

# Ecorys in India



## **Ecorys**

Ecorys is a leading **international** research-based consultancy offering sound analyses and independent advice on economic, social and spatial issues to public and private clients.

With over 500 professionals and a global spread of 25 permanent and representative offices, we deliver real benefits to society through delivered **research**, **consultancy and project management** in more than 100 countries annually. Our clients benefit from the wide range of expertise and multidisciplinary knowledge that challenge complex issues across borders.

Our history spans more than **90 years**, with Nobel Laureate Professor Jan Tinbergen having been a director for many years. Following our legacy, we share best practices within our company and with our clients and value our independence, integrity and partnerships.

#### 1935

Prof. Jan Tinbergen becomes NEI director. NEI is closely linked to the Erasmus University Rotterdam.

#### 1949

NEI focuses on contract work, and its ties with the university are loosened.

#### 1929

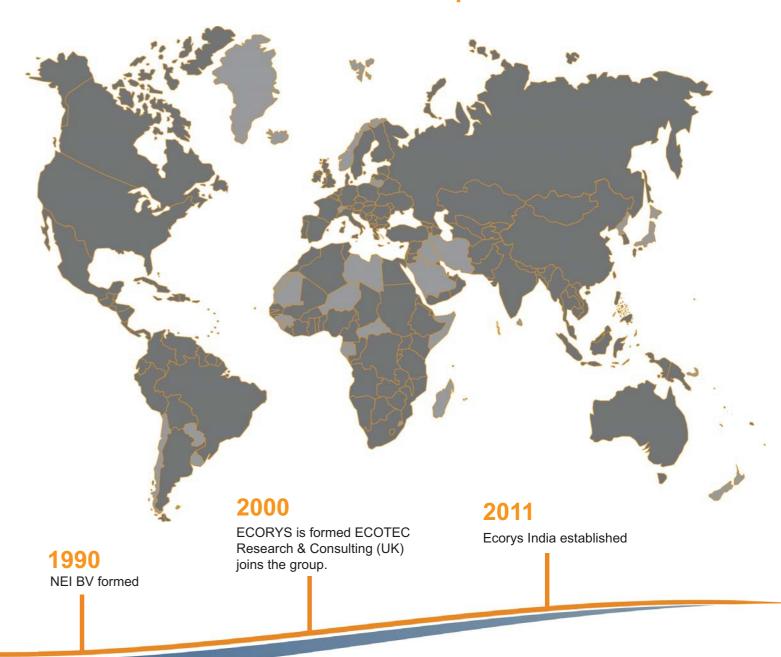
A group of businessmen in Rotterdam form the Netherlands Economic Institute (NEI).



#### 1969

Professor Tinbergen is awarded the first Nobel Prize for Economics

#### Our extensive network of offices spans 110 Countries



1999

NEI BV merges with Kolpron Consultants BV

## Mission & Vision

#### **Our Vision**

We focus our talents on helping our public and private clients to improve policy and programme outcomes across the globe.

#### **Our Mission**

To be one of the worlds leading research and consultancy firms, well respected for our sound analysis and inspiring ideas, our expert staff and the quality of their work, our inherent drive for improvement and the care we show for our staff, our clients and our global environment.

Ecorys takes its responsibility as a global citizen seriously. There is a worldwide emphasis on our core values.

We reinforce these values through programs at both the corporate and business unit levels.

We are dedicated to client satisfaction and to continuously improving our operations.

#### **Our Core Values**

#### Independence

Ecorys is for the greater part owned by its employees. The only 'external' stakeholder is the Foundation NEI which invests its revenues in promoting applied economic science, with the Ecorys Research Programme being one of the main beneficiaries.

#### Integrity

Ecorys enjoys a reputation for conducting its business with integrity and with respect for the interests of those our activities can affect. This reputation is an asset, just as real as our people and brands.

#### **Corporate Social Responsibility**

We organise our operations in a sustainable manner and aim to offset our impact on the environment. Our CSR efforts are about creating 'shared value' that benefits society and business and are a joint effort by company and staff, with awareness and caring as keywords.



# **Ecorys INDIA**

India's growth story is envied but for it to be **sustained** India requires able, competent and independent support.

Ecorys offers more than 90 years of experience in assisting countries with policy advice and programme management.

We bring international best practices and know-how. We understand the importance of social and political factors shaping the economy of a country. However international expertise alone cannot serve the Indian needs.

This is where Ecorys India brings in its **in-house** expertise backed by our wide breadth of knowledge & international network in providing sound analysis and inspiring ideas.

# - Imple - Empt - Tech - Supp - Prep - Integ - Evalu

## **Our JOURNEY in India**

- Technical Assistance for Road Master Plan for Bihar's State (ADB LOAN 44425-013 IND)
- Strengthening Road Sector Policies and Strategies (SRSPS) under RRSMP
- Tamil Nadu Road Sector Project (TNRSP) II Consultancy services for Processing Re-Engineering
- TNRSP II Training needs assessment and management for effective resources utilization
- TNRSP II Road Safety Management services
- Providing Technical Services on "Monitoring & Evaluation for TNRTP Project in Tamil Nadu"
- Preparation of Integrated Logistic Policy Document for the State of Gujarat
- Execution for Up-gradation of the existing Police Training College, Assam into a World Class Police Academy
- PMC for providing Transaction & Marketing Advisory for development of new cities (KMP)
- Preparation of Integrated Economic Development Plan of Panchkula Region
- Pre-Feasibility Report for development of Industrial Corridor along 'Agra to Lucknow Expressway'
- Project Preparatory Technical Assistance (PPTA) Karnataka State Highways Improvement III
- Supporting Rajasthan's Productive Clusters in the Delhi-Mumbai Industrial Corridor (DMIC)
- Comprehensive Development Strategy for Economic Corridor along KMP Expressway
- Impact Assessment of Himachal Pradesh Watershed Development Project
   Sustainability Monitoring Exercise Under Jal Nirmal Project Kamataka
- Implementation of Gender Action Plan and Community Awareness Program under JKUSDIP- Project 3
- Empowerment and Social Inclusion of women in India (sponsored by Royal Embassy of Nederland)
- Technical Assistance Provider to the Uttar Pradesh Health Systems Strengthening Project (UPHSSP)
- Support Agency for Multi Village Scheme, Karnataka for KRWSSA
- Reviewing the India Maritime and Port Sector Policies for the World Bank
- Supporting DFID India with impact and other evaluations
- Preparing the **Development Plan** for the Khushkhera Bhiwadi Neemrana Investment Region, Part **DMIC**
- Integrated Transport Policy and Strategy, as well as Strategic Investment Plans in Punjab
- Evaluation the EU-India Trade and Investment Development Programme for the EU Delegation to India

## **Our CLIENTELE**

Focusing on complex market, policy and management issues we provide our clients in the public, private and not-for-profit sectors worldwide with a unique perspective and high-value solutions.

Our client portfolio consists of Central, State and Local Governments, Multilateral and Bilateral agencies as well as Private Companies.

































## **Our BUSINESS**

#### **EXPERTISE**

- ECONOMIC & SOCIAL Policy
  - Health & Education
  - Public Finance & Governance
  - Competitiveness & Trade Policy
  - Attracting Foreign Direct Investment
- SPATIAL Policy
  - Energy, Environment & Water
  - Transport, Mobility & Infrastructure

#### **SERVICES**

- Monitoring and Evaluation
- Training & Capacity Building
- Programme Management & Delivery



### **Health and Education**

#### **HEALTH** care

Health is important to many aspects of society and a cornerstone in socio-economic progress. Being in good health is appreciated world-wide. However, health care is developed under diverse national or local circumstances, influenced by historical, political and cultural factors. A diversity of health systems, services and markets have evolved around the world characterized by different patterns of health care demand, wealth and economic opportunities.

Ecorys has rich expertise in the area of health, taking an integrated and active approrach to the various areas of health care including health care financing, health care market, health policy analysis, health care strategies, and investing in health.

Our services in this field include:

Regulatory impact assessment, Evaluation and monitoring, Institutional strengthening, Investment appraisals, Cost benefit analysis, Expenditure reviews, Feasibility studies and Sector analysis.

#### **Selected PROJECTS**

- India: Technical Assistance Provider to the Uttar Pradesh Health Systems Strengthening Project (UPHSSP)
- Afghanistan: Support for the Ministry of Labour Social Affairs Martyrs and Disabled.
- The Philippines: Technical Assistant to the Department of Health for the Management of the EC Health Sector Support
- Ukraine: Support to Secondary Health Sector Reform.
- Namibia: Final Evaluation of HIV/AIDS Response Capacity Development
- Kazakhstan: Health sector assessment and supporting reform to health sector
- Ghana: Independent Health Sector Review
- Kenya: Social Expenditure Review
- Worldwide: Framework contract Lot 09 Education, Employment, & Social
- The Netherlands: Programme Evaluation of Education & Health
- Poland: Modernisation of the educational offer in Poland
- Turkey: Technical Assistance for Active employment measures at local level.
- Development of Rural District & Local Municipalities under Municipal Growth Initiative Project in South Africa.

#### **Education & SKILLS**

Education is the key to participation of individuals in society. **Good education** and **policy** are major contributing factors to any well-functioning society and strong economy. A good **functioning** national education system has to do with quality, accessibility and cost of education, organisation and policy and the correlation with the labour market.

This is of course obvious for children and youths, who will soon become productive members of our society. But it also goes for adults: lifelong learning is a very important theme in national and European policies.

Dedicated education experts of Ecorys work closely with education institutions, interest groups and policy makers. We work at regional, national and international levels in order to **optimise education systems** and promote **skills development**.



# Public Finance and Governance

Citizens around the world have become more critical concerning their government's expenditure, taxation and deficit policies, and results of policies in terms of sustainable economic growth and reducing poverty. Governments are expected to be accountable and to deliver high-quality public services. There is an increasing awareness of the need to set up efficient and workable macro-fiscal management arrangements and Public Finance Management (PFM) systems in order to cope with increasing expectations.

Ecorys has a wealth of Public Finance & Governance expertise in countries across the world. We have in-depth understanding of the strengths and weaknesses of macrofiscal and Public Finance systems and can offer solutions to specific problems.

Ecorys has a strong track record in fields such as Budget cycle formulation and MTEFs, budget execution performance budgeting, strengthening municipal financial management and macroeconomic studies and evaluations.

#### **MACROECONOMIC** Analysis

Our macroeconomic analysis and advice to our clients include developing and implementing national and sector strategies and policies that contribute to sustainable economic growth and poverty reduction.

Some of our macroeconomic work has been used in our PFM reform activities.

We have created **economic and fiscal strategies** that have been the basis for developing the medium term economic and fiscal framework.

We help governments in doing realistic estimates of the costs of the various programmes of **Poverty Reduction Strategies (PRS)** which are the basis for national growth and poverty reduction and clear the way for IMF and World Bank assistance.

#### **Public FINANCE Management**

Through public expenditure reviews Ecorys assesses the efficiency and equitable distribution of existing spending and other support programmes and provides recommendations to improve them.

Ecorys experts have participated in Country Financial Accountability Assessments .Public Expenditure Reviews (PERs) and other budgetary and fiduciary assessments in many developing and transition countries.

- · Worldwide: Public Finance Management training programme
- Slovakia: Public Finance Management Reform
- Bulgaria: Support for Implementation of Medium Term Strategy and Restructuring of the Ministry of Finance
- · Worldwide: Public Expenditure and Financial Accountability assessment
- Guatemala: Public Financial Management Budget Support
- Tajikistan: TA for development of Medium Term Expenditure Framework Social Sectors
- Moldova: Public Financial Management Project: Budget Formulation and Execution Methodology
- Kuwait: Fiscal Restructuring
- Russia: Administrative Reform to improve Public Expenditure Management



# Competitiveness and Trade Policy

Successful trade and industrial policy is most commonly associated with economic growth and increased prosperity.

Foreign direct investment can bring with it resources and expertise that spread throughout the local economy. Increased access to markets may in turn provide increasing opportunities to local businesses.

Trade policies need to embrace more than just the opening of markets. Trade and FDI should be harnessed, as business cannot be separated from the natural environment or the society in which it operates. Increasing competitiveness will help overall, but can also cause short-term pain for some industries and social groups.

To turn static comparative advantage into dynamic competitive advantage in the market place. Ecorys assists first in identifying sectors that hold comparative advantage. Next, we provide trade, industrial, enterprise policy advice, support with capacity building in the related fields, including in export and investment promotion, market surveys, sectoral competitiveness guides and advice on FDI

- India: Supporting Rajasthan's Productive Clusters in the Delhi-Mumbai Industrial Corridor (DMIC)
- India: Project Management Consultant for providing Transaction & Marketing Advisory Services - Development of five new cities along KMP Economic Corridor
- India: Preparation of Integrated Economic Development Plan of Panchkula Region
- India: Pre-Feasibility Report for development of Industrial Corridor along 'Agra to Lucknow Expressway'
- India: Preparing the Development Plan for the KBN Investment Region in Rajasthan
- India: Evaluation of the EU India Trade and Investment Development Programme and identification of follow-up programme
- India: Preparation of a Comprehensive Development Strategy for Economic Corridor along Kundli-Manesar-Palwal Expressway
- Yemen: Developing a Model Economic Zones
- India: Evaluation of the EU's Market Access Partnership in India
- Bulgaria: Marketing Support for the promotion of FDI
- Russian Federation: Promotion of Innovative SMEs in the Baltic Region
- Turkey: Develop an Action Plan for the Turkish Investment Support and Promotion Agency (ISPAT) and stimulate foreign investments
- Philippines: Study on the Barriers to Trade & Investment
- Thailand: Support to the EU ASEAN FTA negotiations of financial sector liberalisation
- The Gambia: Restructuring of the Gambia Investment Promotion & Free Zones Agency & Establishing a One Stop Shop
- Kenya-EU Post Lomé Trade (KEPLOTRADE) Programme phase II Support to EPA & EAC



# **Energy, Environment and Water**

#### **ENVIRONMENT**

A healthy, clean and thriving natural environment enables the supply of sufficient food, protection from natural disasters and provides the derived goods and services that fuel our economy to maintain the social cohesion of our communities. Environmental consultancy work at Ecorys reflects these challenges:

- Developing strategies for biodiversity protection,
- Understanding forest degradation and fragmentation,
- Analysing disaster scenarios and risk management.
- Integrating green measures and instruments
- Overcoming market failures that result in externalities,
- Addressing environmental governance weaknesses, and
- Environmental impact of national policies on the environment.
- Climate change issues

#### Water Resource MANAGEMENT

Ecorys offers expertise in areas such as economic and social cost-benefit analyses and socio economic instruments for sustainable water management. Our experts are involved in establishing and advising institutions on integrated water policy and management and solving spatial distribution problems. Our assignments include providing advice on the determination of the price of water, to financial and economic assessments of infrastructure and water related spatial planning and transport projects.

#### **ENERGY**

Ecorys Energy is one of the fastest growing businesses of Ecorys. We deliver strategic advice to policy-makers by combining in-depth energy and environmental expertise with a clear understanding of the societal and economic context in which new policies have to be implemented. In this field, Ecorys offers consulting services such as:

- Policy advice,
- Evaluation and monitoring of programmes and policies
- Cost-benefit analysis
- Modelling and scenario-building



Our services related to **renewable energy** span a wide spectrum of technologies including solar power, on- and off-shore wind energy, and energy from biomass. Furthermore, our expertise covers analysis of the impact of renewables on energy infrastructure such as district heating networks, 'smart' grids and biogas hubs.

Our **energy efficiency** consulting services focus on the building sector which is of particular importance for energy efficiency measures. Besides the building sector, we also focus on services related to energy-efficient consumer goods and services.

- India: Implementation of Gender Action Plan and Community Awareness Program under Jammu & Kashmir Urban Sector Development Investment Program - Project 3
- India: Support Agency for Multi Village Scheme for Karnataka Rural Water Supply and Sanitation Agency.
- Turkey: Environmental master plan and investment strategy for Marmara Sea Basin
- Turkey: Strengthening the capacity for sustainable groundwater management
- Estonia: Technical assistance for the pilot Harjusub river basin district water management plan.
- Europe: Integrated Trans boundary River Basin Management of the Sava
- Europe: Framework Economic Assistance work in the field of Energy and Transport
- Europe: Identification of best sustainable energy investment options at the local & regional level
- Worldwide: Environment and Water Public Expenditure
- Asia & Africa: Evaluation of the Danish Support to Water Supply and Sanitation
- Turkey: Implementation of the EU Water Framework
- Netherlands: Review of funding mechanisms and policy advice on aspects regarding an assessment of the Dutch contribution to Millennium Targets for Water, Sanitation and Energy.
- Europe: EU nuclear power plants and other generation technologies due to the effect of climate change

# **Transport Mobility** and Infrastructure

#### **Roads & HIGHWAYS**

Good roads are essential to gain access to the remotest regions of countries and in turn for its development. their countries.:

At Ecorys we provide insight into the **social and economic** effects of the goods transport sector. We measure the impact of policy instruments on the sector itself. Our expertise, creativity and scientific approach are translated into concrete **practical advice**.

#### **RAIL & Urban Public Transport**

More than any other technical design or social institution, the railway stands for modernity. No competing form of transport has facilitated change on the scale that has been brought about by the invention of the railway. Ecorys has an excellent track record of **advising** on rail and urban public transport matters including appropriate Pricing policy, (railway) restructuring, **urban public transport reform**, and involvement of the private sector through PPPs.

#### **Aviation & SPACE**

To improve their competitive position, many companies and organisations are entering into global alliances, which bring economies of scale and efficiency advantages. Ecorys takes an integrated approach which covers the full range of issues – from environmental aspects to planning, **demand** forecasting and market analysis to business plan development and financing. The air transport sector is facing sharp competition worldwide.

#### **Freight**

Even in times of recession demand for the transport of goods has continued to increase. The various modes of transport (road, rail, waterways, sea and air) have responded to increasing demand in different ways.

Ecorys has extensive experience dealing with freight transport issues at regional, national and international levels. We provide insight into the **social and economic** effects of freight transport sector. We measure the impact of policy instruments on the sector itself.

#### **PORTS & Maritime**

Ports are important instruments for trade and transport. Competition between ports is increasing. Port infrastructure developments occur rapidly. Privatization, PPP's, port organization and security and hub-feeder networks are key in the maritime industry.

Ecorys works in ports and maritime transport including port strategy and master planning, maritime policy, port organisation and management, shipping markets and feet segments.

- India: Technical Assistance for Road Master Plan for State Highways and other major roads in state of Bihar.
- India: Strengthening Road Sector Policies and Strategies (SRSPS) under Rajasthan Road Sector Modernization Project (RRSMP)
- India: Tamil Nadu Road Sector Project II Consultancy services for Processing Re-Engineering
- India: Tamil Nadu Road Sector Project II Training needs assessment and management for effective resources utilization in Tamil Nadu Highways Department
- India: Tamil Nadu Road Sector Project II Road Safety Management Consultant to help then Government of Tamil Nadu in carrying out strategic and operational level initiatives to enhance Tamil Nadu's roads safety management capacity
- India: Preparation of Integrated Logistic Policy Document for the State of Gujarat
- India: Project Preparatory Techinical Assistance (PPTA) Karnataka State Highways Improvement III
- India: Drafting of an integrated transport policy and strategy, as well as strategic investment plans for the Govt. of Punjab
- India: Preparation of a Development Plan for a new Investment Region in Rajasthan
- Jordan: PPP Program, Private Participation in Infrastructure
- Nepal: Supporting a PPP for the North-South Fast Track road connectivity project
- Poland: Warsaw Metro Project on the basis of a PPP
- Malta: Maritime transport infrastructural project
- Turkey: Technical Assistance for reform of Turkish Railways
- Yemen: Developing a Model Economic Zones/Industrial Estates Development Programme
- Worldwide: Evaluation of Urban Transport Projects
- Russia: Togliatti Public Urban Transport Restructuring Project
- India: Preparing a market demand study for the Port of Sutrapada, Gujarat



# **Monitoring and Evaluation**

Complexity of development processes and associated interventions is being recognised. As a consequence, the pressure is on for practitioners to **design** and **implement** robust and innovative Monitoring & Evaluation techniques.

Ecorys has extensive experience of conducting many types of M&E assignments in the development cooperation sphere. Our track record includes **evaluations** of country strategies, specific modality mixes, programme portfolios as well as emerging topics such as donor exit management. Over the past years, we have successfully conducted evaluations in the agriculture, education, governance, health, microf nance, public administration and public finance management sectors. A share of our earnings is reinvested each year to fund **independent M&E** and social science research relevant to our clients' future needs.

Our approach is based on a simple premise – linking cutting-edge evaluation techniques with relevant sectoral expertise and local knowledge. We have supported many clients in their quest to strengthen accountability and stimulate learning

#### Monitoring

Ecorys has a long track record of undertaking **independent** external monitoring of development assistance programmes for many donor organisations. Monitoring involves the systematic collection of data to provide stakeholders an indication of the extent of achievement of objectives and progress in the use of allocated funds. In the past fifteen years we have conducted monitoring assignments in all regions of the world and covering all major development sectors and aid modalities.

Our monitoring work covers all the major sectors and puts us at the heart of many key policy debates in **development co-operation** – institution-building, the role of civil society, country-ownership and the choice of aid modality.

#### **Evaluation**

Over the years we can proudly point to numerous examples of our work shaping policy debates. We have contributed to strategies for socio-economic transformation in transition economies, bringing fresh perspectives to **interventions** in social sectors.

Ecorys has extensive experience in conducting complex evaluations of aid modalities. This includes evaluation of country strategies, specific modality mixes and programme portfolios. We have successfully conducted evaluations in the agriculture, education, governance, health, microfinance, public administration and public finance management sectors. Ecorys also has growing expertise in the field of both ex-ante and ex-post (impact) Evaluations.

- India: Impact Assessment of Himachal Pradesh Watershed Development Project
- India: "Monitoring & Evaluation for TNRTP Project in Tamil Nadu"
- Asia: Result-Oriented Monitoring (ROM) of operations in various countries.
- Nigeria: Monitoring and Evaluation of DFID's State Level Programme.
- Mali/Nicaragua: Impact evaluation of the Sexual and Reproductive Health Programmes.
- Africa: Baseline Study MFS2 in Nicaragua, Ethiopia, Kenya, Tanzania & Uganda.
- India: Trade Sustainability Impact Assessment for the EU-India FTA.
- Europe: Review of methodologies applied for assessment of employment and social impacts.
- Worldwide: Ex-post Evaluation of the Tempus phase III programme covers 27 countries
- Indonesia: Evaluation of the EC's support
- India: Framework agreement for supporting DFID India work on impact and other evaluations.
- Asia & Africa: Joint Evaluation of Exit Management Botswana, Eritrea, India, Kenya, Malawi, South Africa.
- Worldwide: Joint Evaluation of Dutch CFAs Contribution to the Micro finance Sector.



# Training and Capacity Building

#### **INSTITUTIONAL Strengthening**

Sustainable policy implementation requires strategy development and elaboration supported by clear focus on human resource development. To successfully deploy policies and programmes, capacity and institutional development are key.

As components of **institution building**, Ecorys has developed and successfully executed programmes for many institutions, including: organisational design - coordination systems, functional characteristics, job descriptions and attestation; change management; training needs assessment; development and realisation of specialised trainings, including certification programmes.

#### Change & PROCESS Management

Change management is all about **communicating** to relevant stakeholders about necessary changes in organisation or policy. More often than not, change management coincides with process management.

Ecorys knows that the success of change management projects rests on a thorough analysis of the starting situation. Only from this can we begin to determine need for and capability to change. Working together with the relevant actors in the change process is vital, as is good understanding and working knowledge of people management, budgets and financial management, operational management communication.

#### FINANCIAL advice

Ecorys advises on **customised** financing packages and provides full financial risk assessment to corporates, real estate developers or infrastructure sponsors. We also assist investors and corporates in asset management.

Our financial advisory services for Institutional Development include:

- Supporting the foundation of PPP units for the public and private sectors.
- Providing training on all aspects involved in PPPs
- Offering effective tools and creating toolkits to help public sector enter into sustainable partnerships with the private sector.
- Review and advise on current legislation and existing institutional frameworks and PPP strategies



#### **Decision making SUPPORT**

Decision making is in its very core a cognitive process. For (government) institutions and companies, decision making takes on the extra dimension of socio-economic scope and implications.

With our experience in the fields of analysis, policy formulation, evaluation and advice, Ecorys helps with our client's decision making needs.

We have extensive experience with **interim management** and **organisational support** assignments.

- India: Empowerment and Social Inclusion of women in India (sponsored by Royal Embassy of Nederland)
- Training on Public Finance Management
- Bulgaria: Institutional support to Ministry of Finance for preparation for Structural Funds
- Ukraine: Preparation of the EU-funded agricultural sector programme
- Serbia: Technical assistance for Regional policy development at national level
- Croatia: Regional Development Capacity-Building Facility
- Kosovo: Technical Assistance to support the Regional Economic Development
- Turkey: Technical Assistance for Empowerment of Women and NGOs
- Russia: Administrative Capacity Building for Kaliningrad Oblast
- Croatia: National Strategy for Regional Development
- Kenya: Uganda joint railway concession: asset valuation
- Romania: Design of Romanian Municipal
- Infrastructure Fund to invest in municipal infrastructure PPP
- Turkey: Strengthening the legal, policy and institutional framework for PPPs

# **Programme Management** and Delivery

#### Programme Management & Technical Assistance

Corporate and public agencies seeking to control risk and introduce 'leaner' product or project delivery look to third parties to provide management services. Ecorys has an outstanding reputation for the development and delivery of large programmes for clients at all levels. We can provide a tailored and comprehensive package of services or individual components to progress your programme strategy, maximise impact, ensure spend targets are met and minimise risk.

#### **GRANT & Fund Management**

Ecorys has over 20 years of experience in providing grant management services to national and EU level public sector clients. Ecorys understands the specific needs and requirements of programme management as result of its longstanding involvement in programme implementation for several clients. In addition to sound process management, knowledge of the specific policy area is always involved. This ensures credible activities and guarantees that implementation stays close to objectives of programmes and policies.

## Framework CONTRACT Management & RESOURCE Mobilisation

Ecorys has been involved in managing several Framework Contracts (FWCs) for over a decade. Most of these FWCs are for the European Commission, but also for other clients like the Swedish International Development Cooperation Agency (SIDA) and the Department for International Development (DFID).

- India: Technical Assistance Provider to the Uttar Pradesh Health Systems Strengthening Project (UPHSSP)
- Worldwide Europe Aid Framework Contracts:
  - Lot 1 and 2: Macro-economic support
  - Lot 9: Education, Employment and Social
  - Lot 10: Support to Industry/Commerce/services
  - Lot 11: Macro Economy & Public Finance
- Worldwide: JEU Country-level evaluations
- Framework contract for Technical Assistance to Jaspers' beneficiary countries lot 1 (transport infrastructure)
- Bangladesh: Economic empowerment of the poorest challenge fund for DFID
- Worldwide: Dew Point: Resource Centre for Climate Change, Environment, Water And Sanitation for DFID
- Worldwide: Framework contract for support to ORIO programme
- India: Framework agreement to support DFID India work on impact & other evaluations.





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