

1.	PROPOSED POSITION	:	Project Performance Management Specialist																									
2.	NAME	:	AJIT MANI																									
3.	DATE OF BIRTH	:	7 Feb 1947																									
4.	NATIONALITY	:	Indian																									
5.	EDUCATION	:	<ul style="list-style-type: none"> • B.A. History with Political Science and Economics, Madras University - Madras Christian College, Tamilnadu: 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 																									
6.	OTHER TRAINING	:	<ul style="list-style-type: none"> • Workshop on NGO Fundraising at Noordweijkerhout, The Netherlands - 1987 • Certificate course on STAFF APPRAISAL conducted by INDUSTRIAL SOCIETY, London at Bangalore, Karnataka - 1988 • Course on LFA (Logical Framework Approach) - Resource Person: Dr. Hasan Moinuddin of PEM, Frankfurt, Germany, conducted by NORAD, Royal Norwegian Embassy, New Delhi – 1993. Please visit www.interventions.org/workshops.html for full list of Strategic Planning Workshops using LFA conducted. • 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 																									
7.	LANGUAGES & DEGREE OF PROFICIENCY	:	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Language</th> <th style="width: 25%;">Read</th> <th style="width: 25%;">Write</th> <th style="width: 25%;">Speak</th> </tr> </thead> <tbody> <tr> <td>English</td> <td>Excellent</td> <td>Excellent</td> <td>Excellent</td> </tr> <tr> <td>Kannada</td> <td>Nil</td> <td>Nil</td> <td>Fair</td> </tr> <tr> <td>Malayalam</td> <td>Fair</td> <td>Poor</td> <td>Good</td> </tr> <tr> <td>Tamil</td> <td>Nil</td> <td>Nil</td> <td>Fair</td> </tr> <tr> <td>Hindi</td> <td>Fair</td> <td>Fair</td> <td>Fair</td> </tr> </tbody> </table>	Language	Read	Write	Speak	English	Excellent	Excellent	Excellent	Kannada	Nil	Nil	Fair	Malayalam	Fair	Poor	Good	Tamil	Nil	Nil	Fair	Hindi	Fair	Fair	Fair	
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8.	MEMBERSHIP OF PROFESSIONAL SOCIETIES	:	<p>Association of Quality Systems Auditors: Membership No.244, 1998</p> <p>Member of the Institute of Management Consultants of India: admitted 11 May 2000</p>																									

9. COUNTRIES OF WORK EXPERIENCE : India, Bangladesh, Nepal, Sri Lanka, Cambodia, Japan

10. EMPLOYMENT RECORD

TIME PERIOD	EMPLOYER	POSITION HELD AND DESCRIPTION OF DUTIES
MARCH 1992 TO PRESENT	INTERVENTION (INDIA) PVT. LTD., 34 MEG Officers' Colony, Banaswadi Road, Bangalore 560 033 For more details on Intervention (India) Pvt. Ltd., please visit: www.interventions.org	Managing Director - Corporate Management, Project Design, Monitoring & Evaluation, Training Specialist
DECEMBER 1989 TO MARCH 1992	SISTA'S PRIVATE LIMITED, Poonam Chambers, Dr. Annie Besant Rd., PB 9931, Shivasagar Estate, A/3, Worli, Bombay 400 018	Director - Social Marketing: Designing partnerships between corporates and NGOs for mutual benefit projects. Marketing Research - Preparation of corporate communications, fundraising for NGOs
AUGUST 1986 TO DECEMBER 1989	ACTIONAID, McDonald Road, Archway, London M19 5PG	Field Director - 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.
JUNE 1985 TO JULY 1986	PRADAN (Professional Assistance for Development Action) 3, Community Centre, Niti Bagh, New Delhi -110 049	Action Consultant attached to MYRADA, a large Bangalore-based NGO. Functioned as Programme Officer for the PIDOW Project, Gulbarga. Prepared Watershed Inventory for Kamalapur Watershed
JUNE 1983 TO JUNE 1985	<i>Post Graduate Programme in Management (MBA Programme) at Indian Institute of Management, Bangalore - Organisational Project, 1984: Degradation of Betta Forests in Salkani Village under guidance of Prof. Madhav Gadgil of Centre for Environmental Studies (CES) of Indian Institute of Science (IISc), Bangalore. Report published by CES, IISc (1985) and available in book and microform formats. Please see: http://www.worldcatlibraries.org/wcpa/top3mset/49da9daf4ae583cba19afeb4da09e526.html</i>	
JAN 1979 TO MAY 1983	<i>Walkabout: Voluntary Work with tribals in Silent Valley, Palghat District, Kerala, and Fisherfolk in Pamban Island, Ramnad District, Tamilnadu</i>	
NOV 1967 TO DEC 1978	Malayalam Plantations (UK) Ltd., 1-4 Great Tower Street, London EC3R 5AB	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.

11. DETAILED TASKS ASSIGNED (Monitoring and Evaluation Expert)	WORK UNDERTAKEN WHICH BEST ILLUSTRATES CAPACITY TO HANDLE THE TASKS ASSIGNED
<ul style="list-style-type: none">➤ Project Design with Performance Management Architecture➤ Development of Core Values, Team Vision, Mission, Stakeholder Analysis, Strategic Priorities, Implementation, Tracking & Updating Strategic Plan	<p>Project Name: VISION 2020: The Right to Sight–India Forum (V2IF), New Delhi</p> <p>Position Held: Lead Facilitator for Workshop at Cavelossim, Goa</p> <p>Contract Signed for: Workshop Design, Facilitation, Management of Stakeholder Inputs, Drafting of Long Range Strategic Plan for VISION 2020.</p> <p>Time to be spent: Visit to Goa, 16-20 April 2006, Report Writing 5 days. Monitoring & Evaluation Support over life of Project</p>
<ul style="list-style-type: none">➤ Critique of Project Performance Management Design	<p>Project Name: BME for Kolkata Environment Improvement Programme (KEIP), ADB Loan No. 1813-IND</p> <p>Position Held: Peer Evaluator</p> <p>Duties Rendered: Critique of nascent BME Plan, offered advice on Research Design, Sampling Design, and Data Management</p> <ul style="list-style-type: none">☐ Intensive consultations with IPE BME Team, Development of Research Design, Sampling Design and Data Management☐ Presentation to Project Director, KEIP, Implementation Team, Municipal Councillors and PMC on Approach to PPMS☐ Developed structure for Stakeholder Workshop (to develop PPMS) on request of Project Director, KEIP <p>Time spent: Visit to Kolkata, 3-7 March 2006; Desk Research 5 days, March/April 2006.</p>
<ul style="list-style-type: none">➤ Critique of End of Project Assessment	<p>Project Name: Gangtok Water Supply & Sanitation Project, funded under the Australian Government’s International Development Assistance (AUSAID) and implemented in collaboration with the Government of Sikkim (GoS) and in partnership with NGOs.</p> <p>Position Held: Monitoring & Evaluation Expert</p> <p>Duties Rendered: Assessment of Survey Instruments, Advice on Data Management Methods</p> <ul style="list-style-type: none">☐ Discussions with NGOs and Assessment of Survey Plans and Instruments☐ Report on Conceptual Framework, Project Logic, PME Research Design, Examples of Data Analysis, issues of projecting Sample Results to Population <p>Time spent: Visit to Gangtok, 15-17 September 2005; Desk Research 5 days, September 2005.</p>

- Developing guidelines and arrangements for the collection of data
- Developing participatory M&E arrangements (using workshop format)
- Researching indicators at Process, Output and Outcome levels

Project Name: Resettlement & Rehabilitation (R&R) Programme of Kerala State Transport Project (KSTP), WB Loan No. 4653-IND

Position Held: Team Leader - Evaluation Consultant

Duties Rendered: Preparation of Mid-Term Evaluation Report with Conclusions and Recommendations based on:

- ☐ Individual and Group Interviews (Rapid Appraisal Interviews among all stakeholders) in Kuttipuram, Muvattupuzha and Kottarakkara PWD Divisions (Phase-1) and Kannur and Ponkunnam PWD Divisions (Phase-2); Complete Coverage Questionnaire Survey among Project Displaced Families and 10% Sample Survey among Project Affected Families.
- ☐ 2-day workshop for KSTP's PWD Engineers and 2-day workshop for Implementing NGOs to validate research findings in the spirit of participatory project monitoring and evaluation.
- ☐ Reviewed and Evaluated R&R Software and made recommendations for changes to be made

Time spent: Although the original duration of the assignment was 3 months, the actual time spent on the assignment was 4 months, from Dec 2004 to March 2005.

- International Project Design Workshop including developing the Monitoring And Evaluation component

Project Name: "Payment for Environmental Services" for International Institute for Environment & Development (IIED), 3 Endsleigh Street, London WC1H ODD, UK

Position Held: Solo Facilitator

Duties Rendered:

- ☐ Reviewed relevant and available literature on Payments for Environmental Services and in particular the current activities of WWF, CARE and IIED - 3 days
- ☐ Facilitated a project planning process with stakeholders (From Guatemala, Peru, Tanzania, Philippines, Indonesia, Netherlands and London) - 3 days
- ☐ Assisted in the preparation of a project document to be submitted to selected donors - 3 days

Time spent: 10 days from 18th to 27th February 2005 at WWF-India, Lodi Estate, New Delhi

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| <ul style="list-style-type: none">➤ International Training Workshop on Participatory Monitoring and Evaluation (Developing participatory M&E arrangements that inform stakeholders in managing their plans)➤ Developing an overall conceptual framework within which project M&E is embedded | <p>Project Name: 8th INTERNATIONAL THEMATIC PRA TRAINING WORKSHOP for PRAXIS - Institute for Participatory Practices, C-75 South Extension Part II, New Delhi INDIA 110-049s</p> <p>Position Held: Lead Resource Person for Module on Participatory Monitoring and Evaluation</p> <p>Duties Rendered: Training using case study method, with emphasis on</p> <ul style="list-style-type: none">⇒ Risk Analysis using "Important Assumptions and External Factors" Column of LogFrame⇒ Organisational Learning (The most important function of Programme Evaluation) <p>Time spent: 10 days from 25th October to 4th of November 2004 at YASHADA, Rajbhavan Complex, Baner Road, Pune 411 007</p> |
| <ul style="list-style-type: none">➤ Identifying Poverty Indicators as experienced and articulated by target group | <p>Project Name: Methodology Pilot for WORLD BANK's - "Moving Out of Poverty: Understanding Growth and Freedom from the Bottom Up", India, including participation at a training workshop led by Dr. Deepa Narayan of the World Bank at Bangkok, Thailand from 1-4 June, 2004.</p> <p>Position Held: Team Leader for South India Pilot.</p> <p>Duties Rendered:</p> <ul style="list-style-type: none">⇒ Field testing research technique known as "Cantril's Self-Anchoring Ladder" for assessing well-being/ill-being in a participatory milieu.⇒ Use of "Mixed Methods Research" combining quantitative and qualitative techniques <p>Time spent: 30 days June 2004</p> |
| <ul style="list-style-type: none">➤ Identifying project Effects (between Outputs and Outcomes) | <p>Project Name: Initiated Project Effects Monitoring Study for ADATS - 3rd Consortium Project - (Icco IN 094071 & EZE 20010246). Please follow link to client's website for a copy of the report: http://www.adats.com/studies/studies/books/0824</p> <p>Position Held: Team Leader, Evaluation Research Consultant</p> <p>Duties Rendered: A Participatory Programme Monitoring and Evaluation Study involving:</p> <ul style="list-style-type: none">⇒ Stakeholder Capacity Building including selection of appropriate indicators by Stakeholders⇒ Facilitating direct collection of data for monitoring Indicators by Stakeholders <p>Time spent: 30 days March-April 2004</p> |
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✎ Programme Evaluation and Impact Assessment (Lead and Lag Indicators)	Project Name: Study of the Indo-Norwegian Environmental Programme (INEP) - Extension Of Phase I in Karnataka from December 2002 to January 2003 (Dept. of Environment, Govt. of Karnataka)
	Position Held: Team Leader, Evaluation Research Consultant
	Duties Rendered: A Programme Evaluation for NORAD, Royal Norwegian Embassy, 50-C, Shantipath, Chanakyapuri, New Delhi 110 021, involving the assessment of 12 separate environmental innovations involving the participation of local NGOs.
	Time spent: December 2002 To January 2003 (60 days)
✎ Participatory Poverty Assessment (PPA) Study	Project Name: Participatory Poverty Assessment for 14 districts of Kerala. ADB's TA 3485-IND,
✎ Experience of working with public administration	Position Held: Team Leader
✎ Experience of Local Government Functioning	Duties Rendered:
✎ Experience with Institutional Development function	<ul style="list-style-type: none">☐ Developing Framework for Poverty Assessment,☐ Briefing and Training NGO partner staff,☐ Managing Data Collection (PRA, Focus Group Discussions, Depth Interviews),☐ Analysis and Policy Development.☐ Adapted Report Card Methodology for rating local administration (Grama Panchayats) in all districts of Kerala through random survey of constituents under supervision of Secretary State Planning Board.☐ Lead Facilitator, Capacity Building for State Govt. Officers. Developing a Composite Poverty Index for Kerala (using Analytic Hierarchic Process approach for weighting criteria) for revising Public Policy on Poverty in Kerala State☐ Advising State Planning Board, State Poverty Eradication Mission and Rural Development Dept.☐ Prepared Issues Paper (Poverty) for ADB's Senior Governance Specialist, Regional and Sustainable Development Department - Presentation on 2 February 2002 to members of the Steering Committee of the Modernisation of Government Programme (MGP) in Kerala.
	Time spent: October 2001 To March 2002 (6 Months)

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| <ul style="list-style-type: none">➤ Developing Monitoring & Evaluation Component of the Programme➤ Developed Baseline (2000)➤ Monthly Monitoring of Programme➤ Final Survey Against Baseline – Statistical Testing of difference between Final Survey and Baseline using Hypothesis Testing and ANOVA approaches➤ Indicators Research and Selection➤ Supervision of Data Analysis and Preparation of Survey Instruments, Discussion Guides etc.➤ Participatory Monitoring & Evaluation: Organisational Learning using workshop format | <p>Project Name: Karnataka Urban Infrastructure Development Project India (ADB Loan No. 1415-IND)</p> <p>Position Held: Benefit Monitoring & Evaluation Consultant</p> <p>Duties Rendered: Preparation of Benefit Monitoring & Evaluation (BME) Document, which analyses the project in terms of expected results, using the Logical Framework Approach. Presentation of the BME Document to the Managing Director, senior officials of the PMU, PIU, and NGOs.</p> <p>Preparation of Baseline for KUIDP, incorporating public perception of the project, using qualitative and quantitative research methodologies.</p> <p>Techno-Managerial support to the Commissioner of the Mysore City Corporation. Management Information Systems, Computerisation, Public-Private Partnership Initiatives between Government, Private Industry and Civil Society</p> <p>Providing feedback on project activities to the Managing Director and PMC through monthly reports and presentations.</p> <p>Preparation of Final BME Report</p> <p>Worked Closely with Project Management Consultant, Louis Berger Group, Inc. USA (Team Leader: Robert Berlin, Municipal Engineer)</p> <p>Time spent: Although the original duration of the BME assignment was 36 months from 1999, the project was extended from June 2001 to June 2003.</p> |
| <ul style="list-style-type: none">➤ Identification of Process Indicators, System Indicators – Project Control System | <p>Project Name: Workshop on Process Management for Japanese Development Consultants, NGOs and Programme Staff, Foundation for Advanced Studies on International Development (FASID), Chiyoda-ku, Tokyo 102-0074, Tokyo, Japan.</p> <p>Position Held: Solo Facilitator</p> <p>Duties Rendered: Facilitated Workshop on Process Management, Risk Assessment, Process Measurement, Identification of Lead Indicators, Lag Indicators, Project Control System Calibration</p> <p>Time Spent: 2-day Workshop on 06-07 March 2003 (add 1 day for preparation and 1 day for Report Writing, Total 4 days contract)</p> |
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<ul style="list-style-type: none">➤ Identification of Poverty Indicators through Participatory Processes	<p>Project Name: Rapid Appraisal Study on Bonded Labour for International Labour Organisation in 4 Districts of Karnataka for the ILO</p> <p>Position Held: Team Leader, Research Consultant</p> <p>Duties Rendered: Conceptualised and managed Sample Survey and Rapid Appraisal of Debt Bondage</p> <p>The ILO Social Finance Programme, Geneva, has published our report titled, "Rapid appraisal into vulnerability to debt bondage in Kolar, Bidar, Belgam and Chamrajnagar districts, Karnataka, India" (Study carried out for ILO in May/June 2001), crediting Ajit Mani as author (Geneva : ILO, 2002). For further details, visit http://labordoc.ilo.org and do a Basic Search using key words "Ajit Mani"</p> <p>Time spent: March 2001 To November 2001 (8 months)</p>
<ul style="list-style-type: none">➤ Preparation of Strategic Plan with criteria for Monitoring and Evaluation➤ Experience of working with public administration➤ Experience with Institutional Development function	<p>Project Name: UNCHS/UNDP/DFID Support to the Phnom Penh Squatter Communities and Municipality for Participatory Urban Development (CMB/95/009)</p> <p>Position Held: Institutional Development Expert</p> <p>Duties Rendered:</p> <ul style="list-style-type: none">⇒ Design and implementation of participative workshop (November 1998) of NGOs and CBOs working with Squatter Colonies in Phnom Penh City.⇒ Preparation of Strategic Plan in LFA format for the formulation of a longer term programme of support to the urban poor groups in Phnom Penh and developing sustainable strategies for urban poverty reduction and participatory development⇒ Discussions with officials of the Municipality of Phnom Penh, its local government units at the Khan and Sangkat level and the Departments of MPP for preparation of proposal for Institutional Capacity Building. <p>Time Spent: 1 month (Between Nov 1998 and Feb 2003)</p>
<ul style="list-style-type: none">➤ Experience of working with public administration officials at top levels➤ Policy Implementation Training at Senior Government Levels	<p>Project Name: "Customised Programme on Public Policy Analysis for Indian Administrative Service Officers" (2000-2001).</p> <p>Position Held: Guest Faculty</p> <p>Duties Rendered: Ajit Mani was a guest faculty at the Indian Institute of Management, Bangalore (IIMB), for the Public Policy Analysis Programme.</p> <ul style="list-style-type: none">⇒ "Public Systems Project Management"⇒ The Faculty Leader for this Programme was Dr. N.Naganna.

- Cost Benefit Analysis of Education Project for Child Labour
- Estimating Internal Rate of Return to Assess Investment Cost of Primary Education

Project Name: Economic input into joint DFID/ILO appraisal of IPEC (India) 2, Contract No 149 559 010A

Position Held: Consultant – Economic Analyst, and Member of DFID Team including Dr. Phil Harding, Senior Social Development Advisor and Mr. Phil Rose, Programme Manager, National and W.Bengal Programme Teams, British High Commission, New Delhi

Duties Rendered:

- ⇒ Assessment of the economic viability and relevant aspects of DFID support to the ILO - IPEC project in India.

Time Spent: 12 Days (Between 21 Sep to 9 Oct 1998)

- Identification of Project Indicators through participatory processes (Workshop Format)
- Conflict Resolution among stakeholders (Govt. Dept.s, NGOs, villagers and citizens affected by (a) water shortage, (b) fluorosis and (c) water pollution, Academics and Experts),

Project Name: Integrated Water Resources Management Project for the Government of Rajasthan (This programme was cancelled by the Swedish Government following the Nuclear Testing at Pokhran in 1998)

Position Held: Consultant - LFA Expert and Stakeholder Facilitator to SPM Consultants, Stockholm, Sweden as directed by the Royal Swedish Embassy's SIDA.

Duties Rendered:

- ⇒ Presentation of project objectives to the stakeholders inviting discussion and presentation of various stakeholder views.
- ⇒ Facilitating stakeholder debates and encouraging consensus to agree on focal problem. Extensive documentation of stakeholder decisions and outputs.

Time Spent: Two Months (23 March to 7 June 1998)

For full client list since 1993, please visit: <http://www.interventions.org/clientlist.html>

12. CERTIFICATION

I, the undersigned, certify that, to the best of my knowledge and belief, this biodata correctly describes myself, my qualifications and my experience. I understand that any wilful misstatement described herein may lead to my disqualification or dismissal, if employed.

SIGNATURE:



DATE OF SIGNING: _____ 8 April 2006 _____
(Day/Month/Year)