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Assignment name: PPP Transaction Advisory Services for Establishment of 50-Seat Medical College and Upgradation and Modernization of Existing Railway Hospital in to 250 Beds at Saidpur in Nilphamari	Approx. value of the contract (in current US\$): US\$ 310,000 (BDT 2.9 Crore)
Country: Bangladesh Location within country: Dhaka & Nilphamari	Duration of assignment (months): 15
Name of Client: Public-Private Partnership (PPP) Authority, Govt. of Bangladesh	Total No of staff-months of the assignment: 43
Address: Chief Executive Officer (CEO), Public-Private Partnership (PPP) Authority, Plot: E-13B (1st Floor), Agargaon, Sher-e-Bangla Nagar, Dhaka-1207, Bangladesh Email: ceo@pppo.gov.bd	Approx. value of the services provided by your firm under the contract (in US\$ currency equivalent): US\$ 16,000 (BDT 15 Lac)
Start date (month/year): June 2022 Completion date (month/year): Ongoing	No of professional staff-months provided by associated Consultants: 38
Name of associated Consultants, if any: <ul style="list-style-type: none"> • Synergy Consulting Infrastructure and Financial Advisory Services Inc. (Lead JV Partner) • Grant Thornton Consulting Bangladesh Limited (JV Partner) 	Name of senior professional staff of your firm involved and functions performed: <ul style="list-style-type: none"> • Raisin Akhter Feroz – Environmental Expert • G.M. Humayun Kabir – Civil Engineer
Narrative description of Project: Bangladesh Railway has decided to balance, modernize, rehabilitate and expand the existing Saidpur Railway Hospital at Saidpur, Nilphamari to a upscale 250-bed hospital and to establish a 50-seat medical college in the unused land at and adjacent to the hospital complex on the Public Private Partnership (PPP) model. The objectives of the proposed project are: <ul style="list-style-type: none"> • to quality provide medical services to general public as well as Bangladesh Railway's Employees • to increase revenue earning scope of the Bangladesh Railway and • to introduce private public partnership in the Bangladesh Railway 	
Description of actual services provided in the assignment: e.Gen is assisting the client for doing the below mentioned activities: <p>Phase 1: Detailed Feasibility Study and Project Development</p> <ul style="list-style-type: none"> → Introduction → Needs Analysis → Linked Project Assessment → Preliminary Technical Assessment → Project Scoping → Environment and Social Impact Assessment → Demand assessment and market study → Financial Analysis and PPP Transaction Structure → Regulatory Review and Stakeholder Consultations → Project Risk Assessment → Heads of Terms for Concession Agreement → Procurement Plan 	



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Phase 1 Deliverables:

1. Inception Report on Saidpur Railway PPP hospital and medical college;
2. Preliminary Findings Report on Saidpur Railway PPP hospital and medical college;
3. Draft Feasibility Report on Saidpur Railway PPP hospital and medical college;
4. Detailed Feasibility Study Report on Saidpur Railway PPP hospital and medical college.

Phase 2: PPP Procurement Process Development and Implementation

Once Phase 2 has been launched, the Transaction Advisor is required to work together with the BR to develop, manage and support the procurement process for securing contracts with a competent private developer under a PPP arrangement in accordance with the standards set out for PPPs in relevant laws, regulations, rules and policy.

The consultant team is doing the following activities for implementing the both phases of the project:

- Attend kickoff meeting
- Attend inception report presentation
- Review questionnaire or checklist prepared by surveyors
- Review data collected from the environmental survey
- Review draft report regarding EIA, and environmental survey data and provide feedback
- Develop environmental impact mitigation measure
- Review draft EIA report and feedback
- Review of Final EIA report and Feedback
- Review land use survey data, utility survey data and engineering structural survey data
- Review draft report regarding land use, utility and engineering structural data and provide feedback
- Attend a meeting with the client regarding the draft report

Assignment name: Preparation of a Policy Options Paper for the Municipal Incentive Fund (MIF)	Approx. value of the contract: USD 270,738
Country: Afghanistan Location within country: Kabul	Duration of assignment (months): 3 Months
Name of Client: Ministry of Urban Development and Land, Afghanistan; the World Bank	Total No of staff-months of the assignment:
Address: Ministry of Urban Development and Land, 3rd Microryan, opposite to Govt. Printing Press Kabul, Afghanistan	Approx. value of the services provided by your firm under the contract (in US\$): USD 270,738
Start date (month/year): May 2020 Completion date (month/year): Sep 2020	No of professional staff-months provided by associated Consultants: 9 Months
Name of associated Consultants, if any:	Name of senior professional staff of your firm involved and functions performed: <ul style="list-style-type: none"> • Hernando Garzon • Maarten de Zeeuw – Team Leader / Senior International Municipal Finance Specialist



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- Mer Wais Jabarkhail - Municipal Finance Specialist

Narrative description of Project:

The Policy Options Paper for the Municipal Incentive Fund for Afghanistan will build on Chapter 16 of the Municipal Law and will support both IDLG and the Government of Afghanistan to better articulate the provisions of the said law. The outcome will also include a comprehensive framework for its implementation.

Description of actual services provided in the assignment:

The Consultant will:

(a) At the MIF Legal Level: Review the legal and institutional provisions for establishing the MIF by IDLG under Chapter 16 of the Municipal Law. The Consultant will assess the current legal framework for performance-based financing of municipalities in Afghanistan and will identify any legal, regulatory or policy limitations that might hamper municipal financing through an MIF approach. The Consultant would recommend legal or procedural remedies to be opted by the client. Finally, the consultant will recommend a set of criteria for evaluating the MIF in terms of simplicity, transparency and allocative efficiency.

(b) At the MIF Governance and Institutional Level: The Consultant will conduct institutional assessments of the 5 PCC municipalities under the CIP to identify appropriate performance indicators to be used for the MIF. The institutional assessments would include among others the organizational structure, staffing as well as municipal and financial management capacity. Such assessments would build on earlier evaluations conducted for the five cities under the Cities Investment Program (CIP). In parallel, the Consultant will assess the potential governance role of concerned national, regional and local institutions under a future MIF. This will involve among others: Ministry of Finance, IDLG-DMM, Ministry of Urban Development and Land, Municipalities and others. At the local level, the role of both the Municipal Council and the Provincial Governor will be reviewed. The Consultant will recommend the governance and administrative structure of the performance-based municipal financing and roles and responsibilities of each institution. Finally, the Consultant will consider the limited management capacities and will identify the related institutional support arrangements for the success of the MIF.

(c) Funding Sources: The Consultant will explore both potential sources and level of funding that could be allocated on an annual basis by the Ministry of Finance (MoF) to the MIF. Also, considering that the Municipal Law stipulates that MIF funding allocated per municipality is not to exceed quarterly and annual limits to be established by IDLG, the Consultant will propose such limits and review the adequacy of frequent project applications (one per quarter in each fiscal year) and assess the resulting institutional implications and capacity to manage the MIF. The Consultant will also assess mechanisms for assigning a discretionary budget for performance based municipal financing. The consultant is to determine donors' or other funding received by the municipalities and its impact on the quota of financing to the concerned municipality. The consultant is to recommend the best decision-making criteria and formulas for assigning a discretionary budget without complicating the intergovernmental fiscal transfer program. More specifically the criteria should indicate how to determine the total amount is allocated for the performance-based financing, how to allocate the resources across eligible municipalities and how to restrict using financing.

(d) At the MIF Operational Level: The Consultant will attempt at classifying Afghan municipalities based on their current development activities, need for the development, their income level, population and remoteness. Accordingly, the Consultant will review both the comprehensiveness and relevance of project application requirements under the provisions of Chapter 16 of the Municipal Law of Afghanistan and will design an appropriate template to be used by IDLG. The Consultant will propose a set of Minimum Conditions (MCs) derived from statutory requirements for Afghan municipalities that demonstrate a basic level of absorptive capacity. This implies that basic fiduciary and other safeguards



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are in place before grants are made available to municipalities. The Consultant will also identify and articulate the specific social objectives to be achieved by local government under Chapter 16 of the Municipal Law and propose appropriate indicators and KPIs to assess progress by municipalities towards political, social and economic objective - Finally, the Consultant will define the metrics for measuring municipal operational performance under the above objectives and will formulate KPI to capture project impacts and prepare both the relevant template and description needed for the IDLG Annual Report as stipulated in Chapter 16 of the Municipal Law of Afghanistan.

(e) Policy Options: Subsequent to the MIF Legal, Governance and Institutional, Financial and Operational reviews, the Consultant is to propose policy options in line with the findings of aforementioned reviews. The policy options are to be consulted and advocated with the Ministry Finance, IDLG-DMM, Municipalities and the leadership of the Government of Afghanistan as key stakeholders in the process of policy development. Final policy options paper is to be translated in one of the local languages as a prerequisite.

Assignment name: ADB TA-9229 REG: Support to the Association of Southeast Asian Nations Economic Community - Labor Market Activation Program (50172-002)	Approx. value of the contract: US\$ 1,050,000
Country: Indonesia Location within country: Jakarta	Duration of assignment: N/A
Name of Client: Asian Development Bank (ADB) / Ministry of Economic Affairs	Total No. of staff-months of the assignment: 96
Contact Person, Title/Designation, Tel. No./Address: N/A	Approx. value of the services provided by your firm under the contract: US\$ 4,500
Start date: June 2019 Completion date : December 2020	No. of professional staff-months provided by your consulting firm: 2
Name of associated Consultants, if any: – Inno-Change International Consultants Inc., Philippines (Lead Firm)	Name of senior professional staff of your consulting firm/organization involved and designation and/or functions performed: – Andrew Vickerry - Financial Management Specialist
Narrative description of Project: This TA primarily aims to support the Government of Indonesia to develop and implement programs that will improve labor market participation in Indonesia.	
Description of actual services provided in the assignment: The Consultants will support Indonesia, particularly the Coordinating Ministry of Economic affairs to to pilot two labor market activation programs, namely: 1) the JobStart program and 2) Enterprise-led Learning Network (ELLN) skills development funding program. The JobStart program aims to assist young unemployed citizens to acquire life skills to prepare them for the labor market better, while the ELLN intends to upgrade the demand-driven technical skills by putting employers to lead when it comes to identifying the skills that are relevant and useful in their enterprises or companies. These two programs	



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are conceived to offer a flexible and innovative approach to skilling and developing the workforce in Indonesia, particularly, the youth.

Assignment name: Impact of Energy Subsidy Reform on Firms and Mitigation Measures	Approx. value of the contract (in current US\$): 150,000
Country: Tunisia Location within country: Countrywide	Duration of assignment (months): 6
Name of Client: World Bank / Ministry of Development, Investment and International Cooperation, Republic of Tunisia	Total No of staff-months of the assignment: 1.5
Address: Ministry of Development, Investment and International Cooperation, Republic of Tunisia	Approx. value of the services provided by your firm under the contract (in US\$): 38,438
Start date (month/year): December 2018 Completion date (month/year): May 2019	No of professional staff-months provided by associated Consultants: N/A
Name of associated Consultants, if any: – iCom – Apex	Name of senior professional staff of your firm involved and functions performed: Janybek Omorov- Energy Policy and Energy Reform Expert
Narrative description of Project: The core objective of the project is to analyze the impact of energy subsidy reforms on the productivity and competitiveness of firms in specific sectors in Tunisia. The analysis will identify the coping mechanisms that are available to firms and propose mitigation measures the Government of Tunisia could undertake to reduce the financial burden for vulnerable sectors, while supporting their transition to the new price environment in the medium term. The Consultant will discuss the selection criteria with the World Bank team before finalizing the sector selection.	
Description of actual services provided in the assignment: <ul style="list-style-type: none"> • Energy consumption: the amount of energy (disaggregated by energy type: HFO, gasoline, diesel, LPG, kerosene, natural gas, electricity, etc.) consumed. • Market and competition: number and size of firms, export orientation, barriers to entry/exit, product/price differentiation. • Technology: technology and processes used for energy consumption, energy efficiency (output per unit of energy consumed), and potential for improvement. • Financial and energy indicators: energy intensity (the share of energy cost, direct and indirect, to total variable cost), and profit margin (the amount by which revenue exceeds the cost of sales), to the extent possible, in comparison with international benchmark. • Impact: the impact of energy price increases on firm performance (productivity, profitability and energy efficiency), in the short and long terms, on output pricing and aggregate outcomes such as output and employment. • -Coping mechanisms: measures adopted by firms during energy price adjustments (pass-through, cost reduction, energy substitution, energy efficiency investments, others); and • -Policies: current support that the sectors receive from the Government. <p>The Consultant will summarize the results of the literature review and sector in-depth study to propose recommendations for Government's accompanying policies to mitigate the impact of energy subsidy</p>	



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reform on firms. The proposals will include both short-term policies to help firms minimize risks on their profitability and output, on consumer price, and on employment as well as medium-term policies that encourage firms to adopt efficient production processes to enhance their competitiveness in the new price environment. The policies are mainly targeted toward firms (e.g. energy efficiency support; investment regulations) but can also include broader policies to mitigate the secondary impact on workers and consumers (employment support, social protection).

Assignment name: Tariff Reform Study and Preparation of Electricity Tariff for Consumers of Palli Bidyut Samitis (PBSs) Under Bangladesh Rural Electrification Board (BREB)	Approx. value of the contract: US\$ 281,517
Country: Bangladesh Location within country: All 64 Districts	Duration of assignment: 6 months
Name of Client: Bangladesh Rural Electrification Board (BREB) / World Bank	Total No of staff-months of the assignment: 26
Contact Person, Title/Designation, Tel. No./Address: Debasish Chakraborty Project Director; TAPP Project, BREB envreb@gmail.com	Approx. value of the services provided by your firm under the contract: USD 61,820
Start date: July 2018 Completion date: Dec 2020	No. of professional staff-months provided by your consulting firm/organization or your sub consultants: 21
Name of associated Consultants, if any: – Economic Consulting Associates (ECA), UK (Lead Firm)	Name of senior professional staff of your consulting firm/organization involved and designation and/or functions performed: – Roomee Tareque Moudud – Financial Analyst – Masud Hossain – Accountant – Mahtab Ahmed – Assistant Accountant – Avirup Sarkar – Assistant Financial Analyst & Accountant
Narrative description of Project: Assessment of cost of electricity service delivery, tariff study and preparation of electricity tariff for consumers of Palli Bidyut Samitites (PBSs) under Bangladesh Rural Electrification Board (BREB). The study is financially supported by the International Development Association (IDA) through a Credit to BREB.	
Description of actual services provided in the assignment: The assignment contains the following requirements: <ul style="list-style-type: none"> • The Revenue Requirement determination will follow BERC regulations. • The consultant shall review current tariff methodologies and gain an appreciation and clarify the structures and philosophy adopted. • PBS tariffs will be calculated based on rate base, depreciation, debt servicing and return on investment. Any cross subsidies shall be incorporated in a clear and transparent manner. Best practices shall be considered. 	

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- The tariff calculation shall be based on the premises of affordability, social impacts, and the ability of groups of consumers (especially commercial and industrial) to cross-subsidise residential consumers.
 - A roadmap shall be developed for subsidy elimination over a reasonable period of time.
- The TOR require the preparation of an electricity tariff calculation methodology and model that:
- Computes tariffs for end users.
 - Is transparent in its methodology and delivers predictable and stable tariffs.
 - Complies with accepted regulatory principles.
 - Guarantees recovery of the total cost and a reasonable amount of profit for the utility.
 - Is easy to use.
 - Provides adequate short-term and long-term financial information.

Assignment name: ADB TA-8994 BAN: Third Capital Market Development Program (45253-002)	Approx. value of the contract: US\$ 427,298
Country: Bangladesh Location within country: Dhaka	Duration of assignment: 14 months
Name of Client: Asian Development Bank/Bangladesh Stock Exchange Commission (BSEC)	Total No of staff-months of the assignment: 25
Contact Person, Title/Designation, Tel. No./Address: Md. Saifur Rahman Executive Director (Surveillance), Bangladesh Stock Exchange Commission. Tel: +8801720163752	Approx. value of the services provided by your firm under the contract: US\$ 288,399
Start date: May 2018 Completion date: December 2019	No. of professional staff-months provided by your associated firms: 9
Name of associated Consultants, if any: <ul style="list-style-type: none"> – DevPar Financial Consulting Limited, Canada – Actuarial Regulatory & Tax Advisors Limited, United Kingdom 	Name of senior professional staff of your firm involved and functions performed: <ul style="list-style-type: none"> • A.K Ahmed Mostafa, Project Manager • Natalie Schoon – Derivatives Expert and Islamic Finance Expert (International)
Narrative description of Project: The project aims to: (i) meet the capacity building needs of the Bangladesh Securities and Exchange Commission (BSEC) and the Insurance Development and Regulatory Authority (IDRA) to help both regulators discharge their oversight functions more effectively; (ii) strengthen the BSEC and IDRA for implementing reforms under the third capital market program; and (iii) support the government to carry out all policy conditions under the third capital market program.	
Description of actual services provided in the assignment: Objective 1: Development of the capital market surveillance and supervision framework <ul style="list-style-type: none"> • Framework design of the surveillance and supervision system. • Stakeholder consultation before finalizing the surveillance and supervision system 	

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Objective 2: To monitor and supervise installation and operationalization of the new ICT system of BSEC

- Hardware and software specification of the new ICT system
- Tender documents for procuring the software and hardware for the new ICT system
- New ICT system installed and operationalized

Objective 3: Business process re-engineering of the capital market regulatory agencies

- Diagnosis report on the existing business process and regulatory framework
- Re-engineering of the business process of the capital market on basis of the new ICT system

Objective 4: To propose a Clearing and Settlement company based on international best practices

- Regulatory framework for the proposed Clearing and Settlement regime
- Proposed structure and management of national settlement guarantee fund
- Linkage between the proposed C&S company and CDBL
- Framework of the proposed C&S company including organizational structure, staffing, and operating parameters
- Draft BSEC guideline for granting a license to establish a clearing and settlement company

Objective 5: To draft sukuk rules based on international best practice

- Developing an appropriate regulatory and procedural framework for Sukuk

Objective 6: To draft rules for derivatives based on international best practice

- Drafting regulatory and procedural framework for derivative

Objective 7: To provide training to additional IDRA staff to be mobilized after approval of the IDRA organogram

- Training and capacity building support to IDRA official

Assignment name: ADB TA-8260 UZB: Business Process Review, Re-Engineering and Development of Online Government Services	Approx. value of the contract (in current US\$): US\$ 488,000
Country: Uzbekistan Location within country: Countrywide	Duration of assignment (months): 12
Name of Client: Asian Development Bank (ADB) Address: N/A	Total No of staff-months of the assignment: 59 Approx. value of the services provided by your firm under the contract (in US\$): USD 297,400
Start date (month/year): Jul 2016 Completion date (month/year): Mar 2017	No of professional staff-months provided by associated Consultants:
Name of associated Consultants, if any: N/A	Name of senior professional staff of your firm involved and functions performed: Reginald W. Miller: Team Leader Shaan Stevens : International Legal Specialist Sanjay Saxena: International ICT and Online Business Registration and Services Specialist
Narrative description of Project: In order to improve public access to government of Uzbekistan's processes, the TA 8260 project was initiated with a projection of four major outputs: (i) Strategy to improve government-public and government-business interface (ii) phased strategies for priority e-government services (iii) action plans	



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for piloting e-government services and (iv) piloted e-government services. The project core focus is on three major government service areas: (i) business registration (ii) property registration and (iii) procurement of public goods. Based on the outcome of BPR, the TA will support the Ministry for Information Technologies and Communications Development (MITCD), the project executing agency (EA) in developing/improving through piloting projects in above service areas as well as integrating them within a Single Portal of Interactive State Services (SPISS). The project requires to conduct review/analysis of business processes for three priority government services (business registration, property registration and e-procurement). It also requires to present international good practices related to the outlined services and conduct an analysis of their adaptation and application while also reviewing the national legislation relevant to all three priority services. Establish baseline indicators based on review of business processes and suggest redesigned workflows within responsible authority (agency) and among government agencies to the end users in order to optimize end-to-end processes automate non-value-added tasks and achieve significant improvements in critical areas (such as cost, quality, service, and response time) through the in-depth use of information technology.

Description of actual services provided in the assignment:

The firm will apply effective business process review and re-engineering mechanisms to support the efforts in:

- a) optimizing critical/simplification of complex/eliminating redundant internal business processes,
- b) Proper application of interoperability specifications & policies,
- c) Participation in redesign of business processes
- d) Provision of support in the inventory of public services, and assistance in the introduction of interoperability framework that takes into account legal, organizational and technical levels.

A policy/legal review will be undertaken to carry out changes prior to setting up online services. The firm will also assist MITCD to develop an action plan and implementation strategy to support change and transition management in relevant government agencies. The firm will assist in development of online public services (including development of pilot projects under the TA) and achieving efficient, faster, convenient, more responsive, and citizen-oriented services. This can be supported through implementation of activities under “single window” online government services, with integration of existing/upcoming IIS & DBs of state organizations with SPISS platform.

Assignment Name: Redesign of Kabul Municipality’s Financial Management	Approx. value of the contract: USD 567,800
Country: Afghanistan Location within Country: Kabul	Duration of assignment: 2 months
Name of Client: Kabul Municipality/ The World Bank	Total No. of staff-months of the assignment: 11
Contact Person, Title/Designation, Tel. No./Address:	Approx. value of the services provided by the firm under the contract: USD 567,800
Start date: Nov 2015 Completion date: Jan 2016	No. of professional staff-months provided by your consulting firm/organization or your sub consultants: 11
Name of associated Consultants, if any: N/A	Name of senior professional staff of your consulting firm/organization involved and designation and/or functions performed: <ul style="list-style-type: none"> • Jon Bormet- Team Leader



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	<ul style="list-style-type: none"> • Ray Walsh- IT Systems Specialist
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Narrative description of Project:

Kabul Municipality has been suffering from lower own source revenue. Annual revenue of KM was approximately US\$50.5 million (2011/2012); once recurrent expenditures of roughly 63 percent are accounted for, only US\$19 million remains for the city's development budget, translating into a per capita equivalent of about US\$4.87, extremely low by international standards and also lower than other large cities in Afghanistan. Progress towards greater financial self-reliance will require KM to overcome multiple and interrelated constraints for improving revenue management functions, financial planning, and investment management.

This project had the following objectives to accomplish:

- (a) Undertaking a comprehensive diagnostic of KM's current financial situation and of KM's systems and capacities for Revenue Management and Financial Management, to identify what is needed to strengthen municipal financial autonomy, improve direct and indirect cost recovery, and contribute to more balanced budgeting; and
- (b) developing a time-bound realistic action plan for implementation of feasible recommendations (immediate, over 2 years, and over 4 years) delivered in the form of a report, as well as one of more bidding documents for implementation of the recommendations.

Description of actual services provided in the assignment:

i) e.Gen has managing its team of consultants to carry out the following tasks:

Task-1: Financial Analysis of KM

- Examined of the revenues and expenditures, assets and liabilities of KM
- Assessed the existing financial condition of Kabul city and make projections of the immediate future.
- Identified significant trends of the various sources of revenues and expenditures as well as compute the standard financial ratios.

Task-2: Assessment of KM's Revenue Management Systems

- Described the various sources of OSRs and the methods for their assessment and collection.
- Described the policy framework for local revenues and assess the extent to which they influence local revenue collection performance.
- Assessed the existing system of transfers from the Central Government
- Assess the areas for possible improvement in revenue collection and make recommendations.
- Recommended possible new areas for local revenue mobilization

Task-3: Assessment of KM's Financial Management Systems and Processes (FM Assessment)

- Current systems of financial planning for the short and medium terms, systems for capital investment planning and budgeting, planning for Operations & Maintenance, Budget formulation, relation between planning and budgeting, budget execution and monitoring and control.
- Current Accounting practices, reliability and comprehensiveness of accounting records, basis of accounting and accounting standards followed; cost accounting practices (if any)
- Internal Controls: existing systems and practices; working of controls in practice
- Procurement Systems and Practices, contract management practices
- Systems and practices of financial reporting (internal and external)

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- Auditing and Oversight.
- Asset Management: Existing practices for Asset valuation and management: regularity of record keeping (e.g. :Fixed Assets Register maintenance)
- Use of IT in municipal financial management: status of use of IT systems used for FM at present; potential areas of computerization; assessment of benefits and costs in increasing use of IT in FM.
- Financial Management practices: cash management, use of debt if any.

Task-4: Assessment of existing IT systems in KM and their use for improving Municipal financial management (IT Assessment)

- Assessed the existing status of IT systems being used by KM for municipal financial management and their adequacy for meeting the growing municipal management requirements of KM.
- Drew from the findings of the Revenue and FM assessments, specific areas for the increasing the use of IT and/or for upgrading the current IT systems that can result in improving the efficiency and transparency of municipal financial management will be identified.
- Provided recommendations on the IT systems to be introduced/upgraded and based on the recommendations provide technical specifications for hardware and software (both off-the-shelf and customized) along with cost estimates – these will be packaged into one or more bidding documents as appropriate.

Task-5: Submitted consolidated recommendation report

Assignment Name: Consultancy on Economic Cost of Natural Gas for Myanmar Market	Approx. value of the contract: USD 242,048
Country: Myanmar Location within Country: Countrywide	Duration of assignment: 8 months
Name of Client: Ministry of Energy, Myanmar/ World Bank	Total No. of staff-months of the assignment: 15
Contact Person, Title/Designation, Tel. No./Address:	Approx. value of the services provided by the firm under the contract: USD 2,42,048
Start date: Oct-06-2015 Completion date: May-31-2016	No. of professional staff-months provided by your consulting firm/organization or your sub consultants: 15
Name of associated Consultants, if any: N/A	Name of senior professional staff of your consulting firm/organization involved and designation and/or functions performed: <ul style="list-style-type: none"> • David Roland Holst- Economic Analyst
Narrative description of Project: The first objective of this study will be to determine the economic costs of supplying natural gas into the domestic market at certain off take points of the gas network considering Myanmar's gas reserve position and current and forecasted supply and demand conditions. The second objective will be to review the impact of international gas prices on Myanmar's gas exports and government's revenues from the gas sector.	
Description of actual services provided in the assignment: The scope of work included four tasks:	



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- Task 1: Review of Myanmar's natural gas supply and demand balance;
- Task 2: Development of most appropriate methodology for determining economic cost for supplying natural gas into the domestic Myanmar market; and
- Task 3: Calculation of the costs at certain off take points from the gas network.
- Task 4: Estimation of the potential direct impact of a decline in gas prices– and a scenario of increased domestic supply– on the value of exports and government revenues.

Assignment name: ADB Grant 0290 MLD: Inclusive Micro, Small and Medium Enterprise (MSME) Development Project - Project Management Consultancy Services	Approx. value of the contract (in current US\$): US\$ 1,876,031
Country: Maldives Location within country: Various locations	Duration of assignment (months): 40 months
Name of Client: Asian Development Bank (ADB)/ Ministry of Economic Development (MED)	Total No. of person-months of the assignment: 214
Address: Ministry of Economic Development, Boduthakurufanu Magu, Male, Maldives	Approx. value of the services provided by your firm under the contract (in current US\$): US\$ 1,805,231
Start date (month/year): March 2015 Completion date (month/year): June 2018	No. of professional person-months provided by the joint venture partners or the sub-consultants: 6
Name of joint venture partner or sub-consultants, if any: <ul style="list-style-type: none"> - Bureau of Research on Industry and Economic Fundamentals (BRIEF) - CRISIL Infrastructure Advisory 	Name of senior full-time employees ("full-time employee" as defined in Section 2) of your firm involved and functions performed: Mark Van Steenwyk - Team Leader
Narrative description of Project: The assignment involved successful operationalization of an MSME development program including a network of 7 BDSCs and 2 Business Incubator Program with matching grant facilities. The major components of the project are: Component 1: Strengthening of Business Development Services - This focuses on institutional strengthening of Business Development Service Centers (BDSCs) and Business Incubator Program. Component 2: Project Management Unit Support Services - This involves providing overall project management and implementation support to the MSMEDP through the Central PMU at the MED. Component 3: Legal Support Services – This involves strengthening program implementation capacity and enhancing enabling environment for MSME development. Component 4: Credit Guarantee & Access to Finance Services - This involves providing operationalization assistance to a credit guarantee scheme and initial handholding support.	
Description of actual services provided in the assignment: e.Gen as Lead firm carried out this assignment which involves successful operationalization of an MSME development program including a network of 7 BDSCs and 2 Business Incubator Program with matching grant facilities. Component 1 - Strengthening of Business Development Services – This focuses on institutional strengthening of Business Development Service Centers (BDSCs) and Business Incubator Program through: <ul style="list-style-type: none"> • Operationalizing a network of 7 BDSCs and 2 incubators with matching grant facility. 	



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- Market Research & Value Chain Mapping.
- Selection of priority sector value chains and partnership businesses.
- Business Incubation support to MSMEs.
- Development of training modules and quality control standards.
- Training of 2500 MSMEs.

Component 2 – Project Management Unit Support Services – This involves providing overall project management and implementation support to the MSMEDP through the Central PMU at the Ministry of Economic Development. e.Gen's scope of work includes:

- Development of Project management methodology and manual, progress reporting, and monitoring system.
- Augmenting gender impact through barrier removal, awareness and advocacy.
- Facilitating gender disaggregation of data.
- Developing women and youth focused training modules.
- Preparing gender action plan.

Component 3 – Legal Support Services – This involves strengthening program implementation capacity and enhancing enabling environment for MSME development through:

- Identification of legal gaps and barriers for enterprise development.
- Recommendation of new laws and amendments to create better enabling business environment.
- Development of regulatory impact assessment framework.
- Development of training materials for training of MSMEs.

Component 4 – Credit Guarantee & Access to Finance Services – This involves providing operationalization assistance to a credit guarantee scheme and initial handholding support through:

- Development of a Credit Guarantee Framework to facilitate access to Finance for MSMEs.
- Guidelines and SOP development for running the Credit Guarantee Facility.
- Handholding assistance, operationalization and initial performance review for the first 3 months.

Assignment name: Consulting Services for Collection and Upload of Data and Implementation of National Trade Portal of Bangladesh	Approx. value of the contract: USD 200,000
Country: Bangladesh Location within country: Dhaka	Duration of assignment: 20
Name of Client: Ministry of Commerce, GOB/ IFC	Total No of staff-months of the assignment: 14
Contact Person, Title/Designation, Tel. No./Address: Killakee House, Belgard Square, Tallaght, Dublin 24, Ireland.	Approx. value of the services provided by your firm under the contract: US\$ 80,000
Start date: December 2014 Completion date: July 2016	No. of professional staff-months provided by your consulting firm/organization or your sub consultants: 14
Name of associated Consultants, if any: – PM Group, Ireland (Lead Firm)	Name of senior professional staff of your consulting firm/organization involved and designation and/or functions performed:

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	<ul style="list-style-type: none"> - Dr. Masudur Rahman (National Trade Specialist) - Sudip Chowdhury (Data Management Expert) - Mohammed Masudur Rahman (Researcher)
<p>Narrative description of Project: The target of the NTPB is to make all regulatory trade related information and other information useful to Bangladeshi importers and exporters easily and readily available in a single integrated website. The aim is to provide transparency and predictability of trade procedures and, in doing so, increase the compliance level and reduce the cost of doing business for the trade.</p>	
<p>Description of actual services provided in the assignment: Along with the lead firm consultant team, assisted and undertook the following:</p> <ul style="list-style-type: none"> • Assisted development of the Web Portal through uploading 187 Legal & SROs documents, uploading 37 forms, creating 37 process diagrams, 44 measures and standards, 155 information pages, and 1,000 web page contents. • Conducted two-day training, arranged orientation, visioning and validation workshops. • Developed appropriate user guidelines and technical guidelines. • Established Memorandum of Understanding. • Prepared a baseline evaluation brief for the project and is undertaking a baseline study to identify awareness of the audience, to realize their expectations from the portal, and to assess benefits to be derived from the use of the portal. 	

Assignment Name: Procurement Audit of IDCOL's Partner Organizations (POs)	Approx. value of the contract: USD 92,600
Country: Bangladesh Location within Country: Various	Duration of assignment: 12 months
Name of Client: IDCOL/World Bank	Total No. of staff-months of the assignment: 21
Contact Person, Title/Designation, Tel. No./Address: Mr. Md. Maidul Islam Officer, Procurement IDCOL, Level-16, UTC Building, 8 Panthapath, Kawran Bazar, Dhaka.	Approx. value of the services provided by the firm under the contract:
Start date: June 15, 2014 Completion date: June 15, 2015	No. of professional staff-months provided by sub consultant: 5
Name of associated Consultants, if any: - M I Chowdhury & Co., Bangladesh	Name of senior professional staff of your consulting firm/organization involved and designation and/or functions performed: <ul style="list-style-type: none"> • Mr. Mohammad Mesbahuddin (Team Leader) • Mr. Md. Hamidul Hoque (Procurement Auditor) • Mr. Md. Iqbal Chowdhury (Financial Auditor)



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	<ul style="list-style-type: none"> • Mr. Ahmed Abdullah Chowdhury (Procurement Specialist) • Mr. Shahidur Humayun Rahman (Project Coordinator)
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Narrative description of Project: The objective of the assignment was to ensure that the procurement process of the program and enlisted POs was undertaken and completed correctly, in accordance with the general procurement guidelines and established procurement practices in the country. The specific objectives of the consultancy were:

- To ensure that procurement procedures were in compliance with general procurement guidelines;
- To value for money was considered throughout the procurement process;
- To review inventory turnover reports and year-end purchases to ensure the proper management of inventory;
- To ensure that the POs were doing business with responsible, reliable and legitimate vendors;
- To determine whether a requisition was prepared by the requester and approved by the appropriate authority;
- To check the completeness of the requisition. All fields had to be completed e.g., authorized signature of the appropriate authority and the requester’s supervisor etc.;
- To ensure that for each requisition; at least four quotations were received;
- To determine if the lowest (financial and technical) acceptable offer and which had scored the highest adjudication points was accepted;
- To determine if the receiving person signed the delivery note/invoice as evidence of checking items received;
- To determine if the function of authorization, ordering and receiving was adequately segregated.

Description of actual services provided in the assignment:

Our team of consultants were working on the following:
 The audit was to cover at least 15% of the awarded contracts during FY 2011-2012 and FY 2012-2013. The firm audited contracts of the 47 identified POs. In conducting the procurement audit, special attention had to be paid to the following.

- *Procurement and contracting policies, procedures and process followed for all activities.* This included include providing assurance that the procurement and contracting processes were carried out in accordance with the general procurement guidelines and current procurement practice established nationwide; if not, that otherwise sound administrative principles and practices were followed, and the expected value for money (economy, efficiency and effectiveness) was achieved;
- *Assessed achievement of procurement activities* against the procurement plan (PP) targets, and highlight risk area (s);
- *Reviewed* Physical completion and cost competitiveness of the contracts;
- *Determined*, to the extent possible, whether:
 - o Identified non-compliance with general procurement guidelines and practices and inappropriate practices or questionable decisions / actions were related to corrupt practices;
 - o Comment on whether the exercise of judgment was reasonable when procurement or processing decisions were on subjective judgment

- o Identified contracts with serious deviations from general procurement guideline and practices justifying consideration for remedial actions.
- *Reviewed the capacity* (availability and utilization, and other resources) of implementing agencies in handling procurement efficiently;
 - o Commented on the quality of procurement and contracting actions/decisions;
 - o Identified reasons for delays, if any;
 - o Determined whether adequate systems were in place for procurement planning, implementation and monitoring; and
 - o Determined whether documentations were maintained as per required standards and can be relied upon.
- *Investigated the contracts* which were subject to allegations of irregularities referred to by IDCOL, and made recommendation from the findings of such inquiry.
- *Identified ways of improving the procurement and contracting process* in the light of deficiencies;
- *Assessed and evaluated the timely conduct of procurement / contracting process.* Where there were excessive delays, identified reasons at source, and recommended ways to overcome delay in the procurement activity, if any.

For each contract package, the consultants were giving special emphasis to:

- Verify eligibility;
- Verify compliance with the procurement procedures as indicated in the Participation Agreement. When deviations or judgment was exercised, the Consultants commented on whether these were reasonable. The Consultants also identified contracts with serious deviations warranting consideration for declaring improper procurement;
 - Establish whether the documentation and record keeping systems were adequate and in place. At locations, where a complete record of contracts was not being maintained, assisted them in starting a system to meet this important requirement. Also identified general issues related to the procurement process and systems with recommendations for improvement.
 - Verify whether goods and works exist at intended locations and were being used for the purposes they were acquired.
 - The awarded contracts, whether audit was based on a representative sample basis. From the proposed sample, the representative samples was finally selected by the consultant in consultation with IDCOL.
 - For verification of assets, the representative sample was selected by the consultant from the preliminary list provided, at the PO Office while reviewing the contracts. At least 15% of assets acquired (i.e. inventory) under the contracts was reviewed through site visits. This selection was influenced by the following factors:
 - Level of comfort obtained during the review of contract [s];
 - Nature of asset [s];
 - Value of asset [s]; and
 - Geographical spread and accessibility of the location of asset

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Assignment Name: Impact Evaluation Study of the Investment Promotion & Financing Facility Project (IPFF)	Approx. value of the contract: US\$ 26,583
Country: Bangladesh Location within Country: Various	Duration of assignment: 3 months
Name of Client: Ministry of Finance, GOB / World Bank	Total No. of staff-months of the assignment: 5
Contact Person, Title/Designation, Tel. No./Address: Md Golam Mostofa, Deputy Secretary (Admin) Finance Division Room No. 224, Building No.7, Bangladesh Secretariat, Dhaka-I 000 Phone: 9576024	Approx. value of the services provided by the firm under the contract: US\$ 20,000
Start date: April 17, 2014 Completion date: July 17, 2014	No. of professional staff-months provided by sub consultant: 2 person-months
Name of associated Consultants, if any: - M I Chowdhury & Co. Ltd.	Name of senior professional staff of your consulting firm/organization involved and designation and/or functions performed: <ul style="list-style-type: none"> • Dr. Khandaker Mustahidur Rahman (Team Leader) • Md. Iqbal Chowdhury (Financial Auditor) • Mohammed Zakiul Hoque (Engineer)
Narrative description of Project:	
<p>The assignment was to carry out a detail impact evaluation study of the IPFF project to find out outcome and output of government expenditure. The objective of the study was to evaluate the impact of the projects under the IPFF umbrella by assessing qualitative and quantitative results of the projects. The impact evaluation study would be used as a decision making tool and in turn would assist the government in formulating future policies and guiding decision making measures in this particular area for financing similar ventures. In order to execute the project, the consultant was expected to undertake study that would comprise of a multi-dimensional assessment of the projects under scrutiny. The basic objective of this proposed study was to develop and apply a framework for measurement and evaluation of impacts of IPFF project in Bangladesh. Findings of this research would contribute to better strategic management of future policies, development of similar PPP programs and access to Government's assistance for development of PPP projects through advocating changes required to maximize contribution to economic and social development.</p>	
Description of actual services provided in the assignment:	
<p>The consulting team was working to undertake an investigative impact evaluation study by means of an approach that was comprised of both primary and secondary research and investigation. The impact</p>	

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evaluation study reviewed the IPFF project based on the following parameters for measuring outcome and output of expenditure:

- Assessment of the financial position
- Assessment of Disbursement, Monitoring and Supervision
- Audit Assessment
- Assessment of purpose and achievement
- Assessment of strengths and weaknesses of fund management
- Assessment of procedural weakness
- Overall program evaluation and recommendation

Assignment name: Justice Sector Facility Project (JSF) - Justice Sector Business Process Mapping, Bangladesh	Approx. value of the contract: N/A
Country: Bangladesh Location within country: Dhaka	Duration of assignment: N/A
Name of Client: UNDP-Bangladesh	Total No of staff-months of the assignment: 8
Contact Person, Title/Designation, Tel. No./Address: N/A	Approx. value of the services provided by your firm under the contract: US\$ 16,500
Start date: March 2014 Completion date: July 2014	No. of professional staff-months provided by your consulting firm/organization: 3.5
Name of associated Consultants, if any: – PricewaterhouseCoopers Private Limited, India (Lead Firm)	Name of senior professional staff of your firm involved and functions performed: <ul style="list-style-type: none"> • Dr. Borhan Uddin Khan - National Domain Expert • Dr. Muhammad Mahbubur Rahman - National Domain Expert • Shahidur Humayun Rahman - Field Analyst • Nasima Akhter Lovely - Field Analyst
Narrative description of Project: To undertake a comprehensive process mapping exercise from the end to end of criminal justice cases (from police to prisons) in Bangladesh. To analyze the existing formal and informal practices and make a series of practical recommendations for future initiatives. More specifically the objectives were to: <ul style="list-style-type: none"> • Better understand how the administration of justice is being managed in pilot districts (Comilla and Pabna); • Map the formal processes, and in particular, to identify the major barriers and blockages in the administration of justice; • Identify the informal processes that cause delay or distort the intent of formal procedures; • Develop recommendations to improve coordination, cooperation and communication between the justice sector agencies where possible through recommendations for streamlined processes. • Based on the findings and recommendations develop terms of reference for the design of basic systems to share case-file information that can be tested in pilot locations 	



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- Involve government partners in a practical, results based, inter-agency process.

Description of actual services provided in the assignment:

- Support team in understanding judicial processes at various levels
- Support team in mapping criminal judicial process in Bangladesh
- Assist team in preparing As-Is study report of processes involved in criminal justice system in Bangladesh
- Support team to implement re-engineering mechanisms in the selected processes and related changes in law as domain expert.
- Assist team in drafting the reports necessary for successful completion of the project
- Support team in understanding criminal judicial processes at various levels
- Identify key judicial staff for system study
- Support team in identifying issues in varied processes
- Implement reengineering mechanisms in the selected processes
- Framing of charter and other methods for proper record management
- Assist team in drafting deliverables under the project
- Liaisoning with the officials of Bangladesh Justice sector
- Gathering data for process study from various levels
- Conducting surveys so as to identify actual issues
- Analytical and logical examination of the various processes and data collected
- Designing unique and applicable mechanisms of conducting survey and data gathering
- Usage of analytics methods of process examination
- Monitor usage of ICT for automation of record handling and other major judicial processes
- Any other work related to the foregoing requested by PwC Necessary Field investigations needed for detailed design
- Review of the contractor's and supplier's operation and maintenance manuals.
- Preparation of reports to the Executing Agency and ADB at regular intervals to summarize the progress of the Project and to identify possible difficulties and delays.

Assignment Name: Preparing SME Project Profiles on Potential Products in the Agro Processing, Light Engineering, Electrical & Electronics, and Plastic Sectors	Approx. value of the contract: USD 19,286.27
Country: Bangladesh Location within Country: Dhaka	Duration of assignment: 3 Months
Name of Client: Small & Medium Enterprise Foundation	Total No of staff-months of the assignment:
Contact Person, Title/Designation, Tel. No./Address: Royal Tower, 4 Panthapath, Dhaka-1215, Bangladesh	Approx. value of the services provided by your firm under the contract: USD 19,286.27
Start date: September 2013 Completion date: November 2013	No of professional staff-months provided by associated Consultants:
Name of associated Consultants, if any: N/A	Name of senior professional staff of your firm involved and functions performed: <ul style="list-style-type: none"> • DR. A.K.M SAIFUL MAJID- Team Leader

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	<ul style="list-style-type: none"> • DR. MD.SALEH AHMED- Sector Specialist, Agro Processing • DR. K SIDDIQUE-E-RABBANI- Sector Specialist, Electrical and Electronics. • Professor Dr. M. Kamal Uddin- Sector Specialist, Light Engineering.
<p>Narrative description of Project: The main objectives of preparing project profile were, to provide guidance and ideas to the SME entrepreneurs on how they would design their own project and provide basic information on some potential and profitable businesses/products to the SME entrepreneurs.</p> <p>Project profile is a vital tool for entrepreneurs. It is a blueprint which guides the entrepreneurs on appropriate and effective steps to be taken at each stage of their business. Entrepreneurs visiting SME Advisory Service Centre usually look for project profiles of potential sectors. They need a roadmap for marketing management, production management, human resource management, sales forecasting, optimum utilization of raw materials and resources, risk assessment, risk management, financial analysis including profit and loss account, productivity improvement and other aspects which can be addressed through a comprehensive project profile. Moreover, project profile can be a major reference document for banks and other financial institutions for assessing the credit worthiness of the entrepreneurs or enterprises. Project profiles can be used by SME Foundation to provide guidance and ideas to entrepreneurs.</p>	
<p>Description of actual services provided in the assignment:</p> <ul style="list-style-type: none"> • Identified the most potential and promising ten (10) products in each of the four sectors • Prepared 4 Project Profiles (one from each sector including micro and small industries) • Reviewed detail sector information. • Held formal meeting with the officials of SME Foundation and related associations. • Finalized the Methodology for preparing project profile and submit inception report • Conducted in depth field survey for collection of information on technology, machinery, raw materials, process flow diagram, demand & market of product, costing and pricing and so on. • Submitted draft project profiles. • Obtained feedback from SME Foundation. • Submitted final project profiles. 	

Assignment name: Financial Sector Project for the Development of Small and Medium Enterprise (FSPDSME)	Approx. value of the contract: US\$ 1,830,057
Country: Bangladesh Location within country: Bangladesh	Duration of assignment: 40 months
Name of Client: Bangladesh Bank/ JICA	Total No of staff-months of the assignment: 49
Contact Person, Title/Designation, Tel. No./Address: Bangladesh Bank Head Office Motijheel C/A Dhaka-1000, Bangladesh	Approx. value of the services provided by your firm under the contract: USD 430,785



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<p>Start date: March 2013 Completion date: June 2016</p>	<p>No. of professional staff-months provided by your consulting firm/organization or your sub consultants: Not Given</p>
<p>Name of associated Consultants, if any: N/A</p>	<p>Name of senior professional staff of your firm involved and functions performed:</p> <ul style="list-style-type: none"> ● Durgadas Bhattacharjee (Monitoring and Evaluation specialist) ● Masud Hussain- (Accounting Specialist) ● Abu Nahid Munir Uddin (Environmental Specialist)
<p>Narrative description of Project: The objective of the consulting services was to strengthen managerial and technical capacity of Bangladesh Bank and PFIs for SMEs financing.</p>	
<p>Description of actual services provided in the assignment: e.Gen worked as Joint Venture Partner of PADECO, Japan in this ODA Loan Project and responsible for provide the following services:</p> <ul style="list-style-type: none"> ● Capacity development of PIU for Project Management ● Capacity development of BB for prudential regulation of SMEs Lending ● SME lending techniques for the PFIs ● SME Promotion Activities ● Study on Improvement of Access to Finance for the SMEs ● Monitoring and Evaluation activities of PIU ● Coordination of PIU with stakeholders <p>Considering the features of fund implementation of FSDPSME:</p> <ol style="list-style-type: none"> (i) High frequency of financing operation under which PFIs can apply for financing twice a month; (ii) Dual modes of financing comprised of refinancing and pre-financing; (iii) Fast turnover of financing under which BB disburses the funds within two weeks of the applications submitted, the Consultant shall execute following services. The Consultant can propose any additional services which are beneficial for implementation of FSDPME in its technical proposal. <p>Consultancy Services to Support Bangladesh Bank for Project Management</p> <p>(a) Project Management</p> <ol style="list-style-type: none"> 1) To assist BB-PIU in facilitating effective management of the Project and control of the funds 2) To assist BB-PIU in preparing and submitting the following reports to JICA; <ol style="list-style-type: none"> i. Quarterly Progress Rep011 ii. Ongoing Subproject Summary Repo11 iii. Current Repayment and Overdue Status Repo11 iv. Project Completion Report v. Statements of Special Account, Project Operating Account and Revolving Fund Account vi. Annual Review of the performance of accredited PFIs <p>(b) Capacity Development for Lending to SMEs</p> <ol style="list-style-type: none"> 1) Capacity development of BB-PIU 	



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To arrange workshops, study visits, training and/or seminars on the following subjects for BB-PIU staff in order to facilitate their understanding of how to promote SME financing on the basis of other similar countries' experiences in similar projects and situations:

- i) Operating Guidelines, including but not limited to the project monitoring;
- ii) Scaling-down of collateral requirement;
- iii) Prudential regulation of small enterprise financing
- iv) Cluster and regional financing
- v) Lending to women entrepreneurs

2) Capacity development of PFIs

- i) To assist BB-PIU by providing training modules & materials (handbook, presentation and case studies) and TOT in conducting training courses for PFIs, such as through Bangladesh Bank Training Academy (BBTA) and Bangladesh Institute of Bank Management (BIBM), on the following subjects:
 - a) Simplified loan application procedures and relationship banking, including how to assist SMEs and women entrepreneurs in preparing financial statements and/or business investment plan;
 - b) Loan appraisal and supervision of long-term investment projects;
 - c) Lending practices based on movable assets or cash-flow;
 - d) Loan recovery;
 - e) JICA' s guidelines on environmental and social consideration;
- ii) To provide on-site advices, when appropriate, to selected SME Dedicated Desks, SME Service Center and/or SME Branches of PFIs in the process of preparing the training materials

Assignment name: ADB TA-7604 BAN: Supporting the Governance Management Project - Electronic Submission of Tax Returns (for direct tax) at NBR	Approx. value of the contract: NA
Country: Bangladesh Location within country: Dhaka	Duration of assignment: 21 months
Name of Client: Asian Development Bank	Total No of staff-months of the assignment: 26
Contact Person, Title/Designation, Tel. No./Address: 6 ADB Avenue, Manila, Philippines	Approx. value of the services provided by your firm under the contract: USD 110,000
Start date : October, 2012 Completion date : December , 2014	No. of professional staff-months provided by your consulting firm/organization or your sub consultants: 6
Name of associated Consultants, if any: – Associates for Development Services Ltd. (ADSL), Bangladesh	Name of senior professional staff of your consulting firm/organization involved and designation and/or functions performed:

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	<ul style="list-style-type: none"> - M Munir Ahmed (IT Consultant) - Kazi Delwar Hossain (Team Leader)
<p>Narrative description of Project: Strengthening Governance Management Program (SGMP) was a successive project to the previous Good Governance Program (GGP), a governance initiative, which aimed at policy reforms, anticorruption, national integrity, right to information, etc. One part of SGMP project aimed to assist National Board of Revenue (NBR) for introducing online filing of tax returns and digitization of return processing. ADB had appointed e.Gen Consultants Ltd. as national firm for providing Technical Assistance (TA) to NBR in designing and installing the aforementioned system.</p>	
<p>Description of actual services provided in the assignment:</p> <ul style="list-style-type: none"> • Analyzed business process of NBR; • Analyzed software and hardware requirements for installing digitized tax return system; • Defined modules of software functionalities depending on the business process; • Defined hardware requirements for data center and data recovery center; • Drafted criteria for issuing request for proposal for the interested candidate firms to be participated through ICB two stage bidding procedure; • Strengthened ICT Capacity of the concerned Tax Officials' for managing Direct Tax Returns Processing Center (DTRPC) and the Data recovery centre as well; • Strengthened ICT Capacity of the concerned Tax Officials' for managing Regional Data Entry Centers (RDECs); Strengthening ICT Capacity of the Income Tax Circle Offices; 	

Assignment name: INSPIRED- Technical Assistance to support the Bangladeshi Bank Training Institutions Bangladesh	Approx. value of the contract: US\$ 120,100
Country: Bangladesh Location within country: Bangladesh	Duration of assignment: N/A
Name of Client: SME Foundation / European Commission	Total No of staff-months of the assignment: 84
Contact Person, Title/Designation, Tel. No./Address: N/A	Approx. value of the services provided by your firm under the contract: US\$18,744
Start date: December 2011 Completion date: January 2013	No. of professional staff-months provided by your consulting firm/organization or your sub consultants: 9
Name of associated Consultants, if any: <ul style="list-style-type: none"> - Human Dynamics, Austria (Lead Firm) 	Name of senior professional staff of your consulting firm/organization involved and designation and/or functions performed: <ul style="list-style-type: none"> • Mohammad Khairul Bashar - Women Entrepreneurship-Train-the-Trainers Course • Fahmida Khatun - Credit Access for Women Entrepreneurs -Challenges, Obstacles and the Way Forward



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	<ul style="list-style-type: none"> Shamsun Nahar - Training Programme: "Women Entrepreneurship – Making Women Bankable through training in business and financial management – TTT programme"
<p>Narrative description of Project: Strengthening the capacity of BBTA and BIBM to develop and deliver effective and self-sustaining training programmes on SME banking, in particular in areas of policies, regulations, inspection/supervision, risk management, product development & marketing, and training methodologies, credit risk management, product development & marketing, and training methodologies etc. Improving awareness of Bangladeshi financial sector policy makers and regulators of the special needs of SME financing and how best to serve these needs. Identifying the major hindrances for obtaining credit by women entrepreneurs – the demand side, and to identify the major hindrances for commercial banks to provide credit – the supply side. In addition to provide a "catalogue" for subsequent discussions on how to overcome the hindrances. Capacity building of SME women entrepreneurs aiming at improving their access to finance.</p>	
<p>Description of actual services provided in the assignment: Research on the current hindrances for financing women entrepreneurs based on the demand side (the women entrepreneurs) and the supply side (the financial institutions). Based on the research, conclusions/suggestions on how to overcome the hindrances will be listed and explained. Conduct an approximately two hours' presentation using the power point presentation. Documentation in details the outcome of the entire Forum/Seminar aiming at a deliverable which will be the "key document" for the subsequent design of a 3 days training session for BIBM's faculty members and external trainers. Design a training manual. Train selected local trainers, who will later provide entrepreneurship training to the potential women entrepreneurs in different parts of Bangladesh. Train selected women entrepreneurs as trainers. Adjustment of the training material and approach after the 1st training course, and written assessment/rating of selected trainees as potential trainers of all trainees.</p>	

<p>Assignment name: Public Financial Management Reform Project- Strengthening Budget Preparation: a) Capacity strengthening in economic forecasting b) Improve budget preparation process c) Improve quality and adherence to budget call circular</p>	<p>Approx. value of the contract: Not Applicable</p>
<p>Country: Iraq Location within country: Baghdad, Kurti</p>	<p>Duration of assignment: 48 months</p>
<p>Name of Client: Ministry of Finance, Republic of Iraq</p>	<p>Total No of staff-months of the assignment:68</p>
<p>Contact Person, Title/Designation, Tel. No./Address: Ministry of Finance</p>	<p>Approx. value of the services provided by your firm under the contract: USD 1,124,400</p>

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Start date: October 2011 Completion date: October 2013	No. of professional staff-months provided by your consulting firm/organization or your sub consultants: 1
Name of associated Consultants, if any: – LGID, Hungary	Name of senior professional staff of your consulting firm/organization involved and designation and/or functions performed: <ul style="list-style-type: none"> • RJ Coleman Junior (International Project Manager/Team Leader)
Narrative description of Project: The PFM Project was meant to strengthen budget execution and control, improve transparency and accountability in the mobilization and use of public resources and build capacity for improved public financial management. Cross-cutting reforms in PFM will be addressed at the national level and would be extended where necessary and appropriate to the sub-national system. The aim was to strengthen budget formulation, execution and control, improve public financial reporting, strengthen public procurement and develop capacity in PFM.	
Description of actual services provided in the assignment: <ul style="list-style-type: none"> • Strengthen the capacity of the Budget Directorate of MoF with respect to macroeconomic, fiscal and expenditure projections. • Improve the process of annual budget formulation and budget classification and strengthen public financial regulatory framework. • Improve content of and adherence to Budget Call Circular (BCC). <p>e.Gen undertook the following tasks to fulfill the above mentioned services:</p> <ul style="list-style-type: none"> • Convene Macroeconomic Forecasting Cell and Budget Strategy Committee • Build macroeconomic and Budget Strategy Planning Data Repository • Develop Macro-fiscal Forecast, Medium Term Fiscal Framework and Budget Strategy • Capacity Building for Macro-Fiscal Cell 	

Assignment Name: Field-Based Consultant for the Global Study on the Expansion of Domestic Private Sector Participation in the Water and Sanitation Market	Approx. value of the contract: USD 43,000
Country: Bangladesh Location within Country: All over the country	Duration of assignment: 1.6 years
Name of Client: World Bank	Total No of staff-months of the assignment: 6
Contact Person, Title/Designation, Tel. No. /Address: Plot E 32. Sher-e-Bangla Nagar, Agargaon, Dhaka 1207, Bangladesh.	Approx. value of the services provided by your firm under the contract: USD 20,000
Start date: September 2011 Completion date: March 2013	No of professional staff-months provided by associated Consultants: 3



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Name of associated Consultants, if any: <ul style="list-style-type: none"> DevConsultants Ltd., Bangladesh 	Name of senior professional staff of your consulting firm/organization involved and designation and/or functions performed:
Narrative description of Project: The scope of the project included the determinants and constraints in the expansion of services provided by the domestic private sector (DPS) to the poor, looking at both business and market expansion issues. It involved the quantification of the opportunity costs of these constraints.	
Description of actual services provided in the assignment: <ul style="list-style-type: none"> The development of a private sector that can deliver sustainable water services to the poor. The study was aimed at enabling such small and medium-sized business to extend services to the poor. The team of consultants recommended options for supporting the increased scale of DPS services, including exploring how public-private partnerships can be undertaken in more programmatic ways for enhanced efficiency. It also assessed the vision of the enterprise in relation to providing services at scale to low-income households. An analysis was conducted on the effects of these issues on their ability to expand their business. The assessment explored the risk tolerance/risk coping behaviors of the businesses. It also identified where the poor are presently getting service, understand their costs, including basic coping costs, and assess the value proposition of these alternative sources of service to the poor. 	

Assignment name: Public Financial Management Reform Project Strengthening Budget Preparation: a) Developing Sector Strategies b) Improving methodology of Investment Project Preparation and Evaluation, Capacity Building	Approx. value of the contract: Not Applicable
Country: Iraq Location within country: Iraq	Duration of assignment: 12 months
Name of Client: Republic of Iraq, Ministry of Finance	Total No of staff-months of the assignment: 20
Contact Person, Title/Designation, Tel. No./Address: Ministry of Finance, Iraq	Approx. value of the services provided by your firm under the contract: USD 577,300
Start date: August 2011 Completion date: July 2012	No. of professional staff-months provided by your consulting firm/organization or your sub consultants: 4
Name of associated Consultants, if any: <ul style="list-style-type: none"> LGID, Benchmark, TAGI 	Name of senior professional staff of your consulting firm/organization involved and designation and/or functions performed:

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	<ul style="list-style-type: none"> Glen Wright (International Project/Manager Team Leader)
<p>Narrative description of Project: The PFP Project was meant to strengthen budget execution and control, improve transparency and accountability in the mobilization and use of public resources and build capacity for improved public financial management. Cross-cutting reforms in PFM would be addressed at the national level and extended where necessary and appropriate to the sub-national system. The aim was to strengthen budget formulation, execution and control, improve public financial reporting, strengthen public procurement and develop capacity in PFM. The activities included the Development of a National Implementation Manual and sector specific standard bidding documents based on overall laws.</p>	
<p>Description of actual services provided in the assignment: Description of actual services provided in the assignment:</p> <ul style="list-style-type: none"> Develop detailed sector strategies. Strengthen investment project preparation and appraisal. Strengthen investment project preparation and appraisal. <p>e.Gen undertook the following tasks to fulfill the above mentioned services:</p> <ul style="list-style-type: none"> Convene strategic planning teams and investment project planning team. Review existing studies, plans and templates. Draft Strategic Plan outline and Investment Project template and evaluation process Workshops to discuss outlines. Draft Strategic Plan Workshop to review Draft Deliverables Finalize Draft Plan and Investment Project Template Present Plans and Templates to Ministries of Planning, Finance, Water Resources and other stakeholders Finalize Deliverables Deliverables Adoption by Ministries Design curriculum for training workshops on budget strategy and investment project design and evaluation Obtain approval from relevant agencies for the training outlines Carry out training 	

Assignment name: Expanding Access to Islamic Finance for SMEs in Indonesia: Creating a Pilot Assessment Tool	Approx. value of the contract: Not Applicable
Country: Indonesia Location within country: Indonesia	Duration of assignment: 14 months
Name of Client: The World Bank	Total No of staff-months of the assignment: 13
Contact Person, Title/Designation, Tel. No./Address: Not Given	Approx. value of the services provided by your firm under the contract: USD 242,780
Start date: November 2010 Completion date: December 2011	No. of professional staff-months provided by your consulting firm/organization or your sub consultants: 6



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Name of associated Consultants, if any: – MACON, Cambodia	Name of senior professional staff of your consulting firm/organization involved and designation and/or functions performed: <ul style="list-style-type: none"> • Thomas A. Timberg (Team Leader – SME Finance Expert)
Narrative description of Project: The objective of this project was to systematically analyze the current status of Islamic financial services in Indonesia and to create a strategy for expanding access for under-served markets, with particular focus on small and medium-sized enterprises (SMEs) as defined by Indonesian standards, through Islamic finance products and services in Indonesia. In addition, the work was intended to create a tool with two interlinked components – (i) the assessment on access to Islamic finance for SMEs, and (ii) the strategic framework for expanding access through Islamic finance.	
Description of actual services provided in the assignment: <ul style="list-style-type: none"> • Pilot tool for conducting access to Islamic finance assessments and to providing a strategic framework for policy recommendations to improve access to finance through Islamic finance products and services. • Comprehensive assessment of the Islamic financial markets in Indonesia and the potential for increasing access to finance through Islamic financial institutions, products, and services. • Strategic framework for improving the Islamic finance environment and institutions to enhance access to finance for SMEs in Indonesia. • Concrete concepts for the WB to facilitate the creation of a new pilot Islamic financing vehicle to expand access for SMEs based on the assessment tool. • Dissemination and consultation workshops in Indonesia with the key stakeholders, such as policymakers in the central bank, Ministry of Finance, financial regulatory bodies and market participants, such as banks, insurance companies, and investment funds, and businesses and business associations. 	

Assignment name: Consultancy Service for Tax Administration Compliance and Taxpayer Services (TACTS) – Bangladesh	Approx. value of the contract: Not Applicable
Country: Bangladesh Location within country: Throughout Bangladesh	Duration of assignment: ongoing
Name of Client: National Board of Revenue/ DFID	Total No of staff-months of the assignment: Not Given
Contact Person, Title/Designation, Tel. No./Address: Gulshan, Dhaka Bangladesh	Approx. value of the services provided by your firm under the contract: US\$ 560,000
Start date: 2010 Completion date: 2015	No. of professional staff-months provided by your consulting firm/organization or your sub consultants: Not Given
Name of associated Consultants, if any: <ul style="list-style-type: none"> • PricewaterhouseCoopers Private Limited, India 	Name of senior professional staff of your consulting firm/organization involved and designation and/or functions performed: 8 National Experts

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Narrative description of Project:

The objective of this project was to successfully implement the Tax Administration Capacity and Tax Payer Services (TACTS) project through providing high caliber and timely project management and technical assistance resources.

Description of actual services provided in the assignment:

- Improve the efficiency and effectiveness of LTUs with sustainable
- systems and processes leading to increased tax collection
- Replicate LTU business processes through a phased roll- out to selected Income tax and VAT zones
 - Widening of tax net through improved taxpayer identification system and reformed business processes in Central survey zone
- Provisioning of more professional and efficient taxpayer services
- Strengthen the CIC to enable it for better investigation of tax evasion and prosecution through the legal system
 - Make the internal audit and inspection fully functional in LTUs and CIC and piloted in selected tax zones
- Capacity Building Plan including Study tour to Singapore and Malaysia.
- Strengthen the Taxpayer appeals process.

Assignment name: Deepening MTBF and Strengthening Financial Accountability Project under the Strengthening Public Expenditure Management Program (SPEMP), Contract No. S-01: Management and Implementation Support Consultant	Approx. value of the contract (in US\$): US\$ 5,000,000
Country: Bangladesh Location within country: Throughout Bangladesh	Duration of assignment: 48 months
Name of Client: Finance Division (FD), Ministry of Finance	Total No of staff-months of the assignment: 1600
Contact Person, Title/Designation, Tel. No./Address: SPEMP Office, BMTC Bhaban, 7 th Floor Kawran Bazar, Dhaka Bangladesh	Approx. value of the services provided by your firm under the contract: US\$ 5,000,000
Start date: May 2010 Completion date: May 2014	No. of professional staff-months provided by your consulting firm/organization or your sub consultants: 680
Name of associated Consultants, if any: <ul style="list-style-type: none"> • PDP Australia Pty Ltd, Australia • WYG, UK • Policy Research Institute (PRI), Bangladesh 	Name of senior professional staff of your firm involved and functions performed: 60 National Consultants in the areas of Budgeting System Improvement, Budget Classification, Medium Term Budgeting Framework (MTBF),



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<ul style="list-style-type: none"> • BaSE, Bangladesh 	<p>Accounts Classification, Internal Audit, Financial Management and Procurement, Accounting and Auditing, Planning and Monitoring and Evaluation (M&E), Financial Management Information System (FMIS) & Cash Management, Public Finance Legal Impermanent, Public Financial Management (PFM) Training etc.</p>
<p>Narrative description of Project: e.Gen was responsible for implementing this Bangladesh Management and Implementation Support Consultancy under the Deepening Medium Term Budgeting Framework (MTBF) which involves Budgeting Process Improvement of about 40 important line ministries of Government of Bangladesh. This was the flagship and biggest project of its kind in the country. The overarching objective of project was to strengthen institutions and build capacity for budget management and accountability mechanisms of government, with a particular focus on the performance of the MTBF and the establishment of a comprehensive government-wide accounting, reporting and financial management system.</p> <p>The objective of the consultancy assignment was to provide to the Project Management and Coordination Unit (PMCU) state of the art project management and implementation support services as well as technical advisory and expert services for the successful execution of the project. The consultancy services also included assistance in preparation of M&E reporting framework for the Project consistent with the overall program’s M&E framework, bidding documents for project related goods, works and services, record keeping of project expenditures in accordance with generally accepted standards. The scope of the consultancy services covers nine components with all related subcomponents and activities.</p>	
<p>Description of actual services provided in the assignment:</p> <p>Component 1: Strategic Budget Management in Finance Division This component includes implementation of following subcomponents:</p> <ul style="list-style-type: none"> • Strengthen technical capacity for Macro-fiscal forecasting, fiscal policy and analysis • Medium Term Budget institutional processes and system development • Strengthening budget/accounts classification and fiscal reporting • Further strengthening FD’s guidelines on internal Audit including building of internal audit capacity within FD <p>Component 2: Developing Capacities for Debt Policy and Management</p> <ul style="list-style-type: none"> • Improve governance, coordination and monitoring mechanisms among all agencies dealing with debt management • Build capacity for preparation of the debt strategy, debt policy formulation, data recording and analysis in Treasury and Debt Management Wing (TDMW), including for better coordination with treasury and financial management monetary policy • Build capacity to manage explicit and implicit contingent liabilities • Strengthen the regulatory framework for public borrowing. <p>Component 3: Capacity Development in Line Ministries</p> <ul style="list-style-type: none"> • Rollout of the MTBF process in all line ministries • Deepen and Institutionalize the MTBF Process • Phased strengthening of internal audit function in line ministries, building on the work already done by MoF 	

- Strengthening planning cells in line ministries to support resource allocation decision making process in achieving policy objectives

- Strengthening internal re-organization of the financial management functions of the line ministries

- Integration of procurement planning with budget formulation

Component 4: Developing Planning Commission Capacity in line with the MTBF Approach

- Strengthening General Economics Department (GED) capacity to design poverty reduction strategy and to monitor its implementation

- Complimentary to ADB assisted reform intervention

- Streamlining planning process in the context of the MTBF

- Support improved program evaluation and monitoring, if necessary (Complimentary to ADB assisted reform intervention)

Component 5: Accounting and Financial Reporting

This component aims at moving towards the establishment of a fully functional Integrated Financial Management Information System (IFMIS) in government to improve the quality of accounts and timeliness of financial reporting to international standards. following subcomponents:

This component includes implementation of following subcomponents:

- Government Integrated Financial Management Information System

- Accounting Procedures and Standards

- Capacity Building of FSMU

- Self-Accounting (Departmentalized Accounting) Entities

Component 6: Strengthen Treasury and Cash Management Systems

This Component aims at installation of the requisite systems as an interface to Integrated Budgeting & Accounting System (iBAS).

Component 7: Review PFM Legislation and Regulations.

- Review and support the introduction of the enabling legislation for PFM reform including the Public Finance Act

- Review and revision of General Financial Rules (GFR) including Treasury Rules and Accounts Codes & others.

Component 8: Payroll, Pensions, GPF, Loans & Advances, and Assets

- Initiate a series of diagnostic studies to take a decision on a medium term implementation strategy

- Select appropriate solutions as added functionalities to iBAS to deal with data relating to GPF and loans and advances.

- Build a central database in FD to capture and store data in respect of the existing physical assets of the Government.

Component 9: Training and Human Resource Development

- Developing a training strategy across the project components

Strengthening training particularly in all aspects of public financial management in particular, macro management, budget planning, budget execution, accounting, and financial and fiscal reporting.

Assignment name: ADB LOAN-2232 BAN: Improvement of Capital Market and Insurance Governance Project

Approx. value of the contract:
Not Applicable

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Country: Bangladesh Location within country: Bangladesh	Duration of assignment: 18 months
Name of Client: Securities and Exchange Commission	Total No of staff-months of the assignment: 43
Contact Person, Title/Designation, Tel. No./Address: Executive Director Securities and Exchange Commission JibanBima Tower (15, 16 & 20 Floor). 10, Dilkusha Commercial Area. Dhaka 1000, Bangladesh	Approx. value of the services provided by your firm under the contract: USD 85,000
Start date: 2010 Completion date: 2011	No. of professional staff-months provided by your consulting firm/organization or your sub consultants: 25
Name of associated Consultants, if any: <ul style="list-style-type: none"> The International Securities Consultancy Limited, Hong Kong 	Name of senior professional staff of your consulting firm/organization involved and designation and/or functions performed: <ul style="list-style-type: none"> Dr. Mahmood Osman Imam (Domestic Securities Training Consultant) Abu Ahmed (Domestic Training Development Consultant) Nihad Kabir (Domestic Regulatory Consultant) Roomee Tareque Moudud (Domestic Training Consultant) Dr. M. Sadiqul Islam (Domestic Capital Market Specialist)
Narrative description of Project: The objective of the TA was to strengthen the key institutions responsible for market regulation. Market infrastructure support is essential for a fair, transparent and efficient domestic capital market. The TA would build the capacity of SEC to effectively perform its role as market regulator and to promote and audit corporate governance for listed companies and listed security issuers. The TA would help CSE and DSE become more effective and efficient in discharging their responsibilities and CDBL to operate efficiently as a central depository of securities.	
Description of actual services provided in the assignment: <ul style="list-style-type: none"> Strengthening the Market Surveillance Systems. Further Strengthening the Capacity of SEC, i) Capacity Building ii) Establishment of In-House Training Unit iii) Overseas Secondment iv) Risk Management. Stock Exchanges, i) Enhancing the Capacity of Management and Governance of the Stock Exchanges ii) Increasing Demand for and Supply of Securities. Market Intermediaries-Enhancing Capacity and Operating Standard 	

Assignment name: ADB TA-8228 BAN: Enhancing Efficiency of The Capital Market	Approx. value of the contract: US\$ 750,000
Country: Bangladesh Location within country: Dhaka	Duration of assignment: 19 months

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Name of Client: Asian Development Bank/Bangladesh Securities and Exchange Commission, Bank and Financial Institutions Division of Ministry of Finance	Total No of staff-months of the assignment: 43
Contact Person, Title/Designation, Tel. No./Address: Central Operations Services Office Asian Development Bank 6 ADB Avenue Mandaluyong City 1550 Metro Manila, Philippines	Approx. value of the services provided by your firm under the contract: US\$ 100,000
Start date: June-2013 Completion date: December-2014	No. of professional staff-months provided by your consulting firm/organization: 18
Name of associated Consultants, if any: <ul style="list-style-type: none"> • The International Securities Consultancy Limited 	Name of senior professional staff of your consulting firm/organization involved and designation and/or functions performed: <ul style="list-style-type: none"> – Nihad Kabir, Capital Market Tribunal Expert – Wali- Ul-MarooF Matin, Demutualization Expert – Mahmood Osman Imam, Enforcement Expert
Narrative description of Project: The TA was to support BSEC's own efforts to enhance its capacity and capabilities in the area of enforcement, as well as its efforts to establish a specialized adjudicatory body to hear and rule in capital markets cases. It was also to support the government's efforts to make changes in the ownership and governance structure of the two stock exchanges in support of enhanced governance and management of the exchanges.	
Description of actual services provided in the assignment: Task -1: Strengthened enforcement capacity of SEC <ul style="list-style-type: none"> • Developed an effective structure for the SEC's enforcement activities (that includes organizing a sustainable program to follow up on customer complaints and termination for cause of members of the stock exchanges); • Developed internal guidelines and procedures for investigation and enforcement (that includes establishing a cause investigation program and training SEC officials in performing this function); • Assisted SEC in conducting audit and inspection of the stock exchanges and member brokers of the stock exchanges; • Provided on-the-job training to SEC officials in the conduct of audit and inspection of the operations of stock exchange members and other market participants; and • Trained investigation and enforcement staff (which includes training SEC staff in conducting investigation and preparing securities cases for prosecution). Task -2: Expedited adjudication of enforcement actions <ul style="list-style-type: none"> • Developed a model organizational framework for expedited adjudication; • Drafted the required legislative and procedural framework; • Consulted with industry stakeholders; • Assisted and advised on the process of enacting the legislation and/or issuing the relevant regulations; 	



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- Operationalized the special tribunal; and
 - Trained judges to handle securities cases in a competent and expedient manner.
- Task – 3: Improved regulation, governance and operation of stock exchanges
- Developed appropriate governance structures in the CSE and DSE;
 - Drafted the required legislative and procedural framework;
 - Consulted with industry stakeholders;
 - Assist and advised on the process of enacting the legislation and/or issuing the relevant regulations.

Assignment name: Infrastructure PPPs: PPP Training Content & Curriculum Development and Training of Trainers in India	Approx. value of the contract: Not Applicable
Country: India Location within country: India	Duration of assignment: 9 months
Name of Client: World Bank	Total No of staff-months of the assignment: 19
Contact Person, Title/Designation, Tel. No./Address: Mr. Gevorg Sargsyan The World Bank, 1818 H street, NW, Washington DC	Approx. value of the services provided by your firm under the contract: 400,000
Start date: 2009 Completion date: 2010	No. of professional staff-months provided by sub consultants: 17
Name of associated Consultants, if any: <ul style="list-style-type: none"> – Ernst & Young Pvt. Ltd., India – Deloitte Touche Tohmatsu India Private Limited, India – IOS Partners, Inc., USA – CRISIL Risk and Infrastructure Solutions Limited, India – Voyants Solutions Pvt. Ltd., India 	Name of senior professional staff of your firm involved and functions performed: <ul style="list-style-type: none"> – Syed Munir Khasru (Contract Negotiation Expert) – Dr. Raja Venkataramani (Team Leader) – Benjamin Darche (PPP Expert) – Anthony Richard Smith (Trainer) – Siddhartha Das (Capacity Building/Institutional Development Expert) – Pratyush P. Prashant (Trainer) – Amit Magotra (Project Manager) – Prabuddha K. Das (PPP Advisor) – Neelanjan Ganguly (PPP Advisor)
Narrative description of Project: The broad objectives of the assignment were to assist the Department of Economic Affairs to: <ul style="list-style-type: none"> • develop curriculum and content for courses aimed at enhancing core PPP skills among staff working across a variety of functional areas • train a cadre of trainers to teach the course content and curriculum. The specific objectives of the assignment are to: <ul style="list-style-type: none"> • Assess PPP Capacity Building Needs • Assess Current Training Supply in India • Suggest appropriate tools for meeting the identified training needs 	



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- Develop curriculum and content for PPP courses
- Train the Trainers.

Description of actual services provided in the assignment:

- Training needs assessment: Identifying and defining gaps between ideal and actual performance and specifying the cause of the gaps.
- Curriculum development: Defining and developing the courses required to attain a target level of proficiency for a particular group
- Training materials development: Preparing written learning or instructional materials such as lesson plans, instruction guides, manuals, workshop guides or fact sheets.
- Training delivery: Presenting information and directing structured learning experience so that individuals learn; or moderating/facilitating the learning process.
- Training media development: Designing and preparing aids and devices needed for effective instruction.
- Training evaluation: Identifying the extent, impact or attainment of training objectives.

Assignment name: Micro, Small and Medium Enterprise (MSME) Project - Palm Oil Industry Supply Chain Development Program in Nigeria	Approx. value of the contract: US\$ 1,000,000
Country: Nigeria Location within country: Abia State Nigeria	Duration of assignment: 12 Months
Name of Client: The World Bank; Nigerian Investment Promotion Commission (NIPC)	Total No of staff-months of the assignment: 57
Contact Person, Title/Designation, Tel. No./Address: Mr. Emeka Ile, Team Leader Project Management Unit (PMU) MSME Project, Rm 309 (3rd Floor) Block B, Nigerian Investment Promotion Commission, Plot 1181, Aguiyironsi St- Maitama District, P. M. B 381, Garki, Abuja- Nigeria	Approx. value of the services provided by your firm under the contract: US\$ 1,000,000
Start date: August 2008 Completion date: July 2009	No. of professional staff-months provided by sub consultants: 47
Name of associated Consultants, if any: <ul style="list-style-type: none"> - New Nigeria Foundation - Alibella Consulting - Green Star Resources Ltd. 	Name of senior professional staff of your consulting firm/organization involved and designation and/or functions performed: <ul style="list-style-type: none"> • Mr. Syed Munir Khasru (Project Management Expert) • Mr. Andrew Beveridge (Team Leader: Palm Oil Value Chain Program Management Specialist) • Colin Anderson Watson (Sector Analyst / Value Chain Advisor) • William Dry (Mill Engineer) • Dr. Rob Lockwood (Agronomist / Plant Breeder)
Narrative description of Project:	



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The primary objective of the Abia State Palm Oil Industry Supply Chain Development Programme was to improve value addition by and competitiveness of MSMEs in palm oil production by identifying constraints which when addressed resulted in significant and sustainable impact in terms of growth and the creation of more productive, better paid jobs.

Description of actual services provided in the assignment:

The responsibilities will include:

- developing and agreeing with key stakeholders in the industry, NIPC and the PMU, a value chain development plan that will deliver the objectives of the program
- designing and delivering each specific activity identified in the value chain development plan
- identifying and assisting stakeholders to bring in and forge new partnerships with other donors, finance institutions inter alia, to ensure the successful implementation of the VC development plan;
- selecting and contracting international and local specialists and service providers as needed
- managing a system of providing performance grants to BDS providers in line with guidelines established by the PMU
- Developing and implementing a monitoring and evaluation system for the programme; and (vii) in cooperation with other donor programmes, facilitation of public-private dialogue on a suitable policy environment for palm oil in Abia and nationally.

The Team Leader reported to the Head of the Project Management Unit through the Head of the Business Development Services component and was in liaison with the heads of the Access to Finance (links to micro finance & commercial bank downscaling to enable MSME access to affordable credit and Investment Climate (impact on businesses) components. The report was prepared within the results-based work plan framework and satisfactory to the borrower.

Assignment name: Strengthening the Credit Operations of a Bank in Kathmandu, Nepal	Approx. value of the contract: Not Applicable
Country: Nepal Location within country: Kathmandu	Duration of assignment: 4 months
Name of Client: IFC South Asia, Enterprise Development, Facility (IFC-SEDF)	Total No of staff-months of the assignment: 7
Contact Person, Title/Designation, Tel. No./Address: Karma, Senior Financial Markets Specialist Access to Finance IFC South Asia Enterprise Development Facility (IFC-SEDF) Bay's Galleria (2nd floor) 57 Gulshan Avenue, (CWS-A-19) Dhaka 1212, Bangladesh Email: KKarma@ifc.org Tel: + 880 2 8833752-126,	Approx. value of the services provided by your firm under the contract: USD 7,500
Start date: August 2008 Completion date: December 2008	No. of professional staff-months provided by your consulting firm/organization: 1

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Name of associated Consultants, if any: <ul style="list-style-type: none"> PricewaterhouseCoopers Private Limited, India (Lead Firm) 	Name of senior professional staff of your consulting firm/organization involved and designation and/or functions performed: <ul style="list-style-type: none"> Mr. Khondkar Ibrahim Khaled (Banking Credit and Training Specialist)
Narrative description of Project: Technical assistance was provided to a Bank in Kathmandu, Nepal to strengthen its Credit Operations. The TA drafted a comprehensive report on strengthening Credit Operations and capacity building of the Bank followed by the actual implementation of the recommendations of the report.	
Description of actual services provided in the assignment: <ul style="list-style-type: none"> Strategy Paper on SME Banking and a 5-year business plan Specific recommendations for improving operational, credit, MIS and HR issues pertinent for successful SME banking Training of at least 20 staff in marketing SME products, and appraising credit for SMEs. 	

Assignment name: Fiduciary Risk Assessment for Bangladesh	Approx. value of the contract: Not Applicable
Country: Bangladesh Location within country: Dhaka	Duration of assignment: 3 months
Name of Client: DFID, Bangladesh	Total No of staff-months of the assignment: 75
Contact Person, Title/Designation, Tel. No./Address: Gulshan, Dhaka Bangladesh	Approx. value of the services provided by your firm under the contract: USD 4,400
Start date: July 2008 Completion date: September 2008	No. of professional staff-months provided by your consulting firm/organization or your sub consultants: 1
Name of associated Consultants, if any: <ul style="list-style-type: none"> The Chartered Institute of Public Finance and Accountancy (CIPFA), United Kingdom 	Name of senior professional staff of your consulting firm/organization involved and designation and/or functions performed: <ul style="list-style-type: none"> Mr. Md. Shahjahan Miah (Public Financial Management Consultant)
Narrative description of Project: Preparing the Fiduciary Risk Assessment (FRA), building on previous national level FRA's conducted in June 2007 and March 2006, and the Public Expenditure and Accountability (PEFA) assessment from November 2006.	
Description of actual services provided in the assignment: <ul style="list-style-type: none"> Become thoroughly conversant with DFID guidance on managing fiduciary risk; Become thoroughly conversant with the findings and conclusions of existing diagnostic materials, including the World Bank's latest (draft) Public Expenditure and Institutional Review (PEIR); Understand the PFMA system in Bangladesh and identify and evaluate its strengths and weaknesses; 	



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- Assess the overall level of fiduciary risk, including the risk of corruption and the credibility of existing reform programmes;
- Record analysis of the PFMA system and of fiduciary risk within the prescribed DFID FRA format;
- Suggest possible short-term safeguards where risks are not adequately addressed in existing reform programmes and set out pros and cons of using them;
- Outline the options for monitoring future performance.

Assignment name: Survey on the Financial Institution's Exposure to Environmental Risks in Lending	Approx. value of the contract: Not Applicable
Country: Bangladesh Location within country: Bangladesh	Duration of assignment: 2 months
Name of Client: South Asia Enterprise Development Facility (SEDF)	Total No of staff-months of the assignment: 1
Contact Person, Title/Designation, Tel. No./Address: Coordinator- Sustainability South Asia Enterprise Development Facility (SEDF) International Finance Corporation Bay's Galleria (2nd Floor) 57 Gulshan Avenue, Gulshan – 1, Dhaka – 1212, Bangladesh	Approx. value of the services provided by your firm under the contract: USD 20,000
Start date: June 2008 Completion date: July 2008	No. of professional staff-months provided by your consulting firm/organization or your sub consultants: Not Given
Name of associated Consultants, if any: N/A	Name of senior professional staff of your consulting firm/organization involved and designation and/or functions performed: <ul style="list-style-type: none"> • Dr. M. Khairul Hossain (Team Leader / Statistician) • Ahmed Al Farouq (Environmental Specialist) • Mohammad Mominul Haque (Risk Management Specialist) • Khandker Shamsuddin Mahmood (Environmental Legal Specialist)
Narrative description of Project: To capture the overall picture of the Bangladesh banking sector with regards to its view on social and environmental issues and integration of sustainability practices in business decision making. To document the concrete experience of FIs in addressing environmental concerns in their credit decisions or failing to do so in making credit decisions. To explore business rationale for pursuing opportunities	



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related to sustainability. To determine the role of IFC advisory service in improving understanding and promoting implementation of Sustainable Finance principles in emerging markets.

Description of actual services provided in the assignment:

- Conducting baseline survey on Environmental and Social risk management and opportunities for Financial Institutions.
- Collecting data from a representative sample- 50% of each of the three types of Financial Institutions (Private commercial banks nationalized commercial banks and specialized commercial bank).
 - o Categorizing the sectors that receive the most amount of loans from the FIs;
 - o Categorizing the sectors according to their exposure to environmental regulations (future or actual);
- Identifying the risk measurement criteria followed by the FIs.
- Identifying and preparing case studies where the FIs has been exposed to credit risks due to the project’s environmental impacts (e.g. government’s regulations on ETP or ban on polythene); or has mitigated environmental or social risks efficiently.

Assignment name: Independent Procurement Review (Audit) of Selected Bank-financed Contracts under the Institutional Reform and Capacity Building Project (IRCBP)	Approx. value of the contract: N/A
Country: Sierra Leone Location within country: Sierra Leone	Duration of assignment: 3 months
Name of Client: The World Bank Group	Total No of staff-months of the assignment: 2
Contact Person, Title/Designation, Tel. No./Address: The World Bank 1818 H Street, NW Washington, DC 20433 USA Tel: (202) 473-1000, fax: (202) 477-6391	Approx. value of the services provided by your firm under the contract: US\$ 21,000
Start date : October 2007 Completion date : December 2007	No. of professional staff-months provided by your consulting firm/organization or your sub consultants:
Name of associated Consultants, if any: <ul style="list-style-type: none"> • Glocoms, Inc., USA (Lead Firm) 	Name of senior professional staff of your consulting firm/organization involved and designation and/or functions performed: <ul style="list-style-type: none"> • Ahmed Abdullah Chowdhury, (Senior Procurement Specialist)
Narrative description of Project: Under the World Bank’s Procurement Guidelines (the Guidelines), the World Bank expected to assure itself that procurement and contracting for The Institutional Reform and Capacity Building Project (IRCBP) was carried out in accordance with the procedures specified in the Development Grant Agreement, the Project Appraisal Document (PAD) and the Project Implementation Manuals (PIMs).	



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Only contracts awarded following such procedures were eligible for financing using the proceeds of the IBRD loans /IDA credits.

Description of actual services provided in the assignment:

- Identifying and obtaining the essential information on the legal agreements, audits, annual reports from the executing agencies, relevant aide-memoires, contract and disbursement data, etc. at IRCBP before meeting the executing agencies.
- Developing a standard "contract review data sheet" to perform the initial documentary review.
- Collecting and compiling key procurement data to the greatest extent possible, based on documents made available to the consultant.
- The data sheet included factual indicators related to the procurement of goods/works/services for each bid and to the execution of the awarded contract.
- Assessed performance and identified patterns, potential deviations or cases of non-conformities.
- The consultant selected the sample of 50% of all contracts awarded for review, in accordance with the criteria specified in this TOR.
- Finalizing the work plan, scope and program of the review with the executing agencies.

Assignment name: Bangladesh – Preparation of Annual Statements of Progress of Public Financial Management Reform Programme – Fiduciary Risk Assessment	Approx. value of the contract: Not Applicable
Country: Bangladesh Location within country: Dhaka	Duration of assignment: 2 months
Name of Client: DFID, Bangladesh	Total No of staff-months of the assignment: 1
Contact Person, Title/Designation, Tel. No./Address: Gulshan, Dhaka, Bangladesh	Approx. value of the services provided by your firm under the contract: USD 4,000
Start date: June 2007 Completion date: July 2007	No. of professional staff-months provided by your consulting firm/organization or your sub consultants: 1.5
Name of associated Consultants, if any: – The Chartered Institute of Public Finance and Accountancy (CIPFA), United Kingdom	Name of senior professional staff of your consulting firm/organization involved and designation and/or functions performed: <ul style="list-style-type: none"> • Mr. Md. Shahjahan Miah (Public Financial Management & Auditing Consultant) • Mr. Shaktipati Moitra (Public Financial Management & Auditing Consultant)
Narrative description of Project: The DFIDB was seeking consultancy assistance to prepare a country Annual Statement of Progress (ASP) against the main fiduciary risks identified in the March 2006 FRA. This should be completed by August 2007, and would update the country fiduciary risk assessment (FRA) completed in March 2006.	
Description of actual services provided in the assignment: <ul style="list-style-type: none"> • Understanding the FRA Report prepared in March 2006 which used the DFID 15 indicator format; Understand the PEFA report prepared in May 2005 and identify the key areas of fiduciary risk; 	



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- Understand the scores against the 31 PEFA indicators using the outline PEFA review carried out in November 2006. Where there might be further progress on specific indicators which would affect scoring, update and record the current situation for each;
- Summarize the major changes and the impact of these changes on risks for the DFID programme. Exercise professional judgment to determine whether any of the risk ratings in the March 2006, associated with the DFID FRA 8 Good Practice Principles and 15 benchmarks need to be revised;
- Assess the significance of any negative movement in risk ratings in terms of their impact on the overall level of fiduciary risk; Make an explicit statement of the overall level of fiduciary risk, the level of corruption and the credibility of the PFM reform programme. (In carrying out these tasks, the consultant is to recognize that The World Bank has two pipeline programmes, National Board of Revenue and Public Procurement and up to date information and analysis is available from World Bank officials to support the PEFA analysis.)

Assignment name: SME Department Creation for a Local Private Bank in Bangladesh	Approx. value of the contract: Not Applicable
Country: Bangladesh Location within country: Dhaka	Duration of assignment: 2 months
Name of Client: <ul style="list-style-type: none"> • South Asia Enterprise Development Facility (SEDF) • International Finance Corporation (IFC) • The World Bank Group and Bank Asia (Local Private Bank) 	Total No of staff-months of the assignment: 1
Contact Person, Title/Designation, Tel. No./Address:	Approx. value of the services provided by your firm under the contract: USD 25,000
Start date: August 2006 Completion date: September 2006	No. of professional staff-months provided by your consulting firm/organization or your sub consultants: 2
Name of associated Consultants, if any: <ul style="list-style-type: none"> • PlaNet Finance, France 	Name of senior professional staff of your consulting firm/organization involved and designation and/or functions performed: Not Given
Narrative description of Project: In the framework of this technical Assistance program for the SME Department creation for a local private bank organized by South Asia Enterprise Development Facility, to carry out activities to assist the PFI in establishing a profitable SME strategy and operation on a national scale.	
Description of actual services provided in the assignment: <ul style="list-style-type: none"> • Carried expertise on SME local market and new products development and analysed the available data with PlaNet Finance. Identified the new products development on the SME market, the approach on technology, and the data available and the main tendencies. • Supported the preparation of the Business Model and start on a first part of analysis During this part of the mission, gathered the necessary information to facilitate the development of the 	

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SME Business Model and analysed this data in 3 keys components (regulation of the market, structure, distribution) in coordination with the PlaNet Finance experts.

Assignment name: Banking Survey of the SME Market in Bangladesh.	Approx. value of the contract: Not Applicable
Country: Bangladesh Location within country: Dhaka	Duration of assignment: 4 months
Name of Client: South Asia Enterprise Development Facility (SEDF), International Finance Corporation (IFC), The World Bank Group	Total No of staff-months of the assignment: 3
Contact Person, Title/Designation, Tel. No./Address: Ms. Awhona Choudhury Financial Markets Specialist South Asia Enterprise Development Facility, (SEDF)	Approx. value of the services provided by your firm under the contract: USD 25,000
Start date: September 2005 Completion date: December 2005	No. of professional staff-months provided by your consulting firm/organization or your sub consultants: Not Given
Name of associated Consultants, if any: <ul style="list-style-type: none"> - PA Consulting Group, USA - MIDAS, Bangladesh 	Name of senior professional staff of your consulting firm/organization involved and designation and/or functions performed: <ul style="list-style-type: none"> • Dr. M. Khairul Hossain, (Survey Research Team Leader) • Syed Munir Khasru (Finance & Management Specialist)
Narrative description of Project: Conduct a survey on a select sample of the SMEs in Bangladesh to obtain meaningful financial & market information on the sector. This information was viewed as a valuable resource for the financial institutions in designing their SME lending strategy.	
Description of actual services provided in the assignment: <ul style="list-style-type: none"> • Establishing a national benchmark of SME contributions to the national economy that will assist formulating relevant policies; developing entrepreneurship, business creativity and links between SME sectors. • Reviewing prior surveys conducted in Bangladesh on SME, surveys conducted in other regions with similar macro and micro economic framework as Bangladesh, and financial chain analysis of the identified sectors according to rating. • Conducting a pilot survey among selected respondents and deciding on the sample size, sampling method and approach. Conducting an actual survey focusing on financial and market data. • Data tabulation and filtering, data analysis, benchmarking financial ratios, summarizing macroeconomic background with respect to the sector, supply chain profile and stakeholder analysis, product and market description of the sub segment, demand-supply gap, demographic 	

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profiles, financial profiles, industry profiles, key risks associated with the sector and its mitigants, estimation of financing potential, mapping of financial products according to sector requirements, and sector summarizing.

Assignment name: Mid Term Review of South Asia Enterprise Development Facility (SEDF).	Approx. value of the contract: Not Applicable
Country: Bangladesh Location within country: Dhaka	Duration of assignment: 2 months
Name of Client: <ul style="list-style-type: none"> • South Asia Enterprise Development Facility (SEDF) • International Finance Corporation (IFC) • The World Bank Group 	Total No of staff-months of the assignment: 1
Contact Person, Title/Designation, Tel. No./Address: Mr. Deepak Adhikary Deputy General Manager South Asia Enterprise Development Facility, (SEDF)	Approx. value of the services provided by your firm under the contract: USD 8,500
Start date: September 2005 Completion date: October 2005	No. of professional staff-months provided by your consulting firm/organization or your sub consultants: 1
Name of associated Consultants, if any: <ul style="list-style-type: none"> – SQW Ltd., UK 	Name of senior professional staff of your consulting firm/organization involved and designation and/or functions performed: <ul style="list-style-type: none"> • Syed Munir Khasru (Role not given)
Narrative description of Project: To conduct and present an independent assessment of SEDF's work and strategy from October 2002. This review had two purposes: <ul style="list-style-type: none"> • to review the progress of the facility to date • make suggestions to re-adjust current activities/outputs and project cycle, as needed, including extending the duration of the facility. 	
Description of actual services provided in the assignment: <ul style="list-style-type: none"> • Assessing the overall scale, balance and breadth of the project with respect to project coherence and achievements, considering local conditions as well as the duration and life-cycle of the program including extension, expansion and geographical strategy. Reviewing budget allocations for different parts of the program, both component-wise and geographically and compare against actual expenditure. • Reviewing SEDF's pilots on defining poverty outcome indicators for its sector and advising on whether SEDF's chosen sectors are appropriate as well as suggesting any changes in selected intervention strategies in these sectors to better address SME development. Poverty reduction strategy through SMEs starting with agri-business and ready-made garments. Gather baseline information, and assess the impact of its interventions. Evaluating the outcome in terms of reach, sustainability and cost effectiveness of SEDF's delivery/outputs. • Examining the implications of the past performance of SEDF and advising on whether an industry sector focus is appropriate as well as to suggest changed strategies for the sectors and 	

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resources to be allocated for them. Monitor milestones and outputs achieved thus far and compare these against overall goals of the program Understand and assess the systems SEDF has in place for monitoring its programs; review the implementation of enabling environment interventions, and environmentally and socially responsible business (ESRB); and Determine and advise how Investment Climate Analysis work and the FIAS joint venture would complement SEDF's work especially in the region.

Assignment name: Sonali Bank Restructuring Project	Approx. value of the contract: Not Applicable
Country: Bangladesh Location within country: Dhaka	Duration of assignment: 36 months
Name of Client: Sonali Bank (largest bank in Bangladesh)	Total No of staff-months of the assignment: 48
Contact Person, Title/Designation, Tel. No./Address: Mr. Nazrul Huda Deputy Governor Bangladesh Bank	Approx. value of the services provided by your firm under the contract: US\$350,000
Start date: July 2004 Completion date: July 2007	No. of professional staff-months provided by your consulting firm/organization or your sub consultants: (Not Given)
Name of associated Consultants, if any: <ul style="list-style-type: none"> - International Business and Technical Consultants Inc. (IBTCI), USA and - ICC Consulting, Bank of Scotland (Ireland) Ltd. 	Name of senior professional staff of your consulting firm/organization involved and designation and/or functions performed: Ms. Shireen Scheik Mainuddin (HRM Expert) Mr. Ghiasuddin Ahmed (Not Given)
Narrative description of Project: Assist and advise the management and board of the bank in stabilizing the operations of the bank, and developing an operating plan consistent with a cost effective approach to managing the bank's operations. Problem areas would be dealt with and the initial management plan would set short-term objectives to be achieved to stabilize the financial condition of the bank and lay the foundation for more far reaching reforms that could be implemented as part of the longer-term resolution strategy. Review of the institution's condition, rationalization of branches and report on the bank's treasury functions identifying losses, and recommending viable alternatives for cost effective operations including optimum use of human resources.	
Description of actual services provided in the assignment: <ul style="list-style-type: none"> • Conducting employee performance appraisal and identifying staff to be retrenched and implementing golden handshake program of Voluntary Retirement Scheme (VRS). • Developing appropriate remuneration package for remaining staff and developing Human Resources Master Plan to include: definition of mission, development of job descriptions, skill development, training, workshop etc. Developing performance-based recruiting and promotion policies. Facilitating interaction and dialogue with trade unions/staff associations. Arranging training programs so as to enhance the capacity of Bank staff. Implementing full training programs in the light of the overall operational and technology changes within the organization. • Identifying redundant and non-existent positions, creating a professional HR environment; creating a system with proper incentives for the remaining staff. 	



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