

CURRICULUM VITAE (CV) FOR PROPOSED PROFESSIONAL STAFF

1. Proposed Position :

2. Name of Firm/Organisation:

3. Name of Staff : Ajit Mani, (Certified Management Consultant – IMCI)

4. Date of Birth: 7 Feb 1947

5. Nationality: Indian

6. Education:

- B.A. History with Political Science and Economics, Madras University - Madras Christian College, Tamilnadu: 1967
- PGDM (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

7. Membership of Professional Associations

- Association of Quality Systems Auditors: Membership No.244, 1998
- Member of the Institute of Management Consultants of India (IMCI): admitted 11 May 2000. Cleared CMC (Certified Management Consultant) – Eighth Certification Process conducted by IMCI in 2006. Current Certificate (No. IND/010/2015) – Valid till 31 March 2018.

8. Other Training

- Course on LFA (Logical Framework Approach) - Resource Person: Dr. Hasan Moinuddin of PEM, Frankfurt, Germany (GTZ Consultant), 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
- Lead Auditors' Course for Quality Systems (ISO 9000) in Bangalore - International Register of Certificated Auditors - Worldwide Quality Management Network Ltd., London – 1997.
- Workshop on Poverty Assessment - "Moving Out of Poverty: Understanding Growth and Freedom from the Bottom Up", led by Dr. Deepa Narayan of PREM (Poverty Reduction and Economic Management) of the World Bank, at Bangkok, Thailand from 1-4 June, 2004.

9. Countries of Work Experience: India, Bangladesh, Nepal, Sri Lanka, Cambodia, Japan, Thailand

10. Languages :

	<u>SPEAKING</u>	<u>READING</u>	<u>WRITING</u>
English	- Excellent	Excellent	Excellent
Malayalam (Kerala)	- V. Good	Poor	Poor
Tamil (Tamilnadu)	- Good	V.Poor	Nil
Kannada (Karnataka)	Fair	Nil	Nil
Hindi (North India)	Basic	Poor	V.Poor

11. Employment Record

TIME PERIOD	EMPLOYER	POSITION HELD AND DESCRIPTION OF DUTIES
MARCH 1992 TO PRESENT	INTERVENTION (INDIA) PVT. LTD., TF-1, Little Pearls Apartment, 18 Lewis Road, Bangalore 560 084 For more details on Intervention (India) Pvt. Ltd., please visit: www.interventions.org	Managing Director - Corporate Management, Project Design, Monitoring & Evaluation, Capacity Building (Performance Correction and Coaching) 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: Mainstream Ad Agency designing partnerships between corporates and NGOs for mutual benefit projects. Marketing Research – Managing Social Communication Campaigns, 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. Planned one of the earliest Watershed Management Programmes in India 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 of Sirsi Taluk, N.Kanara District, Karnataka 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 and Relevance	12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned
<ul style="list-style-type: none"> ▪ Final Evaluation May/June 2016 ▪ Lessons Learnt Documentation. Project Closure Documentation. ▪ Process Evaluation – Analysis of Sequencing and Co-ordination of Factors of Production ▪ Analysis of Engineering Packages – Statistical Analysis using STATISTICA 12.5 to estimate delays and compute notional costs of delays (for internal communication) using Discounted Cash Flow analysis Compound Amount Factor (DCF-CAF) ▪ Design of Group Discussions, Training Interviewers, Content Analysis of Interview Notes ▪ Writing Draft Mid-Term Report for much delayed KSUDP after discussion with Managers and Engineers at the PIU and PMU levels ▪ Writing Mid-Term Report for much delayed KSUDP after discussion with Managers and Engineers at the PIU and PMU levels ▪ End of Project Sample Survey of KSUDP in 5 Cities using Tablet/Android Technology eliminating paper questionnaires and consequent data entry to ensure accuracy and integrity. 	<p>A. Name of Assignment or Project - KERALA SUSTAINABLE URBAN DEVELOPMENT PROJECT (Mid Term Review)</p> <p>Year - Nov 2015 to June 2016</p> <p>Location - Thiruvananthapuram (KSUDP/TSU), Project Cities: Thiruvananthapuram, Kollam, Kochi, Thrissur and Kozhikode</p> <p>Client - Project Director, KSUDP, financed by ADB / CDM SMITH Inc.</p> <p>Main Project Features - Mid Term Process Evaluation; Analysis of Engineering Packages Project Schedule to determine causes for Time and Cost Overrun; Qualitative Survey of Customer Satisfaction with Water Supply optimised to date.</p> <p>Position Held - Specialist PPMS (Project Performance Management) - Intermittent Employment</p>
<ul style="list-style-type: none"> ▪ Review of Project Framework and creating Project Planning Matrix using Problem Tree and Objectives Tree approach ▪ Supervision of Data Collection Contractor, assisting PMU to finalise Sampling Plan for Mid Term Review scheduled for September 2014. ▪ Analysis of Baseline Data to make a list of Baseline Indicators, especially Poverty Indicators. ▪ Advising Chief Project Director and Project Director (M&E) on SHG Management and Data Collection ▪ Advising Chief Project Director and Project Director (M&E) on planning for the Project Completion Report ▪ Training Extension Office Co-ordinators in data collection for Poverty and Inequality measurement using Survey and PRA methods. Robust quantitative data analysis using techniques such as Poverty Gap, Severity of Poverty {The Foster Greer Thorbeke (FGT) Index}, Gini Coefficient (for concentration of poverty), Kuznets Ratio, Progress out 	<p>B. Name of Assignment or Project - UTTAR PRADESH PARTICIPATORY FOREST MANAGEMENT & POVERTY ALLEVIATION PROJECT (UPPFMPAP)</p> <p>Year - June 2014 to May 2016</p> <p>Location - Lucknow, Uttar Pradesh : Forests in Terai, Vindhyanchal and Bundelkhand Regions.</p> <p>Client - Chief Project Director, UPPFMPAP, Forest Department, Aranya Sadan, Uttar Pradesh, financed by JICA / Louis Berger Group</p> <p>Main Project Features - Inception Report including Reviewing the Project's Logical Framework, refining Indicators, Supervising the Data Collection Contractor, Periodic Reports on selected issues, using Rapid Appraisal techniques and Qualitative Interviews. Assisting in Organisational Learning through M&E Presentations, Capacity Building for PMC Team, specifically Extension Office Co-ordinators in the Regions.</p>

<p>of Poverty Index (PPI), Cantril's Self-Anchoring Ladder as appropriate.</p> <ul style="list-style-type: none"> ▪ Statistical Analysis of Quantitative Survey Data using Statistical software for Data Summary, <ul style="list-style-type: none"> - Statistical procedures like Chi Square, Correlation, Hypothesis Testing, and ANOVA. - Content Analysis of Qualitative data (Individual and Group Interviews) using a routine using EXCEL software for research staff to sort and analyse qualitative data. ▪ Organising and reporting study results for policy analysis 	<p>Position Held</p>	<p>Consultant, M&E (Intermittent Employment)</p>
<ul style="list-style-type: none"> ▪ Conceptualisation of Evaluation Research Based on Original Project Framework; Selection of Indicators ▪ Development of Evaluation Planning Matrix and Derivation of Research Questions ▪ Research Instruments and Testing (Quantitative and Qualitative) ▪ Direction of Data Collection, Editing, Data Entry, Statistical Analysis of data including Hypothesis Testing ▪ Report Writing and Presentation of Findings to Client ▪ Policy Recommendations for funding Community Forestry projects. 	<p>C. Name of Assignment or Project</p> <p>Year</p> <p>Location</p> <p>Client</p> <p>Main Project Features</p> <p>Position Held</p>	<ul style="list-style-type: none"> - Evaluation of Village Forest Committees (VFCs) and Self Help Groups (SHGs) of Haryana Forest Department. - April to September 2013 - 40 Villages randomly selected from 800 Villages in 4 Forest Circles and 17 Forest Divisions of Haryana - BASIX/Principal Advisor to JICA, Barakhamba Road, New Delhi, working with Principal Chief Conservator of Forest and APCCF of Haryana and their Divisional and Range Officers - Inception Report, Managing Data Collection, Data Analysis, Report Writing - Team Leader (Technical)
<ul style="list-style-type: none"> ▪ Project Planning using CPM/PERT in MS Project Software ▪ Project Monitoring against Plan ▪ Risk Mitigation Plan ▪ One Day Refresher workshop for 75 engineers of the Upper Bhadra Circle on CPM/PERT 	<p>D. Name of Assignment or Project</p> <p>Year</p> <p>Location</p> <p>Client</p> <p>Main Project Features</p>	<ul style="list-style-type: none"> - Review of CPM/PERT Plan for Package 01 and Package 02 of Upper Bhadra (Rs.6000 crore Irrigation) Project - September-November 2012 - Shimoga, Karnataka - Chief Engineer UB Project Zone, Chitradurga and Superintending Engineer UB Project Circle-1, B.R.Project, Karnataka Neeravari Nigam Limited, Bangalore 560 001 - Review of Critical Path Activities in CPM/PERT Plan and Programme Audit ; Assessing Probability of Project Completion on Revised Due Date based on PERT 3 Time Estimates; Development of Risk Mitigation Plan for Package 01 and Package 02 in Upper Bhadra Project
<ul style="list-style-type: none"> - In depth understanding of Project Planning Matrix, including Objectively Verifiable Indicators, Means of Verification (Monitoring & Evaluation Schedule) and Risk Assessment - Transfer of Skills for Monitoring and Evaluation of Project based on the elements of the Logical Framework including Assumptions 	<p>E. Name of Assignment or Project</p> <p>Year</p> <p>Location</p>	<ul style="list-style-type: none"> - Logical Framework Training for 100 Officers of SAVE THE CHILDREN India, Bal Raksha, Bharat in three batches - New Delhi, 23-25 July 2012 - New Delhi, 28-30 Aug 2012 - Hyderabad 02-04 Sep 2012 - As above

<ul style="list-style-type: none"> - Capacity Building and Performance Coaching - Performance Monitoring & Evaluation, Performance Correction 	<table border="0"> <tr> <td style="vertical-align: top;">Client</td> <td style="vertical-align: top;">-</td> <td>SAVE THE CHILDREN India, Bal Raksha, Bharat, No. 9-10-11, 3rd Floor, Vardhaman Trade Centre, Nehru Place, New Delhi 110 019</td> </tr> <tr> <td style="vertical-align: top;">Main Project Features</td> <td style="vertical-align: top;">-</td> <td>Logical Framework Design Training using Problem Tree and Objectives Tree, Case Study on Child Labour</td> </tr> <tr> <td style="vertical-align: top;">Position Held</td> <td style="vertical-align: top;">-</td> <td>Solo Facilitator</td> </tr> </table>	Client	-	SAVE THE CHILDREN India, Bal Raksha, Bharat, No. 9-10-11, 3rd Floor, Vardhaman Trade Centre, Nehru Place, New Delhi 110 019	Main Project Features	-	Logical Framework Design Training using Problem Tree and Objectives Tree, Case Study on Child Labour	Position Held	-	Solo Facilitator												
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Position Held	-	Solo Facilitator																				
<ul style="list-style-type: none"> - Design of Concurrent Evaluation Process - Briefing FGD Facilitators, Supervision of FGD Meetings, Collection of Notes, Analysis and Composition of Report - Presentation of Report to Joint Secretary, Ministry of H&UPA 	<table border="0"> <tr> <td style="vertical-align: top;">F. Name of Assignment or Project</td> <td style="vertical-align: top;">-</td> <td>Concurrent Evaluation Pilot: Rajiv Awaz Yojana in Mysore City - 16 Aug to 15 Oct 2011</td> </tr> <tr> <td style="vertical-align: top;">Year</td> <td style="vertical-align: top;">-</td> <td>Field work: 2011 (16 Aug to 15 Oct) and Presentation of Report of Concurrent Evaluation to GHK Consulting Limited and Ministry of Housing and Urban Poverty Alleviation at 1500 hrs on 16 April 2012</td> </tr> <tr> <td style="vertical-align: top;">Location</td> <td style="vertical-align: top;">-</td> <td>Mysore City Corporation, Karnataka</td> </tr> <tr> <td style="vertical-align: top;">Client</td> <td style="vertical-align: top;">-</td> <td>Support to National Policies for Urban Poverty Reduction (SNPUPR) Project (Ministry of Housing and Urban Poverty Alleviation, GoI & DFID Partnership Project) Project Management Consultant – GHK Consulting Limited, Clerkenwell House, 67 Clerkenwell Road, London EC1R 5BL, UK</td> </tr> <tr> <td style="vertical-align: top;">Main Project Features</td> <td style="vertical-align: top;">-</td> <td>Focus Group Discussions and Depth Interviews on Slum Development Programme</td> </tr> <tr> <td style="vertical-align: top;">Positions Held</td> <td style="vertical-align: top;">-</td> <td>Team Leader</td> </tr> <tr> <td style="vertical-align: top;">Activities Performed</td> <td style="vertical-align: top;">-</td> <td>Design of Instruments, Supervision of Evaluation Process, Report Writing and Presentation</td> </tr> </table>	F. Name of Assignment or Project	-	Concurrent Evaluation Pilot: Rajiv Awaz Yojana in Mysore City - 16 Aug to 15 Oct 2011	Year	-	Field work: 2011 (16 Aug to 15 Oct) and Presentation of Report of Concurrent Evaluation to GHK Consulting Limited and Ministry of Housing and Urban Poverty Alleviation at 1500 hrs on 16 April 2012	Location	-	Mysore City Corporation, Karnataka	Client	-	Support to National Policies for Urban Poverty Reduction (SNPUPR) Project (Ministry of Housing and Urban Poverty Alleviation, GoI & DFID Partnership Project) Project Management Consultant – GHK Consulting Limited, Clerkenwell House, 67 Clerkenwell Road, London EC1R 5BL, UK	Main Project Features	-	Focus Group Discussions and Depth Interviews on Slum Development Programme	Positions Held	-	Team Leader	Activities Performed	-	Design of Instruments, Supervision of Evaluation Process, Report Writing and Presentation
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Main Project Features	-	Focus Group Discussions and Depth Interviews on Slum Development Programme																				
Positions Held	-	Team Leader																				
Activities Performed	-	Design of Instruments, Supervision of Evaluation Process, Report Writing and Presentation																				
<ul style="list-style-type: none"> - Participatory development of Stakeholder Table and Importance-Influence Matrix - Participatory development of Logical Framework - Indicators Research - Risk Analysis - Using survey results for course correction as required - Project Learning (Evaluation) 	<table border="0"> <tr> <td style="vertical-align: top;">G. Name of Assignment or Project</td> <td style="vertical-align: top;">-</td> <td>Rural Household Connections (RHC) Project, ADB TA No. 7266-SRI</td> </tr> <tr> <td style="vertical-align: top;">Year</td> <td style="vertical-align: top;">-</td> <td>Jan/Feb 2012 – Visit to Colombo: 22 Jan to 3 Feb 2012</td> </tr> <tr> <td style="vertical-align: top;">Location</td> <td style="vertical-align: top;">-</td> <td>Colombo, Sri Lanka and field locations in Hambantota, Ampara and Ratnapura Districts</td> </tr> <tr> <td style="vertical-align: top;">Client</td> <td style="vertical-align: top;">-</td> <td>Ceylon Electricity Board, Govt. of Sri Lanka, Colombo / PriceWaterhouseCoopers (PWC., Bangalore)</td> </tr> <tr> <td style="vertical-align: top;">Main Project Features</td> <td style="vertical-align: top;">-</td> <td>Design of Monitoring & Evaluation Framework for RHC</td> </tr> <tr> <td style="vertical-align: top;">Positions Held</td> <td style="vertical-align: top;">-</td> <td>Principal Consultant, Monitoring & Evaluation Services</td> </tr> <tr> <td style="vertical-align: top;">Activities Performed</td> <td style="vertical-align: top;">-</td> <td>Development of Logical Framework including Stakeholder Analysis, Problem Tree, Objectives Tree and Project Planning Matrix Participation in design of software Design of questionnaire and Discussion Guides for data collection Data/Content Analysis and Report Writing</td> </tr> </table>	G. Name of Assignment or Project	-	Rural Household Connections (RHC) Project, ADB TA No. 7266-SRI	Year	-	Jan/Feb 2012 – Visit to Colombo: 22 Jan to 3 Feb 2012	Location	-	Colombo, Sri Lanka and field locations in Hambantota, Ampara and Ratnapura Districts	Client	-	Ceylon Electricity Board, Govt. of Sri Lanka, Colombo / PriceWaterhouseCoopers (PWC., Bangalore)	Main Project Features	-	Design of Monitoring & Evaluation Framework for RHC	Positions Held	-	Principal Consultant, Monitoring & Evaluation Services	Activities Performed	-	Development of Logical Framework including Stakeholder Analysis, Problem Tree, Objectives Tree and Project Planning Matrix Participation in design of software Design of questionnaire and Discussion Guides for data collection Data/Content Analysis and Report Writing
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Main Project Features	-	Design of Monitoring & Evaluation Framework for RHC																				
Positions Held	-	Principal Consultant, Monitoring & Evaluation Services																				
Activities Performed	-	Development of Logical Framework including Stakeholder Analysis, Problem Tree, Objectives Tree and Project Planning Matrix Participation in design of software Design of questionnaire and Discussion Guides for data collection Data/Content Analysis and Report Writing																				

<ul style="list-style-type: none"> ▪ Baseline Survey of 5 City Corporations (Thiruvananthapuram, Kollam, Kochi, Thrissur and Kozhikode) using Wardwise Random Sampling and Statistical Analysis to understand Citizen Satisfaction with Urban Infrastructure and Services (Mid-Term and End of Project Survey also to be performed) ▪ Orientation of MIS-IT Officers to Contract Package Management Software ▪ Using MS Project to monitor project including identification of risks and providing alerts to Project Director ▪ Capacity Building Workshops Conducted: <ul style="list-style-type: none"> a) Project Management including introduction to CPM/PERT and using MS Project for Project Planning and Tracking, Risk Assessment using PERT 3-Time Estimates b) Introduction to Community Scorecard Methodology for Assessment of Assets created under Community Infrastructure Fund and Poverty Social Fund 	<p>H. Name of Assignment or Project - Kerala Sustainable Urban Development Project (KSUDP), ADB Loan No. 2226-IND</p> <p>Year - 2009-2011</p> <p>Location - Trivandrum, Kerala</p> <p>Client - Local Self Government (Urban) Department, Govt. of Kerala, Trivandrum/Wilbur Smith Associates Inc., Bangalore</p> <p>Main Project Features - Urban Infrastructure and Services Improvement; Urban Community Upgrading; Local Government Infrastructure Development; Support for Capacity Building and Project Management</p> <p>Positions Held - Project Performance Management Specialist; Capacity Building Consultant (Social Development and Poverty Alleviation)</p> <p>Activities Performed - Baseline Survey, Data Analysis and Report Writing Introduction of ADB's Contract Package Management Software for Monitoring Strategic Planning for Poverty Alleviation Capacity Building Workshops for Government Staff Presentation of Baseline Report to Project Director and his officials 22 July 2011</p>
<ul style="list-style-type: none"> ▪ Baseline Survey of 3 Cities (Dehradun, Haridwar and Nainital) using Wardwise Random Sampling and Statistical Analysis to understand Citizen Satisfaction with Urban Infrastructure and Services (Mid-Term and End of Project Survey also to be conducted) ▪ Developing Strategy for Project Performance Monitoring using Earned Value Management System (EVMS) ▪ Stakeholder Consultations: <ul style="list-style-type: none"> a) Resident Welfare Associations b) Elected Representatives c) Environmental Activists & NGOs d) Slum Dwellers 	<p>I. Name of Assignment or Project - Uttarakhand Urban Sector Development Investment Programme, ADB Loan No. 2410-02-IND</p> <p>Year - 2009-2013</p> <p>Location - Dehradun, Uttarakhand</p> <p>Client - Urban Development Department, Govt. of Uttarakhand/Wilbur Smith Associates Inc., Bangalore</p> <p>Main Project Features - Improvement of Urban Infrastructure and Services Improvement of 31 selected towns (out of 63) in the state of Uttarakhand; Integration of Informal Settlements and the urban poor; support decentralisation process; building strong and sustainable local capacity</p> <p>Positions Held - Benefit Evaluation Expert</p> <p>Activities Performed - Preparation of Concept Report for Benefit Evaluation and Project Performance Management Direction of Baseline Survey Citizen Consultation and Satisfaction Research</p>
<ul style="list-style-type: none"> ▪ Baseline Survey of 4 Cities (Bhopal, Indore, Gwalior & Jabalpur) using Wardwise Random Sampling and Statistical Analysis to understand Citizen Satisfaction with Urban Infrastructure and Services ▪ Stakeholder Consultations: <ul style="list-style-type: none"> a) Resident Welfare Associations b) Elected Representatives 	<p>J. Name of Assignment or Project - Urban Water Supply & Environment Improvement Programme, Madhya Pradesh, ADB Loan No. 2046-IND</p> <p>Year - 2006-2009</p> <p>Location - Bhopal, Madhya Pradesh</p> <p>Client - Urban Development Department, Govt. of Madhya Pradesh / Infrastructure Professional Enterprise, New Delhi</p>

<ul style="list-style-type: none"> c) Environmental Activists & NGOs d) Slum Dwellers 	<p>Main Project Features - Sustainable economic growth and poverty reduction in 4 largest Municipal Corporations of MP State. Urban Water Supply and Environmental Improvement, Public Participation and Awareness, Project Implementation Assistance.</p> <p>Positions Held - Team Leader, Benefit Monitoring & Evaluation</p> <p>Activities Performed - Design and Execution of BME Plan and Baseline Survey. Citizen Consultation</p>
<ul style="list-style-type: none"> - Study of The Status of Displaced, Categorisation of Displaced, Entitlements - Study of the Impact of Displacement on: <ul style="list-style-type: none"> a) Families and Businesses b) Cultural Properties c) Common Properties - Stakeholder Analysis: <ul style="list-style-type: none"> a) Primary Stakeholders b) Secondary Stakeholders c) External Stakeholders - Study of: <ul style="list-style-type: none"> a) Land Acquisition b) "In-situ" Displacement c) "Ex-situ" Displacement d) Skill Training e) Re-establishing Livelihoods f) Monitoring Incomes g) Linkpin role of NGOs in R&R 	<p>K. Name of Assignment or Project - Mid Term Evaluation of Resettlement & Rehabilitation (R&R) Programme of Kerala State Transport Project (KSTP), WB Loan No. 4653-IND</p> <p>Year - 2004-2005</p> <p>Location - Trivandrum Kerala</p> <p>Client - Public Works Department, Government of Kerala, Trivandrum</p> <p>Main Project Features - Evaluation of R&R Progress and achievement of R&R Objectives; Formulation of the necessary measures to resolve the problems and improve R&R implementation</p> <p>Positions Held - Team Leader, Mid-Term Evaluation</p> <p>Activities Performed - Process Analysis Observation of Project Implementation Survey of Displaced Families Sample Survey of Affected Families Documentation & Reporting Study of Involvement of NGOs in KSTP Study of Sustainability of Project Results Planning for Results</p>
<ul style="list-style-type: none"> - Choice of site and study set-up - Tested key methodologies to understand Movement into and out of Poverty: <ul style="list-style-type: none"> a) Cantril's Self-Anchoring Ladder b) Analytic Hierarchy Process (AHP) for rigorous prioritisation of preferences using PRA data c) Concentration of Poverty (Inequality Studies) using Lorenz Curve Analysis (Gini Coefficient) and Kuznets' Ratio d) Community Timeline e) Focus Group Discussions f) Case Studies g) Semi-Structured Household Interviews h) Use of Foster Greer Thorbeke (FGT) Index to measure depth and severity of poverty 	<p>L. Name of Assignment or Project - Methodology Pilot for WORLD BANK's - "Moving Out of Poverty: Understanding Growth and Freedom from the Bottom Up", India.</p> <p>Year - 2004: June (30 Days)</p> <p>Location - Kolar District, Karnataka, South India</p> <p>Client - Poverty Reduction & Economic Management (PREM) Group of World Bank</p> <p>Main Project Features - Field Testing Methodologies: Testing "Mixed Methods Approach" incorporating quantitative and qualitative techniques</p> <p>Positions Held - Team Leader, South India Pilot</p> <p>Activities Performed - Attended Training Workshop under Direction of Dr. Deepa Narayan of PREM, 1-4 June 2004 at Arnoma Hotel, Bangkok, Thailand Field Research Reflections on the Study Presentation to High Powered Policy Level Audience in New Delhi</p>

<ul style="list-style-type: none"> ▪ Terminal Evaluation of Twelve Pilot Projects implemented by INEP 1) Integrated Urban Environment Improvement Programme, Bangalore 2) Integrated Development of Madivala and Hebbal Lakes, Bangalore 3) Integrated Ecological and Environmental Project for Mysore (Chamundi Hills) 4) Decentralised Pico Hydel Power Projects for energy needs of small communities in hilly areas of Karnataka 5) Fly Ash Utilisation Project at Raichur Thermal Power Station 6) Ex-situ conservation of plants of the Western Ghats in Mangalore 7) Technology Development for iron ore waste tailings based building products, Surathkal REC 8) Bio-reactors for Clean Coffee Effluents 9) Biomedical Waste Management for Gulbarga City 10) Eco Development through Urban Forestry Programme, Bangalore 11) Empowerment of Waste Collectors (Pourakarmikas) of Bangalore City 12) Cleaner and sustainable industrial development through cleaner production 	<table border="0"> <tr> <td style="vertical-align: top;">L. Name of Assignment or Project</td> <td style="vertical-align: top;">- Impact Assessment of Indo-Norwegian Environmental Programme (INEP)</td> </tr> <tr> <td style="vertical-align: top;">Year</td> <td style="vertical-align: top;">- 2002-2003: (60 Days)</td> </tr> <tr> <td style="vertical-align: top;">Location</td> <td style="vertical-align: top;">- Six Districts of Karnataka, South India</td> </tr> <tr> <td style="vertical-align: top;">Client</td> <td style="vertical-align: top;">- Department of Forest and Environment, Government of Karnataka and the Norwegian Embassy, New Delhi</td> </tr> <tr> <td style="vertical-align: top;">Main Project Features</td> <td style="vertical-align: top;">- Systematic Evaluation against Programme Plan Use of Appropriate Technologies for Conservation</td> </tr> <tr> <td style="vertical-align: top;">Positions Held</td> <td style="vertical-align: top;">- Team Leader, Evaluation Research Consultant</td> </tr> <tr> <td style="vertical-align: top;">Activities Performed</td> <td style="vertical-align: top;">- Impact Research Documentation of Lessons Learnt (Organisational Learning) Conclusions and Possible Future Direction of each Project within the Programme</td> </tr> </table>	L. Name of Assignment or Project	- Impact Assessment of Indo-Norwegian Environmental Programme (INEP)	Year	- 2002-2003: (60 Days)	Location	- Six Districts of Karnataka, South India	Client	- Department of Forest and Environment, Government of Karnataka and the Norwegian Embassy, New Delhi	Main Project Features	- Systematic Evaluation against Programme Plan Use of Appropriate Technologies for Conservation	Positions Held	- Team Leader, Evaluation Research Consultant	Activities Performed	- Impact Research Documentation of Lessons Learnt (Organisational Learning) Conclusions and Possible Future Direction of each Project within the Programme
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Location	- Six Districts of Karnataka, South India														
Client	- Department of Forest and Environment, Government of Karnataka and the Norwegian Embassy, New Delhi														
Main Project Features	- Systematic Evaluation against Programme Plan Use of Appropriate Technologies for Conservation														
Positions Held	- Team Leader, Evaluation Research Consultant														
Activities Performed	- Impact Research Documentation of Lessons Learnt (Organisational Learning) Conclusions and Possible Future Direction of each Project within the Programme														
<ul style="list-style-type: none"> ▪ Literature Review ▪ Developing Approach and Methodology ▪ Stakeholder Consultation <ul style="list-style-type: none"> a) Defining Poverty b) Economic Dependency c) Analysis of Poverty d) Education e) Social Security f) Legislation g) People's Planning ▪ Institutional Analysis <ul style="list-style-type: none"> a) Government Sector b) Private Sector c) Residual Sector d) Citizens' Report Card on Grama Panchayat (Village Government) 	<table border="0"> <tr> <td style="vertical-align: top;">M. Name of Assignment or Project</td> <td style="vertical-align: top;">- Participatory Poverty Assessment for all 14 districts of Kerala. ADB's TA 3485-IND</td> </tr> <tr> <td style="vertical-align: top;">Year</td> <td style="vertical-align: top;">- 2001-2002 (6 Months)</td> </tr> <tr> <td style="vertical-align: top;">Location</td> <td style="vertical-align: top;">- Based out of Trivandrum, Kerala</td> </tr> <tr> <td style="vertical-align: top;">Client</td> <td style="vertical-align: top;">- State Planning Board, Govt. of Kerala, Regional and Sustainable Development Dept., ADB, Manila</td> </tr> <tr> <td style="vertical-align: top;">Main Project Features</td> <td style="vertical-align: top;">- Understanding poverty through the eyes of the poor and marginalised "...to gain a deeper understanding of the nature, dimensions, characteristics, and extent of poverty in Kerala State, in terms of the perceptions, concerns, needs and solution approaches of the poor. The Study is expected to help in policy as well as programme formulation related to poverty reduction."</td> </tr> <tr> <td style="vertical-align: top;">Positions Held</td> <td style="vertical-align: top;">- Team Leader</td> </tr> <tr> <td style="vertical-align: top;">Activities Performed</td> <td style="vertical-align: top;">- Developing Conceptual Framework for the Study Developing Definitions and Concepts of Poverty Studying Impact of Governance on Poverty Studying Institutions in the Lives of the Poor Studying Gender Relations Perceptions of the Poor in Policy Making Developing Strategy for Poverty Alleviation</td> </tr> </table>	M. Name of Assignment or Project	- Participatory Poverty Assessment for all 14 districts of Kerala. ADB's TA 3485-IND	Year	- 2001-2002 (6 Months)	Location	- Based out of Trivandrum, Kerala	Client	- State Planning Board, Govt. of Kerala, Regional and Sustainable Development Dept., ADB, Manila	Main Project Features	- Understanding poverty through the eyes of the poor and marginalised "...to gain a deeper understanding of the nature, dimensions, characteristics, and extent of poverty in Kerala State, in terms of the perceptions, concerns, needs and solution approaches of the poor. The Study is expected to help in policy as well as programme formulation related to poverty reduction."	Positions Held	- Team Leader	Activities Performed	- Developing Conceptual Framework for the Study Developing Definitions and Concepts of Poverty Studying Impact of Governance on Poverty Studying Institutions in the Lives of the Poor Studying Gender Relations Perceptions of the Poor in Policy Making Developing Strategy for Poverty Alleviation
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<ul style="list-style-type: none"> ▪ Preparation of BME Document and Plan ▪ Stakeholder Consultations, Exploratory Research ▪ Quality of Life Studies in the 4 Towns ▪ Advising the Municipal Commissioner of Mysore on Property Tax Management and Computerisation ▪ Study on Traffic for Mysore City Police Commissioner ▪ Developing Strategic Plan for Mysore City ▪ Organising Public Private Partnership Programme for Mysore City ▪ Special Study on Elected Representatives ▪ Slum Studies and Customer Satisfaction Survey among Urban Poor ▪ Preparation of Strategic Plan for Poverty Alleviation in Project Cities with NGO and CBO Stakeholders 	<p>N. Name of Assignment or Project - Benefit Monitoring & Evaluation Consultant, Karnataka Urban Infrastructure Development Project (KUIDP) (ADB Loan No. 1415-IND)</p> <p>Year - 1999-2003</p> <p>Location - Four Municipalities of Karnataka (including Mysore City Corporation) based out of Bangalore</p> <p>Client - Karnataka Urban Infrastructure Development Finance Corporation (KUIDFC), Govt. of Karnataka</p> <p>Main Project Features - Promoting decentralisation of economic growth away from the rapidly growing Bangalore city. Equipping four selected towns in the Bangalore sub-region (Mysore, Tumkur, Ramanagaram and Channapatna) to attract investment for economic growth</p> <p>Positions Held - Team Leader, BME Consultant</p> <p>Activities Performed - Baseline Survey Mid-Term Survey End of Project Survey Special Studies</p>
<ul style="list-style-type: none"> ▪ Poverty Analysis ▪ Study of Indebtedness ▪ Study of Vulnerability ▪ Study of Attitudes to Bonded Labour ▪ Social Mapping ▪ Female Workload and Decision Making ▪ Study of Financial Services ▪ Study of Potential Partners and Linkages 	<p>O. Name of Assignment or Project - Rapid Appraisal Study on Bonded Labour for International Labour Organisation in 4 Districts of Karnataka</p> <p>Year - 2001 (8 Months)</p> <p>Location - Bidar District, Kolar District, Chamarajnar District and Bellary District of Karnataka, South India</p> <p>Client - ILO Social Finance Unit, International Labour Organisation (ILO), New Delhi Office</p> <p>Main Project Features - Field Study on Debt Bondage Review of the Legal and Policy Environment</p> <p>Positions Held - Team Leader</p> <p>Activities Performed - Organised Field Research Executed Field Research Documentation</p> <p>For further details, visit http://labordoc.ilo.org and do a Basic Search using key words "Ajit Mani"</p>

<ul style="list-style-type: none"> ▪ Documentation of Stakeholder Consultations ▪ Visits to Municipality and Squatter Communities in Phnom Penh ▪ Partner Consultations under direction of Ms. Mariko Sato, Human Settlements Officer, UN Habitat, Fukuoka ▪ Documentation of Stakeholder Consultations ▪ Project Proposal Documentation 	P. Name of Assignment or Project	- UNCHS/UNDP/DFID Support to the Phnom Penh Squatter Communities and Municipality for Participatory Urban Development (CMB/95/009)
	Year	- Between Nov 1998 and Feb 2003 (1 Month)
	Location	- Phnom Penh City, Cambodia
	Client	- UNCHS Fukuoka
	Main Project Features	- Improving Relations between the squatter and urban poor communities and the government - Reduce the problem of insecurity of tenure - Strengthen NGOs working with the urban poor - Strengthen community Organisations - Improve living environment and access to basic services - Develop capacity of the Municipality in its enabling role and policy formulation
	Positions Held	- Institutional Development Expert
	Activities Performed	- Stakeholder Consultation - Project Analysis - Documentation

13. Certification:

I, the undersigned, certify to the best of my knowledge and belief-

Yes No

(i) this CV correctly describes my qualifications and my experience

I understand that any willful misstatement described herein may lead to my disqualification or dismissal, if engaged.



Date: 9 November 2016

Signature of expert or authorized representative of the firm

Day/Month/Year

Full name of authorized representative: AJIT MANI

Note: This CV does not contain details of older assignments, management workshops and participatory decision making sessions facilitated by Ajit Mani. For these, please visit:

<http://www.interventions.org/clientlist.html>