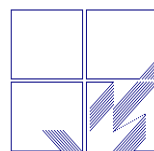


# PROFILE

## Rural Water Supply and Sanitation



**JPS Associates (P) Ltd**  
**New Delhi**



## ABOUT JPS ASSOCIATES

JPS Associates is a consulting firm specializing in management, development, agriculture & natural resources management, and engineering. The company was founded in 1979 and incorporated as private limited company in 1995. JPS has amassed a reputation for improving and enhancing performance excellence of some of the most reputed clients and has been working in development projects directly with and funded by international and bi-lateral development agencies like the World Bank, Asian Development Bank (ADB), United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), International Labour Organisation (ILO), Global Environment Facility (GEF), European Union (EU), United States Agency for International Development (USAID), Department for International Development (DFID), Japan Bank for International Cooperation (JBIC), Japan International Cooperation Agency (JICA), French Development Agency (Agence Française de Développement- AFD), Canadian International Development Agency (CIDA), Australian Agency for International Development (AusAID), Kreditanstalt für Wiederaufbau (KfW), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and Norwegian Agency for Development Cooperation (NORAD). Our government clients include national institutions, central government, state government, local government and parastatals such as public sector undertakings and public sector banks.

We are a team with diverse range of expertise and experience. The Head Office in New Delhi is the driving force behind the Company activities, centralising the management specialists and design staff and providing overall direction and supervision to the on-going projects. We also have an extensive network of retained experts, who add strength to our team in sharing commitment to deliver exceptional results for our clients.

We leverage our more than 30 years of experience, deep knowledge of processes, insights, and best practices internalised through implementing about 900 projects. These are supported by strong IT/technology, reengineering, analytics and global delivery capabilities to deliver a comprehensive client solution. From strategy through implementation, our hands-on approach has achieved success in delivering quantifiable and value-driven results. Our partnership with our clients ensures a lasting effect which is ultimately their asset and knowledge. Our reputation for being leaders in specialised fields of central and local government has built us a solid clientele in our home base India, and a reach into the international arena.

JPS is an ISO 9001: 2008 certified company. We pursue our quality policy and all business units integrate the policy and further strengthened by quality surveillance and project monitoring team.





# RURAL WATER SUPPLY AND SANITATION

## FIELDS OF SPECIALIZATION

### Management

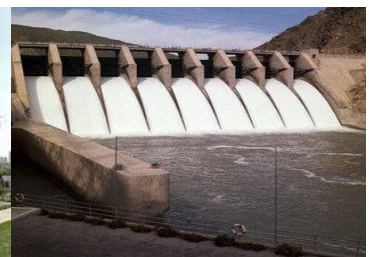
- Governance, Public Services and Policy
- Monitoring and Evaluation
- Information Management & E-Governance

### Development

- Social Development & Surveys
- Public Health
- Urban Development Planning
- Regional and Rural Development Planning
- Tourism
- Natural Resource Management
- Agriculture and Agri-Business

### Engineering

- Water & Environment Engineering
- Transportation
- General Engineering



**RANGE OF SERVICES:**

**JPS provides specialist sector specific services which are presented under each business units. The general services include the following:**

- Policy
- Project Planning and Preparation
- Program Management Consultancy Services
- Master Planning & Conceptual Designs
- Field Surveys & Investigations
- Pre-Feasibilities and Feasibilities Studies
- Detailed Designs/ Detailed Project Reports
- Financial Management & Accounting Services
- Project/Program Monitoring & Evaluation
- Human Resources Planning
- Manpower Analysis
- Business Planning
- Information Management Services/ Management Information System (MIS)
- Environmental Impact Assessment And Management
- Socio-Economic Studies & Social Impact Assessment
- Community Development
- Resettlement & Rehabilitation
- Livelihoods and Sustainable Development
- Efficiency Improvement/ Cost Reduction Study/ Profitability Improvement Studies
- Tender Documentation
- Concession Agreements
- Bid Processing
- Procurement Assistance
- Owner's Engineers and Independent Engineers Services
- Project Management / Construction Supervision
- Third Party Quality Control/ Quality Assurance
- Impact Assessment Studies

**RURAL WATER SUPPLY AND SANITATION SERVICES:**

- Implementation of rural water supply and sanitation projects, focusing on appropriate design and as user participation and ownership
- Feasibility studies on technical, social, financial and environmental aspects
- Developing district and State level Master Plans for water supply and sanitation
- Community fund mechanisms as tools for community-based needs assessment, social infrastructure planning and procurement
- Operation & Maintenance of water supply schemes
- Safe sanitation, proper handling of water and hygiene practices and solid / liquid waste management
- Improving water use efficiency
- Strengthening of the management capacity of locally based water committees and associations
- Improvement of locally based operational and management systems
- Behavioural changes in hygiene and sanitation
- Environmental impact assessments
- Decentralisation of planning, implementation and management of water supply systems
- Institutional development and capacity building and assistance in developing technical manuals / operational guidelines on water, sanitation, health and hygiene related issues
- Assistance in planning and developing IEC materials and BCC tools
- Assistance in HRD training, TNA Workshops, training calendars, designing modules
- Evaluation of technologies
- Conduct of impact assessment / evaluation studies





**Location:** Uttarakhand,  
India

**Client:** Project  
Management Unit,  
Uttarakhand Rural Water  
Supply & Sanitation  
(SWAJAL) Project,  
Government of  
Uttarakhand/ World Bank

**Funding Agency:** World  
Bank

**Period:** Mar. 2010-  
Apr. 2011

**Associate Firm:** Nil

## **RELEVANT EXPERIENCE**

**Independent Third Party Construction Supervision for Quality Assurance of Batch 1B Water Supply Schemes under Uttarakhand Rural Water Supply and Sanitation Project (SWAJAL Project) for Uttarakhand Rural Water Supply & Sanitation, Government of Uttarakhand**

### **Brief Description of Project:**

The Uttarakhand Rural Water Supply & Environmental Sanitation (SWAJAL) Project (Phase-I) was originally initiated as an innovative experiment in the Rural Drinking Water and Environmental Sanitation (RWSS) Sector in 1996. Subsequently, the Govt received Credit No. 4232 from IDA towards the cost of Uttarakhand RWSS Project which was based on Sector Wide Approach (Swap) rather than a project specific basis. "Sector Wide Approach (SWAp)" essentially represents an approach wherein "most significant public funding for the sector supports a single sector policy and expenditure program under government leadership. Adopting common approaches across the sector, utilising existing institutional systems and indigenous resources and progressing towards relying on government procedures to disburse and account for all public expenditure, however funded." The project development objective was to improve the effectiveness of RWSS services through decentralisation and increased role of PRIs and involvement of local communities in the State of Uttarakhand. The project consisted of three components (A) Rural Water Supply and Sanitation Sector Development; (B) Rural Water Supply Infrastructure Investment; and (C) Programme Management Support and Monitoring & Evaluation.

The main objective of this assignment was to provide an independent assessment regarding quality of construction in about 425 water supply schemes at in different stages of implementation and also review that adequate quality assurance and construction supervision are in place and that practices adopted for quality of construction meets the required standards. The assignment was to cover about 50 Nos. of randomly selected Bank funded SVS (out of 425 schemes) (PMU-Swajal) either under progress or just grounded at quarterly intervals during the twelve month contract period, implemented by in all the districts in the state.

### **Services Provided:**

As an Independent Third Party Construction Supervision Agency (SA) for quality assurance of Batch-1B water supply schemes under URWSS Project through PMU, Swajal, Dehradun, the key tasks undertaken by JPS were as follows:

- To review DPR and examine whether the scheme is being implemented as per project guidelines or not and that the work carried out is as per the designs/drawings;
- To review that all the works confine to technical specifications alignments and examine that quality of construction is as per the standards and meet technical requirements;
- To review quality tests conducted and conduct further quality checks at random where physical check requires test check;
- To review construction progress and resolve if there are any technical issues by providing necessary on-site capacity building/technical support; and
- To review performance and hand over process of the scheme to UWSSC for maintenance.

### **JPS provided the following outputs:**

- Output 1 : Inception Report covering broad issues and revised methodology alongwith a separate quality assurance guidance manual for community engineers in the field.



- Output 2 : Visit Report (covering each of the scheme visited) containing a comprehensive report on procurement, construction and participation related quality issues; technical support provided; tests conducted and ordered; guidance issued to the site engineers/UWSSC and actions recommended.
- Output 3 : Quarterly Report (DPMU and PMU wise) : This included schemes visited with dates, staff involved, general comments, comments on the test reports and action taken. Serious quality issues that require urgent action were summarized. Similarly, the key issues observed in each of the district were summarised and presented for further action.
- Output 4 : Final report for PMU/SWSSM on the contract performance and overall comments on the quality assurance aspects of the Swap/Bank funded program which included lessons learned and best practices to be followed.

**Location:** Uttarakhand, India

**Client:** Director, Uttarakhand Rural Water & Environmental Sanitation (SWAJAL) Project, Uttarakhand Rural Water Supply & Sanitation, Project Management Unit, Government of Uttarakhand

**Funding Agency:** Uttarakhand Rural Water Supply & Sanitation, Project Management Unit, Government of Uttarakhand

**Period:** Jul. 2008-2009

**Associate Firm:** Nil

**Construction and Process Supervision of Batch-1A of Uttaranchal Rural Water Supply and Sanitation (SWAJAL) Project - Consultancy No. 2 - Districts Pauri, Rudraprayag and Chamoli for Uttarakhand Rural Water Supply & Sanitation, Government of Uttarakhand**

**Brief Description of Project:**

The Uttarakhand Rural Water Supply & Environmental Sanitation (SWAJAL) Project (Phase-I) was originally initiated as an innovative experiment in the Rural Drinking Water and Environmental Sanitation (RWSS) Sector in 1996. Subsequently, the GoI received Credit No. 4232 from IDA towards the cost of Uttarakhand RWSS Project which was based on Sector Wide Approach (Swap) rather than a project specific basis. The project development objective was to improve the effectiveness of RWSS services through decentralisation and increased role of PRIs and involvement of local communities in the State of Uttarakhand. The project consisted of three components (A) Rural Water Supply and Sanitation Sector Development; (B) Rural Water Supply Infrastructure Investment; and (C) Programme Management Support and Monitoring & Evaluation.

JPS has been engaged to supervise the works to ensure the quality of material and works as well as to provide technical know-how to User Water and Sanitation Sub-Committees (UWSSCs), which are responsible for execution of works with the assistance of GPs. The role of JPS as Service Agency (SA) was to assist, advice and carry out day-to-day supervision of works, monitoring physical and financial progress as well as quality of construction. This coverage of this assignment was limited to 15 GPs in the districts of Pauri, Rudraprayag & Chamoli.

**Services Provided:**

- **Pre-construction Activities:**
  - a) A village level DPR review report covering pre-planning activities, technical review of DPRs, field visit findings, review of hydro-geological report for tube well drillings, suitability of materials, provision of technical support, assessment of the preparedness of the community (GP, UWSSC etc) to implement the scheme;
  - b) Presentation of the summary of village reports/findings in a state level workshop to be organized by the PMU.
- **Monthly Reports:**
  - a) Monthly review of work plan against milestones and time lines;
  - b) Review of physical and financial achievements;
  - c) Compliance of process being followed with project guidelines.
- **Quality Testing:**
  - a) Pre-procurement qualification of material suitability;



- b) Quality tests conducted for materials;
- c) Quality tests conducted on construction activities

- **Construction (technical) Support:**

- a) General quality of construction/erection;
- b) Technical support/capacity building provided to Community Engineer and UWSSC etc;
- c) Degree of community participation;
- d) Visits and recommendations of DIAs or PIAs.

- **Variations in Implementation:**

- a) Major issues recorded, deviations on technical and management grounds together with implications.

- **Scheme Completion Report comprising of:**

- a) A Final Completion Report including completion plan, showing works as actually executed and a variation statement related to process, technical, physical and financial aspects;
- b) A Report on O & M management of each village, services delivered against designed capacity, community participation, resources availability for operations etc;
- c) A Completion Report on all the village schemes with key findings

**Location:** Uttarakhand, India

**Client:** Director, Uttarakhand Rural Water & Environmental Sanitation (SWAJAL) Project, Uttarakhand Rural Water Supply & Sanitation, Project Management Unit, Government of Uttarakhand

**Funding Agency:** Uttarakhand Rural Water Supply & Sanitation, Project Management Unit, Government of Uttarakhand

**Period:** Jul. 2008-2009

**Associate Firm:** Nil

**Construction and Process Supervision of Batch-1A of Uttarakhand Rural Water Supply and Sanitation Project - Consultancy No. 4 – Districts Pithoragarh, Champawat and Bageshwar for Uttarakhand Rural Water Supply & Sanitation, Government of Uttarakhand**

**Brief Description of Project:**

The Uttarakhand Rural Water Supply & Environmental Sanitation (SWAJAL) Project (Phase-I) was originally initiated as an innovative experiment in the Rural Drinking Water and Environmental Sanitation (RWSS) Sector in 1996. Subsequently, the GoI received Credit No. 4232 from IDA towards the cost of Uttarakhand RWSS Project which was based on Sector Wide Approach (Swap) rather than a project specific basis. The project development objective was to improve the effectiveness of RWSS services through decentralisation and increased role of PRIs and involvement of local communities in the State of Uttarakhand. The project consisted of three components (A) Rural Water Supply and Sanitation Sector Development; (B) Rural Water Supply Infrastructure Investment; and (C) Programme Management Support and Monitoring & Evaluation.

JPS has been engaged to supervise the works to ensure the quality of material and works as well as to provide technical know-how to User Water and Sanitation Sub-Committees (UWSSCs), which are responsible for execution of works with the assistance of GPs. The role of JPS as Service Agency (SA) was to assist, advice and carry out day-to-day supervision of works, monitoring physical and financial progress as well as quality of construction. This coverage of this assignment was limited to 15 GPs in the districts of Pithoragarh, Champawat & Bageshwar.

**Services Provided:**

- **Pre-construction Activities:**

- a) A village level DPR review report covering pre-planning activities, technical review of DPRs, field visit findings, review of hydro-geological report for tube well drillings, suitability of materials, provision of technical support, assessment of the preparedness of the community (GP, UWSSC etc) to implement the scheme;





- b) Presentation of the summary of village reports/findings in a state level workshop to be organized by the PMU.

- **Monthly Reports:**

- a) Monthly review of work plan against milestones and time lines;
- b) Review of physical and financial achievements;
- c) Compliance of process being followed with project guidelines

- **Quality Testing:**

- a) Pre-procurement qualification of material suitability;
- b) Quality tests conducted for materials;
- c) Quality tests conducted on construction activities

- **Construction (technical) Support:**

- a) General quality of construction/erection;
- b) Technical support/capacity building provided to Community Engineer and UWSSC etc;
- c) Degree of community participation;
- d) Visits and recommendations of DIAs or PIAs

- **Variations in Implementation:**

- a) Major issues recorded, deviations on technical and management grounds together with implications

- **Scheme Completion Report comprising of:**

- a) A Final Completion Report including completion plan, showing works as actually executed and a variation statement related to process, technical, physical and financial aspects;
- b) A Report on O & M management of each village, services delivered against designed capacity, community participation, resources availability for operations etc;
- c) A Completion Report on all the village schemes with key findings

**Location:** Punjab, India

**Client:** Project Management Unit, World Bank Project, Department of Water Supply & Sanitation, Government of Punjab

**Funding Agency:** World Bank

**Period:** Dec. 2005-Apr. 2006

**Associate Firm:** Nil

### **Social Assessment for Preparation of Project Implementation Plan (PIP) for Department Water Supply & Sanitation, Government of Punjab**

#### **Brief Description of Project:**

The Government of Punjab, with an intention to scale-up statewide demand responsive and decentralized service delivery approach, was in the process of seeking World Bank assistance in implementing its 5 year medium-term Rural Water Supply and Sanitation (RWSS) program. The Project development objective was to assist GoP in increasing access of rural communities to improved and sustainable RWSS services. The key outcome indicators envisaged were:

- Percentage of habitations in the rural areas of Punjab that are fully covered (FC) for access to drinking water;
- Percentage of rural households in the state with access to safe and adequate drinking water supply throughout the year; and
- Percentage of participating habitations having satisfactorily performing community sanitation facilities

The Program's main components were:

- a) **Institution Building:** Sector management and monitoring and evaluation (M&E) systems, IEC campaigns, capacity building of program staff and support agencies, technical assistance for reorganization of DWSS.



- b) Community Development and RWSS Infrastructure Building: i) Community and village panchayat capacity building ii) Women's development programs, iii) Construction/ upgradation of drinking water supply, drainage and sanitation schemes, including water quality programs and iv) Targeted SC Development Plan. It was proposed that ground water recharge and rainwater harvesting will be integral parts of drinking water source development.
- c) Future Sector Planning: Developing long term policies and strategic plans, strengthening sector information management systems and learning and piloting innovative approaches.

The program was to be implemented in the rural areas of all the 17 districts of Punjab. Villages were envisaged to be included in the project by adopting a self-selection process, a prerequisite of demand-responsive development. In light of this background, As part of Project design, JPS was engaged to carry out specific tasks relating to beneficiary assessment, stakeholder analysis, building the elements of a community driven development and developing rules for ensuring land availability for infrastructure building.

#### Services Provided:

JPS carried out four principal tasks:

- Beneficiary Assessment: Comprising socio-economic profiles at State, District and Village levels; the project beneficiaries' assessment on the current status of water supply and environmental sanitation services, and the linkages thereof with governance mechanisms and PRI functioning;
- Stakeholder Analyses: Identifying stakeholders at different levels, mapping key expectations, impacts, issues and concerns as related to each stakeholder and the subgroups thereof;
- Building the elements of a Community Driven Development: List of issues and the suggestive measures towards building Community-Driven Development (CDD) approach; and
- Rules for Land Availability: The project was envisaged to require land for the construction of water works, overhead tank, stand-posts and laying pipelines and for drainage. To ascertain whether the communities are willing to make available land voluntarily for the purpose and if yes, the modalities towards formalizing.

Specific activities undertaken by JPS included the following:

- To identify key stakeholders including beneficiary subgroups at various levels – state, district, block, Gram Panchayat and village levels; share the project concept and components with them. Seek, understand, document and suggest methods to incorporate their views and concerns into project design and delivery;
- To identify positive and negative social impacts likely to occur for different subgroups or beneficiaries as a result of project interventions; assess and prioritise impacts based on their significance and suggest measures to minimise negative impacts and derive the maximum from positive impacts;
- To ascertain and analyse key social risks, internal and external, to the project and measures to address them;
- To draw appropriate alternative institutional arrangements in consultation /collaboration with stakeholders to reach and work effectively with beneficiary groups / stakeholders; and
- To contribute towards planning for human and institutional developments and drafting rules for securing land for water supply construction.



**Location:** Punjab, India

**Client:** Project Management Unit (PMU), World Bank Project, Department of Water Supply & Sanitation, Water Works Complex, Phase-2, Mohali, Government of Punjab

**Funding Agency:** World Bank

**Period:** Dec. 2005-June 2006

**Associate Firm:** Nil

## **Baseline Survey of Coverage for Water and Sanitation Sector (WSS) for Preparation of Project Implementation Plan (PIP) for Department of Water Supply & Sanitation, Government of Punjab**

### **Brief Description of Project:**

The Government of Punjab, with an intention to scale-up statewide demand responsive and decentralized service delivery approach, was seeking World Bank assistance for implementing its 5 year medium-term Rural Water Supply and Sanitation (RWSS) program. The Program's main components were:

- **Institution Building:** Sector management and monitoring and evaluation (M&E) systems, IEC campaigns, capacity building of program staff and support agencies, technical assistance for reorganization of DWSS.
- **Community Development and RWSS Infrastructure Building:** i) community and village panchayat capacity building ii) women's development programs, iii) construction/ upgradation of drinking water supply, drainage and sanitation schemes, including water quality programs and targeted SC development plan (It was proposed that ground water recharge and rainwater harvesting will be integral parts of drinking water source development); and
- **Future Sector Planning:** Developing long term policies and strategic plans, strengthening sector information management systems and learning and piloting innovative approaches.

The program was envisaged to be implemented in the rural areas of all the 17 districts of Punjab. Villages were to be included in the project by adopting a self-selection process, a prerequisite of demand-responsive development.

### **Services Provided:**

#### **1. Development of a framework for measurement of outcomes:**

- a) Key indicators
- b) Decisions on appropriate approach and sampling methods
- c) Drafting questionnaire along with pre-testing

The standard questionnaire sets used in large multi-purpose household surveys such as National Sample Surveys, Demographic and Health surveys and Welfare Monitoring Surveys and focus group discussions (FGDs) were utilized to arrive at appropriate questions and questionnaire design.

Two sets of modules were used in surveys viz. i) a community village module and ii) a household module. These modules were pre-tested in 100 households from 5 villages to devise the final questionnaire. The sampling methodology was worked out to carry out the questionnaire survey in selected villages.

#### **2. Canvassing the questionnaire**

The questionnaire was canvassed as per the agreed sampling methodology and for carrying out analysis of the results. Training was provided to enumerators and the quality control was ensured through cross-checks during the survey.

#### **3. Developing Monitoring Approach for RWSS assessment**

This involved an assessment of the baseline situation from the baseline survey and suggesting an approach to DWSS for periodic assessment of RWSS program.



**Location:** Maharashtra, India

**Client:** Jalswarajya, Reform Support and Monitoring Unit (RSPMU), Water Supply and Sanitation Department, Govt. of Maharashtra

**Funding Agency:** Jalswarajya, Reform Support and Monitoring Unit (RSPMU), Water Supply and Sanitation Department, Govt. of Maharashtra

**Period:** 2005-2006

**Associate Firm:** Nil

### **Study for Six Monthly Audit Review under Jalswarajya Project for Water Supply and Sanitation Department, Government of Maharashtra**

#### **Brief Description of Project:**

The Government of Maharashtra (GOM), with the credit from the World Bank, was implementing Jalswarajya Project for Rural Water Supply and Sanitation in 26 districts of Maharashtra. The objectives of the Project were to:

- Increase rural households access to improved and sustainable water and sanitation services and
- Institutionalise decentralisation of rural water supply and sanitation (RWSS) service delivery to rural local governments and communities.

The specific objectives of the Second Audit, for which JPS was engaged, were to:

- Ensure that the project was being implemented in accordance with agreed principles, design and service standards;
- Identify the bottlenecks/constraints and impediments/difficulties on the ground and recommend improvements and refinement to the project design accordingly; and
- Field test & improvise the 'Ready to Use' Audit Process and approach/methodology developed during the first Six Monthly Audit.

The assignment was to cover the 3 pilot districts and 6 other scale-up districts and was to address both qualitative and quantitative issues.

#### **Services Provided:**

##### **Community Mobilization, Communication, Institutional Strengthening & Capacity Building:**

- Initial discussions with RSPMU officials and review the progress of community building process under Jalswarajya;
- Conduct of qualitative and quantitative surveys through an appropriate mix of survey instruments such as questionnaires and focus group discussions;
- Assessment of the institutional and capacity building process;
- Assessment of the level of knowledge and awareness about the project;
- Discussions at community level to communicate their grievances and implement corrective measures;
- Assessment of the decision making methods and degree of community participation, especially role of women in decision making process;
- Assessment the effectiveness of and strengthen partnerships between stakeholders;
- Review of village action plans;
- Preparation of strategies for community mobilization.

##### **Technical Engineering:**

- Review of technical designs, including structural design, drawings and other documents;
- Review of existing resource utilization, rehabilitation and water conservation activities;
- Review of engineering estimates of O&M expenses worked out in village action plan;
- Review of options chosen for water supply & sanitation; and
- Review of procurement procedures for goods and services.



**Location:** Uttarakhand,  
India

**Client:** Project  
Management Unit,  
Uttaranchal Rural Water  
Supply & Sanitation  
(SWAJAL Project),  
Government of  
Uttaranchal /World Bank

**Funding Agency:** Project  
Management Unit,  
Uttaranchal Rural Water  
Supply & Sanitation  
(SWAJAL) Project,  
Government of  
Uttaranchal /World Bank

**Period:** Nov. 2006 – May  
2007

**Associate Firm:** Nil

### **Planning and Designing of Batch-1 (Now Batch 1-A) Consultancy No.2- Pauri, Rudraprayag & Chamoli for Uttaranchal Rural Water Supply & Sanitation (SWAJAL) Project, Government of Uttaranchal**

#### **Brief Description of Project:**

The Uttarakhand Rural Water Supply & Environmental Sanitation (SWAJAL) Project (Phase-I) was originally initiated as an innovative experiment in the Rural Drinking Water and Environmental Sanitation (RWSS) Sector in 1996. Subsequently, the GoI received Credit No. 4232 from IDA towards the cost of Uttarakhand RWSS Project which was based on Sector Wide Approach (SwAp) rather than a project specific basis. "Sector Wide Approach (SWAp)" essentially represents an approach wherein "most significant public funding for the sector supports a single sector policy and expenditure program under government leadership. Adopting common approaches across the sector, utilising existing institutional systems and indigenous resources and progressing towards relying on government procedures to disburse and account for all public expenditure, however funded." The project development objective was to improve the effectiveness of RWSS services through decentralisation and increased role of PRIs and involvement of local communities in the State of Uttarakhand. The project consisted of three components (A) Rural Water Supply and Sanitation Sector Development; (B) Rural Water Supply Infrastructure Investment; and (C) Programme Management Support and Monitoring & Evaluation.

As a result of the study on "Feasibility Criteria and Selection of GPs for Batch-0" the criteria for selection of GPs had been developed, the format for Prefeasibility had been finalized, the Prefeasibility studies in 250 GPs Had been conducted and a list of 60 GPs for batch-1 project implementation had been prepared. It was proposed to cover 60 GPs in the Batch-0 (Now Batch 1A) of the Follow-on-Project .

The overall objective of this follow on study/ assignment was to provide technical as well as community development support to NGOs or CBOs staff during the entire feasibility process in Batch-1A schemes as part of project preparation of investment component. The assignment entailed the conduction of technical and community development trainings for above staff along with providing technical assistance in preparation of implementation phase proposal (IPP) of Water Supply scheme and community development activities (Detailed Project Report (DPR) and Community Action Plan (CAP)).

For the preparation of IPP, JPS as an independent consultant and NGOs along with CBOs were hired for providing necessary technical and community development services to the communities. JPS and the NGOs, CBOs were to carry out the activities in close coordination in the GPs. The coverage under this particular assignment was limited to 15 GPs in the districts Pauri, Rudraprayag & Chamoli.

#### **Services Provided:**

To carry out initial IEC Campaign for information dissemination awareness creation in the selected GPs and to provide technical assistance to the NGOs and CBOs. Non Governmental organisations (NGOs) and Community Based Organisations (CBOs) with prior experience in water supply and sanitation services in Uttaranchal in demand responsive manner were envisaged to act as a catalyst and Support Organisations (SOs) in the process of implementation of demand responsive approach (DRA). The SOs were envisaged to provide engineering and community development assistance to the rural communities during the assignment (of six months) in order to plan and design their water supply and sanitation schemes and preparation of implementation phase proposal.

To interact with the village community members and mobilize them towards the roles





and responsibilities of the village communities during the initial IEC in all the Grain Panchayats. During the process, JPS was to undertake group discussions with members of PRIs and conduct Participatory Rural Appraisal in the habitations/villages within the GP.

To carry out intensive Information, Education and Communication (IEC) campaign in the selected GPs before the SOs (NGOs) start their planning phase activities in these GPs in order to create awareness and disseminate information regarding the project amongst the villagers.

To provide engineering survey and feasibility design and cost estimate training to the SO engineers, as part of conducting the training programs for technical aspects. The capacity building training was to include feasibility design and cost estimation training covering first hand information to SO Engineers for feasibility, detailed design, cost estimation and preliminary survey of the water supply schemes. This included technical assistance related to detailed design criteria methodology, cost estimates etc. for various components of the water supply and sanitation schemes as well as examining various water supply and sanitation technical options as part of feasibility process. The broad capital cost of works required for the various options as well as the annual operation and maintenance cost including problems of O&M were dealt with and identified. The community, with full knowledge of various cost and details and depending upon the resources and capacity, were envisaged to decide on technology options. The final output of the process from SOs was the selection of a particular water supply technology option. For this selected water supply option, after detailed engineering survey and design, SOs were envisaged to work out detailed cost estimates and thereby prepare the Detailed Project Report (DPR). The SO was envisaged to note the source, treatment unit, water reservoir, Public Stand Posts, and the pipeline route which were to be marked on the scheme site. The survey was also to include proposed construction works under the Technical Plan i.e. 'Village Drainage and Latrine Plan' and the Catchment Area Conservation & Management Programme.

To conduct the capacity building program for social development staff of the SOs on various issues of community development related to water supply and sanitation, mobilization of the communities, awareness generation tools and the project activities. The training program included orientation on the following aspects :

- Project approach, roles and responsibilities of SO staff and UWSSCs.
- HESA Plan and Women Empowerment (WDI) Plan
- Financial Accounting
- Operation and Maintenance plan
- Monitoring and Evaluation Plan
- Catchment area conservation and management programme orientation
- Establishment of a nursery

To check the feasibility leading to selection of water supply technology in each of the villages so as to comment on the suitability of the technical option.

To provide technical assistance to the SOs (NGO/JCBOs) regarding checking of the Detailed Project Report (DPR) etc. The assistance would be in the form of on site checking of engineering survey for sampled GPs and checking of the technical proposals regarding the water supply and sanitation schemes being proposed for its soundness, accuracy and cost effectiveness etc.

In close consultation with the DPMUs, to analyse the data obtained from the monthly progress reports and other reports submitted by the NGOs and reports etc. and suggest measures to address the related issues.

To hold regional workshops with the project partners regarding experience sharing



**Location:** Uttaranchal, India

**Client:** Uttaranchal Rural Water Supply and Environmental Sanitation, Project Management Unit (PMU), Government of Uttaranchal

**Funding Agency:** Uttaranchal Rural Water Supply and Environmental Sanitation, Project Management Unit (PMU), Government of Uttaranchal

**Period:** 2004-2005

**Associate Firm:** Nil

of various bottlenecks and to find out the remedies for the issues.

To prepare the final outcome report for the Batch-0 in close consultation with the DPMUs and the Support Organisations (NGOs) comprising the summary of the implementation phase proposal (DPR & CAP) of the 15 GPs, field experiences both technical and community oriented measures to address the field problems, the perception of the various stakeholders etc.

### **Feasibility Criteria and Selection of GPs for Batch I under the Follow-on Study of Uttaranchal Rural Water Supply and Environmental Sanitation (UARWSES) Project, Government of Uttaranchal**

#### **Brief Description of Project:**

The Uttarakhand Rural Water Supply & Environmental Sanitation (SWAJAL) Project (Phase-I) was originally initiated as an innovative experiment in the Rural Drinking Water and Environmental Sanitation (RWSS) Sector in 1996. Subsequently, the Government of Uttaranchal along with the World Bank were exploring a Follow-on Project for the State which was intended to be based on a "Sector Wide Approach (SWAP)" rather than a project specific basis. The main development objectives for the Follow-on Project were:

- To improve the quality of rural water supply and environmental sanitation service delivery, sanitation and hygiene, to achieve sustainability of investments and generate health and income benefits in the state of Uttaranchal.
- To assist the state in creating an enabling environment statewide for implementation of appropriate sector policy and institutional reforms; and
- To demonstrate sustainable modalities of delivering water supply in multi-village and urban schemes.

The Project's geographical scope aimed at scaling up of the SWAJAL concept across the State (all districts) with respect to single village water supply schemes, and was to include pilots for multi village schemes and urban local bodies. It was proposed that about 150 GPs be covered as Batch 1 of the Follow-on-Project. The overall objective of the study was to develop a pre-feasibility format for selection of GPs for the proposed project and prepare a list of about 150 GPs for Batch I (implementation) of the Project. To achieve this objective, the study was envisaged to carry out the following steps:

- Identify criteria for selection of the GPs and prepare format for pre-feasibility study;
- Carry out a pre-feasibility study to test and finalise the process of selection of GPs;
- Conduct the pre-feasibility study and finalise a list of about 150 Batch I GPs for Project implementation

The scope of the study included the following :

- Identifying criteria for selection of GPs: The criteria was to be based on the principles of capital cost sharing by the beneficiary communities; willingness to plan and implement the schemes with active participation, and thereafter fully operate and maintain the created assets for sustainability.
- Developing pre-feasibility format for selection of GPs, based on field testing in 39 representative GPs. The format was specially designed for replication and included the institutional requirements for carrying out the selection of GPs. The findings of SWAJAL Phase I studies like "Dropping of Villages Study", etc. was needed to be incorporated while designing specific criteria for selection of Gram Panchayats. The criteria was to be tested in another 25-30 sample GPs to identify the inadequacies, if any, and apply corrective actions.
- Conducting the pre-feasibility study in about 250 GPs and finalize a list of about 150 GPs for Batch I implementation under the Project.



#### Services Provided:

- Generation of Baseline Information: A survey of 39 representative GPs were carried out to get the following baseline information for an assessment of the current situation:
  - (a) General information of the Gram Panchayat
    - Water supply availability and its quality
    - Source/s of water and other natural resources.
    - Natural hazards like landslide and soil erosion zones, which may affect the schemes.
    - Sanitation status and requirements
    - Waste Water Management
    - Personal / household hygiene practices
    - Community Hygiene Practices
    - Solid waste management
    - Status of women institutions like SHGs, mahila mangal dal etc.
    - Income generation activities
    - Sources and uses of funds
  - (b) Various technological options available with the communities for plain and hill areas with regard to water supply & sanitation.
  - (c) Technical know-how and financial resources for WATSAN works existing in the Gram Panchayat.

Based on the baseline information, problems/gaps were identified with regard to present WS&S scenario and the level of change expected by the potential beneficiaries and their willingness to participate in RWSS development programs.

- Preparation of replicable pre-feasibility study formats : Develop replicable formats to carry out the prefeasibility study for project villages, based on a situational analysis of the present WS&S status in 39 representative GPs.
- Field testing of pre-feasibility formats in 25-30 sample GPs : Finalize the pre-feasibility formats, incorporating any changes required based on the field tests and interactions with GP functionaries and potential beneficiaries. The study clearly spelt out the institutional requirements for conducting the pre-feasibility and the need (if necessary) of further appraisal process for the selection of GPs.
- Finalize a list of 150 Batch I GPs : Carry out the pre-feasibility exercise in about 250 GPs to finalize the list of 150 Batch I GPs (single village schemes).

**Location:** Maharashtra, India

**Client:** District Water Supply & Sanitation Committee & Chief Executive Officer, Zilla Parishad, Dhule, Government of Maharashtra

**Funding Agency:** Zilla Parishad, Dhule, Government of Maharashtra

**Period:** Jun. 2003-2003

**Associate Firm:** Nil

#### Impact Assessment Study of IEC Activities in Sector Reform Project, Dhule District of Maharashtra for Government of Maharashtra

##### Brief Description of Project:

Dhule District in Maharashtra was selected by Rajiv Gandhi Drinking Water Supply Mission, Delhi for implementation of Water Supply Program in 2001. Considering the importance of IEC in Sector Reform Project, ZP, Dhule appointed two NGOs viz., Vanrai Mitra Mandal and Sanskar Vahini Sanstha in March 2002. The NGOs have carried out the IEC activities in the villages allotted. The ZP sought to assess the impact of IEC activities carried out by the NGOs over a 15 month period and to recommend steps to be initiated for effective implementation of IEC components. It is in this context that JPS was appointed by the Dhule ZP officials to assess the impact of IEC activities.



#### Services Provided:

- Review the Information Education and Communication (IEC) requirements of Rajiv Gandhi Drinking Water Supply Mission;
- Assessment of the impact of IEC campaigns carried out by NGOs in the district based on a sample survey;
- Commenting on the adequacy of IEC activities based on survey of select villages; and
- Providing suggestions/recommendations for effective implementation of IEC components.

The study involved an evaluation of whether the impact of IEC activities, which have been undertaken by the NGOs, have percolated to different areas as envisaged, and whether it resulted in the required and expected impact on attitudinal and behavioral patterns of the villagers in terms of indicators such as the number of households washing hands and feet after defecation; means by which people wash their hands, i.e. soap, ash or only water; how drinking water is stored, cleaned and handled; how human excreta, solid waste and sullage were being disposed of; operation and maintenance practices at household and village levels; whether the concept of capital cost sharing and 100% O&M by villages have been properly understood by the villages; and whether adequate awareness has been created for regular payment of water tariff and its importance understood.

**Location:** Gujarat, India

**Client:** The Royal Netherlands Embassy

**Funding Agency:** The Royal Netherlands Embassy

**Period:** Oct. 2002-2005

**Associate Firm:** Royal Haskoning, Netherlands

#### External Advisory Services (EAS) to Support Water and Sanitation Management Organisation (WASMO) for Government of Gujarat

#### Brief Description of Project:

The objective of the WASMO project was the sustainable access to safe and clean drinking water and sanitation facilities to poorer sections of the Gujarat rural population through ensured full ownership and responsibility of communities and users of their own community managed drinking water and sanitation provisions including full Operations and Maintenance at the village level.

#### Services Provided:

The EAS team was envisaged to advise and support WASMO in:

**Development of effective policies and strategies:** EAS was to assist the Government of Gujarat (GOG) through WASMO to develop a strategy and approach for reforms of the Rural Water Supply and Sanitation (RWSS) sector. These were envisaged to reflect the paradigm shift from central - towards decentralised management. The EAS was envisaged to assist WASMO in identification of key policy areas and formulation of effective policies for sector reform.

**Strengthening the organisational and institutional structure:** EAS was to assist WASMO in the development and strengthening of WASMO's organisational structure, including financial and administrative systems and operational procedures. The EAS was to assist WASMO in becoming a facilitating organisation for the sector, which will play the role of a nodal agency for community managed RWSS programmes and have the responsibility of fund changing. The EAS was to assist WASMO in facilitating the network for the sector including Capacity Building Programmes for partners like Panchayati Raj Institutions (PRIs), NGOs and government Institutions

**Development and facilitating community managed RWSS programmes:** EAS was to assist WASMO in developing methodologies and implementing procedures for



**Location:** Maharashtra, India

**Client:** Maharashtra Rural Water Supply and Sanitation Project, Government of Maharashtra

**Funding Agency:** World Bank

**Period:** Sept. 2002-Nov. 2002

**Associate Firm:** Scot Wilson Kirkpatrick India Pvt. Ltd.

**Location:** Maharashtra, India

**Client:** Maharashtra Rural Water Supply and Sanitation Project, Government of Maharashtra

**Funding Agency:** World Bank

**Period:** Aug. 2002-Nov. 2002

**Associate Firm:** Scot Wilson Kirkpatrick India Pvt. Ltd.

community managed RWSS programmes. This included integration of water supply, (environmental) sanitation and hygiene; establishment of linkages with integrated Water Resources Management Programmes, initiation of awareness, communication and advocacy programmes.

### **Sector Status Study under the World Bank Supported Maharashtra Rural Water Supply and Sanitation Project (MRWSSP-II) for Government of Maharashtra**

#### **Brief Description of Project:**

The study is to provide a rapid baseline assessment of the water supply and sanitation sector in the state

#### **Services Provided:**

The following are the tasks to be performed by the consultants:

- Reviewing past efforts to mitigate the water supply and sanitation problem in the state.
- Reviewing key programs in the sector including financial allocations
- Reviewing current institutional arrangements for different components of the sector and activities related to planning and delivery of services.

### **Assessment of Options for Institutional Arrangements under the World Bank Supported Maharashtra Rural Water Supply and Sanitation Project for Government of Maharashtra**

#### **Brief Description of Project:**

The development objectives of the proposed project were to (i) increase rural households' access to improved and sustainable drinking water supply and sanitation services; and (ii) institutionalize decentralization of Rural Water Supply and Sanitation (RWSS) service delivery to rural local governments and communities.

The preparatory study was aimed to provide inputs for the design of institutional arrangements required for achieving sustainable RWSS, and to identify the capacity gaps and requirements at various levels for the new institutional model to function effectively.

#### **Services Provided:**

The following tasks were undertaken by JPS:

- Review of the RWSS-specific legal framework and administrative guidelines;
- Assessment of the existing institutional arrangements/models at the state and district levels for delivery of RWSS and sector reform implementation;
- Identification of capacity needs of government institutions and user communities;
- Developing options for alternative institutional arrangements; and
- Designing the preferred institutional arrangement.





**Location:** Uttar Pradesh, India

**Client:** Project Management Unit, The SWAJAL Project, Government of Uttar Pradesh

**Funding Agency:** Project Management Unit, The SWAJAL Project, Government of Uttar Pradesh

**Period:** 2000-2001

**Associate Firm:** DHV  
MDP

### Uttar Pradesh Rural Water Supply and Environmental Sanitation (SWAJAL) Project - Development Plan for Regional Schemes for Government of Uttar Pradesh

#### Brief Description of Project:

The Uttar Pradesh Rural Water Supply and Environmental Sanitation (SWAJAL) Project had the following two main objectives: 1) to deliver sustainable health and hygiene benefits to the rural population through improvements in water supply and environmental sanitation services, which will increase rural incomes through time savings and income opportunities for women, test an alternative to the current supply driven service delivery mechanism and promote sanitation and gender awareness; and 2) to promote the long-term sustainability of the rural water supply and sanitation sector by providing assistance to the government of Uttar Pradesh to identify and implement an appropriate policy framework and strategic plan. The project's components were as follows: 1) strengthening and operation of the project management unit; 2) selection and construction of water supply and environmental sanitation facilities for single and regional schemes; and 3) studies and sector development. 'SWAJAL' approach to rural water supply and environmental sanitation, started with assistance from World Bank, was a paradigm shift in terms of delivery of sustainable water supply and environmental sanitation facilities. Working in 7 districts of Bundelkhand regions of Uttar Pradesh – Jhansi, Jalaun, Lalitpur, Banda, Chitrakoot, Mahoba and Hamirpur, it had been designed to support a package of investments and process of policy reform to deliver sustainable health and hygiene benefits to the rural population.

The objective of the consultancy assignment was to develop a plan for regional schemes.

#### Services Provided:

- Testing feasibility of existing regional schemes;
- Developing implementation strategies for multi-village schemes;
- Review of existing regional schemes;
- Developing eligibility criteria, pre-feasibility activities and planning strategy;
- Development of an implementation plan; and
- Development and implementation of a training programme.

**Location:** Uttar Pradesh, India

**Client:** Project Management Unit, The SWAJAL Project, Government of Uttar Pradesh

**Funding Agency:** Project Management Unit, The SWAJAL Project, Government of Uttar Pradesh

**Period:** 2000-2001

**Associate Firm:** DHV  
MDP

### Uttar Pradesh Rural Water Supply and Environmental Sanitation (SWAJAL) Project - Sector Study for Government of Uttar Pradesh

#### Brief Description of Project:

The Uttar Pradesh Rural Water Supply and Environmental Sanitation (SWAJAL) Project had the following two main objectives: 1) to deliver sustainable health and hygiene benefits to the rural population through improvements in water supply and environmental sanitation services, which will increase rural incomes through time savings and income opportunities for women, test an alternative to the current supply driven service delivery mechanism and promote sanitation and gender awareness; and 2) to promote the long-term sustainability of the rural water supply and sanitation sector by providing assistance to the government of Uttar Pradesh to identify and implement an appropriate policy framework and strategic plan. The project's components were as follows: 1) strengthening and operation of the project management unit; 2) selection and construction of water supply and environmental sanitation facilities for single and regional schemes; and 3) studies and sector development. 'SWAJAL' approach to rural water supply and environmental sanitation,



started with assistance from World Bank, was a paradigm shift in terms of delivery of sustainable water supply and environmental sanitation facilities. Working in 7 districts of Bundelkhand regions of Uttar Pradesh – Jhansi, Jalaun, Lalitpur, Banda, Chitrakoot, Mahoba and Hamirpur, it had been designed to support a package of investments and process of policy reform to deliver sustainable health and hygiene benefits to the rural population.

The objectives of the consultancy assignment were the following:

- Identification of key policies and institutional reforms needed to ensure delivery of sustainable rural water supply and sanitation services in the entire State.
- Development of strategic plan for phased implementation of policies and reforms.

#### Services Provided:

The Assignment was conducted in three phases.

#### Phase I:

- In-depth review of the current sector status and performance which includes: government policies and programmes; institutional arrangements and services delivery systems, regional variations, RWSES sector performances, water resources constraints, use and availability of technology; financing, and sustainability of investments;
- Review of Indian and international best practices in the identified sectors; particularly RWSES and power;
- Identification of crucial issues for improving sector performance.

#### Phase II:

- Formulation of a widely-accepted, long-term vision for RWSES Sector development in UP;
- Presentation of the same at Stakeholders' Workshop.

#### Phase III:

- Detailing the critical and strategic actions required to move the sector from its current situation towards the future vision;
- Identification of key plan targets in manageable timeframe of 15-10-5 years; and
- Emphasizing stakeholder involvement. Conduct of a workshop for stakeholder involvement.

#### Rural Water Supply, Maharashtra for Government of Maharashtra

#### Brief Description of Project:

The assignment was aimed at assessing the feasibility for provision of German bilateral aid for rural water supply project in Maharashtra.

#### Services Provided:

- Conduct of technical, institutional, financial and social feasibility study;
- Development of capital investment and financial operating plans;
- Advice on institutional aspects for the proposed project; and
- Interaction with Gram Panchayat and Zilla Parishad.

**Location:** Maharashtra

**Client:** KfW, Germany/  
Government of  
Maharashtra

**Funding Agency:** KfW,  
Germany

**Period:** 1998-1998

**Associate Firm:**  
RODECO, Germany



**Location:** Maharashtra, India

**Client:** World Bank/DFID/  
Government of  
Maharashtra

**Funding Agency:** World  
Bank/DFID

**Period:** 1994-1994

**Associate Firm:** Nil

## **Maharashtra Rural Water Supply and Sanitation Project for Government of Maharashtra**

### **Brief Description of Project:**

The development objectives of the proposed project were to (i) increase rural households' access to improved and sustainable drinking water supply and sanitation services; and (ii) institutionalize decentralization of Rural Water Supply and Sanitation (RWSS) service delivery to rural local governments and communities. The project aimed at providing safe drinking water and sanitation facilities in 13 districts of Maharashtra on a sustainable basis. The project had an integrated approach linking water supply and sanitation engineering activities with community development and health education programmes.

### **Services Provided:**

- Development of Computerised Financial and Accounting Systems;
- Project financial monitoring, designing cost recovery systems, development of financial MIS, preparation of manual for accounting, auditing and internal control;
- Development and implementation support (including training) for computerised accounting, auditing and financial control system;
- Conduct of feasibility studies for individual schemes;
- Preparation of investment and financial operating plans;
- Facilitate implementation of effective planning and monitoring systems amongst implementing agencies by imparting training for different activities under the project; and
- Interactions with Gram Panchayats and Zilla Parishads.



### BRIEF PROFILE OF THE TEAM MEMBERS



**Mr J P Srivastava**  
Chairman

**Expertise:**

Managing the Entire Consultancy Business

**Experience:** More than 37 years

**Experience with:** World Bank, ADB, JBIC/JICA, DFID, EU, USAID, UNDP, DANIDA, RNE, DANIDA, CIDA and Government Departments at the Centre and States



**Mr. P. G. Shevade**  
Head, Governance, Public Services & Policy, Financial & Accounting and Information Management & E-Governance

**Expertise:**

- Urban Municipal Finance
- Financial Modeling
- Public Private Partnership  
Financial Management  
Information System
- Urban Reforms
- Project Management

**Qualifications:**

- F.C.A., Chartered Accountant, Institute of Chartered Accounts of India, 1987
- B. Com (Hons.), Honors, Nagpur University, 1975

**Experience:** More than 30 Years

**Experience with IFIs:** CIDA, USAID, DFID, EU, World Bank, RNE, ADB, KfW

**Present Position:**

- Director & Head of Governance, Public Services & Policy, JPS Associates Pvt. Ltd.



**Mr. C. Divakar Dhaveji**  
Executive Director & Head, Organisation Development & Institutional Strengthening

**Expertise:**

- Project Management
- Institutional Strengthening & Training
- Capacity Building
- Review and Process
- Project Impact Assessments
- Monitoring and Evaluation

**Experience:** More than 27 Years

**Experience with IFIs:** CIDA, USAID, DFID, EU, World Bank, RNE, ADB, KfW, GIZ

**Present Position:** • Executive Director & Head of Organization Development & Institutional Strengthening, JPS Associates Pvt. Ltd.

**Previous Positions:**

- Senior Consultant, JPS Associates Pvt. Ltd.
- Senior Consultant, Mantec Consultants Pvt. Ltd., New Delhi
- Market Research Executive, Indian Communications Network Ltd, New Delhi

**Qualifications:**

- B.Eng. Electronics, Maulana Azad College of Technology, Bhopal University, Bhopal
- Post-Graduate Diploma in Energo-Cybernetics Strategy, Baroda Productivity Council, Baroda
- M.B.A. Business Administration, L N Mishra College of Business Management, Bihar University, India

**Trainings:**

- Six weeks industrial training at Instrumentation Ltd., Kota, Rajasthan.
- Eight Weeks Industrial Training at Tata Chemicals Ltd, Mithapur, Gujarat



**Mr. Pritam Kapur**  
Executive Director & Head, Agriculture & Agri-Business

**Expertise:**

- Project Management,
- Business Planning
- Capacity Building
- Organizational Restructuring
- Monitoring and Evaluation
- Agri Business
- Agro Industry Management

**Experience:** More than 40 Years

**Experience with IFIs:** World Bank, ADB, DFID, RNG, AusAID, UNDP & JBIC/JICA.

**Present Position:** ▪ Executive Director, JPS Associates Pvt. Ltd.

**Previous Positions:**

- Sr. Consultant, JPS Associates Pvt. Ltd.
- Managing Director, Hindustan Agrigenetics Ltd. Delhi/Hyderabad
- General Manager-Agri Business, Hindustan Lever Ltd.
- General Factory Manager, Hindustan Lever Ltd. Etah Dairy, Etah (U.P.)
- General Manager, Sharpedge Ltd. (a subsidiary of HLL)

**Qualifications:**

- B. Tech , IIT, Madras
- Advance Management Course, Institute of Advanced Management, Bangalore

**Trainings:**

- Sr. Manager's Course, Unilever Training Institute, London
- Training of Trainers, Unilever
- Finance for Non Financial Manager, Unilever





**Mr. K. K. Mohapatra**  
**Executive Director & Head, Natural Resources and Environmental Management**

**Expertise:**

- Project Management
- Training
- Natural Resources Management
- Watershed Management
- Biodiversity
- Environmental Management
- Forestry & Wildlife

**Experience:** More than 29 years

**Experience with IFIs:** World Bank, ADB, JBIC/JICA, UNDP, AFD

**Present Position:**

- Executive Director & Head Natural Resources and Environmental Management Department, JPS Associates Pvt. Ltd.

**Previous Positions:**

- Senior Consultant, JPS Associates Pvt. Ltd
- Associate, Forestry and Biodiversity Area, The Energy and Resources Institute (TERI), New Delhi, India
- Scientist, Bombay Natural History Society, Mumbai, India
- Research Fellow, Forest Research Institute, Dehradun

**Qualifications:**

- M.Sc. Zoology, Utkal University, Bhubaneswar, India
- Bachelor of Science (Hons.) Utkal University, Bhubaneswar, Orissa, India (Zoology, Botany and Chemistry)

**Trainings:**

- Indigenous Knowledge (IK) development course sponsored by World Bank Institute, Washington D.C.



**Mr. Rashid Wakil**  
**Head, Social Development, Public Health and Surveys**

**Expertise:**

- Training
- Project Management
- Monitoring and Evaluation
- Project Impact Assessments
- Public Health
- Community Development
- Poverty Alleviation
- Participatory Development
- Resource Mobilisation
- Thrift and Credit Activities
- Data Analysis

**Experience:** More than 21 Years

**Experience with IFIs:** World Bank, UNDP, WHO, European Commission, ADB

**Present Position:**

- Head, Social Development, Public Health and Surveys, JPS Associates Pvt. Ltd.
- Team Leader, JPS Associates Pvt. Ltd.
- Senior Consultant, Partners in Development Initiative, New Delhi and Sullivan University USA

**Previous Positions:**

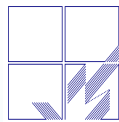
- Senior Research Officer, National Institute of Health and Family Welfare(NIHFW)
- Senior Consultant, Program Coordinator, Astron Hospital and Health Care Consultants
- Research Officer, National Institute of Health and Family Welfare.
- Program Manager, Jagruti and Andheri Hilfe Germany

**Qualifications:**

- M.Sc. Life Sciences, Berhampur University, Orissa
- M.A Sociology, IGNOU
- PGDCA, S.KS Institute , Puri, Orissa
- SAS, Ducat, Noida
- SPSS, NIHFW, New Delhi

**Trainings:**

- Human Resource Development, XIMB
- On-Job Training on ISO 9001: 2008 Quality Management System



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