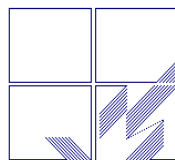


PROFILE

Agriculture & Agri-Business



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.





Agriculture & Agri-Business



FIELDS OF SPECIALIZATION

Management

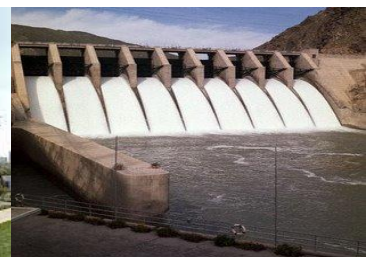
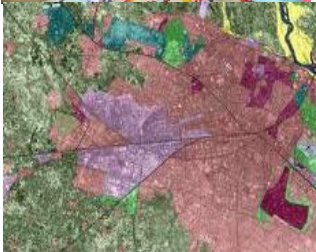
- Governance, Public Services and Policy
- Monitoring and Evaluation
- Information Management & E-Governance

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



Agriculture Services

- Plant/crop Protection
- Plantation & Horticulture
- Organic Farming
- Water Harvesting and Watershed Management
- Farming System and Farm Management
- Irrigation Management
- Ground Water Management
- Agribusiness
- Agricultural Financing, Marketing and Resource Management
- Agroforestry
- Wasteland Development
- Farm Mechanisation
- Dairy & Animal Husbandry
- Post Harvest Technology
- Rural Industrialisation
- Micro Finance
- Institutional Strengthening and Capacity Building



Location: Panchkula,
Haryana

Client: Administrator
Command Area
Development Authority

Funding Agency:
Administrator Command
Area Development
Authority

Period: 14th October,
2014 – Ongoing

Associate Firm: Nil

RELEVANT EXPERIENCE

Concurrent Evaluation Study of Bhakra Canal Command Phase-II, Western Jamuna Canal Command Phase-VI and Jawahar Lal Nehru Canal Command Phase-II Projects of CADA, Haryana

Brief Description of Project:

Command Area Development Authority was setup in Haryana in the year 1974 under a Centrally Sponsored Scheme. The main objective of CADA is to bridge the gap between the irrigation potential created and that utilized, through micro-level infrastructure development and effective farm water management, to enhance agricultural production and productivity and to improve socio-economic condition of farmers. Presently, following projects are ongoing through CADA Haryana:

1. Bhakra Canal Command Phase-II covering districts of Hisar, Sirsa, Fatehabad, Ambala, Kurukshetra, Kaithal, Karnal & Jind;
2. Western Jamuna Canal Command Phase-VI covering districts of Hisar, Gurgaon, Panipat, Rohtak, Sonapat, Jhajjar, Bhiwani & Jind; and
3. Jawahar Lal Nehru Canal Command Phase-II covering districts of Jhajjar, Rewari, Mahendergarh, Bhiwani & Gurgaon.

Through this assignment, CADA Haryana contracted JPS to conduct concurrent evaluation of above ongoing projects. The assignment includes evaluation of ongoing projects which together cover an area of about 272,271 ha within three CAD Circles and twelve CAD Divisions.

Services Provided:

- a. Overall Planning & Execution
 - i. Credible construction plan to complete the project within stipulated period as per MOU;
 - ii. The positions of tenders and award of work vis-à-vis credible construction plan;
 - iii. The budgetary provisions commensurate to item (i) and (ii) and situation of flow of funds for carrying out above activities; and
 - iv. Whether works have been carried out as per approved DPR, deviation being made, status of seeking approval.
- b. Organizational Setup
 - i. Adequacy of organizational setup vis-à-vis the physical & financial planning;
 - ii. Administrative machinery required as per sanctioned strength vis-à-vis filled up post with the project organization; and
 - iii. Monitoring mechanism available to resolve: inter departmental issues, intra-departmental inter-ministerial issues.
- c. Contractual mechanism (Arrangement)
 - i. Whether the action for award of contract commensurate with credible construction/work plan; and
 - ii. Does the progress of work during the year was an envisaged in contract document i.e., start of work, completion time supply of materials, quality checks, release of payment to contractors to achieve the milestones as per PERT/CPM planning.
- d. Quality aspects
 - i. Whether the independent quality control mechanism exists in the setup and its adequacy; and
 - ii. The quality checks being carried out in general as prescribed by BIS.



- e. Bottlenecks
 - i. Planning & technical issues;
 - ii. Flow of funds from State Government to project authorities;
 - iii. Contractual arrangement (award of works aspect);
 - iv. Inter Department/Ministerial issues;
 - v. Litigation, court cases & pendency claims and their impact on overall project execution;
 - vi. Land acquisition; and
 - vii. Adequacy of establishment, workforce, Plant & Machinery & scarce material.

- f. Overall assessment

A comprehensive review on the overall assessment for the implementation of project, with suggestions/recommendations there upon to complete the project in balance period of MOU.

Provision of Consultancy Services for Documents on Corporate Mission/ Vision SWOT Analysis, Scheme of PRP, PLI and PMS for State Farms Corporation of India Limited, Ministry of Agriculture, Government of India

Brief Description of Project:

In 1969, to manage the affairs of the mechanized farms, State Farms Corporation of India Limited was set up as an autonomous organization under the Ministry of Agriculture. The initial idea of setting up these farms was to increase the food production. SFCI was managing six large mechanized farms situated in 4 states in different agro climatic zones of the Country. The objective of the captioned study was to prepare (i) a Vision/ Mission document of SFCI Limited for ten years with SWOT Analysis; (ii) Review the effectiveness of Financial Reporting Systems and MIS at the Corporation with a view to increase their effectiveness, thereby leading to a more effective decision making process; and (iii) Prepare the Schemes of Performance Related Pay (PRP), Performance Linked Incentives (PLI) and Performance Management System (PMS) meant for the welfare and effectiveness of the officers and staff of the Corporation..

Services Provided:

- To prepare the seed production programme under different crops at Farms and under Grower Programme at Regional Offices;
- To suggest suitable and remunerative product profile;
- To suggest other related areas to be ventured into for profit maximization;
- Keeping in view the competition in future in general and impact of proposed Seed Bill under consideration of Parliament, to undertake SWOT Analysis of the Company;
- To identify the mission critical financial information gaps existing at various levels of the Corporation;
- To identify the management information gaps existing at various levels in the Corporation with due weightage to their criticality and timelines;
- To design outputs of the MIS Reports after review of the decision-specific information. The review was to specifically cover the following areas: budget versus actual expenditures; trend analysis on commitments in the MOU with the Ministry of Agriculture; tracking expenditures of various activities across different locations; track financial indicators of performance, including ratio analysis; collate data amenable to cost- benefit analysis; tracking of over dues; tracking of capital expenditures across various locations; identification of slow moving seed stocks; product mix analysis and any other areas considered critical by the Corporation;
- Suggest cost effective connectivity options for the flow of information between the Head Office, Regional Offices and Farms etc;

Location: New Delhi

Client: State Farms Corporation of India Limited, Ministry of Agriculture, Government of India

Funding Agency: State Farms Corporation of India Limited, Ministry of Agriculture, Government of India

Period: October 2011- March, 2013

Associate Firm: Nil



Location: Madhya Pradesh

Client: Project Implementation Coordination Unit, MPWSRP, Water Resources Department, Govt. of Madhya Pradesh

Funding Agency: Project Implementation Coordination Unit, MPWSRP, Water Resources Department, Govt. of Madhya Pradesh

Period: 2009 -2011

Associate Firm: DHV India

- To formulate a MIS implementation strategy including the employees training programs;
- Prepare a scheme for Performance Related Pay (PRP) and Performance Linked Incentive (PLI), keeping in view the guidelines of DPE and other Departments/Organisations/Institutions concerned; and
- Prepare a Scheme for Performance Management System (PMS) for evaluation/appraisal of employees to make the employees accountable and effective and to provide them performance based prospects.

Institutional Strengthening of Madhya Pradesh Water Sector Restructuring Project (MPWSRP) for Water Resources Department, Government of Madhya Pradesh

Brief Description of Project:

The Madhya Pradesh Water Sector Restructuring Project was aimed at improving the productivity of water in selected basins of the state. The project goal was to improve the overall management of water resources as well as for irrigation service delivery through a combination of institutional strengthening and substantial investments in modernizing about 650 minor, medium and major irrigation schemes covering an area of about 620,000 ha in the five focus basins (Chambal, Betwa, Sindh, Ken and Tons). The objective of the captioned assignment was to envisage a comprehensive program of reforms in management of state's water resources in general and irrigation and drainage in particular. Strategies envisaged to be adopted to achieve the objectives of the project were as follows:

- To increase productivity of water through effective allocation of water resources amongst sectors by integrated and environmentally sustainable river basin planning, development and management processes including conjunctive use of surface and groundwater resources;
- To achieve efficient, financially sustainable, knowledge based and technically appropriate irrigation and drainage operation through:
 - Enabling institutional, policy and legislative reforms;
 - Use of computer systems to strengthen and improve decision making and enable efficient use of available resources;
 - Sustainable user participation;
 - Modernized irrigation and drainage infrastructure; and
- To improve the living standards of rural poor through enhanced agriculture productivity from intensification and diversification; sustainable management of wetlands and other water based eco-systems.

Services Provided:

JPS was involved in formulating an implementable Human Resources Development Strategy that addressed the following, amongst others:

- Policies relating to recruitment, promotions and transfers of personnel;
- Manpower and career planning, maintenance of personnel records, pay fixation, promotions, transfers;
- Developing and implementing appropriate performance appraisal system;
- Development of incentive programs for employee motivation;
- Developing and implementing a grievance redressal system;
- Interfacing with unions and other staff related bodies;
- Initiating disciplinary proceedings, punishments and rewards, with appropriate follow-up action;
- All administrative matters related to personnel;
- Assessment of database management requirements of the restructured WRD and



Location: Madhya Pradesh

Client: Madhya Pradesh State Agriculture Marketing Board, Department of Farmer Welfare & Agriculture Development, Government of Madhya Pradesh

Funding Agency: Madhya Pradesh State Agriculture Marketing Board, Department of Farmer Welfare & Agriculture Development, Government of Madhya Pradesh

Period: 2007 - 2008

Associate Firm: Nil

preparing an implementation plan for computerization of MIS;

- Assessment of the impact of IT infrastructure and Information Management System (IMS), Geographical Information System (GIS) and computerization in all spheres like planning, design and construction of irrigation infrastructure, administrative management, financial management and technical management;
- Providing process improvement suggestions in the context of new vision and modern tools and technology, need for cost-effectiveness and transparency, involving IT-enabling processes for monitoring and learning;
- Change management activities through structured stakeholder consultations, envisioning goals /objectives, mission, etc. for making MP Water Resources Department (MPWRD) a flexible, learning, forward-looking and effective irrigation service delivery organization in the context of changing realities and trends and formulate performance indicators and monitoring strategy in respect of change management; and
- Preparation of a change management strategy and road map for movement of the WRD from its current role to a department focusing on service delivery promoting public private partnerships. The transitional process and change management strategy embodied the detailed proposals for workshops, seminars and public consultations, etc.

Impact of Taxation on Agricultural Inputs and Agricultural Products in Madhya Pradesh for Madhya Pradesh State Agriculture Marketing Board, Department of Farmer Welfare & Agriculture Department, Government of Madhya Pradesh

Brief Description of Project:

The main objective of the present study was to find out the various factors which may be helpful in the rationalization of existing tax burden in the farm sector. Accordingly, a review of tax regime in Madhya Pradesh which affects the performance of farm sector was to be undertaken during the course of this study. The conclusions drawn on these aspects were envisaged to provide indicative guidelines for rationalisation of the tax burden in farm sector leading to higher farm income and overall development of this sector.

Services Provided:

The seeds, fertilizers and the pesticides are the inputs having significant share of cost of production. Further, the marketing expenses which include the tax burden also affect the market prices of the commodities and the inputs. The study, therefore, covered the following issues:

- Identification and listing of various central and state taxes on agriculture inputs and farm produce, their rates, conditions, collection mechanism, and the taxation authority.
- Estimation of the tax burden in the cost of cultivation and the cost of production of the commodities when complete package of practices are adopted by the farmers on the basis of per hectare area for following major crop groups:
 - Major food crops (cereals, pulses and millets)
 - Major cash crops grown in the state
 - Major horticultural crops (including spices)
- Estimation of the burden of taxation on the produce (per MT) of all the major crops as indicated.
- Assessment, in particular, of the impact of Mandi fee on the market prices of major agriculture crops.
- Comparison of taxes and levies on agriculture produce in at least 5 major states.

The final document of the report considered various data/information collected to



Location: Madhya Pradesh

Client: Madhya Pradesh State Agricultural Marketing Board, Department of Farmer Welfare & Agriculture Development, Government of Madhya Pradesh

Funding Agency: Madhya Pradesh State Agricultural Marketing Board, Department of Farmer Welfare & Agriculture Development, Government of Madhya Pradesh

Period: April 2007-2008

Associate Firm: Nil

provide basic guidelines for possible reforms in the tax regime for the farm sector and the agriculture marketing.

Study on Policy Framework for Next Generation Reforms in Agricultural Marketing and Strategic Advisory Services for Agribusiness Plan Implementation for Madhya Pradesh State Agricultural Marketing Board, Department of Farmer Welfare & Agriculture Development, Government of Madhya Pradesh

Brief Description of Project:

The objectives of the assignment were to suggest policy changes for next generation of reforms in agricultural marketing for Agribusiness Plan implementation proposed by M P State Agricultural Marketing Board, taking into account certain reforms such as permitting direct purchase and contract farming which had already been implemented. The objective was to provide the farmers with better prices for their produce and to reduce their transaction costs. The reforms were envisaged to look at strengthening of infrastructure in the current markets, opening up of the markets to private players and public-private partnerships, bring about greater transparency in the sale transactions and to increase the competition by providing better information to the farmers to take informed decisions.

Services Provided:

- Review of working of the existing agricultural marketing system
 - a) Grain Markets
 - Identify constraints in efficient working of the markets
 - Identify the steps in the marketing process and the additional cost of each step
 - Inefficiencies and middlemen in the current system and possibilities of removing the inefficiencies
 - Working of pilot schemes on value addition such as cleaning and grading etc.
 - Working of the computerized system of marketing and trading
 - Efficacy of communication system on prices and arrivals in the Mandis to its constituent farmers
 - Identify the barriers in efficient and smooth movement of goods and removal of red-tapism in movement of goods/food grains
 - To study difficulties if any, in free inter district and free inter border movement of goods
 - b) Fruits and Vegetable Markets
 - To study current method of auction/marketing of horticulture produce and suggest ways of streamlining the same
 - To study methods of grading, packing and transportation of vegetables and fruits
 - Identify the difficulties in proper utilization of infrastructure facilities such as cold stores provided on pilot basis and to improve their utilization
 - All the other issues of grain markets applicable to F&V markets to be also studied
 - c) Specialty Markets
 - Cover the operation of the cotton market
 - Any other special produce such as NTFPs etc.
- Review of existing infrastructure & modernization plans



- Experience and extent of modernization of trading methods
 - Impact of efforts on improving communication and e-trading and its impact
 - Review of the physical infrastructure, with special reference to electronic weighment
 - Extent of availability of warehousing and storage facilities
 - Availability of grading and cleaning machines.
 - Provision of modern material handling facilities.
 - Modernization & ease of payment facilities to the farmers
 - Availability of general infrastructure and facilities.
- Functioning & performance of all the APMCs for last three years
 - Review of working of first generation reforms carried out
 - Working of contract farming provisions
 - Working of direct purchasing and single license system
 - Tie ups between food processors and producers
 - Success in automation and computerization
 - Efficacy of reforms in dissemination of price and arrivals information to the farmers
 - Impact of improvement in facilities to farmers at the Mandi such as:
 - Availability and use of godowns/ cold stores etc.
 - Use of quality testing laboratories
 - Services to the farmers such as soil testing and agronomic practices
 - Dissemination of information to the farmers
 - Create a vision for agricultural marketing for the next decade
 - Options for next generation reforms
 - To identify the next generation of reforms, divided over:
 - a) Policy Module
 - Allowing operation of private Mandis
 - Privatisation of existing Mandis
 - Flexibility in levy and use of cess
 - b) Legal Reforms Module
 - Reforms or changes in the APMC Act
 - Liberalization of Essential Commodities Act
 - c) Module on Infrastructure Improvement
 - By PPP
 - By allowing direct investment by private sector
 - d) Module on Transparency
 - Full computerization of operations including weighment and sampling
 - Setting up of quality standards and discount structures
 - Improved dissemination of price and arrival information
 - e) Information Technology module
 - Better dissemination of price and market arrival information
 - Introduction of e-extension and promotion of new practices
 - Dissemination of information on marketing parameters



- f) Module on Value Added Services
 - Insurance
 - Medical and diagnostic services
 - Information on new seeds and products
 - Weather related information
 - Pest related information

- g) Module on MIS and Improved Management
 - MIS systems for improved Mandi management
 - Review of HRD policies and incentivization
 - Gearing up to meet the challenge of competition

Location: New Delhi

Client: Directorate of Extension, Department of Agriculture & Cooperation, Ministry of Agriculture, Government of India

Funding Agency
Directorate of Extension, Department of Agriculture & Cooperation, Ministry of Agriculture, Government of India

Period: March 2007-2008

Associate Firm: Nil

Development of Participatory Material Production and Documentation of Success Stories of Women Farmers for Directorate of Extension, Agriculture for Department of Agriculture & Cooperation, Ministry of Agriculture, Government of India

Brief Description of Project:

The National Gender Resource Centre in Agriculture set up within Department of Agriculture & Cooperation is essentially to function as a focal point for convergence of all gender related issues in agriculture. This Centre is to further ensure that policies in agriculture reflect the national commitment for Empowerment of women. The erstwhile 'Women Cell' of the Ministry of Agriculture has been implementing various women specific programmes with gender intervention with assistance from various external donors viz. DANIDA, DUTCH, UNDP and World Bank and also with internal support. The focus of all these programmes was essentially on skill transfer to women farmers with small and marginal land holding. These programmes essentially envisaged motivating and mobilizing women farmers to get organized into groups so that agriculture support services are canalized through the network of these groups. It was considered worthwhile studying and documenting the individual & group successes; the intervention which could fetch successes and the participatory material produced during the course of implementation of these programmes. This endeavour was envisaged to help the NGRCA share the success stories amongst various stakeholders such as the farmwomen themselves (further promoting the concept of farmer-to-farmer extension); the State Department of Agriculture; SAU; ICAR and Non Governmental Organizations (NGOs) involved in implementing various women specific programs in development. The objective of the consultancy assignment was to document individual/group successes; best practices; innovative strategies & the participatory material produced under women specific programmes of DAC.

Services Provided:

- Documentation of various innovative approaches and best practices which have been initiated as part of implementation of women specific sub-programmes in selected districts/blocks which have brought success to the women farmers (covering group approach, women-oriented training and extension strategies, provision of Thrift Fund/Micro Capital Assistance to Women SHGs, alternate Public Distribution System to ensure food and nutritional security, concept of grain/seed banks for household food security and improving bargaining power of women, land development/long-term lease of community wasteland to women SHGs) which can be used to promote extension to women farmers;
- Provide an analysis of strengths, the weaknesses, the opportunities and the threats associated with the women-specific strategies and approaches being followed under the programmes;
- Analyse the problems/constraints and shortcoming in the design/implementation of the programmes and in achieving full benefits by women farmers;



- Analyse the processes which have led to the best practices and successes;
- Provide suggestions/recommendations with regard to:
 - Sustaining and replicating the best practices, successes, innovative approaches and strategies;
 - The kind and quality of the participatory material to be developed in future;
 - Constraints/problems of women farmers in deriving the benefits of the programmes and the ways of overcome them, bearing in mind the common factors and processes which have led to best practices and successes;
 - Potential areas of successes for women involved in agriculture and allied sectors; and
 - Policy measures/programmatic support for sustaining and replicating successful interventions in promoting women's involvement in agriculture and mainstreaming gender concerns in agriculture during planning and formulation of further programmes.

Location: Madhya Pradesh

Client: Madhya Pradesh State Agricultural Marketing Board, Department of Farmer Welfare & Agriculture Development, Government of Madhya Pradesh

Funding Agency Madhya Pradesh State Agricultural Marketing Board, Department of Farmer Welfare & Agriculture Development, Government of Madhya Pradesh

Period: 2007 - 2008

Associate Firm: Nil

Survey and Study of Agricultural Products in 89 Tribal Development Blocks in Madhya Pradesh for Madhya Pradesh State Agriculture Marketing Board, Department of Farmer Welfare & Agriculture Development, Government of Madhya Pradesh

Brief Description of Project:

Considering the typical features of poor infrastructure, the remoteness of the tribal blocks, cropping pattern, horticultural and forest produce, it was felt by the GoMP to review the status of agriculture marketing and other support infrastructure in the notified tribal blocks to develop an appropriate strategy which can help the farmers of the area in harnessing maximum benefits of their production efforts. The study aims at assessing the potential for agriculture marketing in 89 tribal blocks of the state. The ultimate goal was to work out a strategy for the development of efficient marketing environment in the 89 tribal blocks of the state which may support the wellbeing of the farmers and other stake holders in the area.

Services Provided:

The study addressed various issues related to the marketing of farm and forest products (NTFPs) based on an analysis of the following aspects:

- The present level of farm environment in the notified block area and the infrastructural facilities and support services which is the primary and basic consideration for various aspects of farm production and the farming and cropping systems;
- Identification of the types of crops and commodities grown and the forest produce, especially the NTFP, seasonality, quality and the extent of the products;
- Review of existing marketing infrastructure, market channels, the marketing process, farmers' share in the market prices and various marketing expenses and the burden of various duties and levies on the market prices and the farmer;
- Identification of various major gaps in production and marketing system of the agriculture produce in the notified blocks and proposed interventions to mitigate the constrains so that it becomes producer and consumer friendly;
- Assessment of the comparative advantages of agro climatic features and the ecology of the area so that the diversification of agriculture (whenever needed and feasible) may be effectively propagated with profitability and efficiency in management;
- Analysis of various legal and institutional aspects available in the area, the impact of land tenurial system effective in these areas, the level of technology



Location: Maharashtra

Client: Maharashtra State Seeds Corporation Ltd, Ministry of Chemicals and Fertilizers, Government of Maharashtra

Funding Agency: Maharashtra State Seeds Corporation Ltd, Government of Maharashtra

Period: June 2006-2007

adoption for production and post harvest commodity management, marketing infrastructure and access to the latest knowledge and the support;

- Assessment of various constraints in efficient marketing of these commodities, identification of gaps and broken linkages for their improvement to make them capable of facing the competitive market pressures and obtain adequate income;
- The impact of various marketing levies and duties on the farmers in sustainability of the farm and forest product management and the economy of the farmers; and
- Identification of the critical strategic issues and possible policy interventions for effective and efficient marketing system in the tribal blocks.

In-depth Study of Maharashtra State Seeds Corporation Ltd (MSSCL) to Suggest Business Strategy for Ministry of Fertilizers and Chemicals, Government of India

Brief Description of Project:

MSSCL was established in 1976 as a Government of India Enterprise under the administrative control of Ministry of Chemicals and Fertilizers. The objective of the captioned assignment was to prepare marketing strategies with respect to selection of product mix, better market share in high value crops, estimation of non profitable products, assessment of market potential in different states of India as well as the possibility of export to tropical/semi-tropical countries with similar agronomic features, analysis of dealer's discounts and incentives, analysis of booking scheme of the corporation, scrutiny of pricing policy, evolving sound strategies of market survey and customer feedback, assessment of suitability of the present products (seed varieties) in the changing business scenario vis-à-vis requirement of new products), study of financial systems of the Corporation, study of the present production strategies, seed production planning, seed procurement policies, identification of economic areas of production, possibilities and suitability of joint venture, possibilities of diversification of business, advertisement and marketing campaigns together with its cost effectiveness to the Corporation with suggestions for a holistic marketing strategy, formulation of packing policy in terms of cost incurred vis-avis benefit to be derived, logistic management, suggestion for cost reduction, study of present structure of organization with suggestions for a suitable staffing pattern, study of share holding pattern of the company and suggestions for future restructuring, study of HRD policies of the Corporation to keep high level of productivity and motivation amongst the employees to achieve the corporate objectives, studies of Quality Control System of the Corporation to ensure production and sales of high quality seeds, and other important aspects pertaining to various other departments so as to able to revamp the organization.

Services Provided:

- Consultation with various stakeholders;
- Gathering market opinion;
- Discussions with seed companies in public & private sector;
- Determining brand positioning;
- Assessing perceptions on quality;
- Assessment of seed prices and demand elasticity;
- Assessment of after-sales-service;
- Assessment of perceptions of users of premium seeds;
- Assessment of perception of users of other brands;
- Assessment of research methodology of MSSCL and universities;
- Providing suggestions for leapfrogging in research;
- Suggesting methods of large scale test marketing to identify winners;
- Suggesting methodology for procuring cutting edge technologies;
- Recommending methods to reduce risks in seed production;
- Suggesting approaches to minimize carry-over stock and its losses;
- Recommending methodology for identifying new production areas;



Location: New Delhi

Client: National Medicinal Plants Board, Department of AYUSH, Ministry of Health & Family Welfare, Govt. of India

Funding Agency: National Medicinal Plants Board, Department of AYUSH, Ministry of Health & Family Welfare, Govt. of India

Period: August 2006
2007

Associate Firm: Nil

- Identifying areas for cost reduction; and
- Overall review of all the departments such as finance, production, processing, marketing, quality control & HRD and studies related to existing policies/strategies of the Corporation with recommendations on new strategies to strengthen the capacity of all departments of the Corporation to achieve its business strategy and business plan.

Functional and Organisational Structure Review of National Medicinal Plants Board, Department of AYUSH, Ministry of Health & Family Welfare, Government of India

Brief Description of Project:

The National Medicinal Plants Board (NMPB) set-up in 2000 by the Government of India has the primary mandate of coordinating all matters relating to medicinal plants and support policies and programmes for growth of trade, export, conservation and cultivation. The Board is located in the Department of Ayurveda, Yoga & Naturopathy, Unani, Siddha & Homeopathy (AYUSH) of the Ministry of Health & Family Welfare. The objective of the captioned assignment was to prepare and restructure the organization for (a) enhanced volume of trade and (b) enhanced export share; Right sizing the organisation (a) to fulfill its mandate and (b) to make the organisation vibrant; Assess the needs of the organisation (a) to provide adequate tech/managerial man power and (b) to provide enabling infrastructure; Review the status of the organisation in terms of alternatives viz. (a) statutory body viz-a-viz its mandate (b) autonomous body or (c) attached office of Department of AYUSH.

Services Provided:

- Collection and review of information regarding such existing organizations viz. Boards, Corporations, federations etc. in Government sector/Semi-Government sector;
- Undertaking a SWOT analysis of the existing Boards viz National Dairy Development Board (NDDB), National Horticulture Board (NHB), National Afforestation and Eco Development Board (NAEB), Tea Board/Coffee Board/Rubber Board etc vis-à-vis the procedure followed for their setting up, organizational set up, their mandate, efficiency in implementation assigned duties, achievements, problem faced, recommendations of Parliamentary Committee/any other Committee CAG for their revamping, views of stake holders concerned in order to facilitate evolving recommendations on appropriate organizational structure for National Medicinal Plants Board (NMPB);
- Review of composition, functions, financial resources, funding pattern, infrastructure, manpower details etc. of such organizations;
- Suggested organizational status for NMPB, its organizational size, structure and manpower (technical & managerial) projections to perform the mandate of the Board;
- Identifying sources of funds for the Board in the event of the Board being made into an autonomous/statutory Board, alongwith a time horizon for such change-over; and
- Analysing the nature, composition and size of regional /state organizations to effectively synergize development of cultivation, processing and marketing of medicinal plants in different agro-climatic zones and their interface with State Medicinal plants Boards/ State Governments.



Location: Rajasthan

Client: Office of the
Superintending
Hydrogeologist, (S&R),
Ground Water Department,
Government of Rajasthan

Funding Agency:
Hydrogeologist, (S&R),
Ground Water Department,
Government of Rajasthan

Period: 2005 - 2006

Associate Firm: Nil

Ground Water Management in Pilot Project Areas of Rajasthan under Rajasthan Water Sector Restructuring Project (RWSRP) for Ground Water Department, Government of Rajasthan

Brief Description of Project:

The main development objectives of the Rajasthan Water Sector Restructuring project (RWSRP) were to: a) strengthen the capacity for strategic planning and sustainable development and management of surface and groundwater resources in Rajasthan; and b) increase the productivity of irrigated agriculture. The captioned assignment involved social assessment to identify the social issues associated with the proposed approach of community based ground water management, understand its ramifications and problems, develop a strategy to involve local communities in the overall planning, implementing (including operation and maintenance of structures and systems developed) and monitoring the pilot activity under the groundwater component of the project, provide an integrated and participatory framework for gathering, analyzing, prioritizing and incorporating socio-economic information in developing, implementing and monitoring the pilot activity of the ground water component of RWSRP.

Services Provided:

- Developing a framework for promoting and strengthening community-based approaches to groundwater management involving all the stakeholders with an emphasis on the participation of vulnerable groups (e.g. women, landless, tribals) to have a greater voice in decision-making, through focus group discussions;
- Identifying different groups of stakeholders (including the beneficiaries, those who can influence the project outcome like NGOs and CBOs, project promoters and implementers, affected persons etc.), their concerns, roles and responsibilities in planning, implementing and monitoring the pilot projects;
- Developing strategies to mobilize communities to form ground water user groups at different levels (village/Gram Panchayat (GP)/pilot area) and examine and suggest institutional arrangement for the implementation of the pilot projects to ensure the representativeness, effectiveness, and sustainability of ground water institutions;
- Address issues of gender and other vulnerable groups;
- Focus on the agricultural situation in the project area and its relationship with the ground water;
- Budget the ground water usage by assessing the use of ground water by various stakeholders and by purposes - agriculture, drinking, industrial activities, construction, etc. and identify problems faced and areas of minimizing ground water requirements and possible reallocation of water;
- Assess the hydrological situation in terms of both surface and ground water resources. The assessment of ground water resources included a census of wells in each of the pilot areas, types of wells (manual, mechanical and electrical), density of wells, water level by seasons, and usage of well water by purpose (drinking, agriculture, industries, etc.) and problems faced by the owners/users;
- Identify the type and extent of adverse impact on people occupying/using lands required for physical works under the Project, irrespective of the ownership of land required;
- Ensure participation of tribal communities in the project;
- Analysing the possible legal framework for regulating and managing ground water, institutional strengthening, capacity building on community based ground water management and outlining key enabling policy reforms that would be required in the short, medium and long-term;
- Outlining institutional arrangements and capacity building required to successfully implement the ground water pilot projects, taking into account the operations of other community based groups (like watershed development committees) and develop adequate linkages between ground water committees and other users



Location: Chhattisgarh

Client: Water Resources Department, Government of Chhattisgarh

Funding Agency: Asian Development Bank

Period: 2005 - 2012

Associate Firm: Kellogg Brown & Root Pty Ltd, Australia

- groups/Panchayat Raj institutions;
- Integration of awareness building to regulate ground water usage, social conflict resolution mechanisms, participatory decision-making as well as community training in a number of skills including participatory monitoring and evaluation, book keeping, financial management, etc. in IEC strategy, training strategy and programme proposed for groundwater component; and
 - Provide a framework including parameters/indicators and institutional arrangement for monitoring the implementation of pilot projects.

ADB TA 4573-IND Water Users Association Empowerment for Improved Irrigation Management in Chhattisgarh Project for Water Resources Department, Government of Chhattisgarh

Brief Description of Project:

The purpose of the seven-year Technical Assistance project was to help develop (i) an enabling framework and capacity for effective WUAs that will be able to assume responsibility for irrigation system management and operation and maintenance (O&M), and (ii) farmer capacity for diversified and rabi (dry season) cropping. An additional goal was to integrate monitoring and evaluation (M&E) into project activities with broad stakeholder involvement. The TA was envisaged to result in the following: (i) creation of a WUA Capacity Development Program that will provide core training for WUAs throughout Chhattisgarh; (ii) a Training of Trainers (ToT) program to develop the skills of project contracted staff and Water Resources Department (WRD) staff who will train WUAs in the field; (iii) development and refinement of the process for WUA participatory rehabilitation and upgrading of irrigation systems under the ADB project including needs assessment, design, construction supervision; (iv) support to develop a comprehensive institutional framework for participatory irrigation management (PIM) and WUAs in Chhattisgarh, including a revised PIM Act, a standardized contract outlining management responsibilities for WRD and WUAs, and development of bylaws that specify responsibilities of WUAs and their members; (v) a capacity development program to assist WUAs and farmers with improved farm practices for rabi and diversified cropping; and (vi) development of an M&E program that addresses livelihood impacts and includes WUA participation.

Services Provided:

Phase 1 – Revision of the PIM Act

- A PIM Act already exists as a legacy from the reform process undertaken in Madhya Pradesh in 1999; WUAs were established and their rules and regulations defined. The Project was to provide assistance to strengthen the institutional and policy framework and including a revised PIM Act. The review envisaged was to make the existing Act more effective and relevant to the situation in Chhattisgarh.

Phase 2 – Capacity Building for WUA Empowerment

- **WUA Mobilization:** The TA consultants, with support of the Project consultants and WRD, contracted an NGO to execute WUA mobilization and an awareness campaign to inform WUAs about revised PIM policies, basic WUA organization, and the coming elections as a means to initiate the WUA development process.
- **CIDP - WUA Capacity Development and Support:** TA consultants trained WRD staff for the PIM Unit to be developed under the project and provided capacity development to ensure WUAs manage irrigation systems effectively, develop rabi and diversified cropping, and provide sustainable O&M after Project R&U.

In summary, the activities of JPS included:(i) development of WUA Capacity



Development Program (WUACDP) that will provide core training for WUAs throughout Chhattisgarh; (ii) a training of trainers program to develop the skills of NGO members and WRD staff who will be involved in delivering training to WUAs in the field; (iii) development and refinement of the process to be used for WUA participatory rehabilitation and upgrading of irrigation systems under the ADB project; (vi) support to develop a comprehensive institutional framework for PIM and WUAs in Chhattisgarh including a revised PIM Act; a contract process outlining management responsibilities between WRD and WUAs; and development of by-laws that specify responsibilities between WUAs and their members; (v) a capacity development program to assist WUAs and farmers with improved farm practices; and (vi) development of a monitoring and evaluation program that will be institutionalized into WRD activities.

Location: Punjab

Client: Punjab Forest Department/ JBIC

Funding Agency: Japan Bank for International Cooperation

Period: 2005-2006

Associate Firm: Nil

Biodiversity Conservation and Management Plan for Forest Department Punjab, Japan Bank for International Cooperation

Brief Description of Project:

Punjab has a very small area under forest cover (approximately 6% of the total geographical area). The major forest areas in the state are- Shivalik Forests (especially in the districts of Ropar, Gurdaspur and Hoshiapur), Bir Forests (in district Patiala) and Mand Forests (in districts Amritsar & Kapurthala). With about 84% land area under agriculture, the cropland ecosystem forms the dominant ecosystem in the state. Preparation of a comprehensive plan for the management of Biodiversity sectors in Punjab.

Services Provided:

- Evaluation of terrestrial ecosystems in the Shivalik tracts
- Assessment of aquatic biodiversity (Wetlands) in the three Ramsar sites of Punjab
- Identification of endangered, threatened and endemic species of Punjab
- Interventions for biodiversity management both in-situ and ex-situ
- Strengthening PA management capabilities
- Strengthening/development of infrastructure
- Recommendations for developing strategy and action plan for biodiversity conservation in Punjab as a whole.

At the end of the consultancy a Detailed Project Report was prepared with detailed cost estimation w.r.t. specific components mentioned above.

Location: Punjab and Rajasthan

Client: Ministry of Statistics and Programme Implementation, Government of India

Funding Agency: Ministry of Statistics and Programme Implementation, Government of India

Period: Feb. 2005- Sept. 2005

Associate Firm: Nil

Study of Accelerated Irrigation Benefit Programme (AIBP) for Infrastructure and Project Monitoring Division, Ministry of Statistics and Programme Implementation, Government of India

Brief Description of Project:

The Government of India launched the Accelerated Irrigation Benefits Programme (AIBP) during 1996-97 to provide Central Loan Assistance (CLA) to major and medium irrigation projects in the country with the objective to accelerate the completion of on-going irrigation/multi-purpose projects on which substantial progress has been made but are beyond the resource capability of the State Governments to complete and other major and medium irrigation projects which are in the advanced stage of completion and could yield irrigation benefits in the next four agricultural seasons. The objective of the study was to study the impact of the AIBP and to ensure effective implementation of the AIBP Scheme and develop a system of monitoring to actively analyze the desired benefits envisaged through the Scheme upto September, 2004.

**Services Provided:**

- Collect necessary information about project identified in the zone so as to complete the data base of these projects;
- Analyze the implementation of projects in the identified zone with respect to the envisaged benefits;
- Analyze the economic and social impact of AIBP Scheme in States in the identified zone;
- Identify all possible constraints in the implementation of the projects under AIBP and suggest remedies;
- Analyze the process of identifications of projects and their funding under the AIBP Scheme; and
- Study the existing monitoring mechanism of Central Water Commission & Ministry of Statistics and Programme Implementation and suggest a possible adaptable system

Need Assessment Study for Tripura Agriculture Development Project for Department of Agriculture, Government of Tripura**Brief Description of Project:**

The objective of the consultancy assignment was to identify underlying issues and constraints in the sector, using a combination of primary and secondary data, and propose a project design that would respond to actual needs and demands of key stakeholders. The study was also to identify key policy and institutional reforms needed to address existing constraints and opportunities and create an enabling environment for accelerated agricultural growth in the state.

Services Provided:

- Identifying key constraints in growth of agricultural products and markets;
- Identifying needs priorities, investment demands of village communities;
- Identifying areas of agricultural opportunity;
- Independent assessment of impact of the uncertain security situation in the state on agricultural development and delivery of government services in rural areas; and
- Developing policy and institutional reforms needed to accelerate agricultural development, marketability of products and increase private investment in the sector

Study of Constraints Affecting Agricultural Growth in the State of Orissa under Orissa Water Resources Consolidation Project for Department of Water Resources, Government of Orissa**Brief Description of Project:**

The objective of the study was to clearly establish the constraints to agricultural growth and also to identify opportunities and direction for future investment (both public and private) priorities and policies for stimulating agricultural development in Orissa. JPS was required to identify, define, and analyze constraints to increase agricultural productivity with the objective to answer two broad questions: (i) Has agricultural productivity stagnated or decreased? And if so, why? (ii) Is there any reluctance on the part of the farmers from Orissa to diversify into other non-paddy crops? If yes, which crop and why? The study was also required to make recommendations which can be utilized by the government in trying to prioritize its policy reform package.

Location: Tripura

Client: Directorate of Planning & Coordination, Tripura Agriculture Development Project, Government of Tripura

Funding Agency: World Bank

Period: 2003 – 2004

Associate Firm: Nil

Location: Orissa

Client: Department of Water Resources, Govt. of Orissa

Funding Agency: Department of Water Resources, Govt. of Orissa

Period: 2003 -2004

Associate Firm: Nil

**Services Provided:**

The study was envisaged to make an in depth review of all available data having a direct or indirect bearing on the agricultural production and irrigation sector. The data collected and analyzed by the consultants broadly covered the following:

- Distribution of net irrigated area by source - major and medium irrigation systems, minor irrigation canals, tanks, private tubewells, public tubewells etc from 1990-1991 and investments by various multi-lateral/ bi-lateral institutions and GOI/ GOO in irrigation;
- Soil and Agro-Climatic conditions of different region of Orissa;
- Relative contribution of Agricultural commodities to value of agriculture output and Gross cultivated area;
- Agriculture production during Kharif and Rabi (compare 1990s to 1980s);
- Post harvest technology, storage and marketing facilities (number and location) for the state; agro-processing plants;
- Infrastructure: Access roads/link roads; transportation facilities;
- Land holding and land tenure; and
- Finance and credit facilities.

The study broadly addressed the following areas:

- Agriculture and existing productivity gaps - trend in agricultural development in the state covering rainfed and irrigated agriculture, etc;
- Resource and input gaps - land; water; seed; fertiliser; plant protection and pesticide use; credit, labor etc;
- Farm management and adoption gaps - farming systems and constraints to productivity;
- Institutional gaps - research; extension; linkages; management issues;
- Infrastructure gaps - roads; power; markets and storage facilities;
- Sustainability gaps; and
- Policy gaps

JPS undertook the study in relation to the above areas in the context of specific issues such as land holding/ownership, agricultural inputs, post-harvest issues and natural disasters including draughts and cyclones. The study provided recommendations on the actions required to be taken by GOO to rapidly increase the agricultural productivity of the state, including policy reforms and investment priorities.

Evaluation of Impacts in Project Intervention under Uttaranchal Diversified Agriculture Support Project for Department of Agriculture, Government of Uttaranchal**Brief Description of Project:**

The Diversified Agriculture Support Project (DASP), Uttaranchal, was set up as an independent project in consequent to formation of Uttaranchal state. The principal objectives of the project were to increase agriculture productivity through support for State's diversified agriculture production system, promote private sector development and improve rural infrastructure through a fully participating approach with total involvement of the farmers and village communities.

Services Provided:

- To assess and quantify to the extent possible, the impact of measures undertaken in terms of diversification of area, increase in productivity, balanced use of

Location: Uttaranchal

Client: Uttaranchal
Diversified Agriculture
Support Project,
Department of Agriculture,
Govt. of Uttaranchal

Funding Agency:
Uttaranchal Diversified
Agriculture Support Project,
Department of Agriculture,
Govt. of Uttaranchal

Period: 2002 - 2003

Associate Firm: Nil



fertilizers, better animal husbandry and dairy practices and adoption of sericulture by means of a survey of beneficiaries;

- To evaluate the impact of measures taken to promote participative management, public private partnership and private investment in agriculture sector;
- To assess the impact in terms of adoption by farmers other than the direct beneficiaries, of the various demonstrations and technology disseminated;
- To assess the arrangements made for technology dissemination and the methodology being used by the agencies, both government as well as those under privatization of extension services; and
- To evolve criterion for selection of demonstration sites and steps to increase the impact of demonstrations being undertaken.

National Level Techno-Economic Feasibility Study – Northern Region for National Horticulture Board, Ministry of Agriculture, Government of India

Brief Description of Project:

The National Horticulture Board was set up to promote integrated development of horticulture, to help in co-ordinating, stimulating and sustaining the production and processing of fruits and vegetables and to establish a sound infrastructure in the field of production, processing and marketing with a focus on post harvest management to reduce losses.

The objective of this study was to develop a national blue print for horticulture development in the country, which should help in unleashing the full horticulture potential of the country. In order to arrive at a national program, it was essential to have a state-wise and region-wise plan. The outputs from the study were envisaged to help the policy makers to take various decisions required to create an enabling environment for the growth of horticulture in the country, including policy initiatives for strengthening of the public-private partnership in this sector. The specific objective of the study includes a review of the progress made in the last decade and identification of the factors which stimulated or dampened its growth in Northern Region.

Services Provided:

- To study the growth patterns of horticulture crops in the various States in Northern Region over the last decade, and to identify clusters/zones of growth and the main growth crops;
- To identify patterns of growth and the factors which stimulated or dampened the growth;
- To determine the growth potential of the major two or three horticulture crops in different compact areas;
- To suggest the crop specific technological improvements and other steps required, for achieving world class yields and product quality in the identified hubs;
- To develop a strategy for improving post harvest handling and reducing post harvest losses;
- To study economics of post-harvest facilities and to recommend steps to make them viable and attractive investment;
- To study the marketing channels currently existing and the steps required to improve the efficiency of the marketing channels;
- To study the cost and value addition at each stage of the marketing chain and carry out inter-channel comparisons and to make recommendations for appropriate supply chains for increasing value addition and reducing costs;
- To study the progress in harnessing the primary processing- and export potential of the identified two or three crops per state and the difficulties therein;
- To make recommendations to stimulate exports by overcoming the constraints and

Location: Punjab, Haryana, Uttar Pradesh & Delhi

Client: National Horticulture Board, Ministry of Agriculture, Government of India

Funding Agency: National Horticulture Board, Ministry of Agriculture, Government of India

Period: October, 2002
2003

Associate Firm:



Location: India

Client: Ministry of Agriculture, Government of India

Funding Agency: World Bank

Period: 2002- 2003

Associate Firm:

making exports viable; and

- To study the impediments in existing methodology of collection of data of horticulture crops and suggest steps required to improve accuracy.

Design, Development and Implementation of Financial Management System for National Agriculture Technology Project for Ministry of Agriculture, Government of India

Brief Description of Project:

The development objectives of the National Agricultural Technology Project were to: i) improve the efficiency of the Indian Council of Agricultural Research (ICAR) organization and management systems; ii) enhance the performance and effectiveness of priority research programs and of scientists in responding to the technological needs of farmers; and iii) develop models that improve the effectiveness and financial sustainability of the technology dissemination system with greater accountability to, and participation by, the farming communities. The objective of the captioned assignment was to design and develop a comprehensive financial management system for the project commensurate with the size and scope of the project and develop and install software and provide training for computerisation of the financial management system.

Services Provided:

- Training to the concerned staff on usage of Financial Management System;
- Detailing the process of financial reporting, budgeting and financial forecasting;
- Development of software for computerization of the Financial Management System;
- Development of Chart of Accounts;
- Identification and establishment of linkages between project expenditure and physical activities; and
- Procurement and contract administration monitoring systems

Location: Himachal Pradesh

Client: Integrated Watershed Development Project Office, Himachal Pradesh.

Funding Agency: Integrated Watershed Development Project Office, Himachal Pradesh

Period: March 2001
July 2003

Associate Firm: Nil

Financial Management Technical Support Consultancy for Integrated Watershed Development Project (Hills II), Himachal Pradesh.

Brief Description of Project:

The overall objectives of the Integrated Watershed Development Project (Hills II) were:

- To improve the productive potential of the Shiwaliks and the Karewas by evolving watershed treatment technologies and community participation approaches. watershed protection and development includes Watershed treatment; fodder and livestock development and rural infrastructure development; and
- To assist the states with institutional development and consolidate progress already made in harmonizing approaches to watershed development management among various programmes operating in the Shiwalik hills. Institutional strengthening includes policy reforms, studies and human resource development; beneficiary capacity building; income generating activities for women; information management, monitoring and evaluation and support to and strengthening of project management.

Services Provided:

- Develop financial management capabilities of Village Development Communities (VDCs); assist the project staff in overseeing the financial management aspects of



Location: Uttar Pradesh

Client: Uttar Pradesh
Diversified Agriculture
Support Project,
Department of Agriculture,
Government of Uttar
Pradesh

Funding Agency: World
Bank

Period: 2001

Associate Firm: Nil

the VDCs to ensure that the VDCs develop the financial management skills required for their institutional development;

- Ensure that all financial management aspects (including necessary financial and accounting aspects) of the project in the state are satisfactorily handled;
- Provide the required technical support to project financial staff, including hands-on operational support, and be responsible to ensure that the service standards for financial management activities indicated in the Project Financial Management Manual are met;
- Provide training to project financial staff and enhance skills of project financial staff in improved financial management practices; and develop their skills for operating the improved computerised project financial management system; and

Study on Public Private Partnership in Uttar Pradesh Diversified Agriculture Support Project for Department of Agriculture, Government of Uttar Pradesh

Brief Description of Project:

A key element of Uttar Pradesh Diversified Agriculture Support Project (UPDASP) strategy was to promote private sector involvement and public/private partnerships in agri-business development through various programmes in different line departments – horticulture, animal husbandry, agriculture, sericulture and rural infrastructure. The project envisaged employment of parahorts, paravets, establishment of private nurseries, private vet clinics, expansion of public/private production infrastructure for supply of silk worm eggs and DFLs, formation of FIGs and SHGs oriented towards a specific economic activity with the active participation of supporting agencies (NGOs, line departments and lending institutions), enhancing participation of rural communities in decision-making through PR institutions, attracting private entrepreneurs and capital in agri-business and establishing forward and backward linkages with private agencies in agricultural activities.

The major objectives of the study assignment were as under:

- To assess and quantify, to the extent possible, the impact of measures undertaken in promoting private investment in the agriculture sector;
- To evaluate the effectiveness of the institutional arrangements for giving effect to public-private-partnership towards diversification of agriculture production systems;
- To make suggestions regarding promotion of public-private-partnership under the Project.

Services Provided:

The study assignment made a thorough appraisal of the approach and arrangements that have been made or envisaged under the Project for effecting public-private-partnership. JPS focused on PPP in technology dissemination, research extension linkages, marketing tie-ups, input supplies and agribusiness development. Towards this end, the specific services provided include the following:

- Study and analysis of channels for technology dissemination;
- Study and appraisal of systems (Paravets, Parahorts, seed villages etc) being put in place for supply of agriculture inputs and services;
- Analysis of the gaps in the marketing of agriculture produce and suggestions for remedial steps which may overcome the constraints;
- Study of the transformation of SHGs towards economic activity oriented FIGs and CGs and the difficulties encountered;
- Suggestions for a suitable public-private entity for encouraging agri-business development; and
- Overall assessment of the public-private-partnership models within the Project, with suggestions for suitable modifications or alternative models



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

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

Experience: More than 27 Years

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

Trainings:

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

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



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

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

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)

**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.

Previous**Positions:**

- Senior Consultant, Partners in Development Initiative, New Delhi and Sullivan University USA
- 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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