

Hiring of Project Management Consultants

24th November 2016

MoUD Workshop, YASHADA, Pune



1

How many of you have
hired a project
management consultant
earlier?



2

What are your expectations from PMC consultant for smart city implementation?



3

... and what are your
fears? 😊



3 roles of Smart City Project Management Consultant



Top strategic inputs that PMC should give

Strategic inputs



- 1 Identify quick win projects in each city and creating a fast-track plan around them
- 2 Creation of package strategy for the city
- 3 Bringing the best of consortiums/ vendors/ suppliers and driving discussions with them to bring the best solution
- 4 Help city in writing the RFPs for technical projects to get right participation and cost
- 5 Exploring all sources of fund including land monetization, user charges, debt, etc
- 6 Sharing global best practices of implementation
- 7 Ensuring that the SPV structure and team is world class based on urban governance global learnings

Top PMU inputs that PMC should give

Project management

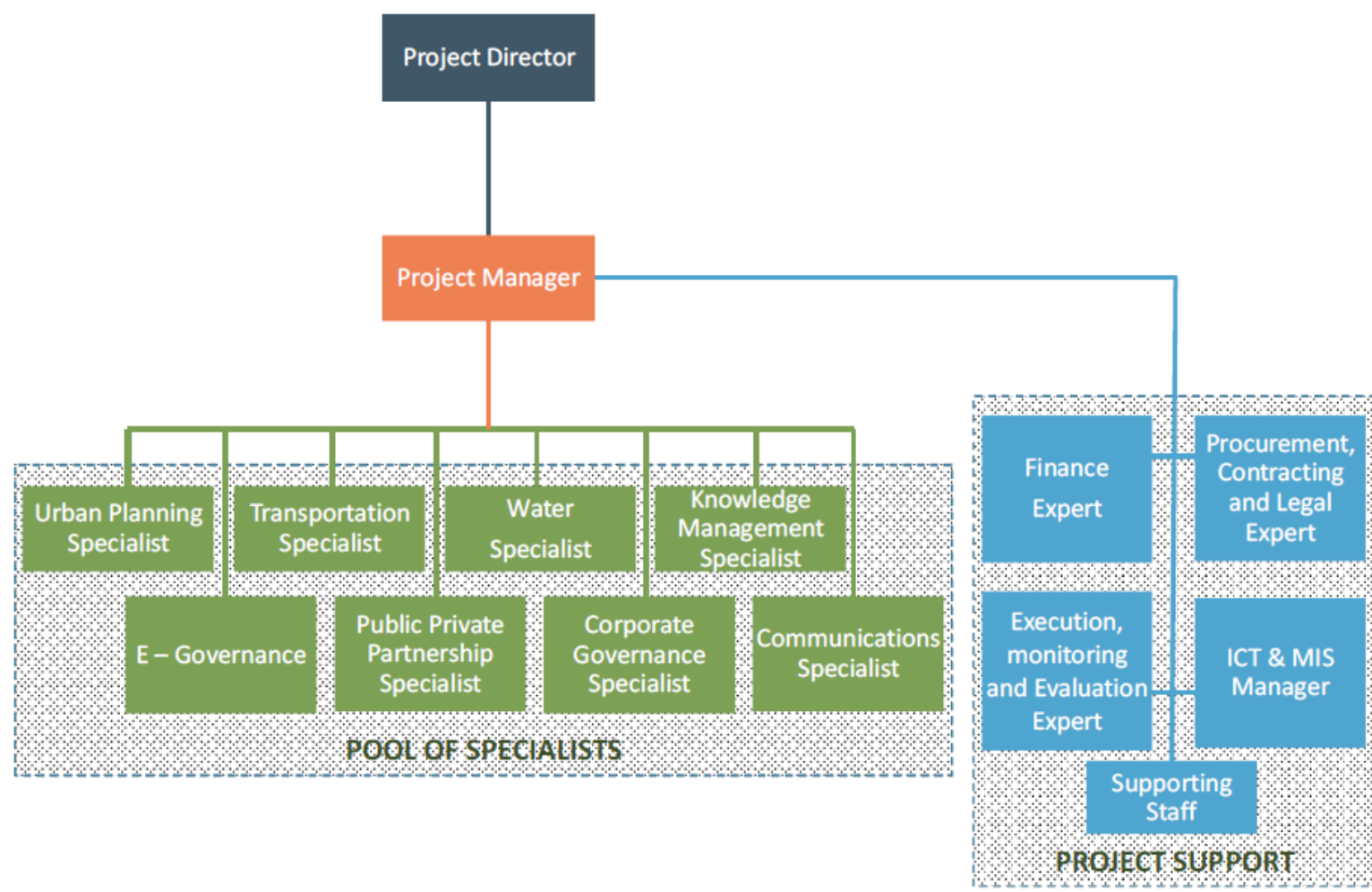


- 1 Identifying right technical consultants for different packages
- 2 Creating milestones for different projects and packages and driving reviews on them
- 3 Detailing out SPV creation steps and program managing the same with tight timelines; managing the hiring process in the SPV
- 4 Driving regular performance dialogues with the cities (monthly, quarterly and yearly reviews)
- 5 Debottlenecking progress wherever required
- 6 Creation of a centralized MIS/ dashboard to track progress and updating it on a regular basis

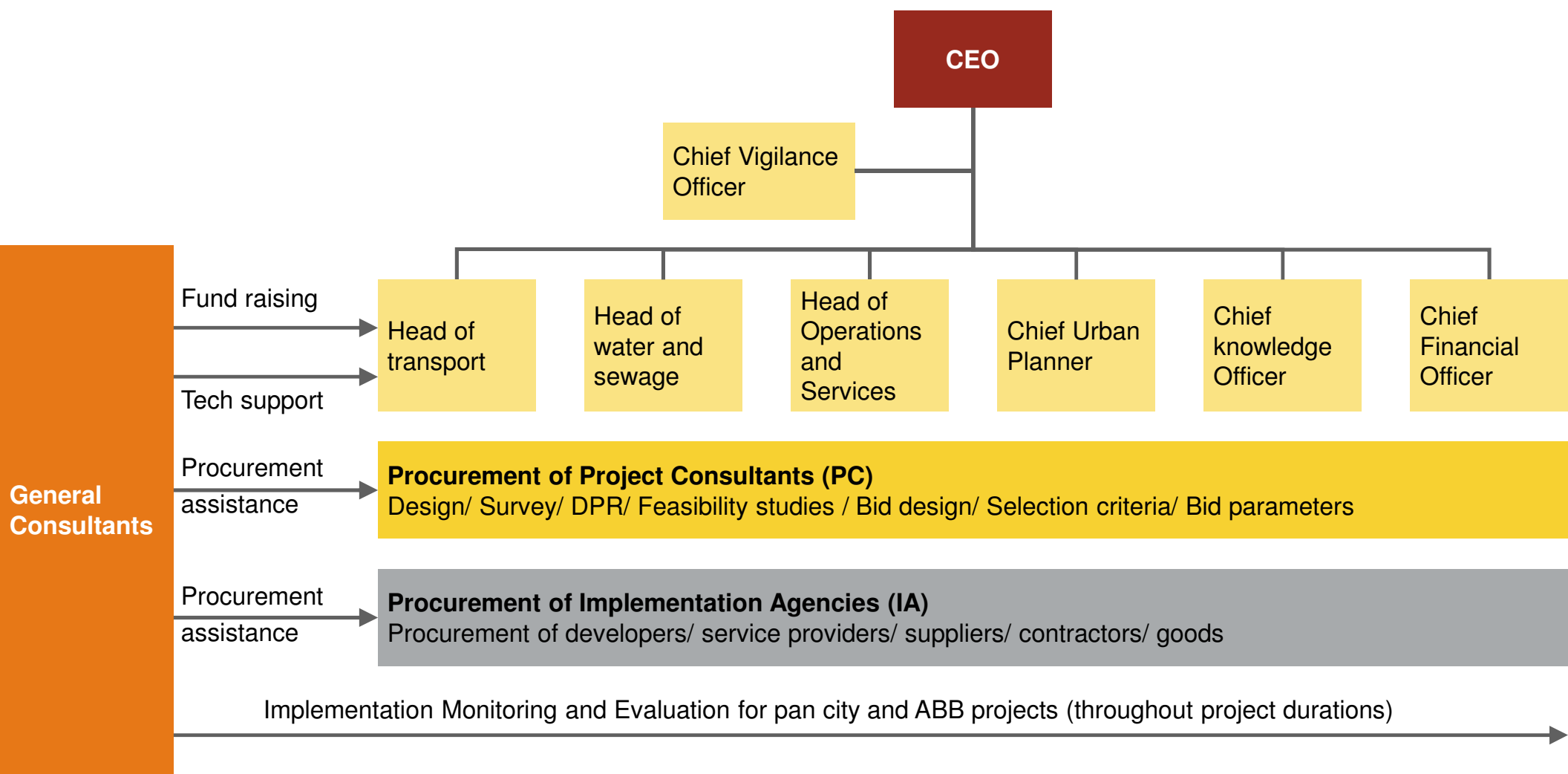
Domain and subject matter expertise is critical in the area of focus for city



PSCDCL brought is all together in its consultant organization



Implementation structure of PSDCL



Scope of work for the consultants (1/2)

▪ **Strategic Advisory**

- Define the organisation structure including defining policies and draft code of conduct for employees
- Supporting organisational hiring
- Strategic and framework for citizen engagement

▪ **Financing Strategy**

- Assessment of financial health and creditworthiness of PSCDCL
- Assess bankability of projects
- Overall fundraising strategy and project financing options

▪ **Program planning**

- Develop project implementation plan and schedule
- Review organizational guideline for key functions including finance, legal affairs, procurement etc.



Scope of work for the consultants (2/2)

■ **Project Management Consultancy**

- Design Phase: Prepare tender documents for procurement of Project Consultants to undertake feasibility studies, detail design DPR etc; Prepare tender notice and support in bid management process ; Review reports from Project Consultants (PC), project structure, implementation plans etc.

■ **Implementation phase**

- Prepare tender documents for hiring of implementation agency (IA); Assist in bid management; Review work

■ **Monitoring and evaluation phase**

- Create M&E tools, create periodic reports, identify and de-bottleneck execution along with PC and IA

■ **Knowledge Management Support**

- Working with knowledge partners; Documenting key insights and learning
- Helping PSCDCL organize workshops, events to source and disseminate knowledge



THANK YOU



Detailed scope of work (1/3)

Strategic Advisory

The general consultants shall provide strategic inputs to PSCDCL during its formative weeks.

Key tasks envisaged are:

Organisational ground setting

- Review the proposed organisational structure, and the role definition for the CEO and other members of the senior management team
- Review the organisational policies including Human Resource policy and draft code of conduct for employees, vendors and service providers.
- Prepare the strategy and framework for citizen engagement and mass communication, and ensure compliance with smart city mission guidelines in this regard
- Assist PSCDCL in empanelment/ procurement of service providers for functions such as legal services, public relations, facilities management, systems maintenance, HR functions, etc.

Financing strategy

- As-Is assessment of financial health of Pune Municipal Corporation and PSCDCL, in order to understand the overall creditworthiness of PSCDCL
- Review the project costs and financing plan for each Smart City Project and assess need for additional fundraising to bridge gaps between capex required and allocable funds
- Prepare future cash flow statement of PSCDCL for the next 5 years to identify annual or quarterly funding requirements
- Assess creditworthiness of PSCDCL and overall bankability of the Smart City projects
- Assess financial market conditions and investor perceptions
- For Smart City Projects, identify possible project financing options available to PSCDCL and analyse the most optimal financing option
- Prepare the overall fundraising strategy for PSCDCL
- Assist PSCDCL in procuring the services of required agencies for fundraising activities; and supervise the functioning of the agency

Detailed scope of work (2/3)

Strategic Advisory

Program design and planning

The smart city projects can be categorised under seven major project groups such as transportation, water and sanitation, energy and solar, liveability, slum redevelopment, e- Governance, and Transit hub. These projects are diverse and innovative requiring adequate planning. The scope of work shall include:

- Review the Pune Smart City Proposal and develop the project implementation plan and schedule.
- Review the documents available with PMC and PSCDCL, and assess the need for further studies and analysis.
- Group projects under each functional head and into modules for implementation and for each module of projects, prepare an implementation plan with timelines
- Review the organisational guidelines for key functions including procurement, accounting, legal affairs, public relations, knowledge management and monitoring and evaluation

Project Management Consultancy

Design phase

- Prepare tender documents for procurement of Project Consultants (PC) to undertake project specific surveys, feasibility study, detailed design, DPR preparation, and direct procurement of goods, as required.
- Prepare tender notices and assist PSCDCL in organising pre bid meetings for hiring Project Consultants¹¹
- Support PSCDCL in bid process management including bid evaluation, negotiation and award of contracts for procuring Project Consultants
- Assist PSCDCL in drafting and award of final service contract
- Oversee functioning of Project Consultants to ensure timely completion of projects
- Review the reports and output of Project Consultants and support PSCDCL in deciding final project structure, implementation options (PPP/EPC/other types of contracts), project financing plan and implementation plan including timelines

¹ The cost of conducting the pre bid meeting will be borne by PSCDCL

Detailed scope of work (3/3)

Project Management Consultancy

Implementation Phase

- Prepare tender documents for procurement of Implementation Agencies (IA) that shall be vendors/ contractors/ developers/ service providers, as per project design
- Prepare tender notices and assist PSCDCL in organising pre bid meetings for hiring Implementation Agencies²
- Support PSCDCL in bid process management including bid evaluation, negotiation and award of contracts for procuring Implementation Agencies
- Assist PSCDCL in drafting and award of final work/ service contract
- Undertake periodic review and monitoring of projects under implementation and evaluate performance of Implementation Agencies
- Assist PSCDCL in hiring independent evaluators, wherever required, for construction supervision

Monitoring and evaluation

- Prepare the monitoring and evaluation framework for supervising implementation of projects and for meeting reporting requirements as per Smart City Mission guidelines
- Develop and maintain M&E tools including customised digital dashboard & MIS, data sourcing forms and data servers. Define standard M&E processes for data sourcing, analysis, and presentation through dashboards.³
- Compile periodic performance reports and provide performance data to payroll agency for calculation of variable and performance pay for team members
- Support PSCDCL in preparing status reports and periodic review reports of smart city projects for the Board, Government of Maharashtra, and Government of India
- Identify bottlenecks and critical constraints to project implementation and suggest corrective measures to PSCDCL

Knowledge management support

- Assist in documenting key insights and learning in the form of white papers, reports and concept notes on a need basis
- Provide knowledge support to PSCDCL in organising workshops⁴, events, and other such events for both knowledge sourcing and dissemination
- Support PSCDCL in engaging knowledge partners that include national and international academic and research institutions, think-tanks, other relevant organisations