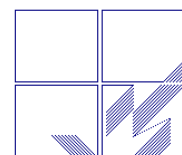


PROFILE

Surveys



JPS Associates (P) Ltd
New Delhi



ABOUT JPS ASSOCIATES

JPS Associates is a consulting firm specializing in management, development, agriculture & natural resources management, and engineering. The company was founded in 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 900 projects. These are supported by strong IT/technology, reengineering, analytics and global delivery capabilities to deliver a comprehensive client solution. From strategy through implementation, our hands-on approach has achieved success in delivering quantifiable and value-driven results. Our partnership with our clients ensures a lasting effect which is ultimately their asset and knowledge. Our reputation for being leaders in specialised fields of central and local government has built us a solid clientele in our home base India, and a reach into the international arena.

JPS is an ISO 9001: 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

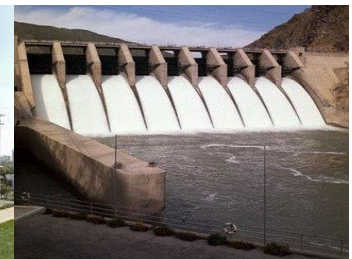
- Social Development & Surveys
- Public Health
- Urban Development Planning
- Regional and Rural Development Planning
- Tourism

Agriculture & Natural Resources

- Natural Resource Management
- Environmental Management
- Agriculture and Agri-Business

Engineering

- Water & Environment Engineering
- Transportation
- General Engineering





RANGE OF SERVICES:

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

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



SURVEY SERVICES:

- Community Surveys
- Government Surveys
- Customer Satisfaction Surveys
- HR Surveys
- Training Needs Surveys
- Organisational Performance Surveys
- Employee Satisfaction Surveys
- Organisational Climate Surveys
- Market Research Surveys
- Business Surveys
- Business Process Surveys
- Service Provision Assessment (SPA) Surveys
- Demographic and Health Surveys
- Cross-Sectional Surveys
- Longitudinal Surveys
- Trend Studies
- Cohort Studies
- Benchmarking Surveys
- Project/Program Surveys (Baseline, Mid-Term, End-Line & Impact)
- Audit Surveys
- Research Surveys
- Social and Environmental Surveys
- Monitoring Surveys
- GIS Surveys



Location: New Delhi

Client: Department of Tourism, Government of NCT of Delhi

Funding Agency: Department of Tourism, Government of NCT of Delhi

Period: 15th January, 2016 - October 2016

Associates Firm: Nil

RELEVANT EXPERIENCE

Development of Tourism Policy and Master Plan for Promotion of Tourism and Tourism Infrastructure Development in Delhi

Brief Description of Project:

The objective of the assignment is to assess the existing tourist flow, existing situational assessment and infrastructure availability at identified potential destinations, carrying capacity assessment of destinations and evaluation with futuristic projection for 30 years alongwith the strategy formulation for tourism product and destination development.

Services Provided:

The aim of this consultancy is to support the GNCT of Delhi in preparing the Tourism Policy and Master Plan for Promotion of Tourism and Tourism Infrastructure Development in Delhi. The Master Plan is envisaged to provide a comprehensive strategic plan for 20 years based on which the infrastructure could be planned for tourism infrastructure development in Delhi. The Master Plan shall also provide a Capital Investment Plan (CIP), based on which the concerned departments would be able to access funds from Gol/GNCTD, based on priority actions and projects identified.

The Tourism Policy and Master Plan is envisaged to adhere to ToR framed for this assignment and is to be prepared keeping in view the Development/Master Plan provisions as prepared by the concerned departments of Delhi.

The objectives of the consultancy are:

- a) To carry out detailed primary survey and secondary data research and also through suitable case studies to understand the tourism profile of Delhi and its image as perceived by domestic & foreign tourists;
- b) Based on the survey findings & stakeholders feedback, to identify appropriate tourism product mix, segments and USP for promoting the products and identification of infrastructural gaps to be filled to meet the desired positioning;
- c) To develop suitable models for development which should spur the investment, attract local entrepreneurship and ensure community participation;
- d) To identify the broad cost estimates, projects that could be offered for PPP model development, and prioritize investment requirements along with strategies to attract investments;
- e) To identify & assess the training requirements for capacity building & skill set enhancement to meet the industry demand and to ensure community participation;
- f) To identify and quantify the economic impact of the suggested developments and also drawing up of strategies for implementation; and

To prepare a vision for the state, necessary policy interventions to achieve the vision and also prepare draft policy and a mission statement with a clear focus, so as to meet the aspirations of the stakeholders and also to meet the expectations of the tourists.



Services Provided:

(a) Phase-1: Pre – Research submission

- Research on tourism profile of the State and its acceptability in domestic and international markets. Compilation of tourism related data for Delhi;
- Relevance of upscale tourism in State's context – case studies, to be presented to support the main premise of the proposed Tourism Master Plan, to establish the cause and need for the same, outcome upon implementation, sustainability, impact upon State's environment, economy and people; and
- Definition of stakeholders and their level of involvement in the process.

(b) Phase-2: Proposed research framework

- Research methodology, questionnaires for each market and target group;
- Identification of domestic and international markets;
- Identification and definition of target groups in these markets;
- Identification of emerging markets;
- International and domestic tourists' preferences in the Indian and the State's context and their expectations from a holiday;
- Research on tourists coming from neighboring States and how to leverage that to the advantage of the State;
- Studies on new offerings (based on the above research) feasible for the State in terms of theme parks, adventure sports, museums, highway amenities, information centers and the virtual experience centers keeping connectivity, seasonality, keeping in mind the existing/emerging infrastructure of neighboring States so as to avoid duplication and revenue loss at latter stage;
- Outcome of the stakeholders meetings; and
- Compilation of all data based on questionnaires pertaining to tourism flow, all tourism related facilities and potentialities for Delhi.

(c) Phase – 3: Post research submissions

- Outcome of the research conducted and segments proposed;
- Identification of appropriate tourism products to cater to the segments identified;
- Cluster identification, type of infrastructure required to substantiate and support the above defined markets, target Groups and preferences, while keeping existing resources and manpower of the State;
- PPP model & community participation and funding;
- Training modules for community participations and increasing their skill sets to meet the demand of tourism industry;
- Revenue streams for the stakeholders and for the government;
- Investment requisites for implementation;
- A roadmap for phased implementation of the above;
- Policy interventions;
- Vision and Mission document; and
- Submission of the final Tourism Policy and Master Plan.



Location: Uttarakhand

Client: Market Research Division,
Ministry of Tourism

Funding Agency: Market Research Division,
Ministry of Tourism

Period: August, 2015 – 2017

Associates Firm: Nil

Study on “Tourism Carrying Capacity of Existing & Potential Destinations for Planning for Infrastructure Development in Uttarakhand”

Brief Description of Project:

The objective of the assignment is to assess the existing tourist flow, existing situational assessment and infrastructure availability at identified potential destinations, carrying capacity assessment of destinations and evaluation with futuristic projection for 30 years alongwith the strategy formulation for tourism product and destination development.

Services Provided:

The study covers all over Uttarakhand covering various spots.

The scope of work for the assignment is as follows:

- (i) Assessment of the existing tourist flow patterns
- (ii) Background study of Physical Features, Socio-Cultural, Demographic & Economic setup of the destinations under the following :
 - Review of on-going tourism development programs/projects in the destinations(religions/higher & middle reaches)
 - Review all existing information available with the Government of Uttarakhand and other sources with respect to the average number of tourists (domestic & foreign) on a seasonal basis.
 - Conduct stakeholder workshops to understand the existing situation with respect to future tourist movement for destinations.
 - Audit the tourism products on offer and assess potential for new products in destinations
 - Explore mechanisms to enhance inclusion of the local agriculture producers, SMEs and communities in tourism as a means of strengthening economic linkages
- (iii) Assessment and Mapping of the availability of basic infrastructure and tourism related-infrastructure in the listed destinations.
- (iv) Evaluation of the carrying capacity with futuristic projections for 30 years in respect to three components:
 - Physical-Ecological
 - Social- Demographic
 - Political-Economic
- (v) Identification and assessment of locations in the listed Higher Reach Destinations (HRD) (based on carrying capacity analysis) (a) that are overburdened and fall short in realizing the desired environmental quality due to over tourism/ other anthropogenic pressure and (b) those that are underutilized for tourism due to any reasons.
- (vi) Identification of other locations of similar or greater tourism value in the same reach that can relieve the congested locations.
- (vii) Identification of the gaps/ deficiencies in [(v) (a) & (b)] and (vi) above and suggest the interventions for improving the quantity and quality of basic and tourism infrastructure for selected higher reach destinations.
- (viii) Suggestions for optimum level of tourism (number of tourists and support infrastructure) for the listed destinations.
- (ix) Identification of the gaps/ deficiencies for maintaining optimum level of tourism and suggest interventions.
- (x) Recommendations for environmentally sustainable tourism Infrastructure plan for each listed destination.
- (xi) Suggestions for practical & sustainable means for implementing tourism development proposals through co-ordination between public sector stakeholders and private sector in land use management, planning and development.
- (xii) Identification of similar infrastructure projects executed/ to be initiated by

- Central/State/Private sector and dovetail to form a complete Pilgrim tourism package.
- (xiii) Planning and administering the reconstruction of the disaster affected sites in HRD are as keeping in mind the carrying capacity and the fragility of the ecosystem and the need for restriction of building activity and visitor numbers, etc.
 - (xiv) Suggestions for sustainable means for implementing the environmental management and tourism development proposals through co-ordination between public sector, stakeholders and private sector.
 - (xv) Formulation and recommendation of a criterion to identify Middle reach destinations from the list of identified destinations to act as base camps for higher reach destinations and based on this criterion the consultant is expected to scrutinize & finalize the indicative list of middle reach destinations in consultation with Ministry. The consultant in line with the study may also suggest new middle reach destination which can act as base camps for high reach destination.
 - (xvi) Assessment of the existing basic tourism infrastructure, services & facilities in the identified middle reach destinations, identify the gaps/ deficiencies, suggest the interventions for improving the basic tourism infrastructure, services & facilities for middle reach destinations to serve as base camps for high reach destinations based on carrying capacity assessment. (This shall include assessment of tourism service providers as hotels, guest houses, restaurants, recreation centres, transport service providers, travel agents/adventure tour operator etc.)
 - (xvii) The consultant shall be responsible for the preparation of the detailed Micro plan based on back ground study, which will include:
 - Identification of middle reaches destinations to act as base camps for higher reach destinations.
 - Situational analysis of identified middle reach destinations which shall include:
 - Environment analysis identifying present day problems and future threats in light of growing urbanization & proposed tourism development
 - Socio-cultural analysis of the middle reach destinations identifying present day problems and future threats in light of growing urbanization & proposed tourism development
 - Economic analysis of the middle reach destinations identifying present day problems (Migration, limited seasonal employment, limited livelihood opportunities etc.) and future opportunities & threats in light of growing urbanization & proposed tourism development,
 - Evaluate/assess the carrying capacity of the natural and built environment in terms of infrastructure, natural resources, available space, religions importance etc. of the middle reach destinations.
 - (xviii) Assessment on availability of qualified/trained, skilled & semi skilled manpower for the tourism sector to ensure quality services for the tourist
 - (xix) Strategy formulation on:
 - Improvement of basic amenities - water, electricity, communication, health-services etc.
 - Accessibility improvement (Roads, airports/airstrips, heliports/helipads)
 - Development and management of tourist attractions.
 - Preservation/conservation of natural /cultural heritage.
 - Institutional Mechanism & Capacity Building.
 - Sustainable Livelihood, Vocational Training and Human Resource Development.
 - Coordination between government departments, tourism industry operators & host population for destination management
 - (xx) Action Plan - Time bound action plan for strategy implementation.

Coverage for the Study will be the following 3 categories:

- Key Pilgrim destinations in Garhwal, Uttarakhand namely Char Dham-Badrinath, Kedarnath, Gangotri, Yamunotri, and Hemkund Saheb and



Pirankaliyar

- Indicative list constitutes Gaumukh, Harsil, Chopta, Auli, Valley of Flowers, Chakrata, Dayara Bugyal, Rudranath, Madmaheshwar, Tungnath, Kalpeshwar, Roopkund, Nainital, Binsar, Kausani, Chaukori, Munsiyari, Jageshwar, Abott Mount, Gwaldam, Mussoorie, Mahasu, Kedarkantha, Har ki dun, Tiuni, Saptrishi kund, Vasuki Tal, Arwa Tal, Bhojbasa, Hanuman Chatti, Bhavishya Badri, Ralam glacier, Chota Kailash, Namik, Khaliya Top, Parvati Tal, Malpa, Gunji, Khirsu, Lansdowne, Pauri, Lakhamandal, Badkot, Dhanaulti and Chamba.
- Indicative list constitutes Barkot, Uttarkashi, Chinyalisaur, Ghansali, Srinagar, Rudraprayag, Almora, Gauchar, Bageshwar, Pithoragarh, Ukhimath, Mukhwa, Kharsali, Bhatwari, Purola, Naugaon, Dharasu, Ghansali, Tilwara, Augustmuni, Kaliyasaur, Gwaldam, Mundoli, Ramni, Hanuman Chatti, Gopeshwar, Gairsain, Bgeshwar, Kapkot, Loharkhet, Tawaghat, Dharchula, Jauljibi, Thal, Lohaghat, Devidhura, Mukteshwar, Lamgada.

Location: Himachal Pradesh

Client: Himachal Pradesh Tourism Development Board (HPTDB)
Department of Tourism and Civil Aviation

Funding Agency: Asian Development Bank

Period: April, 2014 – June, 2015

Associates Firm: Nil

ADB Loan No. 2676-IND, IDIPT-HP, Project 1-Consultant for Tourist Statistics, Himachal Pradesh Contract Package No: HP/IDIPT/CTS/01

Brief Description of Project:

The basic objectives of the project are as follows:

The Infrastructure Development Investment Program for Tourism (IDIPT) envisages an environmentally and culturally sustainable and socially inclusive tourism development in Himachal Pradesh. The expected impact of the Project is sustainable and inclusive tourism development, in priority, State Tourism sub-circuits divided into marketable cluster destinations that exhibit enhanced protection and management of key natural and cultural heritage tourism sites, improved market connectivity, enhanced destination and site environment, tourist support infrastructure, and enhanced capacities for sustainable destination and site development with extensive participation by the private sector and local communities.

The prime purpose of the assignment is to assess the outcomes and impacts of product development initiatives under the project through periodical surveys. The present survey is for baseline assessment to assess the current status of both supply and demand side imperatives. Consultancy advice also is envisaged to be provided for the establishment of an online statistical reporting mechanism by the accommodation establishments in the State for regular and reliable generation of database. The specific objectives of the consultancy are the following:

- Preparing comprehensive lists of accommodation units in the State with all the required details such as type of accommodation, number of beds, on site facilities etc.;
- Estimating the number of foreign and domestic tourist visits including day visitors in the selected districts of the State over a period of twelve months (Gender wise);
- Assessing the profile and travel patterns including places visited and length of stay of foreign and domestic visitors emphasizing the purpose of visit, household income of domestic tourist, preferred activities etc. (gender wise);
- Assessing the expenditure patterns of both foreign and domestic visitors;
- Preparing status reports of tourist facilities, foreign and domestic tourist arrivals and their duration of stay at the project sites taken up for development under IDIPT in Tranche 1;
- Estimating direct and indirect employment in tourism and its contribution to state Gross Domestic Product (SGDP)(gender wise); and
- Preparing a list of monuments, historic/religious/cultural centers along with their

importance and heritage values.

Services Provided:

The tourism survey covers all the 12 districts of Himachal Pradesh, viz. Bilaspur, Chamba, Hamirpur, Kangra, Kinnaur, Kullu, Mandi, Lahul & Spiti, Shimla, Solan, Sirmour and Una.

The scope of services of tourism survey are as follows:

- Prepare a frame/list of all important tourist places in the state;
- Prepare a frame/list of tourist place-wise - all accommodation units like hotels, Dharmashalas, guesthouses, camps etc;
- Compile month-wise information about both domestic and foreign tourists staying in all the accommodation units, including nationality and/or place of ordinary residence from the records of accommodation units;
- Compile information about rooms, beds, occupancy rate and employment etc of all accommodation units on monthly basis;
- Conduct a sample survey of both domestic and foreign tourists (taking separate representative samples) at all the important tourist places to estimate the:

- ❖ Purpose of visit
- ❖ Same day visit
- ❖ Tourist staying with friends/relatives during their visit
- ❖ Demographic profile
- ❖ Perception, expectations and level of knowledge about other tourist destinations in Shimla, Himachal Pradesh.
- ❖ Country/state wise arrival [country for foreign tourist and state for domestic tourist]
- ❖ Average estimated expenditure by tourist on various items
- ❖ Average duration of stay; and
- ❖ Direct collection of domestic tourism statistics from the State of Himachal Pradesh, covering employment generated through tourism in various sectors like hotels, restaurant, transport, travel agencies, communication, art, culture, recreation, handicrafts and other services.

- Estimate the expenditure made by the state government in development of tourism and earnings through tourism;
- Update the frame/list on quarterly basis and accordingly revise the coverage;
- The survey of accommodation units and of the tourists to be compiled on a monthly basis and quarterly reports to be generated for the period of entire services.

Besides the main objective of the survey, there are some additional specific objectives which can be listed as follows:

- To identify the entire major tourist places of Himachal Pradesh.
- To estimate the existing physical facilities/infrastructure in the state, which include:
 - ❖ Preparing a list of accommodation units like hotels, guesthouses, Dharmashalas etc;
 - ❖ To compile information on the number of hotel rooms and beds and employees in these hotels;
 - ❖ To estimate the transport facilities available in the state; and
 - ❖ To estimate and evaluate the availability of other support services and essential services in the state
- To collect information about the number of tourists (both domestic and foreign), who visited Himachal Pradesh. Also to compile detailed information about tourists



(both) staying in the existing accommodation units and Home Stays - each month, including their nationality and other demographic profile.

- To conduct a sample survey of both domestic and foreign tourists to know:
 - ❖ Their purpose of visit;
 - ❖ Their group structure;
 - ❖ Their detailed socio-economic profile;
 - ❖ Factors which influenced them to visit the place;
 - ❖ Their expenditure pattern; and
 - ❖ Their perception and expectation

At least two tourist spots including the project sites are to be selected in each of the twelve districts for the survey. The minimum overall sample size is 81,000 visitors (covering district-wise: 24,000 visitors, Religious and Historic Places: 27,000 visitors and Main Tourist Centers: 30,000 visitors over a duration of one year which is specified for the services.

Location: Punjab

Client: Punjab Tourism Infrastructure Development Investment Programme for Tourism (IDIPT-PB), Punjab Heritage and Tourism Promotion Board (PHTPB),

Funding Agency: Asian Development Bank

Period: September, 2013 - 2017

Associates Firm: Nil

Infrastructure Development Investment Program for Tourism- Consultant for Tourist Statistics, Punjab (ADB Loan: 2676-A)

Brief Description of Project:

The Infrastructure Development Investment Program for Tourism (IDIPT) envisages an environmentally and culturally sustainable and socially inclusive tourism development in Punjab. The project uses a sector loan approach through a multi tranche financing facility modality (Loan 2676-IND) from Asian Development Bank likely in five tranches planned during 2011-2020. The expected impact of the Project is sustainable and inclusive tourism development, in priority, State tourism sub circuits divided into marketable cluster destinations that exhibit enhanced protection and management of key natural and culture heritage tourism sites, improved market connectivity, enhanced destination and site environment and tourist support infrastructure, and enhanced capacities for sustainable destination and site development with extensive participation by the private sector and local communities.

The basic objectives of the project are as follows:

The prime purpose of the assignment is to assess the outcomes and impacts of product development initiatives under the project through periodical surveys. The present survey is for baseline assessment to assess the current status. Consultancy advice also has to be provided for the establishment of an online statistical reporting mechanism by the accommodation establishments. The specific objectives of the consultancy are the following:

- Preparing comprehensive lists of accommodation units in the State with all the relevant details such as category I rating of hotels, no. of rooms, no. of beds, tariffs, facilities, telephone I wi-fi I cable connection, laundry, dining etc.;
- List of tour operators I travel agents with details such as contact details, domain area, functions etc.
- Assessing the existing tourism facilities I infrastructure in the tourist spots as well as the way side amenities;
- Estimating the number of foreign and domestic tourist visits including day visitors in the selected districts of the State over a period of twelve months;
- Assessing the profiles (purpose of visit etc.) and travel patterns including places visited and length of stay of foreign and domestic visitors;
- Assessing the expenditure patterns of both foreign and domestic visitors;
- Preparing status reports of tourist facilities, foreign and domestic tourist arrivals and their length of stay at present in the project sites taken up for development under IDIPT;



- Estimating gender wise employment in tourism and allied sectors both in public and private sectors; and
- Estimating aggregate contribution of tourism sector to State Gross Domestic Product (SGDP).

Services Provided:

While the scope of work for the objective (a) to (c) and (g) will be the entire state covering all the districts, whereas for objectives (d) to (h) including the survey for assessing the current status of tourism will be limited to the following 10 districts: (Amritsar, Gurdaspur, Kapurthala, Jalandhar, Roopnagar, SAS Nagar, Ludhiana, Bathinda, Patiala, Fategarh Sahib).

The places and tourist spots for the survey is envisaged to be decided in consultation with the PHTPB and by following scientific sampling procedures. At least two tourist spots including the project sites are to be selected in each of the ten districts for the survey. The minimum overall sample size is envisaged to be 20,000 foreign tourists, 90,000 domestic tourists and 90,000 day visitors over a year duration specified for the services. The work is to be carried out simultaneously in all the selected districts.

The expected outputs of the services are as follows:

- Preparation of comprehensive lists of accommodation units in the State;
- Preparation of list of tourist operators/travel agents with all the relevant details;
- Estimated existing tourism facilities/infrastructure in the tourist spots as well as the way side amenities;
- Estimated number of foreign and domestic tourist visits in each selected district quarter-wise;
- Estimated number of foreign and domestic tourist visits by major nationalities/states in the districts surveyed quarter-wise;
- Profiles (purpose of visit. Mode of travel etc.) of foreign and domestic tourists;
- Estimated duration of stay of foreign and domestic tourists in each selected district;
- Estimated foreign and domestic tourist visits at the project sites in each quarter;
- Estimate the expenditure of foreign and domestic tourists in Punjab by broad items of expenditure;
- Mechanism for periodic revision of the surveys using multiplier process defined and ratio methods to be used;
- Estimated gender-wise employment in tourism and allied sectors both in public and private sectors; and
- Estimated aggregate contribution to SGDP

Location: New Delhi

Client: Ministry of Urban Development, Govt. of India

Funding Agency: World Bank

Period: July 2013 – Feb. 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.

Outputs and Deliverables:

- Inception Report
- Draft Strategic Training Plan
- Workshop for MoUD and other stakeholders to obtain feedback on the Draft Strategic Training Plan
- Final Strategic Training Plan

Location: West Bengal

Client: West Bengal
Pollution Control Board,
Government of West
Bengal

Funding Agency: World
Bank

Period: June 2012- May,
2015

Associate Firm: Nil

Social and Communication Aspects under Capacity Building for Industrial Pollution Management (CBIPM) Project for West Bengal Pollution Control Board, Government of West Bengal

Brief Description of Project:

The scope of consultancy covers three projects of WBPCB under CBIPMP, namely (1) remediation of Dhapa MSW Dumpsite, (2) remediation of seven contaminated sites in Hooghly District and (3) assessment and preparation of remediation plan for five contaminated sites at Khardah, Durgapur (2 sites), Dankuni & Belda.

The role of JPS is to act as an extended arm of WBPCB to tackle the social and communication aspects of above Projects.

Services Provided:

- Develop communication and awareness strategy for stakeholders;
- Define the criteria for PAPs in the project impact area;
- Define communication strategy of PAPs;
- Design all types of media releases and information and communication materials/ documents/programmes, including trainings manuals, press releases, information booklets, speeches, etc.;
- Review relevant studies, plans and proposals submitted by the various assessment and design consultants with respect to the social and communication issues;
- Define scope of detailed social impact assessment in consultation with the Design Consultant;
- Development of social management plan;
- Execute the social management plan and prepare ToRs for the engagement of agencies/ NGOs required to support this task;



- Facilitate preparation of necessary documents related to the social assessment and impact mitigation of the project such as livelihood restoration/enhancement plan for ragpickers, community development plan;
- Monitor implementation of the social plans;
- Organise the stakeholder consultations (at least 6 per site), workshops/seminars (6 per site) and training of stakeholders (3 per site) and prepare the proceedings.
- Act as an interface between the PAPs and project authority;
- Maintain contact with all stakeholders and respond to all queries related to the project;
- Follow-up on complaints/feedbacks received by PIU and prepare resolution report; and
- Perform any other relevant work related to the project assigned by the Project Director.

The above scope will cover three Projects of WBPCB as per details below:

- Assessment of contamination, design of remediation plan and remediation for the Dhapa Municipal Dumpsite in Kolkata, West Bengal;
- Assessment of contamination, design of remediation plan and remediation of a group of seven contaminated sites along Delhi Road in Hooghly District, West Bengal; and
- Assessment of contamination and design of remediation plan for five contaminated areas in West Bengal

JPS is required to broadly provide the following outputs:

During site assessment stage: Prepare all the outputs linked to the social aspects as part of the studies including communication, facilitating setting up of institutional arrangements for implementation of social management plans, communication and public participation action plan. While delivering these outputs, JPS is envisaged to submit interim outputs such as inception, interim, draft and final social assessment / RAP reports.

During site remediation stage: Supervision of implementation of social management plans and communication and public participation plans. During this stage, JPS is envisaged to submit monthly progress reports on the implementation of social management plans including the status of RAP implementation.

Periodic Implementation and Fiduciary Reviews of Decentralized Activities Financed by the World Bank under National Vector Borne Disease Control and Polio Eradication Support Project for Directorate of National Vector Borne Disease Control Programme, Ministry of Health & Family Welfare, Government of India

Brief Description of Project:

The overall objective of the assignment was to visit states and districts and beneficiaries supported under the World Bank financed NVBDP, following an agreed sampling frame and periodicity, to conduct integrated implementation and fiduciary review of the decentralized activities and report on whether activities supported through standard cost mechanism are (a) being executed (b) able to deliver the planned outputs; and (c) the actual expenditures of decentralized activities financed by the Bank are broadly comparable with the estimated standard costs.

Services Provided:

(i) Impact of Programme support on beneficiaries:

- Conduct of household visits in 96 districts supported by the World Bank and

Location: Chhattisgarh, Orissa, Jharkhand, Madhya Pradesh, West Bengal, Andhra Pradesh, Bihar

Client: Directorate of National Vector Borne Disease Control Programme, Ministry of Health & Family Welfare, Government of India/World Bank

Funding Agency: World Bank

Period: 2010- 2014

Associate Firm: Nil



assess which benefits of the programme (Bed nets), Drugs, have percolated to the community, During the visits more than 5000 households visited and programme relevant data collected.

(ii) Fund Flow:

- Review of whether the funds for decentralized activities are received in time by the project states and are transferred to the project districts as per the agreed program guidelines; and
- Assessment of whether funds received for the selected decentralized activities are adequate, excess of requirements or short of requirements.

(iii) Contractual Staff & Mobility:

- Review of the number of contractual staff in position during the period of review vis-à-vis actually planned while determining the standard cost;
- Commenting on vacancies of contractual staff (if any) and reasons such as delayed recruitment or delays in replacement; and
- Review of whether the activities undertaken by the contractual staff are in accordance with their TOR by undertaking random field visits to health facilities and villages; and by studying weekly tour reports of the contractual staff.

(iv) Training:

- Collection of details and reports on training activities undertaken during the reporting period;
- Confirming whether the training conducted during the period under review are as per the approved district plan;
- Undertaking random fields visits to meet a few trainees to assess whether they have attended the training and their perceptions about the training program meeting the learning objectives;
- Review of the expenditures on execution of training programs, including the internal control procedures for approval, financial records and supporting documents and report any variance or systematic weaknesses, and suggest practical ways to improve identified weaknesses; and
- Based on the sample review, providing an overall opinion on whether these activities supported through standard cost mechanism are delivering the planned outputs and whether the actual expenditures are broadly comparable with the standard cost.

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, Ministry of Coal, Government of India

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; and
- 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; and
- 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.

Evaluation Study of Credit Linked Capital Subsidy Scheme (CLCSS) for Ministry of Micro, Small and Medium Enterprises (MoMSME), Government of India

Brief Description of Project:

The objective of the CLCSS scheme is to facilitate technology upgradation by providing upfront capital subsidy to SSI units, including tiny, khadi, village and coir industrial units, on institutional finance (credit) availed by them for modernization of their production equipment. For continuing the Scheme in the 12th Five Year Plan (2012-2017), evaluation of the Credit Linked Capital Subsidy Scheme through an independent agency was envisaged to be carried out under Surveys, Studies and Policy Research Scheme of Ministry of MSME.

The assignment proposes to evaluate and assess the impact of the Scheme in the overall development of the MSE Sector with particular reference to the improvement in terms of the following parameters, due to adoption of upgraded technology, in measurable terms to the extent possible by way of the following:

- Qualitative improvement made by the enterprise and its impact on efficacy, prices and profitability;
- Facilities created by the Micro and Small Industries under the technology upgradation for checking and improving process/ standardisation and quality control;
- Productivity improvement due to technology upgradation and reduction in rejection

Location: All over India

Client: Ministry of Micro, Small and Medium Enterprises (MoMSME), Government of India

Funding Agency: Ministry of Micro, Small and Medium Enterprises (MoMSME), Government of India

Period: 2012-2014

Associate Firm: Nil

rate;

- Energy conservation/saving and pollution control; and
- List of plant and machinery purchased for technology upgradation under the CLCSS by the beneficiary units and whether the same have been put in to operation by the beneficiary Micro and Small Industries.

Services Provided:

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

Location: All over India

Client: Deutsche Gesellschaft Fur Internationale Zusammenarbeit (GIZ)

Funding Agency: Deutsche Gesellschaft Fur Internationale Zusammenarbeit (GIZ)

Period: Jul. 2012- 2014

Associate Firm: Nil

Continuous Monitoring and Impact Evaluation of the MSME Umbrella Programme of GIZ

Brief Description of Project:

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

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

The second component, MSME Support Policies and Programmes (also known as MoMSME component) concentrates on elements of MSME policy and improving the efficiency and effectiveness of government promotion programmes. This includes

providing advisory services to improve results monitoring of such programmes as well as their coherence and mutual harmonization.

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

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

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

Services Provided:

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

- Establish methodology and mechanism for continuous monitoring, impact and lessons learnt. Methodology and mechanism once finalized and agreed is to be used during the full course of the project;
- Define data collection methods, and processing of information;
- Analyse programme interventions with respect to expected outcomes, and wherever necessary, provide feedback and strategic input on effectiveness of the interventions;
- Data collection (Baseline and impact assessment surveys throughout the project cycle at pre-determined intervals;
- Document best practices adopted/evolved and lessons learnt under the programme in the form of case studies;
- Propose ways of communicating/disseminating results and the establishment of a knowledge management system based on the monitoring information ("lessons learnt"); and
- Attend monitoring meetings within the GIZ advisory team and the counterpart institutions (SIDBI, MoMSME)

With regard to the surveys, the objectives of the consulting services are to:

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

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



Location: All over India

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

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

Period: Oct. 2011 – Nov. 2013

Associate Firm: Nil

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

Brief Description of Project:

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

Services Provided:

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

Location: All over India

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

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

Period: May 2007 – Nov. 2011

Associate Firm: Nil

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

Brief Description of Project:

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

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

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

Services Provided:

- To provide oversight and coordination to undertake a baseline survey of 18 MSME



clusters under project interventions, with a view to setting a benchmark for future measurement of the impact of the Project on them and relative to the Project objectives laid out at the start of Project implementation as defined in the Project logframe and to monitor the impact of the project on MSMEs/Participating Financial Institutions (PFIs) and other beneficiaries of the Project (during the Project period June 2007-October 31, 2011);

- Prepare Baseline Reports for WBLOC I and WBLoC – Additional to establish the benchmarks among beneficiary and non-beneficiary (control group) MSMEs for future measurement of impact of the project support;
- Prepare 2 Quarterly Progress Reports (QPRs) for FY 2009-10 of two clusters per quarter for April-June 2009 and July-September, 2009 covering sectoral developments, economic outlook for the cluster, impact of any government policies or any interventions that could help in the growth of the cluster, PPP initiatives and role of the BMOs in the respective clusters etc.. The QPRs included Case Studies of MSMEs which capture the successes or the problems of development of MSMEs and capturing the success and impact of the project interventions. Prepare Annual Findings Report (AFR) for FY 2007-08 and FY 2008-09 based on a quantitative survey carried out in the MSME clusters at the close of Financial Year, comparing the progress against the baseline indicators. The survey was carried out among same MSMEs and BDS providers in the respective clusters as in the baseline survey;
- Prepare 5 longitudinal Case Studies towards WBLOC Additional besides 10 longitudinal case studies under WBLOC I; and
- Overall Impact Assessment of the Project across all the Project components (WB LoC I and Additional, BDS Cluster Interventions including longitudinal case studies, Credit Information (CIBIL) & Credit Rating (SMERA), Policy Advocacy, TA to Banks, Case Studies of WBLOC I Units and ACF Interventions and Success Stories) as documented in the Project logframe and prepare an overall Final Impact Assessment and Analysis Report of the Project reflecting successes/failures vis-à-vis logframe in line with the Monitoring and Evaluation Framework. The Final Evaluation report also documents the innovative approach adopted by the project for increasing the outreach and effectiveness of the project interventions, particularly to benefit the micro enterprises and rural / women entrepreneurs in line with the objective of employment generation, poverty alleviation and social equity, besides overall development of the MSME sector.

Location: All over India

Client: Ministry of Micro, Small and Medium Enterprises, Government of India

Funding Agency: Ministry of Micro, Small and Medium Enterprises, Government of India

Period: Dec. 2011- June 2012

Associate Firm: Nil

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

Brief Description of Project:

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

For continuing the Scheme in the 12th Five Year Plan (2012-2017), evaluation of the Scheme "MSME-Testing Centres/Testing Stations" through an independent agency was envisaged to be carried out under Surveys, Studies and Policy Research Scheme



of Ministry of MSME. The objective of this evaluation study was to get a clear picture of how successful was the scheme in achieving its objectives. The study was also envisaged to indicate how the Testing Centres/Testing Stations can be made more relevant to the needs of the MSMEs & others like Testing, Calibration and thereby upgrading the quality of products manufactured by them. The study involved field visit coverage of 10 states (Delhi-NCR, West Bengal, Tamil Nadu, Maharashtra, Karnataka, Madhya Pradesh, Andhra Pradesh, Puducherry, Jaipur and Kerala)

Services Provided:

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

Location: All over India

Client: Ministry of Micro, Small and Medium Enterprises (MoMSME), Government of India

Funding Agency: Ministry of Micro, Small and Medium Enterprises (MoMSME), Government of India

Period: Nov. 2011- July, 2012

Associate Firm: Nil

Evaluation of the Scheme Rajiv Gandhi Udyami Mitra Yojana (RGUMY) for Ministry of Micro, Small and Medium Enterprises (MoMSME), Government of India

Brief Description of Project:

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



Arunachal Pradesh).

Services Provided:

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

Evaluation of the Scheme Assistance to Training Institutions for Ministry of Micro, Medium and Small Enterprises (MoMSME), Government of India

Brief Description of Project:

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

Services Provided:

- Cost benefits analysis/ assessment of the scheme;
- The efficacy of the scheme in meeting the requirement of the industries and the aspiration of unemployed youth/ persons who have been trained under the scheme. To suggest modification/ change in the content of the scheme or the procedure being followed by implementing the scheme;
- To assess the felt need/ resource gap of the different parts of the country (especially backward region/ districts) and their failure in meeting the requirement of unemployed youth/ persons in getting the wage employment or

Location: All over India

Client: Ministry of Micro, Small and Medium Enterprises (MoMSME), Government of India

Funding Agency: Ministry of Micro, Small and Medium Enterprises (MoMSME), Government of India

Period: Oct., 2011- July, 2012

Associate Firm: Nil



Location: All over India

Client: Directorate of National Vector Borne Disease Control Programme (NVBDCP), Ministry of Health & Family Welfare, Government of India

Funding Agency: World Bank

Period: October, 2009-2011

Associate Firm: Nil

self employment;

- To suggest the "Business process Reengineering" (BPR) for effective implementation of the Scheme. To work out the average cost per trainee for imparting the training and to suggest the components of training accountable for calculation of average cost.

Development of Methods and Tools for Community Consultations under National Vector Borne Disease Control Programme (NVBDCP) for Directorate of National Vector Borne Disease Control Programme, Ministry of Health & Family Welfare, Government of India

Brief Description of Project:

The overall objective of the consultancy was to develop the methods, tools and a plan to carry out community consultations to obtain feedback from communities about the NVBDCP. This feedback was envisaged to be used by project managers to enhance demand for health care and provide good quality health service in an equitable manner. JPS was required to develop methods, tools and plans that would enable community consultations that would help to achieve equity in service provision across project areas as well as across vulnerable people.

Toward this objective, it was expected that all segments of the village community would be consulted, as well as village-level organization representatives and leaders, relevant health services providers in the public and private sector, and providers of other health related services such as ICDS, water and sanitation etc. Consultations also were envisaged at the block and district levels, involving PRI members, NGOs, health staff and managers, and personnel from other departments.

Services Provided:

- Conducted household & visits in the communities in 4 districts of two states Bihar (Muzaffarpur & Vaishali) & Odisha (Sundergarh & Mayurbhanj);
- Total sample covered in the 4 districts of two states is more than 5000;
- Facilitated development of Methods and Tools and facilitated the State and Districts in preparing Two year Community Action Plans (CAPs) to carry out community consultations for obtaining feedback about the implementation of Vector Control programs.;
- Reviewed the Community Action Plans and Social safeguard Plans related to marginalized groups (Vulnerable communities and Women);
- Facilitated project managers to enhance demand for health care and provide good quality health service in an equitable manner (Across all socioeconomic sections with a focus on vulnerable communities and Gender);
- Enhanced capacity of State and District level managers, NGOs and CBOs to ensure consultations with the village community (especially vulnerable community and women involved in VHSCs) and all village-level organization representatives and leaders, relevant health services providers in the public and private sector, and providers of other health related services such as ICDS, Water and Sanitation etc.;
- Monitored implementation of the two year Community Action Plan for Community Consultations to be carried out by several different agencies and training modules for the instruments to be adopted by the agencies.



Location: All over India

Client: Ministry of Shipping, Road transport and Highways, Govt. of India

Funding Agency: Ministry of Shipping, Road transport and Highways, Govt. of India

Period: 2008

Associate Firm: Nil

Study on Volume of Goods and Passenger Traffic on Indian Roads for Ministry of Shipping, Road Transport and Highways, Government of India

Brief Description of Project:

The objective of this assignment was to collect information on the volume of passenger and freight movement by road across the country and compare it with railways, with a view to making suggestions on improvement/ reforms in road transport sector.

Services Provided:

Under this consultancy, JPS was required to contact the Transport Department of the State Government, Highway Authorities, Transport Associations, State Road Transport Undertakings and freight handling organizations to collect information regarding the volume of passenger and freight movement by road across the country. The data collected was aimed at providing the following insights:

- The volume of passenger movement by road in absolute terms of passenger KM;
- The volume of freight movement by road in absolute numbers in terms of ton KM;
- Conduct a comparative survey of goods and passenger movement vis-à-vis the Railways;
- Number of vehicles associated with transportation of goods and passengers (state wise); and
- Categories of vehicles used for passenger transport and freight transport by road

Location: All over India

Client: Ministry of Shipping, Road transport and Highways, Govt. of India

Funding Agency: Ministry of Shipping, Road transport and Highways, Govt. of India

Period: 2008

Associate Firm: Nil

Study on Economic Cost of Inter-State Barriers in Goods Traffic on Indian Roads for Ministry of Shipping, Road Transport and Highways, Government of India

Brief Description of Project:

The objective of this assignment was to ascertain the economic cost of inter-state barriers in goods traffic on Indian roads.

Services Provided:

Under this consultancy, JPS was required to contact the Transport Department of the State Governments, Highway Authorities, Transport Associations, State Road Transport Undertakings and freight handling organizations to collect information regarding the economics of inter - state barriers for transportation of goods by road. The data collected was aimed at providing the following insights:

- Identification of existing interstate barriers and the authorities involved in the process;
- The number of inter-state check posts (State-wise);
- Average halt of goods vehicles at interstate check posts;
- Estimation of Economic cost of such interstate barriers;
- Time and transaction cost for transportation of goods by road;
- Suggestive alternatives for streamlining the multiplicity of checking at interstate borders; and
- Measures required to be taken to smoothen barrier free interstate movement of goods freight



Location: All over India

Client: Ministry of Shipping, Road transport and Highways, Govt. of India

Funding Agency: Ministry of Shipping, Road transport and Highways, Govt. of India

Period: 2008

Associate Firm: Nil

Study on Economics of Trucking Industry for Ministry of Shipping, Road Transport and Highways, Government of India

Brief Description of Project:

The objective of this study assignment was to ascertain the overall economics of the trucking industry.

Services Provided:

Under this consultancy, JPS was required to contact the Transport Department of the State Governments, Highway Authorities, Transport Associations, State Road Transport Undertakings and freight handling organizations to assess overall economics of the trucking industry. The data collected was aimed at providing the following insights:

- Ownership pattern of trucking industry;
- Organisation structure of the existing truck industry of India;
- Volume of cargo handled per year Sector wise/State wise in terms of ton Km;
- Percentage of share of revenue of trucking industry in GDP;
- Other peripherals viz. vehicle productivity, various cost parameters, time spent on various halts and check-posts and running time of vehicle for performing journey between origins and destination; and
- Suggestive measures to improve / systematization of trucking operation in India

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

Brief Description of Project:

The International Cooperation Scheme is an on-going Plan Scheme of Ministry of Micro, Small and Medium Enterprises (MSME) launched with the principal objectives of technology infusion and/or upgradation, modernization and promotion of exports of micro and small enterprises (SMEs). This Scheme has been in operation since 1996. For continuing the Scheme in the 12th Five Year Plan (2012-2017), evaluation of the IC Scheme through an independent agency was envisaged to be carried out under Surveys, Studies and Policy Research Scheme of MSME. The scope of Scheme of Surveys, Studies and Policy Research includes, inter alia, concurrent/periodical evaluation/ assessment of impact of the existing policies, programmes and schemes of assistance on the target segments of MSME with reference to the objectives of such policies etc, and designing remedial measures for improvement of impact.

The Scheme covers the following activities:

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

Services Provided:

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

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

Location: All over India

Client: Ministry of Micro, Small and Medium Enterprises (MoMSME), Government of India

Funding Agency: Ministry of Micro, Small and Medium Enterprises (MoMSME), Government of India

Period: 2007-2008

Associate Firm: Nil



Location: All over India

Client: Ministry of Small Scale Industries, Government of India

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

Period: 2007-2008

Associate Firm: Nil

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

Brief Description of Project:

Although SSI sector has grown rapidly and is performing exceedingly well in boosting Indian economy, it has never been free from problems and constraints. It needed encouragement, strong support in terms of service and infrastructural facilities and up grading managerial as well as technical skills. Availability and accessibility of resources like credit / finance, technology, marketing network have always been very crucial to promotion as well as sustenance of SSIs. For many years, SISIs have been involved in providing such facilities, support and extension services to both prospective and existing SSI entrepreneurs all over the country through their regular functions as well as by participating in special schemes and programmes launched by Govt. of India under successive Five Year Plans. In view of their functional importance, Ministry of Small Scale Industries felt the need for an evaluation study of main and branch SISIs to assess their present working conditions as well as the success in achieving the objectives for which they were set-up. The study involved field visit coverage of 16 states (Punjab, Uttar Pradesh, Maharashtra, Gujarat, Tamil Nadu, Karnataka, West Bengal, Orissa, Assam, Delhi-NCR, Andhra Pradesh, Jharkhand, Goa, Madhya Pradesh, Haryana and Meghalaya).

Services Provided:

- To assess the impact of the scheme in the overall development of SSI sector;
- To evaluate the key issues pertaining to sustainability of the SISIs;
- To make an assessment of the current arrangements of implementation and efficiency of delivery of the schemes;
- To assess the economic impact of the schemes on the intended beneficiaries;
- Preparation of evaluation benchmarks for progress and performance of the schemes; and
- To suggest comprehensive structural changes, if any, to make the SISIs more relevant to the needs of the entire small enterprises sector comprising both industries and services.

Social and Beneficiary Assessment Study (SABA) under the National Vector Borne Disease Control Programme (NVBDCP) for Directorate of National Vector Borne Disease Control Programme, Ministry of Health & Family Welfare, Government of India

Brief Description of Project:

"Vector Borne Disease Control Project: India" was proposed as a nation-wide programme within the overall framework of the National Rural Health Mission (NRHM) for World Bank assistance to support India's VBD Control Programme. The aim of SABA was to enable tribal communities to fully participate in preparation of vector borne diseases control program in a manner that would be in accordance with their social and cultural needs. SABA was carried out in Andhra Pradesh, Bihar, Chhattisgarh, Gujarat, Jharkhand, Karnataka, Maharashtra, Madhya Pradesh, Orissa, Rajasthan and West Bengal in selected districts that are classified as "tribal districts."

The objectives of the assignment were:

- To enable the Government of India to have a clearer understanding of all stakeholders, both government and non-government, with a view to facilitate their informed participation.
- To assess whether or nor the project will have any adverse social impacts on

Location: Andhra Pradesh, Bihar, Chhattisgarh, Gujarat, Jharkhand, Karnataka, Maharashtra, MP, Orissa, Rajasthan and West Bengal

Client: Directorate of National Vector Borne Disease Control Programme (NVBDCP), Ministry of Health & Family Welfare, Government of India

Funding Agency: World Bank

Period: 2006-2007

Associate Firm: Nil



tribal communities with a view to confirm that the project will not have any adverse impact on them.

- To help with preparation of “Indigenous Peoples Planning Framework for Access to Vector Borne Diseases Control Project” together with necessary guidelines as the basis for preparation of “Indigenous Peoples Access to Vector Borne Diseases Control Project”.

Services Provided:

- Preparation of Indigenous Peoples Planning Framework for Vector Borne Diseases Control in accordance with Annex C to the World Bank’s OP 4.10 on Indigenous Peoples;
- Preparation of a strategy for social mobilization and organization of the community, particularly the women as the basis for “social marketing” of vector borne diseases control programs including ITNs;
- Preparation of a socially and culturally viable communication strategy for behavior change;
- Seasonality and trend analysis of vector borne diseases and their linkage with community’s lifestyle and cycle of livelihood;
- Social and Physical Mapping of sample villages including human settlements, health care and other development facilities, “host reservoirs” and animal habitation;
- Preparation of a strategy for involvement of appropriate NGOs and other civil society organizations including Faith Based Organization in participatory planning and implementation of Indigenous Peoples Access to Vector Borne Diseases Control as Districts Plans to be integrated with State implementation Plans; and
- Detailed documentation of consultative processes undertaken as part of SABA.

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

Brief Description of Project:

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

Services Provided:

JPS undertook a field survey to assess the ground realities and to discuss with various stakeholders the need for reforms. The guidelines prepared by the GoI and the practices followed in other countries were also reviewed. Based on the above, JPS prepared a study report on the “Policy framework for next generation reforms in agricultural marketing and strategic advisory services for Agribusiness Plan implementation”.

Location: Bhopal,
Madhya Pradesh, India

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

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

Period: Apr. 2007-2008

Associate Firm: Nil



Location: Uttaranchal,
India

Client: UARWSES
Project, Govt. of
Uttaranchal

Funding Agency: World
Bank

Period: 2007-2008

Associate Firm: Nil

World Bank funded Capacity Building Report for the Project 'Planning and Designing of Batch-1' (Now Batch 1-A)

Brief Description of Project:

The World Bank assisted Uttaranchal Rural Water Supply and Environmental Sanitation (Swajal) Project was implemented in the State of Uttaranchal from 1996 to 2003. The basic features of the Project involved demand driven approach, community participation, capital cost sharing, community ownership of water supply schemes and 100% operation and maintenance responsibility of the communities.

The Project was implemented in 857 villages spread across 12 districts of the State. The Project focused on participatory mode for implementation of single village water supply schemes and sanitation services. The communities were empowered to participate in the project through different capacity building and awareness activities. The Government of Uttaranchal, with the assistance of World Bank, explored a follow-on project for the state which was intended to be based on a sector wide approach, with the development objectives (a) to improve the delivery of rural water supply and environmental sanitation services by involving Panchayati Raj Institutions and local communities, and (b) to assist the implementation of the sector reform policies including institutional arrangements to improve the sustainability of RWSS services.

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

Services Provided:

- To carry out initial IEC campaign for information dissemination and awareness creation in the selected GPs;
- To provide technical assistance to the NGOs and CBOs; and
- To provide relevant engineering and community development trainings to the staff of the SOs (NGOs/CBOs), comprising of (a) feasibility design and cost estimation training and (b) capacity building training.

Capacity Building training: The capacity building input at the SO staff level was to provide appropriate orientation of the SO staff towards the project objectives and activities so as to help the SO to carry out the activities effectively at grass-root level. JPS provided training to the SO staff on various issues of community development related to water supply and sanitation, mobilization of the communities, awareness generation tools and the project activities.

Feasibility Design and Cost Estimation training: A five day training programme aimed at providing first hand information to SO Engineers for feasibility, detailed design, cost estimation and preliminary survey of the water supply schemes was organised by JPS. This included detailed design criteria methodology, cost estimates etc. for various components of the water supply and sanitation schemes.



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

Client: Ministry of Food Processing Industries, Government of India

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

Period: Aug. 2006-2007

Associate Firm: Nil

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

Brief Description of Project:

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

Services Provided:

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

Location: Punjab, India

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

Funding Agency: World Bank

Period: 2005-2006

Associate Firm: Nil

Social Assessment under the proposed World Bank funded Punjab Rural Water Supply and Sanitation Project (PRWSS) for Department of Water Supply & Sanitation, Government of Punjab

Brief Description of Project:

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

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



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

Services Provided:

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

Specific activities undertaken were as below:

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

Location: Punjab, India

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

Funding Agency: World Bank

Period: Dec. 2005-June 2006

Associate Firm; Nil

Baseline Survey of Coverage for Water and Sanitation Sector (WSS) for Preparation of Project Implementation Plan (PIP) under the proposed World Bank funded Punjab Rural Water Supply and Sanitation Project (PRWSS) for Department of Water Supply & Sanitation, Government of Punjab

Brief Description of Project:

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

- Institution Building: Sector management and monitoring and evaluation (M&E) systems, IEC campaigns, capacity building of program staff and support agencies, technical assistance for reorganization of DWSS.
- Community Development and RWSS Infrastructure Building: i) community and village panchayat capacity building ii) women's development programs, iii) construction/ upgradation of drinking water supply, drainage and sanitation

schemes, including water quality programs and targeted SC development plan (It was proposed that ground water recharge and rainwater harvesting will be integral parts of drinking water source development); and

- Future Sector Planning: Developing long term policies and strategic plans, strengthening sector information management systems and learning and piloting innovative approaches.

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

Services Provided:

1. Development of a framework for measurement of outcomes:

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

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

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

2. Canvassing the questionnaire

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

3. Developing Monitoring Approach for RWSS assessment

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

Location: Chhattisgarh, India

Client: Office of the Development Commissioner Government of Chhattisgarh

Funding Agency: Office of the Development Commissioner Government of Chhattisgarh

Period: 2005-2006

Associate Firm: Nil

Preparation of Perspective Plan for National Food for Work Programme (NFFWP) – Bilaspur District, Chhattisgarh for Office of the Development Commissioner, Government of Chhattisgarh

Brief Description of Project:

The objective of NFFWP was to provide additional resources apart from the resources available under the Sampoorna Grameen Rozgar Yojana (SGRY) to the 150 most backward districts of the country so that generation of supplementary wage employment and providing of food-security through creation of need based economic, social and community assets in these districts is further intensified.

Services Provided:

- Collection of primary data through Participatory Rural Appraisal;
- Study and examine the Gram Panchayat/Block/District level reports and, if required, collect the information/data necessary for preparation of Perspective Plan;
- To formulate questionnaires for gathering information from villages, Blocks and districts;



- To collect all secondary data related to the natural resources of districts i.e. human, land, water, cattle, forest, agriculture, land use etc.;
- Ensure the participation of the functionaries of the Panchayat Raj System, and ensure that the identification of the works is done in consultation with the PRIs, local MLAs and MPs;
- Ensure that field exercises are carried out at the major representative Gram Panchayats in the Block and at a time convenient to villages and ensure maximum participation of women, scheduled tribes and castes;
- Prepare a list of existing resources available in the villages and workout measures through which those resources can be utilized for the betterment of village/individual families;
- Prepare a SWOT (Strengths, Weakness, Opportunity and Threat) analysis of the district and provide proper attention on every point while drawing the plan;
- To make a list of developmental works, people interested in skill up-gration & need of assistance, proposed & prioritized by villages, after thorough screening
- Compiling and analyzing the data as gathered through various PRA exercises and other methods across the district;
- Carrying out basic detailing i.e. rough cost estimate for each works;
- Based on the works so identified, arranging into shelves of works block-wise and gram panchayat-wise; and
- Preparation of Perspective Plan for the next 5 years and submit the same to the CEO, Zila Panchayat of the respective districts.

Location: All over India

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

Funding Agency: World Bank

Period: 2005-2006

Associate Firm: Nil

Improvement of Service Sector Statistics – Goods Transportation by Road for Ministry of Statistics and Programme Implementation, Government of India

Brief Description of Project:

The objective of the study was to evolve a methodology to measure the contribution of goods transported by road in Gross Domestic Product. The focus was on the formulation of methodology for estimating the value added in the goods transportation by road sector.

Services Provided:

- Study the industry and distinguish between identifiable and unidentifiable units, in terms of group of economic activities included in NIC with necessary augmentation;
- Explore alternative approaches and devise a method of measuring the (unduplicated) contribution of the industry that would take into account the contribution of the unidentifiable units;
- Devise a method of measuring contribution of multi-establishment enterprises through sample surveys that would be free from duplication; and
- Identification of the major players engaged in goods transportation by road: Enterprises transporting goods, Enterprises engaged in supporting and auxiliary transport activities and units that are not identifiable.

Location: Madhya Pradesh

Client: Market Research Division, Ministry of Tourism, Government of India

Funding Agency: Market Research Division, Ministry of Tourism, Government of India

Period: 2004-2005

Associate Firm: Nil

Collection of Domestic Tourism Statistics for the State of Madhya Pradesh for Market Research Division, Ministry of Tourism, Government of India

Brief Description of Project:

The objective of the study was to do the activity of collection of Domestic Tourism Statistics in the states of Madhya Pradesh for the Market Research Division, Ministry of Tourism, Government of India.

Services Provided:

- Prepare a frame / list of all important tourist places in the State;
- Prepare a frame / list of tourist place-wise all accommodation units, like hotels,



Location: Chhattisgarh, India

Client: Market Research Division, Ministry of Tourism, Government of India

Funding Agency: Market Research Division, Ministry of Tourism, Government of India

Period: 2004-2005

Associate Firm: Nil

dharamshalas, guest houses, etc.;

- Compile information about both domestic and foreign tourists staying in all the accommodation units each month, including nationality (about foreign tourists) from the records of accommodation units;
- Compile information about rooms, beds, occupancy rate, employment, etc. of all accommodation units as at Sr. No. (ii) above on monthly basis;
- Conduct a sample survey of both domestic and foreign tourists (taking separate representative samples) at all the important tourist places as at Sr. No. (i) to estimate the – (a) purpose of visit (b) same day visitors (c) tourists staying with friends/relatives during their visits (d) demographic profile (e) country / State-wise arrivals (Country for foreign tourists and State for domestic tourist only) (f) average estimated expenditure by tourists on various items (g) average duration of stay and (h) direct employment generated through tourism in various sectors like hotels, restaurants, transport, travel agencies, travel agents, etc.;
- Estimate the expenditure made by State Government in development of tourism, and earnings through tourism; and
- Update the frame/list as at Sr. No. (i) & (ii) on quarterly basis; and accordingly revise the coverage.

Collection of Domestic Tourism Statistics for the State of Chhattisgarh for Market Research Division, Ministry of Tourism, Government of India

Brief Description of Project:

The objective of the study was collection of Domestic Tourism Statistics in the states of Chhattisgarh for the Market Research Division, Ministry of Tourism, Government of India.

Services Provided:

- Prepare a frame / list of all important tourist places in the State;
- Prepare a frame / list of tourist place-wise all accommodation units, like hotels, dharamshalas, guest houses, etc.;
- Compile information about both domestic and foreign tourists staying in all the accommodation units each month, including nationality (about foreign tourists) from the records of accommodation units;
- Compile information about rooms, beds, occupancy rate, employment, etc. of all accommodation units as at Sr. No. (ii) above on monthly basis;
- Conduct a sample survey of both domestic and foreign tourists (taking separate representative samples) at all the important tourist places as at Sr. No. (i) to estimate the – (a) purpose of visit (b) same day visitors (c) tourists staying with friends/relatives during their visits (d) demographic profile (e) country / State-wise arrivals (Country for foreign tourists and State for domestic tourist only) (f) average estimated expenditure by tourists on various items (g) average duration of stay and (h) direct employment generated through tourism in various sectors like hotels, restaurants, transport, travel agencies, travel agents, etc.;
- Estimate the expenditure made by State Government in development of tourism, and earnings through tourism; and
- Update the frame/list as at Sr. No. (i) & (ii) on quarterly basis; and accordingly revise the coverage;



Location: Assam, India

Client: Assam Tourism Development Corporation Ltd, Government of Assam

Funding Agency: Assam Tourism Development Corporation Ltd, Government of Assam

Period: 2004-2005

Associate Firm: Nil

Preparation of Master Plan and Marketing Strategy for Assam Tourism for Assam Tourism Development Corporation Ltd, Government of Assam

Brief Description of Project:

To prepare a Master Plan for Assam Tourism Development Corporation with a view to bring out a medium and long term vision document for tourism infrastructure development and tourism related activities.

Services Provided:

- To cover the prime sectors of Assam Tourism namely the Wild Life, Eco Adventure, Culture and Heritage, Pilgrimage, Fairs and Festivals, Tea and Golf, River Tourism and Rural Tourism;
- Selection of tourist spots across the state of Assam and to focus on their locational aspects, tourism profiles along with study of natural, historical and cultural aspects of the sites and its people;
- To focus on historical monuments, heritage buildings and sculptures, temples etc. for the major pilgrimage centres and scope for value creation for promotion of tourism;
- Identification of the customs and lifestyle of various tribes in each of the major tourism spots, fairs and festivals of the important centres;
- Analysis of available facilities in each of the important tourist spots of the state;
- Assessment of existing infrastructure for accommodation etc. and requirement of additional infrastructure as well as creation of other amenities and tourism related activities;
- Preparation of concept drawings, development of a Blue Prints including project planning, indicative project cost estimation, financial feasibility of each such proposed project;
- Development of promotional plans comprising of marketing strategy, promotional inputs, market research, demand estimation, profile of tourist segments, analysis of market trends etc. linking each such major project of Assam Tourism with the important tourist spots of the neighboring states; and
- Assessment of the scope for private sector participation and Public – Private partnership in project management, operation and establishment for both existing and new projects etc.

Location: India

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

Funding Agency: World Bank

Period: 2004-2005

Associate Firm: Nil

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

Brief Description of Project:

The study was an exploratory venture aimed at preparing a Prototype Business Register for the survey area (in three districts of Andhra Pradesh viz. Hyderabad district, Ranga Reddy district & Medak district) alongwith the updation mechanism and prepare a blue print for the construction and maintenance of all India Business Register based on in-depth analysis of various administrative lists available and preparing and validation surveys.

Services Provided:

- Procure various administrative lists and examine the suitability of each of them to be used for the creation and maintenance of business register;
- Examine the features of the source lists from the point of view of content, coverage, specifications, usability and other relevant factors and point out the merits and demerits;
- Identify the core and candidate lists for the exploratory study based on

- specified objective criteria;
- Validate the candidate lists provided by client. Compare and report on list contents including number of businesses by PIN;
- Plan the proving and validation surveys including the survey instruments and instructions, sampling design for validation survey and operational plan. The guidance of the International Consultant (Viz. Australian Bureau of Statistics) and Task Force has to be used for this purpose;
- Undertake the study in the selected districts of Andhra Pradesh (viz. Hyderabad, Ranga Reddy & Medak districts) including the validation survey on the basis of an agreed plan. The proving survey was envisaged to be carried out by physically surveying each of the units in the core and candidate lists. It was estimated that about 5000 units will need to be surveyed in proving survey. The validation survey in about 1000 units was carried out in selected urban blocks and villages to identify the existence of the units which are not included in any of the core or candidate lists. This was done by undertaking door to door survey in the selected geographical units;
- Undertake data analysis and prepare a comprehensive report describing the deficiencies of each list from the points of view of quality and completeness of location identifiers, the extent of over coverage and under coverage in the present system of registration of business units under different acts, field problems and difficulties, average time requirements for each of the operations envisaged for the survey and analysis etc.;
- Organize and facilitate the National Workshop to discuss the results of the survey and further plan of action for the development of a prototype Business Register. The workshop will be organised with the assistance of the International Consultant;
- Develop (based on the use of guidance of Australian Bureau of Statistics, the International Consultants) an operational plan for the construction and maintenance of the prototype Business Register including the updation mechanism. The plan included:
 - The approach
 - Data content including identifiers and classifications
 - Operational definition of units
 - Criteria for identification
 - Standards for classification
 - Procedures for creation and maintenance
 - Additions and/or modifications to the list(s) to make it suitable for register purposes
- Develop the necessary software packages for the construction and maintenance of a prototype business register;
- Prepare and install the prototype business register;
- Test the updating mechanism by using real data sets;
- Develop (using the guidance of International Consultant) a blue print for the construction and maintenance of a national level Business Register; and
- Organize the Workshop for the finalization of the blue print



Location: Uttar Pradesh, Bihar, and Jharkhand, India

Client: Uttar Pradesh State Tourism Development Corporation, Government of Uttar Pradesh/Japan Bank for International Cooperation

Funding Agency: Japan Bank for International Cooperation

Period: 2004

Associate Firm: Pacific Consultants International

Special Assistance for Project Formation (SAPROF) for the Tourism Development Project Phase II for Uttar Pradesh State Tourism Development Corporation, Government of Uttar Pradesh

Brief Description of Project:

The objective of the study was to prepare a loan project from JBIC for the "UP Tourist Development Corporation" for phase –II of development of the Buddhist Tourist Circuit in UP.

Services Provided:

- Infrastructure Assessment Survey
 - Roads: The conditions of the roads in the Buddhist Tourist Circuit was assessed alongwith the need for upgradation, repairs and construction of new roads;
 - Assessment of water supply and drainage & sanitation in the Buddhist Tourist Circuit and improvements required;
 - The archaeological assessment for improvement in the up-keep and conservation of the monuments including setting up of museums;
 - Architectural assessment of the monuments and surrounding areas and developing proposals for improving facilities for tourists such as visitor's center etc., while maintaining the overall ambiance of the tourist sites.
- Travel and Trade Survey: This was undertaken to understand the tourist expenditure patterns, the tourist satisfaction levels and the employment generated in the various sectors of the tourism as well as the need for additional tourist facilities; and
- Social Survey: This was undertaken to analyze the social aspects in the Buddhist Tourist Circuit, including poverty level and the positive / negative impact of tourism on the community and to evolve a strategy for participation of the local communities in the development of tourism and enhancing the impact of tourism on poverty alleviation.

Location: Delhi, Pune, Shillong and Mumbai, India

Client: Consultancy Development Centre, Department of Scientific & Industrial Research, Ministry of Science & Technology, Government of India

Funding Agency: Ministry of Science & Technology, Government of India

Period: Aug. 2004-Oct. 2004

Associate Firm: Nil

Customer Satisfaction Survey for Hospital Services Consultancy Corporation (HSCC) India Ltd for Consultancy Development Centre, Department of Scientific & Industrial Research, Ministry of Science & Technology, Government of India

Brief Description of Project:

The customer satisfaction survey was carried out in respect of timely completion and quality of works for various customers/clients for whom HSCC as a consultant has either completed projects/works or for whom the implementation is in progress, as well as for whom HSCC is rendering procurement services to solicit their feedback/comments.

The survey covered the following on a sample basis:

- a) Customers/clients for whom HSCC has already completed projects/works.
- b) Customers/clients for whom works/projects are in-hand with HSCC.
- c) Customers/clients for whom HSCC is rendering services for procurement of drugs, pharmaceuticals, equipment, furniture etc.

The survey covered all kinds of business sectors of HSCC. The survey sample size was selected in consultation with HSCC which was approximately 20% of the total number of customers/clients.



Services Provided:

- Review of basic organisational information on HSCC (India) Ltd as well as other relevant material such as Quality System Procedures, Quality Plan for the Projects, Management Information System, etc.;
- Review of Agreements between HSCC and the identified customers/clients vis-à-vis the projects/works selected;
- Undertaking a site visit to National Institute of Biologicals, NOIDA for an understanding of the key processes involved in the implementation of hospital projects through a discussion with the site staff;
- Review with the Business Unit-Procurement staff for an understanding of the key processes involved in the implementation of procurement projects;
- Consultation with HSCC at various levels across current business units to determine the basis for questionnaire design;
- Design and development of three questionnaires covering (a) Hospital Projects Implemented/Under Implementation (b) Procurement Projects/Services and (c) IT Projects in consultation with the client (These are enclosed as Annexures 1.1, 1.2 & 1.3 respectively);
- Undertaking the field visits in Delhi, NOIDA, Pune and Shillong for detailed personal discussions through structured interviews with the identified customers/clients (in all 6 respondents- 1 in Shillong, 1 in Pune and 3 in Delhi and 1 in NOIDA) and administration of field survey questionnaires;
- Preparation of field survey visit reports. Tabulation of data obtained through questionnaires; and
- Data analysis of collective responses Preparation of Draft Customer Satisfaction Survey Report.

Location: Sikkim and Meghalaya, India

Client: AusAid

Funding Agency: AusAid

Period: Dec. 2003 - 2005

Associate Firm:
Kellogg Brown & Root Pty Ltd, Australia
URS Sustainable Development, Australia
Stup Consultancy, India

Gangtok and Shillong South Asia Regional Water Supply and Sanitation Program in India

Brief Description of Project:

The goal of this Program was to improve water supply and environmental sanitation service delivery in Gangtok and Shillong, through sharing lessons learnt in project implementation and sectoral policy development. This goal mirrors the similar goal of each of the two projects. Integral components of the program were that each project has a program responsibility in communication, sharing knowledge and encouraging sectoral advancement.

Services Provided:

PHED Survey:

- Design and management of a comprehensive consumer survey for the Public Health and Engineering Department (PHED) of the Government of Sikkim;
- Design and delivery of training to survey teams and supervisors in the conduct of the survey;
- Supervision and periodic/strategic input into the conduct of the surveys;
- Supervision and management of data entry and analysis of the data, including preparation of reports; and
- Advice on the application of the data to develop a PHED consumer database and consumer profile for the purpose of improved planning and service delivery.

Institutional Strengthening/Development:

- Assessment of the efficiency of local agencies in carrying out their mandate,

with particular reference to Urban Water Supply & Environment Sanitation (UWS&ES);

- Review and documentation of operating procedures of local agencies and make recommendations on potential improvements;
- Assistance to the local agencies to improve UWS&ES strategic and organisational planning processes; and
- Assistance and advise on the establishment of a new autonomous WS&S entity.

Economic/Financial Management:

- Estimation of the ability and willingness to pay for; water, sewage collection, treatment and disposal, and low cost environmental sanitation services;
- Provision of options for future tariffs and tariff structures for water supply, sewage collection, treatment and disposal, and solid waste services;
- Development of baseline data from which changes in service delivery can be assessed in the future; and
- Assessment of the financial and economic impacts of potential demand management strategies

Community Development/ Participation:

- Identification and establishment of close, regular contact with institutions responsible for UWS&ES service delivery and appropriate community groups, civil society organisations and NGOs, with a view to facilitating and supporting the development of collaborative partnerships and the establishment of joint stakeholder committees;
- In close consultation with community groups in selected areas, provision of inputs for the analysis of existing UWSS services and facilities and identification of community needs in these areas;
- Selection and appointment of suitable local NGOs to assist in the conduct of surveys, workshops, pilot and IEC activities, and provide ongoing supervision and guidance to these contracted NGOs;
- Preparation and supervision of the conduct of baseline attitudinal surveys and workshops among relevant institutions to establish current levels of awareness and understanding of community needs and their ability to respond effectively to these needs, particularly to those of women and poor and vulnerable households; and
- Support the development of the 'Consumer Cells' within PHED and other relevant departments together with other practical measures to increase community participation in UWS&ES service provision, and support the development of an appropriate consumer/user orientation and high gender and poverty awareness among PHED and other relevant government agency staff and among contracted NGOs;

Information Education and Communication:

- Development of an IEC campaign that incorporates materials and activities designed to increase community awareness of WS&ES issues and maximises community participation in the project;
- Assistance to relevant agencies to develop their institutional capacity with regard to IEC;
- Evaluation of the impact of the IEC campaign on hygiene behaviours and adjust activities as appropriate; and
- Provision of technical assistance and support for the IEC working group to identify priority audiences and materials/activities to be developed.



Location: Andhra Pradesh, Kerala, Orissa, West Bengal and Gujarat

Client: National Aids Control Organisation (NACO), Ministry of Health & Family Welfare, Government of India/Department for International Development, UK Government

Funding Agency: Department for International Development, UK Government

Period: 2002-2003

Associate Firm: Options Consultancy Services Limited, U.K.

HRD/Training:

- Undertaking a detailed training need analysis of NGOs and CDWs involved in project activities and staff of government agencies involved in UWS&ES; and
- Recommendation, design and supervision of appropriate training to be undertaken by government and non-government staff.

Evaluation of Targeted Interventions in 5 States of India for National Aids Control Organisation (NACO), Ministry of Health & Family Welfare, Government of India

Brief Description of Project:

The aim of the Targeted Interventions (TI) programme in 5 states of India, supported by DFID, was to lower the rate of HIV transmission among the most vulnerable and marginalised populations in India. These interventions adopted a comprehensive and integrated approach comprising behaviour change communication, condom programming, STI care and counselling, and the creation of enabling environments to reduce risk behaviours. The goal of this evaluation was to undertake an assessment of the Targeted Interventions being implemented in five Indian states (Andhra Pradesh, Kerala, Orissa, West Bengal and Gujarat) under the National AIDS Control Programme II (NACP II). The assessment of TIs was to consider the appropriateness of the technical strategies they deploy and, in addition, the budget accounting and monitoring systems established within the respective TIs. The recommendations from the evaluation were envisaged to provide feedback to key stakeholders in order to improve programme implementation.

Services Provided:

- To field a Social Development Expert and 3 Financial and Management Experts together with a Facilitator for logistics and support services;
- To undertake a two-day preparatory visit to each state to identify stakeholders, access documentation and to develop the itinerary to ensure that all arrangements for the evaluations are in place;
- Making all logistical arrangements for workshops;
- Making all logistical arrangements for the teams' travel and accommodation in India;
- Providing background documentation to own consultants and briefing consultants as needed before assignments;
- Liaising regularly with Options over technical issues related to the Project;
- Keeping Options fully informed of all activities planned and undertaken by JPS Associates under this agreement; and
- Punctually providing Options with any other assistance and information that Options may reasonably require under this agreement and in such a manner that Options may perform its project management duties effectively.



Location: New Delhi, Jaipur, Moradabad, Kolkata, Bhubaneswar, Chennai, Agra, Mahaballipuram, West Bengal, Pondicherry and Jodhpur

Client: Office of the Development Commissioner (Handicrafts), Ministry of Textiles, Government of India

Funding Agency: Office of the Development Commissioner (Handicrafts), Ministry of Textiles, Government of India

Period: Aug. 2003-2004

Associate Firm: Nil

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

Brief Description of Project:

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

Services Provided:

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

Location: Orissa

Client: Department of Water Resources, Govt. of Orissa

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

Period: 2003-2004

Associate Firm: Nil

Study of Constraints Affecting Agricultural Growth in the State of Orissa for Department of Water Resources, Government of Orissa

Brief Description of Project:

The thrust of study is to explore the possibility of increasing yield rate in the command as well as in rainfed areas to catch up with the all India average. Besides, the extent of diversion of paddy crop to non-paddy crops such as oil seeds, pulses and cash crops due to panipanchayat is to be studied. The ongoing investment pattern is to be studied to find out if it can be restructured with the objective of achieving a favorable cost benefit ratio and higher yield rates. The existing system of marketing mechanism, disbursement of production credit and input delivery system are to be analysed on the basis of primary data and if possible to restructure such mechanism for benefit of the producers.

Services Provided:

- The study was envisaged to make an in depth review of all available data having a direct or indirect bearing on the agricultural production and on effective water management, and will identify, define and analyse constraints to increase agricultural productivity;



Location: Tripura

Client: Tripura Agriculture Development Project/
World Bank

Funding Agency: World Bank

Period: 2003-2004

Associate Firm: Nil

- Identify gaps on existing productivity, resource and input, farm management and adoption, institutional, Infrastructural, sustainability and policy and recommend remedial measures; and
- Study different aspects of agriculture and express views in the matters of legislative procedures, problems regarding agricultural laborers, agriculture credit facilities, production and distribution of quality seeds to the farmers, fertiliser uses, study the constraints affecting farm management, identify public-private partnership in post harvest activities.

Need Assessment Study for Tripura Agriculture Development Project for Department of Agriculture, Government of Tripura

Brief Description of Project:

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

Services Provided:

- Identify key constraints in growth of agriculture;
- Identify needs priorities, investment demands of village communities;
- Identify areas of agricultural opportunity;
- Assess the impact of the uncertain security situation in the state on agricultural development and delivery of government services in rural areas; and
- Develop policy and institutional reforms needed to accelerate agricultural development and increase private investment in the sector.

Location: India

Client: Ministry of Environment and Forests,
Government of India

Funding Agency: World Bank

Period: 2000-2004

Associate Firm: Nil

Intensive Project Performance Review-India Eco-Development Project for Ministry of Environment & Forests, Government of India

Brief Description of Project:

India Eco-Development Project was designed for seven protected areas of India viz. Buxa Tiger Reserve (West Bengal), Gir National Park (Gujarat), Nagarhole National Park (Karnataka), Palamau Tiger Reserve (Jharkhand), Pench Tiger Reserve (Madhya Pradesh), Periyar Tiger Reserve (Kerala) and Ranthambhore Tiger Reserve (Rajasthan) with the following objectives:

- To improve capacity of PA management to conserve biodiversity and increase opportunities for local participation in PPA management activities and decisions.
- To reduce negative impacts of local people on biodiversity, reduce negative impacts of PAs on local people, and increase collaboration of local people in conservation efforts.
- To develop more effective and extensive support for ecodevelopment.
- To ensure effective management of this project.
- To prepare future biodiversity projects. The project was aimed at implementing the strategy for bio-diversity conservation through people's participation and undertaking eco-development activities in seven protected areas of India viz. Buxa Tiger Reserve (West Bengal), Gir National Park (Gujarat), Nagarhole National Park (Karnataka), Palamau Tiger Reserve (Jharkhand), Pench Tiger Reserve (Madhya Pradesh), Periyar Tiger Reserve (Kerala) and Ranthambhore Tiger Reserve (Rajasthan).



Services Provided:

- Undertake field visits comprising of at least two of the full time specialists to each projects site at least three times during the period of the consultancy, and provide guidance, and advice in matters relating to environmental, socioeconomic management, and technical issues;
- Provide feedback to change project components, increase institutional learning and build trust among project stakeholders. Provide advice and technical support for planning, coordinating and implementing project activities, when required;
- Provide advice and support in the preparation of project progress and completion of reports;
- Provide guidance and advice in review of project documents and plans including annual work plans;
- Recommend measures for strengthening environmental management and monitoring procedures and programs during implementation of the project, including recommendations for the cost-effective conduct of site specific assessments of project investments prior to executing. Provide oversight and specialist services required to facilitate the implementation of these measures. Use the environmental assessments framework to assess environmental impacts of ongoing implementation;
- Use the social assessment framework to (a) assess the social impacts of project activities on stakeholders and (b) the effectiveness of responses to the impact monitoring in mitigating negative impacts in ongoing implementation;
- Use Project design and preparation of work to assess effectiveness of project administration arrangement and suggest improvements, where needed;
- Participate in project technical workshops, review meetings and coordinating committees and provide resources personnel, when required;
- Participate in meetings, discussions, and supervision missions involving the Bank as and when required;
- Participate in meetings, discussions, and supervision missions involving the Bank (including joint site visits) as and when required;
- Compilation, documentation of information and processing the reports of the team; and
- Prepare assessment reports on special topics in response to requests from national level project committees;

Location: Maharashtra, Rajasthan, Orissa and Tamil Nadu

Client: Market Research Division, Ministry of Tourism, Government of India

Funding Agency: Market Research Division, Ministry of Tourism, Government of India

Period: Nov. 2003 – 2004

Associate Firm: Nil

Study on the Economic Benefit of Tourism Sector for the States of Maharashtra, Rajasthan, Orissa and Tamil Nadu for Market Research Division, Ministry of Tourism, Government of India

Brief Description of Project:

The study was envisaged to help in a better understanding of the potential of tourism in terms of its net economic benefit/impact, and its inter-sectoral linkages. Also, the study was envisaged to facilitate investment decisions related to the tourism sector in the states of Maharashtra, Rajasthan, Orissa and Tamil Nadu. A sample size of 2000 tourists per state was used for all the sectors of tourism industry during primary survey.

Services Provided:

Conduct of a Baseline survey to achieve the following objectives:

- To identify the forward, lateral and backward linkages to the tourism sector in the state;
- To list out the quantitative measures/parameters of benefits accrued in the linked sectors/key activities;



Location: Uttaranchal

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

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

Period: 2002-2003

Associate Firm: Nil

Location: Punjab, Haryana, Uttar Pradesh & Delhi

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

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

Period: Oct. 2002-2003

Associate Firm: Nil

- To carry out input-output analysis led model to arrive at correlation among investment in tourism and growth in other sectors;
- To measure the direct, indirect and induce impact of tourism expenditure on income and employment potential;
- To indicate intra-segment priority of investment in tourism sector based on tourist requirements and inherent benefits from various sub-sectors; and
- To compare direct-indirect benefits of tourism sector relevant to the state with other major sectors of the economy in the state based on national indices.

Evaluation of Impacts in Project Intervention under Uttaranchal Diversified Agriculture Support Project for Department of Agriculture, Government of Uttaranchal

Brief Description of Project:

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

Services Provided:

- To assess and quantify to the extent possible, the impact of measures undertaken in terms of diversification of area, increase in productivity, balanced use of fertilizers, better animal husbandry and dairy practices and adoption of sericulture by means of a survey of beneficiaries;
- To evaluate the impact of measures taken to promote participative management, public private partnership and private investment in agriculture sector;
- To assess the impact in terms of adoption by farmers other than the direct beneficiaries, of the various demonstrations and technology disseminated;
- To assess the arrangements made for technology dissemination and the methodology being used by the agencies, both government as well as those under privatization of extension services; and
- To evolve criterion for selection of demonstration sites and steps to increase the impact of demonstrations being undertaken.

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

Brief Description of Project:

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

Services Provided:

- To evaluate the progress made in horticulture in the various states and to make a national plan to stimulate growth of horticulture, a baseline survey was conducted;
- To arrive at a national program;
- To help the Policy Makers to take various decisions;
- Review of the progress made in the last decade; and
- Identify the factors which stimulated or dampened its growth.



Location: Maharashtra

Client: Kharlands Development Corporation, Irrigation Department, Government of Maharashtra

Funding Agency: Kharlands Development Corporation, Irrigation Department, Government of Maharashtra/European Commission

Period: Mar. 1999-2003

Associate Firm: DHV Consultants BV

Location: Rajasthan

Client: Ministry of Environment & Forests, Government of India/Japan Bank for International Cooperation (JBIC)

Funding Agency: Japan Bank for International Cooperation (JBIC)

Period: Feb. 2003 – Nov. 2003

Associate Firm: IC Net Limited

Review of Organisational Framework under Saline Lands Reclamation Maharashtra Project for Kharlands Development Corporation, Department of Irrigation, Government of Maharashtra

Brief Description of Project:

The EC aided Saline Land Reclamation Project covers districts of Konkan region of Maharashtra and is aimed at implementing interventions that directly benefit the local communities.

Services Provided:

- Conduct of a baseline survey for Development and implementation of strategies for strengthening beneficiary participation in planning, operation and maintenance under the project; and
- Design and implementation of interventions for increased productivity from previously reclaimed land.

Special Assistance for Project Sustainability Concerning Forestation Project in the Aravalli Mountains in Rajasthan for Ministry of Environment & Forests, Government of India

Brief Description of Project:

The survey aims to present future visions and a set of practical recommendations to improve the Aravalli Afforestation Project, (and thereby showing a way for effectively implementing social forestry projects in India), and to help selected Village Forest Protection and Management Committee (VFPMCs) and the Rajasthan Forest Department (RFD) improve their activities.

Services Provided:

- Community survey encompassing 24 communities from 12 districts in Rajasthan. Factors for community profiling include: economy, society, infrastructure, living, agricultural production, forests and development needs.
- NGO profiling to conduct the survey for social forestry in the states of Karnataka and Tamil Nadu, intended to help VFPMCS in Rajasthan as well as RFD improve their institutional performance and developmental impacts;
- The expectation is that the participants will bring back the experience and knowledge to their own VFPMCS in Rajasthan, inspiring their fellow members of VFPMCS to start discussing ways to improve operations of their own VFPMCS;
- Conduct of a two-day workshop in Jaipur as a focal point of such efforts by members of the twenty-four (24) VFPMCS to improve their operations; and
- To facilitate VFPMC members reflecting their operations and formulating new plans, conduct of follow-up activities after the study tour by visiting communities and encouraging people on the spot.



Location: Dhule and Maharashtra

Client: District Water Supply & Sanitation Committee, Zilla Parishad, Dhule, Maharashtra

Funding Agency: District Water Supply & Sanitation Committee, Zilla Parishad, Dhule, Maharashtra

Period: 2003-2003

Associate Firm: Nil

Impact Assessment Study of IEC activities in sector Reform Project, Dhule District of Maharashtra

Brief Description of Project:

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

Services Provided:

1. Review the Information Education and Communication (IEC) requirements of Rajiv Gandhi Drinking Water Supply Mission;
2. Assess the impact of IEC campaigns carried out by NGOs in the district based on a sample survey;
3. Comment on the adequacy of IEC activities based on survey of select villages; and
4. Provide suggestions/recommendations for effective implementation of IEC components.

The study evaluated whether the impact of IEC activities, which have been undertaken by the NGOs, have percolated to different areas as envisaged, and whether it has had the required and expected impact on attitudinal and behavioral patterns of the villagers, in terms of aspects such as

:

- How many households wash hands and feet after defecation;
- What do people wash their hands with, i.e. soap, ash or only water;
- How drinking water is stored, cleaned and handled;
- How human excreta, solid waste and sullage are disposed of;
- Operation and maintenance practice in household and village level drinking/other use water sources;
- Whether concept of capital cost sharing and 100% O&M by village has been properly understood by the villages; and
- Whether adequate awareness has been created for regular payment of water tariff and its importance understood.

Preparation of 20 years perspective plans of Tourism in Madhya Pradesh for Market Research Division, Ministry of Tourism, Government of India

Brief Description of Project:

The perspective plan of 20 years for Tourism in Madhya Pradesh was prepared to specify a strategy for future development so that it stimulates the growth in tourist arrivals, extends the period of tourist stay, injects more money into the local economy and creates awareness in the local population about the socio-economic benefits of tourism. The objectives of the consultancy assignment were the following:

- To highlight the issues underlying the stimulation of tourism in MP.
- To Identify and plan infrastructure and development needs of the existing tourist destinations and the tourist circuits.
- To identify potential tourism areas and plan for their development.

Location: Madhya Pradesh

Client: Market Research Division, Ministry of Tourism, Government of India

Funding Agency: Market Research Division, Ministry of Tourism, Government of India

Period: 2002

Associate Firm: Nil



- To introduce and enhance new tourism activities i.e. adventure tourism, eco-tourism, sports tourism, rural tourism and health tourism.
- To identify priority development projects, their financing and management strategies.
- To introduce broad based regional growth through tourism by generating higher economic gains and balancing socio-cultural and physical environment.

Services Provided:

- A detailed study of the evaluation and assessment of the existing tourism resources in the state;
- Review the existing development/investment plans of scheme for the development of the tourism in the region;
- Identification of existing as well as new Tourism projects including projects for expansion/augmentation;
- Strategies for development of financial plans by providing cost configuration of infrastructure development and prioritizing the investments;
- Strategies on private sector investments and privatization of tourism related properties owned by the state and the tourism corporations;
- Estimation and prioritization of projects on basis of employment generation and tourist arrival;
- Establishment of cultural complexes and handicrafts shops;
- Suggestions on measures of environmental rehabilitation;
- Suggestions on institutional development and strengthening; and
- Suggestions on community participation and community awareness.

Location: Maharashtra

Client: Water supply and Sanitation Department, Government of Maharashtra

Funding Agency: World Bank

Period: Sept. 2002-Nov. 2002

Associate Firm: Nil

Sector Status Study - MRWSSP-II

Brief Description of Project:

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

Services Provided:

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

Location: Madhya Pradesh and Chhattisgarh

Client: World Bank

Funding Agency: World Bank

Period: 2001-2002

Associate Firm: Nil

Study on Fiscal Sustainability Considerations of MP Forestry

Brief Description of Project:

The study analysed the impact of various reforms & events on revenue and expenditure by carrying out a historical review of a "Public Expenditure & Revenue Review (PERR)" and extrapolating the trends to make future forecasts. The study made recommendations for improving the budgetary decisions of the government and providing focused expenditure on areas that gave maximum returns.

Services Provided:

- Carried out a historical "Public Expenditure and Revenue Review" (PERR) of the forestry sector in Madhya Pradesh;



Location: Orissa

Client: Norwegian Aid,
The Royal Norwegian
Embassy, New Delhi

Funding Agency:
Norwegian Aid, The Royal
Norwegian Embassy, New
Delhi

Period: 2000

Associate Firm: Nil

- Made use of financial modeling to project the fiscal impact of the then ongoing forestry development programme (for the next 20 years);
- Evaluated the financial management systems and revolving fund mechanisms for various forestry departmental activities; and
- Carried out primary and secondary survey by way of collection of the budget documents, departmental data and data through study of various other published documents like the annual plans, the five year plan etc and by undertaking field visits to obtain a firsthand feel of the issues involved. An international forestry expert assisted the study team to bring in international perspective to the study. Discussions were held with various officials both in the state capitals and in the field.

Assessment of damage caused by the cyclone and suggestions for possible rehabilitation of fishing communities in coastal Orissa

Brief Description of Project:

The assignment involved assessment of damages caused by the super cyclone that hit 11 districts of coastal Orissa in October, 1999, focusing on the fishermen communities in particular. A study on the above was conducted for developing an assistance programme for NORAD. In order to consider possible support to the fishermen community in the coastal belt of Orissa, the scope of work for JPS included the following:

- A general overview of the destruction caused by the Cyclone with a focus on the fishing communities.
- A more particular overview in respect of losses in terms of boats and nets.
- Considerations regarding to which extent boats and nets can be repaired. Can the boats be repaired or bought locally, or will the majority of boats and equipment have to be purchased new. Are new boats readily available, or would additional shipyards have to be established. Should new boats be build in line with the present tradition in Orissa, or would new designs be preferable.
- Suggestions for the design of a possible assistance programme in line with the focus given above.
- A broad overview of financial requirements for such an assistance programme.
- Suggestions regarding possible partners for the implementation of such an assistance programme.

Services Provided:

- Sample survey in affected villages in the coastal districts of Orissa
- Interface with State Government Officials and international NGOs and local NGOs to assess their participation in the project
- Design of a possible assistance program
- A broad preview of the financial requirements for such a program and
- Suggestions regarding possible partners for implementation of such assistance programme.
- Development of institutional models for delivery of NORAD assistance



Location: Rajasthan

Client: Office of the Chief Conservator of Forest, Department of Forest, Government of Rajasthan

Funding Agency: Office of the Chief Conservator of Forest, Department of Forest, Government of Rajasthan

Period: 1999-2000

Associate Firm: Nil

Socio-economic Review under Aravalli Afforestation Project for Office of the Chief Conservator of Forests, Department of Forest, Government of Rajasthan

Brief Description of Project:

The Aravalli Afforestation Project was one of Japan's afforestation projects in Rajasthan. Under this project, trees were planted in 115,000 hectares in the Aravalli mountain region. By planting trees with the participation of the local population, this project was designed to halt desertification, and also produce timber, animal feed, and fruit, thereby contributing to development of the local economy. Implementation of this project has been the biggest effort ever undertaken with people's participation to check desertification in the state and direct beneficiaries have been the poor people living in and around the Aravalli hills. This project covered 10 districts of Rajasthan viz. Alwar, Sikar, Jhunjhunu, Nagaur, Jaipur (Including Dausa) Pali, Sirohi, Udaipur, Chittorgarh and Bansware. The project objectives were the following:

- To check desertification and to restore the ecological status of the Aravallis by intensive reforestation.
- To meet the fuelwood, tree fodder, grass, timber, fruit and minor forest products.
- To check soil erosion and thereby improve infiltration of water and hydrological balance.
- To provide employment to the rural / tribal population and thereby improve their socio-economic condition.
- To improve the habitat for the animal population in the wild life sanctuaries.

The objective of the consultancy was to undertake the evaluation of the Aravalli Afforestation Project and assess the social impact of the project on the local communities.

Services Provided:

- Evaluation of the performance of the project based on the project design and targets therein; and
- Assessment of socio-economic impact of the project on beneficiaries.

Location: Kerala

Client: The Royal Government of Netherlands

Funding Agency: The Royal Government of Netherlands

Period: 1993-1999

Associate Firm: Euroconsult, The Netherlands, BKH Consulting Engineers, The Netherlands

Baseline Survey under Kerala Community Irrigation Project

Brief Description of Project:

The objective of the consultancy was to establish farmers' organizations for designing, implementing and managing minor irrigation schemes in Kerala.

Services Provided:

- Study of existing water management practices in the state.
- Baseline survey for progress indicators under the project.
- Conceptualization, design and implementation of a monitoring and evaluation system.
- Develop strategies for involving communities to form a Water Users Association.
- Implement strategies for community involvement
- Selection and Training of Community Officers, facilitating the creation of community organization



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