO	Non-Governmental Organization
NGT	National Green Tribunal
NHAI	National Highway Authority of India
NIC	Notice Inviting Tender
NIT	Notice Inviting Tender
NOC	No Objection Certificate
NRCP	National River Conservation Plan
OHS	Occupational Health and Safety
OPEX	Operational Expenditure
OSR	Own Source Revenue
PAS	Performance Assessment System
PBC	Performance-Based Conditions
PD	Project Director
PDO	Program Development Objective
PF	Provident Fund
PFMS	Project Financial Management System
PIE	Project Implementation Entity
PIM	Project Information Management
PIU	Project Implementation Unit
PMC	Project Management Consultant
PMU	Project Management Unit
PPP	Public Private Partnership
PPSD	Project Procurement Strategy for Development
PSC	Project Steering Committee

Abbreviation	Definition
QA	Quality Assurance
QC	Quality Check
QPR	Quarterly Progress Report
RAP	Resettlement Action Plan
RCC	Reinforced Cement Concrete.
REOI	Request for Expression of Interest
RF	Results Framework
RFB	Request for Business
RFP	Request for Proposal
RPF	Resettlement Policy Framework
RTGS	Real Time Growth System
RTI	Right to Information
SA	Survey Agency
SCADA	Supervisory Control And Data Acquisition
SD	Sewage Department
SEA/SH	Sexual Exploitation and Abuse and Sexual Harassment
SEP	Stakeholder Engagement Plans
SLA	Service Level Agreement
SMS	Short Messaging Service
SOP	Standard Operating Procedures
SPCB	State Pollution Control Board
SPD	Standard Procurement Documents
SPN	Specific Procurement Notices
SPS	Sewage Pumping Station
SPU	Strategic Planning Unit
SPV	Special Purpose Vehicle
SRS	System Requirement Study
STEP	Systematic Tracking of Exchanges in Procurement
STP	Sewage Treatment Plant
SUDU	Sustainable Urban Development Unit
SWM	Solid Waste Management
TA	Technical Assessment
TBD	To be discussed
TC	Tax Collector
TCLP	Toxicity Characteristic Leaching Procedure
TDS	Total Dissolved Solid
TN	Tamil Nadu
TOR	Terms of Reference
TP	Town Planning
TPD	Tons Per Day
TPQA	Third Party Quality Assurance
TSA	Technical Support Agency
TSC	Tender Scrutiny Committee

Abbreviation	Definition
TSS	Total Suspended Solids
TTP	Tertiary Treatment Plant
TVOC	Total Volatile organic compounds
TWW	Two Week Wait
UASB	Upflow Anaerobic Sludge Blanket
UCD	Urban Community Development
UD & UHD	Urban Development and Urban Housing Department
ULB	Urban Local Body
UN	United Nations
URL	Uniform Resource Locator
US	United States
USD	United States Dollar
VOC	Volatile organic compounds
WB	World Bank
WBG	World Bank Group
WRM	Water Resource Management
ZO	Zonal Offices

# Program Implementation Manual

## 1. Need for the Program

### 1.1. National Context - India

India's economic landscape has undergone a significant transformation in recent years, marked by a slowdown in Gross Domestic Product (GDP) growth. Over the past three years, the average growth rate has decreased from 7.4% (FY16-FY19) to an estimated 4.2% in FY20, largely attributed to unresolved domestic issues such as impaired balance sheets in the banking and corporate sectors. The COVID-19 outbreak has further exacerbated these challenges, leading to a sharp contraction in the economy in FY21.

On the fiscal front, the general government deficit is expected to widen significantly in FY21 due to weakened economic activity and revenues, coupled with increased spending requirements. However, there is a silver lining in the form of an expected improvement in the current account balance, driven by a substantial contraction in imports and a significant decline in oil prices, which should help maintain India's comfortable foreign exchange reserves.

While India has made remarkable progress in reducing absolute poverty, the COVID-19 pandemic has reversed this trend. Between 2011 and 2017, the poverty rate declined from 22.5% to 8.1-11.3 percent. However, recent projections suggest that the pandemic has pushed poverty rates in 2020 back to estimated levels in 2016. High-frequency surveys indicate increased vulnerability in the labor market, particularly in urban households, where employment has decreased. The pandemic has likely raised urban poverty, creating a new set of individuals engaged in the non-farm sector with at least secondary or tertiary education.

India's economic growth is intertwined with rapid urbanization, a phenomenon that has accelerated over the past four decades. Urban population has risen from 26% in 1991 to 34% in 2020, with a projected increase in the coming decades. Cities are envisioned as engines for economic opportunities and shared prosperity, but this rapid urbanization poses challenges in making Indian cities liveable, resilient, productive, and competitive. By 2030, 70% of new employment is expected to be generated in cities and the number of urban households in the middle class is likely to more than quadruple. Indian cities will need to accommodate 18 million<sup>1</sup> new urban dwellers per year. The country must address the core development challenge of providing housing, urban services, employment opportunities, and a good quality of life for urban dwellers.

To tackle these challenges, concerted efforts are needed at national and sub-national levels, emphasizing the strengthening of decentralized urban management and service delivery frameworks in line with the 74th Constitutional Amendment Act (CAA). Despite ongoing efforts at various levels, the decentralization reform agenda remains incomplete, with progress in urban management, governance, financing, and service delivery systems being uneven and slow.

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<sup>1</sup> UN Report

## 1.2. State Context - Gujarat

Gujarat stands out as one of India's most urbanized states, boasting a total population of approximately 71 million, with nearly 48 percent, or around 34 million, residing in urban areas. This trend of urbanization has been on an upward trajectory for about four decades, with the urban population surging from 34% in 1991 to approximately 48% in 2020. Projections suggest that this urbanization trend will continue, reaching 55% by 2036, adding around 11.4 million people to the urban landscape between 2021 and 2036.

Economically, Gujarat shines as one of the most dynamic and prosperous states, contributing about 7.7 percent to India's GDP. The state has maintained an impressive average annual GDP growth rate of 12.87% from 2015 to 2021, outpacing the national GDP growth. Gujarat's per capita income has experienced robust growth at 8.4% between 2011 and 2018, surpassing the national rate of 5.5 percent. Notably, its ranking among Indian states has surged from 9th in 2011 to an impressive 3rd in 2018. With a per capita income of US\$2,074 in 2018, about 66% higher than the national average of US\$1,182, Gujarat showcases a remarkable economic performance.

The Gross State Domestic Product (GSDP) of Gujarat has followed suit, registering a compound annual growth rate (CAGR) of 13% between FY12 and FY20, reaching \$243.45 billion. In the aftermath of the COVID-19 pandemic, the Gujarat Government has underscored the pivotal role of ongoing rapid urbanization as a key driver for the state's future economic growth. This growth trajectory is expected to be propelled by economic activities associated with key sectors such as petrochemicals, pharmaceuticals, automotive manufacturing, cement, textiles, and diamond polishing.

To ensure sustained growth, the state government has prioritized infrastructure investments and urban reforms, particularly in its four major cities—Ahmedabad, Surat, Vadodara, and Rajkot—which collectively accommodate over 50% of the state's urban population. The strategic aim is to develop high-quality infrastructure in these economic hubs, positioning them competitively to attract foreign trade and investments, thereby fostering accelerated growth and development in the state.

## 1.3. City Context - Ahmedabad

Ahmedabad stands on the cusp of becoming a globally competitive city, poised to leverage its urbanization for maximum impact. As Gujarat's largest city and the current home to an estimated 7.3 million people in 2020, Ahmedabad has experienced a remarkable annual population growth of 3% over the past three decades<sup>2</sup>, doubling every 12 years. Projections indicate that it is on track to attain mega-city status (population exceeding 10 million) between 2025-30.

Spanning an expanded city area of 480.88 sq.km in 2020, with a concentric growth pattern around the Sabarmati River, Ahmedabad has played a pivotal role in Gujarat's economic ascent. With a double-digit real GDP growth of 10.1% between 2010-16, it stands as the largest inland industrial center in India and the second-largest in Western India. McKinsey's foresight in 2012 predicted

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<sup>2</sup>The 2011 census population was 5.6 Mn

Ahmedabad to be among the top 20 global growth hotspots by 2025, fueled by a burgeoning population and high-income consumers.

The city has earned accolades on the national stage, ranking 4th in the highest population category (>4 million) in the Government of India's Ease of Living Index (2019). It also secures the second position among Indian cities concerning institutional and economic indices.

Gujarat's urban governance and institutional framework for its main cities, particularly Ahmedabad, stand out as innovative and robust. The Ahmedabad Municipal Corporation (AMC) operates with a high degree of autonomy, managing core urban planning, service delivery functions (water supply, wastewater, and drainage; urban roads, transport, and mobility; SWM; and social services e.g., public health, education), and fiscal planning. AMC operates with a high degree of autonomy in fiscal planning & budgeting, resource mobilization and decision-making, wherein the key powers are vested with the Commissioner and/or the locally elected Municipal Council. This ULB-centric institutional framework for urban management and service delivery is further strengthened by two key innovations, which are unique to Gujarat: (i) Ahmedabad has adopted an integrated framework for urban utilities/Special Purpose Vehicles (SPVs), wherein all city-level SPVs/utilities (except metro-rail SPV) involved in urban service delivery are owned fully<sup>3</sup> or partially<sup>4</sup>, managed, and coordinated by AMC. SPVs have clearly defined institutional mandates and are integrated to ensure coordinated service delivery; and (ii) land-use and spatial planning is carried out jointly by AMC and the Ahmedabad Urban Development Authority<sup>5</sup> (AUDA). 10-year development plans are prepared and once finalized, the land-use planning, development control regulation, management and investment functions within the AMC's jurisdictional boundaries are delegated from AUDA to AMC.

Ahmedabad's overall financial performance has been better than most large Indian cities in the past. It received an AA credit rating in 2019, but municipal revenue generation remains weak and grant dependence is high. Over the last five years (FY14-19), AMC's income has ranged from \$602 MN to \$770mn, with a five-year average of \$677 MN. AMC's expenditures have ranged from \$597mn to \$764mn, with a five-year average of \$672 MN. AMC has consistently generated an operating revenue surplus on an annual basis, though the trend is declining significantly in last five fiscal years (FYs). AMC's own sources (including land-based revenues) contribute to 50% of recurrent income and 32% of capital income, while the remaining fraction of recurrent and capital income is sourced from inter-governmental fiscal transfers supplied by central and state government under various national and state programs. Overall grant support from the state has stagnated - a major source of state government grants (Octroi compensation<sup>6</sup>) has been almost flat in per capita terms since 2009-10 (with an annual growth rate of 1.3 percent).

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<sup>3</sup>This model has been adopted for urban service delivery and area-based development such as (i) Ahmedabad Janmarg Ltd as 100% AMC-owned SPV for operating Bus-Rapid Transit System (BRTS), (ii) Sabarmati Riverfront Development Corporation Ltd for redevelopment of the riverfront and associated central business district area, (iii) Heritage City Management Trust that is responsible for the management of the historic old city as a UNESCO world heritage site; and (iv) Medical Education Trust that is responsible for the management of three medical facilities and associated colleges.

<sup>4</sup> Ahmedabad Municipal Transport Services (AMTS) and Jalvihar SPV (Smart Cities SPV).

<sup>5</sup> Gujarat Town Planning and Urban Development Act (GTP&UD Act), 1976 provides legal authority to independent city urban development authority (Ahmedabad Urban Development Authority) for overall land-use planning, spatial planning, and development control.

<sup>6</sup>Octroi compensation is provided in lieu of the Octroi tax abolished by Government of India 2 decades back. Octroi Tx served as a major revenue source for ULBs before abolishment.



Ahmedabad has been leading on accessing commercial sources of financing for urban infrastructure development using all the three key instruments – municipal bonds & borrowings, PPPs, and land value capture. (i) Municipal borrowing: Ahmedabad was the first city to raise municipal bonds in 1998 and has since raised municipal bonds with a cumulative value of ~\$70 million through five separate issuances. (ii) Land Value Capture: AMC has significant experience of implementing LVC instruments including sale of development rights (FSI), betterment levy and land-sale through the town planning model pioneered in Gujarat. Relative to comparable cities within India, the AMC has access to, and experience with a robust suite of land-based financing tools, facilitated by an enabling national and local regulatory environment. (iii) PPP: the city has had a long history of successful PPP implementation in solid waste management sector (collection & transportation, waste processing and dumpsite remediation), affordable housing and implementation of smart city projects such as city card payment services in Ahmedabad. In contrast to failed urban infrastructure PPP projects in other Indian cities, Ahmedabad has demonstrated the institutional capacity required for structuring, implementing, and managing PPP projects.

Ahmedabad has relatively good urban infrastructure and network coverage for most of the core urban services. The city has (i) 98% water supply network coverage with adequate bulk treatment infrastructure capacity, which supplies ~150-160 lpcd of drinking water to the existing population (national benchmark: 135 lpcd). AMC is currently in the process of piloting 24\*7 water supply system and plans to scale-up to the entire city in a phased manner under national urban mission<sup>7</sup>; (ii) 94.5% sewerage network coverage, 100% access to toilets and adequate waste-water treatment capacity to manage the wastewater being currently generated; (iii) urban road network with high percentage of motorable surface roads – 3,051 Kms of urban roads, 90% of which are surfaced roads; and (iv) adequate infrastructure and systems for collection, transportation, processing/recycling and safe disposal of solid waste as well as remediation of legacy waste dump-sites (100% coverage, once ongoing investments are completed).

AMC faces significant gaps and challenges related to capacity utilization, operational efficiency, service performance monitoring and financial sustainability in wastewater management. The key challenges faced by AMC include: (i) low operational efficiency, obsolete technologies and low capacity utilization of existing sewerage treatment capacity; (ii) aging sewerage network systems in poor condition due to deferred maintenance and rehabilitation, leading to frequent leakages and contamination issues; (iii) fragmented infrastructure planning, not in line with the geographical expansion and population increase; (iv) urgent need to establish a sustainable model for reuse of treated waste-water to mitigate fresh water demand and achieve the 70% recycling and reuse target by 2025 as per state government's policy for reuse of treated waste-water; (v) lack of household consumer database and weak monitoring & asset management systems; (vi) weak contract structures with limited controls to monitor and penalize operators for non-performance or non-compliance; and (vii) lack of a coherent, volumetric user-charge framework for cost recovery and financial sustainability of wastewater management services<sup>8</sup>.

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<sup>7</sup> Atal Mission for Rejuvenation and Urban Transformation

<sup>8</sup>Currently cost recovery is done through conservancy tax, which is levied as 30% of property tax- it is not charged volumetrically and set at sub-economic levels

#### 1.4. Need for G-ACRP

As discussed, there is a need to strengthen the ability of local institutions to handle challenges, improve the quality and coverage of city services and make sure the cities can financially support their growth and development. To address this, the World Bank and the Government of Gujarat (GoG) entered in a partnership to improve the urban resilience in Ahmedabad. This partnership, called the Gujarat Resilient Cities Partnership, is starting with a project called the Gujarat - Ahmedabad City Resilience Project (G-ACRP). The G-ACRP will also assist the GoG in setting up better systems to support other urban local bodies (ULBs) in improving infrastructure, services, and planning. They will also create a system to gather and share knowledge at the state level, so other cities in Gujarat can learn from the successes of the big cities.

The GoG recognizes that climate change is a big threat to its economic goals, especially in cities and urban areas where 43% of the state's population is vulnerable to climate change impacts. This project also aims to help the city of Ahmedabad become more environmentally friendly, resilient, and inclusive by addressing various challenges related to how the city is managed and how services are provided. The focus is on making the city's services, institutions, and finances more capable of handling climate-related issues.

The World Bank's funding will be used to create example models that can inspire changes in how investments are planned, resources are gathered, and services are delivered in the urban sector. These models can serve as guides for other cities.

## 2. Program Components and Cost

### 2.1. Program Development Objective

#### **PDO Statement**

To strengthen institutional, financial, and service delivery performance in Ahmedabad

#### **PDO Level Indicators**

- i. Improved performance of AMC's property tax systems
- ii. People with access to improved, climate-resilient wastewater services (Number, gender disaggregated)
- iii. Improved performance of AMC's wastewater management systems

### 2.2. Core Components of the Program

The Program outlines three main components to achieve the set programmatic objectives of Gujarat Resilient Cities Partnership: Ahmedabad City Resilience Project (G-ACRP). The project will support (i) the Ahmedabad Municipal Corporation (AMC) in addressing key institutional, financial, and service delivery constraints to strengthen the resilience and sustainability of priority urban services, and (ii) the GoG - state government to enhance its institutional capacities to support ULBs across the state with executing their resilient infrastructure development functions, and to develop a knowledge generation, curation and dissemination system to leverage the innovations of the state's leading Municipal Corporations

The project will provide a combination of technical and financial assistance to AMC in pivoting towards an integrated service delivery approach – one that is resilient, green, sustainable, and inclusive. It will also focus on enabling AMC to shift towards a more professional, performance-oriented, and efficient utility approach for service delivery. To this end, the project comprises three components: (i) strengthening AMC's financial systems, (ii) improving wastewater management services, and (iii) developing state level institutional systems and capacities. The project will also support development of safe working environment and support systems for promoting occupational mobility for informal women workers.

#### **Component 1: Strengthening AMC's institutional and financial systems**

(Total Financing: USD 15 million; IBRD Financing: USD 15 million)

This component will finance technical assistance to AMC for strengthening institutional and financial systems including addressing key capacity, systems, and policy constraints. The assistance under this component will focus on AMC-wide transversal systems for financial planning, revenue mobilization, service delivery and urban management expected to strengthen AMC's capabilities for resilient, sustainable, and green urban development trajectory.

The component comprises six sub-components focused on,

- i. improving municipal revenue performance
- ii. land-based financing
- iii. strengthening AMC's institutional systems for service delivery

- iv. integrated GIS-based system for urban management, financing, and service delivery
- v. strengthening the municipal financial management system
- vi. climate-smart capital investment planning (CIP) system

The sub-components are cross-cutting in nature in terms of establishment of MIS and GIS for the various line departments with a functional use in capital investment planning.

### Component 2: Improving wastewater management services

(Total Financing: USD 366.30 million; IBRD Financing: USD 246.30 million, Government Financing: USD 120 million)

This component will finance investments to improve wastewater management infrastructure and services in Ahmedabad city, focusing on improving the coverage, quality, efficiency, sustainability, and resilience of wastewater management services, following an integrated approach for service delivery. It will help in addressing the immediate risks related to environmental pollution and natural water resource degradation owing to discharge of untreated/ partially treated wastewater.

The Component 2 will focus on improving the coverage, quality, efficiency, sustainability, and resilience of wastewater management services, following an integrated and resilient service delivery approach. It comprises five sub-components, namely:

- i. developing resilient and efficient wastewater treatment systems
- ii. improving wastewater network systems including household connections
- iii. wastewater recycling and reuse for circularity and resource efficiency
- iv. industrial pollution abatement in city's wastewater systems
- v. City-wide integrated digital monitoring and control systems

In sub-components, additional emphasis will be given to adopt performance-based contracts for private sector participation and provide safe working environment and support systems for promoting occupational mobility in informal women workers.

### Component 3: Developing state level institutional systems and capacities

(Total Financing: USD 18 million; IBRD Financing: USD 18 million)

This component will finance technical assistance to (i) Gujarat Urban Development Mission (GUDM) to develop state-level systems and an urban knowledge ecosystem for emerging cities, and (ii) AMC and GUDM support for project implementation and management.

This component has two sub-components

- i. Developing state-level systems and urban knowledge ecosystem for emerging cities
- ii. Technical support for project implementation and management

In addition to these sub-components, emphasis will be given on Women's employment and occupational mobility in technical job roles.

### 2.3. Program costs and key milestones

The following table summarizes the programmatic cost and key milestone under for G-ACRP.

Country:	India
Full Project Name:	Gujarat Resilient Cities Partnership: Ahmedabad City Resilience Project
Total Project Finance [\$]:	USD 400 million World Bank Loan: USD 280 million Borrowing Agency: USD 120 million
Project Number:	P175728
Implementing Agencies:	Under Urban Development & Urban Housing Department, GoG (i) AMC (ii) GUDM
Project Implementation Period:	75 months
Project Start Year	October 2022
Project End Year	December 2028
Project finance for component 1	Total Financing: USD 15 million IBRD Financing: USD 15 million
Project finance for component 2	Total Financing: USD 366.30 million IBRD Financing: USD 246.30 million Government Financing: USD 120 million
Project finance for component 3	Total Financing: USD 18 million IBRD Financing: USD 18 million

Source: (The World Bank, 2022)

The Implementing Agencies (IA), jointly with World Bank have identified following key milestones for the first 12 months of project period.

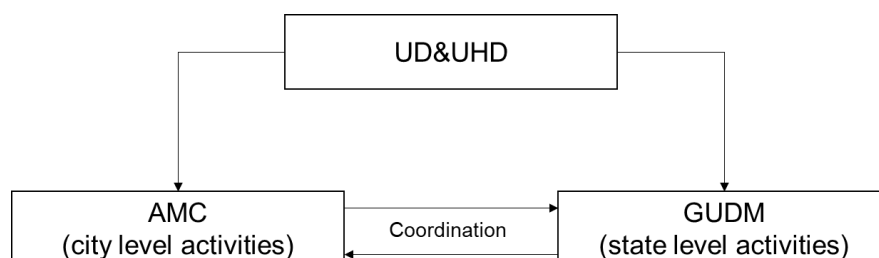
S. No.	Project Activities	Responsible IA	Status
1	Preparation and publishing of Environmental and Social Framework	AMC	Completed
2	Preparation of Project Procurement Strategy Document	AMC	Completed
3	Preparation of Project Implementation Manual	AMC	Completed
4	Procuring Project Management Consultancy	AMC	Ongoing
5	Preparation of feasibility reports for (1) DBOT package for Vasna 126 MLD STP (UASB) capacity augmentation and technology upgradation to 375 MLD, and (2) DBOT package for Pirana 424 MLD STP, to comply with 30% readiness requirement of Department of External Affairs (DEA), Government of India (GoI)	AMC	Completed
6	30% readiness requirement of DEA, GoI	AMC	Ongoing

7	Appointment of consultancy for scoping IT system for state-level integrated project and fiduciary management	GUDM	Proposed
8	Appointment of consultancy for scoping and business plan for Gujarat Centre for Urban Innovation (G-CUI)	GUDM	Ongoing

The respective IAs will identify the rest of the project milestone and update the PIM after signing of the loan.

### 3. Institutional Arrangement for G-ACRP

Urban Development and Urban Housing Department (UD&UHD) of GoG will house the G-ACRP. The UD&UHD leads, and coordinates with the two independent IAs –GUDM and AMC- for successful program implementation.



*Figure 1: Overall Implementation Structure*

UD&UHD has the statutory power to make policy decisions for urban development. It may monitor implementation of state and national policy, guide procurements by IAs and issues orders to the IAs. It anchors program implementation for the GUDM and AMC through technical and financial assistance for urban policy and infrastructure.

Due to this, the G-ACRP will also be anchored at the UD&UHD. The department will provide oversight of and coordination between the two Implementing Agencies. UD&UHD will also coordinate with any other concerned departments. Under G-ACRP, the UD&UHD will be primarily responsible for fund disbursement, technical assistance and ensuring coordination amongst the IAs, World Bank and GoI. Not later than three (3) months after the Effective Date, the Project Implementation Entity (PIE) shall establish and thereafter maintain, throughout Project implementation, a high-level Project Steering Committee (PSC), at the state level, with composition, resources, qualifications, experience, and terms of reference acceptable to the Bank, to be responsible for periodic monitoring, strategic oversight, and resolution of key issues (as provided in Section 3.1).

The GUDM will be responsible for developing all the state level systems including an urban knowledge ecosystem for emerging cities as mentioned in 0. GUDM will also look for suitable annual budget allocations based on the agreed-upon Annual Action Plans prepared by AMC and GUDM.

The following figure describes a broad institutional structure of the G-ACRP.

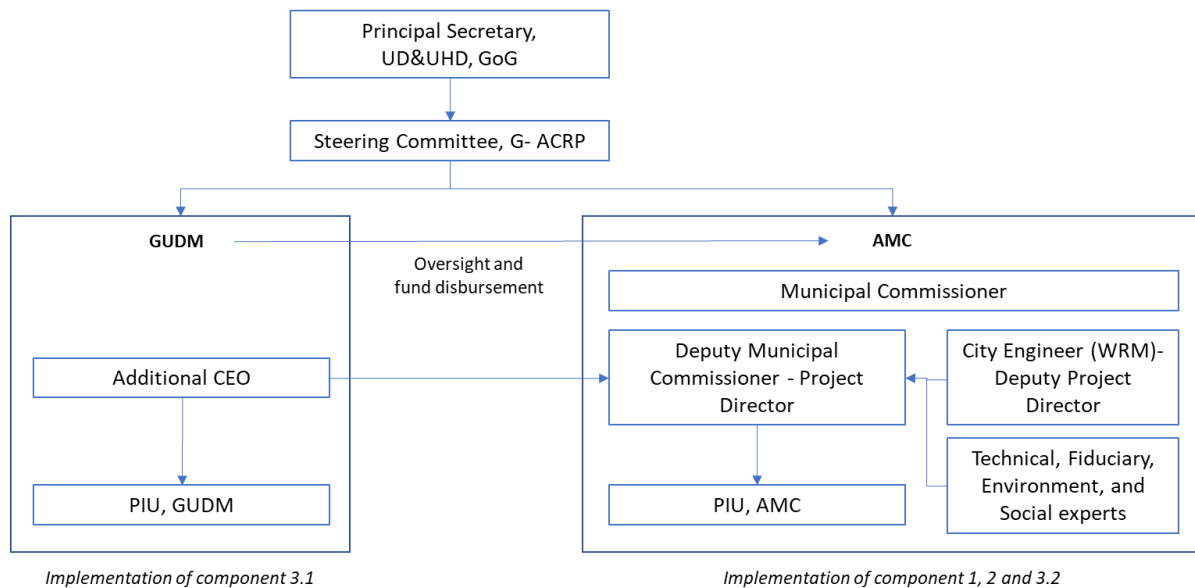


Figure 2: Institutional Arrangements, G-ACRP

AMC will be the sole implementation agency to implement, manage, coordinate, and monitor the city level activities as listed in Components 1, Component 2 and Sub-component 3.2.

### 3.1. Project Steering Committee - G-ACRP

The UD&UHD will constitute a state-level PSC to advise the IAs on project implementation and achieving the project outcomes. The Principal Secretary, UD&UHD may nominate external experts in the PSC.

### 3.2. Institutional Framework - GUDM

The GUDM has been established as per UD&UHD as a state level nodal agency for implementing different national and state level flagship missions as well as externally funded projects.

GUDM's key functions are to provide technological support; financial assistance along with monitoring for various missions/ projects in the urban sector; raising funds from the GoG, GoI and other financial institutions; cooperate and collaborate with national and international agencies, departments of state government; launching large scale Information, Education & Communication (IEC) and awareness programs, review and monitor the ongoing projects and to develop urban leadership and capacities of ULBs.

The GUDM comprises a Governing Body for institutional decision making, and an Executive Body for administration of the organization. Details of both, the Governing Body and the Executive Body are provided in Annexures 9 and 10.



## Project Implementation Unit – G-ACRP, GUDM

A Project Implementation Unit (PIU)<sup>9</sup> is being established under the leadership of Add. CEO, GUDM. The overall institutional arrangement of PIU is as follows.

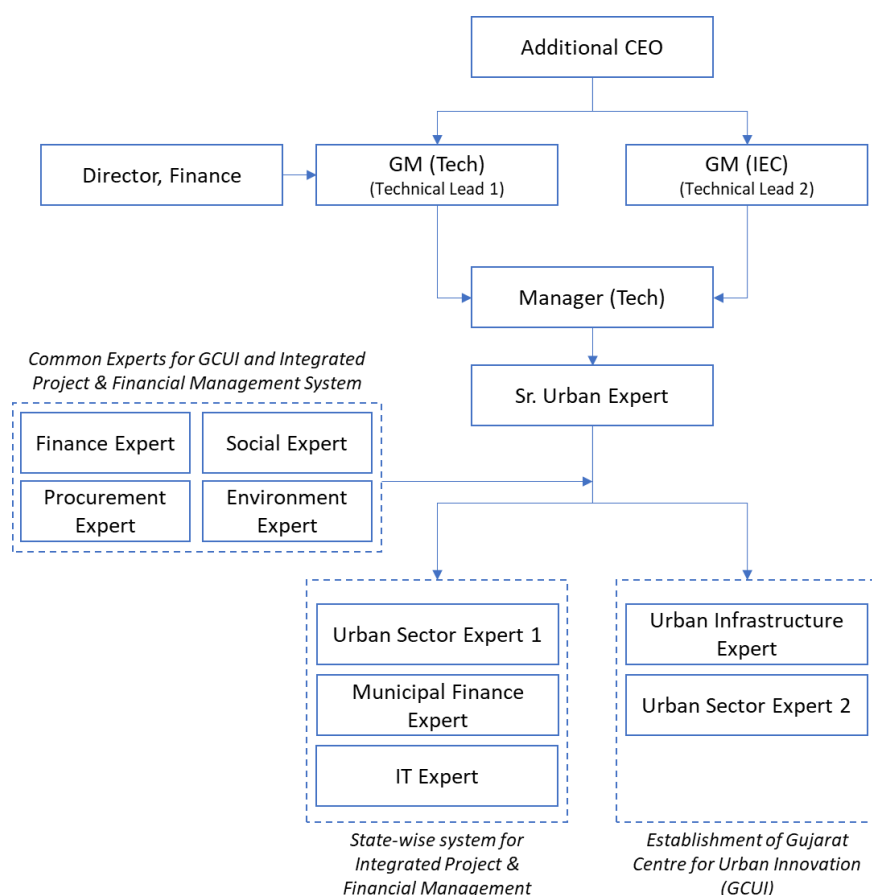


Figure 3: Organizational Structure, PIU, GUDM

Source: (Gujarat Urban Development Mission, 2022)

This Project Implementation Unit (PIU) is comprised of two key technical leads, each spearheading critical aspects of the initiative. One oversees the State-wide system for Integrated Project & Financial Management, while the other is dedicated to the Gujarat Centre for Urban Innovation (GCUI). Additionally, a Senior Urban Expert is appointed to provide oversight and guidance to the technical leads, ensuring the effective implementation of state-level activities outlined in Component 3. This includes the management of sub-components, specifically Sub-component 3.1, focused on developing state-level systems and an urban knowledge ecosystem for emerging cities, and Sub-component 3.2, providing technical support for project implementation and management.

To ensure seamless coordination and efficient operations, the Manager (Technical) and Senior Urban Expert take on the responsibility of overseeing both sub-components, facilitating day-to-day coordination with other experts involved in the project. Recognizing the importance of a holistic approach, the Gujarat Urban Development Mission (GUDM) will complement this team by appointing a dedicated Social Expert.

<sup>9</sup> The structure is discussed with the concerned GUDM staff.

The following matrix explains sub-component-wise assigned responsibilities of each staff.

**Component 3: Developing state level institutional systems and capacities**

*Table 1: Sub-component wise staff deputation matrix, PIU, GUDM*

Sub-component	Technical Coordinator/s	Dedicated Staff for implementation within PIU	Implementation Arrangement
Subcomponent 3.1: Developing state-level systems and urban knowledge ecosystem for emerging cities	General Manager (IEC), GUDM	Manager (Technical) Urban Sector Expert Urban Infrastructure Expert	The GM (IEC) will be responsible for implementing this activity, including establishing Gujarat Center for Urban Innovation (G-CUI)/ Gujarat Urban Development Institute (GUDI)
Subcomponent 3.2: Technical support for project implementation and management	General Manager (Technical), GUDM	Director (Finance) Manager (Technical) Urban Sector Expert IT Expert Municipal Finance Expert	The GM (Technical) be responsible to implement this activity including state-level integrated project and fiduciary management system.

Note: Common team members across sub-components 3.1 and 3.2 - Sr. Urban Expert, Procurement Expert, Finance Expert, Social Expert and Environment Expert.

*Source: (Gujarat Urban Development Mission, 2021)*

The technical leads will be responsible for the following

- i. Coordinate with governing body and executive body for deputation of the staff
- ii. Coordinate with governing body and executive body for procurement and financial management
- iii. Coordinate with experts for achieving the objective and milestones of the program
- iv. Ensure the compliance of act, rules and regulations set by governing body and executive committee during implementation
- v. Prepare budget plan and work plan for each component
- vi. Monitoring day-to-day activity of the deputed staff in closed coordination with senior urban expert
- vii. Carrying out relevant administrative procedures for procuring agencies, fund disbursements reporting and monitoring, etc. with the support of senior urban expert
- viii. Technical and financial verification of the work of external agencies and put up a file to executive committee for cash flow management
- ix. Providing frequent updates to the Add. CEO and the Executive Committee for the activity status
- x. Coordinate with executive committee in case of any technical, financial, and legal support required

- xi. Coordinate with external institution for advisory or providing consultancy services to for respective sub-components
- xii. Preparation of Interim Unaudited Financial Reports (IUFR) and other programmatic reports and ensure timely submission of the same to the World Bank
- xiii. Coordination with World Bank sector experts or team lead for better implementation of the program
- xiv. Conduct internal meetings with staff and hired agencies

Each sector expert will ensure the timely completion of their respective project activities and reporting of the same to the concerned authority.

The Add. CEO will responsible, but not limited to

- i. Monitor the project implementation and coordinate with the CEO, governing body, and executive committee of GUDM
- ii. Finalize the budget, work plan and RFP/ tenders for each sub-component
- iii. Technical and financial approval of the work done
- iv. Sign administrative approval for the G-ACRP as a representative of convener of Executive committee
- v. Resolve any grievances related to G-ACRP project in close coordination with technical leads
- vi. Coordinate with the PSC for technical and financial reporting and approval
- vii. Coordinate with CEO, World Bank, GoG and GoI for programmatic update and fund disbursement

### 3.3. Institutional Framework – AMC

AMC will be the primary implementation agency to implement, manage, coordinate, and monitor the city level activities under Components 1 and 2 and will provide project management, coordination and monitoring support to the project's implementing agencies under Sub-component 3.2.

The AMC is headed by an elected Mayor – supported by Municipal Commissioner (MC), deputed by the GoG. The Mayor heads the elected wing while the MC heads the administrative wing of AMC. For G-ACRP implementation, the following committees of the elected wing of AMC will be engaged for all decisions/ approvals as per AMC's internal designation of powers.

- i. General Body
- ii. Standing Committee
- iii. Water Supply & Sewerage (Special) Committee

The administrative wing is headed by the MC and is supported by Dy. MCs – each of whom are appointed to head a department of AMC, and an administrative zone within the city. Details of both the elected and administrative wings are provided in Annexure 11 and 12.

AMC is responsible to ensure safe and healthy environment of its citizens including better management of liquid waste. Under G-ACRP, AMC has identified the need for

- i. upgrades to wastewater network,

- ii. developing a robust water quality monitoring system,
- iii. enhancing wastewater treatment technology and capacity,
- iv. construction of new STPs and performance review of existing STPs

AMC has representations from relevant line departments, zonal and central level staff. Each zonal and central level staff will contribute to the effective implementation of the G-ACRP.

#### Project Implementation Unit, AMC

A dedicated Project Implementation Unit (PIU) has been established in AMC for effective implementation of the project as per the office order/ GDST issued on 16/12/2020, refer Annex 2 (Municipal Commissioner's Central Office, Ahmedabad Municipal Corporation, 2020). The PIU will be headed by a Project Director (PD)-Deputy Municipal Commissioner (Dy MC), Projects, and a Deputy Projector Director (Dy PD) –City Engineer, Water Resource Management Department (WRM Department). The Dy PD will report to the PD, who in turn will directly report to the MC. Additionally, departmental staff as listed below will also be part of PIU.

*Table 2: Line department-wise staff designation, PIU, AMC*

#	Department	Staff to be designated for the project
1	Drainage Project Department, WRM Department	Additional City Engineer (AdCE) (designated Technical Coordinator) (2)
	A. North, South, East Zone	Deputy City Engineer (1) Assistant City Engineer (3) Assistant Engineer (8)
	B. New West, South- West, West, Central Zone	Deputy City Engineer (1) Assistant City Engineer (3) Assistant Engineer (4) Technical Supervisor (1)
2	STP Operations Department, WRM Department	AdCE (designated Technical Coordinator) (1) Deputy City Engineer (4) Assistant City Engineer (3) Assistant Engineer (7) Assistant Engineer (Environment Department) (3) (1 designated as Overall Technical Coordination
4	e-Governance Department	Assistant Municipal Commissioner (designated Technical Coordinator) (1)
5	City Planning Department, Estate Department, Town Development department	Chief City Planner (designated Technical Coordinator) (1) Estate Officer (1) Assistant City Planner (Urban Planner) (1) Inspector (1) Assistant Town Development Officer (1)
6	Finance Department	Chief Financial Officer (1) Additional Chief Accountant (designated Technical Coordinator) (1)

#	Department	Staff to be designated for the project
7	Assessment and Tax Collection (A&TC) Department	Assessor and Tax Collector (designated Technical Coordinator) (1)
8	Inward/ Outward Management for PIU	Assistant Manager (designated Technical Coordinator) (1) Office Superintendent (1) Senior Clerk (1) Junior Clerk (1)
9	Urban Community Development (UCD) Department	Community Organiser (designated Technical Coordinator) (1) Assistant Community Organiser (1)

*\*S.no. 1 to 8 is as per Office order, Dec 2020 signed by Dy. MC (Project/PIU)*

*\*S.no. 9 is as per G.D.Est. No. I/4919 dated 3<sup>rd</sup> June 2022. Refer Annex 2.*

As per the directions of the MC the above listed staff members will be assigned full-time or as additional charge for PIU through a General Department Establishment Resolution. The MC has the authority to recruit or assign the duty from existing departmental staff as and when required for PIU operation of G-ACRP program. The PD and Dy. PD, in consultation with respective departmental head will make further appointments as per requirement.

In addition, PIU will also appoint following resources and other relevant technical and non-technical resources as per the requirement under G-ACRP.

- i. Environmental Specialist
- ii. Procurement Specialist
- iii. Financial Management Specialist
- iv. Social Development and Gender Inclusion Specialist
- v. Climate Resilient Specialist
- vi. GIS specialist
- vii. 2 Accountants
- viii. 2 Peons

The broad institutional structure of the G-ACRP is as follows.

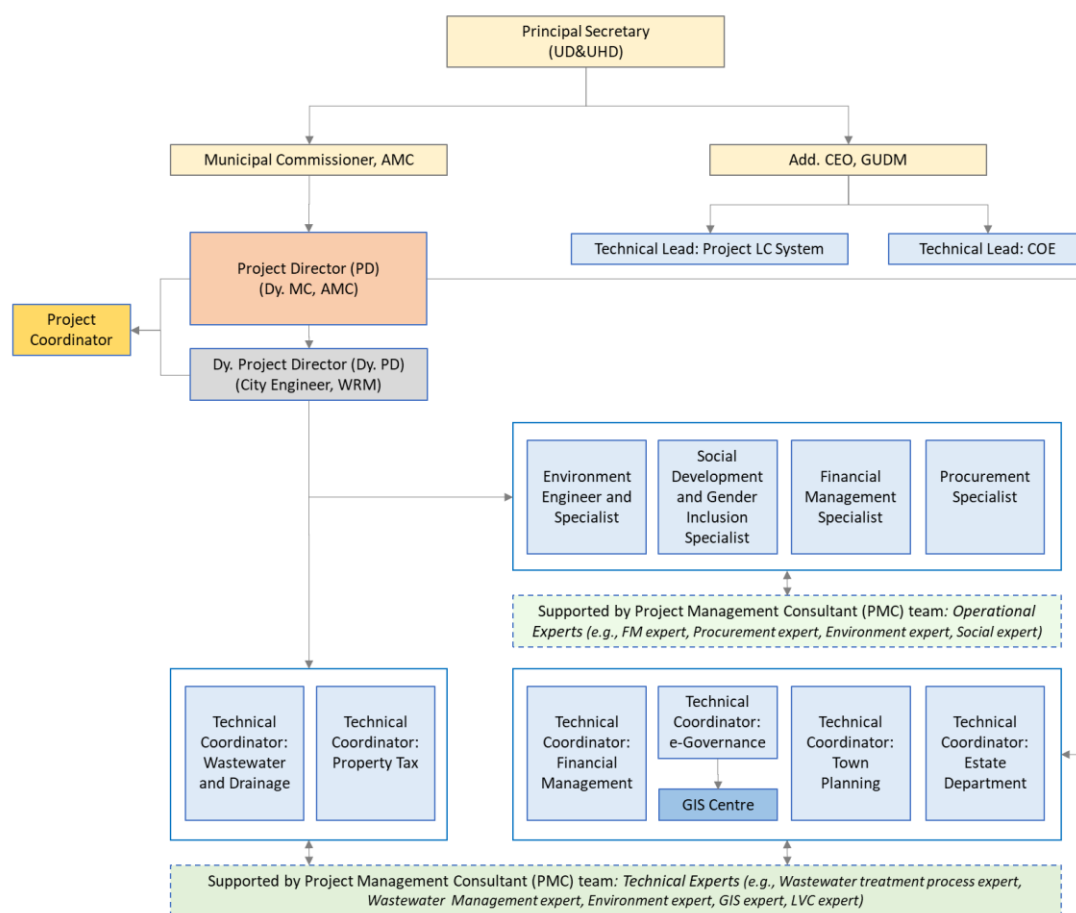


Figure 4: Organizational Structure, G-ACRP

The component wise staff deputation matrix is as follows.

### Component 1: Strengthening AMC's financial system and performance

Table 3: Deputation of Staff for Component 1, PIU, AMC

Sub-component	Technical Coordinator/s	Dedicated Staff for implementation within PIU	Implementation Arrangement
Sub-component 1.1: Improving municipal revenue performance	Assessor and Tax Collector, A&TC Department	Dy Assessor and Tax Collector, Assistant Manager, A&TC Department  Assistant Manager, e-Governance Department	The A&TC Department, AMC will be responsible for implementing the activity, which involves hiring specialized consultants, building the property database for the GIS platform, and coordinating with the e-Governance department.

<b>Sub-component</b>	<b>Technical Coordinator/s</b>	<b>Dedicated Staff for implementation within PIU</b>	<b>Implementation Arrangement</b>
Sub-component 1.2: Land-based financing	Chief City Planner (CCP), Estate Officer (EO), Estate Department	Assistant City Planner, Planning Inspector, City Planning Department  Assistant Estate, Estate Inspector, Estate Department  Assistant Town Development Officer, Inspector, Town Development Department  Assistant Manager, e-Governance Department	The Chief City Planner (CTP) and the Estate Officer (EO), Town Planning Department will be responsible for implementing this sub-component.
Sub-component 1.3: Strengthening AMC's institutional systems for service delivery	CE, WRM Department	AdCE, Deputy City Engineer (s), Assistant City Engineer (s), Assistant Engineer (s), Drainage Project Department  AdCE, Deputy City Engineer (s), Assistant City Engineer (s), Assistant Engineer (s), STP Operations Department  AdCE, Deputy City Engineer (s), Assistant City Engineer (s), Assistant Engineer (s), Zonal Engineering Department  Assistant Manager, e-Governance Department  Chief Financial Officer, Finance Department  Assessor and Tax Collector, A&TC Department	The WRM Department will be responsible for developing the asset management and O&M systems as well as the sector-level utility planning, budgeting, and cost recovery systems.
Sub-component 1.4: Integrated GIS-based system for urban management,	Dy. MC, e-Governance Department	GIS specialist  And one nominated staff positioned at class-1 level from each department	The e-Governance department will implement and will be responsible for developing the overall framework for establishing a city-wide integrated GIS

<b>Sub-component</b>	<b>Technical Coordinator/s</b>	<b>Dedicated Staff for implementation within PIU</b>	<b>Implementation Arrangement</b>
financing, and service delivery		This component will also require a specialist to develop MIS applications	system for use across several departments in AMC. The respective line departments such as A&TC Department, WRM Department, Town Planning Department (TPD), and Estate Department) will be responsible for building the database and using the GIS system.
Sub-component 1.5: Strengthening the municipal financial management systems	Chief Financial Officer, Finance and Accounts Department	Chief Financial Officer, Additional Chief Accountant  Financial Management Specialist	The Chief Financial Officer (CFO) will be responsible for the implementation of this sub-component which involves coordinating with the technical departments and the revenue department to identify the expenditure classifications and to integrate the AMC revenue module in the IFMS.
Sub-component 1.6: Climate-smart capital investment planning (CIP) system	PD, PIU	Staff deputed in strategic planning unit at the MC's office  Climate Resilient Specialist  Financial Management Specialist	The Dy MC (Projects) will lead the strategic planning unit under the MC's office and will be responsible for establishing a city-wide multi-year CIP system.



## Component 2: Improving urban infrastructure and service delivery

Table 4: Deputation of Staff for Component 2, PIU, AMC

Sub-component	Technical Coordinator/s	Dedicated Staff for implementation within PIU	Implementation Arrangement
Sub-component 2.1: Developing resilient and efficient wastewater treatment systems	AdCE, Drainage Project Department	<p>Additional Chief Engineer, Deputy City Engineer (s), Assistant City Engineer (s), Assistant Engineer (s), STP Operations Department</p> <p>Environmental Specialist, STP Operations Department</p> <p>Procurement Specialist, STP Operations Department</p> <p>Community Organiser (designated Technical Coordinator) Assistant Community Organiser</p> <p>Deputy City Engineer (s), Assistant City Engineer (s), Assistant Engineer (s), Drainage Project Department</p> <p>Environmental Engineer, STP Operations Department</p> <p>Social Development and Gender Inclusion Specialist</p> <p>Climate Resilient Specialist</p>	<p>The PIU in AMC will be responsible for implementing the activities of this component. The Additional City Engineer (CE-WRM) will lead the activities and will be supported by the engineers from the Drainage Project department and the STP department.</p> <p>The Dy. PD and AdCE will identify the sub-projects in conformance with the Master Plan and will be supported by design consultants.</p> <p>The AdCE will be supported by the E&amp;S consultants for preparing sub-project specific E&amp;S instruments (e.g., ESIA's, ESMPs) based on the Environment Social Commitment Plan (ESCP) and ESMF of G-ACRP.</p> <p>The AdCE will ensure coordination between the design and E&amp;S consultants and will undertake day to day monitoring, implementation coordination, and management of field level activities.</p>
Sub-component 2.2: Improving wastewater network systems including household connections	AdCE, Drainage Project Department	<p>AdCE, Deputy City Engineer (s), Assistant City Engineer (s), Assistant Engineer (s), STP Operations Department</p> <p>Environmental Specialist, STP Operations Department</p> <p>Procurement Specialist, STP Operations Department</p>	

Sub-component	Technical Coordinator/s	Dedicated Staff for implementation within PIU	Implementation Arrangement
		Deputy City Engineer (s), Assistant City Engineer (s), Assistant Engineer (s), Drainage Project Department AdCE, Deputy City Engineer (s), Assistant City Engineer (s), Assistant Engineer (s), Zonal Engineering Department	
Sub-component 2.3: Wastewater recycling and reuse for circularity and resource efficiency	AdCE, Drainage Project Department	Deputy City Engineer (s), Assistant City Engineer (s), Assistant Engineer (s), Drainage Project Department  Environmental Specialist, STP Operations Department  Procurement Specialist, STP Operations Department  AdCE, Deputy City Engineer (s), Assistant City Engineer (s), Assistant Engineer (s), STP Operations Department  Environmental Engineer, STP Operations Department Social Development and Gender Inclusion Specialist  Climate Resilient Specialist	
Sub-component 2.4: Industrial pollution abatement in city's wastewater systems	AdCE, STP Operations Department	Deputy City Engineer, Assistant City Engineer (s) of respective zone and Assistant City Engineer (s), Assistant Engineer (s), STP Operations Department  Technical Supervisor, Drainage Project Department  Environmental Engineer, STP Operations Department	The AdCE, STP Operations Department will look after the establishment of a system for industrial pollution abatement and monitoring as envisaged under this program.

Sub-component	Technical Coordinator/s	Dedicated Staff for implementation within PIU	Implementation Arrangement
		<p>Environmental Specialist, STP Operations Department</p> <p>Community Organiser (designated Technical Coordinator) Assistant Community Organiser</p> <p>Assistant City Engineer (s) and Assistant Engineer (s) of Zonal Engineering Department</p>	
Sub-component 2.5: City-wide integrated digital monitoring and control systems	AdCE, STP Operations Department	<p>Deputy City Engineer (s), Assistant City Engineer (s), Assistant Engineer (s), STP Operations Department</p> <p>Environmental Specialist, STP Operations Department</p> <p>Environmental Engineer, STP Operations Department</p> <p>Assistant City Engineer (s) and Assistant Engineer (s), Zonal Engineering Department</p> <p>Climate Resilient Specialist</p>	The AdCE, STP Operations Department will implement and oversee the sector focused GIS and IT systems (e.g., SCADA, GIS) planned under the project. They will be responsible for overall implementation of SCADA.

### **Component 3: Developing state level institutional systems and capacities**

*(This is Table 1 reproduced here to maintain continuity with component-wise Deputation of Staff)*

Sub-component	Technical Coordinator/s	Dedicated Staff for implementation within PIU	Implementation Arrangement
Subcomponent 3.1: Developing state-level systems and urban knowledge ecosystem for emerging cities	General Manager (IEC), GUDM	<p>Manager (Technical)</p> <p>Urban Sector Expert</p> <p>Urban Infrastructure Expert</p>	The GM (IEC) will be responsible for implementing this activity, including establishing Gujarat Center for Urban Innovation (G-CUI)/ Gujarat Urban Development Institute (GUDI)

<b>Sub-component</b>	<b>Technical Coordinator/s</b>	<b>Dedicated Staff for implementation within PIU</b>	<b>Implementation Arrangement</b>
Subcomponent 3.2: Technical support for project implementation and management	General Manager (Technical), GUDM	Director (Finance) Manager (Technical) Urban Sector Expert IT Expert Municipal Finance Expert	The GM (Technical) be responsible to implement this activity including state-level integrated project and fiduciary management system.

Note: Common team members across sub-components 3.1 and 3.2 - Sr. Urban Expert, Procurement Expert, Finance Expert, Social Expert and Environment Expert.

*Source: (Gujarat Urban Development Mission, 2021)*

The key responsibilities of PIU include

- i. Preparing annual work plans, accounting for all project related expenditures and preparing interim financial reports (IFRs), evaluating project performance (M&E), and submitting requisite reports and documents to the World Bank for review and no-objection
- ii. Planning infrastructure sub-projects and developing all technical documents as needed including but not limited to feasibility reports (FR), detailed project reports (DPR), Environmental & Social Impact Assessment (ESIA) and bid documents
- iii. Ensuring achievement of performance-based conditions (PBC) according to the project timeline
- iv. Performing administrative procedures for reviews, no objections, and approvals of the project activities
- v. Tendering of sub-projects (advertising, evaluation, contracting, etc.)
- vi. Implementing and monitoring environmental and social (E&S) aspects and compliances
- vii. Undertaking construction/ implementation supervision of all project activities
- viii. Coordinate among AMC's line departments and external stakeholders as and when needed
- ix. Grievance redressal during the project period
- x. Coordinate with GUDM for reporting
- xi. Updating the required documents such as Project Procurement Strategy for Development (PPSD), PIM, etc. adhering to World Bank's requirement

The PD assumes a pivotal role in overseeing all project activities. This involves not only coordination with Technical Coordinators of AMC's other departments, who are integral members of the PIU, but also liaising with relevant departments; AMC's General Board, Standing Committee, and the Water Supply and Sewerage Committee. The Dy. PD will support the AdCEs and their teams for project implementation and operations. The PD and Dy. PD will conduct periodic site visits to monitor the project implementation. The PD will be a nodal person for coordinating and reporting to GUDM, GoG and the World Bank.

For the specific sub-component, the Technical Coordinators will be responsible for, but not limited to the following

- i. Prepare terms of reference (ToR) for procurements of their respective sub-components/ activities and subsequent changes in the ToR, if any

- ii. Undertake technical evaluation of their respective bids/ proposals and seek necessary approvals
- iii. Coordinate with AMC's other department (s), if needed for implementation of their respective activities
- iv. Review and approve technical submissions, works and bills of the relevant consultant (s)/ contractor (s)
- v. Periodic reporting of their respective activities to the PD and Dy. PD

Sector specialists will be responsible for, but not limited to the following

- i. *Environmental Specialist*: The Environmental Specialist (s) will ensure that all project activities comply with the Environmental and Social Management Framework (ESMF). They will ensure effective preparation and updating of ESF instruments, implementation, supervision, and monitoring, as applicable to project activities. They will periodically monitor the compliance of the implementation as per the Environmental & Social Management Plan (ESMP).
- ii. *Procurement Specialist*: The Procurement Specialist will periodically update the PPSD and procurement plan and coordinate with AMC's line departments. They will seek no objection from the World Bank for new project activities, ToRs for procurements, review of specific procurement notices (SPN), shortlist of consultants/ contractors, technical/ combined evaluation, negotiation, and award of work. They will also ensure systematic maintenance of all procurement-related documents, making them readily available for audit or review by the World Bank. In addition, they will operate and maintain AMC's login and procurement processes on the Systematic Tracking of Exchanges in Procurement (STEP).
- iii. *Financial Management Specialist*: The Financial Management Specialist will prepare interim and annual budgets, and fund disbursement plan and IUFs. They will support Technical Coordinators to prepare and implement their respective annual action plans for the project. They will prepare monthly budget versus actual expenditure report for various sub-components and share with the respective Technical Coordinators for better tracking of the project finance. They will also coordinate with the Technical Coordinator, Finance Department, AMC to seek timely internal and external project finance audits and its disclosure as per the requirements of World Bank. Additionally, they will guide technical consultants for 'Sub-component 1.5 Strengthening Municipal Financial Management Systems' and review their deliverables.
- iv. *GIS Specialist*: - The GIS Specialist will support the e-Governance Department to establish a GIS Centre. They will prepare the ToR for procurement of a GIS consultant/ digitiser for reference map preparation and review their deliverables. They will support the GIS Centre to coordinate with AMC's other departments for incorporating their respective datasets on to the integrated GIS-MIS platform. They will support Technical Coordinators of respective departments to develop their respective data capturing tools for integration in the GIS-MIS platform. The GIS Specialist will develop training material and train GIS resource persons of AMC's relevant departments enabling use of the integrated GIS-MIS platform.
- v. *Social Development and Gender Inclusion Specialist*: The Social Development and Gender Inclusion Specialist will support the Urban Community Development (UCD) Department and the Housing and Slums Networking Department of AMC to deliver on-the-job skills modular training for technical job roles for informal women workers and build linkages with Mahila

Sakhi Mandals. This specialist will support AMC to establish a technical working group (led by the WRM Department) for women's employment and safety in Ahmedabad.

- vi. *Climate-smart Capital Investment Planning/ Climate Resilience Specialist*: - The Climate Resilience Investment Planning Specialist will support the AMC to prioritise climate resilience activities in their annual investment planning. The Specialist will support AMC to identify the source of such capital investments and potential revenue generation from such investments (if any).

The Project Management Consultant (PMC) will assist the PIU for project management, coordination, and supervision activities. The PMC will be responsible for overall project management and providing technical support for design review and implementation supervision of infrastructure investments and service delivery systems proposed under the city level activities of the project.

The brief list of responsibilities of PMC include the following

- i. Identify sectoral needs and prioritize sub-projects in line with the Master Plan
- ii. Review sub-project specific technical and design documents (FRs, DPRs, bid documents)
- iii. Review sub-project specific E&S instruments and monitor its implementation in compliance with the ESMF.
- iv. Undertake implementation supervision and quality assurance of the infrastructure investments and service delivery systems
- v. Provide contract management support for all DBOT/ EPC/ service contracts
- vi. Review GIS/ SCADA systems design
- vii. Review performance-based contracts under the project

The terms of reference for the PMC, DPR and ESIA have been provided in Annexure 1.

#### ***AMC's internal reporting structure***

The Technical Coordinators in the PIU will be the nodal person to report all activities planned and being undertaken for their respective departments, to the PD, PIU. The Technical Coordinators of Drainage Project Department and STP Operations Department will report to the Dy PD, PIU – who will in turn report to the PD, PIU.

#### ***Sub-project Approval Process Flow***

The PIU will undertake the following process of new project(s)/ sub-project(s) approval.

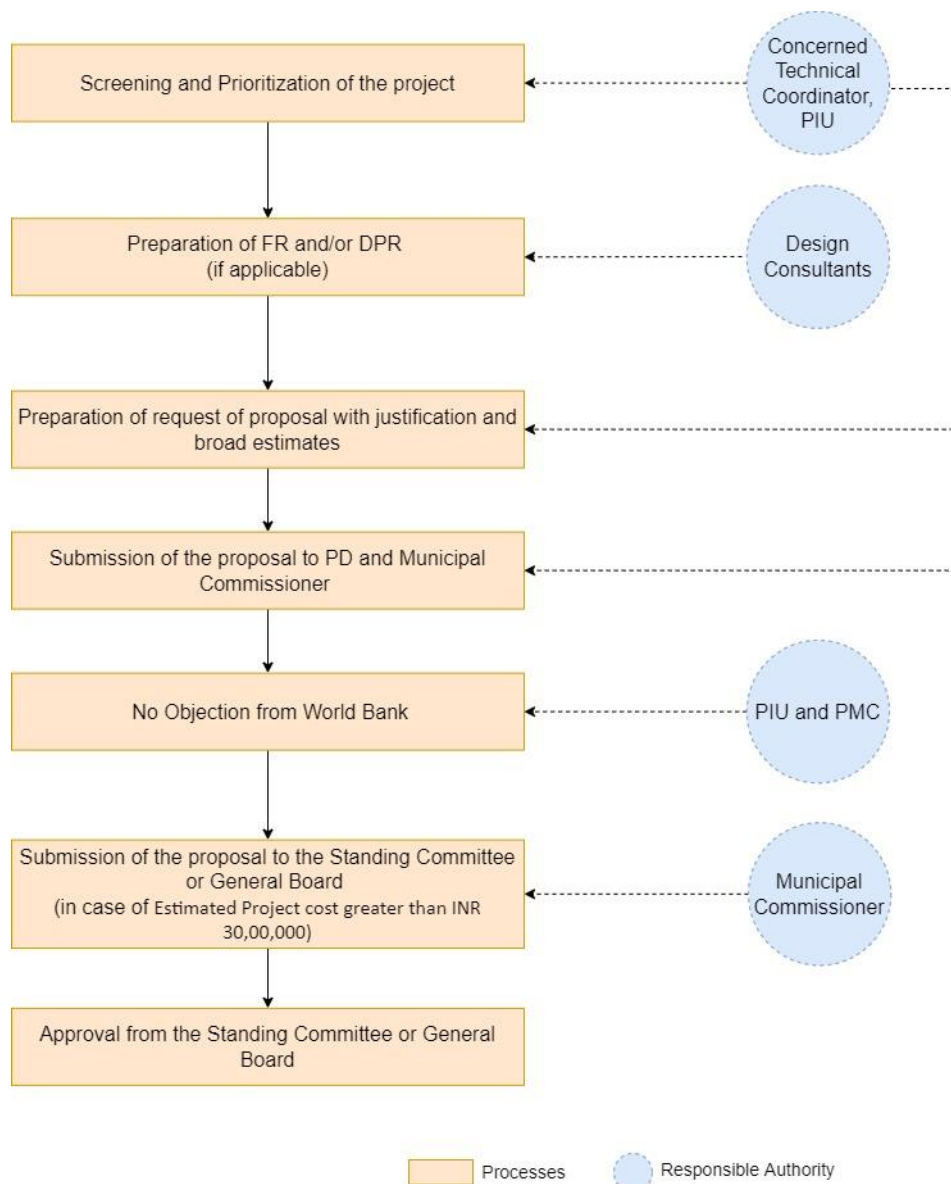


Figure 5: Subproject approval process flow, PIU, AMC

After the approval, the concerned technical coordinator will execute the works and report to the PD, PIU. The component specific project approval procedure is explained in the relevant sections.

### Internal Meetings

The Dy. PD will schedule regular internal meetings, chaired by the PD, with all the Technical Coordinators, stakeholders and experts to review implementation progress, appraise financial reporting, and resolve coordination challenges. The following project monitoring meetings will be to be organized by PIU.

Table 5: Internal Meetings, PIU, AMC

Agenda	Chaired By	Meeting Frequency
Overall Project progress appraisal	Commissioner in close coordination with Program Director	Quarterly
IUFR	Program Director every month	Monthly

Agenda	Chaired By	Meeting Frequency
	Commissioner on every Quarter prior to submission	
Program Budget and spending Review	Dy. MC - Quarterly Commissioner - once Annually	Quarterly
Cash flow management	Chief Finance Officer in close coordination with Technical Coordinators	Every 15 days (TBC)
Reporting of PBCs	Program Director	* Quarterly (May be more frequent in key periods as per PDs order)

Respective technical coordinator, sector experts and PMC will be present in the above-mentioned meetings along with the suitable technical staff. Additional coordination meetings will be called by the PIU and concerned line department for the implementation of sub-component and activities.

#### Grievance Redressal Mechanisms

AMC's comprehensive complaints redressal system<sup>10</sup> (CCRS) includes an IT-based system enabling registration of complaints through a mobile app, web-based system, call centre, email, SMS and walk-in at a municipal office. As per the current CCRS, the assigned officer redresses the grievance as per AMC's Service Level Agreement (SLA) and a notification regarding the redressal is sent to the complainant. The CCRS automates the entire grievance redressal process from registration to closure of complaints.

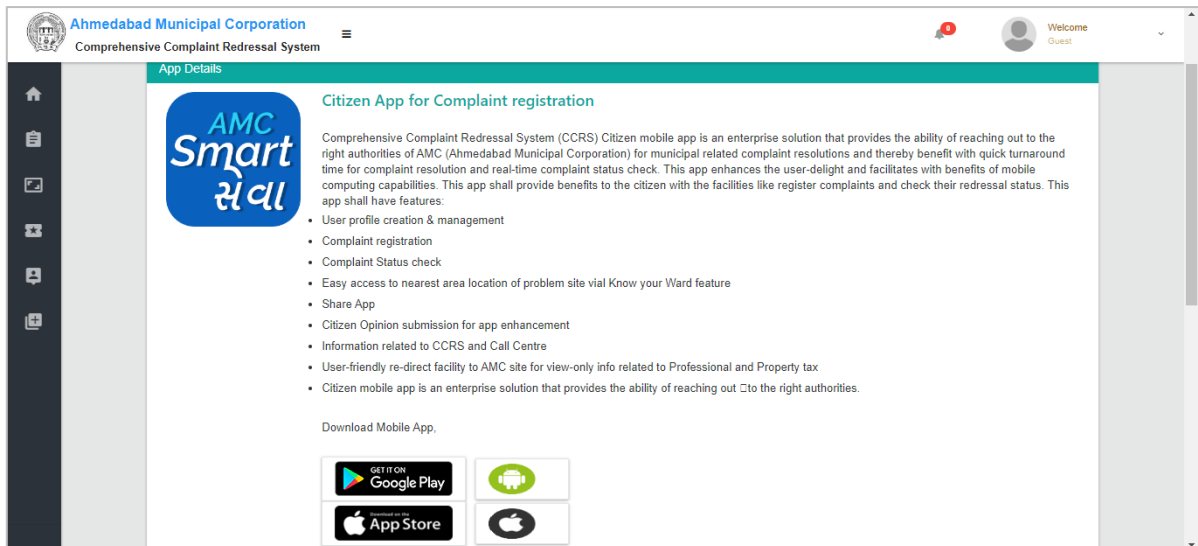
Under the G-ACRP project, all complaints within the designated area will be recorded in the CCRS and handled by AMC's assigned ward/zonal officers, following the established SLA and Citizen Charter for the Engineering-Drainage Department<sup>11</sup>. If, for any reason related to the G-ACRP, the assigned officer cannot address the complaint, it will be escalated to the respective site-level office of the PIU. Site-level officers will take the necessary steps to resolve the issue. If the complaint remains unaddressed, it will be further escalated to G-ACRP's zone-level Grievance Redressal Committee (GRC). This committee includes AMC's Zonal Officer, Environmental and Social staff from the PIU, and a representative from a local Community-Based Organization (CBO) or Civil Society Organization (CSO).

In case the GRC is also unable to redress the complaint, the GRC will escalate it to the MC for resolution. The Zonal GRCs will continue to function throughout the project period including the defects liability period.

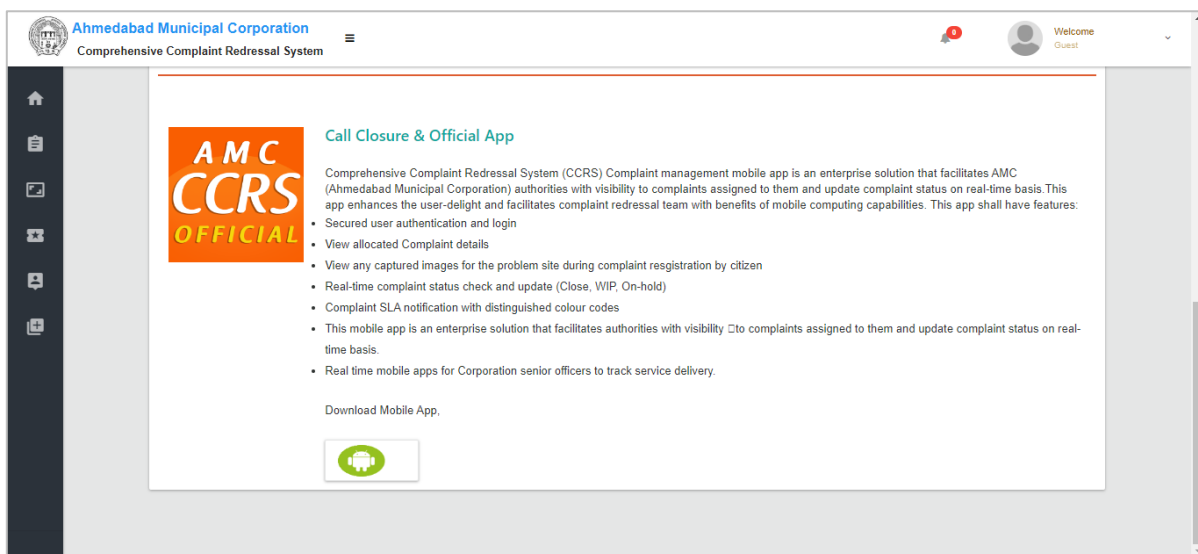
<sup>10</sup> AMC's CCRS is available at <http://www.amccrs.com>.

<sup>11</sup> Engineering-Drainage Department's Citizen Charter - <https://ahmedabadcity.gov.in/SP/CitizenCharter>





*Figure 6: Snapshot of CCRS- Citizen App, AMC*  
*Source: (Ahmedabad Municipal Corporation, n.d.)*



*Figure 7: Snapshot of CCRS- Official App, AMC*  
*Source: Ibid.*

Procurement related complaints will be resolved by the Tender Scrutiny Committee (TSC) and unresolved complaints will be escalated to the MC. The PIU will regularly update the status of procurement related complaints on the STEP portal.

## 4. Project Monitoring and reporting

The effective project communication is an essential part for the successful implementation of the project. The PIUs of GUDM and AMC will be responsible for reporting to the World Bank in consultation with the PS, UD&UHD, GoG.

### 4.1. Project Monitoring

Under this program, the World Bank will provide support to AMC through semi-annual implementation support missions supplemented by additional technical missions during the first 12–18 months of project implementation. In addition to formal missions, the World Bank will provide continuous implementation support, as and when needed.

The Project through various components will support to strengthen the institutional capacity of AMC for effective implementation and sustenance of the interventions. The Project will also provide support to strengthen procurement and FM systems, including both formal and informal training on the applicable guidelines to the project. Under procurement, training will be offered for preparing, clearing and updating of Procurement Plans using STEP.

### 4.2. Project Reporting by IAs

The PIUs for both GUDM and AMC will prepare the following reports for their respective components or the sub-components. They will ensure the timely submission of the reports to the World Bank at the intervals stated below.

#### Quarterly Progress Report

The quarterly reports and IUFRs are a mandatory requirement of the World Bank for fund disbursement. The PDs of both the PIUs will prepare the IUFR as per the prescribed format (Annex 1) of the World Bank and ensure submission to the World Bank within 45 days after the end of each quarter. PIU, AMC will submit a copy to the GUDM for information. The PD, PIU, GUDM will consolidate both the IUFRs and submit it to the UD&UHD, GoG and Finance Department, GoG.

QPRs are activity-based reporting and AMC's PMC will compile inputs from AMC and GUDM and submit to the WB.

The PIUs will prepare a schedule of meetings with the World Bank and external stakeholders for effective communication. The PIUs will prepare minutes of meeting (MoM) for internal meetings, meetings with PSC and the World Bank. For AMC's internal meetings, the Dy PD will circulate the MoMs to relevant departments of G-ACRP. The PD, PIU, GUDM will circulate the MoMs of PSC meetings to the PS, UD&UHD. The PDs of both GUDM and AMC will report key decisions taken in internal and PSC meetings in the quarterly progress report to the World Bank.

#### Suggestive template for minutes of meeting for G-ACRP

Meeting Name:	
Agenda:	

<b>Meeting Name:</b>	
Date:	
Venue:	
Participants:	
Key points discussed:	
Key decisions made:	
Follow up meeting to be held on	

### Annual report

The PDs of both the IAs will prepare an annual report, seek its approval pertaining administrative procedures and submit to the World Bank within 45 days after the fiscal year end. It will contain:

- i. Summary of progress made (overview, component-wise progress, PBC-wise progress)
- ii. Challenges – technical, financial and managerial
- iii. Change in scope, if any, of works for any project/ subproject
- iv. Annual action plan for the subsequent year along with budget plan

## 5. Implementation Plan

This chapter provides implementation details for each project component and sub-components. The implementation plan for each sub-component comprises (i) Brief of the sub-component; (ii) Implementation Arrangements; and (iii) Procurements.

### 5.1. Proposed Gender Interventions' Budget Estimates

*Safe working environment and support systems for promoting occupational mobility in informal women workers is an important activity which will be undertaken in each component with varying interventions.* The consolidated details of the interventions to be undertaken for this activity along with the sequencing, duration, budget, and responsible agencies are given in Table 6. The details of the activity under each component is given in section 5.2.1.7, 0 and 0.

Table 6: Proposed gender intervention and budget estimates

m	Interventions		Duration	Budget (INR)	Responsible Department
Component 1	1	Site-level needs assessment in select zones to identify job roles for on-the-job skills training	Three months (Year 1)	15 – 20 lakhs	UCD Department
	2	Life skills trainings for informal women workers in select zones Life skills training: legal literacy, digital literacy, reproductive literacy, and financial literacy	Two months (Year 2, Year 3, and Year 4)	5 crores	
	3	Roll-out on-the-job skills training for informal women workers in select zones for priority job roles.	6 months (Year 2, Year 3 and Year 4)	10 crores	
	4	Develop digital learning tools interactive templates to measure progress	Three months (Year 2)	5 crores	
Component 2	5	Develop child-care pilots in select zones and sensitization on women's safety and violence prevention.	4 months (Year 2 and Year 3)	10 crores	WRM Department
Component 3	6	Develop a repository of relevant schemes and training material for trainers for other cities	-	-	GUDM

**Proposed indicator for the Results Framework (RF):** This indicator measures informal women workers who received on-the-job training, technical certification and are performing a technical job role. (Examples of job roles: masons, pump operators, rod binders, and waste segregators).

*Percentage of informal women workers in technical job roles on AMC's project sites; Baseline: 0, End Target: 15%.*

## 5.2. Component 1: Strengthening AMC's financial systems and performance

The schedule of activities for Component 1 are as follows. This table must be read in conjunction with Table 27: List of Procurements.

*Table 7: Schedule of Activities, Component 1*

Sub-component	Key activities	Deliverable/ Output	PBCs that will be achieved through this activity	Key implementer/ coordinator in PIU
Sub-component 1.1: Improving municipal revenue performance	TA to improve municipal revenue performance	A report on property tax reforms and policy intervention	-	Assessor and Tax Collector, A&TC Department, AMC
Sub-component 1.2: Land-based financing	TA for Floor Space Index (FSI) enhancement	A report on opportunities to ramp up the FSI premium charges	-	Chief City Planner (CTP), City Planning Department, AMC
	TA to develop a framework for strategic management and monetization of the AMC real estate portfolio	A report on AMC's real estate asset monetization and portfolio management	-	Estate Officer (EO), Estate Department, AMC
Sub-component 1.3: Strengthening AMC's institutional systems for service delivery	TA to develop performance-based contracts and its monitoring and disclosure system	A report on establishing performance-based contracts management system in AMC	PBC - 3 (USD 20 million) is linked with implementation of the recommendations of the report.	CE, WRM Department, AMC
	TA to establish systems for sector-level planning, budgeting, and cost recovery systems for wastewater management	A report on utility planning, budgeting and cost recovery	PBC - 6 (USD 15 million) is linked with implementation of the recommendations of the report.	CE, WRM Department, AMC  Revenue and Accounts department will provide support to

Sub-component	Key activities	Deliverable/ Output	PBCs that will be achieved through this activity	Key implementer/ coordinator in PIU
				WRM department
	Promoting occupational mobility for informal women workers	<p>A zonal level needs assessment</p> <p>Technical skills training for digital literacy, financial literacy, reproductive literacy, and legal literacy</p> <p>On-the-job skills modular training- design and roll-out of digital learning tools and performance assessments</p>	-	UCD Department
	Citizen-centric service delivery, accountability, and grievance redressal	Setting up systems that enable systemic shifts in service delivery performance monitoring, feedbacks, reporting and disclosure mechanisms to enhance performance, accountability, and transparency		CE, WRM Department, AMC  e-Governance Department
Sub-component 1.4: Integrated GIS-based system for urban management, financing, and service delivery	Creation of GIS-enabled MIS platform and establishment of a GIS Centre in the e-Governance Department	<p>GIS-enabled MIS platform to interlink data of various departments established</p> <p>GIS Centre established within the e-Governance Department.</p>	-	Manager, e-Governance Department, A&TC Department, Estate Department, Ad CE, Water Project, Drainage Project, all zones

Sub-component	Key activities	Deliverable/ Output	PBCs that will be achieved through this activity	Key implementer/ coordinator in PIU
	Preparation of reference map	Single digital reference map for Ahmedabad developed for use by all departments.	-	Manager, e-Governance Department
	Digitization of properties	9,00,000 properties digitized for taxation	PBC - 4 (USD 10 million)	Assessor and Tax Collector, A&TC Department, AMC
	Establishment of an MIS system for Estate Department	Real estate portfolio established in the GIS-enabled MIS platform		EO, Estate Department
	Digitization of wastewater infrastructure	Atleast 1,700 km of wastewater pipelines, 6,000 manholes, 20 pumping stations, 6 STPs and 7,50,000 wastewater connections digitized on the GIS-enabled MIS platform  Assets, customers, complaints and O&M data of wastewater digitized on the GIS-enabled MIS platform.	PBC - 5 (USD 20 million)	CE, WRM Department for assets, customers and O&M data, and e-Governance Department (for complaints data)
	Asset management and O&M systems using GIS-enabled MIS for wastewater management	GIS-enabled MIS asset management and budgetary planning undertaken.	-	CE, WRM Department and e-governance Department
	Training and capacity building of staff to use	Training sessions on use of GIS-enabled MIS platform conducted for Estate	-	Manager, e-Government Department

Sub-component	Key activities	Deliverable/ Output	PBCs that will be achieved through this activity	Key implementer/ coordinator in PIU
	GIS-enabled MIS platform	Departments, A&TC Department and WRM Department.		
Sub-component 1.5: Strengthening the municipal financial management system	Municipal Budgeting Systems	Budget codes updated in accordance with the Functional Classification and Tree-Structure logic	-	Chief Accounts Officer, Finance and Accounts Department
	Municipal Accounting Systems	Accounting system updated and aligned to accounting standards by Institute of Chartered Accountants of India	-	
	External Audit	Audited annual accounts for 2021-22 and unaudited annual accounts for 2022-23 disclosed on AMC's website	PBC - 7 (USD 15 million;	
Sub-component 1.6: Climate-smart Investment Planning (CIP) System	Plan, prioritize and finance infrastructure investments in line with city's urban expansion	Strategic planning unit (SPU) established under MC's office	-	PD, PIU (Dy MC, Projects) as Technical Coordinator of the SPU
	Address planning and financing related constraints in budget execution and fund utilization	City-wide multi-year CIP system established	-	PD, PIU (Dy MC, Projects), Dy MC Finance as Technical Coordinator of the SPU

The following sections detail out each sub-component including a brief description, implementation arrangements and procurements.

#### Sub-component 1.1: Improving municipal revenue performance

This sub-component will support AMC in improving municipal revenue mobilization, focusing on property taxes which constitute the largest own source revenue (OSR) of AMC. This sub-component will provide technical assistance and policy reform interventions focused on AMC's revenue



enhancement potential in relation to the revision of property tax rates within permissible limits as per state guidelines and provide a robust analytic basis for implementing evidence-based policy actions to improve property tax performance.

The key policy variables under consideration are:

- i. the specified tax rates applied to residential and non-residential property
- ii. the assessment adjustment factors (location, age, use and occupancy factors).

Both policy variables significantly influence the yield and equity of the property tax. Should further analysis reveal additional policy variables of relevance, the scope of the work can be expanded accordingly. This activity involves conducting research, including simulations and sensitivity analysis, to furnish quantitative evidence and policy insights. The goal is to equip AMC with comprehensive data and analyses that will inform policy decisions related to the revision of property tax rates.

The exercise will be undertaken as a TA activity by a suitably qualified entity with appropriate global and local experience. The entity to undertake this TA must qualify the following criteria.

- i. Technical expertise in municipal finance and tax
- ii. Experience of revenue enhancement for government bodies/ public sector undertakings
- iii. Minimum 5 years' experience in municipal finance in India

A broad scope of study will include

- i. Establishing the revenue baseline against which the simulations and sensitivity analysis will be compared
- ii. Undertaking sensitivity analysis to identify the relative importance of the assessment adjustment factors in terms of revenue potential
- iii. Undertaking simulations based on several scenarios to demonstrate the interactive impact of changes to tax rates and adjustment factors on potential revenue
- iv. Include within the simulation studies additional adjustment factors such as an annual inflation or cost of living index; and
- v. Identifying feasible policy changes which would contribute to the most significant increases in property tax yield.

### ***Implementation arrangements***

The A&TC Department, AMC will be responsible for implementing the activity and will recruit specialist consultants, creating the property database for the GIS platform, and liaising with the e-Governance division. The final report prepared under this TA will be vetted and approved by the Property Tax Assessor and Tax Collector, A&TC Department, AMC. Once approved, The Property Tax Assessor will forward the report to the PD, PIU marking the completion of the activity. The PD, PIU will then report the completion of the activity to the World Bank for the disbursement of the fund as per IUFR. The Property Tax Assessor and Tax Collector, A&TC Department, AMC may consider the recommendations of the final report for implementation independently. PD, PIU will be responsible for reporting this activity World Bank.

### ***Procurement***

The Technical Coordinator from A&TC Department will prepare the terms of reference (ToR) and an estimate for the TA and forward it to the Assessor & Tax Collector. The Assessor & Tax Collector will forward it to the Dy MC, A&TC who will in turn submit it to the MC. The MC will approve the ToR and estimate if it is within his/ her sanctioning threshold as notified by AMC from time to time.

In case the estimate is above the MC's sanctioning threshold, they will seek approval from the Standing Committee in coordination with the Municipal Secretary Office (Sankalan Department). Once sanctioned by the Standing Committee, the PD, PIU will seek no objection from the World Bank. Upon receiving no objection from the World Bank, the Dy MC, A&TC will float the RFP/ RFB as per applicable World Bank's Procurement Regulations specified in Chapter 7.

### Sub-component 1.2: Land-based financing

This activity will support the AMC in developing systems to enable more effective and efficient use of land-based financing tools to resource infrastructure investments. The sub-component will comprise two areas of activity: (i) Floor Space Index (FSI) Enhancement, (ii) Improved administration of AMC real estate portfolio.

#### 5.2.1.1. Activity 1: Floor Space Index (FSI) enhancement

This activity will support technical assistance to improve the formula of Floor Space Index (FSI) premium charges to expand the use of FSI charges as a source for infrastructure funding. The TA will constitute an analytical exercise for identifying the opportunities to ramp up FSI premium charges in high value urban infill locations (i.e., locations with the highest demand for additional density). This activity will include the following:

- i. review baseline infrastructure proposals in the local area plans (LAP) in select infill urban locations with the highest real estate demand
- ii. conduct independent evaluation of the infrastructure needs in the reviewed LAPs to inform where the scope of AMC's infrastructure proposals is insufficient to support the proposed urban development
- iii. undertake simulations of raising the FSI premiums to their highest potential, in a formula-based and market-supportable manner, to evaluate revenue generation opportunities for covering underfunded infrastructure commitments
- iv. propose options to modify current formula for FSI premium with the objective of introducing a more flexible FSI charge calculation that would allow AMC to earn additional revenue on the FSI premiums where density bonuses are in the highest demand.
- v. The technical assistance will also cover a comprehensive review and the formulation of proposals comprising other land and real estate-based charges and fees that may hold the potential for AMC raising additional land-based revenues (such as developer charges and impact fees).

**Implementation arrangements:**

The Chief City Planner (CCP) City Planning Department, AMC will be responsible for implementing this activity. The CCP will technically evaluate the consultant's work and will be responsible for coordinating implementation of the recommendations. CCP, City Planning Department, AMC will report to PD, PIU who will be responsible for reporting this activity World Bank.

**Procurement**

The Technical Coordinator from City Planning Department will prepare the terms of reference (ToR) and an estimate for the TA and forward it to the CCP. The CCP will forward it to the Dy MC, Town Planning (TP) Department who will in turn submit it to the MC. The MC will approve the ToR and estimate if it is within his/ her sanctioning threshold as notified by AMC from time to time.

In case the estimate is above the MC's sanctioning threshold, they will seek approval from the Standing Committee in coordination with the Municipal Secretary Office (Sankalan Department). Once sanctioned by the Standing Committee, the PD, PIU will seek no objection from the World Bank. Upon receiving no objection from the World Bank, the Dy MC, TP Department will float the RFP as per applicable World Bank's Procurement Regulations specified in Chapter 7.

**5.2.1.2. Activity 2: Framework for strategic management and monetization of the AMC real estate portfolio**

AMC owns immovable assets such as community halls, vacant plots, parking plots, party plots, sports clubs, etc. and AMC earns revenue from such assets. This activity will provide TA to enhance the asset management and monetization strategic framework for AMC's real estate portfolio. The TA will provide a combination of analytical and advisory services focused on the real estate portfolio of the Estates Department, AMC. The activity will be undertaken with the assistance of an IT and specialized real estate consultancies as necessary and will comprise a monetization framework and focused advice regarding effective portfolio management strategies, including asset reuse and dispositions, which help to unlock the maximum value of the AMC real estate portfolio without compromising the social goals<sup>12</sup>.

The TA will include

- i. Stocktaking and digitizing all paper documents pertaining to properties held by the Estate Department
- ii. Developing a relational digital database of Estate Department's properties for incorporating it in the AMC's MIS (in coordination with the activities on establishing the GIS-enabled MIS system under Component 1, Sub-component 1.4) to hold all financial, legal, physical and occupancy data on each identifiable property under the Estate Department.
- iii. Refining the data points needed to facilitate regular valuation of the Estate Department's portfolio, including sources of comparable land values to be considered in portfolio valuation.
- iv. Develop an effective portfolio management strategy
- v. Capacity building of the concerned staff of Estate Department

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<sup>12</sup>Note: project activities focused on strengthening the data systems (including embedding of the digitized Estate Department's property records in AMC's MIS) and administration of the AMC real estate portfolio will be undertaken under Sub-component 1.4.

### **Implementation arrangements**

The EO, Estate Department will be the responsible authority for undertaking this activity. The EO will coordinate with the e-Governance Department to develop a GIS-enabled municipal real estate asset management information system (MIS) that will create the inventory of land and buildings. The EO will also oversee the technical audit process of real estate information currently available with AMC and digitization of the existing data for the GIS system. As part of this activity, AMC will hire a real estate consultant to undertake valuation of Estate Department's real estate portfolio at current market value and outline the process for regular revaluations. The EO, Estate Department will submit its final report to the PD, PIU. The EO will evaluate the recommendations for implementation independently. PD, PIU will be responsible for reporting this activity to the World Bank.

### **Procurement**

The Technical Coordinator from Estate Department will prepare the ToR(s) and an estimate for the TA (real-estate consulting firm and IT firm, either combined or individually) and forward it to the EO, Estate Department. The EO will forward it to the Dy MC, Town Planning (TP) Department who will in turn submit it to the MC. The MC will approve the ToR and estimate if it is within his/ her sanctioning threshold as notified by AMC from time to time.

In case the estimate is above the MC's sanctioning threshold, they will seek approval from the Standing Committee in coordination with the Municipal Secretary Office (Sankalan Department). Once sanctioned by the Standing Committee, the PD, PIU will seek no objection from the World Bank. Upon receiving no objection from the World Bank, the Dy MC, TP Department will float the RFP as per applicable World Bank's Procurement Regulations specified in Chapter 7.

**Sub-component 1.3: Strengthening AMC's institutional systems for service delivery**  
This sub-component will provide TA for setting up systems that enable and enhance operational efficiencies and resilient institutional systems focused on the WRM Department. The project will also support the development and operationalization of a GIS-enabled MIS to support asset management and the O&M systems for wastewater services. All the platforms under this sub-component will be developed by e-Governance Department. Data entry, survey and uploading of information will be done by WRM/ individual departments. The proposed systems will enable improved management, inventory, condition tracking and maintenance of infrastructure assets, and mainstream preventive maintenance and capital budgeting. More details about the GIS-enabled MIS system have been provided in Component 1, Sub-component 1.4.

#### **5.2.1.3. Activity 1: Development and operationalization of systems for managing performance-based contracts**

AMC will put in place a system to monitor service delivery through performance-based contracts under the project and to link payments to the performance as per the contract terms. AMC will disclose the results of contract management and overall service performance monitoring. The PMC will design and implement the performance monitoring and disclosure system.

### **Implementation arrangements**

The CE, WRM will be responsible to implement this activity. The CE, WRM has included the performance monitoring details in the draft bid documents for 375 MLD and 240 MLD STPs at Vasna. The respective contract management teams will evaluate the performance of the contractors, ascertain payments to contracts based on achieved performance. The performance evaluation reports of the respective contracts will be submitted to the technical coordinators. Technical coordinators of the respective departments will publicly disclose the performance monitoring reports of AMC's website. The CE, WRM will report to PD, PIU.

This activity is also linked to a Performance Based Condition (PBC 3). The verification methodology for this PBC in Section PBC 3 provides further details of the extent of monitoring and the responsibility for carrying out these activities.

### **Procurement**

PMC will design and implement the performance monitoring and disclosure system. No procurements are envisaged to undertake this activity.

#### **5.2.1.4. Activity 2: Sector-level utility planning, budgeting, and cost recovery systems:**

At present, the sewage function is administered as a cost centre and as a technical function. Efficiency in expenditure, cost recovery and overall revenue model for sewage are lacking. There is no long term business planning for the function. Introducing these policies requires an AMC level decision and also legislative actions in specific cases (such as introduction of user charges). The project will support AMC in developing a policy roadmap for sewage covering the following sub activities.

The financial management systems applicable for the sewage function are governed by the overall systems and policies of AMC. A key weakness of the financial management system of AMC is the absence of cost accounting. All the direct costs of sewerage are not accounted under the head of the sewage department (e.g. pension liabilities of employees). Costs of zones which provide multiple services are not allocated to the functions based on cost accounting principles. Overheads of AMC are also not allocated to the functions. As a result, full cost of sewage function is not available; and there is no consolidated budget for sewage integrating the sewage department and the zones. There is no practice of outcome budgeting.

The planning processes are not supported by documented information (such as asset quality survey, complaints mapping). There is also a division of planning between the sewerage projects department (for capital expenditure and O&M of STPs) and the zones (for network maintenance). A regular and comprehensive planning for sewerage function is a required improvement. It should integrate capital expenditure, O&M and zones and should be supported by documented information with service delivery benchmark targets. Integrated planning will also lead to consolidation of sewage responsibilities and greater involvement of the office of City Engineer in O&M activities.

**Ring fenced and performance linked budget for sewage.** To introduce efficiency in expenditure, AMC will prepare ring fenced budgets for sewage department with full allocation of costs. The department will have a defined multi-year budget allocation and will have the responsibility to optimise costs within this budget ceiling.

In addition to a ring fenced budget, AMC may also consider linking the budget to performance targets. A part of the yearly O&M budget can be linked to improvements in performance. Similarly, approval of capital expenditure can also be linked to committed improvements in service levels.

AMC will also prepare a multi-year business plan for sewerage department. At present, the sewerage department prepares a detailed technical plan with investment requirements. In addition to this, the business plan will target improvements in service levels (including coverage, quality, cost and efficiency targets). AMC can commit multi-year O&M and capital investment to the sewerage department and link it to performance standards.

**User charge for sewage.** There is no specific user charge for sewage (or for water) and only a surcharge on property tax is levied. The tax is not fixed or revised based on the expenditure in sewerage nor is the tax earmarked for sewerage expenditure. The department expenditure is met out of an allocation from the general budget. AMC will introduce a user charge for sewerage gradually. Initially it can cover commercial establishments and large residential buildings which account for high wastewater volume or pollution load. It is unlikely that this user charge will recover the full O&M cost of sewerage department in the initial years and therefore, it will need to be supplemented with a defined subsidy from the general budget as per existing practice.

Based on the roadmap, AMC will present its policy proposals to the elected council of AMC for discussion and approvals. Following the required approvals (at the AMC level and at GoG level), the sewage department will implement the approved actions. This activity is also linked to a Performance Based Condition for introduction of user charges. The verification methodology for this PBC in Section PBC 6 provides further details of the extent of monitoring and the responsibility for carrying out these activities.

Under the project, the sewage department will engage a consultant and with inputs from the revenue and accounts department will develop a policy roadmap to examine these issues. Thereafter, the proposal will be put forward to the elected council of AMC for discussion and approvals. The department (sewage department, revenue department or accounts department) that is designated to put forward such proposals to the elected council will make the proposal. Following the required approvals (at the AMC level and at GoG level), the sewage department (or the department officially made responsible for implementing user charges) will implement the approved actions. This activity is also linked to a Performance Based Condition for introduction of user charges. The verification methodology for this PBC in Section 9.1 provides further details of the extent of monitoring and the responsibility for carrying out these activities.

### **Implementation arrangements**

**Budgeting Reforms which will be part of organizational level initiative:** Under the project, AMC is undertaking budgeting reforms at the organisation level. Thereafter, the CE, WRM will be responsible to undertake integrated budgeting for the entire function. Following the implementation of budgeting reforms at AMC level, the sewage department will a) prepare integrated budget for sewage covering both the centralised functions such as treatment and zonal operations, for both capital and maintenance expenditure, b) calculate total cost of service provision for sewage and c) prepare outcome budget. The proposed sequencing of tasks is below:

	Task	Responsibility		Timeframe	Expenditure
		E	S		
1	Developing and implementing cost accounting system and budget codes <sup>2</sup>	F&A	F&A	Year 0 to Year 2	NA
2	Co-ordination of integrated budgeting for sewage function	SD, ZO	SD	Year 3	NA
3.	Formal AMC orders for outcome budget for sewage	AMC	AMC	End of Year 4	NA
4	Cost of service report for sewage services	AMC	F&A	For Year 4 by Year 5	NA

The abbreviations for the above table are: E- Execution, S- Supervision, SD- Sewerage department, ZO- Zonal Offices, F & A- Finance and Accounts

**User charges and business planning:** The CE, WRM Department will lead the development of the sector-level business planning and cost recovery/user charge proposals. The proposed sequencing of tasks is below:

	Task	Responsibility		Timeframe	Expenditure
		E	S		
1	Policy roadmap for a. Ring fenced and performance based budgeting for sewage b. User charges proposal and cost recovery targets c. Multiyear business plan with investment and resource requirements  Revenue and Accounts departments will support and provide required inputs to the consultant and sewage department.	C	SD	Year 1	Consultancy
2	Consultation within AMC and GoG and required approvals for policy actions	SD	AMC	Year 2	NA
3	Legislative actions as required	AMC	GoG	Year 3	NA
4	Preparation of business plan for sewage <sup>3</sup>	C	SD	Year 3	Consultancy
5	Ring fenced and performance based budget for sewage	SD, F & A	AMC	Year 4 for Year 5	NA
6	Introduction of user charges	SD, F & A	AMC	Year 4	NA

A separate exercise for capital investment planning is being supported under the project across various functions. The business plan will build on this activity and will focus on revenue, cost recovery and financing aspects.

The abbreviations for the above table are: C- Consultancy, E- Execution, S- Supervision, SD- Sewerage department, ZO- Zonal Offices, F & A- Finance and Accounts, AMC- Ahmedabad Municipal Corporation's elected council.

The CE, WRM Department, Chief Accountant, Finance Department and Property Tax Department will implement a user charge mechanism for wastewater management services. The CE, WRM will report to PD, PIU.

### **Procurement**

CE WRM will hire a consultant to provide technical assistance for, i) developing ring-fenced budget and costing for wastewater in co-ordination with the finance department, ii) user-charge proposals for the consideration of AMC, iii)) a multi-year business plan to estimate investment and resource requirements. The CE, WRM Department will prepare the terms of reference (ToR) and an estimate for the TA. The Dy MC (Projects) will submit it to the MC. The MC will approve the ToR and estimate if it is within his/ her sanctioning threshold as notified by AMC from time to time. For procurement other than WRM, the concerned HOD will prepare ToR and submit to PD.

In case the estimate is above the MC's sanctioning threshold, they will seek approval from the Standing Committee in coordination with the Municipal Secretary Office (Sankalan Department). Once sanctioned by the Standing Committee, the PD, PIU will seek no objection from the World Bank and float the RFP as per applicable World Bank's Procurement Regulations specified in Chapter 7.

#### **5.2.1.5. Activity 3: Strengthening institutional practices in sewerage department**

This activity improves the sewerage department's planning, performance monitoring and disclosure systems. These improvements will be made possible by two cross cutting systems that are being developed under the project– a) GIS system (discussed later in this section) and b) cost accounting/ budgeting system (discussed above). Using these systems and through complementing measures AMC will

1. Map customers, assets, complaints and expenditure data on the GIS platform (covered under the GIS activity)
2. Link maintenance expenditure to asset status and complaints pattern
3. Prepare an overall budget for sewerage integrating capital expenditure and O&M functions and determine cost of entire sewage service

**Improved planning with the use of GIS platform and new budgeting systems:** This activity will improve the planning and monitoring activities of the sewerage department. At present the sewerage department does not have a customer database (since there is no practice of user charges for water or sewage, connections are not documented). There is no asset database and therefore neither maintenance expenditure nor customer complaint data can be mapped to assets. As an organisation wide initiative, the project will build a GIS platform. Thus, the sewage department would be able to map its customer data, asset data and customer complaints data into the GIS platform. This will help the sewage department in planning, optimising, tracking and mapping its maintenance and capital expenditure. The sewage department will upload data onto the GIS database (customer connections and assets). The department will also upload recurring data on the GIS platform (customer complaints, O&M expenditure budget, actual expenditure carried out). The department will introduce a standard operating procedure (SOP) to institutionalise the use of GIS. It will also prepare an integrated budget for the sewage function combining zonal and centralised operations.



## Implementation arrangements

The CE, WRM Department will lead the activities and will utilize the GIS platform that will be developed by the E Governance department.

1. The overall responsibility for developing the GIS platform will be with the E Governance department as explained in more detail in the GIS activity later on in the PIM. The E Governance department will also be responsible for developing any IT application that will help the respective line departments to use the GIS platform to upload data or for analysis.
2. The sewage department will be responsible for uploading all wastewater related information on the GIS platform. This would be both a onetime exercise during the building of the GIS platform and database, as well as an ongoing routine updation of data.
3. Using GIS will require a) a system for continuous update of the GIS platform, b) analysis using the data available in the GIS platform and c) work process within the sewage department to incorporate the results of such analysis. The sewage department will be responsible to develop Standard Operating Procedures to make continuous use of the GIS platform. The following example illustrates the division of responsibilities.
4. The complaints data and the past O&M data mapped on GIS can be a useful input to decide which geographical area should receive priority in O&M budget allocation during budgeting exercise. This requires a functioning GIS platform and this will be the responsibility of E Governance department.
5. Moreover, the complaints data received should be mapped to the GIS platform. The past O&M expenditure should also be mapped to the GIS platform. The necessary IT applications to link and map this data will also be developed by the e-Governance department.
6. The responsibility for one-time survey and mapping of all wastewater data (assets, network, connections etc.) will be the responsibility of sewage department.
7. Continuous update of data onto the GIS platform and ensuring that all complaints or O&M expenditure or other wastewater related data is linked to GIS will also be the responsibility of sewage department. They will make use of the IT applications developed by the e-Governance department.
8. The sewage department will also train its staff to analyse the data that is available in the GIS platform to make reports/ conclusions relevant to wastewater planning.
9. The sewage department will also make necessary changes in its work process to use GIS data. For example, prior to deciding O&M budget allocations for various wards or zones, the GIS data on geographical spread of complaints and past O&M expenditure will be analysed. This process change will be made by sewage department within itself. It will utilize a consultant to identify such process changes and develop SOPs.

The proposed sequencing of tasks is below:

	Task	Responsibility		Timeframe	Expenditure
		E	S		
1	Developing and implementing GIS platform <sup>1</sup>	e-Gov	e-Gov	Year 0 to Year 2	NA
2	Survey and upload of sewage data (including past year data) into GIS platform a. Customer connections	SA, SD, ZO	SD	Year 1 to Year 2	Property and network surveys, Upload of

	b. Sewage assets c. Customer complaints d. Past O&M expenditure				network maps from Autocad
3	SOP to institutionalise routine updating of data onto GIS, use of GIS data in capital and O&M planning, prioritisation and justification	C	SD	Year 2	Consultancy
4	Trial O&M and capital investment planning with GIS linked data (integrated across zones and department)	SD, ZO	SD	Year 3	NA
5	Sanction from AMC for SOP to integrate GIS use in planning	SD	AMC	Year 4	NA
6	Documentation of GIS exercise - Methodology, activities, difficulties, achievements, results, learnings and further work to be done	SD, C	SD	Year 4	Consultancy

This is a cross cutting activity that is separately planned and funded under the project. Therefore, details are not provided in this table.

The abbreviations for the above table are: C- Consultancy, E- Execution, S- Supervision, SA- Survey Agency, SD- Sewerage department, ZO- Zonal Offices

Digitising wastewater assets and linking them to GIS is one of the PBCs. The verification methodology for this PBC in Section PBC 4 provides further details of the extent of monitoring and the responsibility for carrying out these activities. The CE, WRM will report to PD, PIU.

### Procurement

WRM will hire a reputed survey and data entry agencies for conducting survey of house connections, sewer lines, pumping stations, manholes, STPs and other relevant assets of WRM Department for GIS digitization.

WRM will hire a consulting firm to develop SOPs for regular use of GIS and MIS in O&M, capital investment planning and service delivery activities in wastewater management; and for the regular update of the GIS database by the WRM Department.

The e-Governance department will hire IT firms to develop GIS based MIS modules for WRM department and to link existing MIS applications of WRM department to GIS.

#### 5.2.1.6. Activity 4: Customer Engagement

This activity will improve performance reporting and customer engagement activities of the sewerage department. The sewerage department follows the service level benchmarks of the Government of India for reporting on sewerage service levels. AMC also participates in the Performance Assessment System, which is a non-Governmental exercise. As a part of this exercise, AMC collects and reports more granular information to the PAS initiative, but the performance information is not reported publicly. For example, AMC reports number of incidents of flooding for PAS but there is no voluntary public disclosure of flooding information. AMC does not have a formal customer engagement or customer feedback process. Citizens can access AMC officials as well as

elected representatives to share their feedback and concerns. However, AMC lacks a formal and regular process of engagement and customer survey.

Under this sub-activity, AMC will disclose its performance information (including contractor performance) regularly and also conduct customer feedback surveys and disclose the results.

### Implementation Arrangements

The CE, WRM will be responsible to implement this activity. The CE, WRM will report to PD, PIU.

**The proposed sequencing of tasks is below:**

	Task	Responsibility		Timeframe	Expenditure
		E	S		
1	Scoping of customer feedback and performance reporting activity	C	SD	Year 1	Scoping study
2	Annual customer survey and disclosure	SA	SD	Year 2 onwards annually	Customer survey
3	Annual performance report including a) sewage performance report, b) contractor performance report and c) results of customer survey	SD, ZO	SD	Year 2 onwards annually	Outreach, workshops, publications

The abbreviations for the above table are: C- Consultancy, E- Execution, S- Supervision, SA- Survey Agency, SD- Sewerage department, ZO- Zonal Offices.

### Procurement

WRM will hire a consultant to design the performance disclosure and citizen feedback system and conduct annual citizen satisfaction survey. The CE, WRM Department will prepare the terms of reference (ToR) and an estimate separately for Items 1 and 3 (consultancies) and Item 2 (survey agencies) and forward it to the Dy MC (Projects). The Dy MC (Projects) will submit it to the MC. The MC will approve the ToR and estimate if it is within his/ her sanctioning threshold as notified by AMC from time to time. For procurement other than WRM, the concerned HOD will prepare ToR and submit to PD.

In case the estimate is above the MC's sanctioning threshold, they will seek approval from the Standing Committee in coordination with the Municipal Secretary Office (Sankalan Department). Once sanctioned by the Standing Committee, the PD, PIU will seek no objection from the World Bank and float the RFP as per applicable World Bank's Procurement Regulations specified in Chapter 7.

#### 5.2.1.7. Promoting occupational mobility for informal women workers

This sub-component will finance on-the-job training (3 to 6 months) for informal women workers through qualified service providers and/or technical partners. Specifically, the project will support zone-level needs assessments to identify priority job roles and develop a cohort of informal women workers (ages 18–35) to impart life skills training (legal literacy, financial literacy, reproductive literacy, and digital literacy) and introduction to sustained employment in technical job roles over a

period of 2 months. To track the improvement in performance and productivity of women workers' post technical training, a performance assessment will be conducted. The project will also support roll-out and design of digital learning tools. The focus will be on the following key interventions.

- i. **Site-level needs assessment in selected zones:** The exercise will be performed to identify priority job-roles and develop a cohort of informal workers to impart on job training. Also, a need assessment will be undertaken for the possibility to link the informal workers with AMC's Mahila Sakhi Mandals (women's self-help groups).
- ii. **Life skills training for informal women workers in selected zones:** The selected informal women workers will be trained on the following,
  - a. Financial Literacy
  - b. Digital Literacy
  - c. Legal Literacy
  - d. Reproductive Literacy
- iii. **Roll-out on-the-job skills (technical) training for informal women workers in selected zones for priority job role:** Through a specialized curriculum and pedagogy, on-the-job technical training will be delivered to the informal women workers in selected zones.
- iv. **Develop digital learning tools, interactive templates to measure progress based on regular feedback collected from women beneficiary:** Under this, the contractor/ UCD Department, AMC will develop interactive videos and a feedback app for digital learning as well as to measure the uptake of technical skills by women workers on project site. For encouraging the contractor, AMC can announce project level or zonal level leadership awards and incentivize them.

### Implementation arrangements

AMC will establish a technical working group (led by the CE, WRM department) for the activity on women's employment and safety in Ahmedabad. The working group will have representation from UCD Department, Drainage Project Department, STP Operations Department and contractors. The project will hire a technical support agency as a part of the Project Management Unit (PMU) to oversee the skilling for informal women workers. The UCD Department will be responsible to roll out the activities leveraging existing service providers, including training institutes, through performance-based contracts to deliver these courses and related support services. It will supervise the roll-out of the technical skills training for women workers and build linkages with the Mahila Sakhi Mandals. The technical working group will also be responsible for ensuring achievement of the KPIs, improving relevant policies and regulation, and ensuring that expenditures are consistent with the intended activities and outputs.

For detailed activities of technical support, refer Annex 13.

### Sub-component 1.4: Integrated GIS system for urban management, financing, and service delivery

This activity will support the establishment and institutionalization of GIS database and GIS-enabled Management Information Systems (MIS) within AMC. Select functions will be covered under the project and it is expected that AMC will extend the GIS across all departments. The project will support the introduction of the system for the A&TC, TP, Estate and WRM Departments with the e-Governance Department responsible for developing and managing the core GIS system. AMC will establish a GIS Centre which will coordinate across departments for city-wide deployment of GIS. The

A&TC, TP, Estate and WRM Departments will survey their respective assets/ generate GIS-compatible datasets for integrating in the GIS-enabled MIS.

#### 5.2.1.8. Establishment of GIS Centre

AMC will establish a GIS Centre within the e-Governance Department which will coordinate across departments to develop a shared and comprehensive city-wide GIS-enabled MIS.

#### Implementation arrangement

- i. Dy MC, e-Governance Department will establish a GIS Centre comprising existing staff from the department, as well as GIS Coordinators (with at least 5 years of field experience) deputed from the line departments. In addition, the Dy MC, e-Governance Department will recruit the following GIS professionals for a period of 5 years.
  - a. GIS-MIS Manager: Urban/ City Planners with GIS-MIS Skills (10 years of field experience)
  - b. GIS Coordinators (5 years of field experience including):
    - 2 Urban/ City Planners with GIS-MIS Skills
    - 2 Urban Engineers with GIS-MIS Skills
    - 2 IT professionals with GIS-MIS Skills

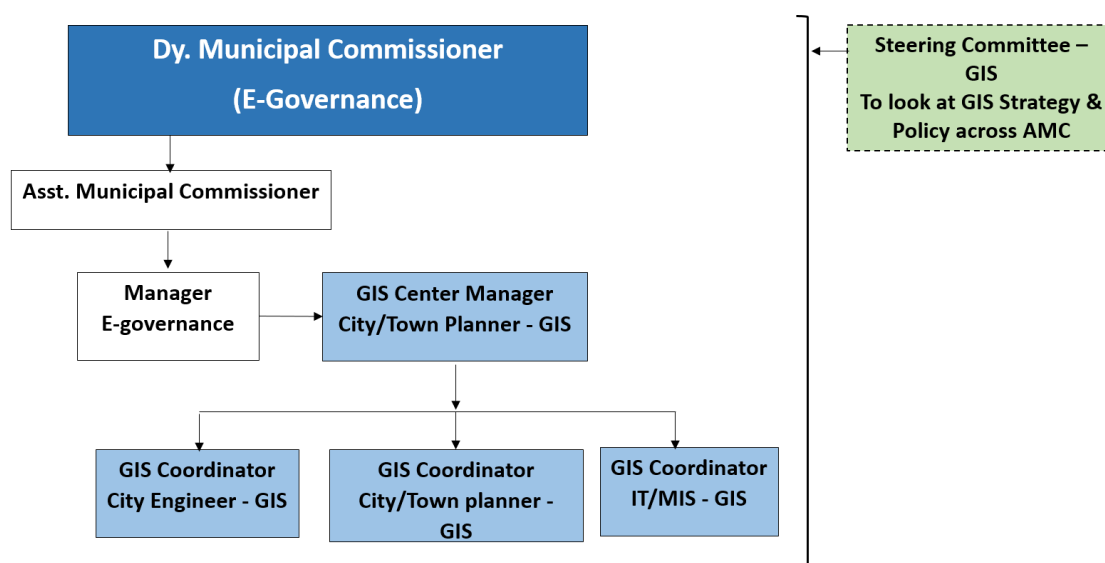


Figure 8: Institutional Structure of GIS Centre

Given the complexity of this sub-component it will be important to ensure that the institutional structures within AMC support and sustain the GIS deployment. Placing the GIS Centre within e-Governance has merit given the existing ICT role of that department. The figure below illustrates the linkages between the various sectoral departments and the GIS Centre.

#### Establish a GIS Steering Committee

AMC will establish a GIS Steering Committee having a key function in providing strategic policy direction in terms of the deployment of GIS enabled systems for all departments of AMC. The Committee would have an inclusive membership ensuring that each department

is represented. The Committee should also have external sector experts for providing technological solutions/recommendations to AMC.

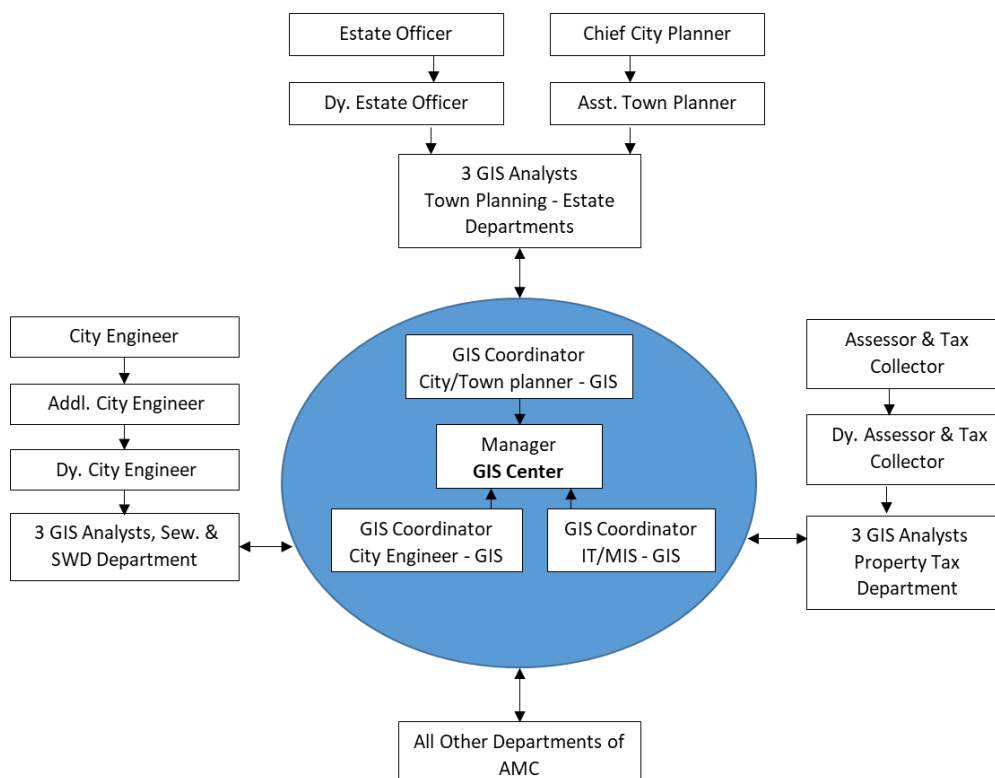


Figure 9: Linkages between AMC's departments and the GIS Centre

The GIS Centre will undertake the following activities:

- Review inventory of maps and GIS datasets from all departments, guide GIS team of respective departments to bring them in identical format and upload datasets on GIS Server.
- Consultation with all the Departments to understand their requirements for maps and GIS datasets
- Design and develop a system for storing and sharing of datasets in consultation with user departments
- GIS Mapping and survey projects of various departments to be executed under the guidance and coordination of GIS Centre
- Check review reports on submissions of consultants/contractors by Departmental GIS team
- Manage GIS datasets centrally and make them available to all internal and external stakeholders based on an approved data sharing policy
- Manage ongoing linkages with MIS
- Coordinate training programs for relevant departments' staff.

The role of GIS team of relevant departments of AMC include:

- Gather all available maps and GIS datasets in existing format and create an inventory of available Datasets with all details like existing form (Hard copy/Soft Copy, CAD/GIS etc.), Year of creation, Scale, Accuracy based on source of information etc. Share this inventory data with Senior Officials of the respective Department and GIS Center.

- Transform available datasets to the format as decided jointly by the Department and GIS Center
  - b. Provide technical support to department officials for using GIS maps and database
  - c. Coordinate with the GIS Centre for issues regarding GIS datasets, software application and assistance with technical queries
  - d. Review of GIS Datasets submitted by various Consultants/Contractors and share review report with the Department and GIS Centre
  - e. Identify staff for GIS training
- ii. The WRM Department will recruit/ appoint 3 GIS Analysts who will report to the 'GIS Coordinator – City Engineer' in the GIS Centre. The City Planning, Estate and Town Development departments will appoint 3 GIS Analyst each and they will report to 'GIS Coordinator – Professional as per requirement in the GIS Centre. Likewise, the A&TC Department will appoint 3 GIS Analysts who will report to the 'GIS Coordinator – IT/ MIS' in the GIS Centre.
- iii. Manager, e-Governance Department or Dy. MC, e-Governance Department will procure a GIS consultant to undertake a GIS-enabled MIS System Requirement Study (SRS)/ need assessment. Here SRS for GIS needs refers to department-wise study about available maps either in softcopy or hardcopy to be used by the vendor for the proposed mapping exercise, base-map layers available with town planning department, generation of new layers, ownership of GIS layers, access rights to different GIS layers, inputs for usability of GIS layers for decision making. However, SRS for MIS modules refers to department-wise study of functions and work flow analysis at all levels, type of data required for decision making, access rights to officials, list of reports pre-defined queries required, linkages with GIS Data, periodical data updation requirement, need to develop different software application based solutions for specific functions/activities. This study will provide (i) a holistic view of the GIS needs of the all the user departments for design and implementation of GIS system within AMC's current institutional system, and (ii) identify the MIS needs of user/ parent departments for development of database required for decision making through department wise MIS modules. Final report should include data flow of all modules, system architecture and database design. Also, it must include feasibility and procedure to adopt/use of current database for proposed one, backup and archival of database and GIS datasets. The accuracy check of the activity will be done by e-Governance Department. The study will deliver a short to medium term GIS-MIS implementation plan for AMC. The study will also propose long term staffing, capacity building, and structure of the GIS Centre. The activity will also include GIS Application Development which will be a user interface to view, edit, query and analyze GIS maps and datasets and will be managed and coordinated by GIS Centre, e-Governance Department. This model will also propose a model for maintenance and upgradation of the final GIS enabled MIS product deployed by AMC.
- iv. The Manager, e-Governance Department will develop the GIS-enabled MIS platform in accordance with Sub activity 5.2.1.9.

- v. The GIS Centre, e-Governance Department will procure a GIS consultant/ Survey Consultant to establish a databank of well-distributed Ground Control Points (GCPs) to ensure that all maps are built on the same geo-coordinates system. The GIS consultant will, with supervision from the Manager, e-Governance Department, prepare a digital Reference map to digitally incorporate features including administrative boundaries, transportation network, water bodies and property boundary. The GIS consultant will also prepare a Land Utilisation Map to include details of built-up and open area within property, important land uses, other land uses and landmarks. The details of user department and their roles are provided in Table 8
- vi. Estate Department in coordination with GIS Centre, e-Governance Department will hire a GIS consultant for real estate mapping which will include details of AMC/Govt. owned plot boundary and property boundary. The Estate Department will provide data of AMC and Government plots/properties, Town Planning Department will provide Base Map of AMC which will have Final Plot boundaries for TP Scheme Area and Revenue Plot/City Survey Plot boundaries for Non TP Scheme Area. GIS Centre, E-Governance Department will provide Plot/Property Boundary from Reference Map for Gamtal Area. GIS Consultant will prepare a Real Estate map from this maps. The accuracy check of the data will be done by Estate Department.
- vii. WRM Department in coordination with zonal offices will procure an engineering survey firm to conduct the WRM network and assets mapping which will include the details of main/ trunk line network along with distribution line network. GIS Centre, E-Governance Department will provide Reference Map of the City for Survey and mapping. The accuracy check of the data will be done by WRM Department and zonal offices.
- viii. A&TC Department or survey firm or both together will conduct the geo-coding of properties as per the MIS databases on the field and property assessment of unassessed properties to create a database as per the MIS database. The A&TC Department will manage the survey conducted and the e-Governance Department will develop the application for survey and provide IT support. The GIS centre will provide the Reference map and other GIS/map and related necessary support. The accuracy check of the data will be done by A&TC Department and the GIS centre, e-Governance Department will provide the technical support.

### **Procurement**

The Manager, e-Governance Department will prepare the ToR(s) and procure a GIS consultant to establish GIS centre, undertake a GIS-enabled MIS SRS, to develop the integrated GIS-enabled MIS, to prepare a digital Reference map and land utilization map, establish a unified databank within AMC consisting of GCPs and provide technical support for other departments to upload their respective datasets on the GIS-enabled MIS system. The Manager, e-Governance forward it to the Dy MC, e-Governance Department. The Dy MC will submit it to the MC. The MC will approve the ToR and estimate if it is within his/ her sanctioning threshold as notified by AMC from time to time. For real estate mapping, Estate Department in coordination with GIS Centre, e-Governance Department will procure a GIS consultant. WRM Department will procure an engineering survey firm for WRM



network & assets mapping. A&TC Department will procure a survey firm if required for property geo-coding and assessment of unassessed properties.

In case the estimate is above the MC's sanctioning threshold, they will seek approval from the Standing Committee in coordination with the Municipal Secretary Office (Sankalan Department). Once sanctioned by the Standing Committee, the PD, PIU will seek no objection from the World Bank. Upon receiving no objection from the World Bank, the Dy MC, e-Governance Department will float the RFP as per applicable World Bank's Procurement regulations specified in Chapter 7.

#### 5.2.1.9. Development of GIS-enabled Management Information Systems (MIS)

The e-Governance Department will be responsible to develop and manage this GIS-enabled MIS platform. This activity will establish and institutionalize GIS-enabled MIS for property taxation, management & monetization of AMC's real estate portfolio, asset management and O&M of wastewater services. A&TC, Estate and WRM Departments will be the primary end-users of this platform for its revenue, planning and service-delivery activities. This process will include business process re-engineering, interdepartmental coordination, and capacity building in the user departments for its effective use. The e-Governance Department will train/ handhold the representatives of the user departments.

##### **Implementation arrangement**

The Manager, e-Governance Department will coordinate with the GIS developer to develop the GIS product and will coordinate integration/ development of the department-specific MIS. This activity will also support development of MIS for each relevant department for seamless data integration. Manager, e-Governance Department will ensure that platform offers reliable storage, access and retrieval of data, incorporates data sharing across departments as per AMC's data sharing protocols/ policy, ensure data protection and enable real-time user/designation/role-based access to the database for individual users.

The EO, Estate Department, Assessor & Tax Collector, A&TC, Town Planner, Town Planning Department and CE, WRM Department will provide the user requirements such as their access rights and monitoring dashboards, for their respective MIS applications to the Manager e-Governance Department for development of the platform. Assessor & Tax Collector, A&TC Department will review and propose updates to their existing MIS to make it compatible with the GIS-enabled MIS.

The Manager e-Governance Department will update MIS of Estate, WRM and City Planning departments and integrate them with the GIS platform.

##### **Procurement**

The Manager, e-Governance will prepare the ToR(s) and an estimate to procure a GIS consultant to develop the GIS-enabled MIS platform based on the GIS-enabled MIS Development Study conducted under Sub activity 5.2.1.8. The Manager, e-Governance will forward it to the Dy MC, e-Governance Department and the Dy MC will submit it to the MC. The MC will approve the ToR and estimate if it is within his/ her sanctioning threshold as notified by AMC from time to time.

In case the estimate is above the MC's sanctioning threshold, they will seek approval from the Standing Committee in coordination with the Municipal Secretary Office (Sankalan Department). Once sanctioned by the Standing Committee, the PD, PIU will seek no objection from the World Bank. Upon receiving no objection from the World Bank, the Dy MC, e-Governance Department will float the RFP/ RFB as per applicable World Bank's Procurement regulations specified in Chapter 7.

#### 5.2.1.10. Development of MIS for Estate Department and A&TC Department

The MIS for the Estate Department will be built around the financial, legal and physical information held on properties. To develop module for Estate Department, e-Governance Department will procure a GIS consultant for digitization of data of AMC/ Government plots/ properties, financial, legal, physical and occupancy data held on properties and development of GIS enabled MIS. The Estate Department will provide inputs on the functionalities of the module and overlook at the accuracy of the data along with the e-Governance Department.

The current management system of the department relies on a collection of spreadsheets that are manually shared between the various teams. The updated MIS will comprise the development of a computerized MIS which will include (but need not be limited to) the following:

- i. stocktaking and digitizing all paper documents of properties held by the Estate Department.
- ii. developing a digital database comprising all financial, legal, physical and occupancy data on each identifiable property under the Estate Department's fiduciary responsibility.
- iii. database management to ensure that the digital inventory of Estate Department's properties has all the necessary information for understanding the properties' values, as well as properties' reuse and monetization potential.
- iv. providing indicative market value estimates for all properties held by the Estate Department, including periodic rigorous appraisals.

In addition, digital copies of important documents such as plans, contracts and legal titles will be joined to the MIS.

To develop the GIS enabled MIS for A&TC Department, the e-Governance Department will procure a GIS/IT consultant to add more functionalities to current MIS Module of A&TC Department and make required modifications to MIS database to link with GIS. The A&TC Department will provide inputs on the functionalities of the module and overlook at the accuracy of the data along with the e-Governance Department.

#### **Procurement**

This activity does not require any procurement. The GIS/IT Consultant proposed to be appointed under Section 5.2.1.8 will provide the specifications for the MIS system for Estate Department in the System Requirement Study.

#### 5.2.1.11. Strengthening of MIS for Town Planning Department and Town Development Department

The Town Planning Department provides Part Plan of Final plot boundary and Town Development Department provides the Building Plan and Use Permissions for new developments in the city.

For the Town Planning and Town Development Department, the MIS will be built to provide (i) an online facility for applications of Part Plan and (ii) strengthening current Building Plan & Use Permissions, storing important documents and plans on the MIS server digitally. The e-Governance Department will procure a GIS consultant that will develop an online Part Plan system to apply and issue them online and Building Plan & Use Permissions system to strengthen current system of permissions, applying GDCR provisions for NoC requirement & checklist customization through use of GIS datasets, storing of data throughout scrutiny and ground verification processes and link with property tax database. Additionally, it will facilitate storing of actions/ comments by the department officials at various levels during scrutiny process on the server. The integration of the City GIS database with these MIS modules will encourage partial scrutiny of certain parameters pertaining to location/ area of proposed development by the system. The Town Planning Department will provide inputs on access rights, specific functionalities, QA/ QC for part plan system and will check the accuracy of the data along with e-Governance Department. The Town Development Department will provide inputs on functionalities of the module and check the accuracy of the data along with e-Governance Department.

#### **Procurement**

This activity does not require any procurement. The GIS Consultant proposed to be appointed under Section 5.2.1.8 will provide the specifications for the MIS system for Town Planning Department and Town Development Department in the System Requirement Study.

#### 5.2.1.12. Development of GIS and GIS-enabled MIS for the Water Resources Management Development and Asset Management and O&M Systems

They hold information on their assets in various formats including hard copy maps, spreadsheets, and AutoCAD files. Data on complaints are stored on computer hard-drives as simple records with no link to spatial data or existing property records. Similarly, data on Operation & Management (O&M) of assets is also stored on desktop computers. The MIS to be designed for O&M will include information on the physical assets along with information on regular maintenance work and details on up-grading of assets. On the complaints side, information will include the initial recording of complaints and the actions taken to address the issues raised. The MIS will incorporate physical, financial and procedural information. The benefits of a GIS enabled MIS will ensure the integrity of the data, facilitate informed decision-making, review performance, spatial analysis of O&M data, provide for quality control mechanisms, support distributed access across the departmental networks and provide for security of the information.

The e-Governance Department will procure a GIS consultant to integrate the existing system of online complaints by citizens, recording of complaints and the actions taken by the WRM Department, database to incorporate physical, financial and procedural information, GIS enabled MIS to ensure the integrity of the data with the required data for GIS enabled MIS for WRM Department

to facilitate informed decision-making and review performance. The consultant will identify the existing gaps and then integrate as and to the extent required. A module for O&M of assets for WRM Department will also be prepared, if does not already exist, to access asset database, update information on regular maintenance of assets, allow updating of details on up-grading of assets and integration with GIS. The WRM Department will provide inputs on functionalities of the module and check the accuracy of the data along with e-Governance Department.

The GIS system will help the WRM Department in planning, optimising, tracking, and mapping its maintenance and capital expenditures, as well as updating key informational attributes related to asset performance. The O&M budgets, works and expenditure for wastewater management functions will be routinely mapped onto the GIS platform. The asset management systems (MIS) will assist in CIP and budgeting to ensure that sufficient funding is earmarked for O&M of existing infrastructure and replacements.

In addition, this activity will also support AMC in developing Standard Operating Procedures (SOPs) for asset management practices in the wastewater management systems including

- i. regular updating of data in GIS system and using it for performance analysis & reporting, capital and O&M planning and prioritisation
- ii. setting reporting requirements for various infrastructure assets and procedures for sustainable asset management
- iii. defining schedules of preventive maintenance, to enable a shift towards modern life-cycle asset management approaches
- iv. robust O&M systems, with a focus on enhancing the sustainability and climate resilience of the system
- v. ensuring continuity and safety of wastewater network system during floods and other disaster events.

These systems will support AMC's investment planning and asset management practices towards a more integrated, structured and evidence-based approach that would ensure that infrastructure assets are developed and maintained in a sustainable, resilient, and efficient manner.

### **Procurement**

This activity does not require any procurement. The GIS Consultant proposed to be appointed under Section 5.2.1.8 will provide the specifications for the MIS system for WRM Department in the System Requirement Study.

For sub-component 1.4, the following activities must be undertaken by the responsible departments.

#	Activity	Who will do?
1	Undertake the geo-coding of all land parcels and buildings within AMC	A&TC Department will hire a survey firm to conduct the geo-coding of properties.
2	Undertake a Ground Survey of 305,000 buildings. There are large numbers of buildings on which the A&TC Department have no information, particularly in those unplanned parts of the city.	A&TC Department will hire a survey firm to conduct the geo-coding of properties.

3	Undertake the linking of the existing departmental MIS in the Property Tax to the GIS, Design and Develop GIS enabled MIS modules for Town Planning, Estates and Water Resource Management.	GIS Centre, e-Governance Department will hire a GIS/IT firm to develop GIS enabled MIS for all departments.
4	To provide functionality to the GIS the existing departmental MIS databases (such as property tax and real estate databases) and proposed e-governance systems (such as online building plan permission & online part plan systems for town planning & development, O&M of WRM assets & complaint management system for) should be linked to the GIS.	GIS Centre, e-Governance Department will hire a GIS/IT firm to develop GIS enabled MIS for all departments.

The final phase of sub-component 1.4 will include the following

- i. e-Governance Department will develop training programmes and undertake same to build capacity of the staff of various concerned departments in GIS.
- ii. The e-Governance Department will procure computing hardware and GIS licenses as required. In addition to standard computing equipment hand-held tablets will be provided to support departments for in-the-field inspection activities.

The Manager, e-Governance Department will be responsible to lead this activity. The trainings will be included in the scope of work of the GIS consultant. Whereas the required equipment will be procured as per the applicable World Bank's Procurement Regulations.

The consolidated details of all the activities under the sub-component 1.4 are mentioned in the table below.

Table 8: Roles and Responsibilities of MIS-GIS Activities

Activity	Sub-Activity		Details to be included	User Departments	To be Managed and Coordinated by	Role of User Department	Who will Prepare?	Accuracy Check
<b>Establishment of GIS Centre</b>	Need Assessment/System Requirement Study	GIS needs of Depts.	Requirement of GIS Maps and Datasets, Type of Use by Depts.	All Depts.	e-Governance Department	To provide inputs	IT/GIS Consultancy Firm	e-Governance Department, Respective Departments
		MIS needs of Depts.	Department-wise MIS Modules for use of database for decision making	Respective Dept.				
	GIS Application Development		A User Interface to view, edit, query and analyze GIS maps and datasets	All Departments of AMC	GIS Centre - e-Governance Department	To provide inputs on Access rights, specific functionalities, QA/QC	IT/GIS Consultancy Firm or GIS Centre - E-Governance Department	GIS Centre - e-Governance Department, Respective Depts
	GCP Databank		Satellite Image with marked GCP, Detailed Description	All Departments of AMC	GIS Centre - e-Governance Department	-	GIS/Survey Consultancy Firm	GIS Centre - e-Governance Department
	Reference Map		Administrative Boundaries	Estates, A&TC, WRM, Town Planning, Town	GIS Centre - e-Governance Department	Town Planning Department to provide boundary map	GIS Consultancy Firm	GIS Centre - e-Governance Department -

Activity	Sub-Activity	Details to be included	User Departments	To be Managed and Coordinated by	Role of User Department	Who will Prepare?	Accuracy Check
			Development Department				Accuracy of interpretation from Satellite Image, Accuracy of attribute data captured from field survey, layer-wise Contents etc.
		Transportation Network (Line & Polygon)	Estates, A&TC, WRM, Town Development Department		During underground network survey, WRM Dept. to check if all roads are captured		
		Water Bodies	Estates, WRM, Town Development Depts.		-		
		Property Boundary	Estate, A&TC, WRM, Town Development Department		During property geo-coding survey, A&TC Department to check if all properties are captured		
	Built-up and Open Area Map	Built-up and Open Area within Property	A&TC, WRM, Town Development Department	GIS Centre - e-Governance Department	-	GIS Consultancy Firm	GIS Centre - e-Governance Department - Accuracy of interpretation
		Important Land Uses	A&TC, WRM, Town		Town Development		

Activity	Sub-Activity	Details to be included	User Departments	To be Managed and Coordinated by	Role of User Department	Who will Prepare?	Accuracy Check
			Development Department		Dept. to provide list of Land uses important for BP and BU permissions as per GDCR		from Satellite Image, Accuracy of attribute data captured from field survey, layer-wise Contents etc.
		Other Land uses	Estates, A&TC, WRM, Town Development Department		-		
		Landmarks	Estates, A&TC , WRM, Town Development Department		-		
	Real Estate Mapping	Plot Boundary, Property Boundary	Estate, A&TC Department, WRM, Town Development Depts.	Estate Department in coordination with GIS Centre - e-Governance Department	Estate Dept. to provide data of AMC and Govt. Plots/Properties, Town Planning Dept. to provide Base Map, GIS Centre, E-Governance Dept. to provide Reference Map	GIS Consultancy Firm	Estates Department



Activity	Sub-Activity	Details to be included	User Departments	To be Managed and Coordinated by	Role of User Department	Who will Prepare?	Accuracy Check
	WRM network & Assets Mapping	Main/Trunk line network	WRM Dept., Zonal Offices	WRM Department	-	Engineering Survey Firm	WRM Department
		Distribution line network		Zonal Offices			Zonal Offices
	Property Geo-coding	Geo-coding of Property as per the MIS database on Field	Estate, A&TC Department, WRM, Town Development Department	A&TC Department to manage survey part, E-Governance Dept. to develop App and IT support, GIS Centre to provide GIS map related support	-	A&TC Department, Staff/Survey Firm/Both	A&TC Department, GIS Centre - e-Governance Dept. to provide technical support
	Property Assessment of unassessed properties	Database creation as per the MIS Database	Property Tax Dept.	A&TC Department to manage survey part, e-Governance Dept. to develop App and IT support, GIS Centre to provide GIS	-	A&TC Department Staff/Survey Firm/Both	A&TC Department, GIS Centre - e-Governance Department to provide technical support

Activity	Sub-Activity	Details to be included	User Departments	To be Managed and Coordinated by	Role of User Department	Who will Prepare?	Accuracy Check
				map related support			
<b>Development of MIS for Estate Department and A&amp;TC Department</b>	Module for Estates Dept.	Digitization of data of AMC/Govt. Plots/Properties - financial, legal, physical and occupancy data held on properties, Development of GIS enabled MIS	Estate Department	e-Governance Department	To provide inputs on functionalities of Module	IT/GIS Consultancy Firm	e-Governance Department, Estate Department
	GIS enabled MIS for Property Tax Dept.	Add more functionalities to current MIS Module of Property Tax, Make required modifications to MIS database to link with GIS	A&TC Department	e-Governance Department	To provide inputs on functionalities of Module	IT/GIS Consultancy Firm	e-Governance Department, Property Tax Department
<b>Development of MIS for Town</b>	Online Part Plan System	Facility to apply and issue Part Plan online	Town Planning Department	Town planning	To provide inputs on Access rights, specific	IT/GIS Consultancy Firm	Town Planning Department

Activity	Sub-Activity	Details to be included	User Departments	To be Managed and Coordinated by	Role of User Department	Who will Prepare?	Accuracy Check
<b>Planning and Town Development Department</b>		from central database server			functionalities, QA/QC		
	Strengthening Building Plan & Building Use Permission System	Strengthen current system of BP & BU permissions, Facility to apply GDCR provisions for NoC requirement & checklist customization through use of GIS datasets, storing of data throughout scrutiny & ground verification processes and link with property tax database	Town Development Department	e-Governance Department	To provide inputs on functionalities of Module	IT/GIS Consultancy Firm	e-Governance Department, Town Development Department

Activity	Sub-Activity	Details to be included	User Departments	To be Managed and Coordinated by	Role of User Department	Who will Prepare?	Accuracy Check
<b>Development of GIS and GIS-enabled MIS for the Water Resources Management Development and Asset Management and O&amp;M Systems</b>	MIS modules for Complaint Management System for WRM Dept.	Module to facilitate online complaints by citizens, recording of complaints and the actions taken by the Dept., Database to incorporate physical, financial and procedural information, GIS enabled MIS to ensure the integrity of the data, facilitate informed decision-making, review performance	WRM Department	e-Governance Department	To provide inputs on functionalities of Module	IT/GIS Consultancy Firm	e-Governance Department, WRM Department
	Module for Operation & Management (O&M) of assets for WRM Dept.	Module to access Asset database,	WRM Department	e-Governance Department	To provide inputs on	IT/GIS Consultancy Firm	e-Governance Department,

Activity	Sub-Activity	Details to be included	User Departments	To be Managed and Coordinated by	Role of User Department	Who will Prepare?	Accuracy Check
		Information on regular maintenance of assets, Module to allow updating of Details on up-grading of assets, Integration with GIS			functionalities of Module		WRM Department

Sub-component 5: Strengthening the municipal financial management systems  
5.2.1.13. Municipal Budgeting and Accounting System

The existing financial management system of AMC lacks efficient coding structure and long – term financial planning. Hence, the technical assistance will help AMC to revamp their budget and accounting system in alignment with the national municipal accounting manual. A reputed national or international CA firm having expertise in municipal financing will be hired to conduct the activity for the project period.

A broad Scope of Work of the firm is as follows:

***Municipal Budgeting System***

- i. Review existing gaps with regards to Integrated Financial Management System (IFMS)
- ii. Development of streamlined budget and accounting coding structure with detailed functional classification for capital and O&M expenditures for all the services of AMC, with particular emphasis on functions of WRM
- iii. Development/ modifications to IFMS
- iv. Utilization of the modified structure to develop the full cost budgeting system
- v. Develop prudential practices of functional classification of receipts and expenditure
- vi. Other necessary modules modified or to be developed to incorporate the IFMS
- vii. Support AMC's IT vendor to accommodate the suggested modification in the existing system

***Municipal Accounting System***

Following system upgrades are to be a part of the work

- i. Review existing gaps with regards to IFMS
- ii. Integrate AMC's revenues (Tax and User Charge Demand and Balances) module in IFMS
- iii. Cash budgeting and fund flow analysis
- iv. Integrate automatic depreciation calculation
- v. Introduce regular system of capitalization and accounting for capital works in progress
- vi. Develop modules for automatic generation of complete balance sheet/ annual accounts for timely finalization of municipal accounts
- vii. Other necessary modules modified or to be developed to incorporate the IFMS
- viii. Support AMC's IT vendor to accommodate the suggested modification in the existing system

The consulting agency will support AMC and IT vendors to institutionalize the recommendations for the above. Along with these, the CA firm will train the Finance Department's staff for sustenance of the changes.

**Implementation arrangements**

The CFO, Finance and Accounts Department is the key stakeholder to implement this activity with the support of the external consultancy service. The CFO, Finance and Accounts Department will coordinate with external consultant and existing IT vendor to modify the system according to the recommendations given. The completion report of each activity defined under SoW of the consultant shall be timely reported to the World Bank by PIU cell.

## **Procurement**

The Chief Accountant, Finance Department will prepare the ToR(s) and an estimate to procure a national/international CA firm having expertise in municipal finance to undertake this activity. The Chief Accountant will forward it to the Dy MC, Finance Department and the Dy MC will submit it to the MC. The MC will approve the ToR and estimate if it is within their sanctioning threshold as notified by AMC from time to time.

In case the estimate is above the MC's sanctioning threshold, they will seek approval from the Standing Committee in coordination with the Municipal Secretary Office (Sankalan Department). Once sanctioned by the Standing Committee, the PD, PIU will seek no objection from the World Bank. Upon receiving no objection from the World Bank, the Dy MC, Finance Department will float the RFP/ RFB as per applicable World Bank's Procurement Regulations specified in Chapter 7.

### **5.2.1.14. External Audit**

The project will support the IAs to hire an external reputed CA firm for streamlining and institutionalizing the system after the project period as well.

Considering the amendments under 15<sup>th</sup> CFC, both the IAs (GUDM and AMC) separately and individually engage external chartered accountants to undertake annual external audit as per the agreed terms of reference. The auditors will certify the annual project financial statements in the form of IUFR covering all receipts and payment for AMC and GUDM. Audit reports (two) will be submitted within 9 months of the end of each financial year.

The CA firm will be hired under G-ACRP and will perform following duties,

- i. Analysing the existing gaps in the system in alignment with the 15<sup>th</sup> CFC guidelines
- ii. Auditing of balance sheet
- iii. Auditing of income and expenditure statement
- iv. Auditing of cash flow statement
- v. Prepare schedules of balance sheet, income and expenditure statement and cash flow statement
- vi. Support AMC to publish the audited statement online
- vii. Capacity building of AMC staff or empanelled CA firms to institutionalize the changes

## **Implementation arrangements**

The CFO, Finance and Accounts Department is the key stakeholder to implement this activity with the support of the external consultancy service. The CFO, Finance and Accounts Department will coordinate with external consultant and existing IT vendor to modify the system according to the recommendations given. The completion report of each activity defined under SoW of the consultant shall be timely reported to the World Bank by PIU cell.

## **Procurement**

A nationally well reputed CA firms having expertise in municipal financing will be hired to carry out this activity. It may procure as a part of 5.2.1.13 considering the procurement plan.

### Sub-component 6: Climate-smart capital investment planning (CIP)

The main objective of this activity is to institutionalize a system of capital investment planning for climate resilient infrastructure and its management. The CIP system will be developed in a climate-risk informed manner to ensure that future infrastructure development and service delivery is climate resilient and emission-sensitive. The climate-smart CIP process will help AMC in project pipeline prioritization, financial planning, and ranking of projects based on emission forecasts and vulnerability to hazards. The Finance Department will procure a financial management consultant with global experience to develop and institutionalize the system within AMC.

#### **Implementation arrangements**

DyMC, WRM Department (Projects) as the technical coordinator will lead the Strategic Planning Unit (SPU) under the MC's office and will be responsible for establishing a city-wide multi-year CIP system. The SPU will prioritize new capital investments, inform budgetary allocations and mobilize resources to fund the investments. The SPU will coordinate with the line departments to gather data that will inform the investment planning and budgeting process, and work with the finance department on the resource aspects.

The WRM Department will coordinate with other technical departments to analyse the climate impact of their respective projects and hence, prioritise projects to help AMC to reduce its carbon emissions. The WRM Department will then submit the climate-smart CIP to the Finance Department for inclusion in its budgets.

#### **Procurement**

The CE, WRM Department will prepare the ToR(s) and an estimate to procure a consultant to prepare the specification of the MIS software. The CE, WRM will forward it to the Dy MC, WRM Department and the Dy MC will submit it to the MC. The MC will approve the ToR and estimate if it is within his/her sanctioning threshold as notified by AMC from time to time.

In case the estimate is above the MC's sanctioning threshold, they will seek approval from the Standing Committee in coordination with the Municipal Secretary Office (Sankalan Department). Once sanctioned by the Standing Committee, the PD, PIU will seek no objection from the World Bank. Upon receiving no objection from the World Bank, the Dy MC, WRM Department will float the RFP/ RFB as per applicable World Bank's Procurement Regulations specified in Chapter 7.

### 5.3. Component 2: Improving urban infrastructure and service delivery

The sewerage system in Ahmedabad dates to as early as 1890s, when an underground sewer line and temporary pumping stations were constructed in the walled city in the Khadia ward outside Astodia gate. The Jamalpur Sewage Pumping Station was the first SPS to be commissioned in 1907. Since then, extension of Sewerage network to the old city was undertaken in phased manner and by 1931 the entire walled city area was connected to the sewerage network. Today, approximately 90% area is covered with sewer network. Ahmedabad City has 3302 km sewer network with 1.27 million house connections, 64 no. of Sewage pumping stations and 18 no. of Sewage Treatment Plants with a total



treatment capacity of 1248 MLD. The city has laid out an aspiration to close this service gap, as well as to improve the quality of service in areas with aging infrastructure.

The state policy on Treated Wastewater reuse sets the following targets for the Ahmedabad Municipal Corporation.

- I. To reuse at least 25% of freshwater consumption from TWW within 1 year
- II. To reuse 70% of TWW by 2025
- III. To reuse 100% of TWW by 2030

This component will finance activities to support the AMC to improve the wastewater infrastructure and service delivery. The activities proposed will help AMC to implement an efficient, sustainable, and resilient wastewater management system through integrated service delivery approach.

AMC and the World Bank jointly deliberated during inception stage of the project and prioritized two major wastewaters catchment of cities- (i) Pirana and (ii) Vasna to be targeted for interventions in this program. Based on technical and environmental screening of these catchments and recommendation of master plan (currently<sup>13</sup> under preparation), AMC has identified and enlisted priority projects (Table 12 and Table 13). This will help AMC to significantly reduce the infrastructure gaps, increase the service levels, comply with enforced regulations, and improve the resource sustainability and climate resilience.

Hence, the World Bank and AMC jointly outlined the component 2 to be implemented under this project which includes construction of sewerage infrastructure as well as establishment of monitoring system to ensure sustainability and resilience. The schedule of activities for component 2 is described in the consecutive section.

#### Schedule of Activities under Component 2

The World Bank will support AMC (WRM Department) to construct wastewater treatment facilities, rehabilitation of existing sewerage network, construct new sewerage network in the identified catchments and development of SCADA system. The Schedule of activities for sub-project under this component are as follows:

*Table 9: Schedule of Activities, Component 2*

Sub-component	Key activities	Deliverable/ Output	Linked PBCs	Key implementer/ coordinator in PIU
<b>Sub-component 2.1: Developing resilient and efficient</b>	Design, Construction, Commissioning and Operation of Sewage Treatment Plants.	Newly Constructed and Upgraded Sewage Treatment Plants in accordance with the Master Plan or the Detailed Project Report (DPR) of the AMC	PBC - 1 (USD 20 million)	PIU: Drainage Project Department

<sup>13</sup> As of March 2022

Sub-component	Key activities	Deliverable/ Output	Linked PBCs	Key implementer/ coordinator in PIU
<b>wastewater treatment systems</b>	<p>Priority investments identified:</p> <p>Future Investments New STPs at Pirana (230 and 420)</p>	<p>Feasibility reports and Options analysis demonstrating the value-for-money and environmental benefits of the Sewage Treatment Plants</p> <p>Monitoring reports of the quality of treated water effluent produced by the plant</p>		STP Operations department
<b>Sub-component 2.2: Improving wastewater network systems including household connections</b>	Design, Construction, and Commissioning of wastewater network lines in identified areas of the city.	<p>Expanded / Refurbished wastewater network in the project's priority catchments.</p> <p>Installed Trunk lines, secondary lines, and increased household and commercial connections. Feasibility reports and Options analysis demonstrating the value-for-money and environmental benefits of the network improvements, and benefits to plants developed under the project.</p> <p>Unauthorized domestic connections, and industrial discharge to the network have been either regularized or eliminated, as applicable.</p> <p>Improvement in quality of sewage arriving at the treatment facility.</p> <p>Improvement in service delivery and citizen</p>	-	<p>PIU: Drainage Project Department</p> <p>STP Operations department</p> <p>Zonal Engineering Department</p>

Sub-component	Key activities	Deliverable/ Output	Linked PBCs	Key implementer/ coordinator in PIU
		<p>satisfaction with their service.</p> <p>-Feasibility Reports (FRs)/ Detail Project Reports (DPRs) for packages of sewer line rehabilitation and construction</p> <p>- bids prepared and tender floated</p> <p>- kilometres of sewer lines rehabilitated</p> <p>- kilometres of sewer lines constructed</p>		
<b>Sub-component 2.3: Wastewater recycling and reuse for circularity and resource efficiency</b>	<p>Development of Tertiary Treatment Plants, supply lines, SOPs, and business plans to enable the sale and re-use of treated wastewater and revenue generation.</p> <p>Feasibility report and business plan for wastewater reuse in the project catchments.</p>	<p>Tertiary Treatment plants constructed and connected to supply lines/ infrastructure</p> <p>Feasibility report and business plan for wastewater reuse in the project catchments.</p> <p>Contracts for the supply of treated wastewater set up with industries or other bulk waster consumers.</p>	-	<p>PIU: Drainage Project Department</p> <p>STP Operations department</p>
<b>Sub-component 2.4: Industrial pollution abatement in city's wastewater systems</b>	<p>Development of a Standard Operating Procedure to monitor and respond to the unauthorized disposal of industrial effluents in the city's sewage system.</p>	<p>Early warning system for contamination in the city's sewage systems developed and operationalized</p> <p>A Standard Operating Procedure on responding to early warnings in the system is developed and all stakeholders and operators have been trained on the SOP</p>	PBC - 2 (USD 20 million)	PIU: STP Operations Department

Sub-component	Key activities	Deliverable/ Output	Linked PBCs	Key implementer/ coordinator in PIU
		Quarterly monitoring reports on the status of the network are prepared and disclosed.		
<b>Sub-component 2.5: City-wide integrated digital monitoring and control systems</b>	Design and Execution of a city-wide SCADA system for the wastewater network	City-wide SCADA system installed and launched  All stakeholders trained on accessing and using information from the SCADA system for operations and maintenance of the network		PIU: STP Operations Department + e-Governance Department
<b>Sub-component 2.6: Safe working environment and support systems for promoting occupational mobility in informal women workers</b>	Providing a safe working environment for women informal workers under the project	Child-care creches and sensitization on women's safety and violence prevention in selected zones developed	-	PIU: Social Development and Gender Inclusion Specialist  UCD Department

#### Overview of Implementation Arrangements for component 2

The Drainage Project Department and STP Operations Department of AMC will be responsible for implementing the component 2. The institutional arrangement for implementing the activities of component 2 is as follows.

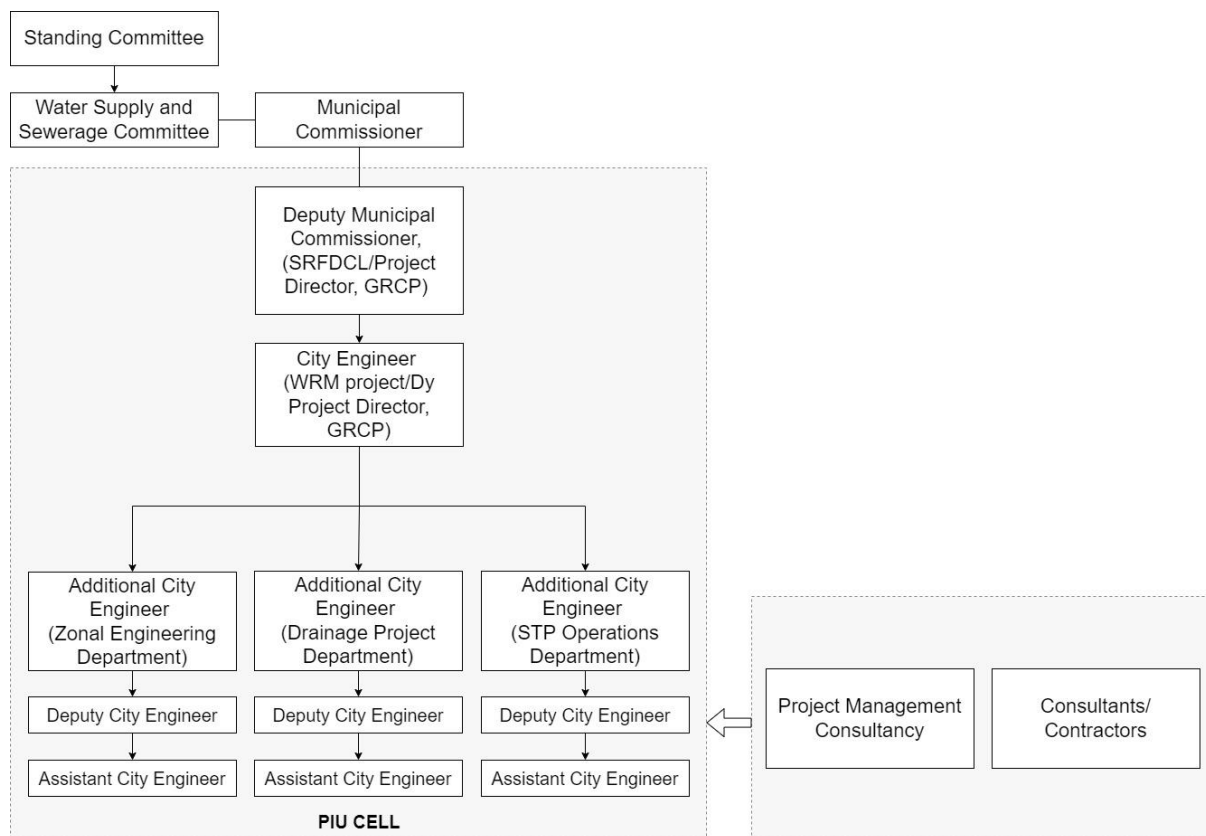


Figure 10: Institutional Arrangements for component 2

The PIU in the AMC will be responsible for implementing all the activities under this component. The Dy. PD (CE, WRM) will lead implementation under component 2 in close coordination with Additional City Engineers (AdCE) of Drainage Project Department and STP Operations Department deputed in PIU. The Dy. PD and AdCE will identify the sub-projects in conformance with the Master Plan and will be supported by design consultants for conducting sub-project specific feasibility studies, developing DPRs (wherever applicable), preparing bid documents, developing KPIs for performance-based contracts, and undertaking bid process management for appointment of contractors/ executing agencies. The AdCE will be supported by the E&S consultants for preparing sub-project specific E&S instruments (e.g., ESIA, ESMPs) based on the Environment Social Commitment Plan (ESCP) and ESMF of G-ACRP as per the World Bank ESF requirements. Additionally, AdCE, PIU will (i) facilitate private sector participation through innovative performance-based contracts, (ii) identify clearly defined KPIs, and (iii) monitor contract and service performance through KPIs.

The AdCE, PIU and Procurement Expert will undertake all the infrastructure/works related procurements (under Component 2) as per applicable World Bank Procurement Regulations. The Deputy City Engineers (DyCE), Assistant City Engineers deputed under PIU will oversee the day-to-day monitoring, implementation coordination and management of field level activities. The DyCE and Assistant City Engineers will also ensure effective coordination among design consultants, E&S consultant, Procurement Expert and contractors for effective implementation of the activities and relevant compliance during the subproject life cycle. The following table illustrates the various stages of sub-project life cycle and the key responsibilities of the PIU:

Table 10: Responsibilities of PIU during sub-project lifecycle under component 2

Stages	Responsibilities
Identification	<ul style="list-style-type: none"> <li>▪ Identification of sub-projects based on technical justification in conformance with the prepared master plan.</li> </ul>
Preparation	<ul style="list-style-type: none"> <li>▪ Supervise FR preparation (in case of DBOT contracts) with support from PMC including preparation of E&amp;S and technical screening checklists.</li> <li>▪ Supervise preparation of E&amp;S documents and studies as in ESCP with support from PMC, coordination with other departments, review, clearance, consultation, and disclosure responsibilities as outlined in ESMF</li> <li>▪ Supervise preparation of DPR/specifications (in case of EPC contracts) for bid documents with support from PMC.</li> <li>▪ Obtain requisite administrative and/or technical sanctions (if any)</li> </ul>
Procurement	<ul style="list-style-type: none"> <li>▪ Publish NIT/RFP/RFB</li> <li>▪ Bid process management with support from design consultants/PMC</li> <li>▪ Ensure availability of land and initiate transfer process</li> <li>▪ Contract award</li> </ul>
Implementation	<ul style="list-style-type: none"> <li>▪ Ensure land hand over to the contractor at the mobilization stage.</li> <li>▪ Provide support for handover of existing assets and their operation to contractor</li> <li>▪ Review of contractor's design with support from PMC</li> <li>▪ Review, clearance, and disclosure of contractor's E&amp;S documents, with PMC's help</li> <li>▪ Ensure regulatory and other permissions are in place</li> <li>▪ Coordinating with other line departments agencies</li> <li>▪ Contract management and supervision and performance reporting</li> <li>▪ Review and approving contractor's claims with support from PMC</li> <li>▪ Quality assurance and periodic supervision through PMC and on occupational health and safety and E&amp;S monitoring, and third-party audit</li> </ul>
Commissioning	<ul style="list-style-type: none"> <li>▪ Supervise commissioning</li> <li>▪ Review of as-built drawings from the contractor with support from PMC</li> </ul>
O&M	<ul style="list-style-type: none"> <li>▪ Management of O&amp;M contract</li> <li>▪ Review and approving contractor's claims with support from PMC</li> <li>▪ Supervise operators' performance in line with contract conditions/KPIs</li> <li>▪ Supervision of OHS &amp; E&amp;S aspects, audit</li> </ul>

The AdCE, STP Operations Department will also implement and oversee the sector focused GIS and IT systems (e.g., SCADA, GIS) planned under the project. They will be responsible for overall implementation of SCADA including review of technical design, overseeing the testing process, and facilitating training and handholding for technical staff. The AdCE, STP will also look after the establishment of a system for industrial pollution abatement and monitoring as envisaged under this program.

For overall project management support, the PMC will assist the PIU to (i) identify sectoral needs and prioritize sub-projects in line with the Master Plan, (ii) review all the sub-project specific technical and design documents (FRs, DPRs, bid documents), (iii) hire E&S consultants, review all sub-project

specific E&S instruments, ensure E&S monitoring and implementation, compliances, and monitor timely submission, consultations and disclosure of E&S reports, (iv) undertake implementation supervision and quality assurance of the infrastructure investments and service delivery systems, (v) provide contract management support for all DBOT/EPC/service contracts under this component, (vi) review designs and documentation related to GIS/SCADA systems, (vii) review performance-based contracts under the project.

### Sub-Project Prioritization under Component 2

The sub-component 1, 2 and 3 under this are assigned to creation or rehabilitation of sewerage infrastructure. This will involve financial implications on the projects due to cost variations at FR and/or DPR stage. Hence, AMC must prioritise projects based on the suggested framework/ process outlined below. Sub-components 4 and 5 will mandatorily be implemented and will not be affected by the prioritisation of other sub-components.

The sewerage infrastructure project prioritization along with conformance of master plan will consider the following factors and sequence.

*Table 11: Sewerage Infrastructure Project Prioritization Factors and Sequence*

Prioritization	Factors Considered
Priority 1: Technology upgradation and Capacity Augmentation of existing STPs	<ul style="list-style-type: none"> <li>• Inefficiency of treatment plant to meet the NGT norms</li> <li>• Environmental consequences to comply with NGT norms</li> <li>• Space availability for upgrading the STPs</li> <li>• Augment the future demand</li> </ul>
Priority 2: Rehabilitation of associated networks	<ul style="list-style-type: none"> <li>• Ensuring adequate sewage flow at STPs</li> <li>• Age of the network</li> <li>• Structural condition of the network</li> <li>• Frequency of breakdowns and overflow of sewerage</li> </ul>
Priority 3: Construction of new STPs and/or TTPs	<ul style="list-style-type: none"> <li>• Ensuring 100% treatment of generated wastewater</li> <li>• Promote reuse of treated wastewater to comply with national and state wastewater reuse policy</li> </ul>

Source: (Discussions with PIU, 2022)

Each prioritized sub project will be approved by AMC as described below.

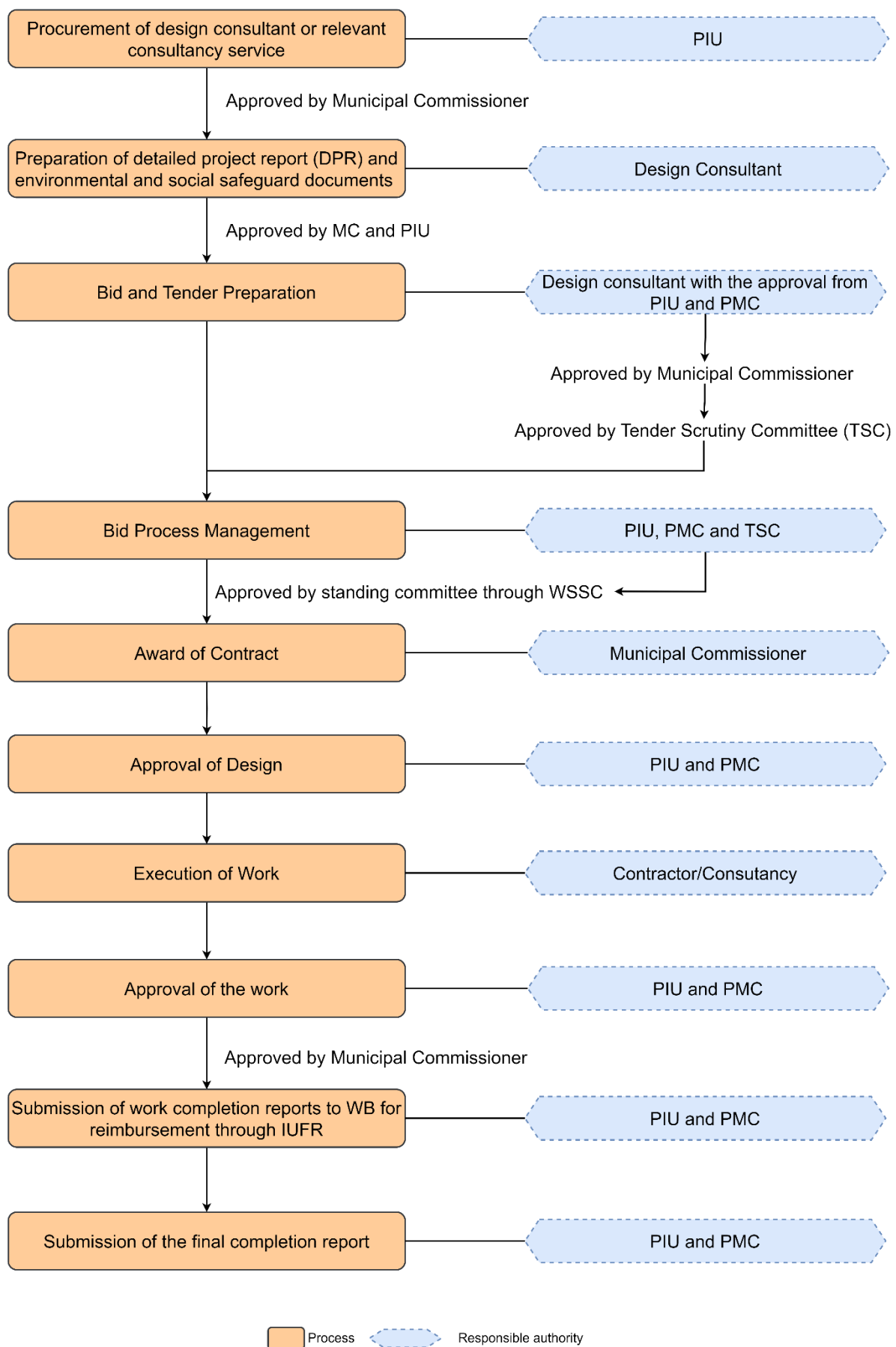


Figure 11: Typical Workflow for DBOT contracts in component 2



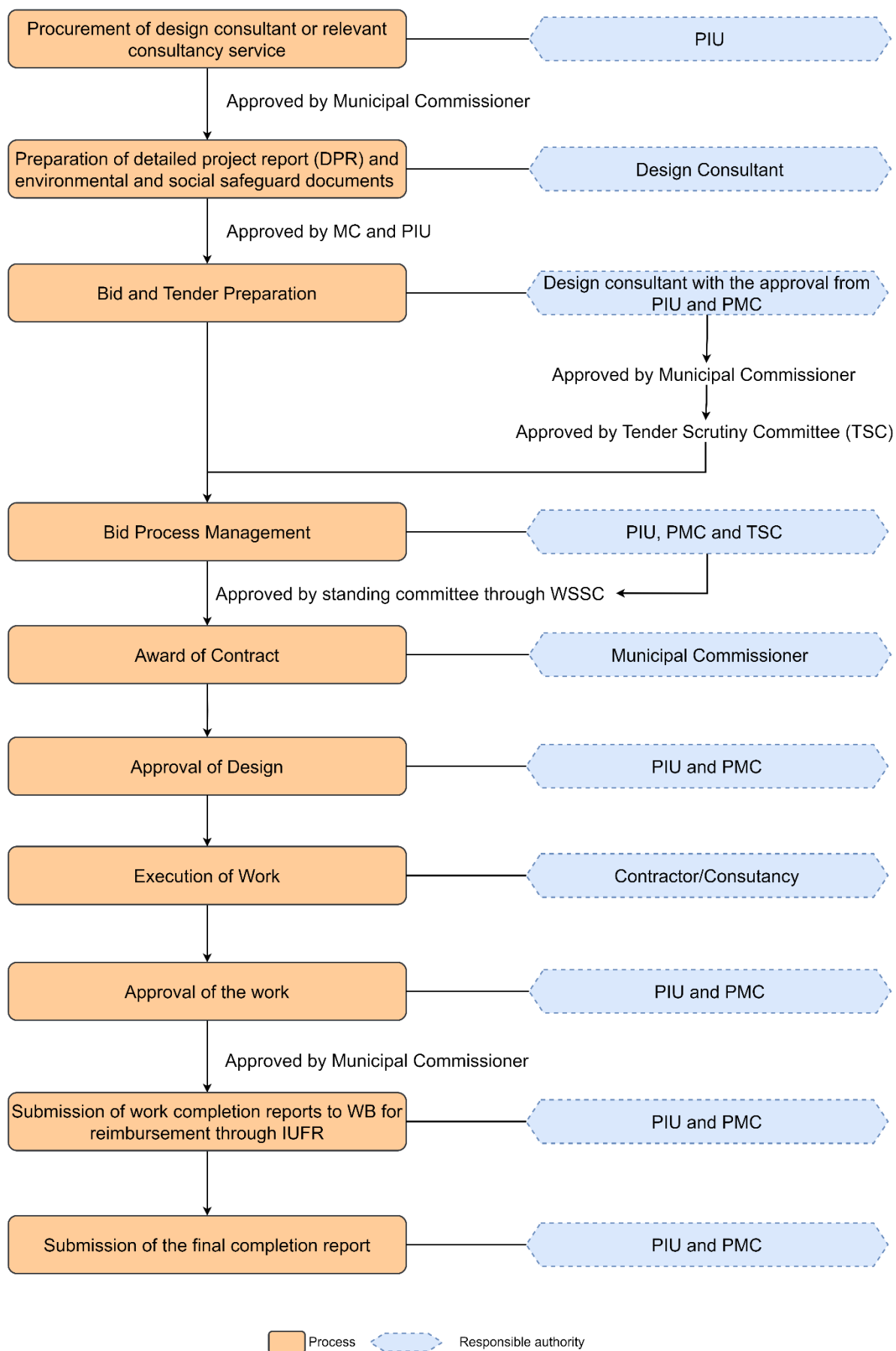


Figure 12: Typical Workflow for EPC contracts in component 2

The following investments have been prioritised under sub-component 1 to implement in the priority to comply with 30% readiness criteria of DEA. These investments will follow the process outlined in the section above.

*Table 12: Approved sub-projects under sub-component 1*

#	Description	Estimated CAPEX in INR Crores	Estimated CAPEX in USD million
<b>Western Catchment</b>			
1	DBOT package for Vasna 126 MLD STP (UASB) capacity augmentation and technology upgradation to 375 MLD	696.00	93.00
2	DBOT package for Vasna 240 MLD STP	379.96	48.65
<b>Eastern Catchment</b>			
3	DBOT package for Pirana 424 MLD STP	839.00	112.00
<b>Total Investment</b>		<b>1,914.96</b>	<b>253.65</b>

Source: (Drainage Project Department, 2021)

Additionally, AMC has shortlisted the following sub-projects under sub-component 2.1, 2.2 and 2.3 to be implemented under G-ACRP. Out of these, CE, WRM (Dy. PD) will prioritize the sub-projects to be undertaken under this project considering the priority matrix and fiduciary aspects. The sub-project will be packaged in two groups i.e., works under eastern catchment and works under western catchment for network improvement.

*Table 13: Shortlisted sub-projects under sub-component 2.1, 2.2, and 2.3*

#	Description	Estimated CAPEX in INR crores	Estimated CAPEX in in USD million
<b>Eastern Catchment</b>			
1	Micro tunnelling Works from Naroda to Narol	228	30
2	Rehabilitation of 900 mm diameter line from Soniya Ceramic to D Mart to Memco Bridge	10	1
3	Rehabilitation of 1200 mm diameter line from Forensic Cross Road to Rameshwar Cross Road	13	2
4	Rehabilitation of 11600 n 1800 mm Dia. from Ramol Toll Tax to AUDA Under bridge	28	4
5	Rehabilitation of 900 mm diameter from Sanjay CR to Anil Starch CR to Shyam Shikhar CR	8	1
6	Rehabilitation of 1600 n 1800 mm dia. from Mani Nagar SW PS to Khodiyar Nagar Crossing	28	4
7	Rehabilitation of 1400 mm diameter. MS Rising from Maningagar SPS to 106 MLD STP at Pirana	28	4
8	Rehabilitation of 900 ,1200,1400 n 160-0 mm diameter line from Shyam Shikhar CR to Ajit Mill CR to Hatkeshwar CR to Guruji bridge	43	6
9	Rehabilitation of 1600 mm diameter line from Jashodanagar CR to Xcozy Hotel	33	4

#	Description	Estimated CAPEX in INR crores	Estimated CAPEX in USD million
<b>Eastern Catchment</b>			
11	Southwest Zone RCC Box SWD Sarkhej to Sabarmati River	130	17
<b>Western Catchment</b>			
12	Rehabilitation of 1050 mm diameter line from RTO to Akhabar nagar	19	2
13	Rehabilitation of 1600 mm diameter line from Nehrunagar to Shreyas Bridge	20	3
14	Rehabilitation of 1200 mm diameter line from Pallav Junction to Ankur Road to Naranpura to Vijay CR	33	4
15	Rehabilitation work of 900 mm diameter line from Ladli fashion Corner to Sardar Patel Stadium to Navrangpura to Mitthakhali Six Road	17	2
16	Rehabilitation work of 1200 mm diameter line from Mithakhali Six rasta to Chirag Motors to Jalaram Mandir to Paldi char rasta	17	2
17	Kharicut Canal Development and Lake development, Conservation of Lakes	593	79
18	Chandrabhaga RCC Box Development	228	30
<b>Total Investment*</b>		<b>1,476</b>	<b>195</b>

Source: Ibid

*\*Costs excluding S. No. 1 and 2.*

Each of the sub-project listed above will follow similar process flow for implementation and administrative approval as described in the section below.

### Sub-component 2.1, 2.2 and 2.3: Process flow for the sub-projects

#### 5.3.1.1. Summary of Sub-project lifecycle

The following table describes the stages of sub-project lifecycle and responsibilities of the PIU.

*Table 14: Stages of sub-project lifecycle and responsibilities of the PIU*

#	Stages	Description	Responsible stakeholder	Technical Approval
1	Screening, prioritization, and identification of the catchment and project area	A rapid assessment study will be conducted to justify the prioritization and requirement of the capacity augmentation, technology upgradation or construction of new STP	PIU: Additional City Engineer	PIU: Program Director; technical comments by World Bank

#	Stages	Description	Responsible stakeholder	Technical Approval
2	Feasibility Study (in case of DBOT contracts)	The feasibility evaluation study will include present situational assessment, technical and financial viability along with environmental and social impact assessment	Design Consultant	PIU: Deputy Program Director with support from PMC (ESIA Consultant); technical comments by World Bank
3	Detail Project Report (in case of EPC contracts)	The detailed project report will consist of site investigation, preliminary topographical survey, aerial survey, basic flow and design calculations, design parameters, guidelines and codes to be followed, detailed methodology with implementation timeline, broad cost estimation, ESIA financial sustainability assessment and procurement packages and modalities.	Design Consultant	PIU: Program Director with support from PMC (for implementation supervision); technical comments by World Bank
4	Preparation of bid documents	The bid document will be prepared considering technical specifications, modalities, and the World Bank Procurement Regulations.	Design Consultant; PMC	PIU: Program Director  Tender Scrutiny committee
5	Bid process management	The bid process management includes preparation of tender documents, templates for evaluation, and handholding the PIU to hold pre-bid conferences, bid evaluation, selection, and subsequent administrative procedures in alignment with the World Bank's Procurement Regulations and regulation of World Bank	PIU: Project Director with support from the PMC and respective DPR consultant	MC  Tender Scrutiny committee  Standing Committee through Water Supply and Sewerage Committee

#	Stages	Description	Responsible stakeholder	Technical Approval
6	Pre-construction Activities: Detailed Design Reports	The detailed design report will consist of technical assessments such as waste characterization, design calculations, technical drawing, BoQs for civil, mechanical, and electrical works, procurement procedures, O&M procedures, reporting framework, implementation timeline and construction schedule.	DBOT/EPC Contractor; PMC	PIU: Deputy Program Director with support from the concerned department(s) and PMC (for implementation supervision)
7	Pre-construction stages: acquiring required NOCs	The contractor will get relevant approvals from the competent authority/ department for construction or demolition of the STP as mentioned in the bid document.	DBOT/EPC Contractor <sup>14</sup> ; PMC	PIU: Deputy Program Director with support from the concerned department(s) and PMC (for implementation supervision)
8	Construction stage: Commencement, execution, and monitoring	The contractor will commence the work as per the tender document.  Construction supervision and monitoring  Contract management (KPIs monitoring)	DBOT/EPC Contractor <sup>15</sup>  Dy. PD; PMC	PIU: Project Director (for payments, private sector performance, E&S compliances, penalties)
9	Post Construction: Operations, maintenance, and Supervision	The contractor will perform the operations and maintenance work as per the tender document.  Regular monitoring of the PBCs	DBOT/EPC Contractor; PMC	PIU: Deputy Program Director with support from the concerned department(s) and PMC (for implementation supervision)

<sup>14</sup> As per sample RFPs

<sup>15</sup> As per sample RFPs

#	Stages	Description	Responsible stakeholder	Technical Approval
10	Transfer of STP operations	Asset transfer conditions as per the bid documents including GFC drawings, as constructed drawings, operational manuals, insurances, operational records during the defect liability period; Training for AMC by the contractor.	DBOT/EPC Contractor; PMC	PIU: Program Director with support from the STP Operations Department

#### 5.3.1.2. Screening and prioritization of the sub-project

The sub-project screening and prioritizing will be done as described in 0 for the rest of fund available under sub-component 1,2 and 3. The Additional city Engineer, PIU will first screen, identify and prioritise the project in close consultation with E&S consultant and prepare a brief proposal seeking approval from the Project Director. The delegation of the power for appraising the sub-project proposal within AMC is as follows:

Table 15: Power delegation of sub-project proposal within AMC

Sr. No.	Designation	Power Delegation for Estimate (In INR)	Power Delegation for Tender (In INR)	Power Delegation for Offer/ Quotation (In INR)
1	Additional City Engineer (Drainage Project Department)	25,000	-	25,000
2	City Engineer (WRM project)	50,000	-	50,000
3	Deputy Municipal Commissioner	10,000,00	10,000,00	1,25,000
4	Municipal Commissioner	30,000,00	30,000,00	3,00,000
		For the works mentioned in approved budget by Municipal board up to any extent approval of estimate power delegated to Municipal Commissioner		
5	Standing Committee through Water supply and Sewage Committee	-	Up to Any Extent	Up to Any Extent
6	Municipal Board through Water supply and Sewage Committee	Up to Any Extent (works which is not approved in Budget)	-	-

Source: (Finance Department AMC, 2018) Annex 3

\* Power delegation for offer/ quotation beyond the above-mentioned threshold of AMC will be as per World Bank Procurement Regulations "Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4th Edition November 2020"

Once it is approved from the respective authority, the sub-project will follow the implementation as described in the subsequent sections.

#### 5.3.1.3. Detailed Survey and Feasibility Study

The feasibility assessment will determine the order in which prioritized investments will be executed, and which will be funded under the G-ACRP program. The feasibility study will include a detailed situation assessment of the proposed project site, technical assessments, design calculations for sewerage flow, options analysis of technology designs, preliminary environmental and social impact assessment.

A Feasibility Report (FR) will be prepared by the design consultant based on the feasibility study results. The feasibility report will contain:

*Table 16: Contents of Feasibility Report*

<b>Chapter</b>	<b>Description of Chapter</b>
Objective of the feasibility report	The purpose of this report is to carry out a detailed options analysis to firm up the infrastructure interventions which best address the identified objective. It will provide a comparative assessment covering technical, social, environment, financial and economic sustainability, and resilience implications. The analysis and assessment will adhere to the NRCP and CPHEEO guidelines for feasibility of wastewater systems.
Executive Summary	It will include a summary of the report in 1-2 pages.
Overview of existing system	It will include the status of existing wastewater management system in the city. It will note the performance of the systems, priority issues, and interventions planned in the master plan. The characteristics of the respective catchment will append to this section for broader understanding of the individual project.
Future population, design Periods and design flow	It will include the future population using the population projection methods suggested in NRCP guidelines to derive to more reliable and acceptable numbers. Considering the design population and design period, the design sewage flow will be calculated for the respective catchment /STP/Pumping stations/sewer lines. In any case, the design flow will be calculated considering the CPHEEO manual for sewerage and sewage treatment systems.
Preliminary Situation Assessment	Along with the findings of feasibility studies, it will include a preliminary situation assessment of existing network and other infrastructure system including civil works, technology, electro-mechanical works, hydrological surveys, environmental and social consequences, possibility of augmenting the designed flows, condition of industrial wastewater contamination, nature and quantum of the issue/challenges, and justification of the project. In case of the new project, it will report the assessment of land availability. The assessment will furnish the compliance status in alignment with the NGT norms, other relevant national and state guidelines for wastewater management.
Technical Justification of the project	It will include the justification based on the assessment conducted and its correlation with the master plan prepared by the AMC. It will also include the overall outcome and impact of the sub-project in alignment with the G-ACRP objective.
Techno-economic assessment of various technology	It will include comparative analysis for the selection of the technology for the respective project such as rehabilitation of sewer lines, upgradation, or construction of the STPs, construction of new sewer lines.



Chapter	Description of Chapter
Performance parameters for the system	It will include design criteria, technology description, land requirement, NOCs to be acquired, compliance with the national norms and guidelines, life cycle cost, schematic diagram, etc.
Feasibility of reuse of treated wastewater	It will include the assessment on possibility of reusing the treated wastewater and related financial implications.
Financial analysis	It will include broad cost estimation for capital and O&M. It shall provide the comparative analysis of the different O&M modalities to be adopted based on the existing cost and future expenditure calculated.
Risk mitigation strategy	It will include a brief on envisaged risk to implement the project as well as sustain the project in long term with its mitigation measures.
Implementation schedule	A tentative Gant chart of the activities to be completed.
Preparation of drawings	It will include relevant schematic drawings, maps, etc.
Procurement modalities	It will include the analysis of various procurement models and the best suitable option for the project.
Climate change and resilience	Overview of the state and city climatic concerns like rainfall variations, increased temperatures, water and sewage flow pattern, carbon emissions, socio-economic aspects and environmental sustainability and should address circular economy through reuse of treated water and manure.
GHG emissions	It will include assessment and analysis of reducing energy consumption and carbon emissions in the operations and constructions.
Environmental and social safeguards	It will include environmental and social impact assessment based on the ESF of World Bank.

*Source: Guidelines for preparation of project reports under National River Conservation Plan and National Ganga River Basin Authority (2010), Feasibility Reports of DHV*

### **Implementation arrangements**

The AdCE, Drainage Project Department, PIU will hire a design consultant to prepare the feasibility report and detailed project report. The design consultant in close coordination with the Deputy City Engineer, PIU and E&S consultant will prepare the report and submit the same to CE, WRM Department.

Once submitted, the AdCE, PIU with the support of PMC will undertake a technical review of the FR as follows.

- i. Assessment of the existing scenario with respect to wastewater (STP, network) and design methodology adopted for identifying the upgrade components of existing conveyance, and treatment infrastructure to meet NGT's treated effluent standards, constructability, and future scalability, identified design methodology for developing new wastewater conveyance & treatment infrastructure and recycled water treatment infrastructure to meet current and

future demand and lake rejuvenation infrastructure projects are developed in an integrated approach, with respect to the service levels, etc. in the city

- ii. Concepts of value engineering, incorporation of GIS based data for existing infrastructure, and detailed analysis of technical justification outlining the need for undertaking the investment/sub-project,
- iii. Details of the upstream and downstream linkages and changes/up-gradation proposed (if any)
- iv. Assessment of industrial waste ingress (if any) and methodology to address the same,
- v. Review of the proposed sub- project design including methodology used by design consultants to calculate flow projections and its incorporation in determining the plant size and future scalability, recommendations on proposed capacity of the new investments (i.e., STP and recycled water capacity), process design adequacy for Brownfield and Greenfield treatment, and recycled water treatment projects,
- vi. Analysis of the potential bottlenecks, challenges in implementing the proposed design and remedial measures suggested by the design consultants,
- vii. Techno economic assessment of the options proposed in the FRs,
- viii. Review of the digital tools and system interventions such as Asset Monitoring and Management Systems, SCADA systems,
- ix. Analysis of the costing estimates, financial and economic analyses undertaken by the design consultants,
- x. Analysis of the proposed procurement strategies for the investments,
- xi. Assessment of aspects incorporated in the design related to climate change and resilience, GHG emissions and mitigation strategies, etc.,
- xii. Analysis of the value chain risk assessment undertaken by the design consultants,
- xiii. Review of all other technical aspects (including O&M, user charge framework), health and safety, as discussed with the PIU.

The DyCE and PMC will undertake required due diligence field visits to validate the investigations and recommendations reported in the feasibility study. The PMC will submit the technical review report to CE, WRM for the final approval.

### **Procurements**

The CE, WRM Department will prepare the ToR(s) and an estimate to procure the design consultant to undertake the detailed survey and feasibility study. The CE, WRM will forward it to the Dy MC, WRM Department and the Dy MC will submit it to the MC. The MC will approve the ToR and estimate if it is within his/ her sanctioning threshold as notified by AMC from time to time.

In case the estimate is above the MC's sanctioning threshold, they will seek approval from the Standing Committee in coordination with the Municipal Secretary Office (Sankalan Department). Once sanctioned by the Standing Committee, the PD, PIU will seek no objection from the World Bank. Upon receiving no objection from the World Bank, the Dy MC, WRM Department will float the RFP/ RFB as per applicable World Bank's Procurement Regulations specified in Chapter 7.

#### 5.3.1.4. Detailed Project Report (DPR)

The design consultant will prepare a DPR (in case of an EPC contract) based on the feasibility study. The DPR will be submitted to the PIU for approval. The DPR will contain:

*Table 17: Contents of Detailed Project Report*

Chapter	Description of Chapter
Background	It will include the project brief as per the feasibility study
Executive Summary	It will include a summary of the report in 1-2 pages.
Future population, design Periods and design flow	It will include the future population using the population projection methods suggested in NRCP guidelines to derive to more reliable and acceptable numbers. Considering the design population and design period, the design sewage flow will be calculated for the respective catchment /STP/Pumping stations/sewer lines. In any case, the design flow will be calculated considering the CPHEEO manual for sewerage and sewage treatment systems.
Preliminary Situation Assessment	As per the feasibility report.
Detailed design calculations for the selected technology	It will include design calculations as per the CPHEEO manual. Waste characterization study will be included here. It will also include the designs for associated infrastructure facility such as pumping stations, trunk lines, sludge treatment, etc. In case of treated wastewater reuse, the detailed design for the same will be included
Preparation of drawing	It will include the relevant technical drawings.
Performance parameters and risk factors	It will define the performance parameters and involved risks achieving the same
Environmental and social safeguards	It will include environmental and social impact assessment and management plan based on the approved ESMF. It will also include the report on public consultation.
GHG emissions	It will include recommendations for reducing energy consumption and carbon emissions in the operations and constructions.
Procurement Regulations	It will describe the relevant procurement process for the selected model along with the pre-requisites such as approvals and NOCs acquired before commencement of any work
Cost estimation	It will include a detailed estimate for the land, civil works, electrical and mechanical works for the project
O&M and related cost recovery	It will include the estimation of O&M along with the modalities of the recovering the O&M cost through sewerage tax, selling of wastewater, etc.
Implementation schedule	A tentative Gant chart of the activities to be completed.

*Source: Guidelines for preparation of project reports under National River Conservation Plan and National Ganga River Basin Authority (2010), Feasibility Reports of DHV*

### **Implementation arrangements**

The design consultant will prepare the DPR in coordination with the DyCE, PIU and E&S consultant, and submit it to the CE, WRM Department. Once submitted, the AdCE, PIU, with the support from the PMC, will undertake a technical review of the DPR as follows.

- i. Assessment of the methodology adopted for conducting the design calculations and revalidation of the calculations
- ii. Review of the technical drawings prepared and further requirement for finalization if any
- iii. Aptness of performance parameters with the PBCs and national guidelines
- iv. Review of the ESMP prepared in alignment with the approved ESMF
- v. Review of the feasibility of the procurement models and checklist of the NOCs required
- vi. Review of the cost estimation – Capital and O&M

The DyCE and PMC will undertake required due diligence field visits to validate the DPR. The PMC will submit the technical review report to CE, WRM for the final approval. Once approved, the design consultant will prepare the bid document for procuring the EPC contractor.

**Procurements:** refer section 5.3.1.3

#### **5.3.1.5. Preparation of the Tender/ Bid/ RfP documents**

The design consultant will prepare the RfP document considering the “Procurement in Investment Project Financing for Goods, Works, Non-Consulting and Consulting Services Guidelines” of World Bank and Project Procurement Strategy for Development [PPSD] of the project. For procurements of a value more than INR 10,00,000, the document will be reviewed and approved by the Tender Scrutiny Committee (TSC) of AMC and then MC will finally approve the document for further bid process management.

The AdCE and the Procurement Expert, PIU, and the PMC will scrutinize the document before it goes for the approval from the administrative authority and will seek no objection from the World Bank considering the following points.

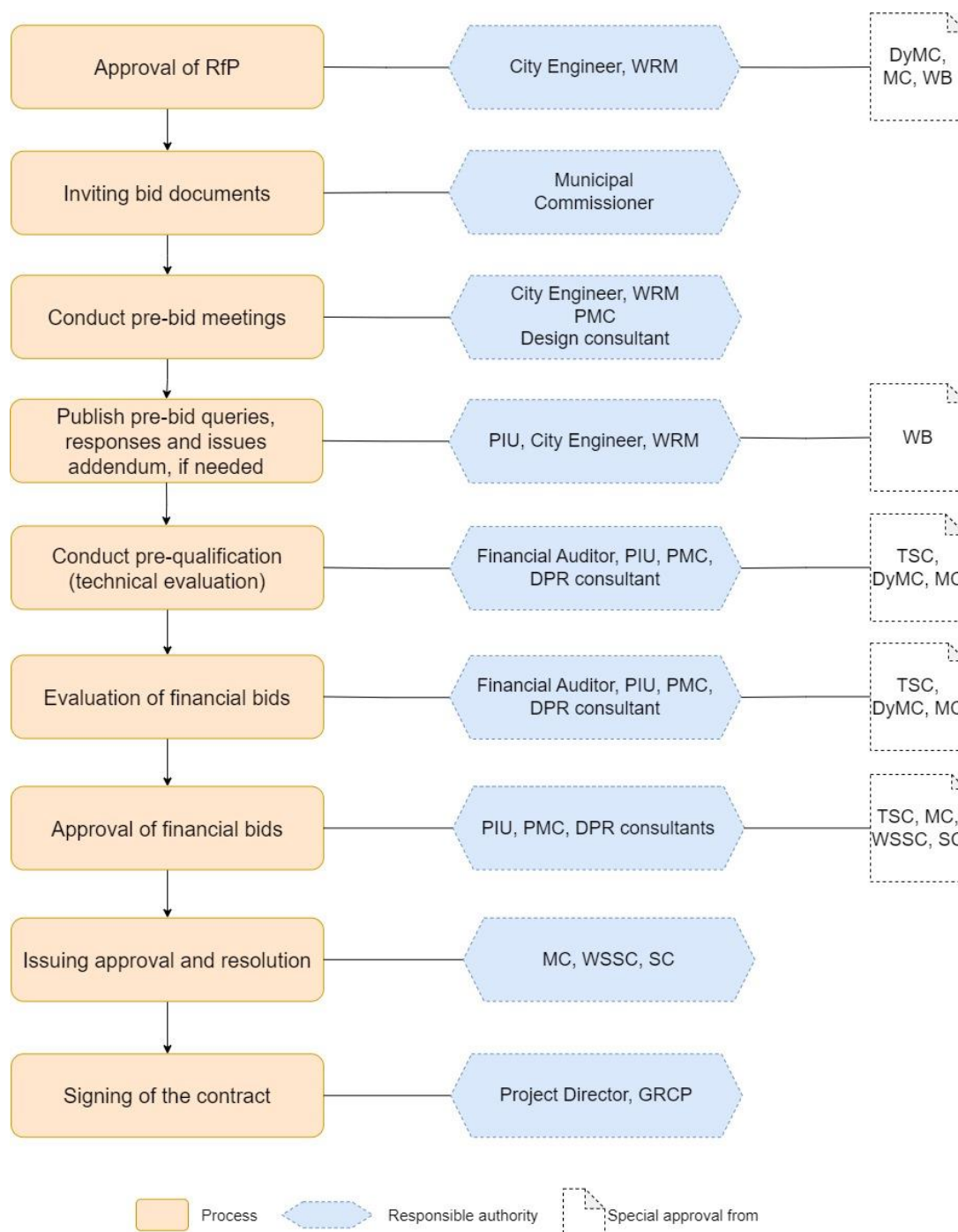
- i. Review the bid documents to ensure that they are developed as per the project procurement manual, aspects for accomplishing efficiencies such as for resource utilization, energy efficiency, and application of digital tools for efficient O&M and asset management are adopted, framework for incorporating the design and as built drawings on digital platforms is identified,
- ii. The cost of sub-projects is adequately reflected in the budget/costing,
- iii. Pre-qualification conditions are suitably drafted based on the project requirements (Greenfield or Brownfield wastewater plant upgrade, new construction and rehab of existing wastewater network, recycled water treatment plant, etc.), that appropriate performance indicators are included in the bid documents,
- iv. Enable AMC to ensure that the E&S aspects are reflected adequately in the bid documents,
- v. Ensure that the various schedules in the bid documents, including technical specifications, construction schedules, O&M schedules, applicable ESHS aspects, cleared following ESMF/RPF requirements, are in line with the construction and operational requirements of

the sub-project, and the monitoring systems are established to measure the effectiveness and implementation of project.

**Procurements:** refer section 5.3.1.3.

#### 5.3.1.6. Procurement of relevant contractor (Bid Process Management)

The PIU in close coordination with PMC will perform the administrative procedural of procuring the relevant contractor. A typical process flowchart of procuring the contractor is as follows.



*Figure 13: Flowchart: Procurement of Relevant Contractor*  
Source: (PIU, AMC, 2022)

The Dy. PD, PIU will timely update the World Bank and seek necessary approval during the entire process as agreed with. The PMC will support the PIU with the following:

- i. Preparing templates for REOIs, RFPs, bid evaluation
- ii. Publishing the NIC (Notice inviting tender) in relevant platforms (e.g., newspapers, websites) as per the Procurement Regulations
- iii. Facilitate pre-bid meetings, prepare responses for bidders and coordinate bid submission
- iv. As instructed by PIU/AMC, support in preparing technical evaluation reports
- v. Monitor regulatory requirements (if any) before on boarding the contractors
- vi. Facilitate coordination between the design consultants, ESIA consultants and the contractors,
- vii. Monitor the procurement timelines,
- viii. Upload all the relevant documents in STEP and seek 'no- objection' from the Bank for prior review packages

#### 5.3.1.7. Pre-construction Activities: Detailed Design Reports

The detailed design report will be prepared by the respective contractor including detailed civil drawing, detailed site investigation report, BOQ, implementation plan, etc. as mentioned in the scope of the contractor. The execution work will follow the detailed design reports for adhering to the project cost and timeline.

The detailed design report will be scrutinized by PMC and got approved by CE, WRM Department, PIU. The final approval will be in the authority of MC. The PMC will submit the review report to CE, WRM, PIU for the final approval.

#### 5.3.1.8. Pre-construction stages: acquiring required NOCs

It is in the preview of the contractor to acquire all the requisite clearances and NOCs as per the DPR and ESMF/ESIA. The PMC will facilitate the process if needed. Whereas PIU will perform required forwarding of the requests to the concerned authority.

The consultant will support AMC to ensure that all requisite clearances are obtained from the regulatory authorities at relevant stages. Support, if any, for obtaining internal clearances (within AMC as directed by Program Director) will also be provided. Any internal clearances (within AMC) required will also be obtained.

#### 5.3.1.9. Construction Stage: Commencement, execution, and monitoring

For the works under this component, a DBOT or EPC contractor will be primarily responsible for the execution. The agency will execute the work in adherence to the procurement plans and timeline described in the DPR and bid documents. The contractor will be responsible for the scope of work as per the contract agreement.

The PMC, as the representative of AMC will be responsible for monitoring project design, construction management, and perform Quality control as written in the scope of work of the PMC. The E&S expert will supervise the work in compliance with the ESMF developed for the project. The

consolidated report will be submitted to City Engineer, WRM Department and PIU for approval processes.

Each consultant/ contractor will raise their bills to City Engineer, WRM and Drainage Project Department as well as STP Operations Department parallely. The cycle of bills/ payment will be as follows.

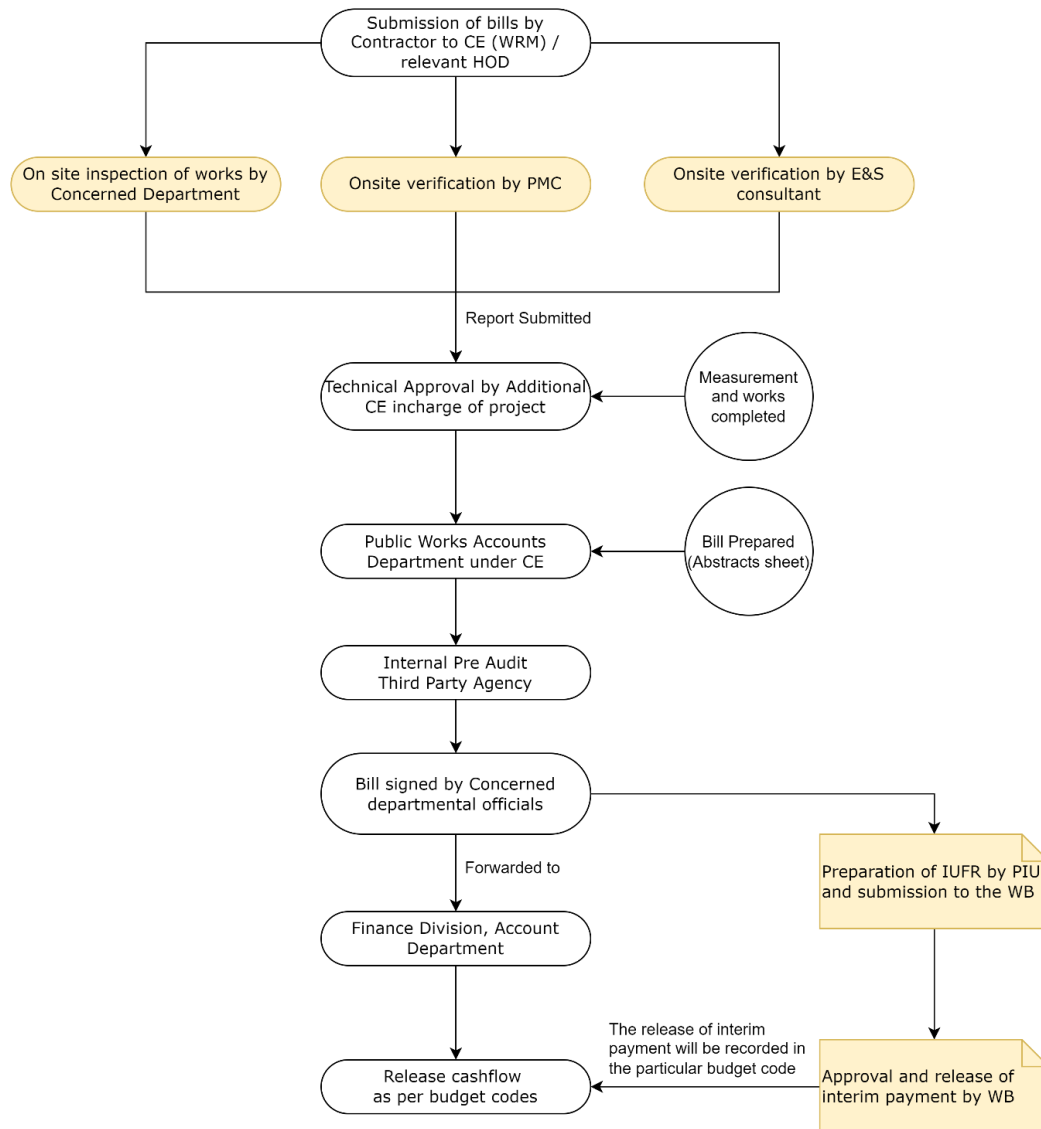


Figure 14: Process of Bill clearance

Source: (PIU, AMC, 2022)

In addition, the Internal Pre-audit Third Party Agency will evaluate the work keeping in mind the PBCs and disbursement link indicators of the World Bank. The report will be directly submitted to the World Bank for reimbursement of the further administrative processes.

#### 5.3.1.10. Post Construction: Operations, maintenance, and Supervision

Considering the contractual modalities, the operations and maintenance of sewerage infrastructure will be decided and outlined in the bid document. However, in any case, AMC (STP operation department and Zonal engineering department) will be responsible authority to comply with the operational norms of CPHEEO and NGT for safely managing the wastewater.

During the project period, PMC will support the concerned department and PIU to monitor the quality of O&M and track the indicators as mentioned in the contract as well as PBC's under G-ACRP. PMC will help concerned department to set up the system for tracking and reporting the work of contractor and their own for better and efficient management post program.

#### 5.3.1.11. Transfer of operations

The CE, WRM, PIU will ensure that the operations have been transferred to AMC as per their set administrative processes post contractor's tenure.

#### 5.3.1.12. Policy, Legal and Regulatory Framework

The activities performed under this component will comply with the following key national and state guidelines, policies, act and rules.

#### **Central Public Health and Environmental Engineering Organisation (CPHEEO), Ministry of Urban Development (MoUD)**

- i. Manual on Sewerage and Sewage Treatment Systems, 2013
- ii. Manual on Operation and Maintenance of Water Supply System, 2005
- iii. Manual on Solid Waste Management (applicable to screenings, sludge, grit, other wastes from premises)
- iv. Manual on Municipal Solid Waste Management – 2000
- v. Manual on Water Supply and Treatment -1999

#### **National Guidelines, Advisories and Act**

- i. Guidelines for Decentralized Wastewater Management
- ii. Standard Operating Procedure (SOP) for Cleaning of Sewers and Septic Tanks
- iii. Advisory note on Septage Management in Urban India
- iv. National Policy on Fecal Sludge and Septage Management
- v. Advisory on Public and Community Toilets
- vi. Advisory on Tariff for Water supply and Sewerage
- vii. Recent Trends in Technologies in Sewerage System.
- viii. Central Pollution Control Board
- ix. Guidelines for Management of Sanitary Waste, 2018
- x. Guidelines on Environmental Management of Construction & Demolition (C & D) Wastes
- xi. Treatment and Discharge Norms, National Green Tribunal, India
- xii. Hazardous Waste Management Rules and amendments
- xiii. Solid Waste Management Rules and amendments published

#### **State Guidelines and regulations**

- i. Gujarat Government-Policy for Reuse of Treated Wastewater, 2018
- ii. Gujarat Government-The 'Urban Sanitation and Cleanliness Policy, 2018



### International guidelines

- i. DBO Contract 1st Ed (2008 Gold Book), FIDIC, International Federation of Consulting Engineers
- ii. Construction Contract 2nd Ed (2017 Red Book) FIDIC, International Federation of Consulting Engineers

The list is non-exhaustive. Each activity will be complied with the ESMF prepared and approved for the program. The future amendments to any of the regulatory compliance will be accommodated during implementation of the program.

#### 5.3.1.13. Reporting to the World Bank

The PIU will primarily be responsible for consolidating the work progress reports and submitting it to the World Bank every quarter. The PMC will support PIU to consolidate and prepare the work progress report along with the IUFR. The work progress report will contain,

- i. Activity wise status completion report
- ii. Activity wise expenditure report
- iii. Monitoring and inspection report submitted by PMC, E&S consultant, and Independent Verification agency
- iv. Reporting on RF and E&S issues and complaints
- v. Any relevant PBCs achieved in the quarter

The complaints/ disputes at any point of time will be resolved as described in Chapter 0.

Sub-component 2.4: Industrial pollution abatement in city's wastewater systems  
As described in 0., the activity will be implemented for industrial pollution abatement. This activity will be implemented by STP Operations Department and Engineering Department of the PIU cell in close coordination with the centralized SCADA centre, GPCB and PMC. The PIU cell may coordinate with the respective technical expert of World Bank in case of any technical guidance required during the project support. The responsibility matrix of the key identified activities is as follows.

*Table 18: Responsibility Matrix of the Key Identified Activities*

S. No.	Activity	Responsible Stakeholder	Remarks
1	Installation of early warning system	AdCE of respective zone, STP Operations Department: PIU	
2	Data linkage with centralized SCADA	AdCE of respective zone, STP Operations Department: PIU	
3	Technical support to AMC to undertake studies, surveys and investigations in identifying pollution hotspots	STP Operations Department: PIU, PMC	

S. No.	Activity	Responsible Stakeholder	Remarks
4	Developing a systemic long-term approach for pollution abatement and enhance the operational resilience of the system	CE, WRM: PIU	
5	Establishment of Task Force to identify illegal industrial connections, issue the notices to the violators and disconnect illegal connections	CE, WRM: PIU	The concerned official is responsible to coordinate with GPCB.
6	Procurement of technical agency	STP Operations Department: PIU	PMC will support the department
7	Preparation of relevant reports for World Bank	AdCE, STP Operations Department: PIU	

#### **Wastewater quality monitoring and mechanism for early warning system**

The early warning system will be set up at each STP and associated terminal pumping station identified as a red hotspot of industrial pollution. The sensors will be installed at the identified locations and will be linked with the centralized SCADA system integrated with AMC's command and control centre for real-time monitoring and issuing warning to manage the instances of industrial pollution. The SCADA system will include the monitoring parameters as in the DPR/bid document or mutually as decided by the AMC.

The early warning system will flag the instances of the contamination of industrial effluent at specific points. This information will be passed on to the relevant department head automatically to perform the corrective measures. AMC will develop an SOP to perform the corrective measures in real-time. The information from the SCADA centre will flow in the following hierarchy.

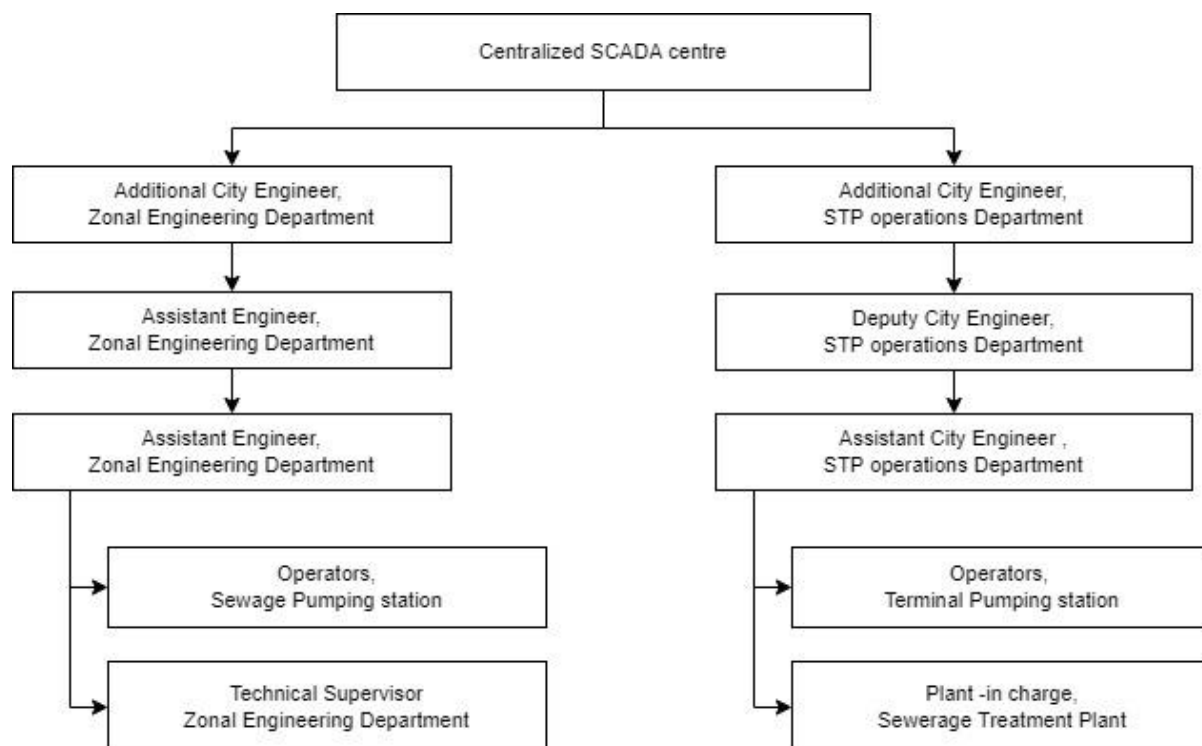


Figure 15: Flowchart: Hierarchy of Information flow in SCADA

Source: (PIU, AMC, 2022)

Once the corrective measures are completed, the relevant reporting will follow the bottom-top approach as per the above-mentioned flow chart.

### Technical Support for industrial pollution abatement

The activity will support AMC to prepare a long-term strategic plan to curb the industrial pollution and enhance the operational resilience of the wastewater infrastructure. The plan will be prepared based on surveys, diagnosis and analysis of the effluent measurements in the sewerage network. The CE, WRM will install any devices/ equipment for measuring industrial pollution in the sewerage network/ pumping stations/ inlets of the STPs, as needed. The study will recommend standard operating procedures (SOP) for the WRM Department to respond in case of contamination in the sewerage network. The SOP will define roles and responsibilities of stakeholders along with monitoring and reporting formats. The long-term action plan will also recommend mechanisms for real time monitoring at potential hotspots.

AMC has established a Task Force as per GDEST no. I/4186, dated 16.12.2020 (Annexure 2: GDST–PIU establishment, AMC) including zonal engineers and Gujarat Pollution Control Board (GPCB) officials to combat industrial pollution/ effluent discharge in the domestic municipal sewers. The Task Force will identify illegal industrial connections, issue the notices to the violators and disconnect illegal connections. The Task Force comprises the following members will.

Table 19: Suggestive Structure of Task Force

S. No.	Personnel	Responsibility
1	CE, WRM (Dy. PD, PIU)	To oversee the work of Task Force

S. No.	Personnel	Responsibility
2	AdCE, STP Operations Department and Engineering Department, PIU	To Coordinate with GPCB, contractors, individuals, and field officers
3	DyCE, STP Operations Department and Engineering Department, PIU	To manage the field officers and provide technical and administrative directions
4	Assistant City Engineer/Assistant Engineer, STP Operations Department and Engineering Department, PIU	To conduct the field investigations and field actions
5	Environmental Engineer, PIU	To technically support the Assistant Engineers
6	Operator, Centralized SCADA centre	To provide real-time evidence-based data
7	Representatives of GPCB	To issue notice and corresponding actions

The Task Force with support from the PMC will prepare quarterly pollution monitoring reports for the entire duration. The PIU will share the report with the World Bank.

In addition, The PIU with support from the PMC will analyse the design and recommend technological solutions for treating the industrial wastewater pollutants. The PIU will share the reports with design and DPR consultants for including the feasible design solutions in the sewerage network and treatment technologies. The priority infrastructure investment under the project will help AMC to minimize the operational risk caused by the industrial wastewater pollutants in a proactive and effective manner.

### **Implementation Arrangements**

The AdCE of respective zones, STP Operations Department, PIU with support from the PMC will oversee monitoring the implementation of the activity in consultation with the E&S consultant. The PMC will develop any SOPs for response to pollution in the sewerage network.

### **Procurements**

No procurements are envisaged under this component. Any equipment to be installed for real-time monitoring of pollution have been included in the Sub-component 2.5: City-wide integrated digital monitoring and control systems. AMC with support from feasibility consultant and PMC must conduct a market conference to firm up the procurement strategy and packaging. The procurement documents would be developed by the FR consultant using WB procurement guidelines and standard documents for the implementation modality suggested by the FR and market conference.

**Sub-component 2.5: City-wide integrated digital monitoring and control systems**  
Currently, AMC has a centralized SCADA system at Paldi control station and 7 STPs and 14 pumping stations are tagged with the system. The system currently measures sewage flow, TDS, pH and MLSS. The G-ACRP proposes to strengthen the system for enhancing operational controls, process optimization and robust monitoring of wastewater system. This will help AMC to enhance management and resilience of wastewater infrastructure.

The strengthening of the centralized SCADA system will be implemented by STP Operations Department and e-Governance Department and will have the following workflow.

#### ***Step 1: Investigation Feasibility study***

The study will be conducted by STP Operations Department to identify the infrastructural, IT and operational gaps in existing system. It will also include the assessment of establishing or refurbishing the existing system. The study will clearly outlay the requirement and specifications of the devices to be installed, parameters to monitor regularly for efficient management, relevant IT infrastructure, CAPEX, OPEX and operational framework, either on EPC or DBOT basis.

***Step 2: Installation of devices***

The devices will be installed at the identified locations as per the need identified in the investigation study. Once operationalized, the devices will be linked to centralized SCADA centre for real-time or periodic monitoring as defined.

***Step 3: Establishment or upgradation of centralized SCADA centre***

Considering the new requirements, the existing SCADA centre will be upgraded with robust SCADA – IT infrastructure. The SCADA centre will timely furnish the data to relevant department via automated/system generated alerts and messaging. This will be ensured by the procured consultant.

***Step 4: Operationalization of SCADA centre***

The SCADA centre will be operated by the procured consultant. However, AMC will dedicate one full-time environmental engineer to read, analyse and make informed decision from the SCADA data in consultation with the Zonal Engineering and STP Operations departments of AMC.

***Step 5: Training and Capacity building of relevant departmental officials***

The procured consultant will conduct a training project for the relevant departmental officials as listed below.

- i. Additional City Engineers, DyCEs, Environmental Engineer and Assistant Engineers of the STP Operation Department and Zonal Engineering Department
- ii. Plant in-charge, STPs
- iii. Operators, pumping stations
- iv. Officials of e-Governance Department

**Implementation arrangements**

The AdCE, STP Operations Department will be responsible for implementation and will monitor the functionality of the installed devices and ensure the effective use of SCADA data for informed decision making and reporting. They will be responsible for overall implementation of SCADA. CE, WRM will procure the consultancy service in coordination with the e-Governance Department and STP Operations Department. The e-Governance Department E-Governance Department will monitor the consultant's services for interlinking the SCADA to AMC's MIS.

**Procurements**

The Additional CE, STP Operations Department will prepare the ToR(s) and an estimate to procure a consultant to prepare Feasibility Report (FR) of SCADA to design and upgrade existing city level SCADA system to enable centralized supervisory control for city's wastewater. The Additional CE will work with the Manager, e-Governance Department for IT inputs in the ToR preparation. The CE, WRM will forward it to the Dy MC, WRM Department and the Dy MC will submit it to the MC. The

MC will approve the ToR and estimate if it is within his/ her sanctioning threshold as notified by AMC from time to time.

In case the estimate is above the MC's sanctioning threshold, they will seek approval from the Standing Committee in coordination with the Municipal Secretary Office (Sankalan Department). Once sanctioned by the Standing Committee, the PD, PIU will seek no objection from the World Bank. Upon receiving no objection from the World Bank, the Dy MC, WRM Department will float the RFP/ RFB as per applicable World Bank's Procurement Regulations specified in Chapter 7.

#### Providing safe working environment and support system for promoting occupational mobility in informal women workers

This activity aims to provide a safe working environment to informal women workers. The activity will have the following key sub activities,

- i. **Site-level needs assessment in selected zones:** The exercise will be performed to identify priority job-roles and develop a cohort of informal workers to impart on job training. Also, a need assessment will be undertaken for the possibility to link the informal workers with AMC's Mahila Sakhi Mandals (women's self-help groups).
- ii. **Life skills training for informal women workers in selected zones:** The selected informal women workers will be trained on the following,
  - a. Financial Literacy
  - b. Digital Literacy
  - c. Legal Literacy
  - d. Reproductive Literacy
- iii. **Roll-out on-the-job skills (technical) training for informal women workers in selected zones for priority job role:** Through a specialized curriculum and pedagogy, on-the-job technical training will be delivered to the informal women workers in selected zones.
- iv. **Develop digital learning tools, interactive templates to measure progress based on regular feedback collected from women beneficiary:** Under this, the contractor/ UCD Department, AMC will develop interactive videos and a feedback app for digital learning as well as to measure the uptake of technical skills by women workers on project site. For encouraging the contractor, AMC can announce project level or zonal level leadership awards and incentivize them.
- v. **Develop child-care creches and sensitization on women's safety and violence prevention in selected zones:** Drawing from World Bank-financed projects in Africa<sup>16</sup>, the support will be provided to establish at least two make-shift day cares for informal workers with children. These make-shift structures will be developed and maintained as common access facilities, to provide onsite childcare. Both these structures will be located near project sites, each with two rooms, one for playing and the other for sleeping. This will also develop zone-level women's safety plans to ensure safety of women workers on AMC's project sites, during night shifts. This will include urban design elements, women' safety cells, based on the Prevention of Sexual Harassment of the Workplace Act (2013) and information and outreach

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<sup>16</sup>The proposed model has been expanded to public works projects in Cameroon, Democratic Republic of Congo, Ethiopia, and Madagascar.

for workers and supervisors. This will be included as a key metric in the performance disclosure on contracts; as well as on citizen survey/ service delivery disclosure.

The implementation plan of this activity is as follows:

*Table 20: Activity plan for providing safe working environment to women workers*

#	Proposed activities	Duration	Responsible Stakeholder	Technical Approval
1	Site-level needs assessment in select zones to identify priority job roles for on-the-job skills training	Three months (Year 1)	Technical Agency	PIU: E&S expert
2	Life skills trainings for informal women workers in select zones Life skills training: legal literacy, digital literacy, reproductive literacy, and financial literacy	Two months (Year 2, Year 3, and Year 4)	Technical Agency with the support of Urban Community Development (UCD) of AMC	PIU: Social Expert
3	Roll-out on-the-job skills (technical) training for informal women workers in select zones for priority job roles.	6 months (Year 2, Year 3 and Year 4)	Technical Agency with the support of Urban Community Development (UCD) of AMC	PIU: Social Expert
4	Develop digital learning tools interactive templates to measure progress based on regular feedback collected from women beneficiaries.	Three months (Year 2)	Technical Agency	PIU: Social Expert
5	Develop child-care creches in select zones in collaboration with contractors and zone-level engineers and sensitization on women's safety and violence prevention.	4 months (Year 2 and Year 3)	Contractor ( <i>The specific clause needs to be included in the bid document</i> )	PIU: Social Expert, Drainage Project Department

### **Institutional Arrangement**

The PIU will establish a technical working group under the leadership of E&S Expert. The working group will have representation from UCD Department, Drainage Project Department, STP Operations Department and contractors. This group will be responsible to roll out the activities leveraging existing service providers, including training institutes, through performance-based contracts to deliver these courses and related support services. It will supervise the roll-out of the technical skills training for women workers and build linkages with the Mahila Sakhi Mandals. The technical working group will also be responsible for ensuring achievement of the KPIs, improving relevant policies and regulation, and ensuring that expenditures are consistent with the intended activities and outputs.

The working group will report the deliverables to the CE, WRM, PIU. The PIU with the support from PMC will jointly review the deliverables and submit the same to the World Bank in required formats.

The contractor will be responsible to construct and run the childcare facilities, women safety cells and urban design elements within project area to ensure safety of women workers. PIU will include this key parameter in performance disclosure. The UCD Department can support the contractor in running the facilities for children and women. After the project period, the facilities can be used by the AMC for the surrounding urban poor localities.

#### 5.4. Component 3: Developing institutional systems and capacities

##### Sub-component 3.1: Developing state-level systems and urban knowledge ecosystem for emerging cities.

This activity will support GoG in establishing and institutionalizing a knowledge sharing and capacity development ecosystem in the urban sector with a focus on emerging cities. It will serve as a platform for developing innovative solutions to emerging urban challenges, provide a peer-to-peer learning network, deliver capacity building support, and enable innovative partnerships with similar global centres, local think tanks and training institutes and the private sector. The centre will deliver,

- i. formal training and certification courses on urban management,
- ii. a platform for hosting, showcasing and disseminating knowledge, technologies and best practices on resilient infrastructure development and service delivery,
- iii. an incubation centre to support start-up, research, and networking activities in the urban sector,
- iv. a platform for data lab and analytics on urban issues including productivity, competitiveness, and resilience
- v. policy advice to the state and city governments in Gujarat.

It will also provide technical support to the state level nodal agencies such as GUDM for technical due diligence and appraisal of infrastructure project proposals submitted by ULBs for seeking funding assistance under various state and central government funded urban programs.

The proposed centre will be set up in collaboration with and be institutionalized within an institutional partner (private sector or non-governmental institution) which will be responsible for the implementation of the activity. In addition, specific strategic/thematic partners (such as academia, think tanks, research organizations) will be contracted to bring in professional expertise, sector experience and international networks to develop a comprehensive, state-of-art facility to achieve the stated objectives.

The GUDM will be responsible for conceptualizing and implementing this activity. The partnership arrangements will provide (i) leadership, performance orientation and accountability, (ii) access to global best practices and new technology systems/solutions through international partners and affiliations, and (iii) a progressive capacity development ecosystem to enable ULBs to learn, adopt



and implement new technologies, systems and solutions for urban infrastructure, service delivery, governance, and management.

The project will support the cost of training, curriculum development, policy advisory services, project appraisal services and knowledge development activities, to be delivered by the institutional partner. Any infrastructure and buildings that may be required over and above those of the implementing institution will be provided by GoG through its own budget and are outside the project scope. The activity will be executed in the following phases.

In the first phase, GUDM will hire a consultant to articulate the vision for G-CUI and prepare the business plan. This will be done by engaging a consultant or an institution. In the second phase, after approval of the vision and business plan by GoG, GUDM will identify the institutional partner and other thematic partners and sign partnership agreements with them. GUDM with the approval of GoG will set up the governing Board of G-CUI. Thereafter, the Board of G-CUI, with the assistance of the institutional partner(s) will carry out further work such as preparing detailed implementation plans, onboarding the leadership team, rollout etc.

### Implementation arrangements

General Manager (Technical) will lead the implementation of this activity. A technical agency to conceptualise and/or an /institutional partner will be hired to conceptualize and implement this sub-component. The institutional partner will be responsible for overall management and achievement of the goals identified by GUDM at the concept stage. Additionally, GUDM will partner with various strategic agencies (such as academia, think tanks, research organizations) to bring in professional expertise, sectoral experience, and international networks to develop a comprehensive and state-of-art facility.

PD, GUDM will be responsible to onboard relevant institutions and experts within the formal set up of G-CUI. PD, GUDM will also be responsible to liaison with GoG to acquire a space for setting up the G-CUI centre at the conceptualizing stage. The GM (Technical) will supervise the activities and prepare the required IUFR to be submitted to the World Bank.

The sequencing of activities is listed below:

*Table 21: List of tasks to be performed under activity 1 of sub-component 3.1*

	Task	Responsibility		Timeframe	Expenditure
		E	S		
1	Articulating the vision	G	G	Year 1	Consultations
2	Business Plan	C	G	Year 1	Consultancy
3	Approval of vision and business plan	GoG	GoG	Year 1	NA
4	Identification of institutional partner and signing of partnership agreement/ MoU	G	GoG	Year 1	NA
5	Constitution of Governing Board	G	GoG	Year 2	NA
6	Preparation of detailed implementation plans for	GFC	GFC	Year 2	Consultancy

	Task	Responsibility		Timeframe	Expenditure
		E	S		
	curriculum development, networks, infrastructure, technology etc (including project appraisal unit for GUDM in the first phase)				
7	Onboarding leadership, key staff, faculty, thematic partnerships	GFC	GFC	Year 2	TBD
8	Launch of operations	GFC	GoG	Year 3	Goods and services
	<i>Faculty and partner fees</i>				
	<i>Project appraisal, ULB handholding and policy advisory unit</i>				
	<i>E learning platform, training and digital facilities</i>				
	<i>Curriculum development</i>				
	<i>Incubation and exhibition of urban innovations</i>				
	<i>IT systems for state-wide urban management</i>				

The abbreviations used in the above table are: C- Consultancy, E- Execution, S- Supervision, G- GUDM, GFC- Gujarat Future Cities institution, GoG- Government of Gujarat.

### Procurement

The PD, GUDM will hire an agency for scoping and institutional partner(s) as per the WB's procurement guidelines to perform this activity.

#### Subcomponent 3.2: Technical support for project implementation and management

1. GUDM is the State Level Nodal Agency for ideating and monitoring urban programs. It performs the function of a coordinating and monitoring agency for state and national level urban programs. Its responsibilities include:
  - a. appraisal and co-ordination for approval of projects
  - b. granting funds to implementing agencies such as ULBs based on progress milestones
  - c. monitoring and reporting of project/reform progress to Government
  - d. supporting ULBs in project preparation.

GUDM is strictly a nodal agency and does not perform any implementation activities.

Projects are primarily implemented by ULBs, Gujarat Urban Development Company (GUDC) and Gujarat Water Supply and Sewerage Board (GWSSB).

2. DPRs are prepared by agencies empanelled by GUDM and then submitted to GUDM for approval. The human resources at GUDM are multi-disciplinary (infrastructure, finance, urban development, etc.) with 5-7 years of experience. All GUDM staff are appointed on contract basis.

3. There is no uniform procurement policy in the State for ULBs. Therefore, ULBs follow other standards and the State is in the process of developing a uniform procurement policy. A uniform Purchase Policy is under preparation which will govern all procurement (services, goods and works) done by ULBs. Once the policy is developed, the oversight of procurement is envisaged through an IT system which will provide a workflow that the ULBs can follow; and also provide approvals where required and generate reports oversight.
4. Once a project is approved, these are implemented by either the ULBs, GUDC or GWSSB. When a ULB implements a project, the bid documents are approved by GUDM and third party quality control agencies are also appointed by GUDM. In case of GUDC and GWSSB, these agencies have full responsibility for implementation. Though the implementing agencies submit routine progress reports to GUDM, there is a delay in sharing inputs on field level problems and bottlenecks. This is primarily due to limited technical staff and manual system for monitoring a huge number of projects. As a result, GUDM has limited visibility on the true status of project.
5. The financial management requirements at GUDM are also becoming increasingly complex. As a nodal agency it receives grants from a number of sources, each with its own tied conditions of utilisation. On the other hand, GUDM disburses the funds to several ULBs for a number of projects for which it needs to periodically get utilization details. A sound financial management system is thus required at GUDM to monitor funds flow, generate automatic reports on utilisation, exercise financial control, manage and monitor disbursements, etc.
6. Similarly, GUDM also needs a project management system which the ULBs can use which would provide them a workflow for the entire project life cycle from project concept to implementation to its closure. Apart from project feasibility check and appraisal, the system should also support the ULBs to report project progress, report quality assurance, manage billing and payments and ensure contractual compliance.

The activities of GUDM will increase with the launch of AMRUT 2.0. Since AMRUT 2.0 also has a performance linked disbursement (i.e., disbursements are partly linked to achieving household connections for water and sewage and meeting the milestones), both the appraisal and monitoring activities of GUDM needs to be up-scaled.

This activity will support the development of a state-wide system for integrated project and financial management in compliance with the state's technical, financial management and procurement guidelines. This will be hosted by GUDM and will be used by GUDM, ULBs and other stakeholders such as approval committees etc. The system will cover the entire project lifecycle including the three critical areas: (i) project management cycle starting with project development till commissioning, (ii) procurement and contract management and (iii) financial management and fund flow.

It will comply with State level rules and guidelines regarding procurement and funds flow. The system will be IT-enabled and vertically integrated – wherein ULBs will be provided user access to upload all the information and documents regarding the technical details, financial management and procurement processes, and the same will be reviewed, approved, and monitored by the state level agencies.

This system will enhance the overall transparency and accountability to ensure effective and efficient implementation of projects by ULBs.

The following measures are proposed.

1. Developing an IT system covering
  - a. Project feasibility and design management at GUDM
  - b. Project Appraisal
  - c. Procurement
  - d. Project Management and
  - e. Financial Management
  - f. Project closure
2. Hiring a consulting firm to
  - a. Conduct an in-depth analysis of current system
  - b. Develop a flowchart for project management lifecycle including finance and procurement
  - c. Develop the BRS of the IT system
  - d. Develop the scope of the IT system and design a procurement strategy.
  - e. Support GUDM in procuring the IT system vendor, oversee implementation and ensure successful rollout
3. Hardware procurement/ upgradation
4. Training of GUDM and ULB staff

Select benefits of the system include:

1. Increased efficiency and transparency; automated workflow for critical steps
2. Oversight of compliance with procurement and financial management policies/ rules
3. Availability of a unified dashboard
4. Disintegration of data silos
5. Timebound procurement process mapped against defined timelines
6. Grievance redressal and timely resolution
7. Timely invoice clearance and tracking of payments

An illustrative coverage of the individual modules of the IT system is described below.

*Table 22: An illustrative coverage of the individual modules of the IT system*

Module	Illustrative Scope	Potential Users in addition to GUDM	Examples to be studied
Project Feasibility and Design	<ol style="list-style-type: none"> <li>1. Project ideation and Rapid concept level checklist.</li> <li>2. Approval for design</li> </ol>	ULBs/ Implementing Agencies Consultants	DEA Project Approval, NHAI
Project Appraisal	<ol style="list-style-type: none"> <li>1. Tracking DPRs</li> <li>2. Review and approval of Report</li> <li>3. Technical and financial appraisal</li> <li>4. Project sanction (both admin and tech)</li> </ol>	ULB/ IAs Consultants Committee Members Fin and Urban Departments	National grant missions like AMRUT
Procurement	<ol style="list-style-type: none"> <li>1. Work flow in various stages of procurement cycle.</li> </ol>	ULB/ IAs Committee Members	STEP system of World Bank.

	2. Integration with financial and technical sanction from Project Appraisal module. Integration with project management and financial management modules. 3. Approval and eligibility check based on procurement policy. 4. Customisation for funding source specific procurement requirements. 5. Integration with E Tendering platforms of GoG/ Gol/ Others 6. Vendor onboarding and management	Fin and Urban Departments Funding Agencies Bidders Selected Bidder E Tendering sites	Municipal/ urban systems in Karnataka, Kerala, Andhra, TN
Project Management and Financial Management	1. Work flow of various stages of project implementation. 2. Quality supervision and reporting 3. Penalties, recoveries 4. Physical and Financial progress integrated with procurement and payments 5. Variations and approvals 6. Communication and contract documentation. 7. Contract administration 8. Payments, TDS and taxation 9. Fund flow and financial control 10. Project closure (financial and physical) 11. MIS for all the projects of the department	ULB/ IAs Contractor TPQA agencies Committees Fin and Urban Departments Funding Agencies Budget limits Bank, Accounts	PFMS system of GoG/ Gol. Municipal/ urban systems in Karnataka, Kerala, Andhra, TN

Indicative scope of the IT system is mentioned below:

*Table 23: Indicative scope of the IT system*

Service	Modules	Submodules
Project Planning	Project Level Dashboard	
	Project Inception Module	Project Intention creation
		Project Study Reports and Approval
		Project Budget and approval
Procurement Tracking & Approval Module	Before Procurement Request Release	Project Creation & ID
		Initial Noting Activity
		Approval for Budget
		Approval for Project Timelines
		Approval for Procurement Type and Fee
		Approval for Eligibility
		Approval for GTC and STC
		Tender Committee / Authority Approval

Service	Modules	Submodules
		Procurement Request Template
		NOCs and other External Department Approvals
		Final RFP Document Approval
		Approval for Advertisement
		Approval for Tender Publication on E-tendering System
	General Procurement Notice	
	After Procurement Request Release	Approval for Prebid Meeting & Planning
		Approval for Prebid Query Responses
		Approval for Date Extension
		Approval For corrigendum
	Bid Process Tracking	Prequalification and/or EOI stage Approval
		Technical stage Approval
		Financial stage Approval
	Vendor Onboarding	Noting for Shortlisting details
		Letter of Intent activity
		EMD and PBG
		Contract agreement activity
	Change Management & Amendment to Contract	
Project Monitoring	Project Structure	
	Project Schedule	
	Resource/ workforce Planning	
	Material utilization and Planning	
	Milestones and deliverables	
	Project Quality Management	
	Project Cost Monitoring	
	Reporting module	
Project Financial Management	Financial Master	Account Heads
		Vendor Details
		Bank Details
		Project Master
	Budget Preparation, Distribution and Management System	Classification of budget
		Project wise estimate provision
		Budget consolidation
		Income & Expenditure
		Appropriation of Budget and Reallocation
		Off Budget Payments
	Payment Management	Bills and Liability

Service	Modules	Submodules
		Payment Authorization
		Payment Voucher
		Cheque Records
		Transactions History
		Advance Payment Management
	Grants Management	Grant Allocation and Maintenance
		Grant utilization and certificates
	Accounts Management	General Ledger
		Project Account Manager
		Cash flow Management
		Purchase Order Creator
		Bill Clearing
		Asset Manager
	Receipts & Disbursements	
	Deposits and Funds Management	
	Taxation & GST	
	Audit (Internal & Statutory and GIS based audit trail)	
Supplier Repository & Listings		
Reporting Module		
Grievance Module		
RTI and Case Management Module		
Workflow Management System		
Documents Repository (DMS)	Bid documents (GPN, EOI, RFP , Corrigendum )	
	Approval documents (Notings, Letters)	
	Procurement documents (Technical Bid, Financial bids)	
	Vendor documents (LOI, MSA, CVs , invoices , attendance or other Records)	

Service	Modules	Submodules
	Training documents	
	Financial documents (Cheques, utilization certificates , Bills )	
User management & Roles		
Alerts & Notifications		
Integrations		

### Implementation arrangements

The General Manager (technical) in close coordination with Director (Finance) and senior urban expert will analyse the best practices across various states in India and develop the scope of the IT systems. If required, GUDM may engage an agency to carry out the scoping. The technical leads will be supported by E&S experts, financial and procurement experts to undertake the overall management of program activities. The senior urban expert will advise the Director(Finance) and GM(Technical) to efficiently implement the activities at city level.

The activity is proposed to be implemented in two stages, if required. As a first step GUDM will commission a review of the best practices from other states in India (e.g., Andhra Pradesh, Karnataka, Kerala, and Tamil Nadu) and analyze aspects related to works, financial management and project management systems to develop the scope for the proposed IT system. At the time of scoping, GUDM will also finalise the appropriate contracting model, integrated service contract or other models that may be appropriate.

In the second step, GUDM will procure an agency through an appropriate contracting model (integrated service contracting model or other models) that will include designing, developing, and operationalizing the system, handholding support to the state agency and ULBs for implementation, systems maintenance and troubleshooting for 2-3 years, and knowledge transfer/capacity building for long-term sustainable use of the system. It will also coordinate with ULBs to implement the system, provide handholding and training support to the staff and gather data based on end-user feedback.

The sequencing of activities is listed below:

*Table 24: List of tasks to be performed under activity 2 of sub-component 3.1*

	Task	Responsibility		Timeframe	Expenditure
		E	S		
1	Diagnosis of current workflow in project preparation, appraisal, procurement, project management and financial management.	C	G	Year 1 – H1	Consultancy



	Scoping of IT system improvements. Support in procurement of IT firm/consultant. Support in implementation if required.				
2	IT system implementation	IT	G	Year 1 – H2	Goods and services
3	O&M Cost including cost of PMU	C,G	G	Year 2 onwards	Personnel and Services

The abbreviations used in the above table are: C- Consultancy, E- Execution, G- GUDM, S- Supervision, IT- IT service provider.

#### **Procurement**

PD, GUDM will hire an agency for scoping and/or vendors as per the WB's procurement guidelines to perform this activity.

## 6. Environmental and Social Risk Management

### 6.1. Environmental and Social Management

The purpose of the Environmental and Social (E&S) Management is to ensure that all sub-projects executed under the Project address and identify measures to avoid and minimize negative environmental and social impacts, as much as possible. Where adverse impacts cannot be avoided, these need to be adequately identified, assessed and necessary mitigation measures are to be designed and implemented following relevant, existing Indian laws and policies and the World Bank's Environmental and Social Framework (ESF) and its Environmental and Social Standards (ESS) relevant to the project.

The Environmental and Social Management Framework (ESMF) and the Environmental and Social Commitment Plan (ESCP) prepared for the Project set out material measures and actions including management plans, timing and institutional responsibility for avoiding, minimizing and mitigating adverse environmental and social impacts of each of the sub-projects under the Project. The Implementing Agencies will also comply with the provisions of other E&S documents prepared for the Project that include the Environmental and Social Impact Assessments (ESIAs) for subprojects<sup>17</sup>, Environmental and Social Management Plans (ESMPs), Biodiversity Conservation and Management Framework (BCMF), Cultural Heritage Management Framework (CHMF), Resettlement Policy Framework (RPF), Stakeholder Engagement Plans (SEP) and Labour Management Procedure (LMP). The complete Environmental and Social Management documents (ESMF, ESCP, RPF, BCMF, CHMF, LMP, SEP and ESIAs for priority investments etc.) prepared by the AMC and GUDM and disclosed on its [website](#) may be referred to separately. A ready reference of some critical sections has been provided in this chapter of the PIM.

As agreed by the World Bank, GoG and the Ahmedabad Municipal Corporation, these environmental and social documents may be revised from time to time during Project implementation, to reflect adaptive management of Project changes and unforeseen circumstances. In such circumstances, the Implementing Agency will agree to the changes with the Bank and will update the ESCP to reflect such changes.

Agreement on changes to the E&S documents will be documented through the exchange of letters signed between the Bank and the GoG. The Implementing Agency will promptly disclose the updated ESCP, ESMF and subproject ESIAs as applicable. Where Project changes, unforeseen circumstances, or Project performance result in changes to the risks and impacts during Project implementation, the GoG will provide additional funds, if needed, to implement actions and measures to address such risks and impacts, which may include, such as environmental, pollution, biodiversity, cultural heritage, health, and safety impacts, labour influx, gender-based violence.

### 6.2. Key Principles of Environmental and Social Management

**Principle 1:** The basic principles, laws, policies and prerogatives of the project to be followed during implementation are set out in the ESMF.

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<sup>17</sup> The project includes upgrading existing STPs, constructing new STPs, laying of new/rehabilitating old trunk sewer lines, and lake/ canal rejuvenation. Each of these activities under the project is treated as a sub-project.

**Principle 2:** Under the Environmental and Social Framework (ESF), the World Bank classifies all projects into one of four categories: High Risk, Substantial Risk, Moderate Risk or Low Risk. The Project has been classified as a “Substantial” risk project, based on the expected potential environmental and social impacts and risks.

**Principle 3:** To comply with the prescriptions of the ESF and its relevant Environmental and Social Standards (ESSs), GoG and the WB have signed an Environmental and Social Commitment Plan (ESCP), and following the ESF and its ESSs, AMC has prepared the ESMF, SEP, LMP, RPF and sub-project specific ESIA and ESMPs.

**Principle 4:** All E&S instruments have been publicly disclosed both in-country and on the project website prior to the physical start of project implementation. GUDM has to disclose relevant documents before start of its project activities.

**Principle 5:** The Grievance Redress Mechanism (GRM) will be managed and monitored by the AMC PIU, as part of its E&S responsibilities following the SEP.

Key environment and social documents prepared for the project are as follows:

- i. [Environment Social Management Framework \(ESMF\)](#)
- ii. [Annexure- ESMF Working Documents](#)
- iii. [Environment Social Commitment Plan \(ESCP\)](#)
- iv. [Biodiversity Conservation and Management Framework \(BCMF\)](#)
- v. [Cultural Heritage Management Framework \(CHMF\)](#)
- vi. [Labour Management Procedure \(LMP\)](#)
- vii. [Resettlement Policy Framework \(RPF\)](#)
- viii. [Stakeholder Engagement Plan \(SEP\)](#)
- ix. [Draft Environment Social Impact assessment report of 375 MLD STP at Vasna](#)
- x. [Draft Environment Social Impact assessment report of 240 MLD STP at Vasna](#)

In case of E&S management, in case of any discrepancy between this PIM, and ESF documents, ESF documents shall prevail.

### 6.3. Implementation Arrangements

The environmental and social activities will be overseen by PIUs established at AMC and GUDM, based on the ESMF, ESCP prepared for the project and ESIA/ESMPs and other studies and ESF documents for each subproject. These will be headed by Project Directors and supported by Deputy Project Directors and/or Managers for each type of intervention, such as (i) wastewater, drainage, and other general interventions including capacity building, and support studies under AMC subprojects; and (ii) capacity building activities/ TAs/ studies under GUDM.

The AMC PIU will have an environmental and social management unit named the Sustainable Urban Development Unit (SUDU) with four (4) E&S specialists while GUDM PIU will have two E&S experts to support the management of E&S risks and the implementation of the E&S instruments in its subprojects/Technical Assistance / capacity building/plan preparation activities. The E&S experts,

two each, at the Project Management Consultant (PMC) will support the E&S specialists of PIUs during the preparation, implementation, supervision, monitoring and reporting of E&S aspects. PMC will also have additional experts on Occupational / Community Health and Safety, Hydrology (also with expertise in Dam safety), Biodiversity, and Cultural Heritage Management. Based on the ESMP of sub-projects for initial investments, each contractor will engage one Environmental Specialist and one Occupational Health and Safety (OHS) Specialist, who will be working in close coordination with the E&S staff of PIU and PMC.

ESIA consultants will have experts in E&S, OHS/CHS, hydrology and flood impacts, biodiversity conservation, and Cultural Heritage Management if such aspects are identified through screening. Further, Capacity building activities under GRCP will be taken up with the support of experts and consultants in the areas of environment, biodiversity conservation, cultural heritage, R&R, gender. All technical assistance and capacity building activities will also follow ESMF requirements.

The AMC and GUDM PIU will be responsible for the screening of sub-projects, categorization of sub-project risks and decision of preparing E&S instruments, preparation of required risk management plans/documents, disclosure of all E&S documents, and supervisions of implementation works by contractors and monitoring and reporting at all stages.

Overall E&S Management process is shown in the figure below.

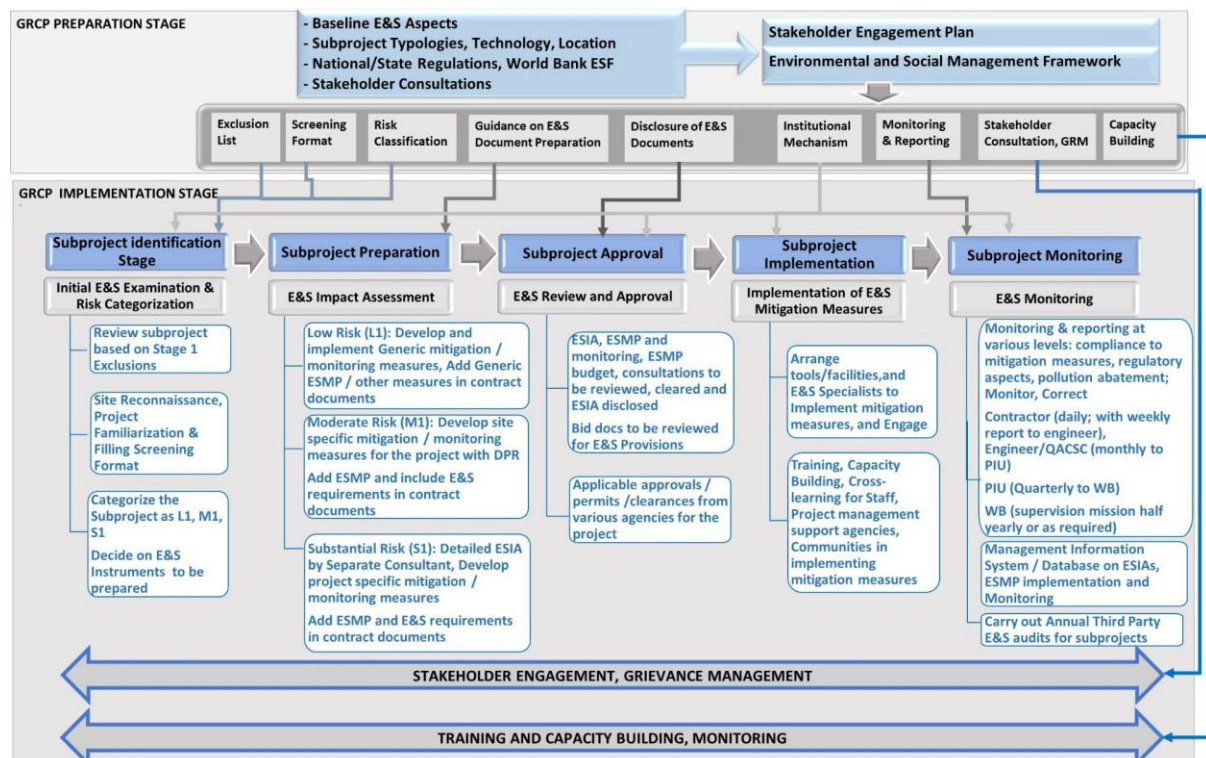


Figure 16: ESS process

#### 6.4. Standard Operating Procedure (SOP)

This section outlines the SoP for E&S implementation while details are available in project and sub-project level E&S documents (ESMF, BCMF, ESIAs, LMP, RPF, CHMP, and SEP).

### E&S Screening Process and Implementation of ESMF, ESIAs and ESMPs

**Objectives:** to set out the implementation of E&S management measures to be implemented by AMC, GUDM and contractors. These measures aim to achieve the avoidance, minimization or mitigation, including offset or compensation, of adverse E&S impacts of the project and to ensure compliance with the WB's ESS.

**Key Actors:** E&S Team AMC PIU and GUDM E&S focal points; E&S Specialists of PMC and Contractors

#### **Standard Procedures:**

**Step 1:** Inclusion of ESIAs and ESMPs contractors' and sub-contractors' bidding documents and contracts: The PIU will ensure that all bidding documents and contracts contain references to the compliance requirements of all implementers with the E&S instruments, as well as specific E&S risk mitigation measures in civil works contracts. The contractors are obliged to cascade down any of these responsibilities to their respective sub-contractors and suppliers.

**Step 2:** ESIA will be conducted for every sub-project, in order to identify its E&S risks, and to determine the mitigation measures (please refer to sub-project specific ESIAs). In cases of DBOT contract, the DBOT contractor will update the ESIAs & ESMPs before initiating any work based on the sub-project design. In case of any proposed infrastructure which may potentially have an impact on the safety of barrages / dams, or if any existing or proposed dams / barrages may result in impacts on project facilities / activities; this will be studied, and mitigation measures suggested as part of project design and ESIA as guided by ESMF.

**Step 3:** Preparation of E&S Mitigation Measures: the sub-project specific ESIAs include mitigation measures (please refer to the ESMP chapter of the sub-project specific ESIA). The contractor will update and/or prepare the C-ESMP (contractor's ESMP) as required based on ESMF guidance. Mitigation measures will be presented in the form of an ESMP table as guided by the agreed ESMF. All contractors will update ESMPs before initiating any work based on final detailed design and / or implementation stage details/drawings. All ESIAs/ESMPs shall reflect all changes at project implementation stage and shall be cleared by the Bank as guided by ESMF.

**Step 4:** Monitoring and Supervision: Institutional responsibilities for Monitoring and Supervision mechanism are presented in the ESMF. The PIU E&S Teams, with support of PMC will be responsible for monitoring the implementation of E&S mitigation measures. It will undertake field missions and review documentation to ensure compliance of all implementers with the E&S instruments, applicable regulations, and specific activity-related mitigation measures. The contractors will have to monitor and supervise their sub-contractors and suppliers in view of E&S compliance. Monitoring reports will be submitted based on the guidance in the ESMF.

### Labour Management

**Objective:** to mitigate potential key labor risks associated with the Project, i.e. OHS issues, child and forced labor, and SEA/SH related issues. The purpose is to establish clear labor procedures for all project workers, namely direct project workers, contracted workers and primary suppliers' workers and community workers, in line with the requirements of the national labor legislation and the WB ESS 2.

**Key Actors:** E&S Team PIU (AMC and GUDM); Contractors

**Standard Procedures:** consist of the following: Recruitment and Replacement Procedure; Occupational; Health and Safety (OHS) Procedures; the World Bank Group Environmental Health and Safety and applicable sector specific guidelines; Good International Industry Practices Contractor Management Procedure; Procedure for Primary Suppliers; Procedure for Non-Discrimination and Equal Opportunity; Grievance Redress Mechanism for all Workers. Please refer to the ESMF and LMP for details.

#### Managing land and livelihoods impacts

**Objective:** To mitigate unavoidable adverse social and economic impacts from the land acquisition or restrictions on land use by (a) providing timely compensation for loss of assets at replacement cost and (b) assisting displaced persons in their efforts to improve, or at least restore, their livelihoods and living standards, in real terms, to pre-displacement levels or to levels prevailing before the beginning of project implementation, whichever is higher. And to ensure that resettlement activities are planned and implemented with appropriate disclosure of information, meaningful consultation, and the informed participation of those affected.

**Key Actors:** E&S Team AMC PIU

**Standard Procedures:** While a brief description of key steps involved are described below, please refer to the ESMF and RPF for details.

**Step 1:** Screen the sub-project to identify past, present, and future involuntary resettlement impacts and risks. Determine the scope of resettlement planning through a census and socio-economic survey of displaced persons, including a gender analysis, specifically related to resettlement impacts and risks. Take due precautions to minimize disturbance to human habitations, places of cultural significance. Adopt mitigation hierarchy i.e., approaches or measures to avoid and minimize involuntary resettlement impacts include the following: (i) explore alternative designs, to minimize impacts and (ii) ensure the appropriate technology is used to reduce land requirements.

Where displacement is unavoidable, improve, or at least restore, the livelihoods of all displaced persons through; (i) land-based resettlement strategies, where possible, when affected livelihoods are land based, and when loss of land is significant, or cash compensation at replacement cost for land when the loss of land does not undermine livelihoods, (ii) prompt replacement of assets with access to assets of equal or higher value, and (iii) prompt compensation at full replacement cost for assets that cannot be restored.

**Step 2:** Recognize rights, carry out meaningful consultations and prepare SIA and RAP

- a. Ensure that displaced persons without titles to land or any recognizable legal rights to land are eligible for resettlement assistance and compensation for loss of non-land assets at replacement value.
- b. Improve the standards of living of the displaced poor and other vulnerable groups, including women, to national minimum standards or standard before displacement whichever is higher.
- c. Carry out meaningful consultations with displaced persons, host communities, and concerned agencies/ departments. Inform all displaced persons of their entitlements and resettlement options. Ensure their participation in planning, implementation, and monitoring and evaluation of resettlement programs. Pay attention to the needs of disadvantaged and vulnerable groups, especially those below the poverty line, the landless, the elderly, women and children, and

indigenous/ tribal peoples, and those without legal title to land, and ensure their participation in consultations.

- d. Prepare a Resettlement Action Plan (RAP) elaborating on the entitlements of displaced persons, the income and livelihood restoration strategy, institutional arrangements, monitoring and reporting framework, budget, and time-bound implementation schedule.
- e. Identify vulnerable families will be identified and provided additional support in their efforts to improve their living standards.

**Step 3:** Set up grievance redressal mechanism (GRM) and disclose draft RAP

- a. Establish an accessible grievance redressal mechanism to receive and facilitate resolution of the concerns of displaced persons within stipulated timeframes.
- b. Disclose a draft resettlement action plan, including documentation of the consultation process in a timely manner, in an accessible place and a form and language(s) understandable to displaced persons and other stakeholders. Disclose the final resettlement action plan and its updates to displaced persons and other stakeholders.

**Step 4:** Pay compensation- Payments in the names of both spouses or single heads of households as relevant, and other resettlement assistance, such as skills training, access to credit, and job opportunities, should be equally available to women and adapted to their needs. Provide all resettlement entitlements before physical or economic displacement and before commencement of civil works in that stretch of the sub-project. Implement the resettlement plan under close supervision throughout project implementation.

**Step 5:** Monitoring and Supervision- The PIU E&S team will be responsible for monitoring the whole process along with consultation and preparation of RAP, their disclosure, and RAP implementation. The PIU E&S team will also be responsible for preparation of periodic monitoring reports and sharing with senior management of the Project. Also, monitor and assess the resettlement outcomes, their impacts on the standard of living of displaced persons, and whether the objectives of the resettlement plan have been achieved by considering the baseline conditions and the results of resettlement monitoring.

### Stakeholder Engagement and GRM

**Objective:** to establish a systematic approach to stakeholder engagement and communication between with project stakeholders to build and maintain a constructive relationship with them, promote and provide means for effective and inclusive engagement with project affected parties, assess the level of stakeholder interest and support for the project/ sub-project, and to enable their views to be taken into account in project design, implementation, monitoring and evaluation, and to enhance project acceptance towards improving the environmental and social performance. And, to ensure that appropriate project information on environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible and appropriate manner and format.

**Key Actors:** E&S Team AMC PIU and GUDM E&S focal points; E&S Specialists of Contractors

**Standard Procedures:** While a brief description of key steps involved are described below, please refer to the ESMF and SEP for details.

**Step 1:** Mapping and identification key project and sub-project specific stakeholders by the PIU. This includes mapping and identification of stakeholder who are directly and indirectly impacted as a

result of the activities and services envisaged under the project/sub-project, and includes affected community groups and community institutions, disadvantaged and vulnerable population groups, institutional stakeholders as well such as various departments within AMC responsible for provision of those services, and other interested parties such as NGOs/CSOs involved and elected representative etc.. The project SEP details out the potential type of stakeholders which needs be further tuned with details. The identification process helps in getting understanding of the stakeholders and their concerns; understand the impacts, that the Project/sub-project could have on the stakeholders and the influence stakeholders could have on Project/sub-project preparation and implementation.

**Step 2: Stakeholder Engagement Method:** This involves detailing out the purpose of engagement, type of engagement, timing of engagement and the key tools and processes to be used for the engagement with each of the stakeholder groups under the project/ sub-project. Any consultations undertaken with affected parties needs to be done in a free and prior informed manner and in a timely, understandable, accessible and socially appropriate manner and format.

**Step 3: Documentation and Summary of Stakeholder Engagement:** Each of the stakeholder engagement and consultations needs to be documented and summarized with key outcomes and feedbacks from the stakeholders. The stakeholder's feedback is important and to be appropriately considered in further design and implementation of the project.

**Step 4: Monitoring and Supervision:** The PIU E&S team will be responsible for monitoring the implementation of SEP including for information disclosure, Grievance redress Management (GRM), and managing SEA/SH complaints. The PIU E&S team will also be responsible for preparation of periodic monitoring reports and sharing with senior management of the Project.

**Information Disclosure:** All the project documents including those on environmental and social aspects needs to be disclosed at the AMC website (<https://ahmedabadcity.gov.in>). A brief summary of the project ESMF and SEP translated in Gujarati language will be disclosed through various Zonal Offices of AMC in notice boards, and through brochures etc. In addition, sub-project specific environmental and social documents also require to be disclosed both at the AMC website and locally in the sub-project area. Other opportunities for information disclosure and dissemination shall also be utilized, which may include – consultation platforms, working groups, workshops, seminars, conferences, focus groups etc.

**Grievance Redress Management (GRM):** In addition to any manual written complaint, the AMC web portal (CCRS, <http://www.amccrs.com>), the toll-free number (# 155303), the email ([ccrs@ahmedabadcity.gov.in](mailto:ccrs@ahmedabadcity.gov.in)), and SMS (to 56767) will be used for registering any complaint. Grievances of PAPs will be first brought to the attention of the site office level of the PIU and unresolved grievances will be addressed by Grievance Redress Committee (GRC), formed at a zonal level comprising of Zonal Officer AMC, Environmental and Social staff of PIU, a local CBO/CSO representative. GRCs will continue to function during the life of the project including the defects liability period. Cases not resolved at the GRC level would be brought for resolution by Commissioner, AMC.

### Cultural Heritage Management

**Key Actors:** E&S Team PIU (AMC and GUDM); PMC, Contractors, Heritage Cell of AMC

**Standard Procedures include:** This follows the framework document for Cultural Heritage Management. In case of any impacts on Cultural is identified at ESIA stage, the guidance in the



framework will apply. Depending on the risk level, a standalone Cultural Heritage Management Plan will be prepared, or mitigation measures will be included in ESMP. All required plans to comply with National regulations and Chance Find procedures will be part of the standalone plan or ESMP, as guided by the ESMF and CHMF.

**Disclosure:** All documents will be cleared by the Bank and disclosed

#### Biodiversity Conservation and Management

**Key Actors:** E&S Team PIU (AMC and GUDM); PMC, Contractors, Biodiversity Committee of AMC

**Standard Procedures include:** This follows the framework document for Biodiversity Conservation and Management. In case of any impacts on biodiversity is identified at ESIA stage, the guidance in the framework will apply. Depending on the risk level, a standalone biodiversity conservation and management plan will be prepared, or mitigation measures will be included in ESMP following the guidance in ESMF and BCMF.

**Disclosure:** All documents will be cleared by the Bank and disclosed

#### SEA/ SH Prevention/ Mitigation

**Objective:** to mitigate potential key SEA/SH risks associated with the Project activities and plan, adopt and implement a SEA/SH action and/or related measures as part of the ESMP to manage the SEA/SH risks.

**Key Actors:** E&S Team PIU (AMC and GUDM); Contractors

**Standard Procedures:** consist of the following: Include SEA/ SH risks in ESIA for sub-projects; map out GBV service providers/ response actors in communities adjoining the projects; develop SEA/ SH prevention and response action plan as part of the ESMP; inform and consult those affected by the project of the SEA/ SH risks and project activities as part of stakeholder engagement; designate a GBV Focal Point at PIU; and create an effective SEA/ SH GRM with multiple channels (including as mentioned above under section 1.3.4) along with detailing out specific procedures for confidential reporting with safe and ethical documentation of SEA/ SH cases. Follow the World Bank good practice note addressing gender-based violence (GBV) in Investment Project Financing (IPF) involving major civil works, which provides a comprehensive understanding of the nature and kinds of GBV potential measures towards mitigation. Please refer to the ESMF and LMP for details.

**Monitoring and Supervision:** The PIU E&S team will be responsible for monitoring the planning and implementation of SEA/SH action plan and mitigation measures and managing SEA/SH complaints. The PIU E&S team will also be responsible for preparation of periodic monitoring reports and sharing with senior management of the Project.

**Sexual Exploitation and Abuse/ Sexual Harassment (SEA/SH) related complaints:** AMC and GUDM will follow the World Bank's guidance which applies three key guiding principles in response to the specific nature of SEA/SH cases: confidentiality, survivor-centricity, and survivor safety. Reporting mechanisms should enable complainants to report SEA/SH cases without being publicly identified because of the risk of stigma, reprisals, and rejection associated with sexual exploitation and abuse and sexual harassment. Any grievances or issues on SEA/ SH would be reported where survivors feel safe and encouraged to come forward. AMC will also take support from various women NGOs working in the field of SEA/SH in setting up appropriate mechanism and addressing such cases.

## 7. Procurement Procedures and Management

The purpose of this chapter is to provide detailed procurement procedures, processes and guidance to procure goods, works, consultancy and non-consultancy services effectively and efficiently in compliance with the World Bank Procurement Regulations and agreed procurement arrangements applicable to the project. It will be the responsibility of the procurement officials and other officials involved in procurement processes to observe the mentioned procurement procedures contained in this manual.

This chapter contains procurement procedures and management plan for the G-ACRP. Specifically, this chapter includes citations that are important to G-ACRP from the generic compliance norms prescribed by the World Bank, GoG and AMC.

### 7.1. General Conditions and Procurement Compliances

The IAs, i.e., GUDM and AMC will undertake procurement of goods, works, non-consulting and consulting services in accordance with the World Bank's "Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services"<sup>18</sup>, first published in July 2016, and edited subsequently in November, 2017, July 2018 and latest in November, 2020- Fourth Edition herein referred to as 'Regulations', and the additional provisions stipulated in the Legal Agreement. The project will be subject to the World Bank's Anticorruption Guidelines, dated October 15, 2006, and revised in January 2011 and July 2016.

Any additional rules/circular/guidelines/instructions etc. issued/to be issued by Government of India, GoG, or their agencies/ organizations, will not be applicable on procurement under this loan.

The World Bank's standard bidding documents and standard requests for proposals, as amended from time to time, will be used for all procurement as appropriate depending on the size of the contract. The procurement approach will be followed as prescribed in the following section.

### 7.2. Program governance structure

#### Roles and Responsibilities

The project will be implemented by the AMC and GUDM. Major procurements will be done by AMC for construction and rehabilitation works for STPs and TTPs, micro-tunnelling works, etc. GUDM will be involved with the development of a project lifecycle management system, setting up of a centre of excellence and capacity building exercise. The IAs will constitute tender scrutiny committee(s) (TSC) for procurements as per the respective technical requirements.

#### **Ahmedabad Municipal Corporation (AMC)**

The Project Implementation Unit (PIU) at AMC consists of various departments as elaborated in section 0. The procurement for respective components will be in the purview of the respective head of the line department and will report to Project Director, who in turn will be reporting directly to the

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<sup>18</sup><https://ppfdocuments.azureedge.net/9ba99724-aaa8-408b-9bc0-926a17edba0f.pdf>

MC, AMC. In addition, the TSC will be formed under the project who will undertake the bid process management. The MC will have the responsibility to form, change and dissolve the committee. The suggested representation of the committee is as follow:

- i. Project Director (Dy. MC, Project), PIU
- ii. Dy. MC, Finance
- iii. HOD of all line departments (will be called for the relevant procurement)
- iv. Additional line departmental staff as suggested by the PD

Responsibility of procuring new works up to INR 30 lakhs (equivalent USD 41,000/-) lies with the MC. For projects more than this threshold, the delegation has been given to the Standing Committee to approve tenders up to any extent. The Standing Committee is a statutory committee consisting of 12 members headed by a chairperson. The Chairperson and the members of the Standing Committee are elected by the municipal councillors for a period of five years (divided into two periods of 2.5 years each<sup>19</sup>). MC is a member of the Standing Committee and presents proposal(s) for procuring of new works under the project. The Chairperson of the Standing Committee has the veto power.

### ***Gujarat Urban Development Mission (GUDM)***

Under the project, GUDM will work on two components:

- i. Development of a Project Lifecycle Management System, which would integrate different aspects of project identification to project closure, covering procurement, project monitoring and financial management.
- ii. Setting up of Centre of Excellence (COE) with the help of knowledge partners that are yet to be identified. Key objective of COE would be to promote government transformation and reforms, conducting impact assessment of urban schemes, capacity building of officials, promoting R&D to devise innovative solutions etc.

The PIU at GUDM will be headed by Additional Chief Executive Officer. In addition, the Dy. GM (Technical) and Urban Sector Expert will be common for both the components. The GUDM will hire three experts, namely Procurement Expert, Social Expert and IT Expert as per the GUDM's recruitment policy and in compliance with "Approved Selection Methods for Individual Consultants" stated in Sections 7.34 through 7.39 of the "Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Edition November 2020".

The roles and responsibility of World Bank and IAs will lie as per section 3 and clause no 3.2 of "Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Edition November 2020".

### ***Prior and Post Review***

In the case of contracts subject to prior review, the IAs will seek the World Bank's no objection before granting/agreeing to (i) an extension of the stipulated time for performance of a contract that either increases the contract price or has an impact on the planned completion of the project; (ii) any substantial modification of the scope of works, goods, non-consulting services, or consulting services

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<sup>19</sup>The current Standing Committee was formed in the year 2021.

and other significant changes to the terms and conditions of the contract; (iii) any variation order or amendment (except in cases of extreme urgency) that, singly or combined with all variation orders or amendments previously issued, increases the original contract amount by more than 15 percent; and (iv) the proposed termination of the contract. Complaints received in all prior review cases will be sent to World Bank for review and the response to the complaint in such cases, will be cleared with the World Bank. Complaints with allegations of fraud and corruption, will be shared with World Bank, irrespective of the thresholds.

In addition, the IAs adhere to the *Clause 3.5 to 3.10 of “Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Edition November 2020”* subject to prior review.

- i. World Bank carries out prior reviews of procurement activities that are of high value and/or high risk to determine whether the procurement is carried out in accordance with the requirements of the Legal Agreement.
- ii. World Bank also carries out post reviews of procurement activities undertaken by the Borrower to determine whether they comply with the requirements of the Legal Agreement. World Bank may use a third party such as a supreme audit institution, acceptable to the World Bank, to carry out post reviews. Any such third party will carry out the reviews in accordance with the terms of reference (TOR) provided to it by the World Bank.
- iii. Whether a procurement is subject to prior or post review is determined on the basis of the project and contract-specific procurement risks. These risks are assessed by the World Bank during project preparation and reassessed and updated during project implementation.
- iv. The requirement for a prior or post review will be specified in the Procurement Plan. During project implementation, World Bank monitors and reassesses the risk and risk mitigation measures.
- v. If necessary and appropriate, as determined by World Bank, World Bank may require the Borrower to revise the prior and/or post review requirements in the Procurement Plan.

All contracts not covered under prior review by the World Bank will be subject to post review. Post procurement review may be conducted either by a consultant hired by the World Bank or by World Bank staff during implementation support missions and/or special post review missions. World Bank may conduct, at any time, Independent Procurement Reviews of all the contracts financed under the loan. Even for post review cases, the inputs of World Bank on Technical Specifications/TORs will be obtained by project.

### **Independent Procurement Reviews**

Clause 3.9 of “Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Edition November 2020”.

Independent procurement reviews are procurement audits performed by independent third parties appointed by the World Bank when the World Bank determines the need for such a review based on its assessment of risk. The Borrower will cooperate with the third parties and provide all necessary access.

### **Firms and Individuals**

Clause 3.12 and 3.13 of “Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Edition November 2020”.

- i. The effective participation and performance of high-quality firms and individuals is critical to achieve effective competition and VfM throughout the whole Procurement Process.
- ii. Firms and individuals participating in procurement in World Bank IPF operations are responsible for complying with the requirements of the Procurement Documents and the contract which they may enter with the Borrower.

### **Conflict of Interest**

Clause 3.14 of “Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Edition November 2020”.

World Bank requires that firms or individuals involved in World Bank IPF procurement will not have a conflict of interest.

### ***Goods, Works, and Non-Consulting Services***

A firm will be considered to have a conflict of interest if the firm:

- i. is providing Goods, Works, or Non-Consulting Services resulting from, or directly related to, Consulting Services that it provided for the preparation or implementation of a project, or where such services were provided by an affiliate that directly or indirectly controls, is controlled by, or is under common control with that firm. This provision does not apply to the various firms (Consultants, contractors, or suppliers), which together are performing the contractor’s obligations under a turnkey or design and built contract.
- ii. including its personnel, has a close business or family relationship with a professional staff of the Borrower, or of the project implementing agency, or of a recipient of a part of the World Bank’s financing, or any other party representing or acting on behalf of the Borrower who:
  - a. is directly or indirectly involved in the preparation of the Procurement Documents or contract specifications, and/or the evaluation process of such contract.
- iii. would be involved in the execution or supervision of such contract, unless the conflict stemming from such relationship has been resolved in a manner acceptable to the World Bank throughout the procurement process and execution of the contract; or
- iv. does not comply with any other conflict of interest situation as specified in the Standard Procurement Documents (SPDs) relevant to the specific procurement process.

### ***Consulting Services***

The World Bank requires that Consultants:

- i. provide professional, objective and impartial advice.
- ii. at all times hold the Borrower’s interest paramount, without any consideration of future work; and
- iii. in providing advice they avoid conflicts with other assignments and their own corporate interests.

Consultants will not be hired for any assignment that would conflict with their prior or current obligations to other clients, or that may place them in a position of being unable to carry out the assignment in the best interests of the Borrower. Without limitation on the generality of the foregoing, Consultants will not be hired under the circumstances set forth below:

- i. a firm that has been engaged by the Borrower to provide Goods, Works, or Non-Consulting Services for a project (or an affiliate that directly or indirectly controls, is controlled by, or is under common control with that firm), will be disqualified from providing Consulting Services resulting from, or directly related to, those Goods, Works, or Non-Consulting Services. This provision does not apply to the various firms (Consultants, contractors, or suppliers), which together are performing the contractor's obligations under a turnkey or design and build contract.
- ii. a firm that has been engaged by the Borrower to provide Consulting Services for the preparation or implementation of a project (or an affiliate that directly or indirectly controls, is controlled by, or is under common control with that Consulting firm), will be disqualified from subsequently providing Goods, Works, or Non-Consulting Services resulting from, or directly related to those Consulting Services. This provision does not apply to the various firms (Consultants, contractors, or suppliers), which together are performing the contractor's obligations under a turnkey or design and build contract.
- iii. neither a consultant (including personnel and sub-consultants), nor an affiliate (that directly or indirectly controls, is controlled by, or is under common control with that Consultant), will be hired for any assignment that, by its nature, creates a conflict of interest with another assignment of the Consultant;
- iv. Consultants (including their experts and other personnel, and sub-consultants), that have a close business or family relationship with a professional staff of the Borrower, or of the project implementing agency, or of a recipient of a part of the World Bank's financing, or any other party representing or acting on behalf of the Borrower, that is directly or indirectly involved in any part of:
  - a. the preparation of the TOR for the assignment.
  - b. the selection process for the contract; or
  - c. the supervision of the contract, may not be awarded a contract, unless the conflict stemming from this relationship has been resolved in a manner acceptable to the World Bank throughout the selection process and the execution of the contract.

### Unfair Competitive Advantage

Clause 3.18 of "Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Edition November 2020".

Fairness and transparency in the selection process require that Consultants or their affiliates, competing for a Consulting assignment do not derive a competitive advantage from having provided Consulting Services related to it. To that end, the Borrower will make available to all short-listed Consultants, together with the request for proposals document, all information that would give a consultant a competitive advantage.

### Procurement related complaints

Clause 3.27 to 3.32 of “Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Edition November 2020”.

- i. Procurement-related complaints should be submitted to the Borrower in a timely manner, at the appropriate stage of the procurement process, and when so submitted, the Borrower will address them promptly and fairly. Timeliness, in both the submission of Complaints and their resolution, is of critical importance to avoid undue delay and disruption in the project of which the procurement is a part.
- ii. All Complaints will be recorded by the Borrower in the appropriate tracking and monitoring system, as agreed between the World Bank and the Borrower.
- iii. Those Complaints arising in connection with contracts for which the SPDs are required to be used, will be administered and handled in accordance with Annex 5, Procurement-related Complaints. The contracts where the Borrower will use the SPDs will be specified in the Procurement Plan for the project.
- iv. Whenever the SPDs are required to be used, a Standstill Period will apply, unless otherwise provided under Paragraph 5.80 of “Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Edition November 2020”.
- v. Complaints, other than those covered under Annex 0, Procurement-Related Complaints, are to be handled by the Borrower in accordance with the applicable complaint review rules and procedures as agreed by the World Bank.
- vi. A Complaint that includes allegations of Fraud or Corruption may require special treatment.
- vii. Borrower and the World Bank will consult to determine any additional actions that may be necessary.

#### Fraud and Corruption

As per Clause 3.33 of “Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Edition November 2020”, the World Bank requires application of, and compliance with, the World Bank’s Anti-Corruption Guidelines, including without limitation the World Bank’s right to sanction and the World Bank’s inspection and audit rights. For details see Annex 0, Fraud and Corruption.

#### Disqualification of firms

As per Clause 3.34 of “Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Edition November 2020”, the World Bank may disqualify a firm from being awarded a contract, financed in whole or in part by the World Bank, for a period of two years if the firm has been determined to be non-compliant with its contractual SEA/SH Prevention and Response obligations. The determination of non-compliance will be made in accordance with the procedures specified in the applicable SPD.

### 7.3. Procurement Approach

#### General Objectives

To achieve the PDO together with Value for Money [VfM], Transparency and Integrity.

Specific Procurement Objectives include

- i. Ensuring timely and efficient availability of material/goods/works/non-consulting and consultancy services, and training, in line with the Procurement Plan [updated from time to time as needed] within budget, and in compliance with the Procurement Regulations for IPF Borrowers of the World Bank.
- ii. Ensuring adequate competition.
- iii. Ensuring timely contract completion and effective contract management.
- iv. Effective and efficient handling of procurement related complaints.
- v. Disclosure of procurement information.

The aim of procurement is to obtain right quality of works, goods or services at reasonable and competitive prices, giving equal opportunities to those individuals/ companies/ firms/ manufacturers/ builders who are capable of delivering the goods, works and services.

A Procurement Plan has been prepared for the first 18 months' period of the project and agreed with the World Bank, prior to negotiations and will be updated every 12 months or earlier, as needed.

For effective project implementation and effective start-up, the project will initiate advance contracting under component 1 and 3.

#### PPSD and Procurement Plan

AMC and GUDM will prepare the procurement plan in alignment with the PPSD (Refer Section 5 and Annexure 0 of "Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Addition, November 2020") including the advance procurement activities. The PPSD and procurement plan is a live document for the entire project period and can be updated by the IAs as required. Any revisions will be given no objection by the World Bank before commencing the procurements.

The IAs will use World Bank's Systematic Tracking for Exchanges in Procurement (STEP) system for preparation of procurement plan, uploading of Expression of Interest (EOI)/ tender documents/ Terms of Reference (TOR), etc. The timelines of the activities are defined in the STEP system and can be proceeded forward with the procurement after getting no objection from the World Bank after timely upload of the defined deliverables in the activities. The **STEP will be used for all procurement activities**. The World Bank will provide no objection on registered e-mail and STEP portal at each stage. No objection is provided for activities in a linear manner which is one activity will be approved post which the next activity will be approved (<https://step.worldbank.org/>). For international and national competitive procurement, the Borrower will use the SPDs as agreed with the World Bank.

As required, AMC has prepared a PPSD (attached in Annexure 8) for the initial period of 18 months which broadly lines out the procurement plan for the prioritized projects including the advance procurement activities. The advanced procurements are carried out as per the procurement plan and timely updated on STEP for intermediate clearance/ no objection from the World Bank.

For the rest of the project period, the PPSD and procurement plan will be updated and approved as the projects are finalized by the concerned IAs. In other case, if the procurement approach will be changed by any of the reason, the approved PPSD will be revised and no objection is provided by



the World Bank. However, in case of cost variation for the specific procurement, the concerned IAs will intimate the World Bank in written for no objection. The World Bank can ask to revise the procurement approach/PPSD, if it is a high value contract.

Methods of procurement will be based on the total value of the tender, urgency of the demand, type of goods, works and services and availability of different sources of supply etc. Limit of value per contract applicable to a particular procurement method will be strictly adhered to. It will also be ensured that the procurement of goods and works is carried out strictly on the basis of actual need.

All goods and works will be procured in accordance with the provisions of the Regulations. The limits up to which a particular method of procurement can be applied as reproduced in.

*Table 25: Threshold and method for procurements*

Category	Method of Procurement	Threshold (US\$ Equivalent)	Prior Review Threshold
Works	ICP <sup>20</sup>	Above US\$ 40m	All contracts exceeding US\$ 10m
	NCP <sup>21</sup>	Up to US\$ 40m	
	RFQ <sup>22</sup>	Up to US\$ 100,000	
Goods, IT & Non-Consultancy Services (NCS)	ICP	Above US\$ 10m	All contracts exceeding US\$ 2m
	NCP	Up to US\$ 10m	
	RFQ	Up to US\$ 100,000	
Consultancy Services	QCBS <sup>23</sup> / QBS <sup>24</sup> / LCS <sup>25</sup> / FBS <sup>26</sup> / CQS <sup>27</sup>	For all other selection  For smaller assignments up to US\$ 2,000,000 through NPP (including direct RFP approach)	For Firms Selection: US\$ 1m  For individual Consultant: US\$ 300,000
Direct Selection	<ul style="list-style-type: none"> <li>Justification to be provided for all contracts as per paragraph 6.8-6.10 and 7.13-7.15 of Regulation, irrespective of value at procurement plan stage.</li> <li>For consultancy procurement direct selection as per provisions of Regulations</li> </ul>		

## Procurement Procedures

### 7.3.1.1. Selection Method

The IAs will follow the types of approved selection arrangements and market approach options for the procurement of goods, works, and non-consulting services and consulting services as briefed in

<sup>20</sup> International Competitive Procurement

<sup>21</sup> National Competitive Procurement

<sup>22</sup> Request for Quotation

<sup>23</sup> Quality and Cost Based Selection

<sup>24</sup> Quality Based Selection

<sup>25</sup> Least Cost Selection

<sup>26</sup> Fixed Budget Selection

<sup>27</sup> Selection based on Consultant's Qualification

the section 6 and 7 of the “Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services”- 4<sup>th</sup> Addition, November 2020. The procedure of selection method under different approach to be referred from Annexure 8 of “Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services”- 4<sup>th</sup> Addition, November 2020.

### 7.3.1.2. Process flow for procurement of services

The concerned IAs will follow the following STEP procedures for procuring the required services.

#### **For Consultancy Services**

- i. Approval of the activity as per PPSD and procurement plan
- ii. Approval of Draft ToR
- iii. Review and approval of the advertisement for EOI
- iv. Approval of the shortlisted agencies
- v. Review and approval of the RFP
- vi. Amendment to the provision of the RFP (including time extension for proposal submission and change of scope)
- vii. Approval of the technical evaluation report
- viii. Approval of the combined (technical and financial) report along with the draft negotiated contract (negotiations may include HR replacement, mobilization in alignment with the schedule and availability)
- ix. In case of failed negotiations, approval for selection of the next best rated bidder
- x. Review and approval of complaint resolution (if any) at the end of the standstill period
- xi. Review and approval of the amendment of contract due to variation and/ or change in scope of work, cost and time
- xii. Pre-mature termination

#### **For works, goods, IT system and non-consulting services**

- i. Approval of the activity as per PPSD and procurement plan
- ii. Approval of draft bidding document
- iii. Review and approval of the advertisement for specific procurement notice
- iv. Amendment to the provision of the bidding document (including time extension for bid submission and change of scope)
- v. Approval of the technical evaluation report
- vi. Approval of the combined (technical and financial) report
- vii. Review and approval of complaint resolution (if any) at the end of the standstill period
- viii. Review and approval of the amendment of contract due to variation and/ or change in scope of work, cost and time
- ix. Pre-mature termination

### 7.3.1.3. Prior Review Steps (in addition to Procurement Plan)

The prior review is required for the following steps of the procurement process. The IAs will seek no objection from the World Bank before issuing or publishing any document as listed below.

**For Works, Goods & NCS**

- i. Finalization of Procurement Document (PD)
- ii. Issue of Specific Procurement Notices<sup>28</sup> (SPN)
- iii. Pre-Bid minutes/ amendment to the PD
- iv. Finalization of Technical Evaluation Report
- v. Finalization of Combined (Financial/ Price and Technical) Evaluation Report
- vi. Copy of signed contract for reference
- vii. Variations in the scope or cost
- viii. Time Extensions
- ix. Termination of Contracts

**For Consultancy Contracts**

- i. Expression of Interest (EOI) along with draft Terms of Reference (TOR)
- ii. Shortlist with Draft RFP
- iii. Pre-Proposal minutes/ amendment to the RFP
- iv. Technical Evaluation Report
- v. Combined Evaluation Report along with Draft Negotiated Contract
- vi. Variation (scope/time) during contract implementation if any
- vii. Contract termination

**7.3.1.4. Post Review**

All contracts not subject to prior review by the World Bank will be subject to post review during the project's Implementation Support Missions (ISM) and/ or special post review missions including missions by consultants hired by the World Bank. The World Bank may conduct, at any time, independent procurement review of all the contracts financed under the project/ loan. Also, if there are internal audits carried out for sample procurements, the Implementing Agency may consult with the World Bank to include the World Bank's requirements under the TOR for such auditors, in which case the World Bank will only review the internal audit reports.

**7.3.1.5. Disclosure of procurement information.**

The following documents will be disclosed on the project/state websites: (i) a Procurement Plan and updates, (ii) an invitation for bids for goods and works for all contracts, (iii) request for expression of interest for selection/hiring of consulting services, (iv) contract awards of goods and works procured following international and national procedures, (v) a list of contracts/purchase orders placed following shopping procedures on a quarterly basis, (vi) a list of contracts following direct contracting (DC) on a quarterly basis, (vii) a monthly financial and physical progress report of all contracts, and (viii) an action taken report on the complaints received on a quarterly basis.

The following details will be sent to the World Bank for publishing on the United Nations Development Business and the World Bank external website: (i) an invitation for bids for procurement of goods and works using open international procedures, (ii) contract award details of

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<sup>28</sup> The publication of procurement related information will be published by AMC on [www.ahmedabadcity.gov.in](http://www.ahmedabadcity.gov.in). GUDM will publish the information on procurement on their official website <http://gudm.org/index.aspx>.

all procurement of goods and works using open international procedure, and (iii) a list of contracts/purchase orders placed following DC procedures on a quarterly basis. Further, IAs will also publish on their websites any information required under the provisions of 'Suo moto' disclosure as specified by the Right to Information Act.

#### 7.3.1.6. Record Keeping

All records pertaining to award of tender, including bid notification, bid opening minutes, bid evaluation reports and all correspondence pertaining to bid evaluation, communication exchanged with the World Bank and the bidders/ consultants in the process, bid securities, approval of invitation/ evaluation of bids must be retained by the concerned IAs.

#### 7.3.1.7. Procurement Monitoring

The approved procurement plans on STEP and approved latest PPSD will be used for monitoring of procurement implementation. The implementing agencies will review the procurement plan every four weeks and update the actual dates for each of the steps in the procurement cycle on STEP. The concerned project heads for the AMC and GUDM will take appropriate actions to rectify any delays and issues to ensure that the procurement plan is followed accordingly.

For the future procurements, the concerned IAs will revise the PPSD and seek no objection from the World bank in case the procurement strategy/approach needs to be changed for the specific project. In case of cost revision, the concerned IAs will intimate the World Bank in written and same will seek no objection from the World Bank before initiating the procurement.

#### Procurement Provisions

The IAs will refer to Section 5 of "Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Addition, November 2020" for detailed information on procurement provisions which broadly includes the following,

- i. Advance Contracting and Retroactive Financing
- ii. National Procurement Procedures
- iii. Urgent Need of Assistance
- iv. Electronic Procurement Systems
- v. Procurement Planning and Tracking Tool
- vi. Leased Assets
- vii. Procurement of Second-hand Goods
- viii. Sustainable Procurement
- ix. Value Engineering
- x. Language
- xi. Confidential Information
- xii. Release of Evaluation Information
- xiii. Communications
- xiv. Publication of Procurement Opportunities
- xv. Standard Procurement Documents
- xvi. Standards and Technical Specifications

- xvii. Use of Brand Names
- xviii. Contract Types and Arrangements
- xix. Contract Conditions
- xx. Incoterms
- xxi. Clarification of Procurement Documents
- xxii. Bid/Proposal Security
- xxiii. Bid/Proposal Preparation Period and Submission
- xxiv. Joint Ventures
- xxv. Bid/Proposal Validity
- xxvi. Bid/Proposal Opening
- xxvii. Late Bids/Proposals
- xxviii. Evaluation
- xxix. Domestic Preference
- xxx. Currency
- xxxi. Price Adjustments
- xxxii. Rejection of Bids/Proposals
- xxxiii. Seriously Unbalanced or Front-loaded Bids/Proposals
- xxxiv. Abnormally Low Bids/Proposals
- xxxv. Most Advantageous Bid/Proposal
- xxxvi. Notification of Intention to Award
- xxxvii. Standstill Period
- xxxviii. Debriefing by the Borrower
- xxxix. Conclusion of the Standstill Period and Contract Award
  - xl. Contract Award Notice
  - xli. Debriefing by the Bank
  - xlii. Contract Management
  - xliii. Records

#### 7.3.1.1. Advance Contracting and Retroactive Financing

Clause – 5.1 of “Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Edition November 2020” states that the Borrower may wish to proceed with the procurement process before signing the Legal Agreement. In such cases, if the eventual contracts are to be eligible for World Bank IPF, the procurement procedures, including advertising, will be consistent with Sections I, II and III of these Procurement Regulations. A Borrower undertakes such advance procurement at its own risk, and any concurrence by the World Bank on the procedures, documentation, or proposal for award of contract, does not commit the World Bank to finance the project in question.

Clause – 5.2 of “Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Edition November 2020” states if the contract is signed, reimbursement by the World Bank of any payments made by the Borrower under the contract prior to signing the Legal Agreement is referred to as retroactive financing and is only permitted within the limits specified in the Legal Agreement.

For effective project implementation and effective start-up, the project will initiate advance contracting under component 1 and 3. For Component 2, the advance contracting (up to 30% of the project value) that will be done by AMC, will cover capacity augmentation and technology upgradation of existing STPs.

#### 7.3.1.2. Currency

As per Clause 5.54 and Clause 5.54 of “Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Edition November 2020”, in international competitive procurement the Procurement Document will state that a Bidder/Proposer/Consultant may express the Bid/Proposal price in any currency. A Bidder/ Proposer/Consultant may express the Bid/Proposal price as a sum of amounts in local currency and/or no more than three different foreign currencies. The Borrower may also require Bidders/Proposers/Consultants to state the portion of the Bid/Proposal price representing local costs incurred in the currency of the country of the Borrower (local currencies).

As per the Clause 5.55 of “Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Edition November 2020”, payment of the contract price will be made in the currency or currencies in which payment has been requested by the Bidder/Proposer/Consultant specified in the Bid/Proposal.

#### 7.3.1.3. Standstill Period

As per the Clause 5.78 of “Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Edition November 2020”, to give Bidders/Proposers/Consultants time to examine the Notification of Intention to Award and to assess whether it is appropriate to submit a complaint, a Standstill Period will apply, except in the situations described in the paragraph 5.80 of “Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Edition November 2020”.

As per the Clause 5.79 of “Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Edition November 2020”, transmission of the Borrower’s Notification of Intention to Award, (or in the case of a FA, notification of intention to conclude the FA), begins the Standstill Period. The Standstill Period will last ten (10) Business Days after such transmission date, unless otherwise extended in accordance with the paragraph of 5.82 of “Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Edition November 2020”. The contract will not be awarded either before or during the Standstill Period.

As per the Clause 5.80 of “Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Edition November 2020”, notwithstanding the above clause 5.78, there will not be a requirement for a Standstill Period in the following situations:

- i. only one Bid/Proposal was submitted in an open competitive process.
- ii. direct selection.
- iii. call-off process among firms holding FAs; and
- iv. Emergencies recognized by the Bank.

#### 7.3.1.4. Debriefing by the Borrower

As per the Clause 5.81 of “Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Edition November 2020”, on receipt of the Borrower’s Notification of Intention to Award referred to under paragraphs 5.72 to 5.74 or 5.75 to 5.77, an unsuccessful Bidder/Proposer/Consultant has three (3) Business Days to make a written request to the Borrower for a debriefing. The Borrower will provide a debriefing to all unsuccessful Bidders/Proposers/ Consultants whose request is received within this deadline.

As per the Clause 5.82 of “Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Edition November 2020”, where a request for debriefing is received within the deadline, the Borrower is required to provide a debriefing within five (5) Business Days, unless the Borrower decides, for justifiable reasons, to provide the debriefing outside this timeframe. In that case, the Standstill Period will automatically be extended until five (5) Business Days after such debriefing is provided. If more than one debriefing is so delayed, the Standstill Period will not end earlier than five (5) Business Days after the last debriefing takes place. The Borrower will promptly inform, by the quickest means available, all Bidders/Proposers/Consultants of the extended Standstill Period.

As per the Clause 5.83 of “Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Edition November 2020”, for contracts subject to prior review, the Borrower will simultaneously send the information on the extended Standstill Period to the Bank.

As per the Clause 5.84 of “Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Edition November 2020”, where a request for debriefing is received by the Borrower later than the three (3) Business Day deadline, specified in previous Paragraph, the Borrower should provide the debriefing as soon as practicable, and normally no later than fifteen (15) Business Days from the date of publication of Contract Award Notice. Requests for debriefing received outside the three (3) Business Day deadline will not lead to an extension of the Standstill Period.

As per the Clause 5.85 of “Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Edition November 2020”, debriefings of unsuccessful Bidders/Proposers/Consultants may be done in Writing or verbally. The Borrower will not impose undue formal requirements that would restrict the Bidder’s/ Proposer’s/Consultant’s ability to receive a timely and meaningful debriefing. The Bidder/ Proposer/Consultant will bear their own costs of attending a debriefing meeting.

As per the Clause 5.86 of “Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Edition November 2020”, as a minimum, the debriefing will repeat the information contained in the Notification of Intention to Award and respond to any related question(s) from the unsuccessful Bidder/ Proposer/ Consultant. The debriefing will not include:

- i. point-by-point comparisons with another Bidder’s/Proposer’s/Consultant’s Bid/ Proposal.
- ii. information that is confidential or commercially sensitive to other Bidders/ Proposers/ Consultants.

As per the Clause 5.87 of “Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Edition November 2020”, a written summary of each debriefing will be included in the official procurement records and copied to the World Bank for contracts subject to prior review.

#### 7.3.1.5. Conclusion of the Standstill Period and Contract Award

As per the Clause 5.88 of “Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Edition November 2020”, at the end of the Standstill Period, if the Borrower has not received any complaint from an unsuccessful Bidder/Proposer/Consultant, the Borrower will proceed to award the contract in accordance with its decision to award, as previously communicated through the Notification of Intention to Award.

As per the Clause 5.89 of “Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Edition November 2020”, for contracts subject to prior review, when no complaints are received by the Borrower within the Standstill Period, the Borrower will proceed to award the contract in accordance with the award recommendation that had previously received the World Bank’s no objection. The Borrower will inform the World Bank within three (3) Business Days of such award.

As per the Clause 5.90 of “Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Edition November 2020”, the Borrower will transmit the notification of award to the successful Bidder/ Proposer/ Consultant, or in the case of a FA, notification to conclude the FA with the selected Bidders/ Proposers/ Consultants, along with other documents as specified in the request for bids/ request for proposals document for the contract.

As per the Clause 5.91 of “Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Edition November 2020”, if the Borrower does receive a complaint from an unsuccessful Bidder/ Proposer/ Consultant within the Standstill Period, the Borrower will not proceed with the contract award (or conclusion of a FA), until the complaint has been addressed, as set forth under paragraph of Annex 0 of the official World Bank Guidelines, Procurement-related Complaints.



As per the Clause 5.92 of “Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services, 4<sup>th</sup> Edition November 2020”, for contracts subject to prior review by the World Bank, the Borrower will not proceed with contract award without receiving the World Bank’s confirmation of satisfactory resolution of complaint.

### Summary of Procurement Activities

The following table summarizes the major procurements to be conducted under the project for successful implementation of the program. Most of the procurements lies in the purview of Ahmedabad Municipal Corporation and that too WRM Department.

*Table 26: Summary of procurements*

#	Concerned Department	No of identified procurement	Procurement type: Consultancy	Procurement type: Works
1	e-Governance Department, AMC	7	7	-
2	WRM Department, AMC	38	14	24
3	A&TC Department, AMC	2	2	-
4	Estate Department, AMC	2	2	-
5	WRM Department, AMC in consultation with UCD, AMC	2	2	-
6	Finance Department, AMC	3	3	-
7	GUDM	5	5	-
<b>Total</b>		<b>59</b>	<b>35</b>	<b>24</b>

AMC has envisaged the following advance procurements envisaged during the first 18 months of the project. The PPSD has been prepared and approved for the same.

Table 27: List of Procurements

#	Description	Category	IA	Estimated CAPEX in INR cr	Estimated CAPEX in USD million	Procurement Approach	Remarks
<b>Component 2: Improving wastewater management services (Total Financing: USD 366.30 million; IBRD Financing: USD 246.30 million, Government Financing: USD 120 million)</b>							
<b>Sub-component 2.1: Developing resilient and efficient wastewater treatment systems</b>							
1	DBOT package for Vasna 126 MLD STP (UASB) capacity augmentation and technology upgradation to 375 MLD	Works	WRM Department, AMC	696	93	As defined in PPSD	Amount Revised as per DPR submitted by consultant for 375 MLD new STP to AMC
2	DBOT package for Vasna 240 MLD STP (ASP) technology upgradation	Works	WRM Department, AMC	379.96	48.65	As defined in PPSD	Amount Revised as per DPR submitted by design consultant to AMC
<b>Total Amount in INR Cr</b>				<b>1,075.96</b>	<b>141.65</b>		

The rest of the procurements are identified as per the project descriptions. However, the estimated cost and procurement approach will be finalized by the AMC and mentioned in the revised PPSD. The PPSD will be revised as and when required considering the activity planning and will be submitted to the World Bank for the no objection before commencing any further procurements. The table below indicates component wise procurement list for the project.

#	Description	Category	IA	Estimated CAPEX in INR cr	Estimated CAPEX in USD million	Procurement Approach	Remarks
<b>Component 2: Improving wastewater management services (Total Financing: USD 366.30 million; IBRD Financing: USD 246.30 million, Government Financing: USD 120 million)</b>							
<b>Sub-component 2.1 and 2.3: Developing resilient and efficient wastewater treatment systems / Wastewater recycling and reuse for circularity and resource efficiency</b>							
3	Hire design consultants to prepare FR, DPR and bid documents for the identified works	Consultancy	WRM Department, AMC	TBD	TBD	-	Added in the PPSD and procurement plan
4	DBOT package for Pirana 424 MLD STP	Works	WRM Department, AMC	839	112		AMC
<b>Sub-component 2.2: Improving wastewater network systems including household connections</b>							
7	Hire design consultants to prepare FR, DPR and bid documents for the identified works	Consultancy	WRM Department, AMC	TBD	TBD	-	Added in the PPSD and procurement plan
8	Micro-tunnelling Works from Naroda to Narol	Works	WRM Department, AMC	228	30	As defined in PPSD	Revised amount provided by AMC as per current hike in price of

#	Description	Category	IA	Estimated CAPEX in INR cr	Estimated CAPEX in USD million	Procurement Approach	Remarks
							construction material
9	Rehabilitation of 900 from Soniya Ceramic to D Mart to Memco Bridge	Works	WRM Department, AMC	10	1	As defined in PPSD	Revised amount provided by AMC as per current hike in price of construction material
10	Rehabilitation of 1200 dia line from Forensik Cross Road to Rameshwar Cross Road	Works	WRM Department, AMC	13	2	As defined in PPSD	Revised amount provided by AMC as per current hike in price of construction material
11	Rehabilitation of 11600 n 1800 mm Dia. from Ramol Toll Tax to AUDA Under bridge	Works	WRM Department, AMC	28	4	As defined in PPSD	Revised amount provided by AMC as per current hike in price of construction material
12	Rehabilitation of 900 mm dia. from Sanjay CR to Anil Starch CR to Shyam Shikhar CR	Works	WRM Department, AMC	8	1	As defined in PPSD	Revised amount provided by AMC as per current hike in price of construction material

#	Description	Category	IA	Estimated CAPEX in INR cr	Estimated CAPEX in USD million	Procurement Approach	Remarks
13	Rehabilitation of 1600 n 1800 mm dia. from Maninagar SW PS to Khodiyar nagar Cr	Works	WRM Department, AMC	28	4	As defined in PPSD	Revised amount provided by AMC as per current hike in price of construction material
14	Rehabilitation of 1400 mm dia. MS Rising from Mani Nagar SPS to 106 MLD STP at Pirana	Works	WRM Department, AMC	28	4	As defined in PPSD	Revised amount provided by AMC as per current hike in price of construction material
15	Rehabilitation of 900, 1200, 1400 n 160-0 mm dia. line from Shyam Shikhar CR to Ajit Mill CR to Hatkeshwar CR to Guruji bridge	Works	WRM Department, AMC	43	6	As defined in PPSD	Revised amount provided by AMC as per current hike in price of construction material
16	Rehabilitation of 1600 dia line from Jashodanagar CR to Xcozy Hotel	Works	WRM Department, AMC	33	4	As defined in PPSD	Revised amount provided by AMC as per current hike in price of construction material

#	Description	Category	IA	Estimated CAPEX in INR cr	Estimated CAPEX in USD million	Procurement Approach	Remarks
17	Rehabilitation of 1050 mm dia. line from RTO to Akhabarnagar	Works	WRM Department, AMC	19	2	As defined in PPSD	Revised amount provided by AMC as per current hike in price of construction material
18	Rehabilitation of 1600 mm dia. line from Nehrunagar to Shreyas Bridge	Works	WRM Department, AMC	20	3	As defined in PPSD	Revised amount provided by AMC as per current hike in price of construction material
19	Rehabilitation of 1200 mm dia. line from Pallav Junction to Ankur Road to Naranpura to Vijay CR	Works	WRM Department, AMC	33	4	As defined in PPSD	Revised amount provided by AMC as per current hike in price of construction material
20	Rehabilitation work of 900 mm dia. line from Ladli fashion Corner to Sardar Patel Stadium to Navrangpura to Mitthakhali Six Road	Works	WRM Department, AMC	17	2	As defined in PPSD	Revised amount provided by AMC as per current hike in price of construction material

#	Description	Category	IA	Estimated CAPEX in INR cr	Estimated CAPEX in USD million	Procurement Approach	Remarks
21	Rehabilitation work of 1200 mm dia line from Mithakhali Six rasta to Chirag Motors to Jalaram Mandir to Paldi char rasta	Works	WRM Department, AMC	17	2	As defined in PPSD	Revised amount provided by AMC as per current hike in price of construction material
22	Kharicut Canal Development and Lake development, Conservation of Lakes	Works	WRM Department, AMC	593	79	As defined in PPSD	Revised amount provided by AMC as per current hike in price of construction material
23	Chandrabhaga RCC Box Development	Works	WRM Department, AMC	228	30	As defined in PPSD	Revised amount provided by AMC as per current hike in price of construction material
24	South West Zone RCC Box SWD from Makarba -Sarkhej to Sabarmati River	Works	WRM Department, AMC	130	17	As defined in PPSD	Revised amount provided by AMC as per current hike in price of construction material
<b>Total Amount in INR Cr</b>				<b>2,152</b>	<b>287</b>		
<b>Sub-component 2.4: Industrial pollution abatement in city's wastewater systems</b>							

#	Description	Category	IA	Estimated CAPEX in INR cr	Estimated CAPEX in USD million	Procurement Approach	Remarks
26	Hire a consultant to provide TA to AMC to identify, survey, study and investigate pollution hotspots in sewerage network in the city and to prepare DPR to implement a water quality monitoring and early warning system to monitor the industrial pollution on a real-time basis and issue warning to manage the treatment process along the sewerage network as identified in the pollution abatement study and prepare SOPs for the same.	Consultancy	WRM Department, AMC	TBD	TBD	-	Will be added in the upcoming PPSPD and procurement plan
<b>Sub-component 5: City-wide integrated digital monitoring and control systems</b>							



#	Description	Category	IA	Estimated CAPEX in INR cr	Estimated CAPEX in USD million	Procurement Approach	Remarks
28	Hire a consultant to prepare Feasibility Report (FR) of SCADA to design and upgrade existing city level SCADA system to enable centralized supervisory control for city's wastewater process and enable continuous real time data acquisition. The SCADA implementation will be as per Engineering, Procurement and Construction (EPC) with O&M or Design-Build-Operate and Transfer (DBOT) basis.	Consultancy	WRM Department, AMC	TBD	TBD	-	Will be added in the upcoming PPSPD and procurement plan
<b>Providing safe working environment and support systems for promoting occupational mobility in informal women workers</b>							
29	<i>Zone-level pilots to provide child-care facilities:</i> DBOT contract for provision of at least two make-shift day cares for	Works	WRM Department, AMC	TBD	TBD	-	Will be added in the upcoming PPSPD and procurement plan

#	Description	Category	IA	Estimated CAPEX in INR cr	Estimated CAPEX in USD million	Procurement Approach	Remarks
	informal workers with children located near project sites.						
30	Women's safety and violence prevention: Hire a consultant to provide TA to develop zone-level plans for women's safety on AMC's project sites, during night shifts.	Consultancy	WRM Department, AMC	TBD	TBD	-	Will be added in the upcoming PPSP and procurement plan
<b>Component 1: Strengthening AMC's institutional and financial systems (Total Financing: USD 15 million; IBRD Financing: USD 15 million, Government Financing: USD 0 million)</b>							
<b>Sub-component 1.1: Improving Municipal Revenue Performance</b>							
31	Hire a consultant to conduct research (simulation and sensitivity analysis) to provide quantitative evidence and policy analysis for informed policy decision to revise the property tax rates	Consultancy	A&TC Department, AMC	TBD	TBD	-	Will be added in the upcoming PPSP and procurement plan
<b>Sub-component 1.2: Land-based financing</b>							

#	Description	Category	IA	Estimated CAPEX in INR cr	Estimated CAPEX in USD million	Procurement Approach	Remarks
32	Activity 1: Hire a consultant to provide technical assistance to conduct an analytical exercise for identifying the opportunities to ramp up FSI premium charges	Consultancy	Estate Department, AMC	TBD	TBD	-	Will be added in the upcoming PPSP and procurement plan
33	Activity 2: Hire an agency to provide analytical and advisory services for enhancing the real estate portfolio	Consultancy	Estate Department, AMC	TBD	TBD	-	Will be added in the upcoming PPSP and procurement plan
<b>Sub-component 1.3: Strengthening AMC's institutional systems for service delivery</b>							
34	Activity 1: Hire a consultant to design and implement the performance monitoring disclosure system	Consultancy	WRM Department, AMC	TBD	TBD	-	Will be added in the upcoming PPSP and procurement plan

#	Description	Category	IA	Estimated CAPEX in INR cr	Estimated CAPEX in USD million	Procurement Approach	Remarks
35	Activity 2: Hire a consultant to provide technical assistance for, i) developing ring-fenced budget and costing for wastewater in co-ordination with the finance department, ii) user-charge proposals for the consideration of AMC, iii)) a multi-year business plan to estimate investment and resource requirements	Consultancy	WRM Department, AMC	TBD	TBD	-	Will be added in the upcoming PPSP and procurement plan
36	Activity 3: Hire a consultant to design the performance disclosure and citizen feedback system and conduct annual citizen satisfaction survey	Consultancy	WRM Department, AMC	TBD	TBD	-	Will be added in the upcoming PPSP and procurement plan

#	Description	Category	IA	Estimated CAPEX in INR cr	Estimated CAPEX in USD million	Procurement Approach	Remarks
37	Activity 4: Hire specialized agencies to deliver training for capacity development of staff	Consultancy	WRM Department, AMC	TBD	TBD	-	Will be added in the upcoming PPSP and procurement plan
38	Activity 5: Hire a consultant with international experience to provide formal trainings WRM Department officials to plan, design, implement, and maintain green infrastructure/ Nature Based Solutions	Consultancy	WRM Department, AMC	TBD	TBD	-	Will be added in the upcoming PPSP and procurement plan
39	Activity 5: Hire a consultant to provide TA to undertake a study to identify potential of nature-based solutions (NbS) for drainage systems (both natural and infrastructure)	Consultancy	WRM Department, AMC	TBD	TBD	-	Will be added in the upcoming PPSP and procurement plan

#	Description	Category	IA	Estimated CAPEX in INR cr	Estimated CAPEX in USD million	Procurement Approach	Remarks
40	Activity 6: Hire a technical support agency to design a specialized curriculum, conduct training need assessment, conduct trainings and annual assessments of informal women workers	Consultancy	WRM Department, AMC in consultation with UCD	TBD	TBD	-	Will be added in the upcoming PPSP and procurement plan
41	Activity 6: Hire an IT consultant to develop skilling cum feedback app to measure uptake of technical skills by women workers on project sites and support AMC to issue zone level leadership awards to contractors for encouraging informal women workers to update their skill sets.	Consultancy	WRM Department, AMC in consultation with UCD	TBD	TBD	-	Will be added in the upcoming PPSP and procurement plan
<b>Sub-component 1.4: Integrated GIS-based system for urban management, financing, and service delivery</b>							

#	Description	Category	IA	Estimated CAPEX in INR cr	Estimated CAPEX in USD million	Procurement Approach	Remarks
42	Hire a nationally based GIS consultancy to undertake a GIS-enabled MIS Development Study. This study will provide a holistic view of how GIS enabled MIS will be designed and implemented within AMC's current institutional system including the initiative to establish a GIS Centre.	Consultancy	e-Governance Department, AMC	TBD	TBD	-	Will be added in the upcoming PPSP and procurement plan
43	Hire a consultant to establish a GIS Centre at the e-Governance Department.	Consultancy	e-Governance Department, AMC	TBD	TBD	-	Will be added in the upcoming PPSP and procurement plan
44	Hire IT consultants to develop department-wise (Estates, Town Planning and the Water & Sewerage Departments) Management Information System	Consultancy	e-Governance Department, AMC	TBD	TBD	-	Will be added in the upcoming PPSP and procurement plan

#	Description	Category	IA	Estimated CAPEX in INR cr	Estimated CAPEX in USD million	Procurement Approach	Remarks
	(MIS), develop inter-departmental MIS system, and strengthen the property tax MIS and integrate the MIS with GIS.						
45	Hire a reputed survey and data entry agencies for conducting survey of house connections, sewer lines, pumping stations, manholes, STPs and other relevant assets of WRM Department for GIS digitization	Consultancy	WRM Department, AMC	TBD	TBD	-	Will be added in the upcoming PPSPD and procurement plan
46	Hire a national GIS consulting firm to geo-coding all land parcels and buildings within AMC.	Consultancy	Assessment and Tax Collection Department, AMC	TBD	TBD	-	Will be added in the upcoming PPSPD and procurement plan
47	Hire a national civil engineering or building survey company to	Consultancy	A&TC Department, AMC	TBD	TBD	-	Will be added in the upcoming PPSPD and procurement plan



#	Description	Category	IA	Estimated CAPEX in INR cr	Estimated CAPEX in USD million	Procurement Approach	Remarks
	undertake a ground survey of 305,000 buildings for inclusion in the property tax net.						
48	Hire a national GIS and IT consulting firm to a) undertake the linking of the existing departmental MIS in the Property Tax to the GIS, b) Design and Develop GIS-enabled MIS modules for Town Planning, Estates and WRM, c) to provide GIS functionality to the existing departmental MIS (such as property tax and real estate databases) and proposed e-governance systems (such as online building plan permission & online	Consultancy	e-Governance Department, AMC	TBD	TBD	-	Will be added in the upcoming PPSPD and procurement plan

#	Description	Category	IA	Estimated CAPEX in INR cr	Estimated CAPEX in USD million	Procurement Approach	Remarks
	part plan systems for town planning & development, O&M of WRM assets & complaint management system for).						
49	Hire a national GIS consulting firms or university departments to develop GIS training programmes and undertake the same.	Consultancy	e-Governance Department, AMC	TBD	TBD	-	Will be added in the upcoming PPSD and procurement plan
50	Procurement of computing hardware and hand-held tablets from national suppliers to support departments for in-the-field inspection activities.	Consultancy	e-Governance Department, AMC	TBD	TBD	-	Will be added in the upcoming PPSD and procurement plan
	Hire a consulting firm to develop SOPs for WRM Department for	Consultancy	WRM Department	40 Lakhs	US\$ 50,000	-	Will be added in the upcoming PPSD

#	Description	Category	IA	Estimated CAPEX in INR cr	Estimated CAPEX in USD million	Procurement Approach	Remarks
	regular use of GIS and MIS in O&M, capital investment planning and service delivery activities in wastewater management; and for the regular update of the GIS database by the WRM Department						and procurement plan
<b>Sub-component 1.5: Strengthening the municipal financial management system</b>							
51	Activity 1 and 2: Hire a reputed national/international CA firm with an experience in municipal accounting and financial management and IFMS over a period of two to three years	Consultancy	Finance Department, AMC	TBD	TBD	-	Will be added in the upcoming PPSD and procurement plan
52	Activity 3: Hire a CA firm/s for conducting external audit	Consultancy	Finance Department, AMC	TBD	TBD	-	Will be added in the upcoming PPSD and procurement plan
<b>Sub-component 1.6: Climate-smart capital investment planning (CIP) system</b>							

#	Description	Category	IA	Estimated CAPEX in INR cr	Estimated CAPEX in USD million	Procurement Approach	Remarks
53	Hire a specialized agency with suitable global experience in developing investment planning and budgeting systems in local governments to support in developing adopting, institutionalizing the CIP, and budgeting system over a period of three to four years.	Consultancy	Finance Department, AMC	TBD	TBD	-	Will be added in the upcoming PPSD and procurement plan
<b>Component 3: Developing state-level institutional systems and capacities (Total Financing: USD 18 million; IBRD Financing: USD 18 million, Government Financing: USD 0 million)</b>							
<b>Sub-component 3.1: Developing state-level systems and urban knowledge ecosystem for emerging cities</b>							
54	Hire a consultant or an institution to articulate the vision for G-CUI and prepare the business plan.	Consultancy	GUDM	56.3	7.5	As defined in PPSD	The cost may vary at the time of bid preparation
55	Hire an institutional partner (private sector or non-governmental	Consultancy	GUDM				

#	Description	Category	IA	Estimated CAPEX in INR cr	Estimated CAPEX in USD million	Procurement Approach	Remarks
	institution) to develop and operate a 'Gujarat Centre for Urban Innovation (G-CUI)' at the state level.						
56	Hire strategic/thematic partners (such as academia, think tanks, research organizations) with professional expertise, sector experience and international networks to develop a comprehensive, state-of-art facility.	Consultancy	GUDM				
57	Hire a financial management consultant to develop a state-wide integrated project and fiduciary management system that will streamline financial management	Consultancy	GUDM				

#	Description	Category	IA	Estimated CAPEX in INR cr	Estimated CAPEX in USD million	Procurement Approach	Remarks
	and procurement practices across all the second and third tier ULBs in the state and will centrally track procurement and funds flow						
<b>Sub-component 3.2: Technical Support for project implementation and management</b>							
58	Hire a consultant to provide Program Management support to GUDM for the implementation of the overall G-ACRP project.	Consultancy	GUDM	74.3	9.9	As defined in PPSD	-
59	Hire a consultant to provide project management, coordination and monitoring support to AMC.	Consultancy	WRM Department, AMC			As defined in PPSD	-

## 8. Financial Management

This chapter details the financial management procedures and guidelines that will be followed during the G-ACRP implementation. The Project will utilize existing systems, human resources, and guidelines to undertake the financial management function that covers areas under budget preparation, approval and management, accounting and audit, cash and asset management and reporting. In addition, World Bank Financial Management guidelines with specific reference to budgeting, disbursement, accounting & internal control, reporting and audit will also be used under this Project.

The GUDM and the AMC are the IAs for the G-ACRP and the financial management will utilize existing institutional systems and structures. The Director, Finance of the GUDM will be the Accounting Officer for project funds mapped to Sub-components 1 of Component 3, for Developing Institutional Systems and Capacities. The Dy MC (Finance), AMC will be the Accounting Officer for Program funds mapped to Components 1, 2, and Activity 2 of Component 3. On a day-to-day basis, the relevant directorates and departments will be responsible for operational activities including coordination, FM, monitoring, and supervision of their respective component activities as listed in Table 7, Table 9 and Table 24. Each component or sub-component has nominated a technical coordinator – a nominated officer in charge of overseeing the implementation of activities mapped to the respective department or directorate. The existing decentralized management structures (WRM, Estate, Finance, City Planning and A&TC departments) and GUDM will deliver outputs in each of the Program areas.

The World Bank will disburse the loan amount to GUDM and AMC on reimbursement model. The World Bank will provide their share as per the procedures defined in Section 8.2 .

### 8.1. Budgeting

The budgeting arrangements of the Project will be in accordance with GUDM's and AMC's budgeting procedures. AMC and GUDM, the two IAs under the project will prepare their Annual Action Plan/s for each FY. Based on the agreed Annual Action Plans, GUDM will seek appropriate annual budget allocations. The project will be budgeted as a separate line item under UD&UHD and will be approved by the GoG. The approved budget will be drawn on a periodic basis by the authorized Director, Finance, GUDM and deposited into separate project bank account of GUDM. GUDM will retain the funds for its own expenditures and arrange to transfer the funds that relate to AMC within 15 days of the fund releases from the State Treasury. For FY 22-23, a budget provision of INR 1 crore has been made for G-ACRP [Scheme Code 6217] under Demand No 191 (01).

#### **Budgeting under GUDM**

Director, Finance, GUDM prepares annual budget for the next financial year by the month of November-December and submit PS, UD&UHD, GoG. The budget branch of UD&UHD will review and approve the budget before sending to the Finance Department, GoG for final sanctioning. The Finance Department, GoG presents the budget in the State Legislative Assembly. The State Legislative Assembly approves the budget by March of every year.

For the G-ACRP, GUDM will consolidate the budgetary requirement of AMC as well as its own annually. The consolidated requirements will be included as a separate line item under GUDM's annual budget plan which will be approved pertaining the standard budget approval procedure as explained above.

### **Budgeting under AMC**

Each department of AMC prepares annual budget for the next FY by the month of December. The Finance Department prepares a consolidated budget and presents it to the MC by January every year. The MC then presents the budget to the Revenue Committee, Standing Committee and then to the General Board. The General Board approves the budget by 20<sup>th</sup> February every year.

In this budget, G-ACRP budget will be introduced as a separate budget head in the annual municipal budget. The PD, PIU, AMC will include the year's budget requirements for implementation of G-ACRP. The concerned Technical Coordinators will provide detailed component-wise budget (including planned procurements for the year), quarterly breakup of the year's budget and account for the expected reimbursements from the World Bank.

The WRM will be required to include in their budget any other costs that are not provided for under the World Bank funding but may be required for effective implementation of the Project especially allowances not eligible under the World Bank funding.

For the pre-financing of the project, AMC will generate a demand to GUDM in the annual budget only. The demand will be raised in written by the MC, AMC to Finance Director, GUDM by January every year.

### **Interim budget review**

The PD, PIU, AMC will be expected to ensure that all expenditures are within the approved budget and in accordance to approved work plans. The Project will ensure quarterly budget variance analysis reports are generated comparing budgeted figures against actuals and providing explanations for variances noted. The PD, PIU, AMC will raise a demand if any additional funding is required to complete the activities in stipulated timeline during the revision of the budget. The same will be submitted to GUDM, if necessary.

## **8.2. Fund flows and Disbursement**

The World Bank will finance 70% of expenditures up to \$400 million. Disbursement will be based on quarterly IUFs submitted to the office of Controller of Aid Accounts and Audit (CAA&A) and the World Bank. Disbursements will be as follows: (i) GoG will pre-finance all project expenditures using the state budget; (ii) on a quarterly basis, GUDM and AMC will prepare separate IUFs (in INR) and electronically upload them to the Office of Controller General of CAA&A portal; (iii) Office of Controller General will process and electronically submit IUFs to the Loan Office, World Bank, Chennai for disbursement in United States dollars; (iv) World Bank Chennai will trigger the payment in United States dollar into the GoI Consolidated Fund maintained at the Reserve Bank of India New York; (v) on a back to back basis, GoI will transfer funds (in INR equivalent) to the Consolidated Fund of GoG maintained in Reserve Bank of India Nagpur. The GoG will disburse the amount to GUDM and



GUDM will disburse the AMC's share to AMC within 15 days. The transfer of funds from the World Bank to the IAs may take up to 30/45/60 days from the submission IUFs.

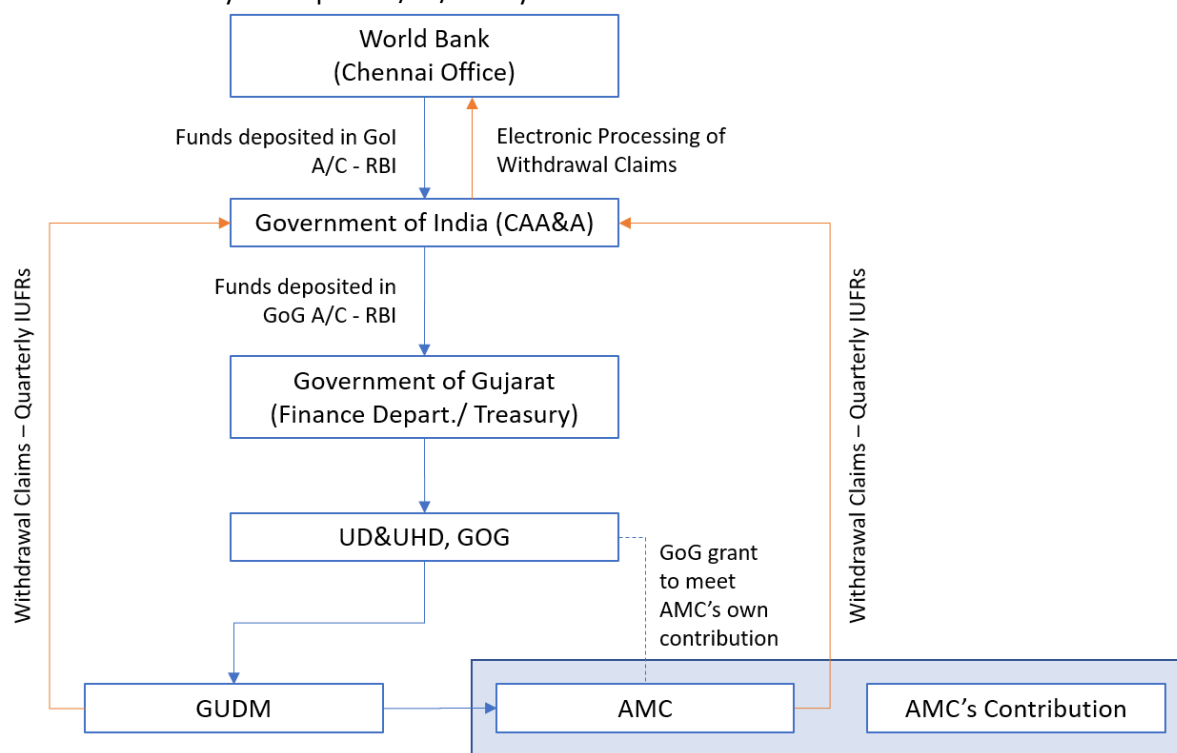


Figure 17: Fund Flow Arrangement, G-ACRP

The eligible expenditure under G-ACRP are as follows.

Table 28: Eligible Expenditure, G-ACRP

Category	Loan amount allocated (US\$)	% Expenditures to be financed (incl. taxes)
Category 1: Goods, non-consulting services, consulting services, Training and Incremental Operating Costs under Parts C1 and C3.1	23,500,000	100
Category 2: Goods, non-consulting services, consulting services, Training and Incremental Operating Costs under Parts C3.2	9,500,000	100
Category 3: Goods, Works, non-consulting services, consulting services, Training and Incremental Operating Costs under Parts C2	126,300,000	67
Category 4: Goods, Works, non-consulting services, consulting services, Training and Incremental Operating Costs under Parts C2 for PBCs	120,000,000	67 In accordance with schedule 3 to the loan agreement
Front end fee	700,000	--
<b>TOTAL AMOUNT</b>	<b>280,000,000</b>	

Separate Bank accounts will be maintained by the GUDM and the AMC for purposes of implementing the project. The IAs will have a designated program account denominated in INR; will be opened in (bank to be decided) Bank by GUDM and in Axis bank by AMC (one Program account each) through which payments in local currency will be made. The GUDM and the AMC will each be fully responsible for the management of the accounts, including signatories. GUDM and AMC will continue to draw funds, as required from the State budget.

The GUDM and the AMC will each be responsible for all payments out of their respective accounts. For the GUDM, payments will be approved and signed by the Additional EO, GUDM. For AMC, the payments will be approved and signed by the MC.

The Project will need to,

- i. sustain satisfactory FM performance rating during Program supervision,
- ii. submit IUFRs consistent with the agreed form and content within 15 days of the end of each reporting period - calendar quarter
- iii. submit timely and satisfactory audited annual financial statements within nine [9] months after the end of the financial year.

### 8.3. Accounting and Financial Reporting

For all project funds drawn from the State budget and deposited in AMC and GUDM's bank accounts all accounting records (cash books, vouchers with supporting documents, reconciled bank statements) will be maintained by the respective implementing agencies using their existing computerized accounting systems which have been assessed as acceptable. Separate heads of accounts will be opened in AMC/GUDM books of accounts, in a manner that will allow for tracking and accounting for all project related receipts and expenditures and facilitate preparation of quarterly financial reports by project components/activities in line with the financial reporting templates [IUFRs] agreed with the World Bank.

The GUDM's transactions will be managed within the existing setup as stipulated by GoG/ GUDM's Governing Body. The activities and transactions will be approved and authorized by the Additional CEO, GUDM. AMC's transactions will be managed as stipulated under The Gujarat/ Bombay Provincial Municipal Corporations Act, 1949/ Gujarat Municipal Accounting Manual (GMAM)/ AMC's General Board. The activities and transactions will be approved and authorized by the MC.

GUDM and AMC will create a budget line item under the same name under their respective accounting systems. The Chief Accountants of each will create budget and accounting codes as per the project's components, sub-components and activities. This should match with the classification of expenditures and sources and application of funds indicated in the Loan/ Financing Agreement and the template of IUFRs. The Chart of Accounts should be developed in a way that allows project costs to be directly related to specific work activities and outputs of the Project. The books of accounts will be maintained on a computerized system.

Financial matters of GUDM's project components will be supervised by the Director, Finance, GUDM in compliance with their accounting and auditing standards.

Financial matters of AMC's project components will be supervised by the Dy MC (Finance)/ Chief Accountant, AMC in compliance with their accounting and auditing standards.

### **Financial Reporting**

Each IA will submit disbursement request quarterly with quarterly IUFRs using agreed templates (Annexure 1) within 45 days of the close of each quarter and will form the basis for disbursements from the IBRD Loan. The quarterly periods follow the calendar year quarters hence IUFRs should be prepared as of end of June, September, December and March. The IAs will also prepare and submit program's annual audit reports within nine (9) months of the end of the fiscal year as per the Institute of Chartered Accountants of India (ICAI). AMC will submit a copy of IUFR and agreed additional reports to GUDM as a part of financial reporting to the GoG under G-ACRP in the prescribed formats.

#### **8.4. Internal control and Internal Audit**

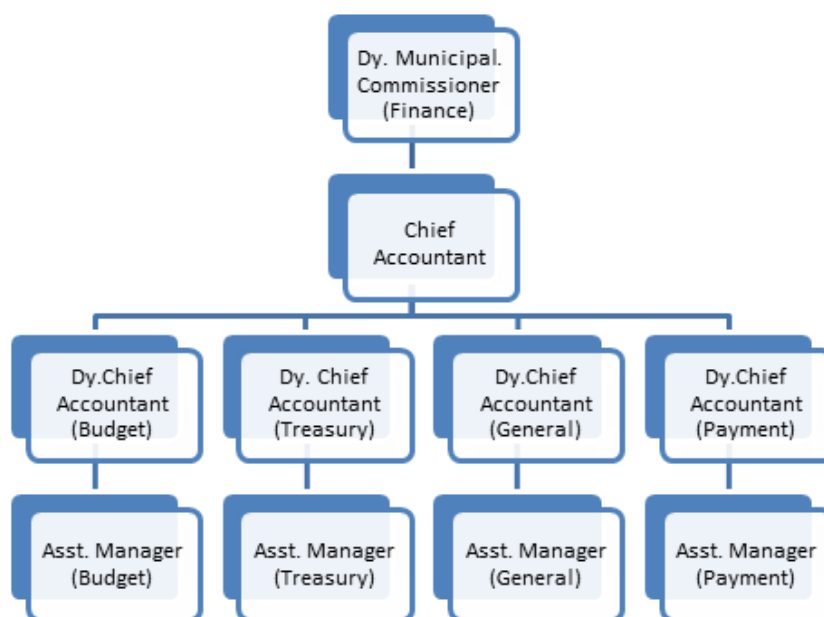
The extant internal control systems, including internal audit at AMC and GUDM will apply for all project expenditures. Both the IAs' internal control and audit system has been assessed and considered acceptable. Thus, the same system will be adopted for the G-ACRP for the internal control and audit purpose.

#### **8.5. External Audit**

GUDM and AMC will separately and individually engage a firm of chartered accountants to undertake annual external audit as per the agreed terms of reference with the World Bank for G-ACRP. The auditors will certify the annual project financial statements in the form of IUFRs covering all receipts and payments for AMC and GUDM. Audit reports (Two) will be submitted within nine months of the end of each financial year.

#### **8.6. Financial Management Staffing**

AMC and GUDM finance staff will be responsible for managing project funds. To cope with the additional workload, additional accounting staff, on contract basis, will be engaged to support existing departmental staff to ensure adequate oversight of project FM performance.



*Figure 18: Existing organizational structure of Finance Department, AMC  
Source: (Ahmedabad Municipal Corporation, 2022)*

### **Roles and Functions / Objectives of Department**

AMC's Finance Department is divided into four major branches:

- i. **Budget Department:** The budget branch prepares annual budget for AMC in the month based on works suggested and recommended by ward committee. The following are the major works that the department carry out
  - a. Maintains budget books through a decentralized system
  - b. Budget opinion and release of cash- flow.
  - c. Maintains loan / grants portfolio.
  - d. Preparation of annual budget of the city

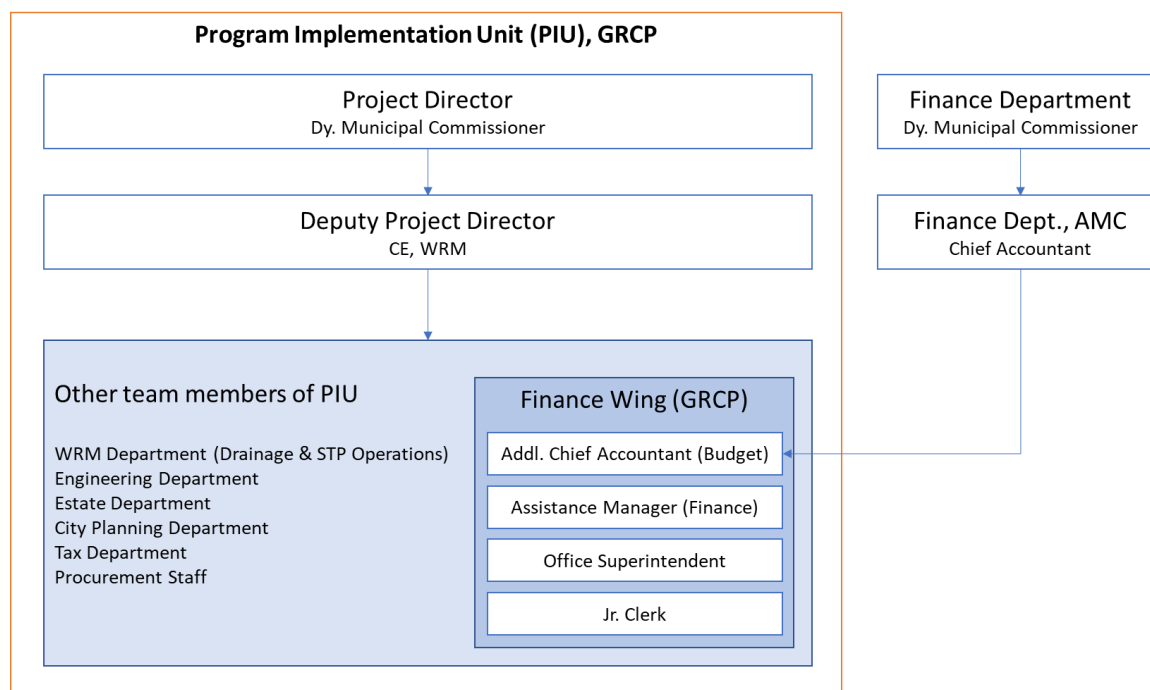
The chart of accounts is adopted by AMC with the object of providing an exhaustive data base by breaking down the main head of accounts (Subject wise) to sub-heads and sub-sub-heads. A coding structure has also been developed for the chart of accounts to identify transactions account's head-wise and service wise and budget / cost centre wise to facilitate management in planning, budgetary control and costing of major services.

- ii. **Treasury Department:** All payments to vendors and suppliers are being made through Electronic Clearing System (ECS) and Real Time Growth System (RTGS). AMC has introduced online computerized billing system.
- iii. **General Department:** Employee service book related opinions (promotion, suspension, increment, leaves and special opinion) are given by this branch and Department also makes retirement benefit payment to employee of Ahmedabad Municipal Corporation. This branch also works for monthly pension to pensioners.

- iv. **Payment Department:** The payment department is further categorized into the following Branches:
  - a. **Welfare Loan Branch:** This branch lends welfare loan to all permanent employees of AMC for a period of 36 months. The entire process is computerized. This branch is also maintaining loan acclivity of employee.
  - b. **PF Branch:** This branch maintains GPF, CPF and New PF of employees through computerized system and gives PF loan to employees.
  - c. **Medical reimbursement Branch:** Inward of pensioner's employee medical reimbursement bill file. Approval and billing process for medical reimbursement bills online.
  - d. **Payment Branch:** All the bills prepared by all the departments of AMC through Financial Accounting System bill module are awarded online in finance dept. and forwarded for payment after checking of budget and cash flow provision online.

Within the PIU, AMC will establish a Finance Wing headed by the Additional Chief Accountant reporting to the Deputy Program Director of the PIU and the Chief Accountant, Finance Department, AMC. The Additional Chief Accountant will be supported by the following full-time staff dedicated to the Program.

- i. Assistant Manager (Finance)
- ii. Office Superintendent
- iii. Junior Clerk



*Figure 19: Proposed Finance Wing (G-ACRP) under the PIU*

The Finance Wing of the PIU will be in-charge of expenditures. The contractors/ vendors will raise the bill to CE (WRM)/ Dy. PD. After technical verification of the works executed, the CE (WRM) will forward the invoices to the Finance Wing, PIU. The Additional Chief Accountant will review and submit to the Chief Accountant, Finance Department, AMC to process the same.

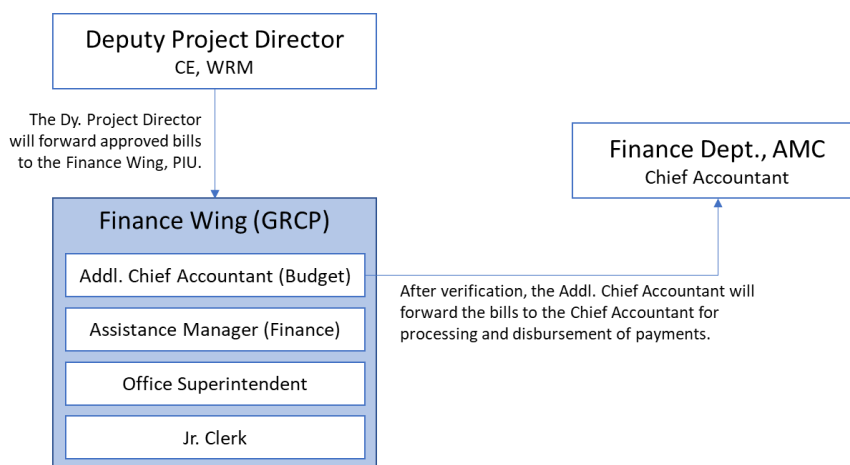


Figure 20: Bills approval process by the PIU

## 8.7. Ineligible expenditures

The following are the ineligible expenses under the program.

Type of Allowance	Basis
Salary top-up to Civil/ Public Servants	Not allowed
Sitting allowance or Honorarium to Civil/ Public Servants and consultants (for attending workshops and meetings	Not allowed
Travel and Transport	As per GUDM and AMC's TA/ DA policies
Expenditure contrary to Loan Agreement (FA)	Not allowed
Expenditure contrary to GoI and GoG rules and regulations	
Funds not used for purposes intended deemed ineligible	
Unsupported expenditure	
Expenditure where there is value for money issues	
Expenditure where there is potential fraud and corruption issues	

## 9. Monitoring and Evaluation

### 9.1. Performance Based Conditions (PBCs)

**Need for PBCs:** Wastewater management in Ahmedabad requires infrastructure, but that alone is not sufficient to improve and sustain wastewater services. The diagnosis of wastewater management in AMC indicates that (i) Environmental monitoring and enforcement needs to improve, (ii) AMC also needs to improve its service delivery orientation and organizational systems in wastewater management, and (iii) Financial sustainability of wastewater services specifically, and overall AMC more broadly, need to be improved.

Therefore, sustainable improvements in wastewater management services will require AMC to transition from an asset creation approach to a more professional, performance-oriented, and efficient utility approach. The introduction of PBCs will incentivize AMC to make this shift. Further, this shift requires the involvement of all levels of AMC -policy makers, environmental supervisors, private contractors, contract supervisors, asset managers, field level service delivery staff, revenue managers and finance managers.

The use of PBCs will align the interest and effort of all stakeholders towards Project objectives. The financial risk that the PBCs introduce ensure that the decision makers stay engaged with the implementation of institutional strengthening and policy measures.

**Sizing of PBC component:** The Project provides US\$ 120 Mn of the World Bank financing (of US\$ 280 Mn) through PBCs. The average annual disbursement through PBC component alone will be 55% of the current capital expenditure (three years' average) in wastewater management. Thus, it provides sufficient incentives for the stakeholders of AMC, to pursue the Project objectives. At the same time, the PBCs are only 8% of current annual average capital expenditure in all sectors; and thus, AMC would be in a position to manage any risks of shortfall due to failure to meet part of the PBCs.

**Choice of specific PBCs:** Out of the Project activities, those which are critical to achieve the shift in orientation of AMC have been identified as PBCs.

Resilient and sustainable wastewater service delivery requires that the wastewater disposed by AMC conforms with regulatory standards. Further even though AMC is not responsible for licensing and monitoring of industrial units, it needs to ensure that industrial pollutants do not enter the wastewater network of AMC. These require change in AMC's monitoring and control practices. Two PBCs have been chosen that measure (i) the compliance of AMC's new STPs with disposal standards for wastewater; and (ii) monitoring of industrial pollutants entering the wastewater network.

AMC uses outsourcing arrangements extensively in wastewater management. These are conventional contracts and even when there are performance parameters, they are not necessarily linked to service delivery and are also not regularly monitored. A PBC has been introduced to encourage AMC to shift to performance-based contracts (for identified investments) and to routinely evaluate the performance of private contractors.

AMC's wastewater O&M practices are often reactive. It also follows a fragmented approach to O&M planning with separate budgets for network and treatment plants. It does not maintain a comprehensive asset or customer database. AMC needs to shift to a professional utility approach and systematically record and use data, carryout proactive O&M planning and budgeting. This shift is being supported in the project by a GIS and budgeting reform activity cutting across AMC's various departments. The wastewater department needs to utilize the GIS system and make the shift towards professional utility approach. A PBC incentivizes AMC to shift to systematic record keeping and digitize its asset data, customer data, complaint data and O&M data on the GIS platform.

Wastewater services do not have an earmarked revenue source. They are financed by the tax revenues of AMC which also includes a component towards wastewater, but which are not specifically assigned to wastewater expenditure. A PBC encourages AMC to introduce a policy change of levying a user charge for wastewater for commercial properties. Another PBC incentivizes AMC to update its property tax information on the GIS database. These two PBCs improve the financial sustainability of wastewater management and AMC in general.

While AMC routinely prepares its financial statements, these are not externally audited regularly and are not available as a public disclosure. A PBC incentivizes AMC to make the shift towards routine independent audit and disclosure of financial statements. This PBC also aligns with ongoing requirements under national fiscal devolution rules but advances the schedule of achieving this.

Thus, the PBCs identified for the project address the critical areas of environmental monitoring and compliance, strengthening of performance orientation, systematic O&M planning, and financial sustainability. Together, these measures mark shift of AMC to a professional utility approach for wastewater management. PBCs were also considered in other areas that the Project is financing (improving land-based financing, operating/energy efficiency of STPs, municipal financial management, climate sensitive capital investment planning, state level capacity building, etc.) but were not included to keep the number of PBCs limited (7) and to ensure that they are focused on high priority activities. The PBC included under the Project are listed in Table below.



Table 29: List of PBCs

PBC No.	PBCs	Total Loan Amount Allocated to PBC (US\$)	Target Achievement Timelines*	Allocated Amounts
PBC 1	At least 90% of wastewater effluent samples in previous quarter comply with disposal standards in at least two (2) STPs.	20,000,000	December 31, 2027	Scalable: The disbursement amount will be divided equally amongst the STPs targeted and disbursement will be for each STP. Achievement will be complete for each STP when 90% of samples meet effluent standards; and the corresponding fortnightly and monthly statutory reports to GPCB along with Performance Reports of STPs are disclosed in public domain.  US\$20,000,000 upon achievement.
PBC 2	AMC has disclosed at least two (2) consecutive quarterly effluent monitoring reports in wastewater network.	20,000,000	September 30, 2028	Non-Scalable: US\$10,000,000 for each Fiscal Year in which two consecutive quarterly effluent monitoring reports in wastewater network are disclosed, up to US\$20,000,000.
PBC 3	AMC has carried out at least four (4) consecutive quarterly performance reviews of contractors for at least two (2) STPs and made payments to respective contractors as per the findings of performance review reports.	20,000,000	September 30, 2028	Non-Scalable: US\$20,000,000 upon submission of performance review and payment reports of contractors for at least four consecutive quarters for at least two (2) STPs.
PBC 4	AMC has geo-coded in the GIS database 900,000 active properties in the property tax database of AMC.	10,000,000	December 31, 2027	Scalable: Disbursement will be proportionate to number of active properties geo-coded in GIS, subject to minimum achievement of 40% of target. US\$ 11.11 for each property geocoded subject to a maximum of US\$10,000,000.

PBC No.	PBCs	Total Loan Amount Allocated to PBC (US\$)	Target Achievement Timelines*	Allocated Amounts
PBC 5	AMC has digitized in GIS and completed ground truthing of at least 1700 kms of wastewater pipelines, 6000 manholes, twenty (20) pumping stations, six (6) STPs and 750,000 wastewater connections.	20,000,000	September 30, 2028	Non-Scalable: US\$20,000,000 upon achievement.
PBC 6	AMC has completed at least two (2) billing cycles of wastewater user charges for commercial customers.	15,000,000	December 31, 2026	Non-Scalable: US\$15,000,000 upon achievement.
PBC 7	AMC has disclosed in its website audited annual accounts for FY 2021-22 and unaudited annual accounts for FY 2022-23.	15,000,000	June 30, 2024	Non-Scalable: US\$15,000,000 upon achievement.

Note: The timelines provided above are indicative and represent the deadline after which the allocated amounts will expire if the PBC is unachieved. If the PBC is achieved prior to the timeline above, disbursements can be made subject to meeting other project requirements.

**Expenditure Financed by PBCs:** The EEP for PBCs includes project expenditure on works, goods, consulting services, incremental operating costs, trainings, and non-consulting services. These expenditures will include the cost of the investments under sub-component 2.1 and 2.2.

#### Verification Protocol

Verification Protocol: Verification of PBC achievement will be undertaken by PMC. AMC will provide all the necessary documents, reports, and information as detailed information to PMC in line with the agreed verification protocol and enable PMC to conduct specific assessments/sample checks as detailed in the verification protocol. For each of the PBCs, the PMC will verify the documentation provided by AMC as per the verification protocol and will confirm the achievement of PBCs and the extent of disbursement AMC is eligible. For PBC 1, the PMC will verify the reports submitted by AMC to the GPCB as per the official reporting. For PBC 2, the PMC will verify the monitoring report prepared by AMC in compliance with the sampling protocol for testing of wastewater samples in the network. For PBC 3, the PMC will verify the contractor performance review report prepared by AMC and confirm that the payments to the contractors are in line with the performance review. For PBC 4 and PBC 5, the PMC will confirm the digitization and linkage of properties and wastewater data onto the GIS platform of AMC. For PBC 6, PBC will verify the billing and collection reports submitted by AMC for collection of wastewater user charges. For PBC 7, the PMC will confirm the publication of audit report submitted by the external auditor. Where the PBCs are scalable, the PMC will verify the achievement of part results and certify the extent of disbursement permissible against the PBC. Wherever AMC is required to disclose information in public domain (audit reports, pollution monitoring reports etc.), PMC will only use the publicly disclosed information for verification. To supplement the assessment process, the Bank undertake its own validation of the verified results and reports by deploying required technical experts to validate and certify the PBC results.

Within 12 months of effectiveness, AMC will apply the testing and verification procedures for PBC 1 and PBC 2 in an existing STP, pumping stations on trial basis. To address any difficulties or practical limitations observed in applying the methodology, AMC may revise the verification methodology with concurrence of World Bank.

*Table 30: Verification Protocol Table- Performance-Based Conditions*

#### Verification Protocol Table: Performance-Based Conditions

PBC 1	Environmental compliance achieved in STPs
<b>Description</b>	Atleast 90% of wastewater effluent samples in Vasna 375 and Vasna 240 during three consecutive calendar months and all the sludge samples (both for dry solid testing and heavy metal testing) within the same period comply with disposal standards.
<b>Indicator</b>	% of wastewater effluent samples meeting all treated effluent discharge standards for each plant
<b>Formula</b>	$= \frac{A}{B}$ <p>Where,</p> <p>A = Number of Days where daily composite samples taken met the treated effluent discharge standard during the reporting period</p> <p>B = Total Number of Days where daily composite samples were taken during the reporting period</p>

<b>Minimum Reporting Frequency</b>	Quarterly
<b>Data source/ Agency</b>	AMC. The parameters to be tested, limits, sampling frequency and sampling equipment are listed in Annexure 1; and comply with the National Green Tribunal requirements and the guidelines of CPHEEO. In future, if these regulations and guidelines are revised, for the limited purposes of evaluation of PBC achievement, the methodology provided in Annexure 1 will continue to be applicable.
<b>Verification Entity</b>	PMC (PMC refers to the overall PMC of G-ACRP)
<b>Procedure</b>	<p>AMC will carry out wastewater effluent and sludge testing as per the effluent quality monitoring protocol provided (Annexure 1). AMC will publish the official reports of AMC submitted to the Gujarat Pollution Control Board in its website. The PMC will verify that AMC is in conformance with the indicator based on these formal reports.</p> <p>In its report, PMC will provide a comparison of the effluent and sludge quality requirements as per the standards and the achievement in each of the STPs in the previous quarter.</p> <p>The disbursement amount will be divided amongst the identified STPs equally. Achievement will be calculated for each STP separately and accordingly disbursements will also be made for each STP. Each STP may meet the PBC requirement in different quarters.</p>
<b>Definition</b>	Public domain means unrestricted access in the AMC website and any other means

## Protocol for STP effluent quality compliance

### 1. Location to be monitored

<i>Outlet of STPs</i>	Vasna 375 and Vasna 240.
<i>Sludge</i>	All STPs listed above

### 2a. Parameters to be monitored - Effluent

No	Parameter	Unit	Maximum concentration or limit
1	pH		5.5 – 9.0
2	Biochemical Oxygen Demand - BOD <sub>5</sub> (20° C)	mg/l	< 10
3	Total Suspended Solids – TSS	mg/l	< 20
4	Chemical Oxygen Demand - COD	mg/l	< 50
5	Total Nitrogen – TN	mg/l	< 10
6	Total Phosphorous - TP	mg/l	< 1

No	Parameter	Unit	Maximum concentration or limit
7	Faecal Coliform	MPN/100 ml	< 100
8	Phenolic Compounds	mg/l	<1

## 2b. Parameters to be monitored - Dried sludge

No	Parameter	Unit	Value / Limit
1	Dry solids percentage in dried sludge	%	> 75%
2	Faecal Coliform in dried sludge	MPN/gm of total solids	< 20,00,000
3.	Heavy metals - listed per Table 7.4 of Chapter 7, Part B: Operation and Maintenance, CPHEEO Manual	As per CPHEEO manual	As per TCLP standards of CPCB

## 3. Sampling Frequency and Methodology

Parameters to be measured	Frequency	Methodology
Raw influent wastewater (pH, TDS, BOD, TSS, COD, TN, TP, Fecal Coliform, Phenolic Compound)	One composite sample a day	24-hour composite be collected and analysed. These samples shall be stored in a refrigerator at a temperature between 1°C and 4°C. The sample shall not be allowed to freeze.
Treated effluent (pH, TDS, BOD, TSS, COD, TN, TP, Fecal Coliform, Phenolic Compound)	One composite sample a day	24-hour composite be collected and analysed. These samples shall be stored in a refrigerator at a temperature between 1°C and 4°C. The sample shall not be allowed to freeze.
Aeration tank (MLSS/MLVSS/DO/SVI)	One composite sample a day	24-hour composite be collected and analysed. These samples shall be stored in a refrigerator at a temperature between 1°C and 4°C. The sample shall not be allowed to freeze.
<b>Sludge</b>		
Dry Solid percentage in Dried Sludge and Fecal coliform limit	Once in month	The Dry Solid percentage in Dried Sludge and fecal coliform of any one sample every month shall be tested in National Accreditation Board for Testing and Calibration Laboratories (NABL) accredited laboratory recognised by CPCB and SPCB.
Sludge from STP (For heavy metals)	One sample every three months	The sample shall be tested in National Accreditation Board for Testing and Calibration Laboratories (NABL) accredited laboratory recognized by CPCB and SPCB.

#### 4. Presence and functioning of online sampling and testing systems

4	<b>Presence and functioning of online sampling and testing systems</b>	<p><b>Effluent</b></p> <p>Daily composite sample, made out of 24 hourly samples collected by auto-Sampler from the outlet of the disinfection unit of the STP shall be tested in the in-house lab; and results obtained converted into an electronic register.</p> <p>An electronic registry maintained by the Contractor from the laboratory results received.</p>
		<p><b>Sludge</b></p> <p>Analyzing the geometric mean of seven numbers of samples of sludge, collected from outlet of sludge drying unit and analyzed for concentration of solids and faecal coliform limits. The samples shall be tested in the in-house lab; and results obtained converted into an electronic register.</p>
		<p><b>Record Keeping</b></p> <p>The registry shall include detailed database and summary tables indicating time and date, Sample number, Details of laboratory results, Details of remedial actions taken in case of quality problem</p>

#### 5. Availability of information on AMC website

To confirm that all information used in the assessment by PMC are drawn from statutory reports submitted by AMC to Gujarat Pollution Control Board and that these are available in AMC website with unrestricted public access

PBC 2	Wastewater pollution and quality monitoring system strengthened
<b>Description</b>	AMC has disclosed atleast two consecutive quarterly reports of effluent monitoring in wastewater network.
<b>Indicator</b>	<ul style="list-style-type: none"> <li>i. Baseline report published on AMC's website by 31<sup>st</sup> March 2023 – Yes/no</li> <li>ii. At least two consecutive quarterly (current and previous) effluent monitoring reports for wastewater network disclosed on AMC's website in a financial year – Yes/no</li> </ul>
<b>Responsible Department</b>	AMC
<b>Formula</b>	NA
<b>Minimum Frequency</b>	Quarterly
<b>Data source/ Agency</b>	AMC
<b>Verification Entity</b>	PMC (PMC refers to the overall PMC of G-ACRP-ACRP and not the individual project level PMCs appointed by AMC)
<b>Procedure</b>	AMC will carry out wastewater quality monitoring as per the protocol provided (Annexure 2) and publish quarterly wastewater quality reports

	<p>in its website. The PMC will verify the reports published on the website and confirm that the scope of monitoring adheres to the protocol (Locations of monitoring, Sampling frequency, Parameters to be tested, Testing method to be followed, Reporting requirements, Analysis and Follow-up actions taken).</p> <p>In its report, PMC will provide a comparison of the monitoring requirements and the actual practice, whether AMC is in compliance with the monitoring requirements for the quarter and for two successive quarters including the current reporting quarter. In case of lapses, that in PMC's opinion are minor and do not negate the overall conformance with the monitoring requirement, the PMC will list such lapses and provide its justification of why it considers these as minor lapses.</p> <p>PMC will also confirm that AMC has carried out a baseline testing as per the same protocol prior to 31st March 2023 and the baseline report is disclosed in the website of AMC.</p>
<b>Definition</b>	Public domain means unrestricted access in the AMC website and any other means

#### Monitoring Protocol for industrial pollutants in the wastewater network

<b>1</b>	<b>Locations to be monitored</b>	
	<i>Inlet of STPs</i>	Pirana 180 or its successor plant Pirana 155 Vinzol  <i>On upgradation, replacement of any of the STPs, the equivalent successor STP will be monitored.</i>
	<i>Sumps/ Pump Houses adjacent to potential hot spots</i>	Monitoring will be carried out at the sumps closest to the STPs  Will be part of SCADA. Industry-wise survey is not part of PBC. It is only early warning.
	<i>Outlet of STPs</i>	Pirana 180 or its successor plant Pirana 155 Vinzol  <i>On upgradation, replacement of any of the STPs, the equivalent successor STP will be monitored.</i>
	<i>Sludge</i>	All STPs listed above
<b>2</b>	<b>Sampling Frequency</b>	
	For parameters monitored online at inlet of STPs and	

	sumps/pump houses and outlet of STPs	
	For parameters monitored on periodic basis at inlet of STPs and sumps/pump houses and outlet of STPs	One hourly samples on a weekday and weekend day every quarter for easy to measure parameters and that are important to understand to determine relative contribution of industrial vs municipal sources. Online multiparameter monitoring kits to be used.  12 hourly composite (day and night averages) on monthly basis for other parameters relevant for operational purposes, like COD.
	Sludge of STPs	Quarterly
	Monitoring based on events triggered	
3	<b>Industrial pollutants to be tested</b>	
	<b>3a. Parameter</b>	
	<i>pH</i>	
	<i>Dissolved Oxygen</i>	
	<i>Biological Oxygen Demand</i>	
	<i>Chemical Oxygen Demand</i>	
	<i>Total Dissolved Solids</i>	
	<i>Total Suspended Solids</i>	
	<i>Ammonical Nitrogen</i>	
	<i>Total Kjeldahl Nitrogen</i>	
	<i>Nitrogen</i>	
	<i>Phosphorous</i>	
	<i>Fecal coliform bacteria</i>	
	<b>3b. Heavy Metals</b>	<b>Sampling locations:</b> At sump houses/ pump houses, inlet and outlet of STPs.
	<i>Hexavalent Chromium</i>	
	<i>Total Chromium</i>	
	<i>Phenolic Compounds</i>	
	<i>Cyanide</i>	
	<i>Arsenic</i>	
	<i>Copper</i>	
	<i>Lead</i>	
	<i>Nickel</i>	
	<i>Cadmium</i>	



	<i>Manganese</i>	
	<i>Mercury</i>	
	<i>Zinc</i>	
	<i>Iron</i>	
	<i>Cobalt</i>	
	<b>3c. Sludge of STPs</b>	To ensure compliance related to sludge, AMC will cause to monitor the sludges of all forms (primary, secondary, tertiary) for the heavy metal content as per the limits set under Schedule II to the Hazardous Waste (Management & Handling Rules, 2016). The tests will be based on TCLP (Toxicity Characteristic Leaching Procedure). Sampling frequency – Once in a quarter
	<i>pH</i>	EPA 9045 C,SW-846
	<i>Conductivity</i>	EPA 9050A SW 846
	<i>Moisture</i>	Lab SOP No. UERL/CHM/ SOP/135
	<i>Arsenic as As</i>	EPA 7061B SW-846
	<i>Nickel as Ni</i>	(TCLP) EPA 3010A/7520 SW-846
	<i>Cadmium as Cd</i>	(TCLP) EPA 3010A/7130 SW-846
	<i>Copper as Cu</i>	(TCLP) EPA 3010A /7210 SW846
	<i>Chromium as Cr+6</i>	(TCLP) EPA 7196A SW-846
	<i>Lead as Pb</i>	(TCLP) EPA 3010A/7420 SW-846
	<i>Zinc as Zn</i>	(TCLP) EPA 3010A/7950 SW-846
	<i>Mercury as Hg</i>	EPA 7471A SW-846
	<i>Oil &amp; Grease</i>	EPA 9071B SW 846
	<i>Colour --</i>	
	<i>Texture</i>	Lab SOP No. UERL/CHM/ LTM/108
	<i>Odour</i>	IS: 3025 (Part 5):2018
	<i>Bulk Density</i>	Lab SOP No. UERL/CHM/ SOP/149
	<i>Water Holding Capacity</i>	Lab SOP No. UERL/CHM/ SOP/150
	<i>Total Volatile Solids</i>	Gravimetric Method
	<i>Total Kjeldahl Nitrogen</i>	IS: 14684 :1999RA.201 4
	<i>Organic carbon</i>	IS: 2720 (Part 22):1972
	<i>Phenolic Compounds</i>	CPCB, LATS/16/20 02-03 Chapter6, page 138
	<i>Total Phosphorous</i>	IS: 10158 :1982 RA.2009
	<b>3d. Proxy Indicators</b>	A correlation will be established based on testing being done monthly and quarterly basis as above.
	Conductivity	
	Oxidation potential reduction	
	pH	
	Dissolved Oxygen	
	<b>3e. Others</b>	
	96-hour bio-assay test	For influent and effluent at the STPs to determine the toxicity of raw and treated wastewater.  Frequency – Once in a quarter

	Total VOCs TVOCs	At the STP  Sampling frequency - Once in a quarter
4	<b>Analysis and forecasting</b>	1. Long term trend analysis, short term changes, violation index 2. Prediction of wastewater quality based on trends
5	<b>Presence and functioning of recognized laboratory</b>	<b>All laboratories used for testing should be as per CPCB guidelines</b> Category A URL: <a href="https://cpcb.nic.in/upload/ListRecognized-Laboratories/3_recognitionoflabAct-1986.pdf">https://cpcb.nic.in/upload/ListRecognized-Laboratories/3_recognitionoflabAct-1986.pdf</a> .  <b>All laboratories used for testing should be NABL certified testing laboratories</b> NABL certified testing laboratories: <a href="http://www.nablindia.org/nabl/file_download.php?filename=201206281205-NABL-103-doc.pdf">http://www.nablindia.org/nabl/file_download.php?filename=201206281205-NABL-103-doc.pdf</a>  <b>All laboratories used for testing should comply with ISO 17025 - General Requirements for the Competence of Testing and Calibration Laboratories</b> <a href="https://www.iso.org/files/live/sites/isoorg/files/store/en/PUB100424.pdf">https://www.iso.org/files/live/sites/isoorg/files/store/en/PUB100424.pdf</a>
6	<b>Presence and functioning of online sampling and testing systems</b>	Sampling not needed at sump houses and will be at inlet and outlet of STPs. Online sampling will not include heavy metal monitoring. The list of parameters to be tested online will be based on CPCB guidance and the procedures outlined in its report on Ganga Basin report.
7	<b>Availability of baseline report in public domain</b>	Baseline monitoring results conducted by AMC prior to 31 <sup>st</sup> March 2024 to be available in public domain
8	<b>Availability of information on AMC website</b>	To confirm that all information used in the assessment by PMC are available in AMC website with unrestricted public access

In case of pollutants are detected in the sludge tested at STP, AMC will test the terminal pumping station next upstream sewerage pumping station and relevant junction to identify the source of contamination (subject to feasibility).

<b>PBC 3</b>	Performance orientation introduced in wastewater services
<b>Description</b>	AMC has carried out atleast 4 consecutive quarterly performance reviews of contractors for Vasna 375 and Vasna 240 and made payments to respective contractors as per the findings of performance review reports.
<b>Indicator</b>	See procedure below
<b>Formula</b>	NA
<b>Minimum Frequency</b>	4 consecutive quarters
<b>Responsible Department</b>	AMC
<b>Data source/ Agency</b>	AMC

<b>Verification Entity</b>	PMC (PMC refers to the overall PMC of G-ACRP-ACRP and not the individual project level PMCs appointed by AMC)
<b>Procedure</b>	<p>AMC will enter into performance based contracts for identified STPs. The contracts will link operator revenue/fee/payments to performance. The performance will measure outcomes at commissioning as well as O&amp;M. Routine physical and financial progress is not considered as output or outcome and the performance indicators will measure outcome (such as plant output meeting design capacity, continuity of plant operation, effluent standards, energy efficiency etc).</p> <p>AMC will carry out performance evaluation of the operator during commissioning and O&amp;M stage. Payments to the operator will be calculated based on the review and may include deductions/ incentives.</p> <p>AMC will prepare and submit a) operator performance review and b) operator payment based on performance which may include deductions/ incentives. The PMC will verify that a) performance review is conducted as per the schedule for review provided in the contracts, b) the scope of the review covers all performance standards as included in the contract and c) the payments to the operator reflect all the provisions in the contract that link payments to performance and the results of the performance evaluation.</p>

<b>PBC 4</b>	Improved performance of AMC's property tax systems
<b>Description</b>	AMC geo-tagged in the GIS of database atleast 900,000 active properties in the property tax database of AMC.
<b>Indicator</b>	Number of active properties geo tagged
<b>Formula</b>	NA
<b>Minimum Frequency</b>	NA
<b>Responsible Department</b>	AMC
<b>Data source/ Agency</b>	AMC
<b>Verification Entity</b>	PMC (PMC refers to the overall PMC of G-ACRP-ACRP and not the individual project level PMCs appointed by AMC)
<b>Procedure</b>	<p>An IT based MIS is maintained by AMC which records the details of demand and payment of all properties. The Revenue/tax department of AMC will be responsible for updating data for the property tax layer of the GIS database. It will geo code the properties from the existing MIS database on the GIS platform.</p> <p>AMC will provide the PMC with access to the GIS and MIS database of AMC. The PMC will verify that a) the number of active properties that have been geo coded as on the verification date, b) it is possible to</p>

	retrieve property information as maintained in the MIS database from the GIS database and c) the disbursement that is due to AMC based on the actual number of properties geo coded.
<b>Definition</b>	<p>Geo coding means selecting a property polygon (marking location) on Map from address of Property available in Database.</p> <p>Active properties refer to properties that have made atleast one property tax payment in the three years ending 31<sup>st</sup> March 2022. The targeted minimum number of active properties to be geo coded has been arrived at based on 60% of the active properties as on 31<sup>st</sup> March 2022.</p>
<b>Condition</b>	A minimum of 40% of target needs to be geo-coded to trigger any disbursement under this PBC.

<b>PBC 5</b>	AMC's wastewater assets digitized in GIS
<b>Description</b>	AMC has digitised in GIS (from available maps or Ground Survey of assets for which maps/information are not available) and completed ground truthing of atleast 1700 of wastewater pipelines, 6000 manholes, 20 pumping stations, 6 STPs and 750000 wastewater connections.
<b>Indicator</b>	Wastewater assets digitized in GIS – Yes/No
<b>Formula</b>	NA
<b>Minimum Frequency</b>	NA
<b>Responsible Department</b>	AMC
<b>Data source/ Agency</b>	AMC
<b>Verification Entity</b>	PMC
<b>Procedure</b>	<p>The quantities correspond to approximately 75% of the pipeline length, manholes and connections estimated and will be updated after baseline survey is completed by 31st March 2023; and number of major pumping stations and STPs.</p> <p>Digitisation implies recording of the following information for each category of assets to be digitized.</p> <ol style="list-style-type: none"> <li>1. Sewage major assets (STP/Pumping Station Name &amp; ID, Capacity etc.)</li> <li>2. Network (Pipe ID, Pipe Diameter, Pipe Section Length, Pipe Material, Estimated year of Installation, Start &amp; End Node/Point as Manhole ID/Pumping Station ID, Joint Node ID)</li> <li>3. Manholes (Manhole ID)</li> <li>4. Sewage connections (Connection ID, Start Point as Property Code/no. from Property Tax Database, End Point as Joint Node ID)</li> </ol>

	<p>Ground truthing means verifying mapped information on ground to verify/ confirm accuracy of mapping and attribute information.</p> <p>The CE, WRM Department will be in charge to collect the ground information required to digitize in GIS. WRM department will update the data collected in the GIS platform following the protocol for updation finalized by the e-Governance Department (GIS centre).</p>
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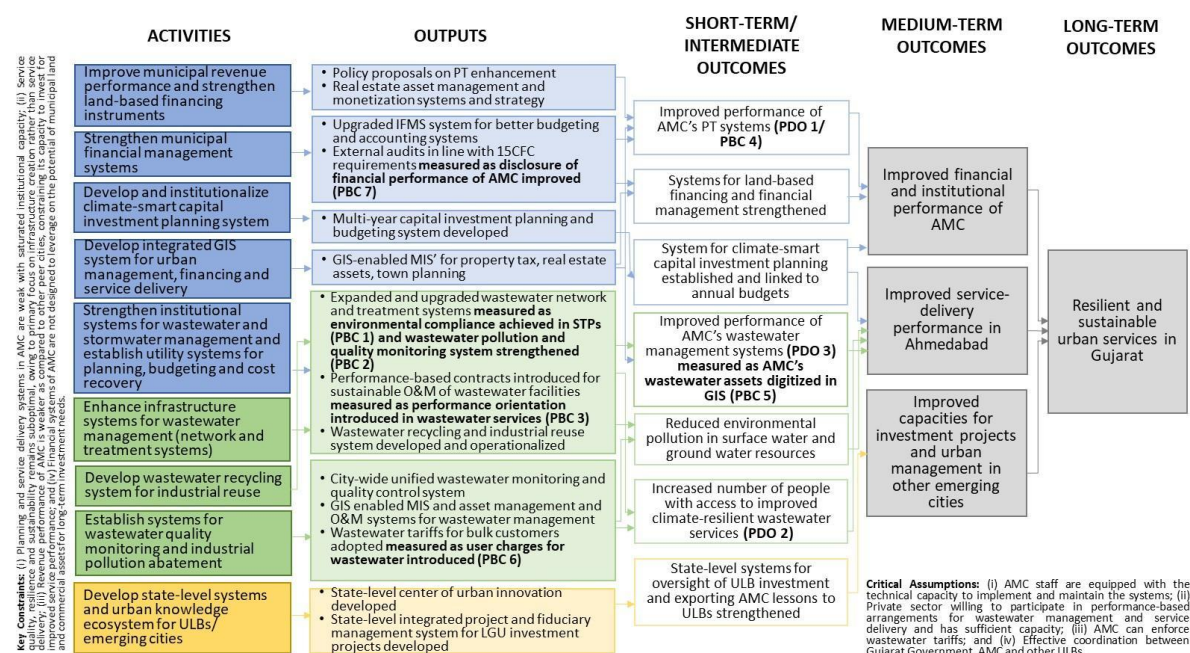
<b>PBC 6</b>	<b>User Charges for wastewater introduced</b>
<b>Description</b>	AMC has completed atleast two billing cycles of wastewater user charges for commercial customers
<b>Indicator</b>	Two billing cycles completed – Yes/No
<b>Formula</b>	NA
<b>Minimum Frequency</b>	NA
<b>Responsible Department</b>	AMC
<b>Data source/ Agency</b>	AMC
<b>Verification Entity</b>	PMC
<b>Procedure</b>	<p>AMC will introduce user charges for wastewater for commercial properties after obtaining the required approvals from the municipal council/ State Government or amendments in the municipal act/ rules as may be necessary. Commercial properties include industrial properties also.</p> <p>User charges for wastewater will mean a method of levying wastewater charges other than the current method which is calculated as a percentage of property tax. The user charges may be levied based on water consumption, estimated wastewater discharge, or any other method and may be differentiated based on the size of the customer, type of commercial activity etc.</p> <p>Billing cycle of user charge would imply one cycle of issue and collection of bills to commercial customers for wastewater. The frequency of charging could be monthly or quarterly or any other frequency. If the billing cycle is annual, then the requirement under this PBC would be one billing cycle. In other cases, the requirement would be two billing cycles.</p> <p>AMC would have met all the legal requirements to levy user charges for wastewater, including, if required, GoG approval and/or Municipal Act amendment. AMC will also have a customer database and an IT application for billing and collection.</p>

	<p>AMC will make available to the PMC the customer database, the billing and collection system and documentation of municipal council/ GoG approval, rules/amendments for user charges.</p> <p>The PMC will verify that a) the legal basis for user charges for wastewater for commercial properties has been created, b) customer database exists to cover the targeted properties/users within AMC and c) that the required number of cycles of billing and collection have been completed. No quantitative targets are specified for billing or collection.</p>
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<b>PBC 7</b>	<b>Disclosure of financial performance of AMC improved</b>
<b>Description</b>	AMC has disclosed in its website audited annual accounts for 2021-22 and unaudited annual accounts for 2022-23.
<b>Indicator</b>	Audited (2021-22) and Unaudited (2022-23) published on AMC's website
<b>Formula</b>	NA
<b>Minimum Frequency</b>	Annual
<b>Responsible Department</b>	AMC
<b>Data source/ Agency</b>	AMC
<b>Verification Entity</b>	PMC
<b>Procedure</b>	<p>AMC will appoint consultants to prepare the financial statements of AMC. In addition, AMC will appoint independent auditors for audit of the financial statements.</p> <p>AMC will make the financial statements available in public domain (both unaudited and audited including comments of the auditor/ notes to the audit). Prior to disclosure, AMC will also obtain Standing Committee's approval of the audited financial statements.</p> <p>The PMC will verify that a) the unaudited and audited financial statements were made available in public domain by the required date, b) they continue to remain available in public domain as on date of verification and c) the audited financial statements have been approved by the Standing Committee.</p>
<b>Definition</b>	Public domain means unrestricted access in the AMC website and any other means

## 9.2. Results framework (RF)

The project aims to achieve resilient and sustainable urban service delivery in Ahmedabad through



funding and technical support for improved institutional and financial performance, enhanced climate-resilient wastewater services, and strengthened state level systems. The project has a robust M&E mechanism allowing the implementing agencies to generate data-driven information in a timely and accurate manner. AMC will have the primary responsibility to monitor the overall project performance and report on the implementation status including progress towards achieving the PBCs. The M&E arrangement follows the project's RF which includes clearly defined, relevant, measurable, and time-bound annual targets to be achieved by the implementing agencies.

Table 31: Monitoring & Evaluation Plan: PDO Indicators

Indicator Name	Definition/Description	Frequency	Data source	Methodology for Data Collection	Responsibility for Data Collection
Improved performance of AMC's property tax systems	This indicator measures the number of active properties in the existing property tax database geo-referenced in the GIS by AMC.	Year 5	AMC's MIS and GIS database.	AMC will provide the PMC with access to the GIS and MIS database of AMC.	AMC with the assistance of Project Management Consultants
People with access to improved, climate-resilient wastewater services (CRI, Climate indicator)	Climate indicator: Measures the number of people accessing sustainable and climate-resilient wastewater services that will contribute to reduction of GHG emissions.	Annual	AMC's customer database for priority service catchment areas	AMC will consolidate and provide the GIS enabled customer database to PMC. The connection database will be converted at 4.5 people per connection for assessing the performance.	AMC (WRM Department) with assistance of PMC
Improved performance of AMC's wastewater management systems	This indicator aims at measuring AMC's performance in improving its wastewater management systems including preparation and publishing of certified accounts of wastewater operations.	Annual	AMC's accounts department and WRM Department's expenditure and revenue records	AMC will prepare and make available to the PMC the consolidated and certified capital and O&M budgets for wastewater services.	AMC (WRM Department) with assistance of PMC



Indicator Name	Definition/ Description	Frequency	Data source	Methodology for Data Collection	Responsibility for Data Collection
User Charges for wastewater introduced	This indicator will check if AMC has introduced wastewater user charges and measure if at least two billing cycles for commercial customers are completed	Year 4	Customer database, billing and collection system and documentation of municipal council/ GoG approval, rules/amendments for user charges.	AMC will make available to the PMC the customer database, the billing and collection system and documentation of municipal council/ GoG approval, rules/amendments for user charges.	AMC (WRM Department) with assistance of PMC
IFMS system upgraded for better budgeting and accounting systems	This indicator measures overall financial management performance of AMC	Annual	IFMS generated complete Balance Sheet / Annual Accounts of AMC	AMC will provide PMC with access to the IFMS system. PMC will assess the process of recording expenditure and revenue in IFMS, and generating Annual Accounts.	AMC (Finance Department) with assistance of PMC
Disclosure of financial performance of AMC improved	Disclosure of AMC's audited annual accounts in public domain.	Year 3	AMC website	PMC will access the unaudited and audited financial statements through websites and through AMC's back-end systems.	AMC with the assistance of PMC
AMC's wastewater assets digitized in GIS	AMC has digitized in GIS and completed ground truthing of at least [1700] kms of wastewater pipelines, [6000] manholes, [20] pumping stations, [6] STPs and	Year 6	Digitized asset database of AMC	AMC will provide PMC with access to the digitized asset database	AMC (WRM Department) with the assistance of PMC

	[750000] wastewater connections.				
Percentage of consumers satisfied with waste water management services	This indicator will measure the level of consumer satisfaction with regard to the waste water management services provided by AMC	Year 4	Annual Surveys	AMC will make available the results of the annual survey to PMC	AMC (WRM Department) with assistance of PMC
Environmental compliance for wastewater treatment systems achieved	Compliance of wastewater effluent samples with disposal standards.	Year 5	Technical investigation reports of the treated wastewater samples as per regulatory requirement	AMC will provide PMC access to the statutory reports submitted to the GPCB.	AMC (WRM Department) with the assistance of PMC
Wastewater pollution and quality monitoring system strengthened	Disclosure of reports from the wastewater quality and pollution control/monitoring system	Year 5 and 6	Reports from the wastewater quality and pollution control/monitoring system	AMC will provide PMC access to quarterly wastewater quality reports.	AMC (WRM Department) with the assistance of PMC
Performance orientation introduced in wastewater services	Performance reviews of wastewater service operators	Year 6	AMC's wastewater contracts and performance review reports	AMC will share operator performance review and operator payment records with PMC.	AMC (WRM Department) with the assistance of PMC

Additional quantity (MLD) of wastewater treated as per NGT norms	Additional MLD of wastewater treated (as per NGT norms)	Annual	AMC's wastewater monitoring reports for new STPs	AMC will share the monitoring reports with PMC	AMC (WRM Department) with the assistance of PMC
Percentage of informal women workers skilled and provided access to technical job roles in AMC's wastewater services	This indicator measures informal women informal who received on-the-job training, technical certification and are performing a technical job role. (examples of job roles: masons, pump operators)	Year 5	Rapid Gender Assessment undertaken during project preparation	Primary data collection using stratified sampling	AMC (WRM Department) with the assistance of PMC
GUDM's project and fiduciary management system operationalized	Operationalizing project lifecycle management system in GUDM and municipalities	Year 2	Project lifecycle management system in GUDM	Periodic Progress Reports submitted by GUDM	GUDM
Project implementation arrangement fully operationalized and staffed at AMC and GUDM	This indicator will measure if the project implementation staff and arrangements have been fully operationalized in AMC and GUDM for implementing the project	Year 1	Government order passed by relevant authorities (e.g., AMC) establishing the implementation arrangement (PIU, name of officers, positions, etc.)	AMC and GUDM will make available GOs and details of staff deployed to PMC	AMC and GUDM

## Annexures

### 1. Annexure 1: Scope of Work

#### **Project Management Consultancy, AMC**

Refer “RFP for Procurement of: Program Management Consultant (PMC), Section 7, Government of Gujarat Terms of Reference for Hiring of a Program Management Consultant (PMC), Gujarat Resilient Cities Partnership: Ahmedabad City Resilience Project (G-ACRP).”

#### **Detailed Project Report**

Refer “RFP for Drainage Project Works of AMC Under Gujarat Resilient Cities Project (G-ACRP) Under World Bank Funding Programme, Section A, Technical bid, Sub-Section 3, Instruction to Consultants, Point 3, Scope of Services.”

### 3. Scope of Services

The scope of services broadly comprise the following key aspects.

- 1) **Reconnaissance survey and needs assessment:** The consultant shall conduct a comprehensive preliminary survey and need assessment of the Sewerage infrastructure covering end to end network connectivity, treatment infrastructure, monitoring systems, reuse & recycling and septage management. Based on preliminary survey and need assessment, the consultant will confirm the objective based on technical justification. This is to inform that a master planning exercise is underway and hence the consultant is expected to ensure that there is no duplicity or redundancy in the components proposed. AMC will facilitate discussions between master planning consultants and DPR consultants and provide data/draft feasibilities for few of the infrastructure components for reference.
- 2) **Options analysis and feasibility assessment:** Based on the objective confirmed above, the consultant is expected to carry out a detailed options analysis to firm up the infrastructure interventions which best address the identified objective. The options analysis shall provide a comparative assessment covering technical, social, environment, financial and economic sustainability and resilience<sup>1</sup> implications. The consultant, amongst other things, is expected to address the guidance provided in NRCP guidelines for feasibility of wastewater systems. All the survey maps are expected to be prepared on GIS platform. The exact software/platforms will be agreed with AMC in advance. For social and environmental analysis, the consultant will conduct a detailed environmental and social screening based on a checklist agreed with AMC. All effort shall be made to incorporate existing assets, provided such option outweighs the option of discarding existing assets on grounds of redundancy, efficiency, and costs.
- 3) **Finalization of option:** The consultant shall present the options analysis and rationale for recommended option to AMC and will proceed with detailed designs in stage 4 after agreement with AMC on the recommended option.
- 4) **Draft Detailed Design and Project Report:** The consultant prepare a comprehensive DPR for the recommended option with detailed designs of all components (detailed design of STPs (Sewage Treatment Plants) and SPS



(Sewage Pumping Stations) are not required as for these hydraulic designs and GA drawings based on preliminary designs will suffice). The consultant, amongst other things, is expected to address the guidance provided in NRCP guidelines for DPR of wastewater systems. The Consultant is expected to share draft DPR along with all design calculations, and investigations such as geotechnical investigations. The consultant is expected to note that all conditional assessment (through primary investigations) of all existing assets being proposed to be incorporated in the recommended option will be carried out. The SORs followed for costing components and methodology for costing items which are not available in SOR shall be agreed with AMC. The DPR is expected to clearly highlight how the design takes into account the climate change and disaster risks and addresses the identified issues to achieve resilient design of infrastructure. Further, the design shall be across the complete value chain (from house connections, to laterals to trunk sewers, pumping stations, treatment plants, sludge facilities, recycling and reuse infrastructure, till outfall to surface water body as applicable). The system is expected to include all digital interventions for automation, effectiveness and efficiency. Although a separate consultant shall be hired for detailed environmental and social assessment, as part of the DPR exercise, close coordination with ESA consultant is expected to ensure that the design addresses all the identified risk and proposed mitigation measures and consequently the associated costs are reflected in the overall project costs. The engineering surveys to be conducted as part of DPR shall include but not limited to following:

- a. Confirmation of contributing catchment boundary
- b. Character of the catchment in terms of residential, commercial and industrial activity that is contributing to the sewage generation.
- c. Topographical survey covering all geographical features of alignment like properties, road pavement, footpaths, storm water drainage, trees, electrical transformers, existing utilities of sewers, telecom, electrical cables, heritage structures if any etc complete.
- d. Door to door survey for establishing the location, type of property, number of family members, use of water, methodology of sewage disposal, and formulating/linking it with customer ledger.
- e. Engineering design shall confirm to all relevant IS Codes, CPHEEO Manual, NRCD Guidelines including byelaws if any of AMC.
- f. Minimum velocity, peak factors, infiltration from ground water, rain-fall runoff events etc shall be considered as per design criteria approved by AMC.
- g. The work components in addition to civil structures shall also include any mechanical, electrical and instrumentation equipment and controls as necessary for effective and efficient operations and maintenance of the respective asset.
- h. A detailed method statement shall be developed to determine the methodology of execution, preparatory activities to be undertaken by



the AMC and the contractors and to this effect a detailed Gantt Chart shall be prepared to determine the critical path and the detailed timeline for implementation.

- i. The consultant shall conduct a comprehensive financial sustainability & cost recovery assessment for the integrated system, provide detailed O&M needs, details of O&M systems, cost recovery models etc. for ensuring operational and financial sustainability of the recommended option. For the recommended option, the consultant shall provide a detailed economic cost benefit analysis.
- j. As part of the draft DPR, the consultant will also suggest packaging of the various infrastructure components for procurement and the implementation modality (DBOT, EPC, hybrid between DBOT & EPC etc). The consultant shall provide a comparative risk and vfm assessment for various project structuring options, the detailed roles & responsibility allocations and present the various project structuring options for procurement and key performance indicators for private sector engagement to AMC.

**For c and d clause scope of work limited to project area only. Available data will be given to appointed consultant. Remaining data will be collected by consultant as per World Bank and AMC requirement.**

- 5) **Final DPR:** The consultant will incorporate the comments from AMC and recommendations from the ESA to finalize the detailed project report, including the final designs, drawings, costings, procurement structuring etc.)
- 6) **Bidding documents and bid process management:** Based on the procurement packages and implementation modality finalized above, the consultant shall prepare draft bidding documents, ensuring robust performance based contract structuring. The consultant shall be required to follow World Bank format and procurement guidelines (Procurement Regulations for IPF Borrowers for Procurement in Investment Project Financing - Goods, Works, Non-Consulting Services and Consulting Services," dated July 2016 revised November 2017 and August 2018 ("Procurement Regulations") and other provisions as applicable) for preparation of the draft bidding documents. The bid documents shall contain all the necessary technical schedules and safeguard details, but not limited to, technical specifications, construction schedules, incorporating applicable ESHS (Employee Safety and Health Standards), O&M schedules, key performance indicators, cleared ESMPs following ESMF requirements , as per the construction and operational requirements of the project and should meet the requirements of bid documents. The consultant shall provide bid process management support, prepare tendering guidelines and templates for bid evaluation that would be followed by AMC, assist AMC in market sounding, holding pre-bid conferences, bid evaluation, bidder selection, etc.
- 7) **Detail Topographical Survey**



- 8) Detail Alignment Survey for pipe line and related existing underground and over the ground services if any.
- 9) Total Station survey and level survey
- 10) Soil Investigation & submitting soil report
- 11) To submit feasibility report, with GAD
- 12) To submit DPR according to the requirement of concerned Authority.
- 13) Design of Different segment of Project
- 14) To submit Drawings in Soft copy and hard copy in five sets with estimate along with based on Prevailing SOR & Rate Analysis on Market Rate for Non Schedule items.
- 15) To submit RFP documents in soft & hard copy in two sets.
- 16) To submit Financial & Technical evaluation report of Bidding RFP (Two sets).
- 17) To submit execution drawing in five sets with soft & hard copy.
- 18) To Submit As built drawings based on execution
- 19) To attend Meetings as & when required by engineer in charge of AMC.
- 20) To resolve the pre and post audit queries related to works for drawings and RFP documents raised during execution of diff. works and after completion of final work.
- 21) To Check & approval of submission Estimate, Drawing & Details Designed given by Contractor as directed by Engineer in charge.

### **Environmental and Social Impact Assessment (ESIA) And Environmental and Social Management Plan (ESMP)**

Refer “Preparation of Environmental and Social Impact Assessment (ESIA) And Environmental and Social Management Plan (ESMP) For The Two Sewage Treatment Plants (STPs) At Pirana (230 Mld and 420 MLD), One 150 MLD Tertiary Treatment Plant (TTP) At Pirana and Its Distribution Networks of Ahmedabad Under Gujarat Resilient Cities Partnership: Ahmedabad City Resilience Project (G-ACRP), Section A, Technical bid, Sub-Section 3, Instruction to Consultants, Point 3, Scope of Work for the Assignment.”

### **3. SCOPE OF WORK FOR THE ASSIGNMENT**

#### **3.2: Scope of Work for Environment and Social Impact Assessment (ESIA) including Environmental and Social Management Plans (ESMP) for the proposed works mentioned in Appendix-1**

The consultant will carry out ESIA of sub-projects as mentioned in Appendix 1 (230 MLD STP at Pirana (to replace existing Pirana 106 and 60 MLD) along with 150 MLD TTP and distribution network; 420 MLD STP at Pirana;. The ESIA will be conducted in a phased approach by starting with the investments that have details that would allow delineation of impact areas, collection of baseline and impact assessment while investments (e.g., networks and micro-tunneling) whose details may come later when Feasibility Reports are developed, the assessment will be done later.



The Consultant will carry out a comprehensive Environmental and Social Impact Assessment (ESIA) of the aforementioned investments, aimed at analysing site-specific environmental and social risks and impacts and ensure compliance to the environmental and social standards (ESSs) of The World Bank and state and national requirements. In addition to carrying out detailed field assessments, the ESIA Consultant will consult and involve local communities, including those likely to be affected by the proposed project interventions assessments and will prepare separate Environmental and Social Management Plans (ESMPs) for each of the investments.

The consultant shall use the guidance available under Environmental and Social Standard 1 (ESS1): Assessment and Management of Environmental and Social Risks and Impacts, and applicable to the current project, for:

- a) Conducting the ESIA (and / or Environmental Audits / other instruments) to identify the anticipated E&S risks and impacts associated with each of the city level sub-project investments;
- b) Screening of specific environmental & social impacts for Environmental and Social Impacts Assessment (ESIA) and Environmental and Social Management Plan (ESMP) for the investments mentioned in Appendix-1 following the ESMF of the Project.
- c) Developing the sub-project specific environmental and social management plans based on risk mitigation hierarchy and applying proportionality for managing those risks and impacts
- d) Proposing arrangements for implementation, monitoring, reporting on E&S Management Plan, grievance redress systems proposed for project stakeholders, capacity building measures needed to ensure effective handling of E&S risks and financial resources required to implement the ESMPs in line with the Project's ESMF, and
- e) Addressing the needs and concerns of vulnerable and disadvantaged groups and individuals likely to be impacted by the investments.
- f) Conducting stakeholder consultation throughout the entire ESIA process including consultation on the ToR of the ESIA and scope of the assessment as well as the draft ESIA and include the stakeholders' suggestions in the final ESIA report

The ESIAs will cover in their scope all direct, indirect and cumulative environmental and social risks and impacts emerging as a result of these sub-project investments and will be guided by the ESMF and E&S Commitment Plan (ESCP) developed for the project. It is important to note that the final ESMP will be implemented during the construction phase and they will need to be in place before the start of any construction works on the site.

## 2. Annexure 2: GDST– PIU establishment, AMC

### Office Order

Project Implementation unit (PIU) has formed by Ahmedabad Municipal Corporation vide GDEst No. I/4186 dated 16.12.2020 under Gujarat Resilient Cities Project. Staffs from different departments are allocated in PIU.

Staffs from PIU and other department are herewith assigned for World Bank related projects/works as mentioned below.

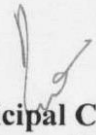
The below mentioned duties are over & above their present duties and they can put their subordinate staff and also assigned works / duties as per requirement.

Sr. No	Designation	Name of Staff	Remarks
<b>1</b>	<b>Drainage Project</b>		
	Additional City Engineer (DP)	Mr. Falgun Mistry	
	Additional City Engineer	Ms. Rakhiben Trivedi	
<b>A</b>	<b>North Zone, South Zone, East Zone Related works</b>		
	Deputy City Engineer	Mr. Manish Shah	
	Assistant City Engineer	Mr. Rajesh Rathod	NZ Pirana 106 MLD STP, Vinzol 75 MLD STP, Rehabilitation of sewer works, Kharicut Canal. Microtunneling from Jasodanagar to Naroda.
	Assistant City Engineer	Mr. Chirag Brahmbhatt	SZ + Overall PIU Co-ordination Pirana 180 MLD STP, Rehabilitation of sewer works, Kharicut Canal, Microtunneling from Jasodanagar to Naroda.
	Assistant City Engineer	Mr. Anantbabu Patel	EZ Pirana 60 MLD STP, Rehabilitation of sewer works.
	Assistant Engineer	Mr. Prakash Mojindra	SZ Pirana 180 MLD STP, Microtunneling from Jasodanagar to Naroda.
	Assistant Engineer	Mr. Jayesh Brahmbhatt	EZ Pirana 60 MLD STP, Rehabilitation of sewer works.
	Assistant Engineer	Mr. Sanjay Asari	NZ Rehabilitation of sewer works, Kharicut Canal.
	Assistant Engineer	Mr. Abbassali Dharkhad	NZ Vinzol 75 MLD STP Rehabilitation of sewer works, Microtunneling from Jasodanagar to Naroda.
	Assistant Engineer	Mr. Soeb Patel	PIU Rehabilitation of sewer works, Kharicut Canal.

	Assistant Engineer	Mr. Mehul Chaudhri	NZ Rehabilitation of sewer works.
	Assistant Engineer	Mr. Jigar Thakkar	SZ Pirana 106 MLD STP.
	Assistant Engineer	Ms. Sweety Bhavsar	Drainage Project / World bank works
<b>B</b>	<b>North-West Zone, South- West Zone, West Zone, Central Zone Related Works</b>		
	Deputy City Engineer	Mr. Rakesh Bodivala	
	Assistant City Engineer	Mr. Vijay Vyas	WZ + CZ Koteshwar STP, Chandrabhaga SWD, Rehabilitation of Sewer works, Microtunneling from Bhut ni Ambli to Jamalpur.
	Assistant City Engineer	Mr. Bhavesh Vyas	NWZ Vasna 126 MLD STP, Rehabilitation of sewer works.
	Assistant City Engineer	Ms. Preetiben Desai	WZ + SWZ Vasna 240 MLD STP, South West Zone SWD works.
	Assistant Engineer	Mr. Ashish Gamit	NWZ Vasna 126 MLD STP, Rehabilitation of sewer works.
	Assistant Engineer	Mr. Rohit Patel	WZ Chandrabhaga SWD, Rehabilitation of Sewer works.
	Assistant Engineer	Mr. kalpesh Parmar	WZ + SWZ Vasna 240 MLD STP, South West Zone SWD works.
	Assistant Engineer	Ms. Sameerabanu Shaikh	CZ Koteshwar STP, Microtunneling from Bhut ni Ambli to Jamalpur.
	Technical Supervisor	Mr. Nilkanth Patel	PIU + World Bank
<b>2</b>	<b>S.T.P Department</b>		
	Additional City Engineer	Mr. Mahendra Ninama	
	Deputy City Engineer	Mr. M.N. Shah	PIU 126 MLD STP, Koteshwar STP.
	Deputy City Engineer	Mr. U.K. Madiya	EZ+ NZ + Vinzol Campus Vinzol 75 MLD STP
	Deputy City Engineer	Mr. V.B. Ninama	SZ + CZ + Pirana (Old & New Campus)+ Jetting Machine + SCADA 180 MLD STP Pirana, 60 MLD STP Pirana and 106 MLD STP.
	Deputy City Engineer	Mr. K.J. Shah	WZ + NWZ + Vasana Campus 240 MLD STP, Chandrabhaga SWD
	Assistant City Engineer	Mr. Sanjay Solanki	New Pirana Campus 126 MLD STP, Koteshwar STP, 60 MLD STP Pirana, 106 MLD STP, 180 MLD STP Pirana.
	Assistant City Engineer	Mr. Dharmendra Patel	EZ + Vinzol Campus Vinzol 75 MLD STP



	Assistant City Engineer	Mr. V.R. Patel	NWZ 240 MLD STP, Chandrabhaga SWD
	Assistant Engineer	Mr. Sundalal Thakor	WZ + Vasna Campus 126 MLD STP
	Assistant Engineer	Mr. Rajesh Patani	EZ + Vinzol Campus Vinzol 75 MLD STP
	Assistant Engineer	Mr. Mehul Vyas	SRFDCL + Old Pirana Campus + Jetting Machine + SCADA 60 MLD STP Pirana, 106 MLD STP, Koteswar STP
	Assistant Engineer	Mr. Anup Patel	Street Light + PIU 240 MLD STP
	Assistant Engineer	Mr. Mitesh Prajapati	Water Operation + PIU 60 MLD STP Pirana
	Assistant Engineer	Mr. Mehul Mechwan	NWZ 240 MLD STP, Chandrabhaga SWD
	Assistant Engineer	Mr. Pratik Patel	New Pirana Campus 180 MLD STP Pirana
<b>3</b>	<b>Environment Department</b>		
	Assistant Engineer	Ms. Nehaben Upadhyay	Overall PIU Co-ordination
	Assistant Engineer	Mr. Rutvij Patel	
	Assistant Engineer	Ms. Darshana Patel	
<b>4</b>	<b>Finance Department</b>		
	Chief Accountant	Mr. Amish Shah	
	Additional Chief Accountant	Mr. Bhavin Pandya	Overall PIU Co-ordination
<b>5</b>	<b>Inward / Outward for PIU and Management</b>		
	Assistant Manager	Mr. Biren Shah	Overall PIU Co-ordination
	Office Superintendent	Mr. Hitendra Rajput	
	Senior Clerk	Ms. Diptiben Bhatt	
	Junior Clerk	Mr. Ashish Rathod	
<b>6</b>	<b>Estate and T.D.O Department</b>		
	Chief City Planner	Mr. Chaitanya shah	Overall PIU Co-ordination
	Estate Officer	Mr. Manish Mastar	
	Assistant Manager (Urban Planner)	Ms. Dipaben Dave	
	Inspector	Mr. D. M. Makwana	
	Assistant T.D.O	Mr. Chandansinh Bilwal	
<b>7</b>	<b>Tax Department</b>		
	Accessor and Tax Collector	Mr. Devashish Benarji	Overall PIU Co-ordination
<b>8</b>	<b>E-Governance Department</b>		
	Assistant Municipal Commissioner	Mr. Yatindra Nayak	Overall PIU Co-ordination

  
**Dy. Municipal Commissioner**  
**(Project/ PIU)**

CITY ENGINEER (WRM)

Inward No.: 3166

In Date: 05/01/2022

Out Date: 05/01/2022

ઓફીસ ઓર્ડર - 27

તા: 05/01/2022

ગુજરાત રેસીલીયન્ટ સીટી પ્રોજેક્ટ, વર્લ્ડ બેંક અંતર્ગત નક્કી કરી મુકાયેલ પ્રોજેક્ટમાં કરવાની થતી વિવિધ પ્રોક્યોરમેન્ટ/ટેન્ડરીંગ, કોર્ડીનેશન તથા કન્સલ્ટન્ટો દ્વારા રજુ કરાયેલ રીપોર્ટની ચકાસણી કરી તેઓના પેમેન્ટની સરળતા તથા વર્લ્ડ બેંક ટીમ સાથે પ્રોજેક્ટને લગતી વિવિધ કામગીરીઓની સંકલનની કામગીરીની સરળતા ખાતર નીચે મુજબ ડ્રેનેજ પ્રોજેક્ટ તથા એસ.ટી.પી. વિભાગના અધિકારીશ્રીઓના હાલ પુરતા ઓર્ડર કરાયેલ છે.

Projects Assignment under Worldbank (GRCP) Program						
(1) All Procurment, Tendering preparation, Invitation, Evaluation, Sanction and Award & Co-ordination with World Bank and Consultants with their concern process.						
Drainage Project				STP		
Sr.No.	Post	Name		Sr.No.	Post	Name
1	Dy.CE	Manish Shah		1	Dy.CE	Manish Shah
2	ACE	Chirag Brahmhatt		2	ACE	Sanjay Solanki
3	ACE	Bhaves Vyas		3	AE	Mehul Vyas
4	AE	Jigar Thakkar				
5	AE	Sweety Bhavsar				
(2) Cheking and Verification of Submission from Consultant & Co-ordination with World Bank and Consultants along with consultants payment process.						
Drainage Project				STP		
Sr.No.	Post	Name		Sr.No.	Post	Name
1	Dy.CE	Rakesh Bodivala		1	Dy.CE	V.B Ninama
2	ACE	Vijay Vyas		2	ACE	Dharmendra Patel
3	ACE	Preeti Desai		3	AE	Mitesh Prajapati
4	AE	Kaplesh Parmar				
5	AE	Sameera Shaikh				
(3) Environmental - Social Side & Co-ordination with World Bank and Consultants along with consultants payment process.						
Sr.No.	Post	Name				
1	AE	Neha Upadhyay				
2	AE	Rutvij Patel				

ઉપરોક્ત ઓર્ડરનો અમલ દરેક અધિકારીશ્રીઓએ તાત્કાલિક અસરથી હાલની સોંપાયેલ વિભાગની કામગીરી ઉપરાંત કરવાનો રહેશે જેની નોંધ લેશો.

સીટી એન્જીનિયર (વો.રી.મે.)

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વહીવટી સરળતા ખાતર નીચે પત્રકમાં જણાવેલ કર્મચારી/અધિકારીઓને તેમના નામ સામે જણાવેલ ઝોન/વિભાગે હાલની ઝેડમાં મળતા પગાર અને નિયમ મુજબ મળી શકતા અન્ય ભથ્થાથી બદલીને નિમવા/વધારાની કામગીરી સોંપવામાં આવે છે.

અનુ.નં	અધિકારીનું નામ	હોદ્દો	હાલની ફરજનું સ્થળ	બદલીનું સ્થળ / વધારાની કામગીરી
૦૧	દેવાંજ દરજી	એડી. ચીફ ઇજનેર	એસ.ઓ.ઇ.એન્ડ.એમ.	SRFDCL, KLFD, Traffic Signal
૦૨	બિરેન રાવલ	એડી. ચીફ ઇજનેર	વો.ઓ.(ઇ.એન્ડ.એમ.)	હાલની કામગીરી ઉપરાંત S.O.E.&M.
૦૩	ભાવિન પંડ્યા	એડી. ચીફ એકાઉન્ટન્ટ	એકાઉન્ટ વિભાગ	હાલની કામગીરી ઉપરાંત PTU - GRCDP
૦૪	પરેશ શાહ	ઇન્ચા.એડી.સી.ઇજનેર	દક્ષિણ ઝોન	હાલની કામગીરી ઉપરાંત સો.વે.મે.
૦૫	પણચ શાહ	ઇન્ચા.એડી.સી.ઇજનેર	પૂર્વ ઝોન	હાલની કામગીરી ઉપરાંત ફાઉન્ડેશન પ્રોજેક્ટ
૦૬	મનિષ શાહ	આસી.સીટી ઇજનેર	મધ્ય ઝોન	ઇન્ચા.ડે.સી.ઈ. PTU - GRCDP
૦૭	ભાવેશ વ્યાસ	આસી.સીટી ઇજનેર	દક્ષિણ પશ્ચિમ ઝોન	હાલની કામગીરી ઉપરાંત PTU - GRCDP
૦૮	નીરજ પુરોહિત	આસી.સીટી ઇજનેર	ઉત્તર પશ્ચિમ ઝોન	હાલની કામગીરી ઉપરાંત PTU - GRCDP
૦૯	વિજય વ્યાસ	આસી.સીટી ઇજનેર	ટ્રેનેજ પ્રોજેક્ટ	હાલની કામગીરી ઉપરાંત PTU - GRCDP
૧૦	શોએબ પટેલ	આસી.ઇજનેર	દક્ષિણ ઝોન	હાલની કામગીરી ઉપરાંત PTU - GRCDP
૧૧	કલ્પેશ ટી. પરમાર	આસી.ઇજનેર	વિજીલન્સ	હાલની કામગીરી ઉપરાંત PTU - GRCDP
૧૨	મનિષ શાહ	આસી.સીટી ઇજનેર	એસ.ટી.પી.	હાલની કામગીરી ઉપરાંત PTU - GRCDP
૧૩	સંજય સોલંકી	આસી.સીટી ઇજનેર	એસ.ટી.પી.	હાલની કામગીરી ઉપરાંત PTU - GRCDP
૧૪	અનુપ પટેલ	આસી.ઇજનેર	સ્ટ્રીટ લાઇટ	હાલની કામગીરી ઉપરાંત PTU - GRCDP
૧૫	મિતેષ પ્રજાપતિ	આસી.ઇજનેર	વો.ઓ.ઈલે. મિકેનિકલ	હાલની કામગીરી ઉપરાંત PTU - GRCDP
૧૬	મેહા ઉપાધ્યાય	આસી.ઇજનેર	એન્વાયરનમેન્ટલ	હાલની કામગીરી ઉપરાંત PTU - GRCDP
૧૭	ઋત્વીજ પટેલ	આસી.ઇજનેર	એન્વાયરનમેન્ટલ	હાલની કામગીરી ઉપરાંત PTU - GRCDP

અનુ.નં	અધિકારીનું નામ	હોદ્દો	હાલની ફરજનું સ્થળ	બદલીનું સ્થળ / વધારાની કામગીરી
૧૮	ચંદનસિંહ બિલવાલ	આસી.ટી. ડી.ઓ.	એસ્ટેટ માધ્યમથી કચેરી	હાલની કામગીરી ઉપરાંત <b>PTU - GRCDP</b>
૧૯	ડી.એમ.મકવાના	ઇન્સ્પેક્ટર	એસ્ટેટ માધ્યમથી કચેરી	હાલની કામગીરી ઉપરાંત <b>PTU - GRCDP</b>
૨૦	ચિત્રા બાલસહુ	આસી.સીટી ઇજનેર	દક્ષિણ ઝોન	<b>PTU - GRCDP</b>
૨૧	જીગર કક્કર	આસી.ઇજનેર	પશ્ચિમ ઝોન	<b>PTU - GRCDP</b>
૨૨	શરદ પટેલ	આસી.સીટી ઇજનેર	કેનેજ પોજેક્ટ	માધ્યમ ઝોન
૨૩	જિતેન્દ્ર પંચાલ	આસી.સીટી ઇજનેર	હાઉસીંગ પોજેક્ટ	ઉત્તર ઝોન
૨૪	વિજય ધિયદશી	આસી.સીટી ઇજનેર	ઉત્તર ઝોન	હાઉસીંગ પોજેક્ટ
૨૫	મહેશ રાજપુત	આસી.સીટી ઇજનેર	રોડ પોજેક્ટ	પૂર્વ ઝોન
૨૬	જે.વી. શાહ	આસી.સીટી ઇજનેર	કેનેજ પોજેક્ટ	પશ્ચિમ ઝોન
૨૭	મીરિક ઝાલા	આસી.સીટી ઇજનેર	પશ્ચિમ ઝોન	રોડ/બીજ પોજેક્ટ
૨૮	ફિરોઝ ગજજર	આસી.સીટી ઇજનેર	પૂર્વ ઝોન	વીટર પોજેક્ટ
૨૯	દલેશ પટેલ	આસી.સીટી ઇજનેર	વીટર પોજેક્ટ	દક્ષિણ ઝોન
૩૦	અમૃતભાઈ પ્રજાપતિ	આસી.ઇજનેર	માધ્યમ ઝોન	વીટર પોજેક્ટ
૩૧	ધવલ ગજજર	આસી.ઇજનેર	કેનેજ પોજેક્ટ	પશ્ચિમ ઝોન
૩૨	પાર્થ બાલસહુ	આસી.ઇજનેર	વીટર પોજેક્ટ	દક્ષિણ ઝોન
૩૩	સુરેશ દત્ત	આસી.ઇજનેર	દક્ષિણ ઝોન	માધ્યમ ઝોન
૩૪	બિજેશ પટેલ	આસી.ઇજનેર	બિજ પોજેક્ટ	દક્ષિણ ઝોન
૩૫	આનંદ શાહ	આસી.ઇજનેર	દક્ષિણ ઝોન	રોડ/બીજ પોજેક્ટ
૩૬	બિરેન શાહ	આસી. મેનેજર	દ. પશ્ચિમ ઝોન (ટેકા)	હાલની કામગીરી ઉપરાંત <b>PTU - GRCDP</b>
૩૭	ફિરોઝ રાજપુત	ઓ.એસ.	SCADL	હાલની કામગીરી ઉપરાંત <b>PTU - GRCDP</b>
૩૮	આશિષ સહીડ	જી. ક્લાર્ક	નાણાં ખાતું	હાલની કામગીરી ઉપરાંત <b>PTU - GRCDP</b>

આ કચેરીનો હુકમનો અમલ તાત્કાલિક અસરથી કરવાનો રહેશે.

તા.૧૬/૧૨/૨૦૨૦

સહી : મુકેશકુમાર  
મ્યુનિસિપલ કમિશનર

ડે.સિરસ્તેદાર (સેન્ટ્રલ ઓફીસ)

**ઓફીસ ઓર્ડર નં. ૩૮૮**

આથી સદર ઓફીસ ઓર્ડરથી ખાતાની કામગીરી સરળતાથી થઈ શકે તે માટે નીચે દર્શાવેલ તમામ ઇજનેરશ્રીઓને તેઓના નામ સામે દર્શાવેલ કામગીરી હાલની પી.આઈ.યુ.ની ચાલુ કામગીરી સાથે તાકીદની અસરથી સંભાળવા સુચના આપવામાં આવે છે.

અ.નં.	કર્મચારીનું નામ	હોદ્દો	કર્મચારીના સંલગ્ન અધિકારી	કર્મચારીના સંલગ્ન અધિકારીનો હોદ્દો	સોંપવામાં આવેલ કામગીરી
૧	શ્રી ફાલ્ગુનભાઈ મીસ્ત્રી	એડીશનલ સીટી એન્જનીયર	શ્રી રાકેશભાઈ બોડીવાલા શ્રી મનીષભાઈ શાહ	ડે.સીટી ઇજનેર ડે.સીટી ઇજનેર	ડ્રેનેજ પ્રોજેક્ટ (કેપીટલ કામો, સ્વર્ણમ બજેટના કામો તથા અન્ય ગ્રાન્ટના કામો) વર્લ્ડબેન્ક (પી.આઈ.યુ.)
૨	શ્રી રાખીબેન ત્રીવેદી	એડીશનલ સીટી એન્જનીયર	શ્રી મનીષભાઈ શાહ શ્રી વિજયભાઈ વ્યાસ	ડે.સીટી ઇજનેર આસી.સીટી ઇજનેર	એન.આર.સી.પી., અમૃત ૧૫ મા નાણાપંચ તથા અન્ય ગ્રાન્ટના કામો
૩	શ્રી રાકેશભાઈ બોડીવાલા	ડે.સીટી ઇજનેર	શ્રી પ્રીતીબેન દેસાઈ શ્રી વિજયભાઈ વ્યાસ શ્રી ભાવેશભાઈ વ્યાસ શ્રી ચિરાગભાઈ બઢાલક	આસી.સીટી ઇજનેર આસી.સીટી ઇજનેર આસી.સીટી ઇજનેર આસી.સીટી ઇજનેર	પી.આઈ.યુ. સાથે મધ્ય, ઉત્તરપશ્ચિમ, દક્ષિણપશ્ચિમ તથા પશ્ચિમઝોનની તમામ ડ્રેનેજ પ્રોજેક્ટને લગતી તમામ કામગીરી
૪	શ્રી મનીષભાઈ શાહ	ડે.સીટી ઇજનેર	શ્રી અનંતભાઈ પટેલ શ્રી રાજેશભાઈ રાહોડ શ્રી અબ્બાસભાઈ ધરખડ	આસી.સીટી ઇજનેર આસી.સીટી ઇજનેર ઇ.આસી.સીટી ઇજનેર	પી.આઈ.યુ., પુર્વ, દક્ષિણ તથા ઉત્તરઝોનની તમામ ડ્રેનેજ પ્રોજેક્ટને લગતી તથા એન.આર.સી.પી. ને લગતી તમામ કામગીરી
૫	શ્રી ભાવેશભાઈ વ્યાસ	આસી.સીટી ઇજનેર	શ્રી મેહુલભાઈ ચૌધરી શ્રી આશિષભાઈ ગામીત	આસી. ઇજનેર આસી. ઇજનેર	પી.આઈ.યુ. સાથે ઉત્તરપશ્ચિમ ઝોનની તમામ ડ્રેનેજ પ્રોજેક્ટને લગતી તમામ કામગીરી
૬	શ્રી અનંતભાઈ પટેલ	આસી.સીટી ઇજનેર	શ્રી જયેશભાઈ બારોટ	આસી. ઇજનેર આસી. ઇજનેર	માઈક્રોટનલીંગ, સી.ઇ.ટી.પી.ની ડ્રેનેજ પ્રોજેક્ટને લગતી તમામ કામગીરી
૭	શ્રી પ્રીતીબેન દેસાઈ	આસી.સીટી ઇજનેર	શ્રી સ્વીટીબેન ભાવસાર શ્રી રોહિતભાઈ પટેલ શ્રી જગદીશભાઈ ઠક્કર	આસી. ઇજનેર આસી. ઇજનેર આસી. ઇજનેર	પી.આઈ.યુ. સાથે પશ્ચિમઝોનની ડ્રેનેજ પ્રોજેક્ટને લગતી તમામ કામગીરી
૮	શ્રી વિજયભાઈ વ્યાસ	આસી.સીટી ઇજનેર	શ્રી સમીરાબાનુ શેખ શ્રી રોહિતભાઈ પટેલ	આસી. ઇજનેર આસી. ઇજનેર	એન.આર.સી.પી. તથા પી.આઈ.યુ. સાથે મધ્યઝોનની ડ્રેનેજ પ્રોજેક્ટને લગતી તમામ કામગીરી
૯	શ્રી રાજેશભાઈ રાહોડ	આસી.સીટી ઇજનેર	શ્રી મયુરભાઈ પટેલ શ્રી સંજયભાઈ અસારી	આસી. ઇજનેર આસી. ઇજનેર	પી.આઈ.યુ. સાથે ઉત્તરઝોનની ડ્રેનેજ પ્રોજેક્ટને લગતી તમામ કામગીરી



૬	શ્રી ચિરાગભાઈ બલભટ્ટ	આસી. સીટી ઇજનેર	શ્રી જગરભાઈ ઠક્કર શ્રી કલ્પેશભાઈ પરમાર શ્રી આશિષભાઈ ગામીત	આસી. ઇજનેર આસી. ઇજનેર આસી. ઇજનેર	પી. આઈ. યુ. સાથે દક્ષિણપશ્ચિમ ઝોનની તમામ ડ્રેનેજ પ્રોજેક્ટને લગતી તમામ કામગીરી
૭	શ્રી અભાસભાઈ ધરખડ	ઇ. આસી. સીટી ઇજનેર	શ્રી પ્રકાશભાઈ મોજદા શ્રી મયુરભાઈ પટેલ	આસી. ઇજનેર આસી. ઇજનેર	પૂર્વ ઝોન તથા દક્ષિણઝોનની ડ્રેનેજ પ્રોજેક્ટને લગતી તમામ કામગીરી


ઉપરોક્ત ઓફિસ ઓર્ડર મુજબ જે એન્જનીયર્સ દ્વારા નવી કામગીરી કરવાની થતી હોય તેઓએ દીન-૭માં સંપૂર્ણ માહિતી મેળવી લેવાની રહેશે.

ખાતાના એડીશનલ સીટી એન્જનીયર્સ દ્વારા ઉપરોક્ત ઓફિસ ઓર્ડરની ખાતાના તમામ એન્જનીયર્સને જાણ કરી તેમની નોંધ લેવાયેલી સદર ઓફિસ ઓર્ડર મુજબ તાકીદે યોગ્ય વ્યવસ્થા ગોઠવાય તે સુનિશ્ચિત કરવાનું રહેશે.

પુર્ણ થયેલ કામોના ફાઇનલ બીલના પેમેન્ટ જે તે કામના સંલગ્ન ડેપુટી સીટી એન્જનીયર, આસીસ્ટન્ટ સીટી એન્જનીયર તેમજ આસીસ્ટન્ટ એન્જનીયરે પુર્ણ કરવાના રહેશે.

ઉચ્ચ અધિકારીઓ દ્વારા માંગવામાં આવેલ તથા અન્ય કોઈને ના ફાળવી હોય તેવી ખાતા દ્વારા કરવાની થતી નવા પ્રકારની કામગીરી જે તે ઝોનના સંલગ્ન અધિકારીઓએ પુર્ણ કરવાની રહેશે.

ઉપરોક્ત ઓફિસ ઓર્ડરનો અમલ તાત્કાલીક અસરથી કરવાનો રહેશે.

  
સીટી ઇજનેર  
(વો. ઇ. મે.)

ઠરાવ

**G. D. Est.**  
**No.1/4919**

અ.મ્યુ.કોના અર્બન કોમ્યુનિટી ડેવલોપમેન્ટ ડીપાર્ટમેન્ટમાં કોમ્યુનિટી ઓર્ગેનાઇઝર તથા આસીસ્ટન્ટ કોમ્યુનિટી ઓર્ગેનાઇઝર તરીકે ફરજ બજાવતા નીચે પત્રક અ ના કર્મચારીઓને જીડીઇએસટી નં- આઈ- ૪૯૦૩ તા.૨૦.૦૫.૨૦૨૨ અનુસાર PAU સેલ ખાતે કરવામાં આવેલ ફાળવણી રદ કરવામાં આવે છે.

પત્રક -અ

અનુ.નં	કર્મચારીનું નામ	હોદ્દો / હાલની કામગીરી
૧	શ્રી પ્રતિકભાઈ પટેલ	કોમ્યુનિટી ઓર્ગેનાઇઝર SUH સેલ
૨	શ્રી અક્ષીતકુમાર શર્મા	આસીસ્ટન્ટ કોમ્યુનિટી ઓર્ગેનાઇઝર SMID, CB&T અને SUSV (PMSVANidhi) સેલ તથા તથા GRCDP સેલની વધારાની કામગીરી

તથા અ.મ્યુ.કોના અર્બન કોમ્યુનિટી ડેવલોપમેન્ટ ડીપાર્ટમેન્ટમાં કોમ્યુનિટી ઓર્ગેનાઇઝર તથા આસીસ્ટન્ટ કોમ્યુનિટી ઓર્ગેનાઇઝર તરીકે ફરજ બજાવતા પત્રક બ માં જણાવેલ કર્મચારીઓને અન્ય કુકમ ન થાય ત્યાં સુધી PAU સેલ ખાતે ફાળવવામાં છે. તેમણે ડે.મ્યુનિસિપલ કમિશનર (પી.આઈ.યુ સેલ) શ્રીની સીધી દેખરેખ તેમજ સૂચના મુજબ કામગીરી કરવાની રહેશે. આ ઠરાવનો અમલ તાત્કાલીક અસરથી કરવાનો રહેશે.

પત્રક- બ

અનુ.નં	કર્મચારીનું નામ	હોદ્દો
૧	શ્રી આશીફ માસ્ટર	કોમ્યુનિટી ઓર્ગેનાઇઝર
૨	શ્રી પ્રકાશકુમાર આર પરમાર	આસીસ્ટન્ટ કોમ્યુનિટી ઓર્ગેનાઇઝર

તા.૦૩/૦૬/૨૦૨૨

સહી : લોચન સેહરા  
મ્યુનિસિપલ કમિશનર

ડે.શિરસ્તેદાર (સેન્ટ્રલ ઓફીસ)

ઠરાવ

G. D. Est  
No.I/4211

ઇજનેર ખાતાના એસ્ટા શિડયુલમાં સાતમા પગારપંચ મુજબ લેવલ-પ,પે મેટ્રીક્સ રૂ.૨૯૨૦૦-૯૨૩૦૦(છજ પગાર પંચ મુજબનું પે બેન્ડ રૂ.૫૨૦૦/૨૦૨૦૦, ગ્રેડ પે ૨૮૦૦ પે બેન્ડ કોડ પીબી-૧) ની ગ્રેડની ટેકનીકલ સુપરવાઇઝરની ખાલી પડેલ અને સીધી ભરતીથી ભરવાની થતી જગ્યાએ સ્ટા.સિ.ક.ઠ નં. ૨૭ તા.૦૭.૦૩.૨૦૧૯ અનુસાર બનેલ પ્રતિક્ષાયાદીના નીચે જણાવેલ ઉમેદવારોને સ્ટે.કમિટી ઠરાવ નં ૩૧૮ તા.૦૯.૦૬.૦૬ અન્વયે સ્ટે કમિટી ઠરાવ નં.૨૮૬ તા.૦૮.૦૬.૨૦૧૭ તથા મ્યુનિસિપલ કોર્પોરેશન ઠરાવ નં ૩૧૩ તા.૨૮.૦૬.૧૭ અનુસાર સુધારા મુજબ નક્કી થયેલ આ સાથે સામેલ શરતો અને બોલીઓને આધિન પ્રથમ ત્રણ વર્ષ માટે માસીક ફીક્સ પગાર રૂ.૩૧૩૪૦/- અને ત્યાર બાદ ચોથા વર્ષે કામગીરીના મૂલ્યાંકનને આધિન રહીને સાતમા પગારપંચ મુજબ લેવલ-પ,પે મેટ્રીક્સ રૂ.૨૯૨૦૦-૯૨૩૦૦(છજ પગાર પંચ મુજબનું પે બેન્ડ રૂ.૫૨૦૦/૨૦૨૦૦, ગ્રેડ પે ૨૮૦૦ પે બેન્ડ કોડ પીબી-૧) ની ગ્રેડમાં નિયમ મુજબ મળી શકતા અન્ય ભથ્થાંથી નિમણૂક આપવામાં આવશે તે રીતે અજમાયશી તરીકે સહાયક ટેકનીકલ સુપરવાઇઝર તરીકે તેમના નામ સામે જણાવેલ ઝોન/વિભાગે નિમણૂક આપવામાં આવે છે.

અનુ નં.	પ્રતિક્ષાયાદી ક્રમાંક નં	અરજી નં	ઉમેદવારનું નામ	જાતિ	કયા ઝોન/વિભાગે નિમ્ણા તે
01	30	9490	NILKANTH NATVARBHAI PATEL	GENERAL	PIU-GRCDP
02	31	2795	HEMILKUMAR PRAHLADBHAI PATEL	GENERAL	NWZ
03	32	13776	RAJIV BHADRESH GANDHI	GENERAL	SWZ
04	33	6269	HARSHILKUMAR VALLABHBHAI BHALODIYA	GENERAL	EZ
05	34	6436	VIVEK PRAKASHCHANDRA JOSHI	GENERAL	NWZ
06	35	9689	HARSH AMRUTBHAI PATEL	GENERAL	SWZ
07	36	2495	ASHISH RAMYASH YADAV	GENERAL	EZ
08	7	11965	NILESH NARANBHAI MAKWANA	SC	NZ
09	10	11243	MITESHKUMAR MANSINGBHAI BARJOD	ST	SZ
10	11	7225	NILAMKUMARI PRAVINBHAI GAMIT	ST	EZ

ઉમેદવારોએ અનુ નં.૧ થી ૫ માં જણાવેલ વિગતો રજૂ કરવાની રહેશે.

(૧) ફીઝીકલ ફીટનેસ સર્ટીફિકેટ

(૨) જન્મ તારીખનો દાખલો

(૩) પાસપોર્ટ સાઈઝના ફોટા - ૩

(૪) સ્ટે.કમિટી ઠરાવ નં ૩૧૮ તા.૦૯.૦૬.૦૬ અન્વયે સ્ટે કમિટી ઠરાવ નં.૨૮૬ તા.૦૮.૦૬.૨૦૧૭ તથા મ્યુનિસિપલ કોર્પોરેશન ઠરાવ નં ૩૧૩ તા.૨૮.૦૬.૧૭ અનુસારની બોલીઓ મુજબ લેખિત કરારની બાંહેધરી

- (પ) શૈક્ષણિક લાયકાતના પ્રમાણપત્રો અને સર્વિસબુક નિમાનાર ઉમેદવારે રજુ કરેથી તેઓને ફરજ ઉપર હાજર કરવા.
- (ડ) ઉમેદવારે ફીક્સ પગારની નોકરીના સમયગાળા દરમિયાન રાજ્ય સરકાર માન્ય સંસ્થામાં સીસીસી ની પરીક્ષા પાસ કરવાની રહેશે. ગુજરાતી તથા અંગ્રેજીમાં ટાઇપીંગની ઝડપ મેળવવાની રહેશે.

ઉપરોક્ત ઉમેદવારોએ ઓર્ડર મળેથી તુરંતજ આસી.મેનેજરશ્રી (સેન્ટ્રલ ઓફીસ) પાસે ઓરીજીનલ સર્ટીફિકેટ સાથે હાજર થવાનું રહેશે. ત્યાર બાદ જે તે ખાતાના અધિકારીશ્રી સમક્ષ હાજર થવાનું રહેશે. ખાતાના અધિકારીશ્રીએ ઉપરોક્ત ઉમેદવાર ખાતામાં હાજર થયેથી તેના હાજર રીપોર્ટની એક નકલ આસી.મેનેજર(સે.ઓફીસ)શ્રીને મોકલવાની રહેશે.

આ નિમણૂક વખતો વખત અમલમાં રહેતા મ્યુ.ધારા ધોરણોને આધીન રહેશે.  
આ ઠરાવનો અમલ ચાર્જ લીધા તારીખથી કરવો.

- નોંધ : (૧)આ જગ્યાએ હંગામી વ્યવસ્થાથી કોઈપણ નિમણૂક ચાલતી હોય તો તેને છૂટા કરવાના રહેશે.તથા તે અંગેની જાણ સેન્ટ્રલ ઓફીસને કરવાની રહેશે.
- (૨)સેન્ટ્રલ ઓફીસ સરકયુલર નં.૨૪ તા.૨૪.૦૭.૨૦૧૭ માં જણાવેલ બોલીઓ અને શરતો, બાંહેધરી અને પ્રોપર્ટી ડેકલેરેશન ત્રણ નકલમા ખાતાએ ઉમેદવાર હાજર થવા આવે ત્યારે તેમની પાસેથી લેવાનું રહેશે.જેની એક નકલ સર્વિસબુકમા રાખવાની , એક નકલ સેન્ટ્રલ ઓફીસ ખાતે મોકલવાની તથા એક નકલ સંબંધિત કર્મચારીને આપવાની રહેશે.
- (૩)જરૂરી રકમનું જામીન બોન્ડ ખાતાએ ઉમેદવાર હાજર થવા આવે ત્યારે તેમની પાસેથી લેવાનું રહેશે અને નાણા ખાતે જમા કરાવવાનું રહેશે.

તા.૩૧/૧૨/૨૦૨૦

સહી : મુકેશકુમાર  
મ્યુનિસિપલ કમિશનર

ડે.શિરસ્તેદાર (સેન્ટ્રલ ઓફીસ)

પત્રક

બોલીઓ અને શરતો

સ્ટે.કમિટી ઠરાવ નં ૩૧૮ તા.૦૯.૦૬.૦૬ માં વર્ગ ૩ / ૪ માટે સ્ટે કમિટી ઠરાવ નં.૨૮૬ તા.૦૮.૦૬.૨૦૧૭ તથા મ્યુનિસિપલ કોર્પોરેશન ઠરાવ નં ૩૧૩ તા.૨૮.૦૬.૧૭ અનુસાર સુધારા મુજબ

1. નિમણૂક પામનાર ઉમેદવારોને સ્ટે. કમિટી ઠરાવ નં. ૨૮૬ તા.૦૮.૦૬.૨૦૧૭ માં સૂચવ્યા મુજબ અનુરૂપ માસિક ઉચ્ચક પગાર મળશે, આ નિમણૂક કરારના ધોરણે ગણવામાં આવશે. કરારની મુદત વર્ગ ૩ મા નિમણૂક પામનાર ઉમેદવાર માટે ત્રણ વર્ષની તથા વર્ગ ૪ મા નિમણૂક પામનાર ઉમેદવાર માટે પાંચ વર્ષની રહેશે.
2. ઉભયપક્ષે એક માસની નોટીસ અથવા એક માસની ફીક્સ પગારની રકમ સાથેનો નોટીસ પગાર આપીને કરારનો અંત લાવી શકાશે.
3. નિયત ફીક્સ વેતન પર કોઇપણ જાતના ભથ્થા મળવાપાત્ર થશે નહીં.
4. કરારના સમયગાળા દરમ્યાન નિમણૂક પામનાર ઉમેદવારોને ને ફીક્સ વેતનમાં કોઇપણ પ્રકારનો વધારો કે ઇજાફો મળવાપાત્ર થશે નહિં. મોંઘવારી ભથ્થુ, વચગાળાની રાહત અથવા પગાર પંચના બીજા લાભો કે અન્ય કોઇ લાભો મળવાપાત્ર થશે નહિં. પરંતુ કરારના ત્રણ / પાંચ વર્ષના સમયગાળાની સેવાઓને બઢતી, પ્રવરતા, ઉચ્ચતર પગાર ધોરણ તેમજ નિવૃત્તિ સમયે નિવૃત્તિ વિષયક મળવાપાત્ર લાભો અંગે સેવાપાત્ર ગણવામાં આવશે
5. કરારના સમયગાળા દરમ્યાન મ્યુનિસિપલ હોસ્પિટલમાં ઇન્કોર સેવાસારવાર માટે લાભ આપવામાં આવશે પરંતુ આ કરારના સમયગાળા દરમ્યાન મેડીકલ રીએબ્લિમેન્ટ મળવાપાત્ર થશે નહિં.
6. કરારના ત્રણ / પાંચ વર્ષના સમયગાળા દરમ્યાન બજાવેલ સેવા / નોકરી બોનસ, એલ.ટી.સી. એન્કેશમેન્ટ ઓફ લીવ, પેશગી કે તેવા અન્ય કોઇ નાણાંકીય લાભો મ્યુનિસિપલ કોર્પોરેશન પાસેથી મેળવવાને પાત્ર ગણાશે નહિં.
7. કરારના સમયગાળા દરમ્યાન કર્મચારીનું અવસાન થાય તો તેમણે બજાવેલી ફરજના સમયગાળાની ફીક્સ વેતનની લેણી રકમ કર્મચારીના કુટુંબીજનોને મળવાપાત્ર થશે. પરંતુ, બીજા નાણાંકીય લાભ એક્સગ્રેસીયા લાભ કે રહેમરાહે નોકરી / રહેમરાહે ઉચ્ચક નાણાંકીય સહાય જેવા આનુષંગિક લાભ મળવાપાત્ર થશે નહિં.
8. નિમણૂક પામનાર ઉમેદવારોએ સમાન સંવર્ગના કર્મચારીએ / અધિકારીએ જે ફરજો બજાવવાની થતી હોય તેવી ફરજો બજાવવાની રહેશે. તે માટે કચેરીમાં ફરજ પાલનનો જે સમય નિયત કરેલ હોય તે સમય પ્રમાણે કચેરીમાં હાજરી આપવાની રહેશે. તેમજ પ્રાઇવેટ પ્રેક્ટીસ કે અન્યત્ર પાર્ટટાઇમ નોકરી કરી શકશે નહિં. જાહેર રજાના દિવસોએ પણ સરકારી કામગીરીની જરૂરિયાતને અનુલક્ષીને ફરજ બજાવવા જણાવવામાં આવે તો તે મુજબ ફરજ બજાવવાની રહેશે. રાજકીય પ્રવૃત્તિમાં ભાગ લઇ શકશે નહિં.
9. નિમણૂક પામનાર ઉમેદવારને કરારના સમય દરમ્યાન વાર્ષિક ધોરણે ૧૨ પરચુરણ રજા મળવાપાત્ર થશે મહીલા કર્મચારીઓને રજાના નિયમો મુજબ પ્રસુતિ રજાઓ મળવાપાત્ર થશે. અન્ય રજા ફીક્સ પગાર (સહાયક) ની નીતી અનુસાર નિમણૂક પામેલ ઉમેદવારો માટે નાણા ખાતાના અભિપ્રાય / વખતો વખતના સરકારી મુજબ મળવાપાત્ર થશે. તે સિવાયની અન્ય કોઇ રજાઓ મળવાપાત્ર થશે નહિં. તે સિવાય ફરજ પરથી ગેરહાજર રહેશે તો તેવી હાજરીના દિવસની વેતનની કપાત ફીક્સ પગારમાંથી કરી લેવામાં આવશે તેમજ તેટલો કરારીય સમયગાળો લંબાવવામાં આવશે.
10. નિમણૂક પામનાર ઉમેદવારે કાર્યમથક પર રહેઠાણે રહેવાનું ફરજિયાત રહેશે. અને અધિકૃત અધિકારીની પરવાનગી વગર મુખ્ય મથક છોડી શકાશે નહિં.
11. કરારના સમયગાળા દરમ્યાનની અસંતોષકારક કામગીરી કે અશિસ્ત કે હાજરીની અનિયમિતતા બદલ કોઇપણ જાતની નોટીસ આપ્યા સિવાય કોઇપણ સમયે નોકરી સમાપ્ત કરવામાં આવશે.

12. મ્યુનિસિપલ કોર્પોરેશન તરફથી વહીવટી હિતમાં બીજા કોઇ જરૂરી શરતો નક્કી થાય તે પણ બંધનકર્તા રહેશે.
13. વ્યવસાય વેરાની કપાત નિયમાનુસાર ફીક્સ પગારમાંથી કરી લેવાની રહેશે.
14. નિમણુંક સમય દરમિયાન તેમણે બજાવેલ મ્યુનિસિપલ કોર્પોરેશન સેવાની બાબત અંગે કોઇપણ પ્રકારની શ્રેજદારી કે દિવાની કાર્યવાહી સબબ મ્યુનિસિપલ કોર્પોરેશનની કોઇ જવાબદારી રહેશે નહિં.
15. કરાર આધારીત ઉચ્ચક વેતનથી નિમણુંક પામેલ વ્યક્તિને મ્યુનિસિપલ કોર્પોરેશન મહેકમ ઉપર સમાવિષ્ટ થવા માટેનો કોઇ હક્ક પ્રાપ્ત થશે નહિં.
16. ઉપરોક્ત શરતો નિમણુંક પામનાર વ્યક્તિને સ્વીકૃત્ય છે તે અંગેનું આ સાથે સામેલ પત્રક ૨ મા બાંહેધરીપત્ર / સંમતિપત્ર આપવાનું રહેશે.
17. આ રીતે નિમણુંક પામેલ ઉમેદવારની એક / બે વર્ષ દરમિયાનની કામગીરીની સમીક્ષા નોકરીના એક / બે વર્ષ પૂર્ણ થયેથી કરવાની રહેશે. અને જો કર્મચારી સંપૂર્ણ સંતોષકારક જણાય તો જ બાકીના સમયગાળા માટે ચાલુ રાખવામાં આવશે.
18. આ યોજના હેઠળ નિમણુંક મેળવેલ ઉમેદવારની ત્રણ / પાંચ વર્ષની સેવાઓ / ફરજો સંતોષકારક જણાય તો ત્રણ / પાંચ વર્ષ બાદ તેઓને જે તે સંવર્ગના નિયમિત પગાર ધોરણમાં લઘુત્તમ પગારમાં નિયમિત નિમણુંક આપવાની રહેશે, એટલેકે ત્રણ / પાંચ વર્ષ બાદ જે તે જગ્યાઓ પૂરા પગાર ધોરણમાં આપોઆપ પરિવર્તિત થયેલી ગણાશે, પરંતુ, આ નિમણુંક તેમની કાયમી નિમણુંક ગણાશે અને તે સમયે નિયમાનુસાર મળવાપાત્ર ભથ્થા / સવલતો મળવાપાત્ર થશે.
19. નિમણુંક પામેલ ઉમેદવારે તેમને મળનાર માસિક ફીક્સ વેતનની ત્રણ ગણી રકમનું જામીન બોન્ડ આપવાનું રહેશે.
20. કરાર આધારે ફીક્સ પગારના કર્મચારી દ્વારા સ્વેચ્છાએ છુટા થવાના કેસમાં કરારીય સમયગાળા દરમિયાન એક માસની નોટીસ અથવા રાજીનામું મંજૂર થયા બાદ છૂટા થઈ શકશે પરંતુ તેઓએ આપેલ બોન્ડની રકમ મ્યુનિસિપલ કોર્પોરેશનમાં જમા કરાવવાની રહેશે.  
ઉપર મુજબ અનુ. નં. ૧ થી ૨૦ માં જણાવેલ નિમણુંકને લગતી તમામ બોલીઓ અને શરતો અમોએ વાંચેલ છે. જે અમોને લાગુ પડશે અને તે અમોને સંપૂર્ણ બંધનકર્તા રહેશે.

સ્થળ - અમદાવાદ

તારીખ

સરનામું

ઉમેદવારની સહી

ઉમેદવારનું નામ

મોબાઇલ નંબર

પત્રક ૨

બાંહેધરી

આથી હું નીચે સહી કરનાર શ્રી ..... રહેવાસી  
..... (મો નં ..... ) જણાવું છું કે સ્ટે કમિટી  
ઠરાવ નં.૨૮૬ તા.૦૮.૦૬.૨૦૧૭ તથા મ્યુનિસિપલ કોર્પોરેશન ઠરાવ નં ૩૧૩ તા.૨૮.૦૬.૧૭ થી નિયત કરવામા આવેલ  
કરાર આધારે ફીક્સ પગારથી નિમણૂક અંગેની સેવાની શરતો અને બોલીઓ મે વંચાણે લીધેલ છે અને આ શરતો અને  
બોલીઓ મને સંપૂર્ણપણે કબુલ મંજૂર છે તથા આ શરતો અને બોલીઓની નકલ પણ મને આપવામા આવેલ છે. આ શરતો  
અને બોલીઓ મુજબ નિમણૂક મેળવવા તથા ..... (જે તે જગ્યાનું નામ લખવું)  
તરીકે ફરજો / જવાબદારી બજાવવા હું સંમત છું. મારી કરાર આધારે ફીક્સ પગારથી ..... ((જે તે  
જગ્યાનું નામ લખવું)) તરીકેની નિમણૂકના સમયગાળા દરમ્યાન મ્યુનિસિપલ (સરકારી) કાયમી કર્મચારીને મળવાપાત્ર હોય  
તેવા કોઈ લાભો મને મળવાપાત્ર થશે નહીં તે સાથે હું સંમત છું અને કરાર આધારે ફીક્સ પગારથી  
..... (જે તે જગ્યાનું નામ લખવું) તરીકેની નિમણૂકના સમયગાળા દરમ્યાન મ્યુનિસિપલ કાયમી  
કર્મચારીને મળવાપાત્ર હોય તેવા કોઈ લાભોની હું માંગણી કરીશ નહીં.

ઉપરોક્ત બાંહેધરી હું કોઈ પણ જાતના દાબ દબાણ વિના અને સંપૂર્ણ સભાન અવસ્થામાં શુદ્ધ બુદ્ધિથી કરું છું અને  
તે મને કબુલ મંજૂર છે અને તે બદલ આજ રોજ હું નીચે સહી કરી નિમણૂક સત્તાને સુપ્રત કરું છું.

સ્થળ નિમણૂક મેળવનાર ઉમેદવારની સહી

તારીખ

કચેરીના વડા / મહેકમની કામગીરી સંભાળતા અધિકારી

(વર્ગ ૨ કે તેથી ઉપરની કક્ષાના) ની સહી

સ્થળ

તારીખ

સાક્ષીની સહી.

સ્થળ

(1) .....

તારીખ

(2) .....

### 3. Annexure 3: Finance Department Circular no. 50



#### અમદાવાદ મ્યુનિસિપલ કોર્પોરેશન

મહાનગર સેવા સદન

સરદાર પટેલ ભવન, દાક્ષાપીઠ, અમદાવાદ-૩૮૦૦૦૧

નાણાંખાતુ

પરિપત્ર નં: ૫૦

તા. ૨૮-૦૮-૨૦૧૮

અમદાવાદ મ્યુનિસિપલ કોર્પોરેશનના તમામ પ્રકારના બજેટ/ગ્રાંટના કામો માટે પહેલાની નીતિ એટલે કે, વલીવટદારશ્રી ઠરાવ નં. ૫૩૪, સને ૧૯૮૫-૮૬ તા. ૦૬-૦૬-૧૯૮૫ થી તથા સ્ટેન્ડીંગ કમિટી ઠરાવ નં. ૧૬૪૧ સને ૧૯૮૬-૮૭, તા. ૦૮-૦૧-૧૯૮૭ અને જનરલ બોર્ડ ઠરાવ નં. ૮૩૮, સને ૧૯૮૬-૮૭, તા. ૨૮-૦૧-૧૯૮૭ થી ધી. બી. પી. એમ. સી. એક્ટના શીડ્યુલ ચેપ્ટર-૫, રૂલ-૨ (૨) અન્વયે ટેન્ડર મંગાવ્યા સિવાય, કરારપત્ર કર્યા સિવાય, ડીપોઝીટ લીધા સિવાય તથા ધી બી. પી. એમ. સી. એક્ટની કલમ ૭૩ (ક) હેઠળ નીચે મુજબ ટેન્ડર / ક્વોટેશન મંજૂર કરવાની નાણાકીય સત્તા આપવામાં આવેલ તેને સ્ટેન્ડીંગ કમિટી ઠરાવ નં. ૨૮૫, તા. ૧૭-૦૫-૦૧૨ તથા જનરલ બોર્ડ ઠરાવ નં: ૬૧૦ તા. ૨૭-૦૬-૨૦૧૨ થી સુધારી નાણાકીય સત્તાની મર્યાદા નક્કી કરવામાં આવેલ. કામગીરીના ઝડપી અમલીકરણ માટે સ્ટેન્ડીંગ કમિટીના ઠરાવ નંબર ૬૫૮ તા. ૧૪-૦૮-૨૦૧૮ તેમજ મ્યુ. કોર્પોરેશન બોર્ડના ઠરાવ નં. ૭૮૬ તા. ૨૬-૦૮-૨૦૧૮ મુજબ નીચે દર્શાવ્યા પ્રમાણે નાણાકીય સત્તાની મંજૂરી મળેલ છે.

હોદ્દો	ઓફર/ક્વોટેશન (શીડ્યુલ ચેપ્ટર ૫, રૂલ : ૨(૨) મુજબ)	ટેન્ડર (કલમ-૭૩ (ક) મુજબ)
મ્યુનિસિપલ કમિશનર	રૂ. ૩,૦૦,૦૦૦/-	રૂ. ૩૦,૦૦,૦૦૦/-
ડે. મ્યુનિસિપલ કમિશનર	રૂ. ૧,૨૫,૦૦૦/-	રૂ. ૧૦,૦૦,૦૦૦/-
આસી. મ્યુનિસિપલ કમિશનર	રૂ. ૩૫,૦૦૦/-	-
સીટી ઈજનેર	રૂ. ૫૦,૦૦૦/-	-
એડી. સીટી ઈજનેર	રૂ. ૨૫,૦૦૦/-	-
એમ. ઓ. એચ.	રૂ. ૧,૦૦,૦૦૦/-	-
જોઈન્ટ ડાયરેક્ટર(મીકેનિકલ)	રૂ. ૨૫,૦૦૦/-	-

વધુમાં, ઉપરના પત્રકમાં જણાવ્યા મુજબ ટેન્ડર કરાર માટે તથા અંદાજ માટે અનુક્રમે નીચે દર્શાવેલ (એ) તથા (બી) મુજબની કાર્યપદ્ધતિનો અમલ કરવાનો રહેશે.

(એ) ટેન્ડર કરાર માટે :-

- રૂ. ૧૦.૦૦ લાખ સુધીના ટેન્ડર કરાર ડે. મ્યુનિ. કમિશનરશ્રીની મંજૂરીથી કરી શકાશે.
- રૂ. ૩૦.૦૦ લાખ સુધીના ટેન્ડર કરાર મ્યુનિસિપલ કમિશનરશ્રીની મંજૂરીથી કરી શકાશે.
- રૂ. ૩૦.૦૦ થી વધુના ટેન્ડર કરાર મ્યુનિસિપલ કમિશનરશ્રી મારફતે જે તે સંલગ્ન સમિતિની મંજૂરી અર્થે રજૂ કરવાના રહેશે. જેને ત્યાર બાદ સ્ટેન્ડીંગ કમિટીની મંજૂરી અર્થે રજૂ કરવાના રહેશે.



## 4. Annexure 4: IUFR Formats

### Summary- AMC

#### SUMMARY SHEET

PROJECT NAME: GUJARAT RESILIENT CITIES PROJECT  
 IMPLEMENTING AGENCY: AHMEDABAD MUNICIPAL CORPORATION  
 REFERENCE PERIOD: FOR THE PERIOD XX-XXX-XXXX to XX-XXX-XXXX

IBRD LOAN NO \_\_\_\_\_

PART A: IPF DISBURSEMENT			CUMULATIVE EXPEND			DISBURSED EARLIER	TO BE REIMBURSED NOW
SL NO		CATEGORY	AS REPORTED	AT %	REIMBURSABLE		
1	1	Goods, non-consulting services, consulting services, Training and Incremental Operating Costs under Parts C1 and C3.2		100%			-
2	3	Goods, Works, non-consulting services, consulting services, Training and Incremental Operating Costs under Parts C2		67%			
Total			-				-

All figures in Indian Rupees

Note: Upon full disbursement of Category (3), the remaining Loan amounts for Expenditures shall be applied to Categories (4)

PART B: PBC BASED DISBURSEMENT UNDER DISBURSEMENT CATEGORY 4			Scenario 1		Scenario 2		Scenario 3		Scenario 4	
			In USD	In INR	In USD	In INR	In USD	In INR	In USD	In INR
PBC ACHIEVED	#1		10,000,000	770,000,000	10,000,000	770,000,000	10,000,000	770,000,000	10,000,000	770,000,000
	#2				20,000,000	1,540,000,000	20,000,000	1,540,000,000	20,000,000	1,540,000,000
	#3								10,000,000	770,000,000
	#4									
	#5									
	#6									
	#7									
Total			10,000,000	770,000,000	30,000,000	2,310,000,000	30,000,000	2,310,000,000	40,000,000	3,080,000,000
Cumulative Residual Expend under Part C2 - post full drawal of Categ 3				800,000,000		3,000,000,000		4,000,000,000		6,000,000,000
- Bank share @ 67%				536,000,000		2,010,000,000		2,680,000,000		4,020,000,000
Expend Applied to PBCs to date				-		536,000,000		2,010,000,000		2,310,000,000
Remaining qualifying Expend				536,000,000		1,474,000,000		670,000,000		1,710,000,000
Remaining PBCs to be paid						1,774,000,000		300,000,000		770,000,000
To be disbursed now - capped to remaining available expend or residual PBC to be paid				536,000,000		1,474,000,000		300,000,000		770,000,000

Exchange Rate used: 1 USD = Rs. 77

Scenario 1: PBC#1 achieved, reqd disb USD 10 million [equiv to Rs. 77 crores; Avail expend Rs. 53.6 crores (@67%, Bank share), therefore disb limited by avail expend to Rs. 53.6 crores

Scenario 2: PBC#1 & 2 achieved, reqd disb USD 30 million [equiv to Rs. 231 crores less Rs. 53.6 crores paid earlier or Rs. 177.4 crores]; Avail expend Rs. 147.4 crores (@67%, Bank share, less paid earlier), therefore disb now limited to Rs. 147.4 crores

Scenario 3: PBC#1 & 2 achieved, reqd disb USD 30 million [equiv to Rs. 231 crores, less Rs. 53.6 crores, less paid Rs. 147.4 crores = Rs. 30 crores]; Avail expend Rs. 67 crores (@67%, Bank share, less paid earlier), therefore disb now Rs. 30 crores, limited by PBCs achieved

Scenario 4: PBC#1, 2 & 3 achieved, reqd disb USD 40 million [equiv to Rs. 308 crores, less Rs. 53.6 crores, less paid Rs. 147.4 crores, less paid Rs. 30 crores = Rs. 77 crores]; Avail expend Rs. 171 crores (@67%, Bank share, less paid earlier), therefore disb now Rs. 77 crores, limited by PBCs achieved

# AMC

## GUJARAT RESILIENT CITIES PROJECT

### IBRD LOAN XXXX-IN

INTERIM UNAUDITED FINANCIAL STATEMENT  
FOR THE PERIOD XX-XXX-XXXX to XX-XXX-XXXX

#### AHMEDABAD MUNICIPAL CORPORATION - SOURCES AND USES OF FUNDS

		Figures in INR		
	Description	For the period	This Year	Cumulative for Project Life
<b>A</b>	Opening Balances			
	- Project bank Accounts		-	-
	- Short term deposits		-	-
	- Advances		-	-
	- Liabilities		-	-
	<b>Sub Total A (Opening balances)</b>	-	-	-
<b>B</b>	Sources of Funds			
	- GoG funds - Releases from GUDM			
	- Interest			
	- Income other sources			
	<b>Sub Total B (Sources of Funds)</b>	-	-	-
	<b>Total Fund Available (A+B)</b>	-	-	-
<b>C1</b>	<b>Component 1 -Strengthening AMC's financial systems and performance</b>	-	-	-
<b>C1.1</b>	- Sub Component 1: Improving municipal revenue performance			
<b>C1.2</b>	- Subcomponent 2: Land-based financing			
<b>C1.3</b>	- Sub Component 3: Strengthening AMC's institutional systems for wastewater and stormwater management			

<b>C1.4</b>	- Sub Component 4: Integrated GIS system for urban management, financing and service delivery			
<b>C1.5</b>	- Sub Component 5: Strengthening municipal financial management systems			
<b>C1.6</b>	- Sub Component 6: Climate-smart capital investment planning (CIP)			
<b>C2</b>	<b>Component 2 -Resilient urban infrastructure and service delivery</b>	-	-	-
<b>C2.1</b>	- Sub Component 1: STPs for Vasna catchments (615 MLD)			
<b>C2.2</b>	- Sub Component 2: STPs for Pirana catchments (650 MLD)			
<b>C2.3</b>	- Subcomponent 3: Priority wastewater network improvement in three catchments			
<b>C2.4</b>	- Subcomponent 4: City-wide integrated SCADA and water/monitoring/TECM system			
<b>C2.5</b>	- Subcomponent 5: Gender focussed interventions			
<b>C3</b>	<b>Component 3: Developing Institutional Systems and Capacities</b>	-	-	-
<b>C3.2</b>	- Sub Component 2: Technical support for program implementation and management			
	<b>Sub Total C (Uses of Funds)</b>	-	-	-
	Represented by			
<b>E</b>	Closing Balances			
	- Project bank Accounts			
	- Short term deposits			
	- Advances			
	- Liabilities			
	<b>Total Closing Balance</b>	-	-	-
	<b>Uses of Funds applied to:</b>			
	Category 1 - Component 1 & 3.2 - IPF @ 100% of all expend reported			
	Category 3 - Component 2 - IPF @ 67% of all expend reported until full drawal of Category Allocation			
	Category 4 - IPF/PBC @ 67% of residual expend applied to PBCs as achieved			

Project Finance Officer, AMC

Project Director, AMC

## Summary- GUDM

### SUMMARY SHEET

PROJECT NAME: GUJARAT RESILIENT CITIES PROJECT  
 IMPLEMENTING AGENCY: AHMEDABAD MUNICIPAL CORPORATION  
 REFERENCE PERIOD: FOR THE PERIOD XX-XXX-XXXX to XX-XXX-XXXX

IBRD LOAN NO \_\_\_\_\_

SL NO	CATEGORY	CUMULATIVE EXPEND			DISBURSED EARLIER	TO BE REIMBURSED NOW
		AS REPORTED	AT %	REIMBURSABLE		
1	2	Goods, non-consulting services, consulting services, Training and Incremental Operating Costs under Parts C3.1	100%			-
Total		-				-

All figures in Indian Rupees

## GUDM

### GUJARAT RESILIENT CITIES PROJECT

#### IBRD LOAN XXXX-IN

INTERIM UNAUDITED FINANCIAL STATEMENT  
FOR THE PERIOD XX-XXX-XXXX TO XX-XXX-XXXX

#### GUJARAT URBAN DEVELOPMENT MISSION - SOURCES AND USES OF FUNDS

				Figures in INR `
	Description	For the period	This Year	Cumulative for Project Life
<b>A</b>	Opening Balances			
	- Project bank Accounts		-	-
	- Short term deposits		-	-
	- Advances		-	-
	- Liabilities		-	-
	<b>Sub Total A (Opening balances)</b>	-	-	-
<b>B</b>	Sources of Funds			
	- GoG funds			
	- Interest			
	- Income other sources			
	<b>Sub Total B (Sources of Funds)</b>	-	-	-
	<b>Total Fund Available (A+B)</b>	-	-	-
<b>1</b>	Fund Releases to AMC			
<b>2</b>	Expenditures - Component C3: Developing Institutional Systems and Capacities	-	-	-
	- Sub Component C3.2: Technical support for program implementation and management			
	<b>Sub Total C (Uses of Funds)</b>	-	-	-
	Represented by			
<b>E</b>	Closing Balances			
	- Project bank Accounts			
	- Short term deposits			
	- Advances			
	- Liabilities			
	<b>Total Closing Balance</b>	-	-	-

Project Finance Officer, GUDM

Project Director, GUDM

## Prior Review

### GUJARAT RESILIENT CITIES PROJECT

#### IBRD LOAN XXXX-IN

INTERIM UNAUDITED FINANCIAL STATEMENT  
FOR THE PERIOD xxx-xx-XXXX TO xxx-xx-XXXX

Payments Made During Reporting Period  
Against Contracts Subject to the World Bank's Prior Review

All figures in Indian Rupees

Contract No	Supplier	WB Control No	WBR No	Contract Date	Contract Amount	Date Of WB's No Objection to Contract	Amount Paid To Supplier During Period	WB,s Share of Amt Paid to Supplier during Period	Total (Cumulative) paid against contract

## 5. Annexure 5: Annexure III of World Bank Procurement Regulations – ‘Procurement Related Complaints’

### 1. Purpose

- 1.1. This Annex details the procedures for administration and handling of procurement-related complaints (Complaints) arising in connection with contracts where SPDs are required to be used. Contracts where the Borrower will use SPDs will be specified in the Procurement Plan for the project. See summary in Table 1. Additional requirements apply for contracts subject to the Bank’s prior review as set forth under Annex II, Procurement Oversight.

### 2. General requirements for Procurement-related Complaints

- 2.1. A complaint may challenge:
- a. The Borrower’s selection documents, including prequalification, initial selection, request for bids, requests for proposals documents;
  - b. The Borrower’s decision to exclude an Applicant/ Bidder/ Proposer/ Consultant from a procurement process prior to award; and/or
  - c. The Borrower’s decision to award the contract following transmission of unsuccessful Bidder/Proposer/Consultant in the Notice of Intention to Award.
- 2.2. Complaints should be submitted by ‘interested parties.’ An interested party for this purpose means an actual Bidder/Proposer/Consultant seeking to obtain the contract at issue (including an Applicant for Prequalification/Initial Selection, if the complaint challenges the Applicant’s disqualification). Potential Applicants/ Bidders/ Proposers/ Consultants are also interested parties in relation to complaints challenging the Prequalification/Initial Selection document, request for bids/ request for proposals document, or any other Borrower document requesting bids/Proposals or Applications.
- 2.3. Complaints will be submitted to the Borrower in a timely manner, as described in paragraph 3.1 of this Annex.
- 2.4. The content of a Complaint is subject to the following requirements. Complaints will be submitted in Writing to the Borrower and will identify the name, contact details, and address of the complainant. In addition, the complaint will:
- a. Identify the complainant’s interest in procurement as defined under paragraph 2.2 of this Annexure.
  - b. Identify the specific project, the procurement reference number, the current stage of the procurement process, and any other relevant information.
  - c. Specify any previous communication between the complainant and the Borrower on the matters addressed in the complaint.
  - d. Specify the nature of complaint, and the perceived adverse impact on them; and
  - e. State the alleged inconsistency with or violation of the applicable procurement rules.
- 2.5. The Borrower will give prompt and fair consideration to each Complaint that meets the requirements of the above provisions of this Annex and is submitted within the timelines set forth under paragraph 3.1 of this Annex.
- 2.6. Complaints that do not meet the requirements of paragraphs 2.2 to 2.4 of this Annex should be addressed within a reasonable time. If such Complaints relate to contracts subject to prior review by the Bank, they will be shared by the Borrower with the Bank in order to determine an appropriate course of action.

### **3. Timeline and process for review and resolution of Complaints**

- 3.1. Complaints that meet the requirements of paragraphs 2.2 to 2.4 of this Annex are subject to the timelines and procedures set out below. The Borrower will not proceed with the next stage/phase of the procurement process, including the contract award, until it has properly addressed any such Complaint.
- a. Complaints challenging the terms of prequalification/initial selection documents: request for proposals documents, and any other Borrower document requesting Bids, Proposals or Applications should be submitted to the Borrower at least ten (10) Business Days prior to the deadline for submission of Applications/ Bids/Proposals, or within five (5) Business Days after the issuing of any amended terms, whichever is later. The Borrower will acknowledge In Writing the receipt of the Complaint within three (3) Business Days and will review the Complaint and respond to the complainant not later than seven (7) Business Days from the date of receipt of the Complaint. If as a result of the Borrower's review of the Complaint, the Borrower decides to modify the prequalification/initial selection, request for bids/ request for proposals, or other documents, the Borrower will issue an addendum, and if necessary, extend the application/Bid/Proposal submission deadline.
  - b. Complaints challenging the exclusion from a procurement process prior to contract award should be submitted to the Borrower within ten (10) Business Days following the Borrower's transmission to the interested party of notice of such exclusion. The Borrower will acknowledge In Writing the receipt of the Complaint within three (3) Business Days and will review the Complaint and respond to the complainant not later than seven (7) Business Days from the date of receipt of Complaint. If as a result of the Borrower's review of a Complaint, the Borrower changes the results of the earlier stage/phase of the procurement process the Borrower will promptly transmit a revised notification of evaluation results to all relevant parties advising on the next steps.
  - c. Complaints following transmission of the Notification of Intention to Award the contract (or notification of intention to conclude a FA), will be submitted to the Borrower within the Standstill Period. The Borrower will acknowledge In Writing the receipt of the Complaint within three (3) Business Days, will review the Complaint and respond to the complainant, not later than fifteen (15) Business Days from the date of receipt of Complaint. If, as a result of the Borrower's review of a complaint, the Borrower changes its contract award recommendation, it will notify the revised intent to award to all previously notified Bidders/Proposers/Consultants and will proceed with the contract award.
  - d. Complaints where the contract is subject to prior review
- 3.2. For contracts subject to prior review, the Borrower will promptly inform the Bank of any Complaints received and will provide for the Bank's review all relevant information and documentation, including a draft response to the complainant once this is available.
- 3.3. If the Borrower's review of the Complaint results in:
- a. a modification of the prequalification/initial selection, request for bids/request for proposals, or another document, as foreseen under paragraph 3.1 a. of this Annex).
  - b. the Borrower's changing its decision to exclude an Applicant/ Bidder/Proposer/Consultant as foreseen under paragraph 3.1 b. of this Annex); or

- c. the Borrower's changing its contract award recommendation as foreseen under 3.1 c. of this Annex).  
the Borrower will, upon confirmation by the Bank of the satisfactory resolution of the Complaint:
  - a. issue an addendum, and if necessary, extend the Application/Bid/Proposal submission deadline; or
  - b. promptly transmit to the Bank a revised evaluation report.
- 3.4. The Borrower will not proceed with the next stage/phase of the procurement process, including with awarding a contract without receiving from the Bank confirmation of satisfactory resolution of Complaint(s).
- 3.5. Notwithstanding the requirement under paragraph 3.4 of this Annex, for Complaints challenging the prequalification/initial selection/request for bids/request for proposals or other such document, or challenging exclusion prior to award, the Borrower should consult with the Bank about which, if any, steps in the procurement process may appropriately go forward while the Complaint is being considered.

#### **Resolution of Complaints**

- 3.6. In resolving a Complaint, the Borrower should ensure a timely and meaningful review of the Complaint, including all relevant documentation and facts and circumstances related to it. The Borrower will provide sufficient information in its response to the complainant, while maintaining the confidentiality of information as provided under Paragraphs 5.19 and 5.20. A response to a Complaint should, as a minimum include the following elements:
  - a. Statement of Issues: Specify the issues raised by the complainant that need to be addressed.
  - b. Facts and Evidence: Specify the facts and evidence that in the Borrower's view, are relevant to the resolution of the Complaint. These facts and evidence should be presented as a narrative, organized around the issues.
  - c. Decision and reference to the basis for the decision: State the decision that has been made following the review. Also, include reference to the basis for the decision e.g., Procurement Regulations, SPD for the contract in question, etc. The response should be as precise as possible in referring to the specific decision basis.
  - d. Analysis: Provide an explanation why the basis for the decision applied to the facts/issues raised by the Complaint necessitates this particular decision. The analysis may be short as long as it is clear and identifies each question that has to be answered in order to arrive at an outcome; and
  - e. Conclusion: State clearly the resolution of the Complaint and describe the next steps to be taken.

#### **Roles and Responsibilities of the Borrower**

- 3.7. The Borrower's roles and responsibilities with respect to Complaints covered by this Annex include the following:
  - a. Provide timely and sufficient information to Bidders/Proposers/Consultants, including through the Notification of Intention to Award and debriefing, so that Bidders/Proposers/Consultants can both understand the basis for the Borrower's

decision and make an informed decision on whether to lodge a Complaint challenging that decision.

- b. Promptly acknowledge Complaints received.
- c. Resolve Complaints promptly and fairly.
- d. Preserve the confidentiality and proprietary information of other Applicants/Bidders/Proposers/Consultants, including commercial and financial information and trade secrets as requested by the Bidders/Proposers/Consultants in their Bids/Proposals.
- e. Maintain complete records of all debriefings and Complaints and their resolution.
- f. For contracts subject to prior review, inform the Bank promptly of any Complaint submitted and provide the Bank a copy of all relevant documents and information; and
- g. For contracts subject to prior review, consult with the Bank promptly and forthrightly throughout the Complaint review and resolution process.

#### **Roles and Responsibilities of the Bidders/Proposers/Consultants**

- 3.8. The Bidder's/Consultant's roles and responsibilities with respect to Complaints covered by this Annex include the following:
- a. Comply with the requirements of paragraph 2.4 of this Annex regarding the content of the Complaint, and time limits set forth.
  - b. Be familiar with the provisions of the prequalification/initial selection document, request for bids/request for proposals document or other document, as well as the Bank's Procurement Regulations, so as to understand the rules governing the procurement process.
  - c. Timely request for debriefing, if one is desired.
  - d. Submit any Complaint within the permitted timeframe and to the entity/official designated for that purpose in the prequalification/initial selection/request for bids/request for proposals document; and
  - e. Ensure that any Complaint submitted is as specific as possible in explaining the Bidder's/Proposer's/Consultant's issues or concerns, and the alleged violation of the 64 applicable procurement rules (e.g., Procurement Regulations, request for bids/request for proposals document, etc.).

#### **Roles and Responsibilities of the Bank**

- 3.9. The Bank's roles and responsibilities with respect to Complaints covered by this Annex include the following:
- a. Ensure that any Complaint addressed to the Bank is forwarded promptly to the Borrower for review and resolution.
  - b. In the case of prior review contracts, timely consider any action proposed by the Borrower, including, but not limited to, with respect to the conduct and content of a debriefing, the denial of a complaint; or the taking of action to correct the impropriety identified in the Complaint; and
  - c. Except for acknowledging receipt of a Complaint, not to discuss or communicate with any Applicant/Bidder/Proposer/Consultant during the evaluation and review process, until the publication of Public Notice of Award.



**Table 1: Business standards for procurement-related complaints (where the procurement is subject to Prior Review)**

Process step	Responsible Entity	Timeframe
Complaints challenging the terms of prequalification / initial selection documents, request for bids/ request for proposals documents, or any other Borrower document requesting Bids/Proposals or Applications	Potential Bidders/ Proposers/ Consultants	Complaints will be submitted at least ten (10) Business Days prior to the deadline for submission of Applications/Bids/Proposals. Borrower will respond not later than seven (7) Business Days from the date of receipt of complaint.
Notify Applicant/ Bidder/ Proposer/ Consultant of the basis for exclusion from consideration for a contract; rejection of Bid submitted; or intention to award.	Borrower	The timeframe will be specified in the respective documents governing the procurement process. As a general matter, notification should take place promptly after the Borrower has made the relevant determination. Upon receipt a Complaint challenging the above determination, the Borrower will respond to the complainant not later than seven (7) Business Days after the receipt of complaint.
Complaints following transmission of the notification of the intention to award the contract will be submitted to the Borrower within the Standstill Period.		Complaints should be submitted within the Standstill Period. The Borrower will respond not later than 15 Business Days from the date of receipt of Complaint.
Request for debriefing.	Bidder/ Proposer/ Consultant	Within three (3) Business Days from the receipt of the Borrower's notification of the intention to award the contract.
Conduct debriefing when requested in a timely manner.	Borrower	The Borrower will hold the debriefing within five (5) Business Days of receipt of the request. For all other requests for debriefing, the Borrower will hold debriefing not later than fifteen (15) Business Days from the date of publication of public notice of award of contract.

Acknowledge receipt of Complaint.	Borrower	Within three (3) Business Days from the date of receipt of the Complaint
Forward complaint to the Borrower, if Complaint is submitted only to the	Bank	Within three (3) Business Days from the date of receipt of the Complaint
Forward Complaint to the Bank, along with all relevant information and documentation.	Borrower	As soon as possible after receipt of Complaint

## 6. Annexure 6: Annexure IV of World Bank Procurement Regulations - 'Fraud and Corruption'

### **Purpose**

- 1.1 The Bank's Anti-Corruption Guidelines and this Annex apply with respect to procurement under Bank Investment Project Financing operations.

### **2. Requirements**

- 2.1 The Bank requires that Borrowers (including beneficiaries of Bank financing); bidders (applicants/proposers), consultants, contractors and suppliers; any sub-contractors, sub-consultants, service providers or suppliers; any agents (whether declared or not); and any of their personnel, observe the highest standard of ethics during the procurement process, selection and contract execution of Bank-financed contracts, and refrain from Fraud and Corruption.
- 2.2 To this end, the Bank:
- a. Defines, for the purposes of this provision, the terms set forth below as follows:
    - i. "corrupt practice" is the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party.
    - ii. "fraudulent practice" is any act or omission, including misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain financial or other benefit or to avoid an obligation.
    - iii. "collusive practice" is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party.
    - iv. "coercive practice" is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party.
    - v. "Obstructive practice" is:
      - (a) deliberately destroying, falsifying, altering, or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede a Bank investigation into allegations of a corrupt, fraudulent, coercive, or collusive practice; and/or threatening, harassing, or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation; or
      - (b) acts intended to materially impede the exercise of the Bank's inspection and audit rights provided for under paragraph 2.2 e. below.
  - b. Rejects a proposal for award if the Bank determines that the firm or individual recommended for award, any of its personnel, or its agents, or its sub-consultants, sub-contractors, service providers, suppliers and/ or their employees, has, directly or indirectly, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for the contract in question;

- c. In addition to the legal remedies set out in the relevant Legal Agreement, may take other appropriate actions, including declaring mis-procurement, if the Bank determines at any time that representatives of the Borrower or of a recipient of any part of the proceeds of the loan engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices during the procurement process, selection and/or execution of the contract in question, without the Borrower having taken timely and appropriate action satisfactory to the Bank to address such practices when they occur, including by failing to inform the Bank in a timely manner at the time they knew of the practices;
- d. Sanctions, pursuant to the Bank's Anti-Corruption Guidelines and in accordance with its prevailing sanctions policies and procedures as set forth in the WBG's Sanctions Framework any firm or individual – determined at any time by the Bank to have engaged in Fraud and Corruption in connection with the procurement process, selection and/or execution of a Bank-financed contract.
- e. Requires that a clause be included in request for bids/request for proposals documents and in contracts financed by a Bank loan, requiring bidders (applicants/proposers), consultants, contractors, and suppliers; and their sub-contractors, sub-consultants, agents, personnel, consultants, service providers or suppliers, permit the Bank to inspect all accounts, records and other documents relating to the procurement process, selection and/or contract execution, and to have them audited by auditors appointed by the Bank;
- f. Requires that, for Bank-financed operations to be implemented utilizing national procurement arrangements, as well as PPPs, agreed by the Bank, bidders (applicants/proposers) and consultants submitting bids/proposals will be required to accept the application of, and agree to comply with, the Anti-Corruption Guidelines during the procurement process, selection and/or contract execution, including the Bank's right to sanction as set forth in paragraph 2.2 d., and the Bank's inspection and audit rights as set forth in paragraph 2.2 e. Borrowers will consult and apply the World Bank Group's lists of firms and individuals suspended or debarred. In the event a Borrower signs a contract with a firm or an individual suspended or debarred by the World Bank Group, the Bank does not finance the related expenditures and may apply other remedies as appropriate; and
- g. Requires that, when a Borrower selects a United Nations (UN) agency to provide goods, works, non-consulting services and technical assistance services in accordance with paragraphs 6.47-6.48 and 7.27-7.28 of these Procurement Regulations under an agreement signed between the Borrower and the UN agency, the above provisions of paragraph 2 of this annex regarding sanctions on Fraud and Corruption will apply in their entirety to all contractors, consultants, sub-contractors, sub-consultants, service providers, suppliers, and their employees, that signed contracts with the UN agency. As an exception to the foregoing, paragraphs 2.2

d. and 2.2 e. do not apply to the UN agency and its employees, and paragraph 2.2 e. does not apply to the contracts between the

Inspections in this context usually are investigative (i.e., forensic) in nature. They involve fact finding activities undertaken by the Bank or persons appointed by the Bank to address specific matters related to investigations/audits, such as evaluating the veracity of an allegation of possible Fraud and Corruption, through the appropriate mechanisms. Such activity includes but is not limited to: accessing and examining a firm's or individual's financial records and information, and making copies thereof as relevant; accessing and examining any other documents, data and information (whether in hard copy or electronic format) deemed relevant for the investigation/audit, and making copies thereof as relevant; interviewing staff and other relevant individuals; performing physical inspections and site visits; and obtaining third party verification of information.

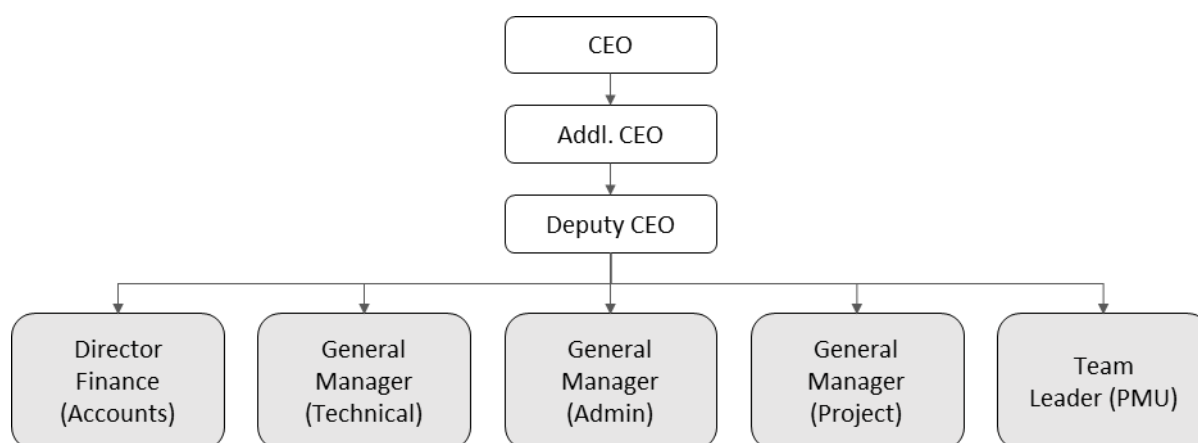
UN agency and its service providers and suppliers. In such cases, the UN agency applies its own rules and regulations for investigating allegations of Fraud and Corruption, subject to such terms and conditions as the Bank and the UN agency may agree, including an obligation to periodically inform the Bank of the decisions and actions taken. The Bank retains the right to require the Borrower to invoke remedies such as suspension or termination. UN agencies will consult the World Bank Group's lists of firms and individuals suspended or debarred. In the event a UN agency signs a contract or purchase order with a firm or an individual suspended or debarred by the World Bank Group, the Bank does not finance the related expenditures and may apply other remedies as appropriate.

- 2.3 With the specific agreement of the Bank, a Borrower may introduce in to the request for bids/request for proposals document for contracts financed by the Bank, a requirement that the bidder or consultant include in the bid or proposal an undertaking of the bidder or consultant to observe, in the Procurement Process, the country's laws against fraud and corruption (including bribery) as such laws have been identified in the request for bids/request for proposals documents. The Bank will accept the introduction of such a requirement at the request of the Borrower, provided the arrangements governing the undertaking are satisfactory to the Bank.

## 7. Annexure 7: GUDM Institutional Structure

Three separate administrative bodies have been constituted to ensure the proper functioning of GUDM. It includes a Governing Body, followed by the State Level Steering Committee and finally the Executive Committee at operational level. Officers from various government departments are deputed or provided an additional charge of GUDM. The staff deputed at GUDM is quality services professionals and experts hired on a contractual basis as per the requirement. Additionally, person of eminence from NGOs, research institutes, etc.; as well field experts from Urban Planning, Management, Infrastructure Development, Finance and Environment are inducted in the Governing Body, State level Steering Committee and Executive Committee considering the need.

The organizational structure of the GUDM is as follows:



*Figure 21: Present Institutional Structure, GUDM*

*Source: (Gujarat Urban Development Mission, 2022)*

The Principal Secretary, UD&UHD, GoG will work as Member Secretary of Governing Body and Chief Executive Officer (CEO) of the Society. The Additional CEO is the operational head of GUDM. The primary functions of CEO and Add. CEO is as below (Gujarat Urban Development Mission, 2020).

The CEO's primarily responsibilities are as under

- The CEO is the chief authority responsible to execute the decisions of the Governing Board, and s/he has the authority conferred upon them by the General Board and such other powers that vest in them as per the Operations Procedures approved by the Board for the purpose of carrying its various functions. S/he will also have residual power not assigned to any officer or authority that is necessary to achieve the objectives of the Society.
- Frame rules and regulations for the day-to-day management and functioning of the GUDM and delegate powers to the various officers/ associates and connected agencies.
- To appear before, submit views or make representations before Government or other authority(s), (committee(s), (commission(s) (r other body(s) (r any subject affecting the interest on any matter covered under the objectives of the GUDM and to promote or assist

the formation of any legislation or regulation(s) (which may be necessary to achieve the objects of the Mission.

- d. The CEO has the authority to do all acts and things that are incidental thereto for the day to day running of the GUDM and will do the following, subject to the regulation under the Societies Registration Act, 1860 and the Bombay Public Trust Act, 1950 and the relevant laws framed or to be framed by the Government from time to time.
- e. To do all such other things as may be necessary for the incidental or conducive to the aims and objectives of the society and allied thereto.

The Add. CEO will work as the Convener of Executive Committee and other committees as may be formed by the Governing Body from time to time.


- a. The Add. CEO is empowered to do all acts and things that are incidental thereto for the day to day running of the GUDM subject to the regulation under the Societies Registration Act, 1860 and the Bombay Public Trust Act, 1950 and the relevant laws framed or to be framed by the Government from time to time.
- b. The Add. CEO will work under the guidance of CEO and s/he may perform following activities.
- c. To purchase, take on lease hire or otherwise acquire or hold any immovable and/ or movable property rights or privileges from the Government, local bodies or from private party(s) (person and to improve and develop any property necessary for the purpose of the attainment of the objectives of the GUDM.
- d. To negotiate and enter any arrangement with other bodies, government municipal or local authority person that may seem conducive to all or any of the objectives of the GUDM.
- e. To invest the funds of the GUDM in such a manner as may from time to time be determined.
- f. To appoint or employ any person or persons that may be required for the purpose of allaying objectives and carry out functions of the GUDM, to pay to them or to the other person(s) (concerned, salaries, wages, gratuities, provident funds, pensions, commissions, fees honorarium and such other emoluments.
- g. To build, construct, maintain, repair, adopt, alter, improve, develop, or furnish any work relating to urban infrastructure and urban area development which may include roads, civil works, mechanical and electrical equipment, building, sewerage treatment, solid waste management, green belts parks and gardens, information centres and storage facilities or any other works considered necessary or convenient to meet with the objectives of the GUDM.
- h. To do all such other things as may be necessary for the incidental or conducive to the aims and objective of the society and allied thereto.
- i. To make repairs and additions and alternations as may be deemed necessary or expedient in respect of any immovable property or properties, belonging to the GUDM and pay all the costs, charges, and expense thereof.
- j. To organize, manage, procure, print publish & distribute, books, brochures, handouts, pamphlets, training material, posters, audio- visual presentations, stationery and other literature, material & equipment that may be required by the urban local bodies, municipal corporations, non-government agencies, community-based organization, Government (both State & Central) researchers and other educational and technical institutions as managed by other public charitable societies and the GUDM.

## 8. Annexure 8: PPSD

Detailed document to be attached in Volume 2.



## 9. Annexure 9: Governing Body, GUDM

Reconstitution of Governing Body (State Level) Gujarat Urban Development Mission (GUDM)																																		
<p align="center"> Government of Gujarat Urban Development and Urban Housing Department Resolution No. Urban/2005/489/Urban Mission Sardar Bhavan, New Sachivalaya, Gandhinagar. Date:15/09/2023</p>																																		
<p><b>Read:</b> (1) U.D. &amp; U.H.D. G.R. No. Urban-2005-489-Urban Mission, Dated:20/01/2006. (2) U.D. &amp; U.H.D. G.R. No. GUDM/102013/SF.31/DH, Dt.10/05/2013. (3) U.D. &amp; U.H.D. G.R. No. GUDM/122013/SF.74/DH, Dt.08/01/2014. (4) U.D. &amp; U.H.D. G.R. No. GUDM/122013/SF-74/DH, Dt.16/06/2014. (5) G.U.D.M. Letter No. GUDM/VHT/Governing Body/2023/2124, Dt.10/08/2023</p>																																		
<p><b>Preamble:</b> The State Government had established Gujarat Urban Development Mission and the Structure of the Mission. Accordingly, Governing Body was constituted vide Government Resolution Dated:20/01/2006 as read with (1), Governing Body of Gujarat Urban Development Mission (GUDM) was reconstituted time to time vide Government Resolution as read with (2), (3) and (4). Accordingly, Gujarat Urban Development Mission's Letter Dated:10/08/2023 as read with (5) requested to reconstitute governing body of Gujarat Urban Development Mission (GUDM). This matter is under consideration of Government of Gujarat.</p>																																		
<p><b>Resolution:</b> After careful consideration, with a purpose to reconstitute the Governing Body, Government of Gujarat has decided to resolve as under: The Composition of the Governing Body of the Gujarat Urban Development Mission (GUDM) shall now be as under:</p>																																		
<table border="1"><thead><tr><th>Sr. No.</th><th>Designation/Officials</th><th>Position</th></tr></thead><tbody><tr><td>1</td><td>Chief Secretary, Government of Gujarat.</td><td>Chairman</td></tr><tr><td>2</td><td>Addl. Chief Secretary/Principal Secretary, Urban Development and Urban Housing Department.</td><td>Member</td></tr><tr><td>3</td><td>Principal Secretary/Secretary, Water Supply.</td><td>Member</td></tr><tr><td>4</td><td>Principal Secretary/Secretary, Roads and Building Department.</td><td>Member</td></tr><tr><td>5</td><td>Secretary (Expenditure), Finance Department.</td><td>Member</td></tr><tr><td>6</td><td>Secretary (Housing), Urban Development and Urban Housing Department.</td><td>Member</td></tr><tr><td>7</td><td>Commissioner, Commissioner of Municipal Administration, Gandhinagar.</td><td>Member</td></tr><tr><td>8</td><td>Vice-Chancellor, Gujarat Technological University, Ahmedabad.</td><td>Member</td></tr><tr><td>9</td><td>Dean, CEPT University, Ahmedabad.</td><td>Member</td></tr><tr><td>10</td><td>Addl. Chief Executive Officer, Gujarat Urban Development Mission, Gandhinagar.</td><td>Member Secretary</td></tr></tbody></table>	Sr. No.	Designation/Officials	Position	1	Chief Secretary, Government of Gujarat.	Chairman	2	Addl. Chief Secretary/Principal Secretary, Urban Development and Urban Housing Department.	Member	3	Principal Secretary/Secretary, Water Supply.	Member	4	Principal Secretary/Secretary, Roads and Building Department.	Member	5	Secretary (Expenditure), Finance Department.	Member	6	Secretary (Housing), Urban Development and Urban Housing Department.	Member	7	Commissioner, Commissioner of Municipal Administration, Gandhinagar.	Member	8	Vice-Chancellor, Gujarat Technological University, Ahmedabad.	Member	9	Dean, CEPT University, Ahmedabad.	Member	10	Addl. Chief Executive Officer, Gujarat Urban Development Mission, Gandhinagar.	Member Secretary	
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<p>ગુજરાત શહેરી વિકાસ મિશન ૨૦૦૨૨૧ 18 SEP 2023 100-392 20/09/2023 Rajm</p>																																		

The Additional Chief Secretary/Principal Secretary, Urban Development and Urban Housing Department will continue as Chief Executive Officer of the GUDM. He/she would be assisted by Member Secretary and Additional Chief Executive Officer in the day-to-day functioning of the Mission.

By order and in the name of the Governor of Gujarat.



(Shalini Duhan)

Deputy Secretary to Government  
Urban Development and Urban Housing  
Department

To,

1. The Principal Secretary to Hon'ble Governor of Gujarat, Raj Bhavan, Gandhinagar.
2. The Chief Principal Secretary to Hon'ble Chief Minister, Sachivalaya, Gandhinagar.
3. The P.S. to All Ministers / Ministers of States, Sachivalaya, Gandhinagar.
4. The P.P.S. to The Chief Secretary, Sachivalaya, Gandhinagar.
5. P.S. to Additional Chief Secretary/Principal Secretary, Urban Development and Urban Housing Department, Sachivalaya, Gandhinagar.
6. P.S. to Additional Chief Secretary/Principal Secretary, Finance Department, Sachivalaya, Gandhinagar.
7. P.S. to Principal Secretary, Revenue Department, Sachivalaya, Gandhinagar.
8. P.S. to Principal Secretary, Roads and Building Department, Sachivalaya, Gandhinagar.
9. P.S. to Principal Secretary (Water Supply), Narmada Water Resources, Water Supply and Kalpsar Department, Sachivalaya, Gandhinagar.
10. Secretary (Housing), Urban Development and Urban Housing Department, Sachivalaya, Gandhinagar.
11. The Joint Secretary (Mission), Ministry of Housing and Urban Affairs, Government of India, New Delhi.
12. The Joint Secretary and Coordinator for Gujarat State, Ministry of Housing and Urban Affairs, Government of India, New Delhi.
13. Commissioner, Commissioner of Municipal Administration, Gandhinagar.
14. All Municipal Commissioners.
15. Additional Chief Executive Officer, GUDM, Gandhinagar.
- ✓ 16. All members of the respective committees through GUDM, Gandhinagar.
17. Managing Director, Gujarat Urban Development Company Ltd., Gandhinagar.
18. Select File.

As per the Pro Active Disclosure<sup>29</sup> published by the GUDM in the year 2020, the Governing Body of GUDM consists of twelve permanent members and five nominated members and will not have less than seven members at any point of time. The major duty of governing body is as follows,

- a. Make, amend, or repeal any bylaws for the administration and management of the affairs of the Society subject to the observance of the provisions contained in the registration of the Society Act, 1860.
- b. Prepare and execute detailed plans and programmes for the establishment and promotion of the Society and to carry out its administration and management after such establishment.
- c. Receive grant and contribution and to have custody of the fund of the Society.
- d. Prepare the budget estimates of the Society for each year and to sanction the expenditure within the limits of the budget.
- e. Fix, demand and receive and recover fees and other charges as may be prescribed by the Governing Body for any service provided by the Society.
- f. Pay honorarium, remuneration, fees, charges to any person in lieu of services to the Society in furtherance of any objective of the Society.
- g. To give training in India or abroad to any member of the staff or Governing Body of the Society in employment which training in the opinion of the Society is likely to benefit the Society in its day to day working knowledge, management, administration.
- h. Create administrative technical, ministerial, and other posts under the Society.
- i. Cooperate with any other organization in the matter of training, analysis, consultancy, finance, and other things related to the objectives of the Society.
- j. Issue and defend all legal proceedings on behalf of the Society.
- k. Appoint committee for the disposal of any business of the Society for rendering advice in any matter pertaining to the Society.
- l. Delegate to such extent as it may deem necessary any of its powers to any officer or committee of the Governing Body.
- m. Consider and pass such resolution on the annual report, the annual accounts, and the financial estimates of the Society as it thinks fit.
- n. Make, adopt, amend, vary, or rescind from time-to-time bylaws for conduct of the business of the Governing Body and the committee to be appointed by it, for delegation of its powers, for fixing the Quorum.
- o. Perform such additional functions and carry out such duties as may from time to time be assigned to by the Executive Committee of GUDM.

Following is the structure of Governing Body of GUDM.

*Table 32: General Body, GUDM*

S. No.	Member	Position
1.	Hon'ble Minister, UD&UHD, Gujarat	Chairman
2.	Hon'ble Minister, Water Supply	Member
3.	Chief Secretary, GoG	Member
4.	Addl. Chief Secretary / Principal Secretary, Finance Department	Member
5.	Addl. Chief Secretary / Principal Secretary, UD&UHD	Member

<sup>29</sup> [https://gudm.gujarat.gov.in/writereaddata/Portal/Magazine/Document/1\\_15\\_1\\_ProactiveDisclosure-31-47.pdf](https://gudm.gujarat.gov.in/writereaddata/Portal/Magazine/Document/1_15_1_ProactiveDisclosure-31-47.pdf)

S. No.	Member	Position
6.	Principal Secretary, Revenue Department	Member
7.	Principal Secretary (Planning), General Administration Department	Member
8.	Principal Secretary, Water Supply	Member
9.	Principal Secretary, Road & Building Department	Member
10.	Secretary (Housing), UD&UHD	Member
11.	Commissioner of Municipalities	Member
12.	Dr. Akshay Agrawal, Vice-Chancellor, Gujarat Technological University	Member
13.	Prof. Shivanand Swami, CEPT University	Member
14.	Prof. Sudhir K. Jain, Director, IIT, Gandhinagar	Member
15.	Additional Chief Executive Officer, GUDM	Member Secretary

Source: Ibid.

The State Government may appoint up to five members who are experts in the field of Urban Planning, out of distinguished persons, working in the field of urban area development, sanitation, environmental health, public health, infrastructure development, landscape designing, engineering science and technology, social sector and human issues management, representatives of the local bodies, reputed community based organizations, experts in the administrative, financial or general management of similar nature as may be decided by the state Government from time to time may also be nominated.

## 10. Annexure 10: Executive Body, GUDM

The Executive Committee<sup>30</sup> will consist of the following members:

*Table 33: Executive Committee, GUDM*

S. No.	Member	Position
1.	Addl. Chief Secretary / Principal Secretary, UD&UHD	Chairperson
2.	Secretary (Water Supply)	Member
3.	Secretary, Road & Building Department	Member
4.	Managing Director, Gujarat Urban Development Co. Ltd.	Member
5.	Commissioner of Municipalities Administration, Gujarat State	Member
6.	Chief Executive Officer, Gujarat Municipal Finance Board	Member
7-9.	Experts to be nominated by Chairperson	Member
10.	Addl. Chief Executive Officer, GUDM	Convener

Source: Ibid.

The Chairperson may appoint up to three experts of eminence working in the field of urban planning, financial management and infrastructure development. The Executive Committee / Chairperson will have the right to invite any other person / officials to be a member of the Executive Committee for the furtherance of any of the objectives. The Governing Body will have the powers to add/ alter the composition of the Executive Committee.

The functions of executive committee are as follows:

- All the functions & powers assigned by the General Body for the purpose of carrying out the Operations of the Mission, to the Executive Committee will be exercised by the same. All residual powers not expressly assigned to any specific committee, or Officer by the General Body, will vest in the Executive Committee.
- In particular, and without prejudice to the generality of the forgoing provision, the Executive Committee will, subject to and in observance of the directives of Governing Body.
- Make, amend, or repeal the by-laws relating to administration and management of the affairs of the GUDM subject to the observance of the provisions contained in the Act.
- Consider the annual budget and the annual action plan, its subsequent alternations placed before it by the Member Secretary & Chief Executive Officer from time to time and pass it with such modifications as the Executive Committee may think fit.
- Appoint committees' sub-committees and boards etc. for such purpose and on such terms as it may deem fit and to remove any of them.
- Lay down rules, qualification, experience, and act as selection committee for the recruitment and appointment of key administrative and technical staff of the GUDM.
- Set policy for the Secretariat of the GUDM.
- Monitor the financial position of the GUDM to ensure smooth income flow and to review annual audited accounts.
- To constitute Advisory Board(s) (r committee(s) (consisting of persons who need not be members of the GUDM with such advisory functions as the Executive Committee may think proper.

<sup>30</sup>[https://gudm.gujarat.gov.in/writereaddata/Portal/Magazine/Document/1\\_15\\_1\\_ProactiveDisclosure-31-47.pdf](https://gudm.gujarat.gov.in/writereaddata/Portal/Magazine/Document/1_15_1_ProactiveDisclosure-31-47.pdf)

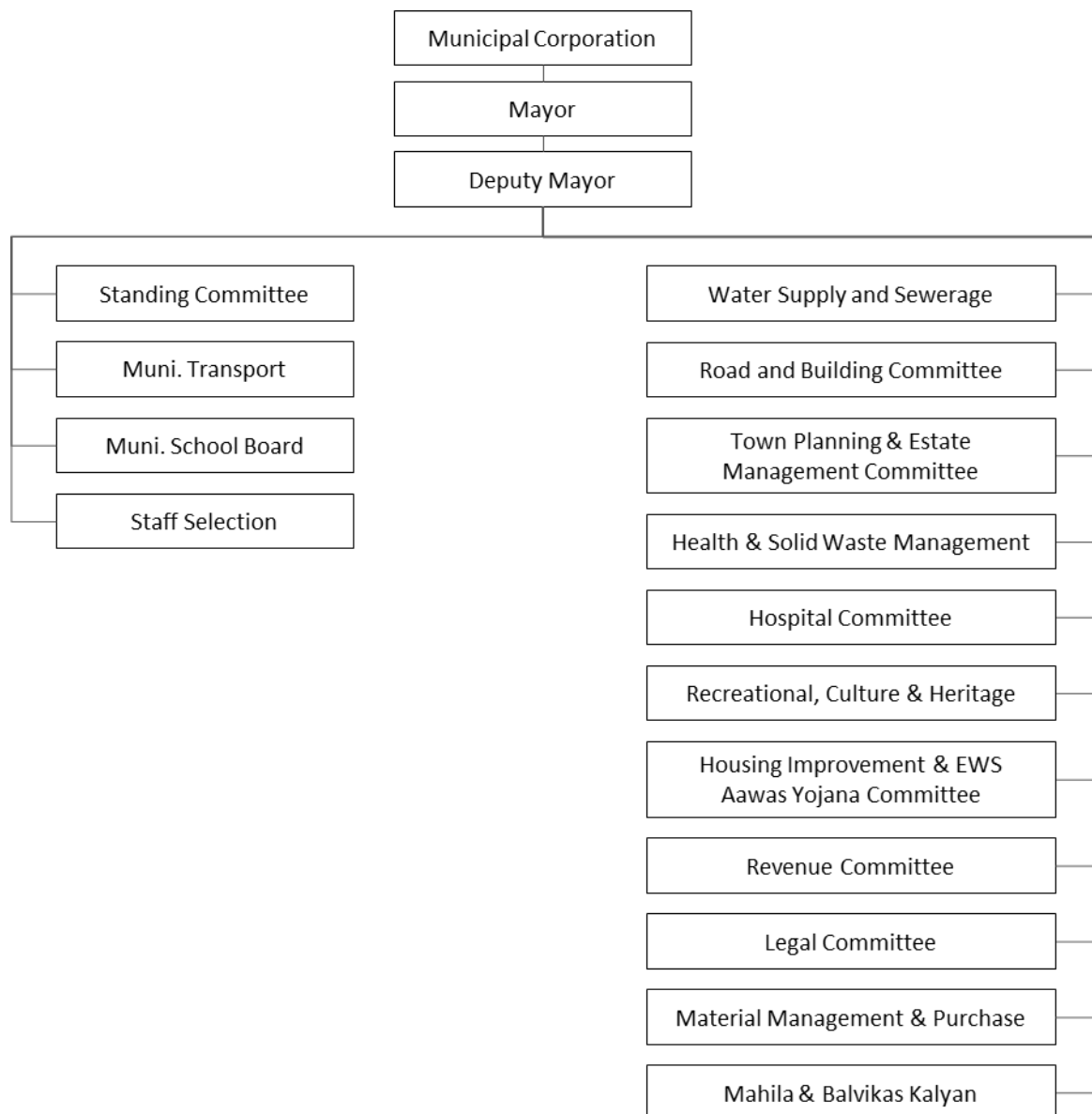
- j. To evaluate the performance of GUDM and / or constitute panel of experts including those from outside the GUDM for periodic evaluation of activities / projects of GUDM.
- k. The Executive Committee will generally do all such acts and things as may be necessary or incidental to carrying out the objectives of the GUDM or any of them, provided that nothing herein contained will authorize the Executive Committee to do any act or to pass any by-laws which may be repugnant to the scheme of conferment of authority by the General Body, on the Executive Committee or which may be inconsistent with the objectives of the GUDM.

## 11. Annexure 11: The elected wing of AMC

Under the Section 4 of the GPMC Act 1949, powers have been assigned to three distinct statutory authorities.

- 1. General Body:** The General Body of AMC is the highest authority and is tasked with the approval of all legislative and policy decisions with the purview of the local governments. It is composed of all the elected councillors from each of the 48 wards of the city. The general body is headed by the Mayor, who is elected indirectly by the councillors.
- 2. Standing Committee:** The Standing Committee is a statutory committee consisting of 12 members headed by a chairperson. The chairperson and the members of the Standing Committee are decided by the elected municipal counsellors for a period of five years (Divided into two period of 2.5 years each). The Chairman of the Standing Committee has the veto power. The administrative powers of the general body are vested in the Standing Committee. This Committee has the financial as well as technical power to sanction most expenditures and procurements within AMC, in accordance with the budgets and policies approved by the General Body. The recent Standing Committee was formed in the year 2021.
- 3. Special Committee:** There are 11 other Special Committees that look after specialized functions of AMC. Each Special Committee consists of 16 councillors. Amongst them 1 member is elected as the Chairperson and 1 member is elected as Deputy Chairperson of each Special Committee, Water Supply and Sewerage Committee, Town Planning & Estate Management Committee and Revenue Committee will provide technical, financial as well as administrative sanctioning of the projects/ subprojects under the G-ACRP.

The organizational structure of elected wing of the AMC is as follows.



*Figure 22: Organizational structure of elected wing, AMC*  
*Source: (Ahmedabad Municipal Corporation, nd)*



## 12. Annexure 12: The administrative wing of AMC

The administrative wing of AMC is headed by the MC – supported by Dy MC.

1. **MC:** The administrative wing of AMC is headed by a MC. The MC spearheads the technical, financial, and administrative decisions of the Ahmedabad in accordance with the directives of the general board and state government.
2. **Dy MC:** There are between 10 Dy. MC who report to the MC. Each Dy MC is assigned a portfolio of work, one or more-line departments, and/ or an administrative zone.

Following is the organizational structure of the administrative wing of AMC.

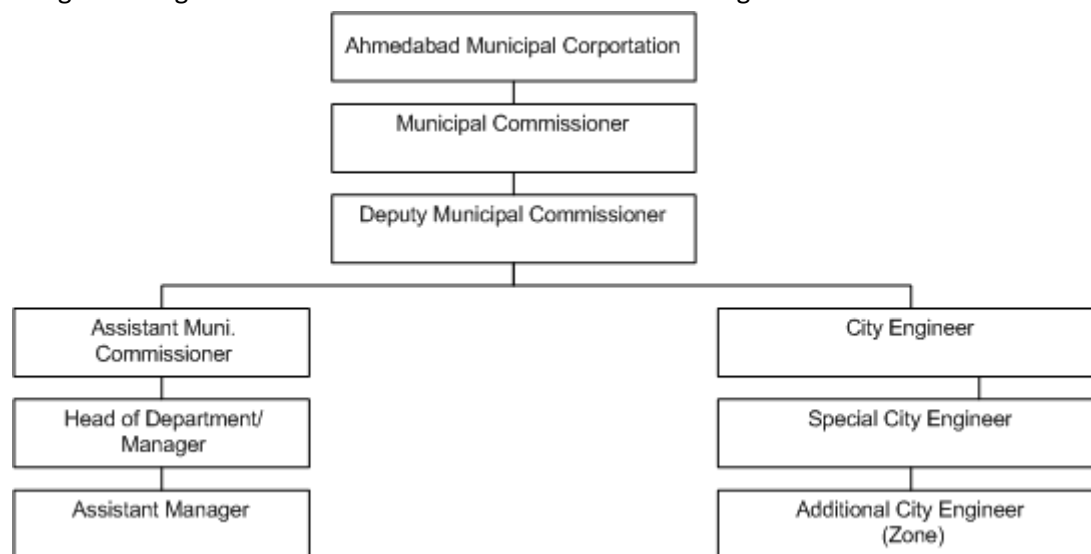


Figure 23: Organizational Structure, AMC

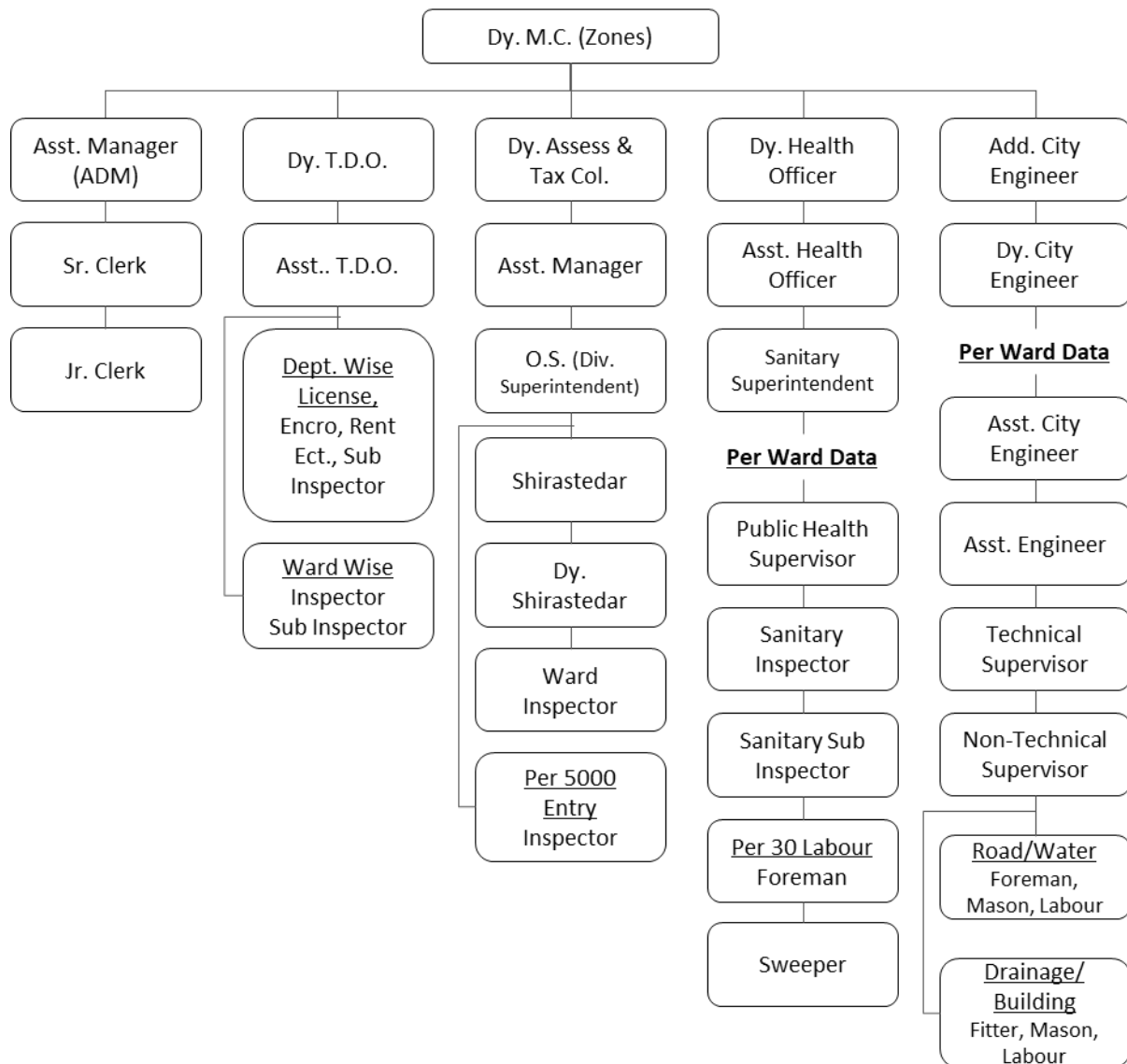
Source: (Ahmedabad Municipal Corporation, nd)

There are several line departments in the AMC which majorly functions at zonal level and head by the respective Dy. MC. For the G-ACRP, there are 10 relevant line departments:

1. Drainage Project Department (WRM Department)
2. STP Operations Department (WRM Department)
3. Zonal Engineering Department
4. e-Governance Department
5. City Planning Department
6. Estate Department
7. Town Development department
8. Finance Department
9. A&TC Department
10. UCD Department

The zonal level organizational structure of the AMC is as follows.

### Zonal Level Functional Chart



*Figure 24: Zonal level organizational chart, AMC*  
*Source: (Ahmedabad Municipal Corporation, nd)*

The zonal level staff is responsible for the day-to-day operations of AMC. They are also responsible for public grievances, identifying the project, budget, execution of the work, monitoring of the work, approval of the work, financial monitoring, etc.

### 13. Annexure 13: Gender Inclusion (Promoting occupational mobility for informal women workers)

This sub-component will finance on-the-job training (3-6months) for informal women workers through qualified service providers and/or technical partners. Specifically, the project will support zone-level needs assessments to identify priority job roles and develop a cohort of informal women workers (ages 18–35) to impart life skills training (legal literacy, financial literacy, reproductive literacy and digital literacy) and introduction to sustained employment in technical job roles over a period of 2 months. Further, through a technical support agency (TSA) the project will design specialized curriculum and pedagogy for technical job roles, tailored to meet the needs of unskilled and illiterate women workers. This intervention will be rolled out in collaboration with key departments of AMC, such as the UCD Department and the Housing and Slums Networking Department. The project will leverage existing service providers, including training institutes, through performance-based contracts to deliver these courses and related support services. On-site mobilizers employed by the TSA will impart technical training for informal women workers and facilitate transition to the technical job role on-site in the same construction season or the sequentially next season. Further, need assessments undertaken by the TSA will inform linkages with AMC's Mahila Sakhi Mandals (women's groups).

Further, the project will support development of interactive videos, feedback app to measure uptake of technical skills by women workers on project sites and zone level leadership awards to contractors for encouraging informal women workers to update their skill sets. To measure performance of women workers who participate in the technical training, the project will support annual assessments by a technical agency for select project sites.

# 14. Annexure 14: GDST- Task force to combat industrial pollution/ effluent discharge

જોન. આર. સી. પી.  
 ઈ.નં.: 279.....  
 તા.: 29/09/2023

એડી.સીટી ઇજનેરશ્રી (વી/કો)  
 (પૂર્વ ઝોન, ઉત્તર ઝોન, દક્ષિણ ઝોન)

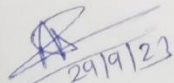
વિગત: નામદાર નેશનલ ગ્રીન ટ્રીબ્યુનલ (NGT) એપીલેશન નંબર ૧૦૫/૨૦૧૯ ના તા: ૧૦/૧૦/૧૯ ના ઓર્ડરના અનુસંધાને વિજોલ એસ.ટી.પી. માં જતી ટૂંક-મઠન ડ્રેનેજ લાઈનમાં આવતા ઝેરકારકસર ઔદ્યોગિક અસીડીક વેસ્ટ વોટરને રોકવા માટે વીઝાલ તરફના રીંગ રોડ પર સતત સઘન રાઉડ લઈને અને આવી ઈલીજલ કામગીરી સાથે સંકળાયેલ ઈસમાં પકડાયેલી તાકીદિ નેઓ ઊપર કાયદાકીય કાર્યવાહી કરવા માટે જી.પી.સી.બી., પોલીસ ડીપાર્ટમેન્ટ, ઈન્ડસ્ટ્રીયલ એસોસીએશન અને અમદાવાદ મ્યુનીસિપલ કોર્પોરેશનની સંયુક્ત ટાસ્ક ફોર્સ બનાવેલ છે. આથી સદર મોનીટરીંગ માટે પૂર્વ, ઉત્તર તથા દક્ષિણ ઝોનના ઇજનેર વિભાગથી ઓફીસ ઓફિસ થયેલ ઇજનેરો પૈકી એક શીફ્ટમાં એક ઇજનેર નીચે પ્રમાણેના સમય પત્રક મુજબ કામગીરી કરવાની રહેશે.

તારીખ	શીફ્ટ	ઝોન	નામ	લોકે	મોબાઈલ નં
01-10-2023	દિવસ	દક્ષિણ	શ્રી શંકરભાઈ બારેયા	ટેકનીકલ સુપરવાઇઝર	9099083102
01-10-2023	રાત્રિ	પૂર્વ	શ્રી મેહુલભાઈ રાડા	ટેકનીકલ સુપરવાઇઝર	9924753855
02-10-2023	દિવસ	ઉત્તર	શ્રી ધવલ વિશ્વાસ	ટેકનીકલ સુપરવાઇઝર	9099083095
02-10-2023	રાત્રિ	દક્ષિણ	શ્રી કુલદીપ ચૌહાણ	ટેકનીકલ સુપરવાઇઝર	6359546880
03-10-2023	દિવસ	પૂર્વ	શ્રી આશિષ પટેલ	આસી. ઇજનેર	9099083056
03-10-2023	રાત્રિ	ઉત્તર	શ્રી દર્પણ ચાટોલીયા	ટેકનીકલ સુપરવાઇઝર	9712700887
04-10-2023	દિવસ	દક્ષિણ	શ્રી જાગીર પટેલ	ટેકનીકલ સુપરવાઇઝર	9712701983
04-10-2023	રાત્રિ	પૂર્વ	શ્રી હિરેનકુમાર પ્રજાપતિ	ટેકનીકલ સુપરવાઇઝર	8980902501
05-10-2023	દિવસ	ઉત્તર	શ્રી મુદસસર શેખ	આસી. ઇજનેર	9328385525
05-10-2023	રાત્રિ	દક્ષિણ	શ્રી દિલીપભાઈ ચૌહાણ	ટેકનીકલ સુપરવાઇઝર	9033331060
06-10-2023	દિવસ	પૂર્વ	શ્રી સંજયભાઈ રમેશભાઈ પટેલ	આસી. ઇજનેર	6359600622
06-10-2023	રાત્રિ	ઉત્તર	શ્રી પિયુષ ગામેતી	ટેકનીકલ સુપરવાઇઝર	6358083557
07-10-2023	દિવસ	દક્ષિણ	શ્રી પ્રજાપતિ કિજલકુમાર આર.	ટેકનીકલ સુપરવાઇઝર	6359600571
07-10-2023	રાત્રિ	પૂર્વ	શ્રી હીરેન સોલકી	ટેકનીકલ સુપરવાઇઝર	7567241168
08-10-2023	દિવસ	ઉત્તર	શ્રી મુદસસર શેખ	આસી. ઇજનેર	9328385525
08-10-2023	રાત્રિ	દક્ષિણ	શ્રી હાર્દિક એ. પ્રજાપતિ	ટેકનીકલ સુપરવાઇઝર	9512012899
09-10-2023	દિવસ	પૂર્વ	શ્રી ભાર્ગવકુમાર પટેલ	ટેકનીકલ સુપરવાઇઝર	8160103875
09-10-2023	રાત્રિ	ઉત્તર	શ્રી ધવલ વિશ્વાસ	ટેકનીકલ સુપરવાઇઝર	9099083095
10-10-2023	દિવસ	દક્ષિણ	શ્રી શંકરભાઈ બારેયા	ટેકનીકલ સુપરવાઇઝર	9099083102
10-10-2023	રાત્રિ	પૂર્વ	શ્રી રવિ ગોપાણી	ટેકનીકલ સુપરવાઇઝર	6357074006
11-10-2023	દિવસ	ઉત્તર	શ્રી દર્પણ ચાટોલીયા	ટેકનીકલ સુપરવાઇઝર	9712700887
11-10-2023	રાત્રિ	દક્ષિણ	શ્રી કુલદીપ ચૌહાણ	ટેકનીકલ સુપરવાઇઝર	6359546880
12-10-2023	દિવસ	પૂર્વ	શ્રી અજય કે. પટેલ	આસી. ઇજનેર	9327038801
12-10-2023	રાત્રિ	ઉત્તર	શ્રી મુદસસર શેખ	આસી. ઇજનેર	9328385525
13-10-2023	દિવસ	દક્ષિણ	શ્રી જાગીર પટેલ	ટેકનીકલ સુપરવાઇઝર	9712701983
13-10-2023	રાત્રિ	પૂર્વ	શ્રી મેહુલભાઈ રાડા	ટેકનીકલ સુપરવાઇઝર	9924753855
14-10-2023	દિવસ	ઉત્તર	શ્રી પિયુષ ગામેતી	ટેકનીકલ સુપરવાઇઝર	6358083557
14-10-2023	રાત્રિ	દક્ષિણ	શ્રી દિલીપભાઈ ચૌહાણ	ટેકનીકલ સુપરવાઇઝર	9033331060
15-10-2023	દિવસ	પૂર્વ	શ્રી આશિષ પટેલ	આસી. ઇજનેર	9099083056
15-10-2023	રાત્રિ	ઉત્તર	શ્રી મુદસસર શેખ	આસી. ઇજનેર	9328385525
16-10-2023	દિવસ	દક્ષિણ	શ્રી પ્રજાપતિ કિજલકુમાર આર.	ટેકનીકલ સુપરવાઇઝર	6359600571
16-10-2023	રાત્રિ	પૂર્વ	શ્રી હિરેનકુમાર પ્રજાપતિ	ટેકનીકલ સુપરવાઇઝર	8980902501


O/C NRCP

17-10-2023	દિવસ	ઉત્તર	શ્રી ધવલ વિશ્વાસ	ટેકનીકલ સુપરવાઇઝર	9099083095
17-10-2023	રાત્રિ	દક્ષિણ	શ્રી હાર્દિક એ. પ્રજાપતિ	ટેકનીકલ સુપરવાઇઝર	9512012899
18-10-2023	દિવસ	પૂર્વ	શ્રી સંજયભાઈ રમેશભાઈ પટેલ	આસી. ઇજનેર	6359600622
18-10-2023	રાત્રિ	ઉત્તર	શ્રી દર્પણ ચાટોલીયા	ટેકનીકલ સુપરવાઇઝર	9712700887
19-10-2023	દિવસ	દક્ષિણ	શ્રી શંકરભાઈ બારેયા	ટેકનીકલ સુપરવાઇઝર	9099083102
19-10-2023	રાત્રિ	પૂર્વ	શ્રી હીરેન સોલકી	ટેકનીકલ સુપરવાઇઝર	7567241168
20-10-2023	દિવસ	ઉત્તર	શ્રી મુદસસર શેખ	આસી. ઇજનેર	9328385525
20-10-2023	રાત્રિ	દક્ષિણ	શ્રી કુલદીપ ચૌહાણ	ટેકનીકલ સુપરવાઇઝર	6359546880
21-10-2023	દિવસ	પૂર્વ	શ્રી ભાગવતકુમાર પટેલ	ટેકનીકલ સુપરવાઇઝર	8160103875
21-10-2023	રાત્રિ	ઉત્તર	શ્રી પિયુષ ગામેતી	ટેકનીકલ સુપરવાઇઝર	6358083557
22-10-2023	દિવસ	દક્ષિણ	શ્રી જાગીર પટેલ	ટેકનીકલ સુપરવાઇઝર	9712701983
22-10-2023	રાત્રિ	પૂર્વ	શ્રી રવિ ગોપાણી	ટેકનીકલ સુપરવાઇઝર	6357074006
23-10-2023	દિવસ	ઉત્તર	શ્રી મુદસસર શેખ	આસી. ઇજનેર	9328385525
23-10-2023	રાત્રિ	દક્ષિણ	શ્રી દિલીપભાઈ ચૌહાણ	ટેકનીકલ સુપરવાઇઝર	9033331060
24-10-2023	દિવસ	પૂર્વ	શ્રી અજય કે. પટેલ	આસી. ઇજનેર	9327038801
24-10-2023	રાત્રિ	ઉત્તર	શ્રી ધવલ વિશ્વાસ	ટેકનીકલ સુપરવાઇઝર	9099083095
25-10-2023	દિવસ	દક્ષિણ	શ્રી પ્રજાપતિ કિજલકુમાર આર.	ટેકનીકલ સુપરવાઇઝર	6359600571
25-10-2023	રાત્રિ	પૂર્વ	શ્રી મેહુલભાઈ રાડા	ટેકનીકલ સુપરવાઇઝર	9924753855
26-10-2023	દિવસ	ઉત્તર	શ્રી દર્પણ ચાટોલીયા	ટેકનીકલ સુપરવાઇઝર	9712700887
26-10-2023	રાત્રિ	દક્ષિણ	શ્રી હાર્દિક એ. પ્રજાપતિ	ટેકનીકલ સુપરવાઇઝર	9512012899
27-10-2023	દિવસ	પૂર્વ	શ્રી આશિષ પટેલ	આસી. ઇજનેર	9099083056
27-10-2023	રાત્રિ	ઉત્તર	શ્રી મુદસસર શેખ	આસી. ઇજનેર	9328385525
28-10-2023	દિવસ	દક્ષિણ	શ્રી શંકરભાઈ બારેયા	ટેકનીકલ સુપરવાઇઝર	9099083102
28-10-2023	રાત્રિ	પૂર્વ	શ્રી હિરેનકુમાર પ્રજાપતિ	ટેકનીકલ સુપરવાઇઝર	8980902501
29-10-2023	દિવસ	ઉત્તર	શ્રી પિયુષ ગામેતી	ટેકનીકલ સુપરવાઇઝર	6358083557
29-10-2023	રાત્રિ	દક્ષિણ	શ્રી કુલદીપ ચૌહાણ	ટેકનીકલ સુપરવાઇઝર	6359546880
30-10-2023	દિવસ	પૂર્વ	શ્રી સંજયભાઈ રમેશભાઈ પટેલ	આસી. ઇજનેર	6359600622
30-10-2023	રાત્રિ	ઉત્તર	શ્રી મુદસસર શેખ	આસી. ઇજનેર	9328385525
31-10-2023	દિવસ	દક્ષિણ	શ્રી જાગીર પટેલ	ટેકનીકલ સુપરવાઇઝર	9712701983
31-10-2023	રાત્રિ	પૂર્વ	શ્રી હીરેન સોલકી	ટેકનીકલ સુપરવાઇઝર	7567241168

ઉપરોક્ત ઓર્ડર મુજબ સ્ટાફ ફરજિયાત કામગીરી કરવાની રહેશે તેમજ જો અનિવાર્ય સંજોગોમા જો સ્ટાફ ગેરહાજર હોય કે ન આવી શકવાના હોય તો તેમણે તેઓની જગ્યાએ બીજા કોઈ સ્ટાફ ની વ્યવસ્થા કરી જોઈન્ટ ટાસ્ક ફોર્સની કામગીરી કરવાની રહેશે તેમજ ઉપરોક્ત ઓર્ડર મુજબ હાજર સ્ટાફ દ્વારા દરરોજ ઇન્સપેક્શન રીપોર્ટ ભરીને દરરોજ અ.મ્યુ.કે.ના વોટસએપ ગ્રુપમા મુકવાનો રહેશે.

  
29/10/23  
આ.ઈ.  
(NRCP)

આ.સી.ઈ.  
(NRCP)

  
ઓ.સી.ટી. ઇજનેર  
(NRCP)



## 15. Annexure 15: GUDM Establishment of PMU for G-ACRP Order



# Gujarat Urban Development Mission

"Karmyogi Bhavan", Block No. 1, Ground Floor, Sector-10/A, Gandhinagar, Gujarat-382010.  
Phone : 079-23257583, Fax : 079-23257582 Email : info@gudm.org, Website : www.gudm.org

No. : G.U.D.M./Multilateral Funding/ WB/ PMU/ 1046

Date : 7 JUN 2021

- Subject :** Establishment the Project Management Unit (PMU) for the approved projects under multilateral funding under World Bank (WB) - Gujarat Resilient City Development Program (GRCDP) for Ahmedabad Municipal Corporation funded by World Bank (WB)
- Reference :**
1. Letter no. F. No. 15/ 11/ 2019-FB-IV, Date: 29.09.2020 from Department of Economic Affairs (FB & ADB Division), Ministry of Finance, New Delhi
  2. Letter from Country Director, India, World Bank; Date: 12.10.2020
  3. Office Order No. GUDC/ World Bank/ GRCDP/ 2021/ 1156, Date: 03.05.2021 from Gujarat Urban Development Company Ltd. (GUDCL)

### Office Order

#### Preamble:

The project named **Gujarat Resilient City Development Program (GRCDP) for Ahmedabad Municipal Corporation has been approved by World Bank (WB) for financing.** The same has also been approved in 110<sup>th</sup> Screening Committee, DEA, Ministry of Finance, New Delhi. In this regard, earlier with the referred office order, Project Monitoring Unit (PMU) was set up at the end of M/s Gujarat Urban Development Company Ltd. (GUDCL) and GUDCL was appointed as the State Level Nodal Agency.

Presently, for the implementation of Centrally & State funded schemes i.e. AMRUT, Smart Cities Mission, SJMMSVY, e-Nagar; handling projects funded by Asian Development Bank (ADB); Gujarat Urban Development Mission is acting as State Level Nodal Agency.

Considering this and after detailed deliberation it has been decided by competent authority to appoint Gujarat Urban Development Mission as State Level Nodal Agency for the implementation of Gujarat Resilient City Development Program (GRCDP) for Ahmedabad Municipal Corporation and set-up Project Management Unit (PMU) team at the end of GUDM office.

#### Order:

In view of the above, following set-up for the Project Management Unit (PMU) for the implementation of the GRCDP Project (Ahmedabad Municipal Corporation) has been decided to be headed by Chief Engineer & General Manager (Tech), GUDM.

No.	Details of official
1	Shri Vijaybhai C. Patel, Superintending Engineer & Deputy General Manager (Tech)
2	Shri Premal A. Kalsara, Team Leader (AMRUT & Smart Cities)
3	Shri Chintan N. Bhagat, Urban Infrastructure Expert, SMMU (AMRUT)
4	Shri Saumil M. Prajapati, PPP Specialist, SMMU (AMRUT)
5	Shri Sumant L. Patel, Municipal Finance Expert, SMMU (AMRUT & Smart Cities)

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**The office of Gujarat Urban Development Mission (GUDM) will act as State Level Nodal Agency for the implementation of Gujarat Resilient City Development Program (GRCDP).**

*(Approved by Addl. CEO, GUDM on file)*

  
**Chief Engineer &  
General Manager (Tech)**

**Copy submitted to:**

- Additional Chief Secretary, UD & UHD, Gandhinagar
- Municipal Commissioner, Ahmedabad Municipal Corporation, Ahmedabad
- Additional Chief Executive Officer, GUDM, Gandhinagar
- Vice President (Project), GUDCL, Gandhinagar to consider as above & for necessary action
- Joint Secretary (Project), UD & UHD, Gandhinagar
- Director (Finance), GUDM, Gandhinagar
- General Manager (Admin), GUDM, Gandhinagar

**Copy to:**

- All the officials

✓ Mr. Harsh Goyal, Urban Specialist, World Bank (email: [hgoval@worldbank.org](mailto:hgoval@worldbank.org))

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