

Curriculum Vitae of Ajit Mani

1. **NAME** : **AJIT MANI**
2. **DATE OF BIRTH** : • 7 Feb 1947
3. **NATIONALITY** : • Indian
4. **EDUCATION** : • B.A. History with Political Science and Economics, Madras University - Madras Christian College, Tamilnadu: 1963-1967
 • MBA Programme at the Indian Institute of Management, Bangalore, Karnataka. Specialisation in Agriculture and Rural Development Sector Management with a concentration in Marketing: 1983-85
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5. **OTHER TRAINING** : • Workshop on **NGO Fundraising** at Noordweijkerhout, The Netherlands - 1987
 • Certificate course on **STAFF APPRAISAL** conducted by INDUSTRIAL SOCIETY, London at Bangalore, Karnataka - 1988
 • Trainer's Course in **LFA (Logical Framework Approach)** - Resource Person: Dr. Hasan Moinuddin of PEM, Frankfurt, Germany, conducted by NORAD, Royal Norwegian Embassy, New Delhi - 1993
 • Workshop on **Social Marketing** at Indian Institute of Management, Bangalore. Resource Person: Dr. T.Scarlett Epstein - 1994
 • 1997 - Lead Auditors' Course for **Quality Systems (ISO 9000)** in Bangalore - International Register of Certificated Auditors - Worldwide Quality Management Network Ltd., London - 1997
6. **LANGUAGES & DEGREE OF PROFICIENCY** : •

	<u>Read</u>	<u>Write</u>	<u>Speak</u>
• English	Excellent	Excellent	Excellent
• Kannada	Nil	Nil	Fair
• Malayalam	Fair	Poor	Good
• Tamil	Nil	Nil	Fair
• Hindi	Fair	Fair	Fair
7. **MEMBERSHIP OF PROFESSIONAL SOCIETIES** : • Association of Quality Systems Auditors: Membership No.244, 1998
 • Member of the Institute of Management Consultants of India (IMCI), 2000
8. **COUNTRIES OF WORK EXPERIENCE** : • India, Bangladesh, Nepal, Sri Lanka, Cambodia

9. CORE SKILLS

- : • Problem solving for clients. Advising clients on the most cost-effective course of action to achieve a given objective.
- Project Appraisals and Institutional Appraisals
 - Participative Project Planning, Monitoring and Evaluation using the Logical Framework Approach as a starting point
 - Qualitative and Quantitative Data Collection, Analysis and Interpretation
 - Project Design, Scheduling and Risk Assessment using PERT/CPM and Statistical Procedures
 - Staff Training and Development
 - Social Marketing Communications

10. CLIENT LIST FOR 2000

- KUIDFC Bangalore/ADB New Delhi - Benefit Monitoring & Evaluation (1998-2001) of Karnataka Urban Infrastructure Development Programme
- Indo-Norwegian Environment Project/KSCST, Govt. of Karnataka - Experiential Training for Project Implementation Officers and Administrators in Stakeholder Participation
- Indian Institute of Management, Bangalore (IIMB) - "Customised Programme on Public Policy Analysis for Indian Administrative Service Officers" (Monthly Sessions)
- DANIDA Rural Drinking Water Supply And Sanitation (RDWSS) Project, Karnataka - Training Programme for District Staff on Data Management and Management Information Systems.
- ADATS/SCF New Zealand - Participative Project Planning, Monitoring and Evaluation Training (17 Month Programme) for a large NGO working since December 1977 among small and poor peasant families, in 588 villages in 4 Taluks of North Kolar district, Karnataka State, India
- BASIX, Hyderabad - Programme Planning and Design, MP-LEAP, Govt. of Madhya Pradesh, Bhopal, Madhya Pradesh

10. CLIENT LIST FOR 2001

- KUIDFC Bangalore/ADB New Delhi - Benefit Monitoring & Evaluation (1998-2001) of Karnataka Urban Infrastructure Development Programme
- Indian Institute of Management, Bangalore (IIMB) - "Customised Programme on Public Policy Analysis for Indian Administrative Service Officers" (26 Dec 2000 to 6 Jan 2001). Specialist Guest Faculty on Participatory Project Planning.
- ADATS/SCF New Zealand - Participative Project Planning, Monitoring and Evaluation Training (17 Month Programme)
- ILO Social Finance Unit - Rapid Appraisal of Debt Bondage in Selected Districts of Karnataka (May 2001)
- ADB's TA 3485-IND – Participatory Poverty Assessment - Govt. of Kerala (Oct 2001-Feb 2002)

12. EMPLOYMENT RECORD :

MARCH 1992 TO PRESENT

EMPLOYER :

- INTERVENTION (INDIA) PVT. LTD., Regd. Office: 34 MEG Officers' Colony, Banaswadi Road, Bangalore 560 0333

POSITION HELD AND DESCRIPTION OF DUTIES :

- Managing Director – Corporate Management, Lead Consultant: Project Design, Project Monitoring & Evaluation, Institutional Capacity Building

- **OCTOBER 2001 TO MARCH 2002:**
- Team Leader on ADB's TA 3485-IND, Participatory Poverty Assessment. Managing Data Collection, Analysis and Policy Development. Capacity Building for State Govt. Officers, Advising State Planning Board, State Poverty Eradication Mission and Rural Development Dept. Developing a Composite Poverty Index for Kerala for revising Public Policy on Poverty in Kerala State
- **MARCH 2001 TO NOVEMBER 2001:**
- Study on Bonded Labour for ILO in 4 Districts of Karnataka
- **NOVEMBER 2000 TO MARCH 2002:**
- Participatory Project Planning and Monitoring for SCF (New Zealand) Funded Development Programme at ADATS, Kolar District, Karnataka (17 Month Engagement). Development of Goal, Purpose, Project Outputs, Objectively Verifiable Indicators, MIS and Training of Trainers Programmes. Creating result orientation among Project Staff.
- **DECEMBER 1998 TO PRESENT:**
- Benefit Monitoring & Evaluation Consultant on the ADB financed "*Karnataka Urban Infrastructure Development Project (KUIDP)*", India (Loan No.1415-IND). As head of INTERVENTION, completely responsible for conceptualising Benefit Monitoring & Evaluation (BME) plan, preparing BME Document, presenting to MD, PMU Officials, and NGOs. Responsible for designing baseline survey instruments, based on Research Plan developed from ADB/PMC brief, data collection, analysis, interpretation and report writing.
- Conceptualised and designed Rapid Appraisal of slums attached to KUIDP project towns, led a team of community participation specialists and prepared baseline indicators for the slum development and poverty alleviation module.
- Worked closely with the Commissioner of Mysore City to finalise his Property Tax Database, and made recommendations on computerisation of the Corporation Accounts, Payroll, and selection of hardware and software. Made recommendations on bottom-up planning for the City Corporation, and the involvement of Corporators in funds mobilisation.
- A detailed survey was conducted among the elected representatives of all four project towns and recommendations were made for the development and motivation of Municipal Councillors and City Corporators.
- A Public-Private Partnership initiative dialogue was started under our suggestion, between Corporation officials, Confederation of Indian Industry officials and office-bearers of the Mysore Grahakara Parishat (Civil Society).

• **MARCH 1992 TO NOVEMBER 1998**

- Managing Director/Lead Consultant for various assignments – please see Client List & Assignment Record. This position involves understanding the client’s requirements, formulating the assignment problem, determining the required outputs and impacts, and preparing detailed schedule of activities to achieve these results.
- Some assignments involved working with client’s executive team and various stakeholders to determine focal problem and a consensual approach to problem solution.
- Yet other assignments involved the definition of research objectives and methodology; design of research instruments, supervision of data collection and data entry, data analysis and interpretation.
- Strategic planning for clients, matching the external and internal environments of the organisation, defining success and measures to evaluate the attainment of successful results.
- Assisting clients, particularly in the NGO sector, to search for market defined solutions as alternatives to dependence on grants and subsidies, and training of client’s staff to cope with the radical change in corporate philosophy.
- Social marketing of charities and causes, preparation of corporate communications on the basis of market research, use of various media for influencing target segment behaviour.
- Providing objective external support in monitoring and evaluation of projects, preparation of regular documentation and case studies.

Guest faculty, Indian Institute of Management for its “Customised Programme on Public Policy Analysis for Indian Administrative Service Officers”. This is a bi-monthly programme. The faculty leader for this programme, for IAS officers with over 15 years experience is Prof. N.Naganna.

DECEMBER 1989 TO MARCH 1992

EMPLOYER

- : • SISTA’S PRIVATE LIMITED, Bombay

POSITION HELD AND DESCRIPTION OF DUTIES

- : • Director – Social Marketing: Designing partnerships between corporates and NGOs for mutual benefit projects. Marketing Research -Preparation of corporate communications, fundraising for NGOs

- This position involved liaison between NGOs and the creative department of a mainstream Indian advertising agency. It also involved persuading corporate clients to sponsor NGO projects, including planning and implementation of Charity Events to promote a cause or support an NGO, which also provided an opportunity for presentation of the sponsors as responsible corporate citizens.
- Worked with the Commissioner of Police, Bangalore on a Traffic Management project (1990-92), with the Transport Commissioner, Bangalore on a Road Safety project (1990), the Municipal Corporation of Hyderabad on Garbage Management project inviting citizen participation (1990), and the Police Commissioner, Hyderabad on a Neighbourhood Watch project to involve citizens in the management of urban crime (1990).

AUGUST 1986 TO DECEMBER 1989

EMPLOYER : • ACTIONAID, McDonald Road, Archway, London M19 5PG

POSITION HELD AND DESCRIPTION OF DUTIES : • Field Director for South India – Identification of projects for charity funding, monitoring of projects, evaluations, training of project staff, institutional capacity building. Assisting projects to become self-sustaining through “income generation” projects and market-led activities.

JULY 1985 TO JULY 1986

EMPLOYER : • PRADAN (Professional Assistance for Development Action), New Delhi – Attached to MYRADA, Bangalore as Programme Officer for PIDOW

JUNE 1983 TO JUNE 1985

: • Post Graduate Programme in Management (MBA Programme) at Indian Institute of Management, Bangalore – Organisational Project, 1984: Degradation of Betta Forests in Salkani Village in Sirsi Taluk, Uttara Kannada District, under guidance of Prof. Madhav Gadgil of Centre for Environmental Studies (CES) of Indian Institute of Science (IISc), Bangalore

JAN 1979 TO MAY 1983

: • Walkabout: Voluntary Work with tribals in Silent Valley, Palghat District, Kerala and Fisherfolk in Pamban Island, Ramnad District, Tamilnadu

NOV 1967 TO DEC 1978

EMPLOYER : • Malayalam Plantations (UK) Ltd., 1-4 Great Tower Street, London EC3R 5AB

POSITION HELD AND DESCRIPTION OF DUTIES : • Assistant Superintendent (1967), Assistant-in-Charge (1974), Acting Superintendent (1975-78). Timber felling and sales in remote forest areas, Rubber New Planting, Re-planting, Tea Planting and Manufacture, senior management responsibility of estates with labour forces of up to 2500, with subordinate staff and executive staff. All aspects of production, labour management, Industrial Dispute negotiation, and representation in regional Planters' Associations.

- The period of 11 years spent with this employer involved progressively greater responsibilities at a senior management level involving not only technical and personnel skills but also leadership qualities in plantations with some of the most militant labour in India.