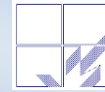


Profile

**ORGANISATION RESTRUCTURING & HUMAN RESOURCE
DEVELOPMENT**





ABOUT JPS ASSOCIATES

JPS Associates is a consulting firm specializing in management, development, agriculture & natural resources management, and engineering. The company was founded in 1987 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 1000 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: 2015 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

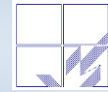
Development

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

Agriculture & Natural Resources

- Natural Resource Management
- Environmental Management
- 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



SERVICES:

- Participatory Research, Planning and Design
- Organisational/Institutional Assessment
- Policy Support & Advisory Services
- Facilitating Organisational and Institutional Development Strategies, Processes & Plans
- 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



Location: Odisha

Client: Odisha Livelihoods Mission

Funding Agency: World Bank

Period: 13th August, 2015 – 31st March, 2018

Associate Firm: Nil

RELEVANT EXPERIENCE

Human Resources Management for the year 2015-18 under OLM

Brief Description of Project:

National Rural Livelihoods Mission (NRLM) aims at eradication of rural poverty by building sustainable institutions of poor and ultimately leading them to sustainable livelihoods. The basic purpose of National Rural Livelihoods Mission is to put in place a dedicated and sensitive support structure from the national level to the sub-district level which will focus on the poor, build and sustain their organizations at different levels. This will provide the poor a platform for collective action based on self help and mutual cooperation, build linkages with mainstream institutions, including banks, and government departments to address the various dimensions of poverty. Odisha Livelihoods Mission (OLM), a society formed by the Panchayati Raj Department and registered under the Societies Registration Act 1860 is implementing NRLM in the State of Odisha. The society has a two tier structure, Governing Body and Executive Committee. To strengthen the administrative set up, the State Mission Management Unit (SMMU) has provision for a full time CEO, Additional CEO, Deputy CEO and a core team comprising Project Managers & Project Executives from various thematic areas. OLM has implementation support structure at district and block level as well.

In addition to the existing staff strength of the Mission, OLM has recently recruited and placed staff at state, district and block level following a competitive selection process.

The objective of the assignment is to:

- Implement and coordinate performance appraisal of around 500 staff for the financial year 2015-16.
- Undertake periodic contract management of existing staff
- Coordinate staff capacity building programs
- Provide backup support for HR systems management

Scope of the Assignment: OLM engaged JPS, as HR Agency, to work closely with the OLM HR cell under the guidance and supervision of CEO and/or Additional CEO (Programme Support) to perform the tasks derived from the objective of the assignment. Apart from these tasks, it is envisaged that JPS will be asked to deliver other tasks as agreed upon in the Annual Work Plan.

It is expected that JPS, as HR Agency, will put in place a support team consisting of professional and support staff to complete the listed deliverables derived from the objective of the assignment. This support team will suggest improvements in the existing performance appraisal system suitable for the rural development project so that appraisal system will be objective, measurable and linked to actual performance. Performance appraisal system (PAS) is envisaged to be designed in such a manner that core competencies for each role vis a vis performance gap are identified, which will be addressed through training and development initiative.

Apart from implementation of PAS, staff capacity building is also critical from the Mission's perspective. Based on the need identification through performance appraisal of staff and other feedback received from time to time, the support team is envisaged to help the Mission to design the staff capacity building strategy. It is also considered essential for the support team to do timely contract execution and renewal to avoid legal complications. Staff contract management will be linked to the satisfactory performance appraisal. JPS, as HR Agency, is envisaged to provide full time project assistants for staff record management, leave management, statutory compliances, execution and renewal of contract.



Services Provided:

- i. **Annual Work Plan:** JPS, as HR Agency, is envisaged to develop an Annual Work Plan jointly with HR Cell of OLM and submit to the management of OLM for approval. The Annual Work Plan will clearly list out the activities, outputs, delivery timelines and reimbursable costs in respect of the deliverables.
- ii. **Performance Appraisal System (PAS):** JPS, as HR Agency, is envisaged to be responsible for improving upon the existing PAS system in consultation with HR Cell of OLM and implement performance appraisal system as proposed and agreed by the OLM. The support team will provide all necessary hand-holding and training support to OLM for rolling out the PAS. The exact process steps and timeline to roll out PAS will be agreed with the OLM. In addition to this, the support team will also generate Performance Appraisal Report (PAR) after its compilation.
- iii. **Periodic Contract Management of Entire Staff:** JPS is envisaged to facilitate the contract execution process for the newly joined staff in the Mission. There will be two performance reviews to decide further continuance of the staff in the Mission. There will first be a performance review after the end of six months probation to retain the staff for a period of one year and, based on annual performance review, a decision will be taken on renewal of contract. JPS is envisaged to facilitate renewal of contract in terms of PAR and issuing letters of renewal to the staff concerned.
- iv. **Staff Capacity Building Programs:** JPS is envisaged to coordinate the staff capacity building programs in terms of organizing logistics and preparing training calendar and monitoring all staff training program within /outside the State as per the Annual Action Plan. In addition to this, JPS is envisaged to prepare the database of staff receiving mandatory training along with non-receipt of any kind of training due to any reason whatsoever.
- v. **Provide Back Office Support for Staff Management:** JPS, as HR Agency, is also responsible for providing all back office support related to staff management which includes staff record management, maintaining and updating personal file of staff, staff contract management, leave records management, training records, letter drafting and statutory compliance related to EPF.

Preparation of Training Plan and Development of Cooperative Programmes for Research Standardization & Development for the National Highways Authority of India (NHAI) under the World Bank Technical Assistance Project – Package No.WBTA-01

Brief Description of Project:

To meet the expanded NHDP mandate, industry challenges and to effectively manage and implement changing nature of its portfolio (from item-rate contracts to PPP), there is an urgent need to build institutional capacity and transform NHAI to a multi-disciplinary, modern and fully equipped entity rather than to remain merely as an 'Engineering Organisation'. This consultancy is envisaged to support structured trainings and exposure visits to countries for capacity building in selected areas including twinning arrangements with agencies/institutions of repute abroad in areas such as Project Management, Project Financing, Appraisals and PPPs, Road Safety, Asset Management, Environment and Social Management, Legal and Arbitration and Procurement. NHAI seeks the assistance of JPS for assessing training need of technical / functional staff on the basis of required qualifications and submit annual training programme mutually agreed by the World Bank to identify the trainings to be funded under the Project.

The objective of the consultancy services is to design a training programme on the basis of training needs assessment, keeping in view the following issues:

Location: New Delhi

Client: National Highways Authority of India

Funding Agency: World Bank

Period: June, 2014 – 26th September, 2016

Associate Firm: Nil



- Wherever there are sizable numbers of people having the same training needs, it is advisable to organize an in-company programme. The organization can save a lot of cost. The probability of the trainees actually applying what they have learned is high because of high group support.
- Whenever new systems have to be introduced and training is needed for a sizable group of employees, it is advisable to organize training within the company.
- It is better to aim at in-company programmes for technical skill wherever possible and outside programme for managerial and behavioural development.
- People performing responsible roles in the organization should be encouraged to go out periodically for training, where they would have more opportunities to interact with executives of other organizations and get ideas as well as stimulate their own thinking.
- The training department should play a dynamic role in monitoring the training activities. It should continuously assess the impact of training and help the trainees in practicing whatever they have learnt.
- Whenever an individual is sponsored for training, he should be told categorically the reasons for sponsoring him and the expectations of the organization from him after he returns from the programme.

Services Provided:

- Develop a strategy for imparting training programmes by reviewing and suggesting possible amendments to HR Policies. This is the most significant step lest this becomes another adhoc exercise. This would require defining ways the training is to be imparted, i.e. hands on training, e-learning, face to face interactions, secondment to different agencies, internal rotation, Acting Managers (in case of leave), annual retreats/forums etc. Further, it has to be woven into the HR Policies as to how training programme are to be reflected in annual assessment and career progression. The strategy should also devote due attention to funding such training programmes. This may open up new challenges, but it is a fundamental requisite as training deals with human resources and governing policies have direct impact.
- Develop an immersion programme for each new entrant to NHAI. This should target both managerial level as well as executive assistant level and should include, amongst others, the nature of works / operations of agency, communication plans, QC and Audit functions, HR Policies, on-boarding help etc.
- Identify key areas in which the training need exists. At the corporate level, a defined training strategy shall guide this step (and creating panels of Institutions can be a possible outcome). The functional departments can help identifying this on yearly basis. It may not be possible to identify all possible programmes on priority. Hence, this is likely to be a yearly exercise. Ideally, the training strategy should map out the employee profile and the agency requirements and plan accordingly. The training needs assessment and development of training programmes is to be carried out for all levels of employees of NHAI. The number of employees (including regular, deputation & long term contract) working in NHAI HQ, ROs, PIUs and CMUs are 1100 approx, and are posted at various departments, i.e. Administration, Finance, Technical, Coordination, Information Technology, Technical Induction Cell, Contract Management Cell, Legal & Arbitration, Commercial Operation, Corridor Management, Road Safety, Land Acquisition etc.
- Define a mechanism by which trainee programmes / institutions / resource person are identified, training personnel selected in an objective manner on a yearly basis and evaluation of imparted training is undertaken at agency level. Typically, this mechanism should report on percentage of staff having access to training. These services should not target developing of any training material, except perhaps the general immersion programme. Development of specific material should be left to identified institutions who are to provide specific training.



Location: South Sikkim

Client: Project Director,
Project Management
Implementation Unit (PMIU)
South Asia Tourism
Infrastructure Development
Project – India (SATIDP),
Department of Tourism &
Civil Aviation, Government
of Sikkim/(ADB Loan
No.:2578 – IND)

Funding Agency: Asian
Development Bank

Period: September, 2013 –
March, 2016

Associate Firm: Nil

Preparation of Operationalization Plan & Curriculum Development for Indian Himalayan Centre for Adventure and Eco-tourism, Chemchey, South Sikkim (ADB Loan No.:2578 – IND)

Brief Description of Project:

The development of the Indian Himalayan Centre for Adventure and Eco-Tourism (IHCAE), Chemchey, Sikkim is a key sub-regional human resource development initiative designed to support the development of cultural, natural and adventure tourism products and market through training of trainers, managers, operators, guides, and students in the South Asia sub-region; and training of interested tourists. The Indian Himalayan Centre for Adventure and Eco-Tourism (IHCAE) was envisaged to address the critical need for human resource development not only in Sikkim or in India but also in the South Asia sub-region whose economy and people's livelihood largely depends on nature-based tourism. Sikkim, because of (i) its central location easily accessible from all countries in the sub-region, (ii) being a premier destination for nature and culture-based tourism, and (iii) its good practices on sustainable nature- and culture-based tourism, provides the ideal venue for such a sub-regional institute of excellence. Its central location, easily accessible from all countries in the sub-region, being a premier destination for nature and culture-based tourism, and its good practices on sustainable nature- and culture-based tourism, provides the ideal venue for such a sub regional institute of excellence.

The proposed centre is spread over 17 Acres. The construction began in 2005 and as per the physical master plan, and the centre had received funds to complete phase 1 and 2 of the project from the central Ministry of Tourism, Government of India. The activities completed include guest houses, meditation centre, administrative centre and cafeteria. Approval has been accorded for the mountain interpretation centre, administrative block and students hostels. However, lack of funding for training facilities and equipment delayed operationalization. To bridge this gap, Asian Development Bank, in 2008 agreed for a viability gap funding by including it in the list of sub-projects for loan support for SASEC South Asia Tourism Infrastructure Development Project- India (Loan No. 2578, Project No. 39399-IND) to Department of Tourism, Government of Sikkim (DoT&CAv, GoS). For complete operationalization and implementation of the sub-project goals of IHCAE, Chemchey, the PMIU appointed JPS to assist in executing the said project activity. The project activity comprises of two parts:

- Part A for preparing Operationalization Plan for IHCAE.
- Part B for outlaying & designing the Curriculum Development Plan for IHCAE

The key objective of this consulting assignment is, thus, to outline an operationalization and overall institutional management plan as well as design and outlay proposals for curriculum/course content for the training and educational programme to be carried out in the future- for Himalayan Training Institute for Nature & Culture Based Tourism, Chemchey, Sikkim, India. The central objectives will be to achieve the following outlined goals promoted as part of the tourism policy of Sikkim:

- Ensuring balance between tourism related activities and biodiversity protection, promotion and inclusion in highly sensitive alpine areas of Sikkim;
- Strengthening the planning, development and management skills of the public sector officials at the sub-regional, national, regional, state and district level to ensure that nature and culture based tourism products and destinations are developed on a sustainable and inclusive basis;
- Enhance the skills of site managers of protected and other areas in which adventure and ecotourism takes place with improved local community and the private sector stakeholders participation;



- Increase the number and quality of trained adventure and ecotourism professionals and guides;
- Develop the knowledge of the private sector tour operators and local community ecotourism service providers for sustainable development of nature and culture based tourism products and markets;
- To enhance the human resources & skills in this sector; and
- Focus on employment opportunities that Sikkim could offer in the sub-region where such specialized institutes need to be established.

Services Provided:

Part A: Scope of Services for Preparation of the Operationalization Plan for IHCAE

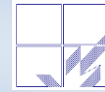
The scope of services for preparation of the Operationalisation Plan for IHCAE, Chemchey include the following:

- Identification and preparation of resource pattern mapping of the local and global potentials and opportunities for IHCAE. Prepare SWOT analysis of these resources and target audiences available globally to provide a specific strategic and directional plan for the institute;
- Identification and preparation of deployment plan of the absolute skills, staffs and other resources demanded by the IHCAE;
- Identification and preparation of partnership plan between IHCAE and with Indian, South Asian sub-regional and Global Institutions involved in education, training and research in ecotourism and other related fields for affiliations, accreditations and recognitions-detailing the acquisition procedures, time frames, meeting their requirements and future expectations;
- Assessment of available and potential allocations and preparation of short term and long term business plan for IHCAE;
- Assessment of scenarios and preparation of marketing, outreach and promotion plan for IHCAE;
- Identification, establishment and development of interest based networking linkages and relationship management plan between IHCAE and other communities like institutions, schools, colleges, forums, government departments, NGOs, CBOs, etc.;
- Assessment of the policy framework and legal environment and development institutionalization road map for transition of IHCAE from state owned enterprise to a not-for profit organization within 3-5 years;
- Assessment of the investment, stimulation and development options and preparation of the long term institutional development plan for IHCAE;
- Provide an action plan detailing how to improve (a) potential employability opportunities for the eco-tourism professionals (b) increased learning outcomes of the students/trainers;
- Prepare target plans for meeting the needs institutional expansion, new infrastructural needs, training needs, human resources, equipment and other hardware and software needs; and
- Propose methods for improving IHCAE's interactions with tourism industry and help establish it as a premiere institute for research and consultation in eco-tourism and biodiversity in the Asia sub-region.

Part B: Scope of Services for Curriculum Development Plan for IHCAE

The scope of services for designing and outlaying of the Curriculum Development Plan for IHCAE, Chemchey include the following:

- Assess the competitive scenario of curriculum and course content of subjects that are preliminary planned by IHCAE or any other appropriate curriculum that may be significant to the IHCAE's vision or Sikkim's tourism prospect scenario- from both national and international learning about eco-tourism/mountaineering/adventure institutes. Research existing similar curriculum available with other similar institutes and prepare performance indicators (through case studies).



- Identify, access and utilize appropriate subject matter experts in the curriculum development process. Meet and hold consultations with the communities actively working in the field of tourism development, nature promotion, cultural promotion, adventure sports, healthcare & wellness, etc. to refine the draft curriculum needs and interests.
- Develop a full curriculum for the topic area, understanding the nuances of the subjects of nature and culture based eco-tourism, adventure & leisure tourism, health & wellness tourism, and overall tourism planning & product development aspects. The curriculum should include the following components: (a) Competencies; (b) Learning objectives; (c) Lesson plans; (d) classification; (e) its operation and functionality; (f) change monitoring; and (g) risks and mitigations. Design contents and decide activities for short-term courses, vocational courses, tailor made courses, seminar, dissertation (thesis) and onsite training modules.
- Outline the faculties, expertise, support staff, hardware, software, training equipments, physical infrastructure, library resources, research and development facilities, logistics, endowment requirements, social support skills, etc. required by the proposed courses.
- Determine the length & verticality of each proposed courses and outline the optimal strength (number of learners/trainers) it can carry. Also design the course content according to semesters.
- Define guidelines for qualitative and quantitative aspects of exams, practical's and professional practice if required by the curriculum's performance assessments methods.
- Design preliminary roasters for master trainers, academicians, teachers, expertise, etc. for in house and outsourced teaching & training.
- Determine the anticipated actual costs (fee) for academic, extra-curricular, supporting facilities, training modules based on per capita fiscal and resource costs investment. Predict and project the recurring, incremental and risk mitigation costs for the proposed academic activities.
- Include alternative approaches to accommodate the varying knowledge levels of potential attendees as well as the innovative and different learning styles that may be present within a group of attendees.
- Develop an academic evaluation framework for each courses and training module and the core course, to be shared by the training participants.
- Develop a preliminary form and structure for training compendium to support a "train the trainer" approach to curriculum use and application for training the guides, trekkers, mountaineer, etc.
- Help IHCAE for formulating enactments, procedures and time-frames for approvals, recognition and consent for inclusion of the proposed curriculum in the mainstream educational system of the State of Sikkim and subsequently with AICTE, UGC, or any other appropriate national techno-professional courses bodies or councils.

Limited down-streaming in form of the performance monitoring and assessment by the Consultant team members for this assignment is mandated by the Client.

In addition, training of Client staffs/line departments/stakeholders/host communities/institutions is a specific component of this assignment.

Location: New Delhi

Client: Ministry of Urban Development, Govt. of India

Funding Agency: World Bank

Period: July 2013 – February, 2014

Associates Firm: Nil

Preparation of Training Need Assessment (TNA) and Preparation of Strategic Training Plan under Capacity Building for Urban Development (CBUD) project for Ministry of Urban Development, Government of India

Brief Description of Project:

The Government of India (GoI) is implementing Capacity Building for Urban Development Project (CBUDP) with the support of the World Bank. CBUDP is configured to provide comprehensive framework for longer term capacity development requirements and incorporates urgent priorities identified by the GoI for the Ministries of Urban Development (MoUD) and Ministry of Housing and Urban Poverty Alleviation



(MoHUPA) for capacity development of ULBs in provision of effective service and urban poverty reduction. The Project has two components viz. Component-1: capacity development for strengthened urban management and Component-2: capacity building for effective urban poverty monitoring and alleviation. One of the important focus areas under Component I of CBUDP is enhancing knowledge and skills of elected representatives and appointed officials and staff of the ULBs.

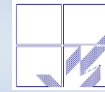
The objective of the captioned assignment is to design and deliver a demand based training program for elected representatives of ULBs and its officials and staff from a sample (11 cities) of the 30 ULBs that are participating in Component – I of the CBUD Project.

Specific objectives of the assignment are as follows:

- Conduct formal Training Needs Assessment (TNA) for making the learning events relevant to actual training needs of the ULB officials, both elected & appointed, and use the findings of the TNA for the preparation of a Strategic Training Plan; and
- Prepare Strategic Training Plan containing subject area of training, training modules & target groups for each training.

Services Provided:

- Conducting Training Needs Assessment (TNA) of both elected & appointed officials of the urban local bodies in the four focused areas of the Component – I of the CBUD Project as detailed below:
 - **Financial & FM Reform:** The CBUD project would support ULBs in the key areas of improving budgeting & planning, expenditure management, procurement planning & execution, revenue mobilization (including property tax, development charges & user charges), asset/liability management, accrual accounting, internal controls, auditing, FM information systems, procurement, capacity enhancement of municipal accountants & IT standardization. Implementation & operational planning, including developing strategies for project execution & monitoring and review, including effective quality control procedures will also be supported.
 - **Framework for Urban Planning:** The CBUD project would support ULB reforms to the urban planning process & land management, including pro-poor planning approaches.
 - **Service Delivery:** The CBUD project would support institutional design in ULBs for service delivery, tariff & subsidy design, the functioning framework (including access to capital markets, public private partnerships, & carbon finance), service delivery for the poor, strengthening project planning, implementation, performance planning & benchmarking, and efficient management of social impacts.
 - **Framework for Governance:** CBUD The project would seek to improve the quality of the interactions between local officials and citizens through support for citizen awareness & participation (e.g. citizen scorecards, stakeholder forums) and skills development for elected officials. In addition, to improve transparency, public consultations, citizens forums and measures such as disclosure of finalized audited financial statement would be supported.
- TNA to be conducted by taking a sample of ULBs out of the 30 ULBs that are presently under the purview of Component-I of the CBUDP. Training needs assessment (TNA) of both appointed and elected functionaries of the urban local bodies are envisaged to be conducted in the context of organizational goals and objectives of the urban local bodies (ULBs) by following the steps mentioned below:
- Determine goals and objectives of each department of the ULBs and the skills required by the appointed functionaries for achieving the goals and objectives and for performing the work assigned to the staff (including the officers) in each department (job description) at each level in the various departments



- Check the competency profile of the staff (including the officers) at all levels in the various departments of the ULBs and highlight the existing skills which the members of the staff (including the officers) have for performing his/her jobs/functions
- Compare the existing skills with the desired skills and determine the training needs of the staff (including the officers) at all levels
- Findings of the TNA & a market assessment of available training courses (covering topics, target groups and duration etc) in various institutions along with the feedback received in the workshop are envisaged to be used for formulating a three-year Strategic Training Plan consisting of (i) Training courses to be conducted in the focus areas of CBUD Project (ii) Training modules for each of the training courses (iii) Target group for each training course (iv) priority based phasing of training courses over a period of three years (v) Exposure trips/ study tours to be conducted on best practices within and outside the country in next three years indicating the topics, duration, places to be visited, and the targeted participants for each trip.
- The Consultants are envisaged to organize a Workshop for the officials of the MoUD and other stakeholders for validation of the draft Strategic Training Plan and incorporate the feedback to be received from the Workshop in the final Strategic Training Plan.

Location: New Delhi

Client: Institute of Foreign Trade (IIFT)

Funding Agency: Institute of Foreign Trade (IIFT)

Period: April 2013-September, 2013

Associate Firm: Nil

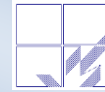
Administrative Restructuring of Indian Institute of Foreign Trade (IIFT)

Brief Description of Project:

- Organization/ Restructuring of administrative framework of IIFT for better productivity, efficiency and fast decision making.
- Integration of Outsourcing in the structure of administrative machinery
- Right sizing of administrative staff including support staff of faculty with reference to UGC norms/ norms followed by similar institutions and Deemed Universities,
- Framework for improvement of efficiency and productivity of staff at all levels.
- Framework for competency mapping and evaluation
- Framework for Career Progression.

Services Provided:

- Study of existing organizational Structure, functions, processes and SWOT Analysis.
- Assessment of future manpower needs and suggesting changes in organization structure in line with IIFT Vision/ Mission/ Objectives.
- Study of outsourcing mechanism and suggesting the ways to integrate the outsourcing function into administrative machinery.
- Building a Competency Mapping Framework to enhance the productivity and efficiency of admin staff at all levels.
- Based on the competency mapping framework, critical analysis of the existing organizational structure (within the purview of administrative framework) and suggest an optimal structure of admin staff with requisite competencies.
- Preparation of a Manpower Plan including financial implications thereof.
- Study of existing decision making system and prepare an 'Authority-Responsibility-Desired Outcome' Matrix.
- Review of system of delegation of powers; including procedure and extent of delegation of administrative and financial powers to make suitable recommendations for promoting faster and more efficient decision making at all levels.
- Review of exiting practices and rules pertaining to promotions/ career progressions and study of the Best Practices in this area prevailing in similar institutes and deemed universities to recommend an appropriate framework for career progression.



Location: Tamil Nadu and Rajasthan, India

Client: Neyveli Lignite Corporation Limited (NLC Limited), Ministry of Coal, Government of India

Funding Agency: Neyveli Lignite Corporation Limited (NLC Limited), Ministry of Coal, Government of India

Period: 2012 – 2013

Associate Firm: Nil

Conduct of Organization Climate Survey for measuring the effectiveness of HR Policies, Systems and Processes (diagnostic) and Recommendations for Improvement (Recommendative) for Neyveli Lignite Corporation Limited

Brief Description of Project:

Neyveli Lignite Corporation Limited is a “Navratna” Government of India Enterprise, under the administrative control of Ministry of Coal. In pursuit to improve the HR strategy/systems/practices in NLC Limited and to meet the changing role of HR as a Strategic Business Partner, JPS was entrusted to conduct a diagnostic and recommendative study on Organisational Climate of NLC Limited in order to measure the effectiveness and alignment of existing HR policies, systems and processes and suggest appropriate interventions to strengthen the same to meet the genuine expectations of employees in tandem with organizational objectives.

Services Provided:

Phase I

- Mapping the view and concerns of NLC Management through discussion/interview with Senior Officials of NLC and HR.
- Finalization of the objectives of the survey.
- Identifying the Dimensions/parameters to be covered in the survey, finalizing the weightage/ measures of the questionnaire, evolving and finalizing the Questionnaire in English for executives and in Tamil for non-executives posted at Neyveli, Chennai and Tuticorin and in Hindi for those posted at Barsingasar Project through joint discussions.
- Finalization of the percentage of population to be covered in each category of employees.
- Conduct of Pilot Survey amongst Executives and Non-Executives for validation of the Questionnaire in English for executives and in Tamil for non-executives posted at Neyveli, Chennai and Tuticorin and in Hindi for those posted at Barsingasar Project
- Incorporation of improvements, if any, in the questionnaire.

Phase II

- Conduct of the survey in English for executives and in Tamil for non-executives posted at Neyveli and in Hindi for those posted at Barsingasar Project.
- Methodology of Research to comprise of Focused Group Discussions, Structured Questionnaire and Interviews.
- Analysis of the questionnaire inputs (from 40% of respondents viz. 7200 employees) in a structured manner and quantify the outputs suitably to make it meaningful.
- Removing the disparity and contradictions in the qualitative input.
- Comparison of NLC output with other such surveys involving leading organizations (Mining and Power Generation) in India during last decade.

Phase III

- Analysis of data and submission of interim report to NLC.
- Submission of final detailed report after presentation and discussion on Interim report. The Final Report to indicate/contain the findings Unit wise, Company/Department/Function wise and Employee category wise analysis or as may be required by NLC and Suggested interventions for strengthening/recommendations with a futuristic outlook.



Location: A.P. & Chhattisgarh, India

Client: National Mineral Development Corporation Limited (NMDC Limited), Ministry of Steel

Funding Agency: National Mineral Development Corporation Limited (NMDC Limited), Ministry of Steel

Period: 2011-2014

Associate Firm: Nil

Location: Karnataka, Andhra Pradesh, Rajasthan & Haryana, India

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: Oct. 2011-March, 2013

Associate Firm: Nil

Study and Designing of Organizational Structure for NISP, Nagarnar, Chhattisgarh for NMDC Limited

Brief Description of Project:

Incorporated in 1958 as a Government of India fully owned public enterprise. NMDC Ltd is under the administrative control of the Ministry of Steel, Government of India. NMDC Ltd is setting up a 3 MT Nagarnar Integrated Steel Plant (NISP) in Chhattisgarh as part of diversification plan. The Plant is planned to be commissioned in 2014. For the Steel Plant, being a new entity in the Company, a suitable organization structure is to be involved and designed. JPS was entrusted with this consultancy which envisaged the development of proposed organization structure which is lean and efficient to make the unit globally competitive.

Services Provided:

- Study of Corporate Goals and Strategy of NMDC Ltd envisaged for this new entity.
- Designing a suitable organization structure commensurate with organizational requirements, strategy and environment taking into account the elements such as external environment; internal environment which includes technology, processes, resources and linkage with the parent organization and environment integrative frame work; components of organization covering structure (vertical and horizontal) and structural implications; job design; control system; and information flow.
- The work flow activity schedule spread over 16 weeks and major tasks in four stages were to be undertaken as follows: Inception Phase; Design of a suitable structure; Staffing, coordination and control; Articulation of plans and policies required for putting in place a lean and efficient organizational structure.
- The study includes various staff functions; estimate of staffing during construction stage for smooth transition to operating stage, presentation to NMDC management at each significant stage; visit to NISP, Nagarnar; defining broad rules and responsibilities and statutory requirements of posts.

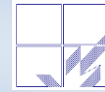
Provision of Consultancy Services for Documents on Corporate Mission/ Vision SWOT Analysis, Scheme of PRP, PLI and PMS for State Farms Corporation of India Limited

Brief Description of Project:

In 1969, to manage the affair 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. As on date, SFCI is managing six large mechanized farms situated in 4 states in different agro climatic zones of the Country. The objective of the captioned study is 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 and thus 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 to specifically cover the following areas: Budget V/s 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.
- 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.
- 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.

Location: NCR, Delhi

Client: National Projects Construction Corporation Ltd (NPCC Ltd)

Funding Agency: National Projects Construction Corporation Ltd (NPCC Ltd)

Period: 2010-2014

Associate Firm: Nil

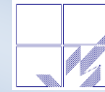
Preparation of a Manual for Human Resources & Manpower Plan for National Projects Construction Corporation Ltd

Brief Description of Project:

National Projects Construction Corporation Limited (NPCC) was established in the year 1957 as a premier construction company to create necessary infrastructure for economic development of the country. It was to provide the necessary manpower & know how for the construction of National Projects and also act as a price deterrent for the Private Sector. In its 50 years of existence the Corporation has successfully associated itself with completion of over 130 National Projects from concept to commissioning stage. NPCC Ltd assigned the consultancy to prepare a Manual for Human Resources & Manpower Plan to review the policy & rules of personnel, procedures and systems covering the existing organization chart, delegation of powers, recruitment policy rules, promotion and transfer policies, leave rules, training and development, industrial relations, welfare measures, service terms and conditions, gratuity trust rules, inquiry/disciplinary proceedings, CCA rules etc and to identify the gaps in HR policies and changes in the regulatory framework in which NPCC Ltd operates as well as review the business plans of NPCC to incorporate changes in the HR Manual to analyse the current skills inventory after a review of the job descriptions and the required job specifications to enable the formulation of a manpower plan together with recommendations on the type and tenure of employee training programmes.

Services Provided:

- Review of policy & rules of personnel procedures and systems covering essential aspects like the existing organization chart, standard executive/ non-executive designations, delegation of powers, recruitment policy, promotion policy, transfer policy, leave rules and LTC rules.
- Review of training & development and industrial relations.
- Review of welfare measures (Group Insurance Scheme, Medical Attendance Rules, rules and procedures for other employees' benefit schemes)
- Review of terms & conditions of service of regular employees, casual/ contact basis as well as work charged employees, admissibly of regulation of pay and allowances and wages and salary administration.
- Review of gratuity trust rules, inquiry/ disciplinary proceedings and CCA rules.



Location: Nagpur, India

Client: Manganese Ore India Limited (MOIL Limited), Ministry of Steel, Government of India.

Funding Agency: Manganese Ore India Limited (MOIL Limited), Ministry of Steel, Government of India

Period: 2010- 2012

Associate Firm: Nil

- Identification of the gaps that need to be addressed vis-à-vis the changes in the HR policies and changes in the regulatory framework in which NPCC operates.
- Review in detail of the business plan of NPCC to incorporate changes in the HR Manual to analyse the current skills inventory after a review of the job descriptions and the required specifications to enable the formulation of a manpower plan
- Formulation of a manpower plan suited for the achievement of goals of NPCC.
- Recommendations on the type and tenure of employee training programmes etc.

Preparation of Comprehensive Corporate Plan for the Period Ending 2020 for MOIL Limited

Brief Description of Project:

MOIL is a 100% Government-Owned Company - a Miniratna PSU, under the administrative control of the Ministry of Steel. MOIL Limited assigned the consultancy to prepare a Comprehensive Corporate Plan for the period ending 2020 in order to address the growing demand of Manganese Ore and Manganese Ferro Alloys in the country. Considering the projected growth in steel, the Corporate Plan is required to spell the macro and micro level plan and strategy to be adopted in various mining and other projects, capital assets, modernizing mining methods, acquiring new leases for mining (inside the country and beyond the shores).

Services Provided:

- Preparation of the Vision, Mission and Value statement for MOIL Ltd.
- Identification of the short term and long term business goals and strategic challenges in Indian and International environment.
- Drawing the strengths and weaknesses of the company keeping the domestic and International scenarios.
- Drawing a detailed Implementation Plan and Strategy together with an Investment Plan.
- Assessing the safety and environment issues and suggesting ways for improvisation.
- Reviewing quality control measures, research & development.
- Assessing the future manpower needs of the company and suggesting changes in the organization structure to meet the future expansion/ diversification plan of the company.
- Reviewing and suggesting a comprehensive Corporate Social Responsibility Policy.

Location: New Delhi, India

Client: Engineering Projects (India) Ltd

Funding Agency: Engineering Projects (India) Ltd

Period: 2009

Associate Firm: Nil

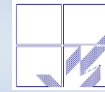
Study of Existing Policies, Preparation and Finalisation of Promotion Policy, Transfer Policy, Recruitment Policy, Manpower Planning, Delegation of Powers, Service and Conduct Rules etc for Engineering Projects (India) Ltd

Brief Description of Project:

Envisioning and visualizing the concept of turnkey execution of projects as an effective tool to create the needed infrastructure to hasten the pace of multi-disciplinary industrial construction, EPI was incorporated in 1970 as A Government of India Enterprise under the administrative control of Department of Heavy Industry. The scope of work of the assignment included study of existing policies, preparation and finalization of the policies and rules etc for EPI Ltd, a Mini Ratna Company, in order to bring about transparency of the process and procedures and transformation within the company.

Services Provided:

- Review of Promotion and Transfer Policy
- Review of Recruitment Policy, Manpower Planning



Location: Bhopal,
Madhya Pradesh, India

Client: General Admin.
Deptt., Government of
Madhya Pradesh

Funding Agency:
Government of Madhya
Pradesh

Period: 2009-2011

Associate Firm: Nil

- Development of detailed job descriptions level-wise
- Review of delegation of powers, taking into account the changes that have occurred over a period within the organization
- Review of Service and Conduct Rules
- Review of Risk Management Policy
- Assessment of employee satisfaction through an internal survey

Examination and Assessment of the Quantum of Work Under Different Sections of the Government Departments in Secretariat, Present Process Flow and Present Volume of Work viz-a-viz Manpower for Government of Madhya Pradesh

Brief Description of Project:

The Objective of the assignment was to assess the quantum of work under different sections of the government departments in Secretariat; mapping the present process flow; identifying the process redundancies; assessment of grade-wise sanctioned and vacant posts in each section; undertaking job analysis of each section for the major job categories which were decided in consultation with Department Head; review of functions of each section; identifying any functional overlap and consequent redundancies in processes between sections; and providing recommendations on organization design for each section outlining the functions, defining streamlined processes and personnel requirement.

Services Provided:

- Study of the present status of the manpower with respect to approved positions, vacant positions etc.
- Study of present data and information
- Examining the mandate and mission, goals and objectives with a view to understand the roles and responsibilities of various staff
- Examining Organizational Structure with staffing pattern to understand functional and administrative responsibilities
- Assessment of current management procedures and processes
- Manpower planning and staffing norms
- Identification of cost inefficiency areas
- SWOT analysis of the current scenario of the organization

Location: Himachal
Pradesh, India

Client: Himachal Pradesh
Public Works Department
(HP PWD), Government of
Himachal Pradesh

Funding Agency:
Himachal Pradesh Public
Works Department (HP
PWD), Government of
Himachal Pradesh

Period: 2008-2009

Associate Firm: Nil

Human Resource Development Strategy for Himachal Pradesh Public Works Department (HP PWD)

Brief Description of Project:

The Himachal Pradesh Public Works Department is engaged in planning, construction and maintenance of roads, bridges, ropeways and buildings (both residential and non-residential of various Govt. departments) in the State. The department further executes engineering work on behalf of Local Bodies, Public Undertakings, Boards & other Institutions under Himachal Pradesh Government as "Deposit works". The objective of the captioned study was to assess the training needs of all staff in the PWD through undertaking a gap analysis between current skills and required skills; prepare a detailed training program for implementation over the next three years; identify the strengths and weaknesses of the current human resource management system in the PWD; and prepare a revised human resource management plan.

Services Provided:

- Assessment of current skills and competencies on the basis of an external evaluation of the professional and technical skills and competencies of current staff at each level on a random sampling basis.



- Identifying required skills and competencies based on review of current job descriptions for all positions as defined in the PWD manual and identify necessary changes to those job descriptions in the light of likely changes to the structure and operations of the Department. to keep up with the modernization of the road sector management practices in India (including Public Works Departments in other States).
- In view of the revised job descriptions, identification of skills and competencies that are in general lacking within the department.
- Preparation of a Training Needs Assessment Report documenting the results
- Preparation of a detailed Training Plan to be implemented for the next 18 months and a less detailed schedule of activities for a further 18 months.
- Development of individual learning plans through personal interviews using a standardized format for all staff from E-in-C/CE's to Assistant Engineers (including office & accounts staff) and 25% of Junior Engineers as representatives sample covering entire topography of the state i.e. District headquarters, Sub-divisions, Zonal headquarters and remote areas of the state The individual learning plans articulated learning outcomes expected, the means of learning and the subject matter (including technical, personal and procedural aspects) including in respect of means for transferring skills – formal, on the job training, home study, technical seminars/workshops, use of internet and newsletters, identification of suitable deliverers of training, content of program, (technical, procedural and personal/management skills) and cost and implementation schedule.
- Assessment of current procedures and practices employed in human resource management involving identification of external environment or incentive factors which impede appropriate continuing professional development of PWD staff, assessment of how formal training courses are integrated or compliment other forms of staff development and career management, eliciting perceptions of all grades of staff on the impact of current recruitment, career development and HR management practices in the PWD have on individual incentives, assessment of the current in house capacity to manage HR development identifying strengths and weaknesses, assessment of the strengths and weaknesses of current recruitment, career development, promotion and disciplinary procedures and practices and preparation of a report on the Assessment of Current HR Management in the PWD.
- Preparation of a blue print of HR Development Strategy documenting what actions have to be taken, when and by whom to improve HR management over the medium term (3-5 years) covering the need for dedicated HR staffing requirements, including job description(s) for senior HR staff, details on improvement/additions to existing storage and retrieval of human resource information, including methods of providing security for individual details, means for introducing skills specialization, procedures for preparation and periodic review of individual learning plans and aggregation of such plans into unit/PWD training programs, tools for annual individual target setting and performance evaluation, including a common set of criteria and sub criteria for assessing performance of all staff, checklists for staff to monitor their own progress in achieving core skills, links to achievement of further educational and professional qualifications, changes to hiring, promotion, compensation and disciplinary procedures, estimated budget and sources of funds for implementing the plan include World Bank loan funds on a declining basis and GoHP resources on an increasing basis
- Motivational methodology/incentive strategies to be adopted for Engineering and other staff to be posted at far flung areas.



Location: Madhya Pradesh, India

Client: Water Resources Department, Govt. of Madhya Pradesh

Funding Agency: The World Bank

Period: 2008- 2011

Associate Firm: IBILT Technologies Ltd

Consultancy Services for Development of Computerized Financial Management System (CFMIS) for Sindh, Ken, Tons, Chambal & Betwa River Basins under Madhya Pradesh Water Sector Restructuring Project (MPWSRP)

Brief Description of Project:

The MPWSRP development objective was to improve productivity of water for sustainable growth and poverty reduction in selected focus river basins (Sindh, Ken, Tons, Chambal & Betwa) of Madhya Pradesh.

The objective of captioned consultancy was to develop Computerized Financial Management System (FMS), implement FMS and train project staff to use the system. This was envisaged to be achieved by studying systems requirements i.e. Systems Requirement Specification for the Financial Management System (FMS) as documented in the Financial Management Manual (FMM) and other related project documents and concept papers; design and develop a computerized system based on SRS; implement the system in designated project locations; and provide training and implementation support for use of the computerized FMS to related project staff.

Services Provided:

Development of Computerised FMS, which is able to produce the following:

Comparative Costs in all Activities in different Locations/Projects, comparative costs of overruns/economies in all activities in different locations/projects, comparative costs in work elements in different locations/projects, implementation monitoring with plan using indicators, budget monitoring to expenditure, financial database, trends analysis on different parameters, feedback to all implementing agencies on their performance, comparative performance (time & costs) of various activities in different locations/projects, financial indicators of performance (inputs, activities, outputs and impact), cost - benefit analysis, data for social benefits - cost analysis, data for impact assessment and comprehensive financial information for next phase.

Improve revenue administration under MPWSRP schemes through provision of the following:

- Demand Assessment
- Recovery Monitoring
- Trends in Revenue Demand / Recovery
- Impact of Alternative Strategies of Supply, Assessment and Recovery
- Return on Investments on Major, Medium and Minor Projects

Provide for People Participation through Web Enabled Systems (Hindi) in respect of the following:

- Information on Various Projects, Programmes, Schemes and Activities of WRD
- Information on Investments
- Information on Revenue Demands
- Reactions to New Policy Initiatives
- Suggestions and Complaints
- Impact Assessment
- Comparative Assessment of the Performance of WUAs
- Economic Opportunities



Location: Madhya Pradesh, India

Client: Water Resources Department, Govt. of Madhya Pradesh

Funding Agency: Water Resources Department, Govt. of Madhya Pradesh

Period: 2009 – 2011

Associate Firm: DHV, India

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 seeks to improve the productivity of water in selected basins of the state. The project seeks 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 Team of Experts were 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 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 formulated performance indicators and monitoring strategy in respect of change management.



Location: All over India

Client: HP Handicrafts & Handloom Corporation Limited, Government of Himachal Pradesh

Funding Agency: HP Handicrafts & Handloom Corporation Limited, Government of Himachal Pradesh

Period: 2007

Associate Firm: Nil

- 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.

Rehabilitation / Revival Plan for Himachal Pradesh State Handicrafts & Handlooms Corporation Ltd

Brief Description of Project:

Himachal Pradesh State Handicrafts & Handloom Corporation Limited, a Himachal Pradesh State Government Undertaking came into being in 1974 with the objective to assist and promote the interests of the poor weavers and artisans of the state. The captioned assignment involved conduct of an in depth study of the Corporation including its organizational structure, HR policies, financial management, marketing as well as sales and marketing infrastructure and development of a strategic framework together with an operational action plan for making the Corporation viable and financially sustainable.

Services Provided:

- Examination of the financial health of the Corporation with a focus on revenue generation, expenditure, cash flow, recoverables and profitability.
- Conduct of a detailed balance sheet analysis (for a three year period) with respect to assets, costs of maintenance, identification of unproductive assets, inventory and stocks (policy and costs), recoverables (sundry debtors); marketing costs including costs of running Emporia and marketing chain; operating cost of Training Centers, staff costs and deployment
- Analysis of the product-mix of the Corporation to determine the product-specific revenue inflow and cost of production
- Identification of marketing costs, characteristics of technology deployed in terms of age, productivity and relevance, key features of competition in terms of product quality, price, delivery schedules etc and analysis of the supply chain management
- Exploring infusion of fresh funds (equity / loan) from State Government for immediate cash, explore innovative/non-conventional measures for revenue generation including public-private partnerships and linkages with tourism sector in the state
- Document best practices of a few other State Government-run Handloom Corporations in India.
- Review the need for organisation restructuring / right-sizing
- Prepare an Action Plan with short-term, medium-term, and long-term goals for making the Corporation viable.

Location: New Delhi, India

Client: Department of Administrative Reforms and Public Grievances (DAR&PG), Ministry of Personnel, Public Grievances & Pensions, Government of India

Funding Agency: Department for International Development (DFID), U.K.

Period: 2008

Associate Firm: Nil

Functional and Strategic Review for Department of Administrative Reforms and Public Grievances

Brief Description of Project:

The Department of Administrative Reforms and Public Grievances is the nodal agency of the Government of India for administrative reforms as well as redressal of public grievances relating to the states in general and those pertaining to Central Government agencies in particular. The Department endeavors to document and disseminate successful good governance practices by way of audio-visual media and publications. The Department also undertakes activities in the field of international exchange and cooperation to promote public service reforms. The objective of the captioned assignment was to help DAR&PG strategically review and redesign its organization so that it can act as an 'internal consultant' in the context of reforms agenda of the government. It was expected that DAR&PG will emerge as the bedrock for initiating and driving the agenda of good governance through improvements in structures and



processes, promoting citizen centric governance, innovations in e-governance and a clearing house for reform ideas, action and best practices. The scope of the assignment involved a) Assisting the DAR&PG in a strategic review of its current capacities, structures, capabilities and core competencies and help prepare a strategic plan in consonance with its vision and mission; b) Designing an appropriate organization, for implementing its strategic plan, in terms of a structure, systems, processes, technology and people; c) Formulation of a HR capacity building plan for enabling the various functionaries in fulfilling their envisaged roles in the context of the organization redesign (which included a plan for enhancing the skills for services outsourcing and consultant management); and d) Formulation of an implementation and change management plan.

Services Provided:

- A critical review of the divisions in the department in terms of their functions and functioning so as to gain an understanding of the AS-IS.
- Help the department, through collective participation, to identify the key strategic issues emerging from the vision and mission statements and the reality of the present organisation.
- Based on the identified strategic issues, identify the gaps in the present organisation design and changes that need to be made in the structure, systems, processes, technology and capacity of the people to fill the gaps.
- Present to the department relevant international experiences in such reform initiating and managing efforts. This provided examples of working models.
- Through a participative process, enable the department to identify an appropriate design, from a set of choices, for implementing its strategy.
- Competency mapping of the various roles in terms of the emerging requirements and identifying the gaps vis-à-vis the existing role-holders and the means to fill them
- Developing a detailed implementation plan with specific milestones for assessing and reviewing the effectiveness of the change implementation effort.

Location: New Delhi, India

Client: National Textiles Corporation Ltd (NTC Ltd), Ministry of Textiles, Government of India

Funding Agency: Ministry of Textiles, Government of India

Period: 2009

Associate Firm: Nil

Manpower Planning and Review of Organisational Structure for NTC Ltd

Brief Description of Project:

The National Textile Corporation Limited (NTC) is a Central Public Sector Enterprise under the Ministry of Textiles which was incorporated in April 1968 for managing the affairs of sick textile undertakings in the private sector, taken over by the Government. In view of the reorganization of NTC with the merger of the nine subsidiaries in to the parent company, the work load and the responsibilities of the managers at the Head Office have changed considerably. NTC is also undertaking several actions to restructure it and emerge as a strong and profitable corporation. These include modernization of mills, spinning off some closed mills as JVs, undertaking asset sales of closed mills to be financially self sufficient etc. In view of the above changes taking place, it was felt necessary to review the organization and manpower requirement at the H.O. level and to suggest changes to make the corporation ready to undertake the changes put in motion in an efficient manner. The employees of the NTC are also ageing. Several staff members are expected to retire in the next few years. Hence it was also felt necessary to examine this aspect and suggest ways of succession planning and filling up of vacancies expected.

Services Provided:

- Review of existing organizational structure, functions and activities in the company with the fast changing requirement in order to meet the stated mission and corporate goals including future growth. This also is envisaged to take into account contacts and linkages required to be maintained with the administrative Ministry as well as other Government offices. Restructuring was to be suggested keeping in view the necessity for simplification of the existing system and procedures to arrive at the rationalized workforce at Head Office of the company.



Location: All over the Country

Client: Public Works Department, Government of Himachal Pradesh

Funding Agency: Public Works Department, Government of Himachal Pradesh

Period: 2006

Associate Firm: Nil

- To undertake Manpower Assessment Study to reorganize the hierarchial and reporting structure to be spelt out clearly.
- To assess the quantum of workload and manpower requirement for Head Office.
- Due consideration to be given to other aspects like positional requirements, sectional requirements inclusive of sections like RTI, VIP, Parliament and Official Language etc., span of control, delegation of power, succession planning etc.

Force Account Productivity Strategy for the Public Works Department, Government of Himachal Pradesh

Brief Description of Project:

The Himachal Pradesh Public Works Department is engaged in planning, construction and maintenance of roads, bridges, ropeways and buildings (both residential and non-residential of various Govt. departments) in the State. The department further executes engineering work on behalf of Local Bodies, Public Undertakings, Boards & other Institutions under Himachal Pradesh Government as "Deposit works". The captioned study was aimed to provide a framework for labour reforms which are envisaged to be implemented by HP PWD over the next five to seven years with a view to contribute towards efficient, effective and affordable roads, buildings and other maintenance. The objectives of the study were (a) to review the productivity of labour within PWD; (b) to identify causes for any poor productivity performance; (c) to suggest various strategic options for labour reforms, which are linked to the present and future civil service reforms being planned in the State; and (d) to develop a detailed plan for implementation of the agreed labour reform strategy for the HP PWD. The assignment involved reviewing the productivity of labor and benchmarking, identifying causes for poor productivity, presenting strategic options for labor reforms, development of a labor reform strategy and building consensus through workshops and communications.

Services Provided:

- Inception Report incorporating the list of primary and secondary stakeholders, giving detailed methodology and stakeholder participation plan
- Review of staffing pattern and wage structure
- Requirement of manpower and finances for maintenance activities
- Conducting sample surveys and spot checks for rate of absenteeism, ghost workers and moonlighting
- Developing a list of Indicators to analyse the labour productivity and cost effectiveness
- Consultation with different stakeholders (study committee, general public, other groups)
- Identification of major causes of low labour productivity
- Consultations with Reform Commission and Union through workshops
- Labour Productivity Audit Report
- Identification of strategic options for labour reform
- Development of Evaluation Framework
- Comparative evaluation of identified strategic options
- Labour Reform Options Paper
- Sequencing of labour reforms
- Design of financial implication of reforms
- Preparation of Labour Reform Action Plan
- Presentations to Union through a Workshop



Location: Delhi

Client: Human Settlement Management Institute (HSMI)/ HUDCO

Funding Agency: Human Settlement Management Institute (HSMI)/ HUDCO

Period: 2006

Associate Firm: Nil

Restructuring of Human Settlement Management Institute (HSMI) as a Centre of Excellence for Housing & Urban Development Corporation (HUDCO)

Brief Description of Project:

Human Settlement Management Institute (HSMI), New Delhi was established in 1985 by the Housing and Urban Development Corporation Ltd. (HUDCO) to undertake training and capacity building in the Urban Sector. The objective of the captioned assignment was preparation of vision and objectives of HSMI as a professional and academic institute of high repute taking into account research, training, academic courses, consultancy and networking services to be taken up in HSMI; evaluation of alternate methods to register HSMI as an autonomous body (Society) including through an Act of Parliament and suggestion thereon for detailed modalities; feasibility and functions for conversion into a separate society; specific assessment of manpower requirement/ manpower deployment plan for professional and academic activities taking into account proposed restructuring as well as assessment of existing staff, backlog and scope for outsourcing; preparation of strategic business plan for short term, medium-term and long-term scenario; financial estimates and arrangement including contribution from MOH&UPA and HUDCO, resource mobilization plan covering contribution of corpus funds from all the stakeholders including MOH&UPA and HUDCO; detailing for arrangements of space, facilities and fund for transition period i.e., till the shifting of HSMI to its own campus.

Services Provided:

- Create HSMI as a Centre of Excellence to cater to the capacity building needs of the human settlement sector including the housing and urban sector in the country.
- Assessing the capacity building needs and requirements of HSMI
- Considering the needs for networking at both domestic as well as international levels
- Environmental analysis including a SWOT analysis
- Drawing up HSMI's vision and the business strategic plan
- Working out the manpower requirements for a smooth transition of HSMI based on the assessment of HSMI's business plan

Location: New Delhi, India

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

Funding Agency: Department of AYUSH, Ministry of Health & Family Welfare, Government of India

Period: 2007

Associate Firm: Nil

Functional and Organisational Structure Review of National Medicinal Plants Board, Department of AYUSH

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.
- 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: New Delhi

Client: MMTC Limited,
Department of Commerce,
Ministry of Commerce &
Industry, Government of
India

Funding Agency: MMTC
Limited, Ministry of
Commerce & Industry,
Government of India

Period: Jul. 2006 – Jan.
2007

Associate Firm: Nil

Manpower Planning Study for MMTC Limited

Brief Description of Project:

Established in 1963, MMTC Limited, a Mini Ratna Company under the administrative control of Department of Commerce, Ministry of Commerce & Industry is one of the two highest foreign exchange earners for India and is a leading international trading company with a turnover of around US\$ 10 billion. It is the largest international trading company of India and the first Public Sector Enterprise to be accorded the status of "Five Star Export House" by Govt of India for long standing contribution to exports. The objective of the captioned assignment was to conduct a fresh manpower study in the areas of manpower requirement, preparing a skill inventory, identification of skill gaps and address issues relating to retention of employees.

Services Provided:

- Study in detail the existing manpower requirement in the organization and draw up a skill inventory including future requirement
- Identify skill levels required for achieving the objectives in the existing operations and new areas of operations such as F.T.Z, Power Trading, Cold Chain Management, Coal Block and Washeries etc.
- Identify the skill gaps and come out with blue print for acquiring such skills
- Address the issue of retention of existing specialized manpower as well as that which will be required for the new operational areas.

Location: Akola,
Maharashtra, India

Client: Maharashtra State
Seeds Corporation Ltd,
Government of
Maharashtra

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

Period: 2007

Associate Firm: Nil

In-depth Study of Maharashtra State Seeds Corporation Ltd (MSSCL) to Suggest Business Strategy

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
- Identifying areas for cost reduction
- 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.

Location: Uttar Pradesh, India

Client: Irrigation Department, Uttar Pradesh

Funding Agency: The World Bank

Period: 2005 – 2006

Associate Firm: MDP Consultants (P) Ltd, New Delhi

Providing Assistance in Management of UPWSRP Activities and Development of Project Management and Monitoring Information System (PMMIS) under World Bank funded Uttar Pradesh Water Sector Restructuring Project**Brief Description of Project:**

To achieve the State Water Policy, Government of Uttar Pradesh formulated UPWSRP which envisages a comprehensive program of reforms in management of state's water resources in general and irrigation, drainage and ground water in particular, under Credit from IDA towards the cost of the project.

The objective of the captioned consultancy was to assist the Project Activities Core Team (PACT) in monitoring project activities and performance evaluation towards fulfillment of the objectives of the Uttar Pradesh water sector-restructuring project, component wise and, in particular, to:

- Develop a project management information system for Uttar Pradesh water sector Restructuring project (UPWSRP) activities.
- Develop suitable baselines on key performance indicators to assess current situation.
- Assess project impacts by tracking key performance indicators (input, output and main business activities in irrigation system of pilot areas):
 - Environmental Aspect



- Operational Aspect
 - Financial Aspect
 - Water Access arrangements
 - Customers
 - Social Aspects
- To provide self-monitoring feedbacks on lessons learned during implementation for introduction of corrective actions.
 - To provide periodic reporting on project status (including data analysis, surveys, interviews, photographs, description.)
 - To develop a computerized web-enabled project monitoring system to track all aspects of project progress (including physical and financial progress and project impact) at any time
 - Strengthen the capacity of the project agencies to monitor project impacts

Services Provided:

Analysis of the project activities: Study various components of the project and current implementation; review project documents; contracts, reports; discussions with PACT, DASP, WALMI, UOID and other agencies.

Determine key performance indicators with their monitoring parameters and reporting formats: Based on the project Appraisal Document (PAD), review of project activities and discussions and determine a set of key performance indicators to assess the impact of the project based on a suggested list of performance indicators that may be modified and updated in consultation with PACT. Also, develop reporting formats, including easy-to-read graphics, in consultation with PACT.

Determine baselines for the key performance indicators: Develop baseline information for all key performance indicators and conduct the surveys in consultation with PACT and other project line agencies, Collate, computerize and analyze information in a Computerized Project Management and Monitoring Information System (PMMIS).

Monitor key parameters and input these into the PMMIS: Monitor on a regular basis the key project indicators and input these in a timely fashion into the PMMIS.

Design, implement, and operate the Project Management and Monitoring Information System (PMMIS): Develop integrated, user friendly web-based software to manage project activities and track the key project indicators. Advise PACT on any additional hardware and software required for this purpose and assist in their procurement. The PMMIS was envisaged to build upon inputs from other project information systems (including the financial management systems, the MIS, etc.). The PMMIS envisaged mechanisms for:

- Online web based project management system to determine project activity scheduling, resource allocation, etc. These would need to be accessed through the web with appropriate security and access provisions to input key project management parameters and be able to analyse this information with the functionality of modern project management systems (e.g. to produce Gantt charts, schedules, PERT/CPM analyses, etc. for each component and activity).
- Input of the key monitoring indicators for each project agency at appropriate administrative levels (e.g. Including 8 division offices of UPID in Jaunpur Branch Sub-Basin & Imanganj Branch Sub-Basin, DASP, WALMI, etc.) with appropriate security and access provisions, error-checking etc. in a spatial context using GIS.
- Develop standard queries (e.g. progress by component, activity, institution, month, year, canal system, etc.) on the monitoring knowledge base and appropriately processing data entered and generate user friendly reports, including appropriate graphics and schematics. This was envisaged to make use of appropriate GIS systems to facilitate spatial analysis progress.
- Determine data management needs and information flow arrangements: Work



Location: Gujarat

Client: The Royal Netherlands Embassy

Funding Agency: The Royal Netherlands Embassy

Period: 2006

Associate Firm: Royal Haskoning, Netherlands

with PACT to determine data needs, reporting arrangements, information flow arrangements, data validation and checks, institutional arrangements and security precautions to ensure smooth and effective functioning of the PMMIS. This was envisaged to include both information to be collected through surveys as well as information to be input by various project agency staff.

- **Training:** The consultants will provide training to key project staff in all project-related agencies (PACT, UPID, DASP, WALMI, etc.) to effectively use the PMMIS.

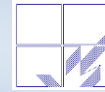
External Advisory Services (EAS) Support to Water and Sanitation Management Organisation (WASMO), Gujarat for the Royal Netherlands Embassy

Brief Description of Project:

The Government of Gujarat established the Water and Sanitation Management Organisation (WASMO) as an autonomous institution in 2002. WASMO, with the help of NGOs working as Implementation Support Agencies (ISAs) in rural areas, assists Village Panchayats and Pani Samitis (village water and sanitation committees) in planning, implementing and maintaining their water supply and sanitation systems. The objective of the external advisory services support to WASMO, Gujarat was aimed at facilitating sustainable access to safe and clean drinking water and sanitation facilities to poorer sections of the Gujarat rural population through ensuring full ownership and responsibility of communities and users of their own community managed drinking water and sanitation provisions including full Operations and Maintenance at the village level.

Services Provided:

- **Development of effective policies and strategies:** The EAS involved assisting the Government of Gujarat (GoG) through WASMO to develop a strategy and approach for reforms of the Rural Water Supply and Sanitation (RWSS) sector to reflect the paradigm shift from centralised to decentralised management. The EAS assisted WASMO in the identification of key policy areas and formulation of effective policies for sector reform.
- **Strengthening the organisational and institutional structure:** The EAS involved assisting WASMO in the development and strengthening of WASMO's organisational structure, including financial and administrative systems and operational procedures as well as assisting WASMO in becoming a facilitating organisation for the sector to play the role of a nodal agency for community managed RWSS programmes with the responsibility of fund changing. The EAS assistance to WASMO included supporting the network for the sector through capacity building programmes for partners like Panchayati Raj Institutions (PRIs), NGOs and government Institutions.
- **Develop and facilitate community managed RWSS programmes:** The EAS also assisted WASMO in developing methodologies and implementing procedures for community managed RWSS programmes. This included integration of water supply; environmental sanitation and hygiene; establishment of linkages with integrated water resources management programmes; and initiation of awareness, communication and advocacy programmes.



Location: Jabalpur,
Madhya Pradesh

Client: Asian
Development Bank

Funding Agency: Asian
Development Bank

Period: 2003

Associate Firm: Adam
Smith Institute, UK

Development of Transfer Scheme for M.P. Power Sector Reform Project for Asian Development Bank

Brief Description of Project:

ADB had approved the Madhya Pradesh Power Sector Development Program in December 2001. Under the Program, Madhya Pradesh State Electricity Board (MPSEB) was to be unbundled into generation transmission and distribution companies based on the transfer schemes by which properties, rights, liabilities and employees of MPSEB were to be transferred to unbundled entities. This was to be an important milestone of the reform as the first step for more autonomous and financially sustainable power sector. The TA aimed to ensure transparency and accountability of unbundling process and to achieve optimal human resource allocations among unbundled entities by supporting MBSEB in (i) development of a framework and plans for involving representatives from management, labor unions and government in the reform process, (ii) development of strategy and plan for transfer of the existing MPSEB personnel to unbundled entities including new organizational structure, employment contracts, compensation packages and staffing plan, and (iii) preparation of time-bound action plan including transitional program and immediate training program. The objective of the captioned assignment was to support establishment of competitive, commercially managed, financially viable and efficient power sector.

Services Provided:

- Review labour related laws and regulations
- Review existing service contracts, conditions of services and applicable rules and regulations
- Employee database updation
- Diagnostic review of current labour consultation processes, labour policies and regulations of MPSEB
- Identification of factors contributing to de-motivation and discontent in MPSEB employees and corrective actions to be taken
- Development of new organizational and management structures of successor entities of MPSEB.
- Assessment of optimal skills/resource mix and staffing levels, and development of job descriptions
- Development of Training & Retraining Programs.
- Development of performance measurement f/w, compensation plan, retirement benefits plan, and voluntary separation plan.
- Prepare a time bound implementation plan including a plan for the various stages of the reform and a methodology and an approach for managing the transition.
- Develop a strategy for consultation process with MPSEB employees.
- Assist MPSEB in holding workshops for disseminating the transfer scheme to employees.
- Assist MPSEB in consultation and negotiation with employee representatives.
- Make final adjustments in the transfer scheme based on agreement with employee representatives
- Develop a monitoring framework

Location: Madhya
Pradesh

Client: PHED,
Government of Madhya
Pradesh

Funding Agency: PHED,
Government of Madhya
Pradesh

Period: 2002

Associate Firm: Nil

Manpower Requirement for Efficient Running and Maintenance of Water Supply Schemes and Financial Projections for Public Health Engineering Department, Government of Madhya Pradesh

Brief Description of Project:

The objective of the assignment was to assess the requirement of skilled, semi skilled and unskilled manpower requirements for running and maintenance of water supply schemes of Bhopal, Indore, Ujjain and small towns on sustainable basis, Recommendations for the requirement of staff deployed by PHED as well as Municipal Corporation and financial projections and recommendations to reduce the revenue deficit



Services Provided:

- Assessment of revenue generation of past five years and projections for the same for next five years based on reasonable assumptions for improved revenue recovery and enhancement of water rates.
- Assessment of expenditure on manpower and other aspects by PHED and municipal corporations during past five years.
- Projections of expenditure on manpower for next five years for current and recommended levels of manpower
- The project aims at conducting a study of a sample of urban, piped and spot source scheme to identify the current manpower-skilled, semi-skilled and unskilled, positions for their running and maintenance. The study will cover staff of PHED as well as Municipal Corporations
- Determination of ideal manpower strength required for running and maintenance of water supply schemes on a sustainable basis through extensive literature search. This literature search will include amongst others prevailing labour laws, W.D. Manual, CPHEEO manual and any other manual of sound engineering practices
- Recommendations on ideal status of manpower deployment
- Identification of excess and /or deficient manpower for running and maintenance of water supply schemes on a sustainable basis after a comparative analysis of current and ideal manpower practices.

Technical Assistance for Strengthening Expenditure Management Manpower Planning and Administrative Reform Programme in Orissa

Brief Description of Project:

The objective of the assignment was to strengthen expenditure management and planning, manpower planning and administrative reforms to accelerate the process of poverty alleviation through strengthening expenditure management and planning, improvement in the efficiency and effectiveness of the delivery of government programmes.

Services Provided:

- Functional review of the Government Departments;
- Evaluation of budgetary process;
- Assessment of resource allocation, level of redundancy;
- Development of plans for departmental reorganisation and budget process framework that ensure that resources are allocated in accordance with priorities and objectives established by the departments;
- Creation and development of Employee Database for transfer of basic personnel and job related data. This was followed by validation of data, creating procedures for maintaining data and developing report outputs from the Database to support both financial and manpower analysis and reform.

Business Plan & Strategy formulation the Organisational Review of National Institutes of Indian Council of Agricultural Research (ICAR) for the World Bank

Brief Description of Project:

The Objective of the assignment is to undertake a detailed study and review of operations & management issues of selected interdisciplinary National Agricultural and Education Institutions within the NATP framework and in keeping with earlier reviews of the functioning of the ICAR system, and its Vision 2020 Statement. These Institutions are: Indian Agricultural Research Institute (IARI), New Delhi; Indian Veterinary Research Institute (IVRI), Izatnagar; National Dairy Research Institute (NDRI), Karnal; Central Marine and Fisheries Research Institute (CMFRI), Cochin; Central Institute for Agricultural Engineering (CIAE), Bhopal; Indian Institute

Location: Orissa

Client: Department for International Development (DFID), UK

Funding Agency: Department for International Development (DFID), UK

Period: 2002

Associate Firm: Bannock Consulting, U.K

Location: All over India

Client: The World Bank

Funding Agency: The World Bank

Period: 2001

Associate Firm: Nil



Horticulture Research (IIHR), Bangalore; and Central Rice Research Institute (CRRRI), Cuttack.

Services Provided:

- Make a Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis of the present management structure and suggest cost effective and efficient management systems/ practices including HRD needs to improve system efficiency
- Review the functioning and efficacy of the Institute Management Committee (IMC), Staff Research Council (SRC), and Research Advisory Committee (RAC) and suggest measures for their better functioning.
- Review the existing internal and external decision-making processes, monitoring and evaluation and networking systems for their efficacy, delivery and impact and to recommend suitable changes therein.
- Suggest resource generation avenues, inter alia, through contract research, consultancy service charges, institute-corporate interface, technology development and marketing.
- Review the current deployment of Information Technology in the Institute/ ICAR System and identify priorities for their upgradation and optimum use.
- Study existing publication and information systems of the Institute at various levels and to suggest measures for their improvement keeping in view technology development, client needs, production cost and timely delivery

Organisation and systems study for development of a structure and MIS for SPPL

Brief Description of Project:

SPPL is a public enterprise of Government of Maharashtra set up with an objective to make available cheap housing and social facilities to slum dwellers across the state. SPPL has hired JPS for providing support to organization system and Financial Management system.

Services Provided:

- Review the existing structure of Shivshahi Punarvasan Prakalp Limited, Mumbai to determine its adequacy to carry out the business planning and the implementation of housing schemes in the slums of Mumbai
- Analyse the existing functional responsibilities at different levels of management in the company
- Ascertain the impediments and bottlenecks, if any, in the effective performance of these responsibilities
- Review the existing financial position of the company including sources of funds, application of funds, efficiency and effectiveness of utilisation of funds.
- Identify constraints and bottlenecks in the existing financial management system
- Develop long and medium range financial forecasting models on sources and applications of funds.
- Study the resource mobilisation policy and management of the company.
- Based on the above recommend an improved organisation structure for Shivshahi Punarvasan Prakalp Limited.

Location: Mumbai, India

Client: Shivshahi
Punarvasan Prakalp Ltd,
(SPPL) Housing
Department, Government
of Maharashtra

Funding Agency: SPPL
Housing Department,
Government of
Maharashtra

Period: 1991-2001

Associate Firm: Nil



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