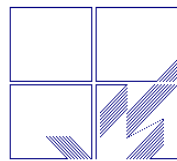


# PROFILE

## MSME Sector



**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.





## FIELDS OF SPECIALIZATION

### Management

- Financial Management and Accounting
- Governance, Public Services and Policy
- Organisation Development & Institutional Strengthening
- Information Management & E-Governance

### Development

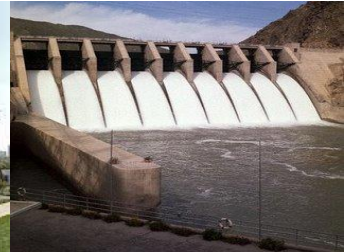
- Social Development & Surveys
- Public Health
- Urban Development Planning
- Regional and Rural Development Planning
- Tourism

### Agriculture & Natural Resources

- Natural Resource Management
- Environmental 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
- Modelling for PPP, BOT/BOOT projects
- Project/Program Monitoring & Evaluation
- Capacity Development and Institutional Strengthening
- 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



## MSME SECTOR SERVICES:

- Organisational/Institutional Assessment
- Policy Support & Advisory Services
- Strategic & Business Plans
- Corporate Plans
- HR Policy Manuals & Employee Handbooks
- Manpower Analysis & Planning
- Competence Mapping
- Compensation Management
- Employee Engagement & Organisational Climate Studies
- National & International Competitiveness Analyses
- Sector and Value Chain Analyses
- Organisational/Institutional Strengthening and Change Strategies, Processes & Plans
- Capacity Assessment and Capacity Development Plans
- Design & Development of Training Modules and Materials
- Targeted Capacity Building, Training & Skill Development
- Training & Development
- MSME Scheme Evaluations (baseline, mid term, endline and impact)
- Concurrent Monitoring and Review
- Market Surveys
- Policy Analysis



**Location:** All over India

**Client:** Ministry of MSME

**Funding Agency:**  
Ministry of MSME

**Period:** October, 2012-2014

**Associate Firm:** Nil

### **RELEVANT EXPERIENCE**

**Evaluation Study of Credit Linked Capital Subsidy Scheme (CLCSS) under Scheme of Survey, Studies and Policy Research for Ministry of Micro, Small and Medium Enterprises (MoMSME), Government of India**

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

The objective of the CLCSS scheme aims at facilitating technology up gradation by providing upfront capital subsidy to SSI units, including tiny, khadi, village and coir industrial units, on institutional finance (credit availed by them for modernization of their production equipment

- The assignment proposes to evaluate and assess the impact of the Scheme in the overall development of the MSE Sector with particular reference to the improvement in terms of the following parameters, due to adoption of upgraded technology, in measurable terms to the extent possible:
  - Qualitative improvement made by the enterprise and its impact on efficacy, prices and profitability
  - Facilities created by the Micro and Small Industries under the technology upgradation for checking and improving process/ standardisation and quality control.
  - Productivity improvement due to technology upgradation and reduction in rejection rate.
  - Energy conservation/saving and pollution control.
  - List of plant and machinery purchased for technology upgradation under the CLCSS by the beneficiary units. Whether the same has been put in to operation by the beneficiary Micro and Small Industries.

#### **Services Provided:**

- To evaluate the key issues pertaining to sustainability of the impact of the Scheme.
- To make an assessment of the current implementation arrangement and the efficiency of the delivery of the Scheme and to highlight the deficiencies of the Scheme in terms of its design or delivery mechanism, if any, and to suggest schematic changes or procedural modifications.
- Assessment of procedures for proposal evaluation and selection under the Scheme.
- Budgetary impact of the implementation of the Scheme viz-a-viz its economic impact on beneficiaries and overall impact on the SSI Sector.
- To determine the outreach and access of the Scheme in general with particular reference to the North-Eastern Region and suggest ways and means to improve the outreach and access of the Scheme in the North-Eastern Region, SCSP and STP.
- To assess the economic impact of the Scheme on intended beneficiaries, including women, SC/ST and NER beneficiaries.
- Potential negative impacts or risks to be monitored, if any, and suggestive remedial measures.
- Preparation of evaluation benchmarks of progress and performance of the scheme
- To assess the extent to which the scheme has fulfilled its objective.
- To assess the success rate of implementation of scheme with the objective for the further extension of scheme in the 12th Five Year Plan.
- To assess overall impact of the scheme on business activity of the beneficiaries.
- To review the existing list of industrial sectors and technology identified under the scheme and to analyse which sector has been benefited more.
- Any additional parameters to be covered which may emerge during discussion/interaction in the course of execution of the assignment.



**Location:** All over India

**Client:** Deutsche Gesellschaft Fur Internationale Zusammenarbeit (GIZ)

**Funding Agency:** Deutsche Gesellschaft Fur Internationale Zusammenarbeit (GIZ)

**Period:** July, 2012- Oct., 2014

**Associate Firm:** Nil

## **Continuous Monitoring and Impact Evaluation of the MSME Umbrella Programme of GIZ PN: 09.2459.7-003.00**

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

The objective of the Umbrella Programme for Promoting Micro, Small and Medium Enterprises (MSMEs) is to improve the business climate and scope of services that benefit MSMEs. In order to increase the competitiveness of MSMEs, improving access to key financial and non-financial services in sufficient quantity and quality is important. At the same time the efficiency, transparency and effectiveness of promotion programmes coordinated by Indian government agencies leave much room for improvement. Further, competences of many business organizations as service providers have yet to be developed and reinforced. Therefore the programme addresses the core problem faced by MSMEs in India, i.e. neither the current business climate nor the existing environment for services encourage the development of the MSME sector.

The MSME Financing and Development component (also called as SIDBI component) focuses on strategy and policy consultancy and on advisory services to develop and introduce innovative financial services for MSMEs as well as company-specific non-financial services.

The second component, MSME Support Policies and Programmes (also known as MoMSME component) concentrates on elements of MSME policy and improving the efficiency and effectiveness of government promotion programmes. This includes providing advisory services to improve results monitoring of such programmes as well as their coherence and mutual harmonization.

The programme is developing its monitoring system for the two components. A logical framework and results chains for each component have been developed. The programme has nine indicators - three indicators for the general programme level, and three for each of the two components. Additionally, the programme has defined sub-indicators for the crosscutting BMO capacity development project.

GIZ MSME Umbrella Programme has engaged JPS as a consultant for the next two years of the programme period for continuous monitoring of the defined programme indicators as per the established results based monitoring system and impact assessment of the programme intervention on the target group. This will include

- Developing system and mechanism for continuous monitoring of project activities and data collection and establishment of baseline where necessary, which are credible, cost effective and useful
- Assess the effectiveness of the project interventions and provide feedback and strategic input if necessary
- Conducting final evaluation to measure the impact on the intended target group with reference to project objective and produce comprehensive report including lessons learnt.

### **Services Provided:**

In order to establish results-based monitoring system, JPS is envisaged to perform the following tasks:

- Establish methodology and mechanism for continuous monitoring, impact and lessons learnt. Methodology and mechanism once finalized and agreed is to be used during the full course of the project.
- Define data collection methods, and processing of information
- Analyse programme interventions with respect to expected outcomes, and



wherever necessary, provide feedback and strategic input on effectiveness of the interventions

- Data collection (Baseline and impact assessment surveys throughout the project cycle at pre-determined intervals)
- Document best practices adopted/evolved and lessons learnt under the programme in the form of case studies
- Propose ways of communicating/disseminating results and the establishment of a knowledge management system based on the monitoring information (“lessons learnt”)
- Attend monitoring meetings within the GIZ advisory team and the counterpart institutions (SIDBI, MoMSME)

With regard to the surveys, the objectives of the consulting service are to

- Prepare (develop methodology; prepare one approach paper for measuring progress on each indicator, wherever necessary),
- Execute the survey, and
- Evaluation (a survey to assess the defined outcomes and use of outputs) and prepare the reports in combination

Each of the periodic surveys involve one-to one interactions with about 1,600 stakeholders (MSMEs, industry associations, financial institutions, Govt. organisations, partner institutions etc) in 40-50 locations in all geographical regions of India including North-East.

#### **Impact analysis against the baseline of MSMEs assisted by SIDBI under Credit line of KfW IV and KfW Technical Assistance for Small Industries Development Bank of India (SIDBI), Government of India**

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

The objective of the assignment was to undertake a final impact assessment of MSMEs assisted by SIDBI under KfW Line of Credit IV for the year starting 2008-09 to 2010-11 and also undertake an impact assessment of Technical Assistance utilized for capacity building of SIDBI officials.

#### **Services Provided:**

- In depth analysis of the data available in terms of baseline and impact thereafter to bring out trends, highlights, achievements, challenges, etc.;
- Undertake survey to gauge progress and impact of the 100 MSME units in 5 locations for which baseline has been created viz. Faridabad, Chandigarh/ Mohali, Jaipur, Mumbai, Andheri;
- Undertake interviews/ discussions with identified SIDBI officials to gauge progress and impact under the Technical Assistance programme;
- Undertake desk review of documentation available for various trainings/ capacity building events that SIDBI officials have benefited under the Technical Assistance;
- Analyse findings and bring out key benefits with data to support (for example financial and environmental impact made by introduction of Video Conferencing instead of travel, etc.); and
- Capture around 5 case studies covering areas of support under KfW that demonstrate impact that could be shared across with SIDBI/ KfW's stakeholders;
- Bring out a final report with the above and key recommendations for SIDBI/ KfW for consideration in similar current/future assignments or facilitating replication.

**Location:** All over India

**Client:** Small Industries Development Bank of India (SIDBI), Govt. of India

**Funding Agency:** Small Industries Development Bank of India (SIDBI), Govt. of India

**Period:** Oct. 2011 – Nov. 2013

**Associate Firm:** Nil





**Location:** All over India

**Client:** Small Industries Development Bank of India (SIDBI), Govt. of India

**Funding Agency:** Small Industries Development Bank of India (SIDBI), Govt. of India

**Period:** May 2007 – Nov. 2011

**Associate Firm:** Nil

### **Baseline Survey for Results Monitoring under MSME Financing and Development Project (MSMEFDP) for Phase I and Phase –II for Small Industries Development Bank of India (SIDBI), Government of India**

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

With an intent to facilitate increased flow of credit to SMEs and support other developmental initiatives, SIDBI was implementing a multi-agency/multi-activity flagship Project on Financing and Development of Micro, Small and Medium Enterprises (MSMEFDP) in India, with IBRD, DFID, KfW and GIZ as major international partners. The objective of the Project is to, inter-alia, improve MSME access to finance (including long-term finance) and market oriented Business Development Services (BDS), thereby fostering MSME growth, competitiveness and employment creation.

The objective of the consultancy assignment awarded to JPS was to undertake a baseline survey and to monitor the impact of the Project on MSMEs/Participating Financial Institutions (PFIs) and other beneficiaries / stakeholders of the project based on benchmark for measurement of the impact of the Project on them and relative to the Project Objectives laid out at the start of Project implementation as defined in the Project logframe.

The assignment involved field visit coverage of 15 states (Tamil Nadu, Uttar Pradesh, West Bengal, Maharashtra, Orissa, Haryana, Kerala, Punjab, Uttarakhand, Madhya Pradesh, Andhra Pradesh, Gujarat, Chandigarh-UT, Delhi-NCR and Rajasthan).

#### **Services Provided:**

- To provide oversight and coordination to undertake a baseline survey of 18 MSME clusters under project interventions, with a view to setting a benchmark for future measurement of the impact of the Project on them and relative to the Project objectives laid out at the start of Project implementation as defined in the Project logframe and to monitor the impact of the project on MSMEs/Participating Financial Institutions (PFIs) and other beneficiaries of the Project (during the Project period June 2007-October 31, 2011);
- Prepare Baseline Reports for WBLOC I and WBLoC – Additional to establish the benchmarks among beneficiary and non-beneficiary (control group) MSMEs for future measurement of impact of the project support;
- Prepare 2 Quarterly Progress Reports (QPRs) for FY 2009-10 of two clusters per quarter for April-June 2009 and July-September, 2009 covering sectoral developments, economic outlook for the cluster, impact of any government policies or any interventions that could help in the growth of the cluster, PPP initiatives and role of the BMOs in the respective clusters etc.. The QPRs included Case Studies of MSMEs which capture the successes or the problems of development of MSMEs and capturing the success and impact of the project interventions. Prepare Annual Findings Report (AFR) for FY 2007-08 and FY 2008-09 based on a quantitative survey carried out in the MSME clusters at the close of Financial Year, comparing the progress against the baseline indicators. The survey was carried out among same MSMEs and BDS providers in the respective clusters as in the baseline survey;
- Prepare 5 longitudinal Case Studies towards WBLOC Additional besides 10 longitudinal case studies under WBLOC I; and
- Overall Impact Assessment of the Project across all the Project components (WB LoC I and Additional, BDS Cluster Interventions including longitudinal case studies, Credit Information (CIBIL) & Credit Rating (SMERA), Policy Advocacy, TA to Banks, Case Studies of WBLOC I Units and ACF Interventions and Success Stories) as documented in the Project logframe and prepare an overall Final Impact Assessment and Analysis Report of the Project reflecting successes/failures vis-à-vis logframe in line with the Monitoring and Evaluation Framework. The Final



**Location:** All over India

**Client:** Ministry of Micro, Small and Medium Enterprises

**Funding Agency:** Ministry of Micro, Small and Medium Enterprises

**Period:** December 2011- June 2012

**Associate Firm:** Nil

Evaluation report also documents the innovative approach adopted by the project for increasing the outreach and effectiveness of the project interventions, particularly to benefit the micro enterprises and rural / women entrepreneurs in line with the objective of employment generation, poverty alleviation and social equity, besides overall development of the MSME sector

### **Evaluation Study of the M/o MSME Scheme MSME-Testing Centres/ Testing Stations for Ministry of Micro, Small and Medium Enterprises (MoMSME), Government of India**

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

The office of the Development Commissioner (MSME) under Ministry of Micro, Small & Medium Enterprises has set up four MSME-Testing Centres (formerly RTCs) located at New Delhi, Mumbai, Kolkata and Chennai. In order to provide testing facilities in the area with cluster of industries and some strategic areas. The Government of India has also set up MSME-Testing Stations (formerly FTSS) at Jaipur, Bhopal, Kolhapur, Hyderabad, Bangalore, Puducherry and Ettumanur. While provision of expenditure under the Scheme on purchase of capital goods, viz. test equipment and machinery and their spares, repairing, servicing, calibration, AMC of test equipment and machinery, BIS/NABL accreditation expenses and training has been kept for Testing Centres, provision has also been kept for expenditure on salaries & wages etc in respect of Testing Stations. The scheme seeks to provide testing and calibration facilities to industries in general and MSMEs in particular for rawmaterials, semi-finished and finalized products manufactured by them.

For continuing the Scheme in the 12<sup>th</sup> Five Year Plan (2012-2017), evaluation of the Scheme "MSME-Testing Centres/Testing Stations" through an independent agency was envisaged to be carried out under Surveys, Studies and Policy Research Scheme of Ministry of MSME. The objective of this evaluation study was to get a clear picture of how successful was the scheme in achieving its objectives. The study was also envisaged to indicate how the Testing Centres/Testing Stations can be made more relevant to the needs of the MSMEs & others like Testing, Calibration and thereby upgrading the quality of products manufactured by them. The study involved field visit coverage of 10 states (Delhi-NCR, West Bengal, Tamil Nadu, Maharashtra, Karnataka, Madhya Pradesh, Andhra Pradesh, Puducherry, Jaipur and Kerala)

#### **Services Provided:**

- Evaluation of the impact of the scheme of assistance on the target segment of overall development of the MSME sector and others with reference to the objectives and designing remedial measures for improvement of impact.
- Suggest/recommend strategies to be employed for achieving self sufficiency (Cash Cost Recovery Ratio) being assigned from time to time to the Testing Centres/Stations.
- Role and efficacy of the existing institutions in delivering the services that they are mandated to and measures for improvement of their human resources and operative practices.
- To suggest measures for capacity building of institutions and their empowerment with particular emphasis to serve the needs of MSMEs & others comprising both manufacturing & Servicing.
- Issues like technological up gradation, infrastructure support, laboratory management practices etc. in the context of specific MSMEs & others and with a view to enhancing competitiveness in the global context.
- Testing requirements for enterprise/entrepreneur development and problems of first generation entrepreneurs



**Location:** All over India

**Client:** Ministry of MSME

**Funding Agency:**  
Ministry of MSME

**Period:** November, 2011  
July, 2012

**Associate Firm:** Nil

**Evaluation of the Scheme “Rajiv Gandhi Udyami Mitra Yojana (RGUMY)” of Ministry of MSME for continuation of the scheme in the 12th Five Year Plan (2012-2017) for Ministry of Micro, Small and Medium Enterprises (MoMSME), Government of India**

The scheme “Rajiv Gandhi Udyami Mitra Yojana” is an on-going Plan Scheme of Ministry of Micro, Small and Medium Enterprises (MSME) to provide (a) handholding support and assistance to the potential first generation entrepreneurs, who have already successfully completed or undergoing Entrepreneurship Development Training Programmes (EDP) / Skill Development Training Programmes (SDP)/ Entrepreneurship cum Skill Development Training Programmes (ESDP) /Vocation Training Programmes (VT), through the selected lead agencies i.e. 'Udyami Mitras', in the establishment and management of the new enterprises, in dealing with various procedural and legal hurdles and in completion of various formalities required for setting up and running of the enterprises and (b) to provide information, support, guidance and assistance to first generation entrepreneurs as well as other existing entrepreneurs through an „Udyami Helpline“ (a Call Centre for MSMEs), to guide them regarding various promotional schemes of the Government, procedural formalities required for setting up and running of the enterprises and help them in accessing Bank credit etc. This Scheme has been in operation since 2008. For continuing the Scheme in the 12<sup>th</sup> Five Year Plan (2012-2017), evaluation of the Scheme “Rajiv Gandhi Udyami Mitra Yojana” through an independent agency was envisaged to be carried out under Surveys, Studies and Policy Research Scheme of Ministry of MSME. The objective of the assignment is aimed at evaluating the impact of the scheme in creation of new enterprises by first generation entrepreneurs with an objective of ascertaining the modifications required in the scheme in order to make it more useful for delivery of handholding support to micro enterprises. The study involved field visit coverage of 22 states (Delhi-NCR, Andhra Pradesh, Assam, Uttar Pradesh, Maharashtra, Punjab, Haryana, Chandigarh-UT, Gujarat, Rajasthan, Orissa, Jharkhand, Uttarakhand, Goa, Tamil Nadu, Mizoram, Tripura, West Bengal, J&K, Karnataka, Madhya Pradesh and Arunachal Pradesh).

**Services Provided:**

- Assessment of benefits of handholding support under RGUMY to first generation entrepreneurs;
- Whether the overall objective has been achieved? If not, the reasons and constraints;
- Changes/ improvements required in the scheme in respect of quantum of handholding charges, milestones of the scheme and their grouping in various stages, mode of payment of handholding charges to Udyami Mitras at various stages and such other procedural changes in the scheme to make it more effective;
- Evaluation of comments and suggestions already received in the Ministry from some of the stakeholders for making the scheme more effective;
- Any new component to be added under the scheme to give benefit to micro, small and medium enterprises; and
- Suggesting the parameters of a scheme of mentoring which results in creation of Micro Enterprises



**Location:** All over India  
**Client:** Ministry of MSME

**Funding Agency:**  
Ministry of MSME

**Period:** October, 2011-  
July, 2012

**Associate Firm:** Nil

**Evaluation of the Scheme “Assistance to Training Institutions” of Ministry of MSME for continuation of the scheme in the 12th Five Year Plan (2012-2017) under the Scheme of Surveys, Study and Policy Research for Ministry of Micro, Small and Medium Enterprises (MoMSME), Government of India**

**Brief Description of Project:**

The revised scheme “Assistance to Training Institutions” is an on-going Plan Scheme of Ministry of Micro, Small and Medium Enterprises (MSME) which has three components viz. (a) to provide financial assistance to 3 National level Entrepreneurship Development Training Institutes (EDIs) working under the aegis of Ministry of MSME for meeting their revenue deficit and capital expenditure (b) to provide financial assistance for strengthening training infrastructure of the existing and new Entrepreneurship Development Institutes (EDIs) at State/UT level and (c) to provide assistance for Entrepreneurship Development Programmes (EDPs), Entrepreneurship cum Skill Development Programmes (ESDPs) and Training of Trainers (ToTs) Programmes. This revised Scheme has been in operation since 2010. For continuing the Scheme in the 12<sup>th</sup> Five Year Plan (2012-2017), evaluation of the Scheme ‘Assistance to Training Institutions’ through an independent agency was envisaged to be carried out under Surveys, Studies and Policy Research Scheme of Ministry of MSME. The assignment is aimed at assessing the impact of scheme on promotion of entrepreneurial culture in the country by way of establishment of new EDIs and consequential training and skill upgradation programmes in different regions of the country. The objectives of the evaluation study to suggest the ways and means to promote entrepreneurial culture amongst the youth and unemployed people and to fill the skill gap existing in the different sectors of the industries. The study involved field visit coverage of 17 states (Tamil Nadu, Uttar Pradesh, Assam, Gujarat, Rajasthan, West Bengal, Bihar, Jharkhand, Andhra Pradesh, Delhi-NCR, Punjab, Maharashtra, Madhya Pradesh, Orissa, Kerala, Karnataka and Haryana).

**Services Provided:**

- Cost benefits analysis/ assessment of the scheme;
- The efficacy of the scheme in meeting the requirement of the industries and the aspiration of unemployed youth/ persons who have been trained under the scheme. To suggest modification/ change in the content of the scheme or the procedure being followed by implementing the scheme;
- To assess the felt need/ resource gap of the different parts of the country (especially backward region/ districts) and their failure in meeting the requirement of unemployed youth/ persons in getting the wage employment or self employment;
- To suggest the “Business process Reengineering” (BPR) for effective implementation of the Scheme. To work out the average cost per trainee for imparting the training and to suggest the components of training accountable for calculation of average cost

**Location:** All over India  
**Client:** Ministry of MSME

**Funding Agency:**  
Ministry of MSME

**Period:** 2007-2008

**Associate Firm:** Nil

**Concurrent Evaluation of International Cooperation (IC) Scheme for Ministry of Micro, Small and Medium Enterprises (MoMSME), Government of India**

**Brief Description of Project:**

The International Cooperation Scheme is an on-going Plan Scheme of Ministry of Micro, Small and Medium Enterprises (MSME) launched with the principal objectives of technology infusion and/or upgradation, modernization and promotion of exports of micro and small enterprises (SMEs). This Scheme has been in operation since 1996. For continuing the Scheme further, evaluation of the IC Scheme through an independent agency was envisaged to be carried out under Surveys, Studies and



Policy Research Scheme of MSME. The scope of Scheme of Surveys, Studies and Policy Research includes, inter alia, concurrent/periodical evaluation/ assessment of impact of the existing policies, programmes and schemes of assistance on the target segments of MSME with reference to the objectives of such policies etc, and designing remedial measures for improvement of impact.

The Scheme covers the following activities:

- Participation by Indian SMEs in exhibitions, fairs and buyer-seller meets in India, in which there is international participation
- Deputation of MSE business delegations to other countries for exploring new areas of technology infusion/upgradation, facilitating joint ventures, improving market of SMEs products, foreign collaborations, etc.
- Holding international conferences and seminars on topics and themes of interest to the SMEs

#### Services Provided:

The independent evaluation of IC Scheme is envisaged to carry out the following:

- Assessment of benefits of IC Scheme to SMEs
- Impact of IC Scheme in technology upgradation
- Impact of IC Scheme in modernization of SMEs
- Impact of IC Scheme in promotion of exports by SMEs
- Any changes required in the structure/ terms and conditions/ procedure of IC Scheme
- Cost benefit analysis of IC Scheme

**Location:** All over India

**Client:** Ministry of Small Scale Industries  
Government of India

**Funding Agency:**  
Ministry of Small Scale Industries  
Government of India

**Period:** 2007-2008

**Associate Firm:** Nil

#### Evaluation Study of the Small Industries Service Institutes (SISIs) and Branch SISIs for Ministry of Small Scale Industries, Government of India

#### Brief Description of Project:

Need for Evaluation Study of Main and Branch SISIs: Although SSI sector has grown rapidly and is performing exceedingly well in boosting Indian economy, it has never been free from problems and constraints. It needed encouragement, strong support service, infrastructural facilities and building and up grading managerial as well as technical skills. Availability and accessibility of resources like credit / finance, technology, market and marketing network have always been very crucial to promotion as well as sustenance of SSIs. For long years SISI have been involved in providing such facilities support and extension services to both prospective and existing SSI entrepreneurs all over the country through their regular functions as well as by participating in special schemes and programmes launched by Govt. of India under successive Five Year Plan. In view of its age and functional importance, the Planning Commission felt the need for evaluation study of Main and Branch SISI to assess the present working conditions and also to assess the impact and benefit of various Govt. sponsored schemes in small industries sector.

#### Services Provided:

- To assess the impact of the scheme in the overall development of SSI sector
- To evaluate the Key issues pertaining to sustainability of the SISI
- To make an assessment of the current arrangements of implementation and efficiency of delivery of the schemes
- To assess the economic impact of the schemes on the intended beneficiaries
- Preparation of evaluation benchmarks for progress and performance of the schemes



**Location:** Uttar Pradesh, Madhya Pradesh, Himachal Pradesh, J & K, Punjab, Chhattisgarh, Uttarakhand, Haryana, Chandigarh and Delhi

**Client:** Ministry of Food Processing Industries, Government of India

**Funding Agency:** Ministry of Food Processing Industries, Government of India

**Period:** Aug. 2006-2007

**Associate Firm:** Nil

**Location:** India

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

**Funding Agency:** World Bank

**Period:** 2004-2006

**Associate Firm:** Nil

- To suggest comprehensive structural changes, if any, to make the SISIs more relevant to the needs of the entire small enterprises sector comprising both industries and services.

### **Evaluation of projects assisted by Ministry of Food Processing Industries in North Zone during first 3 years of 10th Plan Period (2002-2005) for Ministry of Food Processing Industries (MoFPI), Government of India**

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

This consultancy involved evaluation of projects assisted through grant by Ministry of Food Processing Industries in North Zone covering 10 states viz. Uttar Pradesh, Madhya Pradesh, Himachal Pradesh, J & K, Punjab, Chhattisgarh, Uttarakhand, Haryana, Chandigarh and Delhi during the first three years of 10<sup>th</sup> Plan Period (2002-2005) to make the plan schemes more meaningful and effective.

#### **Services Provided:**

- Conduct of a diagnostic assessment of each project supported by MoFPI individually after undertaking visit to each project and obtaining details physically in the relevant proforma for production units, infrastructure projects (other than food parks), R & D, HRD projects/facilities;
- Assessment of the success rates in terms of utilization of grant for the purpose intended, units in production, production being markets, profitability of the unit, and other parameters for R & D and HRD projects;
- Assessment of the export-orientation of the units/projects, direct and indirect employment generation (segregated for women and SC/ST beneficiaries) per lakh of grant, linkage of farm produce used per unit in terms of farm incomes per lakh of grant, private/bank investment leveraged per lakh of grant, value addition per lakh of grant;
- Assessment of the efficacy of existing mode of capital subsidy and possible switchover to interest subsidy pattern; and
- Evolving recommendations on (a) need for change in parameters/orientation of the scheme (b) need for upward/downward revision of quantum of financial assistance (c) product which need to be focused in a particular region/state for development (d) new technology requirements (e) reduction of wastage (f) human resource development and (g) quality control.

### **Study for the Creation and Maintenance of a Business Register under India Statistical Strengthening Project (ISSP) Tier-1 for Ministry of Statistics and Programme Implementation, Government of India**

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

The study was an exploratory venture aimed at preparing a blueprint for the creation and maintenance of the Business Register in India and pave the way for the development of the register. The study was concerned with the assessment of the feasibility of preparing a Business Register by combining different administrative lists, after due consideration of their merits and demerits for statistical purposes. The approach of the study essentially centered around identifying a core list on the basis of completeness, periodicity of updation, statistical or economic relevance of the content, accuracy of information and classificatory details facilitating stratification and then supplementing the list from different sources. The study was envisaged to lead to the development of a prototype Business Register and a blue print for the construction of national level Business Register. This involved a pilot survey covering proving and validation of administrative lists in three districts of Andhra Pradesh viz. Hyderabad district, Ranga Reddy district & Medak district.



### Services Provided:

#### The specific services provided by JPS were as follows:

- Examine the Procure various administrative lists and examine the suitability of each of them to be used for the creation and maintenance of Business Register;
- features of the source lists from the point of view of content, coverage, specifications, usability and other relevant factors and point out the merits and demerits;
- Identify the core and candidate lists for the exploratory study based on specified objective criteria;
- Validate the candidate lists provided by client. Compare and report on list contents including number of businesses by PIN;
- Plan the proving and validation surveys including the survey instruments and instructions, sampling design for validation survey and operational plan. The guidance of Australian Bureau of Statistic, the International Consultant and Task Force constituted within the Ministry of Statistics and Programme Implementaion was used for this purpose;
- Undertake the study in the selected districts of Andhra Pradesh (viz. Hyderabad, Ranga Reddy & Medak districts) including the validation survey on the basis of an agreed plan. The proving survey was carried out by physically surveying each of the units in the core and candidate lists. About 5000 units were surveyed in proving survey. The validation survey involved about 1000 units in selected urban blocks and villages to identify the existence of the units which were not included in any of the core or candidate lists. This was done by undertaking door to door survey in the selected geographical units. The methodology for both the proving and validation surveys were approved by the Task Force constituted by MOS&PI and the Steering Committee;
- Undertake data analysis and prepare a comprehensive report describing the deficiencies of each list from the points of view of quality and completeness of location identifiers, the extent of over coverage and under coverage in the present system of registration of business units under different acts, field problems and difficulties, average time requirements for each of the operations envisaged for the survey and analysis etc;
- Organize and facilitate the National Workshop to discuss the results of the survey and further plan of action for the development of a prototype Business Register with the assistance of International Consultant;
- Develop (based on the use of guidance of International Consultant) an operational plan for the construction and maintenance of the prototype Business Register including the updation mechanism. The plan included:
  - The approach
  - Data content including identifiers and classifications
  - Operational definition of units
  - Criteria for identification
  - Standards for classification
  - Procedures for creation and maintenance
  - Additions and/or modifications to the list(s) to make it suitable for the purposes of business register
- Develop the necessary software packages for the construction and maintenance of a prototype Business Register
- Prepare and install the prototype Business Register;
- Test the updating mechanism by using real data sets;
- Develop (using the guidance of International Consultant), a blue print for the construction and maintenance of a national level Business Register. The blue print included details of:



- Definitions
- Source data requirements including modifications and supply schedule
- Data content including identifiers and classificatory parameters
- Criteria for identification and classification
- Standards to be used
- Security and integrity considerations
- Procedures for construction and maintenance
- Time and cost estimates
- Work schedule and time frames

- Organize a Workshop for finalization of the blue print for construction of a Business Register

**Location:** All over India

**Client:** Ministry of Textiles, Government of India

**Funding Agency:** Ministry of Textiles, Government of India

**Period:** Aug. 2003-2004

**Associate Firm:** Nil

### **Study on Technology in the Handicrafts Sector for Office of the Development Commissioner (Handicrafts), Ministry of Textiles, Government of India**

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

The overall objective of the study was to enhance the productivity and competitiveness of the handicraft sector through induction of state-of-the-art and appropriate craft- and process-specific technologies chosen on the basis of assessment of globally available technologies vis-à-vis identified needs at the artisan, exporter, and cluster levels.

#### **Services Provided:**

- Assessment of the current status of technology and related technological gaps in metal-based crafts, leather-based crafts and stone-based crafts, through the conduct of a baseline survey;
- Assessment of the manufacturer's requirement for competitive technology, factors influencing the use of technology and availability of technical staff for technology dissemination, through conduct of a survey;
- Identification of areas of technology induction / upgradation / innovation at the four levels, viz. raw material processing, intermediate, product and product re-engineering, for improving productivity of various crafts segments and product innovation;
- Collection and analysis of information on current levels, features and type of technologies in use at a global level;
- Identification and assessment of globally available technologies for deployment in India at the above four levels;
- Recommendations, as regards technology procurement, equipment, tools and fixtures; facilitation of technology adoption, technology requirements for production re-engineering and specific vendor development for the chosen/ adopted technologies;
- Development of a deployment plan of the chosen/identified technology at three levels, viz. artisan, exporter and cluster (common facilities) levels; and
- Development of a strategy for creating a supply & maintenance chain for the chosen and deployed technology to sustain the process of technological upgradation and innovation through vendor development.





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

**Previous Positions:**

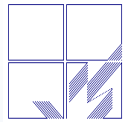
- Senior Research Officer, National Institute of Health and Family Welfare (NIHFW)
- Senior Consultant, Program Coordinator, Astron Hospital and Health Care Consultants
- Research Officer, National Institute of Health and Family Welfare.
- Program Manager, Jagruti and Andheri Hilfe Germany

**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



**Corporate Office:**

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